PLYMOUTH
DISTRICT
LIBRARY

November 14, 2020

To: Plymouth District Library Board
From: Carol Souchock, Plymouth District Library Director
      Robyn Lowenstein, HR and Business Administrator
      Personnel Committee

Re: MERCES Pay Structure Review and 2021 Salary Recommendation

_____

Library administration work with our HR consultanting company MERCES on average every two to three years to conduct a salary market analysis. Attached is the most recent report with salary recommendations for 2021. As requested this report shows salary recommendations for 2021 with and without premiums.

The personnel committee recommended at the October of 2020 the board move forward with accepting this report and the premium salary recommendations. Funds were included in the 2021 budget for this expenditure.

Staff last received raises in January of 2019. This most recent market analysis by Merces recommends an average raise of about 2 % for each of the last two years for a total average raise recommended of 4.1%.

RESOLVED BY _____, SECONDED BY _____, TO APPROVE. TO THE MERCES PAY STRUCTURE REVIEW WITH PREMIUM STAFF INCREASES EFFECTIVE JANUARY 1, 2021.

Plymouth District Library

Plymouth, Michigan

PAY STRUCTURE REVIEW & RECOMMENDATIONS FOR 2021

Edmund B. Ura
Erin M. Roberts
Merces Consulting Group, Inc.
Royal Oak, MI

October 6, 2020

SUMMARY

This report contains the results of our study of competitive compensation levels for Plymouth District Library, and our recommended pay ranges for the upcoming year. This report contains two different versions of the pay ranges, the default ranges with the "market premium" philosophy and an alternative set of ranges without the premium. Both sets of recommended ranges reflect two years of change in the labor market since our last review for 2019 and are effective for the Library's fiscal year (1/1/2021 – 12/31/2021). A projected 2021 operating budget of $3.9 million was assumed for the market review.

The default structure incorporates the "market premium" philosophy, adopted by the Library Board in 2000 and modified in 2012, in which the target rates are set above the market. The target rates for grades 1 through 5 are five percent (5%) higher than the market, with grades 6 through 14 set 7.5% higher.   This structure increases at an average rate of about 4.1% from our recommended ranges for 2019.

The second structure reflects an expressed desire by the Library to have an alternative to the default ranges that does not include the "market premium." When compared to our last review in 2019 this structure decreases at an average rate of about 1.9%. This structure also decreases at an average rate 5.8% from the default ranges originally created for 2021. These comparisons are detailed on page 5 of this report.

The Library did not approve the recommended ranges in 2015, opting instead to increase the ranges "across the board" at an annual rate of three percent (3%). As a result, the Library's pay structure was above the competitive market throughout most of the structure for 2016, but below the market in the higher grades. The Library made adjustments towards rectifying these discrepancies once receiving Merces FY2017 recommended structure in 2016. The Library has rectified all discrepancies at this point, adopting the recommended ranges for FY2021 would require only the normal adjustments to all grades.

Both sets of recommendations for FY2021 reflect the stated goal of PDL to continue to be competitive.

PROCESS

The Plymouth District Library (PDL) compensation program is based on an approach that considers three aspects of pay:

- The contribution of jobs to the organization, as measured by the job evaluation plan
- The competitive market for jobs, determined by research into labor market studies, and
- The ability of individuals to contribute to a specific duties and responsibilities

Job Evaluation

The job evaluation process assesses the contribution of jobs to the Library by looking at various characteristics, namely:

- Knowledge, Skills & Ability
- Problem Solving
- Scope of Authority
- Communications & Contacts
- Impact of Performance
- Physical Conditions and Work Environment

The value of each of these characteristics (using series of definitions of ever-increasing levels of each) is added together to create an overall score for each job. Jobs with similar scores are then placed in the same pay grade. The original job evaluation process was conducted with a committee of PDL managers; changes to evaluations resulting from the creation of new jobs or changes to job content have been recommended by Merces over the years. All changes to pay grade assignments are based on recognized changes to the jobs as reflected in the job descriptions.

The distribution of scores in the current structure is illustrated below:
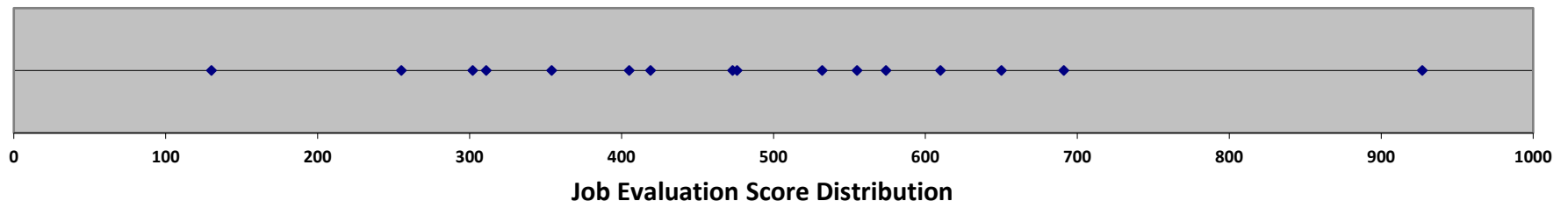
Job Evaluation Score Distribution

The number of grades was determined initially by looking at the number of groupings of jobs by their point scores, ensuring that jobs which represented promotions would be separated, and then dividing the range of total scores into grades to accommodate these groupings and provide for growth and development of new jobs.

Competitive Market Data

Labor market data is used to establish ranges of pay that will be available for jobs in each pay grade. Merces uses reputable published surveys to determine the competitive rate for each position. A "relevant market" is established for each job that reflects a reasonable segment of the market in which the Library will compete for talent, and is a function of 1) geography, 2) industry and 3) organizations of comparable size and resources. The weight each of these factors will carry is a function of how important they are to the job under consideration. For example, for entry level jobs, the relevant market is all possible employment opportunities in a reasonable commuting distance. The geographic area expands to reflect where individuals with the appropriate skill set may be found.

In looking for relevant market data, Merces also considers the strength of the statistics themselves. If a sample for a very specific geographic area is small, it is better to select a wider geographic are for which data is more credible. It is also important to note that different surveys provide different samples of data, so the objective is always to find the data that has the most relevance and is also the most statistically significant. Our market review for PDL included the use of the following published surveys:

- American Library Association Public Librarian Salary Survey
- American Society of Employers
    - Office, Clerical and Technical Compensation Survey
    - Supervisory, Management & Professional Compensation Survey
- Bureau of Labor Statistics – Metropolitan Area Compensation Study
- Detroit Suburban Library Roundtable – Statistics Compilation Report
- Economic Research Institute, Salary Assessor
- Michigan Public Library Statistics

In addition to the studies listed above, Merces consulted other surveys to confirm our findings and/or for additional data.

Data from the surveys was used for as many of the PDL jobs as possible. In order to represent a "lead/lag" strategy in which the ranges will be above the anticipated market rates for the first half of the year ("lead"), and below the anticipated rates for the balance of the year ("lag"), all survey data is "projected" to a common date in the middle of the structure year based on reported

actual and planned increases to market rates. In this case the 2021 structure is effective 1/1/2021 through 12/31/2021 so the data was aged to 7/1/2021. A simple average of the sources was calculated that represents the market rate for each job.

Pay Range Development

Both the internal evaluation scores and external market rates are used to establish the "target rate" for each grade. Target rates are established through a mathematical model called single regression model that yields an equation, or "payline." Using this approach, all of the market data is used to create the entire structure, meaning that there is no need to have data for every job, and that suspect data can be safely excluded to calculate a structure that is relevant and effective. The ranges for each grade and the pay levels are derived mathematically from the target rate using standard compensation system models.

Both range structures are build based off of the same mathematical model, thus the payline for both structures is illustrated in the exhibit below:
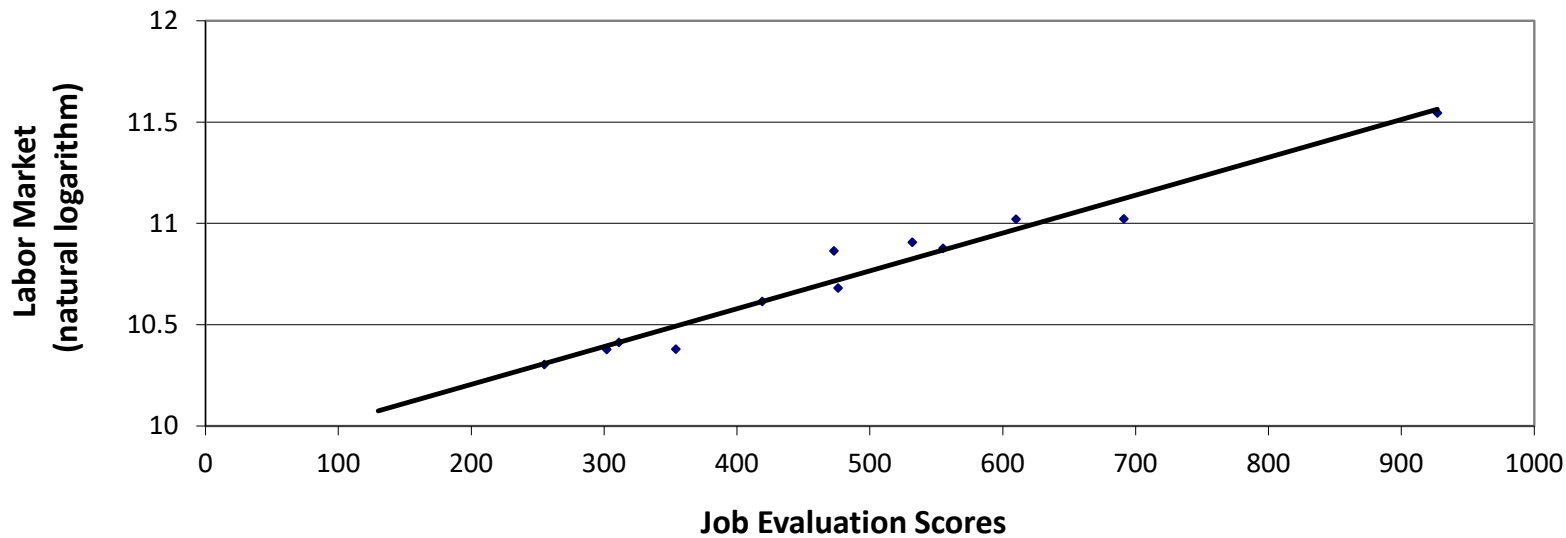
The default recommended 2021 structure was developed consistent with the 2012 revised "market premium" philosophy, with a premium of five percent (5%) for administration positions (through Grade 5) and seven and one half percent (7.5%) for professional and management positions. This premium represents the determination of the Board that it was necessary in order to recruit and retain talented employees to provide the services expected by the community.

Each year the payline for each structure is created and applied to the grades to create ranges. Ranges are calculated to the dollar, and then rounded to the nearest hundred for convenience. Percentage changes are expressed from the rounded values. Merces will typically express the change for each structure as the average percentage movement at the midpoints from year to year, and identify where there are differing changes. For example, this 2021 report describes the adjustments for the default structure and the alternative structure as follows:

> "The recommended default structure for 2021 increased at an average rate 4.1% from the structure recommended for 2019, ranging from 5.0% at Grade 2 to 2.7% at Grade 14."

> "The recommended alternative structure for 2021 decreased at an average rate 1.9% from the structure recommended for 2019, ranging from 0.0% at Grade 2 to -4.5% at Grade 14."

The table below shows these adjustments grade by grade:

Grade	Recommended 2019	Change to 2021 Default	Recommended Default 2021	Change to 2021 Alt.	Recommended Alt. 2021
14	122,600	2.7%	125,900	-4.5%	117,100
13	92,200	3.0%	95,000	-4.1%	88,400
12	72,700	3.3%	75,100	-3.9%	69,900
11	63,000	3.7%	65,300	-3.7%	60,700
10	57,300	3.7%	59,400	-3.5%	55,300
9	52,100	3.8%	54,100	-3.5%	50,300
8	47,400	4.0%	49,300	-3.4%	45,800
7	43,100	3.9%	44,800	-3.2%	41,700
6	39,200	4.1%	40,800	-3.1%	38,000
5	34,800	4.3%	36,300	-0.6%	34,600
4	31,600	4.7%	33,100	-0.3%	31,500
3	28,700	4.9%	30,100	0.0%	28,700
2	26,100	5.0%	27,400	0.0%	26,100
1	22,100	6.8%	23,600	6.8%	23,600

MERCES CONSULTING 25 years

Performance Assessment

The pay structure is designed so that the midpoint represents a "target" for employee compensation. Unlike common public sector or union contract compensation programs, employees do not simply move through the ranges over time. Instead, the appropriate compensation level is determined based on the employee's long-term proven performance. Generally speaking, the pay range pay zones reflect the following levels of performance:

- "Entry Level" – Appropriate for employees with the minimum levels of skills and experience, this part of the pay range represents the lowest levels the organization will pay to an employee in the job. This is not intended to represent a poor performance rating, but rather a lack of experience.

- "Developing" – This part of the pay zone describes employees who are making progress, but have yet to master all of the elements of the job. They may be lacking training or experience, or are not yet able to work independently.

- "Mastery" – With the midpoint ("target") at the center of this zone, this is the area at which PDL will want to pay employees who are performing at the level expected by the organization, consistently meeting all performance standards. While translating performance levels to school grades is not advised, this pay zone represents consistent performance at an "A" level. Because the pay ranges move over time, following changes in the labor market, employees who reach and maintain compensation in this pay zone should remain competitive to the market, and feel "fairly" paid.

- "Added Value" – Pay in this zone is above the market, meaning that there should be good reason for an employee to be compensated here. An employee assigned to this pay zone is one who has proven, over an extended period of years, that he or she contributes more to the organization than what would typically be expected of someone in this job.

While the pay zones provide a quick reference and method of estimating individual employees' pay, the full performance assessment process involves an in-depth review of performance against expectations as outlined in job descriptions. Employee's periodic increases are not based on a performance score; the score "predicts" appropriate pay. Employees will typically receive larger increases (when expressed as a percentage of previous pay) in their early years in any particular job; when they reach the appropriate part of their range for their contribution, increases will be smaller, reflecting changes in the labor market.

FINDINGS & RECOMMENDATIONS FOR 2021

Pay Ranges

This report contains the results of our study of competitive compensation levels for Plymouth District Library, and our recommended pay ranges for the upcoming year. This report contains two different versions of the pay ranges, the default ranges with the "market premium" philosophy and an alternative set of ranges without the premium. Both sets of recommended ranges reflect two years of change in the labor market since our last review for 2019 and are effective for the Library's fiscal year (1/1/2021 – 12/31/2021). A projected 2021 operating budget of $3.9 million was assumed for the market review.

Based on the market data, Merces has prepared a default structure of recommended pay ranges for PDL 2021 calendar year (see **Exhibit 1**). The default structure incorporates the "market premium" philosophy, adopted by the Library Board in 2000 and modified in 2012, in which the target rates are set above the market. The target rates for grades 1 through 5 are five percent (5%) higher than the market, with grades 6 through 14 set 7.5% higher. These recommended ranges increase at an average rate of about 4.1% from our recommendations for 2019; due to rounding, the percentage changes do not necessarily appear to be "smooth." The effective annual increase to the structure is 4.1%. **Exhibit 2** displays the jobs assigned to each pay grade, as well as the recommended adjustments, calculated from our 2019 recommendations.

Based on the same market analysis, Merces has prepared a second set of ranges as an alternative to the default structure (see **Exhibit 3**). This second structure reflects an expressed desire by the Library to have an alternative to the default ranges that does not include the "market premium". These alternative ranges decrease from our recommendations for 2019 at an average rate of about 1.9%. This structure also decreases at an average rate 5.8% from the default ranges originally created for 2021. These comparisons are detailed on page 5 of this report. **Exhibit 4** displays the jobs assigned to each pay grade, as well as the recommended adjustments, calculated from our 2019 recommendations.

In both structures, Grade 1 increased by 6.8% to reflect the increase in the minimum wage from $9.45 in 2019 to $9.87 effective January 1, 2021; this adjustment was included in overall percentage adjustments.

The Library did not approve the recommended ranges in 2015, opting instead to increase the ranges "across the board" at an annual rate of three percent (3%). As a result, the Library's pay structure was above the competitive market throughout most of the structure for 2016, but below the market in the higher grades. The Library made adjustments towards rectifying these discrepancies once receiving Merces FY2017 recommended structure in 2016. The Library has rectified all discrepancies at this point, adopting the recommended ranges for FY2021 would require only the normal adjustments to all grades.

Both sets of recommendations for FY2021 reflect the stated goal of PDL to continue to be competitive.

Job Description/Pay Grade Changes

Changes are frequently made in the job descriptions and pay level definitions during the course of the year, as well as during the pay review process itself. These changes are recommended to fit roles that are appropriate in the organization, not necessarily the individuals who are in current jobs. PDL maintains the job descriptions internally and provides Merces with information as necessary or as requested.

Exhibit 1 - Recommended Base Pay Structure Ranges for FY2021 Grades 10-14 (1/21/2020)

| Grade | Point Range | | Entry | | | Mastery | | | |
	Low	High	Minimum	Developing		Target	Added Value		
ANNUAL AMOUNTS									
14	851	1000	96,800	108,400	120,000	**125,900**	131,700	143,300	
13	701	850	74,500	82,700	90,900	**95,000**	99,100	107,300	
12	601	700	58,900	65,400	71,900	**75,100**	78,300	84,800	
11	551	600	52,200	57,400	62,600	**65,300**	67,900	73,100	
10	501	550	48,500	52,900	57,200	**59,400**	61,600	65,900	
HOURLY AMOUNTS									
14	851	1000	46.54	52.12	57.69	**60.53**	63.32	68.89	
13	701	850	35.82	39.76	43.70	**45.67**	47.64	51.59	
12	601	700	28.32	31.44	34.57	**36.11**	37.64	40.77	
11	551	600	25.10	27.60	30.10	**31.39**	32.64	35.14	
10	501	550	23.32	25.43	27.50	**28.56**	29.62	31.68	

Exhibit 1 - Recommended Base Pay Structure Ranges for FY2021 Grades 1-9 (1/21/2020)

Grade	Point Range		Entry		Mastery	
	Low	High	Minimum	Developing		Target
HOURLY AMOUNTS						
9	451	500	21.25	23.17	25.10	**26.01**
8	401	450	19.76	21.35	22.93	**23.70**
7	351	400	17.93	19.38	20.82	**21.54**
6	301	350	16.35	17.64	18.94	**19.62**
5	251	300	14.86	15.91	16.92	**17.45**
4	201	250	13.56	14.52	15.48	**15.91**
3	151	200	12.31	13.17	14.04	**14.47**
2	101	150	11.20	11.97	12.79	**13.17**
1	0	100	9.87	10.48	11.06	**11.35**

Exhibit 2 - Recommended Base Pay Structure for FY2021 (1/21/2020)

Grade	Job Title	Job Score	Entry Minimum	Developing	Mastery Target	Added Value		2020 Rec Target	% Change to Rec 2021
ANNUAL AMOUNTS									
14	Director	927	96,800	108,400	120,000	**125,900**	131,700	143,300	122,600	2.7%
13	Head of Information Technology	*	74,500	82,700	90,900	**95,000**	99,100	107,300	92,200	3.0%
12	Technology Coordinator	773	58,900	65,400	71,900	**75,100**	78,300	84,800	72,700	3.3%
12	Librarian Coordinator	691	58,900	65,400	71,900	**75,100**	78,300	84,800	72,700	3.3%
12	Business/Human Resources Administrator	*	58,900	65,400	71,900	**75,100**	78,300	84,800	72,700	3.3%
11	Librarian Specialist	572	52,200	57,400	62,600	**65,300**	67,900	73,100	63,000	3.7%
10	Community Relations Specialist	559	48,500	52,900	57,200	**59,400**	61,600	65,900	57,300	3.7%
10	Marketing Specialist	*	48,500	52,900	57,200	**59,400**	61,600	65,900	57,300	3.7%
10	Librarian	532	48,500	52,900	57,200	**59,400**	61,600	65,900	57,300	3.7%
9	Circulation/Clerk Supervisor	474	44,200	48,200	52,200	**54,100**	- -	- -	52,100	3.8%
8	Administrative Assistant	425	41,100	44,400	47,700	**49,300**	- -	- -	47,400	4.0%
8	Page Supervisor	406	41,100	44,400	47,700	**49,300**	- -	- -	47,400	4.0%
6	Computer Support Technician	339	34,000	36,700	39,400	**40,800**	- -	- -	39,200	4.1%
6	Facilities Assistant	*	34,000	36,700	39,400	**40,800**	- -	- -	39,200	4.1%
6	Reference Assistant	302	34,000	36,700	39,400	**40,800**	- -	- -	39,200	4.1%
5	Library Clerk	281	30,900	33,100	35,200	**36,300**	- -	- -	34,800	4.3%
5	Technology Assistant	275	30,900	33,100	35,200	**36,300**	- -	- -	34,800	4.3%
4	Circulation Clerk	212	28,200	30,200	32,200	**33,100**	- -	- -	31,600	4.7%
4	Clerical Assistant	*	28,200	30,200	32,200	**33,100**	- -	- -	31,600	4.7%
1	Page	130	20,530	21,800	23,000	**23,600**	- -	- -	22,100	6.8%

Exhibit 2 - Recommended Base Pay Structure for FY2021 (1/21/2020)

Grade	Job Title	Job Score	Entry Minimum	Developing	Mastery Target	Added Value		2020 Rec Target	% Change to Rec 2021
HOURLY AMOUNTS									
14	Director	927	46.54	52.12	57.69	**60.53**	63.32	68.89	58.94	2.7%
13	Head of Information Technology	*	35.82	39.76	43.70	**45.67**	47.64	51.59	44.33	3.0%
12	Technology Coordinator	773	28.32	31.44	34.57	**36.11**	37.64	40.77	34.95	3.3%
12	Librarian Coordinator	691	28.32	31.44	34.57	**36.11**	37.64	40.77	34.95	3.3%
12	Business/Human Resources Administrator	*	28.32	31.44	34.57	**36.11**	37.64	40.77	34.95	3.3%
11	Librarian Specialist	572	25.10	27.60	30.10	**31.39**	32.64	35.14	30.29	3.7%
10	Community Relations Specialist	559	23.32	25.43	27.50	**28.56**	29.62	31.68	27.55	3.7%
10	Marketing Specialist	*	23.32	25.43	27.50	**28.56**	29.62	31.68	27.55	3.7%
10	Librarian	532	23.32	25.43	27.50	**28.56**	29.62	31.68	27.55	3.7%
9	Circulation/Clerk Supervisor	474	21.25	23.17	25.10	**26.01**	- -	- -	25.05	3.8%
8	Administrative Assistant	425	19.76	21.35	22.93	**23.70**	- -	- -	22.79	4.0%
8	Page Supervisor	406	19.76	21.35	22.93	**23.70**	- -	- -	22.79	4.0%
6	Computer Support Technician	339	16.35	17.64	18.94	**19.62**	- -	- -	18.85	4.1%
6	Facilities Assistant	*	16.35	17.64	18.94	**19.62**	- -	- -	18.85	4.1%
6	Reference Assistant	302	16.35	17.64	18.94	**19.62**	- -	- -	18.85	4.1%
5	Library Clerk	281	14.86	15.91	16.92	**17.45**	- -	- -	16.73	4.3%
5	Technology Assistant	275	14.86	15.91	16.92	**17.45**	- -	- -	16.73	4.3%
4	Circulation Clerk	212	13.56	14.52	15.48	**15.91**	- -	- -	15.19	4.7%
4	Clerical Assistant	*	13.56	14.52	15.48	**15.91**	- -	- -	15.19	4.7%
1	Page	130	9.87	10.48	11.06	**11.35**	- -	- -	10.63	6.8%

Exhibit 3 - Recommended Base Pay Structure Ranges for FY2021 Grades 10-14 (10/6/2020)

	Point Range		Entry			Mastery			
Grade	Low	High	Minimum		Developing	Target		Added Value	
ANNUAL AMOUNTS									
14	851	1000	90,100	100,900	111,700	**117,100**	122,600	133,400	
13	701	850	69,300	76,900	84,500	**88,400**	92,200	99,800	
12	601	700	54,800	60,800	66,800	**69,900**	72,900	78,900	
11	551	600	48,600	53,500	58,300	**60,700**	63,200	68,000	
10	501	550	45,100	49,200	53,200	**55,300**	57,300	61,300	
HOURLY AMOUNTS									
14	851	1000	43.32	48.51	53.70	**56.30**	58.94	64.13	
13	701	850	33.32	36.97	40.63	**42.50**	44.33	47.98	
12	601	700	26.35	29.23	32.12	**33.61**	35.05	37.93	
11	551	600	23.37	25.72	28.03	**29.18**	30.38	32.69	
10	501	550	21.68	23.65	25.58	**26.59**	27.55	29.47	

Exhibit 3 - Recommended Base Pay Structure Ranges for FY2021 Grades 1-9 (10/6/2020)

| Grade | Point Range | | Entry | | Mastery | |
	Low	High	Minimum	Developing		Target
HOURLY AMOUNTS						
9	451	500	19.76	21.54	23.32	**24.18**
8	401	450	18.37	19.86	21.30	**22.02**
7	351	400	16.73	18.08	19.42	**20.05**
6	301	350	15.24	16.44	17.69	**18.27**
5	251	300	14.13	15.14	16.11	**16.63**
4	201	250	12.88	13.80	14.71	**15.14**
3	151	200	11.73	12.55	13.37	**13.80**
2	101	150	10.67	11.44	12.16	**12.55**
1	0	100	9.87	10.48	11.06	**11.35**

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Exhibit 4 - Recommended Base Pay Structure for FY2021 (10/6/2020)

Grade	Job Title	Job Score	Entry Minimum	Developing	Mastery Target	Added Value		2020 Rec Target	% Change to Rec 2021
ANNUAL AMOUNTS									
14	Director	927	90,100	100,900	111,700	**117,100**	122,600	133,400	122,600	-4.5%
13	Head of Information Technology	*	69,300	76,900	84,500	**88,400**	92,200	99,800	92,200	-4.1%
12	Technology Coordinator	773	54,800	60,800	66,800	**69,900**	72,900	78,900	72,700	-3.9%
12	Librarian Coordinator	691	54,800	60,800	66,800	**69,900**	72,900	78,900	72,700	-3.9%
12	Business/Human Resources Administrator	*	54,800	60,800	66,800	**69,900**	72,900	78,900	72,700	-3.9%
11	Librarian Specialist	572	48,600	53,500	58,300	**60,700**	63,200	68,000	63,000	-3.7%
10	Community Relations Specialist	559	45,100	49,200	53,200	**55,300**	57,300	61,300	57,300	-3.5%
10	Marketing Specialist	*	45,100	49,200	53,200	**55,300**	57,300	61,300	57,300	-3.5%
10	Librarian	532	45,100	49,200	53,200	**55,300**	57,300	61,300	57,300	-3.5%
9	Circulation/Clerk Supervisor	474	41,100	44,800	48,500	**50,300**	- -	- -	52,100	-3.5%
8	Administrative Assistant	425	38,200	41,300	44,300	**45,800**	- -	- -	47,400	-3.4%
8	Page Supervisor	406	38,200	41,300	44,300	**45,800**	- -	- -	47,400	-3.4%
6	Computer Support Technician	339	31,700	34,200	36,800	**38,000**	- -	- -	39,200	-3.1%
6	Facilities Assistant	*	31,700	34,200	36,800	**38,000**	- -	- -	39,200	-3.1%
6	Reference Assistant	302	31,700	34,200	36,800	**38,000**	- -	- -	39,200	-3.1%
5	Library Clerk	281	29,400	31,500	33,500	**34,600**	- -	- -	34,800	-0.6%
5	Technology Assistant	275	29,400	31,500	33,500	**34,600**	- -	- -	34,800	-0.6%
4	Circulation Clerk	212	26,800	28,700	30,600	**31,500**	- -	- -	31,600	-0.3%
4	Clerical Assistant	*	26,800	28,700	30,600	**31,500**	- -	- -	31,600	-0.3%
1	Page	130	20,530	21,800	23,000	**23,600**	- -	- -	22,100	6.8%

Exhibit 4 - Recommended Base Pay Structure for FY2021 (10/6/2020)

Grade	Job Title	Job Score	Entry Minimum	Developing	Mastery Target	Added Value		2020 Rec Target	% Change to Rec 2021
HOURLY AMOUNTS									
14	Director	927	43.32	48.51	53.70	**56.30**	58.94	64.13	58.94	-4.5%
13	Head of Information Technology	*	33.32	36.97	40.63	**42.50**	44.33	47.98	44.33	-4.1%
12	Technology Coordinator	773	26.35	29.23	32.12	**33.61**	35.05	37.93	34.95	-3.9%
12	Librarian Coordinator	691	26.35	29.23	32.12	**33.61**	35.05	37.93	34.95	-3.9%
12	Business/Human Resources Administrator	*	26.35	29.23	32.12	**33.61**	35.05	37.93	34.95	-3.9%
11	Librarian Specialist	572	23.37	25.72	28.03	**29.18**	30.38	32.69	30.29	-3.7%
10	Community Relations Specialist	559	21.68	23.65	25.58	**26.59**	27.55	29.47	27.55	-3.5%
10	Marketing Specialist	*	21.68	23.65	25.58	**26.59**	27.55	29.47	27.55	-3.5%
10	Librarian	532	21.68	23.65	25.58	**26.59**	27.55	29.47	27.55	-3.5%
9	Circulation/Clerk Supervisor	474	19.76	21.54	23.32	**24.18**	- -	- -	25.05	-3.5%
8	Administrative Assistant	425	18.37	19.86	21.30	**22.02**	- -	- -	22.79	-3.4%
8	Page Supervisor	406	18.37	19.86	21.30	**22.02**	- -	- -	22.79	-3.4%
6	Computer Support Technician	339	15.24	16.44	17.69	**18.27**	- -	- -	18.85	-3.1%
6	Facilities Assistant	*	15.24	16.44	17.69	**18.27**	- -	- -	18.85	-3.1%
6	Reference Assistant	302	15.24	16.44	17.69	**18.27**	- -	- -	18.85	-3.1%
5	Library Clerk	281	14.13	15.14	16.11	**16.63**	- -	- -	16.73	-0.6%
5	Technology Assistant	275	14.13	15.14	16.11	**16.63**	- -	- -	16.73	-0.6%
4	Circulation Clerk	212	12.88	13.80	14.71	**15.14**	- -	- -	15.19	-0.3%
4	Clerical Assistant	*	12.88	13.80	14.71	**15.14**	- -	- -	15.19	-0.3%
1	Page	130	9.87	10.48	11.06	**11.35**	- -	- -	10.63	6.8%