

MAINE STATE LEGISLATURE

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MAINE LEGISLATIVE COUNCIL

Review of Staff Classification, Compensation and Job Specifications

April 2018

FINAL REPORT: Part I Compensation and Classification



NATIONAL CONFERENCE *of* STATE LEGISLATURES

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FINAL REPORT: Part I

Compensation and Classification

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Executive Summary

The National Conference of State Legislatures (NCSL) engaged in a contract with the Maine Legislative Council to review the classification, compensation and job specifications for legislative staff employed by the Legislative Council and by the House and the Senate. The NCSL study team began the project in October 2017 with a goal to submit a final report with recommendations on or before March 15, 2018.

The compensation and classification review had the following objectives:

1. Review job descriptions and specifications to ensure that they accurately reflect the duties, expectations and minimum qualifications for each title.
2. Compare current pay ranges of jobs subject to the study to the relevant job market to determine the competitiveness of the pay plan.
3. Compare current pay levels for titles of equal value to determine the internal equity of the pay plan.
4. Make recommendations, as appropriate, on study objectives outlined in items 1-3 and on other, related staff compensation issues that may arise during the course of the study.

The Maine plan is somewhat unique among state legislative compensation plans due to its broad coverage of all legislative employees, including House and Senate staff and nonpartisan and partisan staff. This feature of the Legislature's pay plan sets it apart and, in NCSL's opinion, above employee pay systems in many other state legislatures that have limited coverage or that feature multiple and often inconsistent pay plans for different staff groups.

The Maine Legislature has traditionally elected to lead the market by about 10 percent in its staff compensation levels. This has allowed the Legislature to attract and retain highly qualified professional talent to serve the institution, its membership and the public. NCSL's analysis shows that the legislative staff compensation plan currently leads the market by about 8 percent. The analysis also finds that the Legislature's current pay plan matches the market almost exactly at the entry level for each job grade. Generally speaking, these results suggest that on the matter of compensation, the Legislature is evenly competitive in the market for new talent and at a slight competitive advantage in the retention of existing employees. NCSL recommends that the Legislature retain current compensation levels at each employment grade.

Market compensation data, supported in specific cases by point factor analysis, suggest that some changes in classification should be considered by the Legislature to maintain the internal equity of the pay plan and retain external competitiveness with labor market conditions. Specific reclassification recommendations are described in the section of this report titled "Reclassification Recommendations."

NCSL recommends that the Legislative Council and its Personnel Committee amend the way it allocates positions to each of the Legislative Council offices. Currently, a job position is approved for a staff office as an allocated title. By fixing the number of incumbents allowed to occupy a job title, employees lose hope that their performance can be rewarded through promotion and managers are handicapped in the options available to them in their efforts to retain great talent. NCSL recommends that the Legislature move to a budgeting approach that allocates positions based on full time equivalents, or FTEs, for specific career tracks rather than for specific titles.

NCSL reviewed all of the job descriptions made available by the Legislature and drafted several new descriptions for the Legislature's consideration. Generally speaking, the existing job descriptions were accurate and required only minor to moderate amendments. Several revised job descriptions include

recommendations for changing the job title. NCSL's work on job descriptions is presented in a separate, companion report.

NCSL also recommends that the "Analyst" title currently shared by several staff offices be made more specific to the analyst roles in each office, creating new titles and career tracks beginning at Grade 10. This recommendation is described in more detail in the section of this report titled "Reclassification Recommendations."

The Maine Legislature's staff compensation plan was created using "best practices" techniques and the Legislature has maintained its plan over the years through routine attention to the salary market and to changes in job content. The Legislature also houses one of the nation's most professional and specialized state legislative human resource management offices. These conditions, taken together, have helped the Legislature maintain a compensation and classification plan that is resilient and, as the market data collected in this study suggest, that continues to be an effective and appropriate compensation plan for its employees.

Introduction

The National Conference of State Legislatures (NCSL) engaged in a contract with the Maine Legislative Council staff to review the classification, compensation and job specifications for legislative staff employed by the Legislative Council and by the House and Senate. The NCSL study team began the project in October 2017 with a goal to submit a final report with recommendations on or before March 15, 2018.

This report (Part I) summarizes the activities of the study team, presents data collected by NCSL to determine “market” pay rates for jobs similar to those at the Maine Legislature, describes important methodological practices employed by NCSL to conduct its analysis and offers conclusions about the current compensation and classification system. Part II, published separately, presents revised editions of legislative job descriptions.

Background

The compensation and classification review had the following objectives:

1. Review job descriptions and specifications to ensure that they accurately reflect the duties, expectations and minimum qualifications for each title.
2. Compare current pay ranges of jobs subject to the study to the relevant job market to determine the competitiveness of the pay plan.
3. Compare current pay levels for titles of equal value to determine the internal equity of the pay plan.
4. Make recommendations, as appropriate, on study objectives outlined in items 1-3 and on other, related staff compensation issues that may arise during the course of the study.

The NCSL study team completed the following tasks to complete the review:

1. Created and distributed a job content questionnaire to gather detailed information about the current duties, functions, responsibilities and qualifications for all legislative staff titles covered by the study.
2. Interviewed almost 100 legislative employees to gather information about current duties, functions, responsibilities and qualifications.
3. Reviewed and analyzed current job descriptions using information from staff questionnaires, interviews and observation of legislative staff activities.
4. Reviewed and analyzed the current compensation system of the Maine Legislative Council staff and House and Senate staff offices.
5. Gathered salary data for positions comparable to the legislative positions covered by the study. The NCSL study team gathered data from the executive branch, judicial branch, local government, private sector employers and comparable offices in other states (making necessary adjustments to ensure that the salary data were comparable to the relevant job market in Maine).
6. Reviewed staff retention data to identify specific positions where challenges exist.
7. Consulted with senior staff to determine the Legislature’s philosophy on competitiveness for employee compensation within the current job market.

Compensation and Classification

The Maine Legislature utilizes a formal employee compensation and classification plan that conforms to best practices in compensation management and design. The plan consists of a hierarchy of fifteen job grades, each containing job titles appropriate to that grade. Within each grade, employee compensation can advance through 12 steps of salary growth.

The Maine plan is somewhat unique among state legislative compensation plans due to its broad coverage of all legislative employees, including House and Senate staff and nonpartisan and partisan staff. This centralized approach helps to foster pay equity throughout the institution and promote a sense of fairness and employee confidence in the Legislature's personnel system. This feature of the Legislature's pay plan sets it apart and, in NCSL's opinion, above employee pay systems in many other state legislatures that have limited coverage or that feature multiple and often inconsistent pay plans for different staff groups.

Table 1 presents an overview and analysis of the basic structure of Maine's legislative employee compensation hierarchy. The minimum value of each grade represents the entry-level pay (or recruiting-level pay) for a new hire in a job associated with that grade. The maximum value in each grade represents the highest compensation level available to an employee working in a job assigned to that grade. The midpoint is the average of the minimum and maximum values of the grade. The midpoint is an important data point in compensation analysis as it represents, or should represent, the amount that the organization (or the market) pays to an individual who has attained full competence in a specific job role.

Table 1: Maine Legislative Employee Compensation Plan and Analysis (Steps 1-12)

Grade	Minimum	Midpoint	Maximum	Grade Width	Grade Progression
15	\$ 92,206	\$ 124,748	\$ 157,290	71%	10%
14	\$ 83,803	\$ 113,391	\$ 142,979	71%	10%
13	\$ 76,149	\$ 103,085	\$ 130,021	71%	10%
12	\$ 69,264	\$ 93,746	\$ 118,227	71%	10%
11	\$ 62,982	\$ 85,228	\$ 107,474	71%	10%
10	\$ 57,283	\$ 77,511	\$ 97,739	71%	8%
9	\$ 52,957	\$ 71,604	\$ 90,251	70%	12%
8	\$ 47,382	\$ 64,085	\$ 80,787	71%	10%
7	\$ 43,035	\$ 58,230	\$ 73,424	71%	10%
6	\$ 39,104	\$ 52,957	\$ 66,810	71%	8%
5	\$ 36,920	\$ 48,818	\$ 60,715	64%	10%
4	\$ 33,613	\$ 44,419	\$ 55,224	64%	10%
3	\$ 30,514	\$ 40,332	\$ 50,149	64%	12%
2	\$ 27,290	\$ 36,078	\$ 44,866	64%	12%
1	\$ 24,357	\$ 32,209	\$ 40,061	64%	

Table 1 includes calculations for the compensation plan's "grade width" and "grade progression." Grade width measures the difference between the upper (maximum) and lower (minimum) limits of the grade. Grade width is sometimes referred to as the spread of the grade.

Grade progression measures the difference between midpoint values from grade level to grade level. For example, the midpoint of grade 10 is \$77,511 and the midpoint of grade 11 is \$85,228. The grade progression between the two grades is 10 percent and is calculated as follows:

$$(85,228 - 77,511)/(77,511) \times 100 = 10\%$$

Grade width can vary according to the needs of a specific workplace and the nature of the work being performed by employees. In general, NCSL recommends grade widths of about 50 to 80 percent for state legislative compensation plans. Grade progression also can vary according to the number of grades in a plan and the compensation goals of an organization.

As with many features in compensation plan design, setting grade widths and grade progression percentages is part science and part art. However, compensation experts agree that these values should be consistent throughout the entire hierarchy of the pay plan. As Table 1 illustrates, the Maine compensation plan features this kind of consistency in design. Grade widths are 64 percent for Grades 1 through 5 and 71 percent for Grades 6 through 15.

It is not unusual to find slightly narrower grade widths at lower levels in a pay plan, as is evident in the Maine plan. Employees at lower levels in the organization generally look for quicker promotion or are more transient than their senior-level colleagues and a shorter grade width at lower levels of the pay plan helps respond to those factors.

Grade progression in the Maine legislative plan also is very consistent from the bottom to the top of the pay grades. There are a few anomalies from the norm of 10 percent at several grade levels, but these small variances are generally consistent with the overall compensation framework.

By these two important measures—grade width and grade progression—the Maine compensation plan appears well-designed and maintained. This consistency in design forms the basis of a staff compensation plan that promotes internal equity, allows for effective comparison of a diverse range of job titles and conveys a sense of fairness to legislative employees.

Fairness is a critical workplace value that underpins an employer’s efforts and ability to enhance employee engagement and performance. As described in *Compensation Management: Rewarding Performance*, a textbook on compensation design by Richard Henderson, “The major reason for uniformity [in grade width and grade progression] is ease in explaining and justifying a basic fairness in the structure design.”

The continuing maintenance of an effective compensation and classification plan that reflects important values such as fairness, clarity, equity and market competitiveness will depend on the collaborative efforts of all senior managers and the Legislature’s HR director. Through observation of the following practices, the Legislature can avoid some of the common pitfalls that often act to degrade even the best compensation plans.

- **Use existing job titles and grade assignments whenever possible.** The proliferation of new or amended job titles can create confusion and unwarranted equity concerns for employees and their managers. Overly specific job titles and descriptions also can quickly become obsolete or require frequent maintenance to keep them relevant. NCSL recommends that legislative directors assign employees to existing titles whenever feasible. If a new title is essential, it should be developed in cooperation with the Legislature’s human resources office.
- **Restrict assignment of each title in the pay plan to a single pay grade.** There are a few instances in the current pay plan where the same title appears in several different pay grades. This practice creates confusion about the meaning of the title and its place, or value, in the hierarchy of jobs. These

inconsistencies can lead to employee concerns about pay equity and potential confusion about work roles and performance expectations.

- **Adhere to strict and consistent application of minimum qualifications and performance standards in hiring and promotions.** Nothing undermines employee confidence more than the notion—real or perceived—that decisions about hiring or employee rewards (such as promotion of other workplace perks) are based on inconsistent application of performance measures or in violation of established minimum standards. Also, if these kinds of inconsistencies occur, they create internal equity imbalances that are difficult to correct and that have long-term consequences for the integrity of the pay plan. Organizational consistency in this area is one of the more difficult employment challenges in most legislatures and depends on robust communication among office managers and human resources staff, and the articulation of clear policies that are enforced by senior management.

Compensation Market Analysis

A central goal of this study is the comparison of current staff compensation levels at the Maine Legislature to compensation being paid for similar jobs in the employment marketplace. Market analysis is a standard tool for setting and maintaining compensation levels that improve an organization's ability to attract and retain great talent.

Depending on the type of organization and its employment situation, an employer may decide to maintain a compensation plan that closely matches market pay conditions, or it may decide to “lead” or “lag” the market by a certain percentage. Employers in need of the “best and brightest” available talent, that require a workforce with relatively low turnover or that have a structural disadvantage in hiring and retention (the work or work location may not be socially desirable or intrinsically appealing), may choose to set their pay plan slightly ahead of the market. Conversely, employers that can tolerate higher turnover, do not require specialized talent or that have a special hiring advantage based on social perceptions of their workplace, might choose to “lag” the market in their compensation plan.

The Maine Legislature has traditionally elected to lead the market by about 10 percent in its staff compensation levels. This compensation philosophy has allowed the Legislature to attract and retain highly qualified professional talent to serve the institution, its membership and the public.

Methodology for Market Analysis

NCSL employs a standard methodology in its consulting work on legislative staff compensation that has been proven effective through years of experience working with numerous legislatures and staff groups. The NCSL process can be summarized into three key steps:

1. Job Content Analysis
2. Market Data Collection (Comparables)
3. Comparative Analysis of Data

Job Content Analysis. In order to compare Maine's legislative jobs to market conditions, it is essential to develop a clear understanding of the roles and responsibilities of each job title at the Legislature. NCSL accomplished the job content analysis in two stages. First, it deployed a “job content questionnaire” to all legislative employees. Each employee completed the survey which asked the respondent to provide details about their work including the time they spend on key responsibilities, their opinions on minimum qualifications required to do the job and a host of other factors that describe the position. These responses were reviewed by the respondent's immediate supervisor for completeness and accuracy.

After receiving the completed surveys, NCSL staff traveled to Augusta to conduct in-person interviews with staff to learn more about selected job titles. In all, NCSL conducted almost 100 individual job content interviews at the Legislature.

Market Data Collection. The detailed knowledge of job content made possible through the questionnaire and subsequent interviews provided the basis for moving to the next step of the market analysis—the collection of salary data for similar jobs in the relevant job market.

NCSL’s experience working on legislative staff compensation issues confirms what most compensation experts believe—that in almost all cases, local job markets are the most relevant sources of data for use in comparative compensation analysis. It is largely within the local market that the Legislature competes for talent, both in recruiting and in retention. In some rare cases, where a job is especially unique to legislatures, NCSL will use comparable salary data from more distant sources or from other state legislatures.

For this study, NCSL focused on the following employers and regions for the collection of comparable salary data:

- Maine State Government
- Maine Judicial Branch
- The University of Maine
- City of Portland
- Cumberland County

In addition to these sources, NCSL relied on compensation data provided by the Economic Research Institute (ERI) for baseline, city-specific salary statistics on a broad range of job titles. ERI data has proven to be reliable in dozens of similar NCSL projects and an important element in the overall assessment of local salary market conditions.

Also, as suggested previously, NCSL selectively used data from other sources around the State of Maine and, in a few limited cases, from other state legislatures. Salary data from other states were adjusted to the Augusta market using ERI’s Geographic Assessor tool.

NCSL collected comparable market salary data for most of the existing staff job titles at the Legislature. Appendices A through N present these data. Some legislative job titles allowed for the collection of a broader range of “comparables” than other titles. However, NCSL was able to collect a significant sample of comparables for titles within each job grade, allowing for reliable calculation of the current market value of jobs in that grade.

Pay Plan Transition. The Maine Legislature amended its staff compensation plan in 2017. This change added three additional steps to each pay grade, moving the overall pay plan from a nine-step-per-grade structure to a twelve-step-per-grade structure. The three new steps largely affect the top of each grade, allowing additional salary growth opportunity for long-time employees.

The three steps added in 2017—steps 10, 11 and 12—each have longevity restrictions attached to them. In order to qualify for advancement to step 10 within a classification grade, an employee must have at least 12 years of experience in Maine state government. At step 11, the experience minimum requirement is 14 years, and at step 12 it is 16 years. In addition, a new employee may not be hired directly into one of these steps. These restrictions reinforce the concept that steps 10-12 exist exclusively to reward long-time employees who also demonstrate acceptable work performance.

The Legislature and its employees currently are in transition from the previous nine-step plan into the new 12-step plan. The first cohort of staff who met the minimum qualifications for the new steps became eligible for advancement in October 1, 2017. The policy for advancement to steps 10, 11 and 12 requires that an employee must move sequentially through these steps and cannot leap over a step to a higher one. For example, employees with 16 years of experience or more on October 1, 2017 became eligible for advancement only to step 10 even though those employees' work experience exceeded the minimum qualifications for step 12. These employees, provided that their work performance is deemed acceptable, may be eligible to advance to step 11 beginning on October 1, 2018 and then to step 12 on October 1, 2019.

Based on date-of-hire data, NCSL estimates that about 53 legislative employees will become eligible for advancement to step 10 this year. By 2020, approximately 51 of these employees will be eligible for advancement to step 12, with an additional seven employees eligible for step 11 and seven employees eligible for step 10. By the end of 2020, approximately one-third of all legislative employees could occupy the top three steps (10, 11, and 12) in the new legislative pay plan. These estimates do not account for factors such as staff turnover and performance-based considerations regarding advancement.

NCSL has debated whether the following compensation analysis and market comparisons should be based on the new 12-step pay plan or the former nine-step plan due to the transitional nature of staff compensation at the time of this study. However, the potential for rapid occupation of steps 10, 11 and 12 over the next three years makes it clear that this analysis must focus on the present and near-future conditions of employment for legislative employees and not on the prior compensation plan that quickly will become irrelevant.

Although the key features and conclusions of the following analysis are based on the new 12-step pay grade compensation plan, the discussion includes data and comparisons to the previous nine-step plan. NCSL is hopeful that these comparisons to the prior pay plan will help to illustrate the impact and timeliness of the Legislature's decision to broaden the pay ranges for its employees.

Comparative Analysis of Data. The central goal of the compensation analysis is to determine the current market value for the titles within each job grade in the Legislature's staff compensation plan. These market values can then be compared to the existing pay plan to assess the Legislature's position on employee pay relative to the competition. The market value is calculated as the average midpoint of all the comparable market pay ranges collected for titles within a given range. Table 2a offers an example of this calculation as it applies to Grade 14.

Table 2a: Current Pay Plan: Market Comparables for Grade 14

Grade	14	Current Pay Plan		Market Data	
		Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)					
Clerk HS/ Sec SN		\$ 83,803	\$ 113,391	\$ 81,725	\$ 107,122
Director, OFPR		\$ 83,803	\$ 113,391	\$ 87,475	\$ 110,598
Director, LIB		\$ 83,803	\$ 113,391	\$ 74,982	\$ 93,063
Director, LIT		\$ 83,803	\$ 113,391	\$ 85,111	\$ 109,670
Director, ROS/OPLA		\$ 83,803	\$ 113,391	\$ 88,881	\$ 109,453
Market Entry				\$ 83,635	
Market Midpoint					\$ 105,981

As Table 2a illustrates, NCSL collected comparable market salary data for five titles that currently are classified as Grade 14 positions. The minimum and maximum market data collected for each title is detailed in Appendix A-N. NCSL calculated a “midpoint” for the data for each title and also an average, or “market” midpoint for all the titles in the grade. In the case of Grade 14, the market midpoint for these jobs is \$105,981. These data show that at Grade 14 the Legislature’s pay plan midpoint (\$113,391) is “leading” the market midpoint (\$105,981) by about 7 percent.

NCSL also calculated the market minimum (the average entry level) for each title and for each grade level. In Grade 14, the entry level of the current legislative pay plan (\$83,803) almost exactly matches what the job market is paying (\$83,635) for entry-level employees working at similar jobs. However, it also is useful to point out that the entry-level data point related to the Library Director title (\$74,982) is an outlier among the other data. If removed from the group, the market entry salary level shifts to \$85,798, indicating that entry level pay at Grade 14 (\$83,803) for the remaining titles may lag the market by a slight margin.

NCSL did not calculate average values for market grade maximums. The Legislature recently reset the maximum values in its pay plan by adding three steps (10, 11, and 12) to each grade level based on a need to provide more headroom in the plan for wage growth for long-tenured staff. This change, as NCSL understands it, was designed to recognize and retain long-time employees who possess specialized skills and who hold important institutional knowledge. The market data indicate that the minimum values (entry level) and grade width of the current pay plan are appropriate. Knowing these two factors, NCSL can conclude that the current maximum values for each grade are in line with market conditions.

For purposes of comparison, Table 2b presents the market salary data for Grade 14 compared to the entry level and midpoint values of the old, 9-step pay plan. This comparison highlights the fact that under the old plan, most titles in Grade 14 were falling behind the market at the entry level and at the midpoint.

Table 2b. Previous Pay Plan (Steps 1-9): Market Comparables for Grade 14

		Previous Pay Plan (Steps 1-9)		Market Data	
Grade	14	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)					
Clerk HS/ Sec SN		\$ 81,349	\$ 102,357	\$ 81,725	\$ 107,122
Director, OFPR		\$ 81,349	\$ 102,357	\$ 87,475	\$ 110,598
Director, LIB		\$ 81,349	\$ 102,357	\$ 74,982	\$ 93,063
Director, LIT		\$ 81,349	\$ 102,357	\$ 85,111	\$ 109,670
Director, ROS/OPLA		\$ 81,349	\$ 102,357	\$ 88,881	\$ 109,453
Market Entry				\$ 83,635	
Market Midpoint					\$ 105,981

Table 3a illustrates that the 12-step Legislative staff compensation plan adopted in 2017 is largely in line with the market. The entire plan leads the market by about 8 percent which is consistent with the compensation philosophy traditional adhered to by the Legislature. It is important to note that without the recent addition of three new steps, the pay plan would not retain this traditional position vis-à-vis the job market. Table 3b, which presents the market salary data compared to the old, nine-step pay plan, further supports this point.

Table 3a: Market Data Compared to Current Pay Plan: Grades 2-15

Grade	Current Pay Plan		Market Data		Current v. Market*	
	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
15	\$ 92,206	\$ 124,748	\$ 92,527	\$ 121,736	-0.3%	2.5%
14	\$ 83,803	\$ 113,391	\$ 83,635	\$ 105,981	0.2%	7.0%
13	\$ 76,149	\$ 103,085	\$ 75,510	\$ 96,438	0.8%	6.9%
12	\$ 69,264	\$ 93,746	\$ 67,835	\$ 86,343	2.1%	8.6%
11	\$ 62,982	\$ 85,228	\$ 63,250	\$ 78,947	-0.4%	8.0%
10	\$ 57,283	\$ 77,511	\$ 58,080	\$ 74,779	-1.4%	3.7%
9	\$ 52,957	\$ 71,604	\$ 51,804	\$ 65,454	2.2%	9.4%
8	\$ 47,382	\$ 64,085	\$ 45,686	\$ 58,081	3.7%	10.3%
7	\$ 43,035	\$ 58,230	\$ 40,853	\$ 52,526	5.3%	10.9%
6	\$ 39,104	\$ 52,957	\$ 39,243	\$ 49,494	-0.4%	7.0%
5	\$ 36,920	\$ 48,818	\$ 37,109	\$ 46,052	-0.5%	6.0%
4	\$ 33,613	\$ 44,419	\$ 32,891	\$ 40,126	2.2%	10.7%
3	\$ 30,514	\$ 40,332	\$ 31,674	\$ 38,398	-3.7%	5.0%
2	\$ 27,290	\$ 36,078	\$ 26,618	\$ 32,282	2.5%	11.8%
			Overall Pay Plan Averages		0.9%	7.7%

* represents percent that current pay plan is above (lead) or below (lag) market

When compared to the market, the old pay plan lagged the market by a slight margin in almost every pay grade (see Table 3b). Under the old plan, the Legislature was becoming uncompetitive on salary and, perhaps most important, uncompetitive on entry-level compensation. This condition, had it not been addressed last year, might have developed into a troublesome liability in terms of employee recruitment and retention. The adjustments made in 2017 that introduced the new 12-step pay plan appear to be almost precisely what was required to maintain the Legislature's slight competitive advantage on compensation.

Table 3b. Market Data Compared to Previous Pay Plan (Steps 1-9): Grades 2-15

Grade	Previous Pay Plan (Steps 1-9)		Market Data		Previous v. Market*	
	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
15	\$ 89,502	\$ 112,622	\$ 92,527	\$ 121,736	-3.3%	-7.5%
14	\$ 81,349	\$ 102,357	\$ 83,635	\$ 105,981	-2.7%	-3.4%
13	\$ 73,923	\$ 93,049	\$ 75,510	\$ 96,438	-2.1%	-3.5%
12	\$ 67,246	\$ 84,614	\$ 67,835	\$ 86,343	-0.9%	-2.0%
11	\$ 61,131	\$ 76,929	\$ 63,250	\$ 78,947	-3.3%	-2.6%
10	\$ 55,598	\$ 69,961	\$ 58,080	\$ 74,779	-4.3%	-6.4%
9	\$ 51,397	\$ 64,626	\$ 51,804	\$ 65,454	-0.8%	-1.3%
8	\$ 45,989	\$ 57,834	\$ 45,686	\$ 58,081	0.7%	-0.4%
7	\$ 41,766	\$ 52,551	\$ 40,853	\$ 52,526	2.2%	0.0%
6	\$ 37,960	\$ 47,788	\$ 39,243	\$ 49,494	-3.3%	-3.4%
5	\$ 35,838	\$ 44,106	\$ 37,109	\$ 46,052	-3.4%	-4.2%
4	\$ 32,614	\$ 40,113	\$ 32,891	\$ 40,126	-0.8%	0.0%
3	\$ 29,619	\$ 36,431	\$ 31,674	\$ 38,398	-6.5%	-5.1%
2	\$ 26,478	\$ 32,594	\$ 26,618	\$ 32,282	-0.5%	1.0%
			Overall Pay Plan Averages		-2.1%	-2.8%

* represents percent that current pay plan is above (lead) or below (lag) market

The analysis of the current pay plan finds that it matches the market almost exactly at the entry level for each job grade. This means a few things. First, the Legislature may be in a slightly more advantageous position for retaining current employees than it is for recruiting new talent. Second, it means that the grade width of the Legislature's pay plan (about 70 percent) is wider than the market's average range width. This seems to be a reasonable compromise that helps the Legislature reward and retain long-time employees while remaining relatively competitive in the market for new talent.

NCSL collected almost 400 individual market data points to conduct this analysis. Some legislative job titles had more market matches than others, but overall the NCSL study team has high confidence that the accumulated data are relevant and represent a comprehensive picture of the current salary marketplace in which the Legislature competes for talent.

Job Classification

NCSL's review of the Legislature's job classification plan seeks to identify cases where changes in job responsibilities or market compensation conditions may require adjustments in the hierarchy of job titles in order to maintain the internal equity of the plan or, in some cases, to insure external competitiveness with the job market. Anomalies in market compensation data along with the comparative valuation of job content using tools such as point factor analysis help guide decisions about the appropriate classification of titles. Point factor analysis assigns numerical values to various attributes and components of a specific job, allowing for an objective comparison of the "value" of different job roles and titles.

The Maine Legislature's staff compensation plan was created using "best practices" techniques and has maintained its plan over the years through routine attention to the salary market and to changes in job content. The Legislature also houses one of the nation's most professional and specialized state legislative human resource management offices. These conditions, taken together, have helped the Legislature maintain a compensation and classification plan that is resilient and, as the market data collected in this study suggest, retains an effective and largely appropriate classification of its employees.

Market compensation data, supported in specific cases by point factor analysis, suggest that some changes in classification should be considered by the Legislature to maintain the internal equity of the pay plan and retain external competitiveness with labor market conditions. These reclassification recommendations are outlined below.

In a few cases, market data for a specific title falls far enough outside the grade's midpoint to suggest that the title may be misclassified, but the overall evidence falls short of allowing NCSL to make a reclassification recommendation. In addition, some current job titles do not clearly match or represent the content of the job. NCSL's recommendations for title changes are included in the following summary.

Reclassification Recommendations

Reclassification of a title should not impact the compensation paid to an employee holding that title, except in a case where the minimum salary of the new grade is higher than the employee's current salary. In those cases, salary should be adjusted to the new minimum. An employee's compensation should not be reduced as a result of a reclassification decision.

Sergeant-at-Arms (Senate). NCSL believes that this position is largely equivalent to the same House title and should be reclassified from Grade 3 to Grade 5.

Legislative Information Assistant. Reclassify from Grade 4 to Grade 3

Receptionist. Reclassify from Grade 4 to Grade 3.

Legal Proofreader. Reclassify from Grade 4 to Grade 5. Change Legal Proofreader title to Legal Proofreader/Editor.

Senate Reporter. NCSL believes that this position is largely equivalent to the same House title and should be reclassified from Grade 5 to Grade 7.

Senior Legislative Information Specialist. Reclassify from Grade 5 to Grade 4. Change title to Legislative Information Specialist.

Senior Legal Proofreader. Reclassify from Grade 5 to Grade 6. Change Senior Legal Proofreader title to Senior Legal Proofreader/Editor.

Legislative Services Associate. Change title to Human Resources Generalist.

Senior Executive Secretary. Reclassify from Grade 7 to Grade 6.

Legislative Aide. Reclassify from Grade 8 to Grade 7.

Paralegal. Reclassify from Grade 8 to Grade 7.

Payroll and Benefits Supervisor. Change title to Senior Human Resources Generalist.

Communications Director. This title appears in three different grades in the current pay plan. It should be consolidated at Grade 9.

Analyst. The Legislature has relied on the title “Analyst” to cover similar jobs in several staff offices including OPLA, ROS, OFPR and OPEGA. NCSL recommends that the title be amended to reflect the different responsibilities that fall within the scope of this title in each office. Specifically, these new titles would become:

- Committee Analyst
- Fiscal Analyst
- Legislative Attorney
- Performance Analyst

NCSL has drafted specific job descriptions for each of these new titles. No reclassification is recommended.

NCSL also recommends that the Legislature clarify the career track for the Analyst role by adjusting current titles to create the following paths for promotion for these jobs.

Grade 10	Grade 11	Grade 12
Committee Analyst	Senior Committee Analyst	Principal Committee Analyst
Fiscal Analyst	Senior Fiscal Analyst	Principal Fiscal Analyst
Legislative Attorney	Senior Legislative Attorney	Principal Legislative Attorney
Performance Analyst	Senior Performance Analyst	Principal Performance Analyst

Promotion through the Analyst and Attorney career tracks should be based on merit and by meeting the minimum qualifications for the position as described in the title’s job description.

Director and Deputy Director, State Law and Legislative Reference Library. Market data indicate that these titles lead the market significantly at their current classification and are candidates for reclassification. Point factor analysis of the various office director positions support that conclusion.

Comparable salary data collected for the State Law Library Director title shows that the current midpoint (\$113,391) for this Grade 14 title leads the market midpoint (\$93,063) by more than 21 percent. Other titles in Grade 14 show a much closer match between the current plan and the market as outlined in Table 4.

Table 4: Comparative Salary Data and Current versus Market Calculations: Grade 14

		Current Pay Plan		Market Data		Current v. Market*	
Grade	14	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Clerk HS/ Sec SN		\$ 83,803	\$ 113,391	\$ 81,725	\$ 107,122	2.5%	5.9%
Director, OFPR		\$ 83,803	\$ 113,391	\$ 87,475	\$ 110,598	-4.2%	2.5%
Director, LIB		\$ 83,803	\$ 113,391	\$ 74,982	\$ 93,063	11.8%	21.8%
Director, LIT		\$ 83,803	\$ 113,391	\$ 85,111	\$ 109,670	-1.5%	3.4%
Director, ROS/OPLA		\$ 83,803	\$ 113,391	\$ 88,881	\$ 109,453	-5.7%	3.6%
Market Entry				\$ 83,635		0.2%	
Market Midpoint					\$ 105,981		7.0%

The market data summarized in Table 4 also show a disparity between the entry level (Grade minimum) for Grade 14 and what the market pays at the entry level for jobs comparable to the Law Library Director. On this measure, the legislative entry level (\$83,803) leads the market entry level (\$74,982) by almost 12 percent.

The comparable data used to calculate the market minimum and midpoint for the Law Library Director title are additionally supported by other, limited data available on the actual, annual compensation for state law library director positions in Connecticut, Maryland and Virginia.

Table 5: Directors' Annual Salaries—Selected State Law Libraries

(Geographically Adjusted)

State	Annual Salary
Connecticut	\$98,099
Maryland	\$111,788
Virginia	\$112,168
Average Salary	\$107,352

Point factor analysis of the office director titles reinforces a recommendation to reclassify the Law Library Director title to Grade 13. Table 6 presents NCSL's point factor scoring for these titles.

Table 6: Point Factor Analysis: Director

Job Title	Point Factor Value
Executive Director	775
Director, OPLA	665
Director, OFPR	660
Director, ROS	650
Director, LIT	620
Director, Library	615
Director, OPEGA	615

The “Point Factor Value” presented for each title in Table 6 represents the sum of nine independent scores (or point factors) determined through the application of a point factor analysis instrument developed by the United States Office of Personnel Management and modified for state legislative use by NCSL. Point factoring provides an objective tool for measuring the relative value of a group of jobs.

The point factoring of director titles at the Legislative Council results in three distinct groupings. At the top of the score hierarchy is the Executive Director, a title classified at Grade 15 in the current pay plan. The next group consists of the directors of the Office of Policy and Legal Analysis, the Office of Fiscal and Program Review and the Office of the Revisor of Statutes. These titles currently are classified in the pay plan at Grade 14.

The third point factor grouping consists of the directors of the Office of Program Evaluation and Government Accountability, the Law and Legislative Reference Library and the Office of Legislative Information Technology. The Library and LIT director positions are classified at Grade 14 in the currently pay plan. The OPEGA director position is classified at Grade 13.

The comparable salary data collected for the Law Library Director title, taken together with the results of NCSL’s point factor analysis of director positions, indicate that this title is misclassified in the current pay plan and is more appropriately classified at Grade 13 (equivalent to the OPEGA Director in terms of classification). This conclusion would imply that the Deputy Director title is similarly misclassified and should be reclassified at Grade 12.

NCSL is cautious about recommending reclassification of these two titles, due largely to concerns about the unique legislative role and state-wide scope of the library. NCSL is compelled by the data, however, to recommend these changes that reinforce the internal equity of the Legislature’s pay plan while allowing it to remain competitive with job market forces.

Other Reclassification Considerations

Director, Office of Legislative Information Technology. NCSL’s point factor analysis of Legislative Council director positions (see Table 6) resulted in scores that grouped the LIT director job with the director jobs at OPEGA and the Law Library. This finding, standing alone, suggests that the LIT director job is a candidate for reclassification to Grade 13. Grade 13 also is the current classification level of the OPEGA director. However, in the case of the LIT director, the corresponding market salary data do not support such a move.

The data summarized in Table 4 show that the job market for IT directors closely parallels the pay range at Grade 14—the classification grade at which the Legislature’s IT director currently is assigned. Reclassification of this job to Grade 13 would place the Legislature at a competitive disadvantage when recruiting, hiring and attempting to retain talent at this critical position. This title should remain at Grade 14.

Facilities Manager. The job titled Facilities Manager offers a potential compensation challenge in its current grade. The current pay plan matches the market value for this job at the midpoint but the pay plan also significantly undervalues (-10.7%) the market’s entry level salary for similar positions. Based on these two factors, the Legislature could be at a disadvantage when recruiting and hiring for this title. Consideration should be given for a reclassification to Grade 10 if, for example, it encountered difficulty attracting appropriate candidates during its recent hiring experience for this job.

Assistant Clerk of the House. At its current classification, this title leads the market at the entry-level and the midpoint. However, NCSL found limitations in the quality and availability of comparable salary data for this title and NCSL is reluctant to recommend a reclassification.

Career Paths and Opportunity for Promotion

NCSL's 1999 study of the Legislature's staff compensation plan included the following recommendation:

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.

NCSL urges the Legislature's Personnel Committee to revisit this recommendation. Specifically, NCSL recommends that the Legislative Council and its Personnel Committee amend the way it allocates positions to each of the Legislative Council offices.

Currently, a job position is approved for a staff office as an allocated title. For example, the Office of Policy and Legal Analysis currently is allocated two Legislative Researchers and one Senior Legislative Researcher position. An employee occupying a Legislative Researcher title cannot advance to the senior level until the incumbent in the Senior Legislative Researcher job vacates the position. By fixing the number of incumbents allowed to occupy a job title, employees lose hope that their performance can be rewarded through promotion. And managers are handicapped in the options available to them in their efforts to retain great talent.

NCSL recommends that the Legislature explore alternative budgeting options that, where appropriate, allocate staff salary resources based on groups of titles that form career tracks rather than for specific titles, which is the current practice. For example, in the case of the OPLA researcher jobs, an alternate approach might allocate funds to support three positions for the OPLA "researcher" group of job titles. A new employee might begin employment at the Legislative Researcher title and then, when qualified, be promoted to Senior Legislative Researcher. At any given time, OPLA might employ three Legislative Researchers or three Senior Legislative Researchers or a mix of both titles, but the office would be limited to three total researcher positions.

By allocating positions based on job groups (or career tracks) rather than on the allocation of specific titles, managers will be able to reward long-time, top-performing employees who meet the minimum qualifications of the next job in the career path. This approach offers an especially powerful boost for employee engagement and retention where clear career tracks (e.g. analyst, senior analyst, principal analyst) exist in the classification plan.

Job Descriptions

NCSL and the Legislative Council's Executive Director and Human Resources Director have agreed that the number and diversity of employee job titles used at the Legislature require the conduct of additional work on job descriptions that was not anticipated in the original study agreement. NCSL, therefore, will prepare a separate, companion report that includes revised, draft job descriptions and guidelines outlining best practices on job description development and design. It is NCSL's understanding that the Executive Director and Human Resources Director will review the draft job descriptions and will work with office directors and chiefs of staff to craft final job descriptions for all employee titles. The updated job descriptions will be presented in a report to the Legislative Council later this fall.

Appendix A: Market Data Grade 2

		Current Pay Plan		Market Data		Current v. Market*	
Grade	2	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Chamber Staff		\$ 27,290	\$ 36,078	\$ 27,444	\$ 33,164	-0.6%	8.8%
Tour Guide		\$ 27,290	\$ 36,078	\$ 25,791	\$ 31,400	5.8%	14.9%
Market Entry				\$ 26,618		2.5%	
Market Midpoint					\$ 32,282		11.8%
* represents percent that current pay plan is above (lead) or below (lag) market							

TITLE: Chamber Staff							
Grade: 2							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 27,290	\$ 36,078	\$ 44,866	\$ 23,868	\$ 30,648	\$ 37,428	ERI - Assistant Clerk (Augusta - State Government)	
			\$ 25,738	\$ 33,511	\$ 41,283	ERI - Assistant Clerk (Portland - All Industries)	
			\$ 35,172	\$ 41,152	\$ 47,133	City of Portland - Administrative Assistant	
			\$ 29,390	\$ 34,705	\$ 40,019	Cumberland County - Clerk I	
			\$ 31,450	\$ 36,182	\$ 40,914	Maine Judicial Branch- Assistant Clerk	
			\$ 23,940	\$ 28,704	\$ 33,468	State of Maine - Office Assistant II	
			\$ 22,547	\$ 27,248	\$ 31,949	University of Maine - Administrative Clerk	
		Mkt Min	\$ 27,444				
Market Midpoint			\$ 33,164				
Current Legis Midpoint compared to Market Midpoint					8.8%		

TITLE: Tour Guide							
Grade: 2							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 27,290	\$ 36,078	\$ 44,866	\$ 22,464	\$ 28,822	\$ 35,180	ERI - Tour Guide (Augusta - State Government)	
			\$ 23,935	\$ 31,081	\$ 38,226	ERI - Tour Guide (Portland - All Industries)	
			\$ 28,808	\$ 33,405	\$ 38,002	State of Maine - Archivist I	
			\$ 27,955	\$ 32,292	\$ 36,629	State of Maine - Museum Technician I	
		Mkt Min	\$ 25,791				
Market Midpoint			\$ 31,400				
Current Legis Midpoint compared to Market Midpoint					14.9%		

Appendix B: Market Data Grade 3

		Current Pay Plan		Market Data		Current v. Market*	
Grade	3	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Asst Sgt at Arms		\$ 30,514	\$ 40,332	\$ 30,214	\$ 36,515	1.0%	10.5%
Committee Clerk/Secretary Clerk		\$ 30,514	\$ 40,332	\$ 30,042	\$ 36,089	1.6%	11.8%
Library Assistant		\$ 30,514	\$ 40,332	\$ 28,703	\$ 34,388	6.3%	17.3%
Secretary		\$ 30,514	\$ 40,332	\$ 31,412	\$ 37,113	-2.9%	8.7%
Sgt at Arms (SN)		\$ 30,514	\$ 40,332	\$ 38,001	\$ 47,887	-19.7%	-15.8%
Market Entry				\$ 31,674		-3.7%	
Market Midpoint					\$ 38,398		5.0%
* represents percent that current pay plan is above (lead) or below (lag) market							

TITLE: Assistant Sergeant-at-Arms							
Grade: 3							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 30,514	\$ 40,332	\$ 50,149	\$ 25,704	\$ 33,776	\$ 41,848	ERI - Security Aide (Augusta - State Government)	
			\$ 27,133	\$ 36,106	\$ 45,079	ERI - Security Aide (Portland - All Industries)	
			\$ 29,474	\$ 33,956	\$ 38,438	City of Lewiston - Principal Clerk	
			\$ 35,172	\$ 41,152	\$ 47,133	City of Portland - Administrative Assistant	
			\$ 35,547	\$ 41,985	\$ 48,422	Cumberland County - Clerk II	
			\$ 31,450	\$ 36,182	\$ 40,914	Maine Judicial Branch- Assistant Clerk	
			\$ 27,019	\$ 32,448	\$ 37,877	State of Maine - Secretary	
		Mkt Min	\$ 30,214				
Market Midpoint				\$ 36,515			
Current Legis Midpoint compared to Market Midpoint					10.5%		

TITLE: Committee Clerk							
Secretary-Clerk							
Grade: 3							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 30,514	\$ 40,332	\$ 50,149	\$ 24,885	\$ 32,000	\$ 39,115	ERI - Administrative Assistant Clerk (Augusta, State Government)	
			\$ 26,748	\$ 34,897	\$ 43,046	ERI - Administrative Assistant Clerk (Portland, All Industries)	
			\$ 29,474	\$ 33,956	\$ 38,438	City of Lewiston - Principal Clerk	
			\$ 35,172	\$ 41,152	\$ 47,133	City of Portland - Administrative Assistant	
			\$ 35,547	\$ 41,985	\$ 48,422	Cumberland County - Clerk II	
			\$ 31,450	\$ 36,182	\$ 40,914	Maine Judicial Branch- Assistant Clerk	
			\$ 27,019	\$ 32,448	\$ 37,877	State of Maine - Secretary	
		Mkt Min	\$ 30,042				
Market Midpoint				\$ 36,089			
Current Legis Midpoint compared to Market Midpoint					11.8%		

TITLE: Library Assistant						
Grade: 3						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 30,514	\$ 40,332	\$ 50,149	\$ 25,166	\$ 32,572	\$ 39,977	ERI - <i>Library Assistant</i> (Augusta, State Government)
			\$ 27,099	\$ 35,577	\$ 44,054	ERI - <i>Library Assistant</i> (Portland, All Industries)
			\$ 29,474	\$ 33,956	\$ 38,438	City of Lewiston - <i>Library Assistant</i>
			\$ 33,821	\$ 37,544	\$ 41,267	Cumberland County - <i>Librarian</i>
			\$ 27,955	\$ 32,292	\$ 36,629	Maine State Library - <i>Librarian I</i>
		Mkt Min	\$ 28,703			
Market Midpoint				\$ 34,388		
Current Legis Midpoint compared to Market Midpoint					17.3%	

TITLE: Secretary						
Grade: 3						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 30,514	\$ 40,332	\$ 50,149	\$ 29,469	\$ 34,508	\$ 39,546	ERI - <i>Secretary Level 2</i> (Augusta, State Government)
			\$ 32,276	\$ 37,865	\$ 43,454	ERI - <i>Secretary Level 2</i> (Portland, All Industries)
			\$ 35,172	\$ 41,152	\$ 47,133	City of Portland - <i>Administrative Assistant</i>
			\$ 35,547	\$ 41,985	\$ 48,422	Cumberland County - <i>Administrative Assistant</i>
			\$ 37,586	\$ 43,244	\$ 48,901	Judicial Branch - <i>Judicial Administrative Assistant to the Trial Courts</i>
			\$ 27,830	\$ 33,405	\$ 38,979	State of Maine - <i>Office Assistant II</i>
			\$ 27,019	\$ 32,448	\$ 37,877	State of Maine - <i>Secretary</i>
			\$ 26,395	\$ 32,302	\$ 38,209	University of Maine - <i>Administrative Specialist</i> , Career Level 1
		Mkt Min	\$ 31,412			
Market Midpoint				\$ 37,113		
Current Legis Midpoint compared to Market Midpoint					8.7%	

TITLE: Sergeant-at-Arms (Senate)						
Grade: 3						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 30,514	\$ 40,332	\$ 50,149	\$ 32,729	\$ 41,193	\$ 49,656	ERI - <i>Administrative Coordinator</i> (Augusta, State Government)
			\$ 35,997	\$ 45,196	\$ 54,394	ERI - <i>Administrative Coordinator</i> (Portland - All Industries)
			\$ 42,536	\$ 49,806	\$ 57,075	City of Portland - <i>Administrative Officer</i>
			\$ 42,994	\$ 50,804	\$ 58,614	Cumberland County - <i>Clerk/Supervisor*</i>
			\$ 35,748	\$ 52,439	\$ 69,129	Minnesota House - <i>Assistant Supervisor*</i>
		Mkt Min	\$ 38,001			
Market Midpoint				\$ 47,887		
Current Legis Midpoint compared to Market Midpoint					-15.8%	
* Geographically adjusted						

Appendix C: Market Data Grade 4

		Current Pay Plan		Market Data		Current v. Market*	
Grade	4	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Doc Clk Rec Asst/Legis Technician		\$ 33,613	\$ 44,419	\$ 31,723	\$ 38,337	6.0%	15.9%
Exec Secretary/Senior Secretary		\$ 33,613	\$ 44,419	\$ 33,115	\$ 39,082	1.5%	13.7%
Legal Proofreader/Engross Prfrdr		\$ 33,613	\$ 44,419	\$ 36,881	\$ 46,966	-8.9%	-5.4%
Receptionist/Legis Information Asst		\$ 33,613	\$ 44,419	\$ 29,844	\$ 36,120	12.6%	23.0%
Market Entry				\$ 32,891		2.2%	
Market Midpoint					\$ 40,126		10.7%
* represents percent that current pay plan is above (lead) or below (lag) market							

TITLE: Document Clerk and Record Assistant							
Legislative Technician							
Grade: 4							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 33,613	\$ 44,419	\$ 55,224	\$ 25,155	\$ 32,451	\$ 39,746	ERI - Documentation Clerk (Augusta - State Government)	
			\$ 27,074	\$ 35,428	\$ 43,781	ERI - Documentation Clerk (Portland - All Industries)	
			\$ 39,561	\$ 45,604	\$ 51,646	City of Lewiston - Deed and Recording Specialist	
			\$ 35,172	\$ 41,152	\$ 47,133	City of Portland - Administrative Assistant	
			\$ 35,547	\$ 41,985	\$ 48,422	Cumberland County - Clerk II	
			\$ 27,830	\$ 33,405	\$ 38,979	State of Maine - Office Associate II	
		Mkt Min	\$ 31,723				
Market Midpoint				\$ 38,337			
Current Legis Midpoint compared to Market Midpoint					15.9%		

TITLE: Engrossing Proofreader							
Legal Proofreader							
Grade: 4							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 33,613	\$ 44,419	\$ 55,224	\$ 37,494	\$ 49,395	\$ 61,296	ERI - Legal Secretary (Augusta, State Government)	
			\$ 39,816	\$ 55,706	\$ 71,595	ERI - Legal Secretary (Portland, All Industries)	
			\$ 32,473	\$ 40,848	\$ 49,223	ERI - Proofreader Level 2-3 (Augusta, State Government)	
			\$ 35,541	\$ 44,673	\$ 53,805	ERI - Proofreader Level 2-3 (Portland, All Industries)	
			\$ 39,083	\$ 46,176	\$ 53,269	Cumberland County - Legal Secretary	
				\$ 45,000		Payscale - Legal Proofreader , National Average Salary	
		Mkt Min	\$ 36,881				
Market Midpoint				\$ 46,966			
Current Legis Midpoint compared to Market Midpoint					-5.4%		

TITLE: Executive Secretary																			
Senior Secretary																			
Grade: 4																			
Current Salary Range			Market Comparables																
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title													
\$ 33,613	\$ 44,419	\$ 55,224	\$ 33,864	\$ 39,549	\$ 45,233	ERI - <i>Secretary Level 3</i> (Augusta - State Government)													
			\$ 37,308	\$ 43,454	\$ 49,600	ERI - <i>Secretary Level 3</i> (Portland - All Industries)													
			\$ 35,172	\$ 41,152	\$ 47,133	City of Portland - <i>Administrative Assistant</i>													
			\$ 35,547	\$ 41,985	\$ 48,422	Cumberland County - <i>Administrative Assistant</i>													
			\$ 37,586	\$ 43,244	\$ 48,901	Judicial Branch - <i>Judicial Administrative Assistant to the Trial Courts</i>													
			\$ 27,830	\$ 33,405	\$ 38,979	State of Maine - <i>Office Associate I Supervisor</i>													
			\$ 28,600	\$ 34,331	\$ 40,061	State of Maine - <i>Secretary Supervisor</i>													
			\$ 29,016	\$ 35,537	\$ 42,058	University of Maine - <i>Administrative Specialist</i> , Career Level 2													
		Mkt Min	\$ 33,115																
Market Midpoint				\$ 39,082															
Current Legis Midpoint compared to Market Midpoint					13.7%														

TITLE: Legislative Information Assistant																			
Receptionist																			
Grade: 4																			
Current Salary Range			Market Comparables																
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title													
\$ 33,613	\$ 44,419	\$ 55,224	\$ 23,994	\$ 31,625	\$ 39,256	ERI - <i>Receptionist</i> (Augusta State Government)													
			\$ 27,858	\$ 35,554	\$ 43,250	ERI - <i>Receptionist</i> (Portland, All Industries)													
			\$ 29,474	\$ 33,956	\$ 38,438	City of Lewiston - <i>Principal Clerk</i>													
			\$ 35,172	\$ 41,152	\$ 47,133	City of Portland - <i>Administrative Assistant</i>													
			\$ 35,547	\$ 41,985	\$ 48,422	Cumberland County - <i>Clerk II</i>													
			\$ 27,019	\$ 32,448	\$ 37,877	State of Maine - <i>Secretary</i>													
		Mkt Min	\$ 29,844																
Market Midpoint				\$ 36,120															
Current Legis Midpoint compared to Market Midpoint					23.0%														

Appendix D: Market Data Grade 5

		Current Pay Plan		Market Data		Current v. Market*	
Grade	5	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Legislative Services Associate		\$ 36,920	\$ 48,818	\$ 38,054	\$ 46,977	-3.0%	3.9%
Library Associate		\$ 36,920	\$ 48,818	\$ 35,301	\$ 43,851	4.6%	11.3%
Office Support Technician		\$ 36,920	\$ 48,818	\$ 36,674	\$ 45,209	0.7%	8.0%
Senate Reporter		\$ 36,920	\$ 48,818	\$ 41,398	\$ 55,266	-10.8%	-11.7%
Sgt. At Arms (HS)		\$ 36,920	\$ 48,818	\$ 38,001	\$ 47,887	-2.8%	1.9%
Sr. Legal Prfrdr/Sr. Eng. Prfrdr		\$ 36,920	\$ 48,818	\$ 39,438	\$ 49,239	-6.4%	-0.9%
Sr. Legis. Technician		\$ 36,920	\$ 48,818	\$ 34,894	\$ 40,907	5.8%	19.3%
Sr. Legislative Info Specialist		\$ 36,920	\$ 48,818	\$ 33,115	\$ 39,082	11.5%	24.9%
Market Entry				\$ 37,109		-0.5%	
Market Midpoint					\$ 46,052		6.0%

TITLE: Legislative Services Associate									
Grade: 5									
Current Salary Range			Market Comparables						
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title			
\$ 36,920	\$ 48,818	\$ 60,715	\$ 34,620	\$ 44,645	\$ 54,669	ERI - Human Resources Specialist (Augusta - State Government)			
			\$ 36,731	\$ 49,939	\$ 63,146	ERI - Human Resources Specialist (Portland - All Industries)			
			\$ 39,878	\$ 46,693	\$ 53,508	City of Portland - Human Resources Assistant			
			\$ 32,594	\$ 37,408	\$ 42,222	State of Maine - Human Resources Assistant			
			\$ 46,446	\$ 56,202	\$ 65,957	Cumberland County - Human Resources Generalist			
		Mkt Min	\$ 38,054						
Market Midpoint				\$ 46,977					
Current Legis Midpoint compared to Market Midpoint					3.9%				

TITLE: Library Associate									
Grade: 5									
Current Salary Range			Market Comparables						
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title			
\$ 36,920	\$ 48,818	\$ 60,715	\$ 35,184	\$ 46,265	\$ 57,346	ERI - Librarian Cataloger (Augusta - State Government)			
			\$ 36,489	\$ 50,985	\$ 65,481	ERI - Librarian Cataloger (Portland - All Industries)			
			\$ 35,173	\$ 40,529	\$ 45,885	City of Lewiston - Library Technician			
			\$ 38,667	\$ 45,271	\$ 51,875	City of Portland - Paralegal/Legal Assistant			
			\$ 30,992	\$ 36,203	\$ 41,413	Maine State Library - Librarian II			
		Mkt Min	\$ 35,301						
Market Midpoint				\$ 43,851					
Current Legis Midpoint compared to Market Midpoint					11.3%				

TITLE: Office Support Technician						
Grade: 5						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 36,920	\$ 48,818	\$ 60,715	\$ 32,626	\$ 42,637	\$ 52,647	ERI- IT <i>Help Desk Representative</i> (Augusta - State Government)
			\$ 34,361	\$ 44,204	\$ 54,047	ERI- IT <i>Help Desk Representative Level 1-2</i> (Portland - All Industries)
			\$ 39,083	\$ 46,176	\$ 53,268	Cumberland County- <i>Computer Specialist</i>
			\$ 40,144	\$ 46,197	\$ 52,250	Maine Judicial Branch - <i>Help Desk Technician</i>
			\$ 38,646	\$ 45,132	\$ 51,617	State of Maine - <i>Information System Support Specialist</i> (+20% Stipend)
			\$ 35,183	\$ 46,911	\$ 58,639	University of Maine - <i>Help Desk Analyst</i>
		Mkt Min	\$ 36,674			
Market Midpoint				\$ 45,209		
Current Legis Midpoint compared to Market Midpoint					8.0%	

TITLE: Senate Reporter						
Grade: 5						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 36,920	\$ 48,818	\$ 60,715	\$ 37,967	\$ 49,984	\$ 62,001	ERI - <i>Court Reporter</i> (Augusta - State Government)
			\$ 42,585	\$ 58,727	\$ 74,868	ERI - <i>Court Reporter</i> (Portland - All Industries)
			\$ 53,706	\$ 61,776	\$ 69,846	Maine Judicial Branch - <i>Official Court Reporter</i>
			\$ 35,748	\$ 52,439	\$ 69,129	Minnesota House - <i>Assistant Desk Secretary*</i>
			\$ 36,986	\$ 53,403	\$ 69,819	Tennessee Legislature - <i>House/Senate Journal Clerk*</i>
		Mkt Min	\$ 41,398			
Market Midpoint				\$ 55,266		
Current Legis Midpoint compared to Market Midpoint					-11.7%	
*Geographically adjusted						

TITLE: Senior Engrossing Proofreader						
Senior Legal Proofreader						
Grade: 5						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 36,920	\$ 48,818	\$ 60,715	\$ 38,746	\$ 52,568	\$ 66,390	ERI - <i>Technical Editor</i> (Augusta, State Government)
			\$ 42,541	\$ 61,764	\$ 80,986	ERI - <i>Technical Editor</i> (Augusta, State Government)
			\$ 36,554	\$ 42,889	\$ 49,223	ERI - <i>Proofreader Level 3</i> (Augusta, State Government)
			\$ 40,268	\$ 47,037	\$ 53,805	ERI - <i>Proofreader Level 3</i> (Portland, All Industries)
			\$ 39,083	\$ 46,176	\$ 53,269	Cumberland County - <i>Legal Secretary</i>
				\$ 45,000		Payscale - <i>Legal Proofreader</i> , National Average Salary
		Mkt Min	\$ 39,438			
Market Midpoint				\$ 49,239		
Current Legis Midpoint compared to Market Midpoint					-0.9%	

TITLE: Senior Legislative Technician									
Grade: 5									
Current Salary Range			Market Comparables						
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title			
\$ 36,920	\$ 48,818	\$ 60,715	\$ 30,035	\$ 34,891	\$ 39,746	ERI - Documentation Clerk Level 3 (Augusta - State Government)			
			\$ 32,626	\$ 38,204	\$ 43,781	ERI - Documentation Clerk Level 3 (Portland - All Industries)			
			\$ 39,561	\$ 45,604	\$ 51,646	City of Lewiston - Deed and Recording Specialist			
			\$ 38,667	\$ 45,271	\$ 51,875	City of Portland - Paralegal/Legal Assistant			
			\$ 39,083	\$ 46,176	\$ 53,269	Cumberland County - Computer Specialist			
			\$ 29,390	\$ 35,297	\$ 41,204	State of Maine - Office Associate II Supervisor			
		Mkt Min	\$ 34,894						
Market Midpoint				\$ 40,907					
Current Legis Midpoint compared to Market Midpoint					19.3%				

TITLE: Senior Legislative Information Specialist									
Grade: 5									
Current Salary Range			Market Comparables						
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title			
\$ 36,920	\$ 48,818	\$ 60,715	\$ 33,864	\$ 39,549	\$ 45,233	ERI - Secretary Level 3 (Augusta - State Government)			
			\$ 37,308	\$ 43,454	\$ 49,600	ERI - Secretary Level 3 (Portland - All Industries)			
			\$ 35,172	\$ 41,152	\$ 47,133	City of Portland - Administrative Assistant			
			\$ 35,547	\$ 41,985	\$ 48,422	Cumberland County - Administrative Assistant			
			\$ 37,586	\$ 43,244	\$ 48,901	Judicial Branch - Judicial Administrative Assistant to the Trial Courts			
			\$ 27,830	\$ 33,405	\$ 38,979	State of Maine - Office Associate I Supervisor			
			\$ 28,600	\$ 34,331	\$ 40,061	State of Maine - Secretary Supervisor			
			\$ 29,016	\$ 35,537	\$ 42,058	University of Maine - Administrative Specialist , Career Level 2			
		Mkt Min	\$ 33,115						
Market Midpoint				\$ 39,082					
Current Legis Midpoint compared to Market Midpoint					24.9%				

TITLE: Sergeant-at-Arms (House)																
Grade: 5																
Current Salary Range			Market Comparables													
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title										
\$ 36,920	\$ 48,818	\$ 60,715	\$ 32,729	\$ 41,193	\$ 49,656	ERI - Administrative Coordinator (Augusta, State Government)										
			\$ 35,997	\$ 45,196	\$ 54,394	ERI - Administrative Coordinator (Portland - All Industries)										
			\$ 42,536	\$ 49,806	\$ 57,075	City of Portland - Administrative Officer										
			\$ 42,994	\$ 50,804	\$ 58,614	Cumberland County - Clerk/Supervisor*										
			\$ 35,748	\$ 52,439	\$ 69,129	Minnesota House - Assistant Supervisor*										
		Mkt Min	\$ 38,001													
Market Midpoint				\$ 47,887												
Current Legis Midpoint compared to Market Midpoint					1.9%											
* Geographically adjusted																

Appendix E: Market Data Grade 6

		Current Pay Plan		Market Data		Current v. Market*	
Grade	6	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Admin. Secretary		\$ 39,104	\$ 52,957	\$ 38,199	\$ 47,333	2.4%	11.9%
Cldr Clk/HS Rptr/Jrnl Clk Rcds Mgr		\$ 39,104	\$ 52,957	\$ 41,398	\$ 55,266	-5.5%	-4.2%
Sr. Exec Secretary		\$ 39,104	\$ 52,957	\$ 37,424	\$ 47,437	4.5%	11.6%
Supv. Legis. Tech		\$ 39,104	\$ 52,957	\$ 39,952	\$ 47,939	-2.1%	10.5%
Market Entry				\$ 39,243		-0.4%	
Market Midpoint					\$ 49,494		7.0%
* represents percent that current pay plan is above (lead) or below (lag) market							

TITLE: Administrative Secretary							
Grade: 6							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 39,104	\$ 52,957	\$ 66,810	\$ 36,753	\$ 50,304	\$ 63,854	ERI - Administrative Secretary (Augusta - State Government)	
			\$ 38,729	\$ 56,902	\$ 75,074	ERI - Administrative Secretary (Portland - All Industries)	
			\$ 33,176	\$ 38,231	\$ 43,285	City of Lewiston - Administrative Assistant (Library Department)	
			\$ 42,536	\$ 49,806	\$ 57,075	City of Portland - Senior Executive Assistant	
			\$ 42,994	\$ 50,804	\$ 58,614	Cumberland County - Executive Assistant	
			\$ 40,144	\$ 46,197	\$ 52,250	Maine Judicial Branch - Administrative Assistant	
			\$ 36,379	\$ 43,659	\$ 50,939	State of Maine - Secretary Specialist	
			\$ 34,882	\$ 42,765	\$ 50,648	University of Maine - Administrative Support Supervisor	
		Mkt Min	\$ 38,199				
Market Midpoint			\$ 47,333				
Current Legis Midpoint compared to Market Midpoint			10.6%				

TITLE:	Calendar Clerk																		
	House Reporter																		
	Journal Clerk and Record Manager																		
Grade: 6																			
Current Salary Range			Market Comparables																
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title													
\$ 39,104	\$ 52,957	\$ 66,810	\$ 37,967	\$ 49,984	\$ 62,001	ERI - Court Reporter (Augusta - State Government)													
			\$ 42,585	\$ 58,727	\$ 74,868	ERI - Court Reporter (Portland - All Industries)													
			\$ 53,706	\$ 61,776	\$ 69,846	Maine Judicial Branch - Official Court Reporter													
			\$ 35,748	\$ 52,439	\$ 69,129	Minnesota House - Assistant Desk Secretary*													
			\$ 36,986	\$ 53,403	\$ 69,819	Tennessee Legislature - House/Senate Journal Clerk*													
		Mkt Min	\$ 41,398																
Market Midpoint				\$ 55,266															
Current Legis Midpoint compared to Market Midpoint					-4.4%														
*Geographically adjusted																			

TITLE: Senior Executive Secretary																			
Grade: 6																			
Current Salary Range			Market Comparables																
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title													
\$ 39,104	\$ 52,957	\$ 66,810	\$ 35,628	\$ 46,318	\$ 57,008	ERI - <i>Department Secretary</i> (Augusta - State Government)													
			\$ 37,222	\$ 51,477	\$ 65,731	ERI - <i>Department Secretary</i> (Portland - All Industries)													
			\$ 42,536	\$ 49,806	\$ 57,075	City of Portland - <i>Senior Executive Assistant</i>													
			\$ 42,994	\$ 50,804	\$ 58,614	Cumberland County - <i>Executive Assistant</i>													
			\$ 32,330	\$ 47,229	\$ 62,128	Minnesota House - <i>Administrative Assistant to the Chief Clerk*</i>													
			\$ 36,379	\$ 43,659	\$ 50,939	State of Maine - <i>Secretary Specialist</i>													
			\$ 34,882	\$ 42,765	\$ 50,648	University of Maine - <i>Administrative Support Supervisor</i>													
		Mkt Min	\$ 37,424																
Market Midpoint				\$ 47,437															
Current Legis Midpoint compared to Market Midpoint					10.4%														
* Geographically adjusted																			

TITLE: Supervising Legislative Technician																			
Grade: 6																			
Current Salary Range			Market Comparables																
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title													
\$ 39,104	\$ 52,957	\$ 66,810	\$ 39,073	\$ 48,359	\$ 57,644	ERI - <i>Clerical Supervisor Level 2-3</i> (Augusta - State Government)													
			\$ 42,165	\$ 50,227	\$ 58,288	ERI - <i>Clerical Supervisor Level 2</i> (Portland - All Industries)													
			\$ 42,536	\$ 49,806	\$ 57,075	City of Portland - <i>Administrative Officer</i>													
			\$ 42,994	\$ 50,804	\$ 58,614	Cumberland County - <i>Clerk Supervisor</i>													
			\$ 38,064	\$ 45,677	\$ 53,290	State of Maine - <i>Office Specialist II Supervisor</i>													
			\$ 34,882	\$ 42,765	\$ 50,648	University of Maine - <i>Administrative Support Supervisor</i>													
		Mkt Min	\$ 39,952																
Market Midpoint				\$ 47,939															
Current Legis Midpoint compared to Market Midpoint					9.5%														

Appendix F: Market Data Grade 7

		Current Pay Plan		Market Data		Current v. Market*	
Grade	7	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Help Desk Spt. Adm		\$ 43,035	\$ 58,230	\$ 41,584	\$ 53,038	3.5%	9.8%
Sr. Adm. Secretary		\$ 43,035	\$ 58,230	\$ 41,031	\$ 51,358	4.9%	13.4%
Sr. Calendar Clerk		\$ 43,035	\$ 58,230	\$ 43,371	\$ 58,271	-0.8%	-0.1%
Sr. Exec. Secretary		\$ 43,035	\$ 58,230	\$ 37,424	\$ 47,437	15.0%	22.8%
Market Entry				\$ 40,853		5.3%	
Market Midpoint					\$ 52,526		10.9%
* represents percent that current pay plan is above (lead) or below (lag) market							

TITLE: Help Desk Support Administrator							
Grade: 7							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 43,035	\$ 58,230	\$ 73,424	\$ 36,041	\$ 48,302	\$ 60,562	ERI - <i>Help Desk Analyst</i> (Augusta - State Government)	
			\$ 39,178	\$ 55,521	\$ 71,863	ERI - <i>Help Desk Analyst</i> (All Industries-Portland)	
			\$ 46,113	\$ 53,144	\$ 60,174	Maine Judicial Branch - <i>Help Desk Support Lead</i>	
			\$ 46,126	\$ 54,276	\$ 62,425	State of Maine - <i>Information System Support Specialist II</i> (+20% Stipend)	
			\$ 40,461	\$ 53,948	\$ 67,434	University of Maine - On-site Support Technician	
		Mkt Min	\$ 41,584				
Market Midpoint				\$ 53,038			
Current Legis Midpoint compared to Market Midpoint					9.8%		

TITLE: Senior Administrative Secretary							
Grade: 7							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 43,035	\$ 58,230	\$ 73,424	\$ 38,729	\$ 57,218	\$ 75,706	ERI - <i>Administrative Secretary</i> (Portland - All Industries)	
			\$ 36,754	\$ 50,304	\$ 63,853	ERI - <i>Administrative Secretary</i> (Augusta - State Government)	
			\$ 46,779	\$ 54,746	\$ 62,712	City of Portland - <i>Senior Admin. Officer</i>	
			\$ 42,994	\$ 50,804	\$ 58,614	Cumberland County - <i>Executive Assistant</i>	
			\$ 42,869	\$ 49,400	\$ 55,931	Maine Judicial Branch - <i>Judicial Administrative Assistant to a Chief Judge</i>	
			\$ 38,064	\$ 45,677	\$ 53,290	State of Maine - <i>Secretary Specialist Supervisor</i>	
		Mkt Min	\$ 41,031				
Market Midpoint				\$ 51,358			
Current Legis Midpoint compared to Market Midpoint					13.4%		

TITLE: Senior Calendar Clerk						
Grade: 7						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 43,035	\$ 58,230	\$ 73,424	\$ 37,967	\$ 49,984	\$ 62,001	ERI - <i>Court Reporter</i> (Augusta - State Government)
			\$ 42,585	\$ 58,727	\$ 74,868	ERI - <i>Court Reporter</i> (Portland - All Industries)
			\$ 53,706	\$ 61,776	\$ 69,846	Maine Judicial Branch - <i>Official Court Reporter</i>
			\$ 43,797	\$ 64,789	\$ 85,780	Minnesota House - <i>Desk Secretary Supervisor*</i>
			\$ 38,798	\$ 56,080	\$ 73,361	Tennessee Legislature - <i>Chief Bill Clerk*</i>
		Mkt Min	\$ 43,371			
Market Midpoint				\$ 58,271		
Current Legis Midpoint compared to Market Midpoint					-0.1%	
* Geographically adjusted						

TITLE: Senior Executive Secretary						
Grade: 7						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 43,035	\$ 58,230	\$ 73,424	\$ 35,628	\$ 46,318	\$ 57,008	ERI - <i>Department Secretary</i> (Augusta State Government)
			\$ 37,222	\$ 51,477	\$ 65,731	ERI - <i>Department Secretary</i> (Portland - All Industries)
			\$ 42,536	\$ 49,806	\$ 57,075	City of Portland - <i>Senior Executive Assistant</i>
			\$ 42,994	\$ 50,804	\$ 58,614	Cumberland County - <i>Executive Assistant</i>
			\$ 32,330	\$ 47,229	\$ 62,128	Minnesota House - <i>Administrative Assistant to the Chief Clerk*</i>
			\$ 36,379	\$ 43,659	\$ 50,939	State of Maine - <i>Secretary Specialist</i>
			\$ 34,882	\$ 42,765	\$ 50,648	University of Maine - <i>Administrative Support Supervisor</i>
		Mkt Min	\$ 37,424			
Market Midpoint				\$ 47,437		
Current Legis Midpoint compared to Market Midpoint					22.8%	
* Geographically adjusted						

Appendix G: Market Data Grade 8

		Current Pay Plan		Market Data		Current v. Market*	
Grade	8	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Assoc Law Librarian		\$ 47,382	\$ 64,085	\$ 44,066	\$ 56,098	7.5%	14.2%
Dsktp Tech Supp Admin		\$ 47,382	\$ 64,085	\$ 50,234	\$ 63,346	-5.7%	1.2%
Legislative Researcher		\$ 47,382	\$ 64,085	\$ 43,541	\$ 55,727	8.8%	15.0%
Legislative Aide		\$ 47,382	\$ 64,085	\$ 42,082	\$ 53,267	12.6%	20.3%
Policy Director		\$ 47,382	\$ 64,085	\$ 46,413	\$ 64,014	2.1%	0.1%
Paralegal		\$ 47,382	\$ 64,085	\$ 42,520	\$ 51,724	11.4%	23.9%
Payroll/Benefits Supervisor		\$ 47,382	\$ 64,085	\$ 46,601	\$ 58,276	1.7%	10.0%
Supervising Edit/Proofdr		\$ 47,382	\$ 64,085	\$ 50,028	\$ 62,199	-5.3%	3.0%
Market Entry				\$ 45,686		3.7%	
Market Midpoint					\$ 58,081		10.3%
* represents percent that current pay plan is above (lead) or below (lag) market							

TITLE: Associate Law Librarian							
Grade: 8							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 47,382	\$ 64,085	\$ 80,787	\$ 40,856	\$ 56,738	\$ 72,619	ERI - Librarian Special Library (Augusta, State Government)	
			\$ 44,150	\$ 65,015	\$ 85,880	ERI - Librarian Special Library (Portland, All Industries)	
			\$ 50,033	\$ 59,715	\$ 69,396	ERI - Paralegal Level 3 (Augusta, State Government)	
			\$ 43,347	\$ 53,761	\$ 64,175	ERI - Research Associate Level 2-3 (Augusta - State Government)	
			\$ 46,625	\$ 60,165	\$ 73,704	ERI - Research Associate Level 2-3 (Portland - All Industries)	
			\$ 41,163	\$ 47,435	\$ 53,706	City of Lewiston - Library Technician II	
			\$ 42,286	\$ 49,857	\$ 57,428	Maine State Library - Librarian III	
		Mkt Min	\$ 44,066				
Market Midpoint				\$ 56,098			
Current Legis Midpoint compared to Market Midpoint					14.2%		

TITLE: Desktop and Technical Support Administrator						
Grade: 8						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 47,382	\$ 64,085	\$ 80,787	\$ 45,681	\$ 63,214	\$ 80,746	ERI- <i>IT Technical Support Specialist</i> (Augusta - State Government)
			\$ 51,924	\$ 68,273	\$ 84,622	ERI- <i>IT Technical Support Specialist</i> (Portland - All Industries)
			\$ 58,115	\$ 66,924	\$ 75,733	Maine Judicial Branch - <i>IT Field Technician</i>
			\$ 50,784	\$ 63,559	\$ 76,333	NCSL - <i>Information Technology Specialist*</i>
			\$ 54,438	\$ 64,160	\$ 73,882	State of Maine - <i>Technical Support Specialist</i> (+20% stipend)
			\$ 40,461	\$ 53,948	\$ 67,434	University of Maine - <i>Advanced Computing Outreach Specialist</i>
		Mkt Min	\$ 50,234			
Market Midpoint				\$ 63,346		
Current Legis Midpoint compared to Market Midpoint					1.2%	
*geographically adjusted						

TITLE: Legislative Aide						
Grade: 8						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 47,382	\$ 64,085	\$ 80,787	\$ 37,491	\$ 48,231	\$ 58,971	ERI - <i>Community Outreach Worker</i> (Portland - All Industries)
			\$ 39,262	\$ 51,718	\$ 64,174	ERI - <i>Research Associate</i> (Augusta - State Government)
			\$ 41,446	\$ 52,444	\$ 63,441	ERI - <i>Research Associate Level 1-2</i> (Portland - All Industries)
			\$ 50,128	\$ 60,674	\$ 71,219	Cumberland County - <i>Community Development Ass't</i>
		Mkt Min	\$ 42,082			
Market Midpoint				\$ 53,267		
Current Legis Midpoint compared to Market Midpoint					20.3%	

TITLE: Legislative Researcher						
Grade: 8						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 47,382	\$ 64,085	\$ 80,787	\$ 43,347	\$ 53,761	\$ 64,175	ERI - <i>Research Associate Level 2-3</i> (Augusta - State Government)
			\$ 46,625	\$ 60,165	\$ 73,704	ERI - <i>Research Associate Level 2-3</i> (Portland - All Industries)
			\$ 44,110	\$ 55,213	\$ 66,315	Michigan Legislative Service Bureau - <i>Research Analyst</i>
			\$ 42,056	\$ 52,375	\$ 62,694	NCSL - <i>Policy Associate*</i>
			\$ 42,286	\$ 49,858	\$ 57,429	State of Maine - <i>Senior Planner</i>
			\$ 42,820	\$ 62,993	\$ 83,166	Tennessee Legislature - <i>Research Analyst 2*</i>
		Mkt Min	\$ 43,541			
Market Midpoint				\$ 55,727		
Current Legis Midpoint compared to Market Midpoint					15.0%	
* Geographically adjusted						

TITLE: Paralegal						
Grade: 8						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 47,382	\$ 64,085	\$ 80,787	\$ 49,888	\$ 67,508	\$ 85,127	ERI - <i>Paralegal Level 2-3</i> (Portland - All Industries)
			\$ 47,499	\$ 55,664	\$ 63,829	ERI - <i>Technical Writer Level 1</i> (Portland - All Industries)
			\$ 38,667	\$ 45,271	\$ 51,875	City of Portland - <i>Paralegal/Legal Assistant</i>
			\$ 42,994	\$ 50,804	\$ 58,614	Cumberland County - <i>Paralegal</i>
			\$ 33,550	\$ 39,374	\$ 45,198	State of Maine - <i>Paralegal</i>
		Mkt Min	\$ 42,520			
Market Midpoint				\$ 51,724		
Current Legis Midpoint compared to Market Midpoint					23.9%	

Appendix H: Market Data Grade 9

		Current Pay Plan		Market Data		Current v. Market*	
Grade	9	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Chief Calendar Clk		\$ 52,957	\$ 71,604	\$ 50,643	\$ 66,989	4.6%	6.9%
Comms Dir./Sr. Comms Dir.		\$ 52,957	\$ 71,604	\$ 52,280	\$ 66,803	1.3%	7.2%
Facilities Manager		\$ 52,957	\$ 71,604	\$ 58,613	\$ 71,577	-9.6%	0.0%
Mgr/Legis Info Ofc		\$ 52,957	\$ 71,604	\$ 49,147	\$ 60,903	7.8%	17.6%
Prog. Ana/Sys Spt Asst.		\$ 52,957	\$ 71,604	\$ 51,594	\$ 65,184	2.6%	9.8%
Sr. Leg. Researcher		\$ 52,957	\$ 71,604	\$ 48,545	\$ 61,266	9.1%	16.9%
Market Entry				\$ 51,804		2.2%	
Market Midpoint					\$ 65,454		9.4%
* represents percent that current pay plan is above (lead) or below (lag) market							

TITLE:		Chief Calendar Clerk																	
Grade: 9																			
Current Salary Range			Market Comparables																
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title													
\$ 52,957	\$ 71,604	\$ 90,251	\$ 45,488	\$ 62,967	\$ 80,445	ERI - <i>Production Control & Planning Supervisor</i> (Augusta - State Government)													
			\$ 46,693	\$ 68,631	\$ 90,568	ERI - <i>Production Control & Planning Supervisor</i> (Portland - All Industries)													
			\$ 58,115	\$ 66,924	\$ 75,733	Maine Judicial Branch - <i>Legal Publications Specialist</i>													
			\$ 48,113	\$ 71,329	\$ 94,544	Minnesota House - <i>Desk Clerk*</i>													
			\$ 54,804	\$ 65,093	\$ 75,383	State of Maine - <i>Public Service Coordinator I</i>													
		Mkt Min	\$ 50,643																
Market Midpoint				\$ 66,989															
Current Legis Midpoint compared to Market Midpoint					6.9%														
*Geographically adjusted																			

TITLE: Communications Director/Senior Communications Director							
Grade: 9							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 52,957	\$ 71,604	\$ 90,251	\$ 45,478	\$ 65,546	\$ 85,614	ERI - <i>Communications Manager</i> (Augusta - State Government)	
			\$ 51,100	\$ 69,753	\$ 88,406	ERI - <i>Communications Manager</i> (Portland - All Industries)	
			\$ 52,743	\$ 70,688	\$ 88,632	ERI - <i>Public Relations Supervisor</i> (Portland - All Industries)	
			\$ 67,912	\$ 79,446	\$ 90,979	City of Portland - <i>City Communications Director</i>	
			\$ 54,163	\$ 65,530	\$ 76,898	Cumberland County - <i>Business and Communication Coordinator</i>	
			\$ 42,286	\$ 49,858	\$ 57,429	State of Maine - <i>Consumer Outreach Specialist</i>	
		Mkt Min	\$ 52,280				
Market Midpoint				\$ 66,803			
Current Legis Midpoint compared to Market Midpoint					7.2%		

TITLE: Facilities Manager						
Grade: 9						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 52,957	\$ 71,604	\$ 90,251	\$ 55,313	\$ 71,481	\$ 87,648	ERI - <i>Facilities and Building Manager Level 2-3</i> (Augusta, State Government)
			\$ 57,267	\$ 75,478	\$ 93,689	ERI - <i>Facilities and Building Manager Level 1-2</i> (Portland, All Industries)
			\$ 57,818	\$ 67,656	\$ 77,493	City of Portland - <i>Director of Operations/Maintenance</i>
			\$ 73,679	\$ 89,154	\$ 104,629	Cumberland County - <i>Facilities Manager</i>
			\$ 58,115	\$ 66,924	\$ 75,733	Maine Judicial Branch - <i>Facility Engineer</i>
			\$ 49,483	\$ 58,770	\$ 68,057	State of Maine - <i>Facilities Project Manager</i>
		Mkt Min	\$ 58,613			
Market Midpoint				\$ 71,577		
Current Legis Midpoint compared to Market Midpoint					0.0%	

TITLE: Manager, Legislative Information Office						
Grade: 9						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 52,957	\$ 71,604	\$ 90,251	\$ 42,435	\$ 52,599	\$ 62,762	ERI - <i>Office Manager</i> (Augusta - State Government)
			\$ 46,616	\$ 60,296	\$ 73,975	ERI - <i>Office Manager Level 2-3</i> (Portland - All Industries)
			\$ 56,077	\$ 65,624	\$ 75,171	City of Portland - <i>Principal Administrative Officer I</i>
			\$ 54,804	\$ 65,093	\$ 75,383	State of Maine - <i>Public Service Manager I</i> (Level 28)
		Mkt Min	\$ 49,983			
Market Midpoint				\$ 60,903		
Current Legis Midpoint compared to Market Midpoint					17.6%	

TITLE: Programmer Analyst Systems Support Assistant						
Grade: 9						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 52,957	\$ 71,604	\$ 90,251	\$ 52,241	\$ 75,126	\$ 98,010	ERI- <i>Programmer Analyst</i> (Augusta - State Government)
			\$ 60,695	\$ 82,045	\$ 103,395	ERI- <i>Programmer Analyst Level 1-2</i> (All Industries-Portland)
			\$ 51,002	\$ 59,675	\$ 68,349	City of Portland - <i>Programmer Analyst</i>
			\$ 46,446	\$ 56,202	\$ 65,957	Cumberland County - <i>Software Specialist</i>
			\$ 58,115	\$ 66,924	\$ 75,733	Maine Judicial Branch - <i>Programmer Analyst I</i>
			\$ 46,126	\$ 54,276	\$ 62,425	State of Maine - <i>Programmer Analyst</i>
			\$ 46,530	\$ 62,040	\$ 77,549	University of Maine - <i>Systems Software Analyst</i>
		Mkt Min	\$ 51,594			
Market Midpoint				\$ 65,184		
Current Legis Midpoint compared to Market Midpoint					9.8%	

TITLE: Senior Legislative Researcher						
Grade: 9						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 52,957	\$ 71,604	\$ 90,251	\$ 48,788	\$ 56,482	\$ 64,175	ERI - <i>Research Associate Level 3</i> (Augusta - State Government)
			\$ 53,563	\$ 63,633	\$ 73,702	ERI - <i>Research Associate Level 3</i> (Portland - All Industries)
			\$ 44,064	\$ 63,384	\$ 82,703	Michigan Legislative Service Bureau - <i>Research Analyst II</i>
			\$ 46,027	\$ 57,738	\$ 69,449	NCSL - <i>Policy Specialist *</i>
			\$ 47,965	\$ 56,888	\$ 65,811	State of Maine - <i>Data and Research Coordinator</i>
			\$ 51,459	\$ 61,121	\$ 70,782	State of Maine - <i>Policy Development Specialist</i>
			\$ 47,947	\$ 69,618	\$ 91,289	Tennessee Legislature - <i>Research Analyst 3*</i>
		Mkt Min	\$ 48,545			
Market Midpoint				\$ 61,266		
Current Legis Midpoint compared to Market Midpoint					16.9%	
* Geographically adjusted						

Appendix I: Market Data Grade 10

Grade	10	Current Pay Plan		Market Data		Current v. Market*	
		Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Analyst OPEGA		\$ 57,283	\$ 77,511	\$ 56,083	\$ 70,293	2.1%	10.3%
Analyst/Law Degree		\$ 57,283	\$ 77,511	\$ 63,775	\$ 78,346	-10.2%	-1.1%
Analyst		\$ 57,283	\$ 77,511	\$ 59,615	\$ 75,558	-3.9%	2.6%
Asst. Sec of SN		\$ 57,283	\$ 77,511	\$ 55,531	\$ 75,309	3.2%	2.9%
Cf of Staff-Caucus		\$ 57,283	\$ 77,511	\$ 63,131	\$ 80,257	-9.3%	-3.4%
Senior Law Librn		\$ 57,283	\$ 77,511	\$ 48,654	\$ 67,025	17.7%	15.6%
Sr. Prog Ana/Sr. Sys Cord.		\$ 57,283	\$ 77,511	\$ 59,771	\$ 76,665	-4.2%	1.1%
Market Entry				\$ 58,080		-1.4%	
Market Midpoint					\$ 74,779		3.7%

* represents percent that current pay plan is above (lead) or below (lag) market

TITLE: Analyst (Law Degree)									
Grade: 10									
Current Salary Range			Market Comparables						
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title			
\$ 57,283	\$ 77,511	\$ 97,739	\$ 68,336	\$ 84,956	\$ 101,575	ERI - Research Manager Level 1-2 (Augusta - State Government)			
			\$ 57,313	\$ 77,264	\$ 97,215	ERI - Project Manager Level 1-2 (Augusta - State Government)			
			\$ 70,908	\$ 89,588	\$ 108,268	ERI - Staff Attorney Level 1-2 (Augusta - State Government)			
			\$ 79,708	\$ 100,795	\$ 121,882	ERI - Staff Attorney Level 1 (Portland - All Industries)			
			\$ 67,912	\$ 79,446	\$ 90,979	City of Portland - Budget Analyst			
			\$ 58,115	\$ 66,924	\$ 75,733	Maine Juicial Branch - Court Operations Analyst			
			\$ 52,229	\$ 61,672	\$ 71,115	State of Maine - Attorney			
			\$ 55,682	\$ 66,124	\$ 76,565	State of Maine - Principal Economic Research Analyst			
		Mkt Min	\$ 63,775						
Market Midpoint				\$ 78,346					
Current Legis Midpoint compared to Market Midpoint					-1.1%				

TITLE: Analyst (No Law Degree)									
Grade: 10									
Current Salary Range			Market Comparables						
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title			
\$ 57,283	\$ 77,511	\$ 97,739	\$ 49,934	\$ 68,736	\$ 87,538	ERI - Financial Analyst (Augusta - State Government)			
			\$ 58,511	\$ 76,821	\$ 95,131	ERI - Financial Analyst Level 1-2 (Portland - All Industries)			
			\$ 68,336	\$ 84,956	\$ 101,575	ERI - Research Manager Level 1-2 (Augusta, State Government)			
			\$ 57,313	\$ 77,264	\$ 97,215	ERI - Project Manager Level 1-2 (Augusta, State Government)			
			\$ 67,912	\$ 79,446	\$ 90,979	City of Portland - Budget Analyst			
			\$ 55,682	\$ 66,124	\$ 76,565	State of Maine - Principal Economic Research Analyst			
		Mkt Min	\$ 59,615						
Market Midpoint				\$ 75,558					
Current Legis Midpoint compared to Market Midpoint					2.6%				

TITLE: Analyst (OPEGA)						
Grade: 10						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 57,283	\$ 77,511	\$ 97,739	\$ 44,457	\$ 61,954	\$ 79,450	ERI - Internal Auditor (Augusta - State Government)
			\$ 50,957	\$ 67,483	\$ 84,009	ERI - Internal Auditor Level 1-2 (Portland - All Industries)
			\$ 68,336	\$ 84,956	\$ 101,575	ERI - Research Manager Level 1-2 (Augusta, State Government)
			\$ 57,313	\$ 77,264	\$ 97,215	ERI - Project Manager Level 1-2 (Augusta, State Government)
			\$ 67,912	\$ 79,446	\$ 90,979	City of Portland - Budget Analyst
			\$ 53,706	\$ 61,776	\$ 69,846	Maine Judicial Branch - Court Operations Specialist
			\$ 49,899	\$ 59,176	\$ 68,453	State of Maine - Senior Auditor
		Mkt Min	\$ 56,083			
Market Midpoint				\$ 70,293		
Current Legis Midpoint compared to Market Midpoint					10.3%	

TITLE: Assistant Secretary of the Senate						
Grade: 10						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 57,283	\$ 77,511	\$ 97,739	\$ 51,773	\$ 73,395	\$ 95,017	ERI - Production Control & Planning Manager (Augusta - State Government)
			\$ 60,845	\$ 81,475	\$ 102,105	ERI - Production Control & Planning Manager (Portland - All Industries)
			\$ 55,718	\$ 78,707	\$ 101,696	Minnesota Senate - First Assistant Secretary of the Senate*
			\$ 59,323	\$ 70,366	\$ 81,409	State of Maine - Public Service Coordinator II
			\$ 49,996	\$ 72,600	\$ 95,204	Tennessee Legislature - Assistant Chief Clerk*
		Mkt Min	\$ 55,531			
Market Midpoint				\$ 75,309		
Current Legis Midpoint compared to Market Midpoint					2.9%	
* Geographically adjusted						

TITLE: Chief of Staff (Caucus)						
Grade: 10						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 57,283	\$ 77,511	\$ 97,739	\$ 59,509	\$ 80,828	\$ 102,147	ERI - Government Affairs Supervisor Level 1-2 (Augusta - All Industries)
			\$ 63,777	\$ 86,180	\$ 108,583	ERI - Government Affairs Supervisor Level 1-2 (Portland - All Industries)
			\$ 71,375	\$ 91,745	\$ 112,115	ERI - Legislative Advocate Level 1 (Portland - All Industries)
			\$ 61,672	\$ 72,166	\$ 82,659	City of Portland - Special Assistant to the Mayor
			\$ 59,323	\$ 70,366	\$ 81,409	State of Maine - Public Service Coordinator II
		Mkt Min	\$ 63,131			
Market Midpoint				\$ 80,257		
Current Legis Midpoint compared to Market Midpoint					-3.4%	

TITLE: Senior Law Librarian						
Grade: 10						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 57,283	\$ 77,511	\$ 97,739	\$ 47,226	\$ 67,224	\$ 87,222	ERI - Library Department Head Level 3 (Augusta - State Government)
			\$ 52,332	\$ 78,877	\$ 105,422	ERI - Library Assistant Director (Portland - All Industries)
			\$ 46,405	\$ 54,975	\$ 63,544	Maine State Library - Library Section Supervisor
		Mkt Min	\$ 48,654			
Market Midpoint				\$ 67,025		
Current Legis Midpoint compared to Market Midpoint					15.6%	

Appendix J: Market Data Grade 11

		Current Pay Plan		Market Data		Current v. Market*	
Grade	11	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Sen. Ana/Law Degree		\$ 62,982	\$ 85,228	\$ 67,419	\$ 83,830	-6.6%	1.7%
Sen. Analyst		\$ 62,982	\$ 85,228	\$ 61,941	\$ 79,176	1.7%	7.6%
Senior Ana OPEGA		\$ 62,982	\$ 85,228	\$ 63,869	\$ 76,118	-1.4%	12.0%
Senior Prog Ana		\$ 62,982	\$ 85,228	\$ 59,771	\$ 76,665	5.4%	11.2%
Market Entry				\$ 63,250		-0.4%	
Market Midpoint					\$ 78,947		8.0%
* represents percent that current pay plan is above (lead) or below (lag) market							

TITLE: Senior Analyst/Senior Attorney (Law Degree)							
Grade: 11							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 62,982	\$ 85,228	\$ 107,474	\$ 73,279	\$ 93,181	\$ 113,082	ERI - <i>Research Manager Level 2-3</i> (Augusta - State Government)	
			\$ 66,326	\$ 90,751	\$ 115,176	ERI - <i>Project Manager Level 2-3</i> (Augusta - State Government)	
			\$ 70,908	\$ 89,588	\$ 108,268	ERI - <i>Staff Attorney Level 1-2</i> (Augusta - State Government)	
			\$ 79,708	\$ 100,795	\$ 121,882	ERI - <i>Staff Attorney Level 1</i> (Portland - All Industries)	
			\$ 67,912	\$ 79,446	\$ 90,979	City of Portland - <i>Budget Analyst</i>	
			\$ 58,115	\$ 66,924	\$ 75,733	Maine Juicial Branch - <i>Court Operations Analyst</i>	
			\$ 55,682	\$ 66,124	\$ 76,565	State of Maine - <i>Principal Economic Research Analyst</i>	
		Mkt Min	\$ 67,419				
Market Midpoint				\$ 83,830			
Current Legis Midpoint compared to Market Midpoint					1.7%		

TITLE: Senior Analyst/ (No Law Degree)							
Grade: 11							
Current Salary Range			Market Comparables				
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title	
\$ 62,982	\$ 85,228	\$ 107,474	\$ 49,934	\$ 68,736	\$ 87,538	ERI - <i>Financial Analyst</i> (Augusta - State Government)	
			\$ 58,511	\$ 76,821	\$ 95,131	ERI - <i>Financial Analyst Level 1-2</i> (Portland - All Industries)	
			\$ 73,279	\$ 93,181	\$ 113,082	ERI - <i>Research Manager Level 2-3</i> (Augusta - State Government)	
			\$ 66,326	\$ 90,751	\$ 115,176	ERI - <i>Project Manager Level 2-3</i> (Augusta - State Government)	
			\$ 67,912	\$ 79,446	\$ 90,979	City of Portland - <i>Budget Analyst</i>	
			\$ 55,682	\$ 66,124	\$ 76,565	State of Maine - <i>Principal Economic Research Analyst</i>	
		Mkt Min	\$ 61,941				
Market Midpoint				\$ 79,176			
Current Legis Midpoint compared to Market Midpoint					7.6%		

TITLE: Senior Analyst (OPEGA)						
Grade: 11						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 62,982	\$ 85,228	\$ 107,474	\$ 58,145	\$ 68,798	\$ 79,450	ERI - <i>Internal Auditor Level 3</i> (Augusta State Government)
			\$ 69,954	\$ 84,990	\$ 100,026	ERI - <i>Internal Auditor Level 3</i> (Portland - All Industries)
			\$ 63,591	\$ 75,565	\$ 87,538	ERI - <i>Financial Analyst Level 3</i> (Augusta - State Government)
			\$ 77,704	\$ 94,362	\$ 111,020	ERI - <i>Financial Analyst Level 3</i> (Portland - All Industries)
			\$ 58,115	\$ 66,924	\$ 75,733	Maine Juicial Branch - <i>Court Operations Analyst</i>
			\$ 55,702	\$ 66,071	\$ 76,440	State of Maine - <i>Principal Auditor</i>
		Mkt Min	\$ 63,869			
Market Midpoint			\$ 76,118			
Current Legis Midpoint compared to Market Midpoint					12.0%	

TITLE: Senior Programmer Analyst						
Grade: 11						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 62,982	\$ 85,228	\$ 107,474	\$ 58,538	\$ 82,836	\$ 107,133	ERI - <i>Programmer Analyst Supervisor</i> (Augusta - State Government)
			\$ 69,200	\$ 92,286	\$ 115,371	ERI - <i>Programmer Analyst Supervisor Level 1-2</i> (Portland - All Industries)
			\$ 63,170	\$ 72,696	\$ 82,222	Maine Judicial Branch - <i>Programmer Analyst II</i>
			\$ 54,438	\$ 64,160	\$ 73,882	State of Maine - <i>Senior Programmer Analyst</i>
			\$ 53,509	\$ 71,346	\$ 89,183	University of Maine - <i>Software Development Lead</i>
		Mkt Min	\$ 59,771			
Market Midpoint			\$ 76,665			
Current Legis Midpoint compared to Market Midpoint					11.2%	

Appendix K: Market Data Grade 12

		Current Pay Plan		Market Data		Current v. Market*	
Grade	12	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Internet App Adm		\$ 69,264	\$ 93,746	\$ 60,510	\$ 79,960	14.5%	17.2%
Prin Ana/Law Degree		\$ 69,264	\$ 93,746	\$ 74,658	\$ 95,016	-7.2%	-1.3%
Prin Analyst		\$ 69,264	\$ 93,746	\$ 74,473	\$ 93,609	-7.0%	0.1%
Prin Analyst OPEGA		\$ 69,264	\$ 93,746	\$ 68,888	\$ 89,327	0.5%	4.9%
Sys Ana/Team Ldr		\$ 69,264	\$ 93,746	\$ 65,396	\$ 80,047	5.9%	17.1%
Sys Engineer		\$ 69,264	\$ 93,746	\$ 63,087	\$ 80,099	9.8%	17.0%
Market Entry				\$ 67,835		2.1%	
Market Midpoint					\$ 86,343		8.6%
* represents percent that current pay plan is above (lead) or below (lag) market							

TITLE: Internet Infrastructure and Applications Administrator

Grade: 12

Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 69,264	\$ 93,746	\$ 118,227	\$ 59,620	\$ 84,367	\$ 109,113	ERI- <i>Web Developer</i> (Portland - All Industries)
			\$ 60,998	\$ 84,682	\$ 108,365	ERI- <i>Systems Engineer</i> (Portland - All Industries)
			\$ 67,912	\$ 79,446	\$ 90,979	City of Portland - <i>Assistant IT Manager</i>
			\$ 53,509	\$ 71,346	\$ 89,183	University of Maine - <i>Director of Web Technologies</i>
		Mkt Min	\$ 60,510			
Market Midpoint				\$ 79,960		
Current Legis Midpoint compared to Market Midpoint				17.2%		

TITLE: Principal Analyst (OPEGA)

Grade: 12

Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 69,264	\$ 93,746	\$ 118,227	\$ 69,328	\$ 89,094	\$ 108,860	ERI - <i>Internal Auditing Manager</i> (Augusta - State Government)
			\$ 75,188	\$ 102,035	\$ 128,881	ERI - <i>Internal Auditing Manager Level 1-2</i> (Portland - All Industries)
			\$ 73,279	\$ 93,181	\$ 113,082	ERI - <i>Research Manager Level 2-3</i> (Augusta - State Government)
			\$ 66,326	\$ 90,751	\$ 115,176	ERI - <i>Project Manager Level 2-3</i> (Augusta - State Government)
			\$ 60,320	\$ 71,573	\$ 82,826	State of Maine - <i>Audit Manager</i>
		Mkt Min	\$ 68,888			
Market Midpoint				\$ 89,327		
Current Legis Midpoint compared to Market Midpoint				4.9%		

TITLE: Principal Analyst/Principal Attorney (Law Degree)

Grade: 12

Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 69,264	\$ 93,746	\$ 118,227	\$ 72,163	\$ 91,901	\$ 111,638	ERI - <i>Financial Analysis Manager</i> (Augusta - State Government)
			\$ 80,714	\$ 107,461	\$ 134,208	ERI - <i>Financial Analysis Manager Level 1-2</i> (Portland - All Industries)
			\$ 70,908	\$ 99,088	\$ 127,267	ERI - <i>Staff Attorney</i> (Augusta - State Government)
			\$ 79,708	\$ 100,795	\$ 121,882	ERI - <i>Staff Attorney Level 1</i> (Portland - All Industries)
			\$ 73,279	\$ 93,181	\$ 113,082	ERI - <i>Research Manager Level 2-3</i> (Augusta - State Government)
			\$ 66,326	\$ 90,751	\$ 115,176	ERI - <i>Project Manager Level 2-3</i> (Augusta - State Government)
			\$ 82,222	\$ 96,158	\$ 110,094	City of Portland - <i>Deputy Finance Director</i>
			\$ 79,574	\$ 96,284	\$ 112,993	Cumberland County - <i>Finance Director</i>
			\$ 67,032	\$ 79,526	\$ 92,019	State of Maine - <i>Public Service Coordinator II</i> (Level 33)
		Mkt Min	\$ 74,658			
Market Midpoint				\$ 95,016		
Current Legis Midpoint compared to Market Midpoint					-1.3%	

TITLE: Principal Analyst/No Law Degree

Grade: 12

Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 69,264	\$ 93,746	\$ 118,227	\$ 72,163	\$ 91,901	\$ 111,638	ERI - <i>Financial Analysis Manager</i> (Augusta - State Government)
			\$ 80,714	\$ 107,461	\$ 134,208	ERI - <i>Financial Analysis Manager Level 1-2</i> (Portland - All Industries)
			\$ 66,326	\$ 90,751	\$ 115,176	ERI - <i>Project Manager Level 2-3</i> (Augusta - State Government)
			\$ 73,279	\$ 93,181	\$ 113,082	ERI - <i>Research Manager Level 2-3</i> (Augusta - State Government)
			\$ 82,222	\$ 96,158	\$ 110,094	City of Portland - <i>Deputy Finance Director</i>
			\$ 79,574	\$ 96,284	\$ 112,993	Cumberland County - <i>Finance Director</i>
			\$ 67,032	\$ 79,526	\$ 92,019	State of Maine - <i>Public Service Coordinator II</i> (Level 33)
		Mkt Min	\$ 74,473			
Market Midpoint				\$ 93,609		
Current Legis Midpoint compared to Market Midpoint					0.1%	

TITLE: Systems Analyst/Team Leader

Grade: 12

Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 69,264	\$ 93,746	\$ 118,227	\$ 62,962	\$ 74,897	\$ 86,832	ERI - <i>Systems Analyst Level 3</i> (Augusta - State Government)
			\$ 65,039	\$ 86,366	\$ 107,692	ERI - <i>Systems Analyst Level 2-3</i> (Portland - All Industries)
			\$ 67,912	\$ 79,446	\$ 90,979	City of Portland - <i>Assistant IT Manager</i>
			\$ 73,674	\$ 84,791	\$ 95,908	Maine Judicial Branch - <i>Information Technology Project Manager</i>
			\$ 61,256	\$ 72,738	\$ 84,219	State of Maine - <i>Systems Section Manager</i> (includes 10% stipend)
			\$ 61,535	\$ 82,048	\$ 102,560	University of Maine - <i>Director of Software Development</i>
		Mkt Min	\$ 65,396			
Market Midpoint				\$ 80,047		
Current Legis Midpoint compared to Market Midpoint					17.1%	

Grade: 12

NATIONAL CONFERENCE OF STATE LEGISLATURES

Appendix L: Market Data Grade 13

		Current Pay Plan		Market Data		Current v. Market*	
Grade	13	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Asst. Clerk HS		\$ 76,149	\$ 103,085	\$ 66,868	\$ 89,195	13.9%	15.6%
Chief of Staff (Ldrs)		\$ 76,149	\$ 103,085	\$ 74,291	\$ 102,867	2.5%	0.2%
Dep. Dir. LIB		\$ 76,149	\$ 103,085	\$ 73,515	\$ 89,192	3.6%	15.6%
Dep. Dir. ROS/OPLA		\$ 76,149	\$ 103,085	\$ 81,943	\$ 102,185	-7.1%	0.9%
Director OPEGA		\$ 76,149	\$ 103,085	\$ 79,627	\$ 98,441	-4.4%	4.7%
HR Director		\$ 76,149	\$ 103,085	\$ 77,186	\$ 100,394	-1.3%	2.7%
Legis Finance Dir.		\$ 76,149	\$ 103,085	\$ 75,141	\$ 92,789	1.3%	11.1%
Market Entry				\$ 75,510		0.8%	
Market Midpoint					\$ 96,438		6.9%
* represents percent that current pay plan is above (lead) or below (lag) market							

TITLE: Assistant Clerk of the House						
Grade: 13						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 76,149	\$ 103,085	\$ 130,021	\$ 58,391	\$ 76,704	\$ 95,017	ERI - Production Control & Planning Manager Level 2-3 (Augusta - State Government)
			\$ 60,845	\$ 81,475	\$ 102,105	ERI - Production Control & Planning Manager (Portland - All Industries)
			\$ 75,334	\$ 100,799	\$ 126,264	ERI - Project Manager Level 2-3 (Augusta, State Government)
			\$ 66,578	\$ 100,062	\$ 133,545	Minnesota House - 1st Assistant Chief Clerk*
			\$ 73,190	\$ 86,935	\$ 100,681	State of Maine - Public Service Coordinator III (Level 35)
		Mkt Min	\$ 66,868			
Market Midpoint				\$ 89,195		
Current Legis Midpoint compared to Market Midpoint				15.6%		
*Geographically adjusted						

TITLE: Chief of Staff (Leadership)						
Grade: 13						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 76,149	\$ 103,085	\$ 130,021	\$ 63,780	\$ 104,217	\$ 144,654	ERI - Director of Government Affairs (Augusta - All Industries)
			\$ 69,101	\$ 110,755	\$ 152,408	ERI - Director of Government Affairs (Portland - All Industries)
			\$ 80,661	\$ 113,005	\$ 145,348	ERI - Legislative Advocate Level 2-3 (Portland - All Industries)
			\$ 74,610	\$ 87,360	\$ 100,110	City of Portland - Senior Advisor to the City Manager
			\$ 83,304	\$ 98,998	\$ 114,691	State of Maine - Public Service Executive III (47-39)
		Mkt Min	\$ 74,291			
Market Midpoint				\$ 102,867		
Current Legis Midpoint compared to Market Midpoint				0.2%		

TITLE: Deputy Director, Library						
Grade: 13						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 76,149	\$ 103,085	\$ 130,021	\$ 73,841	\$ 91,449	\$ 109,056	ERI - <i>Library Assistant Director Level 3</i> (Portland, Legal Sector)
			\$ 73,190	\$ 86,935	\$ 100,681	State of Maine - <i>Public Service Coordinator III (Level 35)</i>
		Mkt Min	\$ 73,515			
Market Midpoint				\$ 89,192		
Current Legis Midpoint compared to Market Midpoint					15.6%	

TITLE: Deputy Director, OPLA Deputy Director, ROS						
Grade: 13						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 76,149	\$ 103,085	\$ 130,021	\$ 86,230	\$ 98,934	\$ 111,638	ERI - <i>Financial Analysis Manager Level 3</i> (Augusta - State Government)
			\$ 92,449	\$ 113,329	\$ 134,208	ERI - <i>Financial Analysis Manager Level 2</i> (Portland - All Industries)
			\$ 87,243	\$ 106,016	\$ 124,789	ERI - <i>Research Director</i> (Augusta - State Government)
			\$ 75,334	\$ 100,799	\$ 126,264	ERI - <i>Project Manager Level 2-3</i> (Augusta - State Government)
			\$ 81,537	\$ 104,402	\$ 127,267	ERI - <i>Staff Attorney Level 2-3</i> (Augusta - State Government)
			\$ 79,708	\$ 116,807	\$ 153,905	ERI - <i>Staff Attorney Level 1-2</i> (Portland - All Industries)
			\$ 82,222	\$ 96,158	\$ 110,094	City of Portland - <i>Deputy Finance Director</i>
			\$ 79,574	\$ 96,284	\$ 112,993	Cumberland County - <i>Finance Director</i>
			\$ 73,190	\$ 86,935	\$ 100,681	State of Maine - <i>Public Service Coordinator III (Level 35)</i>
		Mkt Min	\$ 81,943			
Market Midpoint				\$ 102,185		
Current Legis Midpoint compared to Market Midpoint					0.9%	

TITLE: Director, OPEGA						
Grade: 13						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 76,149	\$ 103,085	\$ 130,021	\$ 89,642	\$ 102,816	\$ 115,989	ERI - <i>Project Director</i> (Augusta, State Government)
			\$ 85,902	\$ 106,987	\$ 128,071	ERI - <i>Top Auditor</i> (Augusta - State Government)
			\$ 74,239	\$ 102,334	\$ 130,429	ERI - <i>Top Auditor</i> (Portland - All Industries)
			\$ 68,723	\$ 81,630	\$ 94,536	State of Maine - <i>Deputy State Auditor</i> (47-35)
		Mkt Min	\$ 79,627			
Market Midpoint				\$ 98,441		
Current Legis Midpoint compared to Market Midpoint					4.7%	

TITLE: Human Resources Director						
Grade: 13						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 76,149	\$ 103,085	\$ 130,021	\$ 75,535	\$ 104,068	\$ 132,601	ERI - <i>Human Resources Top Executive</i> 25th - 75th percentile (Augusta - State Government)
			\$ 62,454	\$ 96,770	\$ 131,085	ERI - <i>Human Resources Top Executive</i> 25th - 90th percentile (Portland - All Industries)
			\$ 97,448	\$ 112,091	\$ 126,734	City of Portland - <i>Director of Human Resources</i>
			\$ 73,679	\$ 89,153	\$ 104,627	Cumberland County - <i>Human Resources Director</i>
			\$ 76,812	\$ 99,889	\$ 122,966	Maine Executive Branch - <i>HR Director</i> (02-89)
		Mkt Min	\$ 77,186			
Market Midpoint				\$ 100,394		
Current Legis Midpoint compared to Market Midpoint					2.6%	

TITLE: Legislative Finance Director											
Grade: 13											
Current Salary Range			Market Comparables								
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title					
\$ 76,149	\$ 103,085	\$ 130,021	\$ 69,121	\$ 86,564	\$ 104,006	ERI - <i>Budget Manager</i> (Augusta - State Government)					
			\$ 74,783	\$ 98,160	\$ 121,537	ERI - <i>Budget Manager Levels 1-2</i> (Portland - All Industries)					
			\$ 77,084	\$ 90,149	\$ 103,213	City of Portland - <i>Deputy Finance Director</i>					
			\$ 79,574	\$ 96,284	\$ 112,993	Cumberland County - <i>Finance Director</i>					
		Mkt Min	\$ 75,141								
Market Midpoint			\$ 92,789								
Current Legis Midpoint compared to Market Midpoint					11.1%						

Appendix M: Market Data Grade 14

		Current Pay Plan		Market Data		Current v. Market*	
Grade	14	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Clerk HS/ Sec SN		\$ 83,803	\$ 113,391	\$ 81,725	\$ 107,122	2.5%	5.9%
Director, OFPR		\$ 83,803	\$ 113,391	\$ 87,475	\$ 110,598	-4.2%	2.5%
Director, LIB		\$ 83,803	\$ 113,391	\$ 74,982	\$ 93,063	11.8%	21.8%
Director, LIT		\$ 83,803	\$ 113,391	\$ 85,111	\$ 109,670	-1.5%	3.4%
Director, ROS/OPLA		\$ 83,803	\$ 113,391	\$ 88,881	\$ 109,453	-5.7%	3.6%
Market Entry				\$ 83,635		0.2%	
Market Midpoint					\$ 105,981		7.0%

TITLE: Clerk of the House																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																									
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TITLE: Director, Fiscal Program Review									
Grade: 14									
Current Salary Range			Market Comparables						
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title			
\$ 83,803	\$ 113,391	\$ 142,979	\$ 89,810	\$ 111,300	\$ 132,789	ERI - Financial Analysis Director (Augusta - State Government)			
			\$ 81,747	\$ 110,918	\$ 140,089	ERI - Financial Analysis Director (Portland - All Industries)			
			\$ 79,754	\$ 112,592	\$ 145,430	ERI - Project Manager Level 2-3 (Portland - All Industries)			
			\$ 97,448	\$ 112,091	\$ 126,734	City of Portland - Finance Director			
			\$ 85,931	\$ 103,976	\$ 122,021	Cumberland County - Assistant County Manager			
			\$ 90,161	\$ 112,711	\$ 135,260	State of Maine - Associate Commissioner for Tax Policy (02-90)			
		Mkt Min	\$ 87,475						
Market Midpoint				\$ 110,598					
Current Legis Midpoint compared to Market Midpoint					2.5%				

TITLE: Director, Information Technology						
Grade: 14						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 83,803	\$ 113,391	\$ 142,979	\$ 81,966	\$ 115,766	\$ 149,565	ERI - <i>Computer Chief Information Officer</i> 25th - 75th -percentile (Portland - All Industries)
			\$ 93,561	\$ 134,073	\$ 174,584	ERI - <i>Computer Chief Information Officer</i> 25th - 75th -percentile (Augusta - State Government)
			\$ 91,358	\$ 105,086	\$ 118,814	City of Portland - <i>IT Director</i>
			\$ 73,679	\$ 89,153	\$ 104,627	Cumberland County - <i>IT Director</i>
			\$ 88,719	\$ 105,432	\$ 122,146	State of Maine - <i>Public Service Manager III</i> (47-39)
			\$ 81,381	\$ 108,508	\$ 135,635	University of Maine - <i>Executive Director Network</i> Maine
		Mkt Min	\$ 85,111			
Market Midpoint				\$ 109,670		
Current Legis Midpoint compared to Market Midpoint				3.4%		

TITLE: Director, OPLA						
Director, Revisor of Statutes						
Grade: 14						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 83,803	\$ 113,391	\$ 142,979	\$ 81,537	\$ 104,402	\$ 127,267	ERI - <i>Staff Attorney Level 2-3</i> (Augusta - State Government)
			\$ 100,977	\$ 127,441	\$ 153,905	ERI - <i>Staff Attorney Level 2</i> (Portland - All Industries)
			\$ 87,243	\$ 106,016	\$ 124,789	ERI - <i>Research Director</i> (Augusta - State Government)
			\$ 85,931	\$ 103,976	\$ 122,021	Cumberland County - <i>Assistant County Manager</i>
			\$ 88,719	\$ 105,432	\$ 122,146	State of Maine - <i>Public Service Manager III</i>
		Mkt Min	\$ 88,881			
Market Midpoint				\$ 109,453		
Current Legis Midpoint compared to Market Midpoint				3.6%		

TITLE: Director, State Law Library						
Grade: 14						
Current Salary Range			Market Comparables			
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title
\$ 83,803	\$ 113,391	\$ 142,979	\$ 82,983	\$ 102,514	\$ 122,044	ERI - <i>Library Director Level 3</i> (Portland, Legal)
			\$ 53,509	\$ 71,346	\$ 89,183	Gabrecht Law Library - <i>Library Director</i>
			\$ 94,848			Maine Public Libraries - <i>Average Library Director Compensation**</i>
			\$ 88,719	\$ 105,432	\$ 122,146	State of Maine - <i>Public Service Manager III</i>
			\$ 74,718	\$ 91,177	\$ 107,636	State of Maine - <i>State Librarian</i> (47-88)
		Mkt Min	\$ 74,982			
Market Midpoint				\$ 93,063		
Current Legis Midpoint compared to Market Midpoint				21.8%		

**average actual annual salary for six largest (LSA >25K) Maine public libraries - Portland, Lewiston, Bangor, South Portland, Auburn, Curtis Memorial

Appendix N: Market Data Grade 15

		Current Pay Plan		Market Data		Current v. Market*	
Grade	15	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint	Minimum (Entry)	Midpoint
JOB TITLE(S)							
Executive Director		\$ 92,206	\$ 124,748	\$ 92,527	\$ 121,736	-0.3%	2.5%
Market Entry				\$ 92,527		-0.3%	
Market Midpoint					\$ 121,736		2.5%
* represents percent that current pay plan is above (lead) or below (lag) market							

TITLE: Executive Director																			
Grade: 15																			
Current Salary Range			Market Comparables																
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Source/Title													
\$ 92,206	\$ 124,748	\$ 157,290	\$ 84,001	\$ 104,296	\$ 124,591	ERI - Managing Director													
			\$ 77,986	\$ 115,530	\$ 153,074	ERI - Executive Vice President													
			\$ 92,796	\$ 112,287	\$ 131,778	Cumberland County - County Manager													
			\$ 119,223	\$ 137,056	\$ 154,889	City of Portland - Deputy City Manager													
				\$ 144,693		Legislative Director - Six State Average*													
			\$ 88,630	\$ 116,553	\$ 144,476	State of Maine - Commissioner (02-91)													
		Mkt Min	\$ 92,527																
Market Midpoint				\$ 121,736															
Current Legis Midpoint compared to Market Midpoint					2.5%														
*Geographically adjusted																			