



Vermont General Assembly

Review of Staff Classification and Compensation

March 2022
Final Report



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Any NCSL legislative staffing study relies heavily upon the knowledge, cooperation and participation of legislative leaders and staff. The 2021 study team, like the 2018 team, was greatly impressed by the dedication, talent, and caliber of those serving and working in the General Assembly. The staff provided critical information and insight. Many made themselves available to NCSL during extremely busy periods of legislative activity, layered on top of the “usual” stresses associated with working through a pandemic. The NCSL team is grateful for their time and assistance, and greatly enjoyed the opportunity to learn from them. In particular, NCSL wishes to recognize and thank the directors of the General Assembly’s legislative staff offices: Catherine Benham, John Bloomer, Jennifer Carbee, Arlene Donovan, Mike Ferrant, Conor Kennedy, Janet Miller, Kevin Moore, Carolyn Wesley, and BetsyAnn Wrask for their knowledge, insights and engagement.

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Executive Summary

The Vermont General Assembly contracted with the National Conference of State Legislatures (NCSL) in August 2021 to examine staff job classification and compensation and make related recommendations. This study was requested by Vermont's Joint Legislative Management Committee (JLMC) as part of longer-term effort to evolve the General Assembly's personnel management practices, particularly around staff compensation. NCSL has conducted similar work for legislatures over time, including a review of market salary data for the General Assembly in 2018, specializing in legislative comparisons and contemporary compensation best practices.

The NCSL study team began the project in August 2021 and submitted a final report with analysis and recommendations in March 2022. The compensation and classification review had the following objectives:

1. Create a job classification structure for the General Assembly's job titles.
2. Examine and compare current staff compensation for each legislative staff job title to the relevant job market to determine current market competitiveness.
3. Create compensation ranges that correspond to the classification structure.
4. Make recommendations, as appropriate, on study objectives outlined in items 1-3.

NCSL's study involved several key phases: job content analysis, point factor analysis, and market salary data analysis. In the first phase of the study, NCSL developed a detailed knowledge of legislative jobs. This was accomplished by a multi-step process that entailed reviewing existing staff job descriptions, deploying and analyzing job content questionnaires, and conducting individual staff interviews. NCSL sent the job content questionnaire to 94 staff, received completed questionnaires from 70 employees, and received 51 completed supervisor forms. NCSL then conducted approximately 53 virtual interviews with individual staff. NCSL relied on the crucial insights and information shared by staff throughout the course of this study.

Next, NCSL conducted a point factor analysis (PFA) exercise with staff directors to assign relative values to General Assembly job titles. PFA is a systematic method for determining tiered groupings of distinct jobs within an organization, upon which a classification and compensation plan can be built. Appendix A shows NCSL's PFA groupings of General Assembly job titles, which are called job classifications (also referred to as grades). Finally, NCSL conducted a market salary analysis. In this phase of the work, NCSL collected salary data from regional and national sources for jobs similar to those found in the General Assembly. Over 330 market salary comparables (comps) were used to conduct this analysis, and comps were collected for every job title. Detailed market data is provided in Appendix C.

NCSL used this market data to construct salary ranges that are linked to the General Assembly job classifications, thereby creating a proposed staff classification and compensation plan, shown in Appendix B.

NCSL recommends the Vermont General Assembly adopt this proposed classification and compensation plan, which promotes the following goals:

1. Unites all General Assembly titles under one pay structure with salary ranges that reflect the aggregate market values of similarly valued titles in a grade.
2. Provides a complete range, with a minimum, midpoint, and maximum salary, for all staff job titles.
3. Ensures a logical progression between grades by creating standard salary range widths and consistent midpoint progression.

Finally, this report offers NCSL guidance, general principles, and recommendations for sound compensation plan management.

Introduction

The Vermont General Assembly contracted with the National Conference of State Legislatures (NCSL) in August 2021 to examine staff job classification and compensation and make related recommendations. NCSL has conducted many similar studies for legislatures since the organization's inception in 1975, specializing in legislative comparisons and contemporary compensation best practices – and in some cases, providing these services for legislatures through multiple studies. These partnerships have enabled NCSL to develop a great deal of familiarity with and expertise in analyzing legislative staff compensation structures.

NCSL conducted a multi-faceted study for the Vermont General Assembly in 2018, which was finalized in 2019, and which included an analysis of how the legislature's salaries compared to the relevant job market. NCSL issued several recommendations related to compensation, staff structure, and legislative oversight of staffing. One such recommendation was that the General Assembly design and adopt a formal and comprehensive staff classification and compensation plan for its staff. It is NCSL's sincere hope that this 2021 study and its findings and recommendations continue to aid the General Assembly in its current, positive trajectory toward greater refinement and standardization of personnel management and policies.

For this study, NCSL assigned a new team of senior staff, distinct from the 2018 study, with extensive knowledge and experience in state legislative staff compensation and human resources issues. The team was comprised of Natalie Wood, Director of NCSL's Center for Legislative Strengthening (CLS), Selena Saucedo, Policy Specialist with CLS, and Victor Vialpando-Nunez, NCSL's Chief Operating Officer, all of whom have partnered on similar studies for other legislatures.

The study team began the project in August 2021 and submitted a draft report with recommendations to the General Assembly in February 2022. This report summarizes the study's scope of work, describes the methodology used, explains the team's analysis and findings, and offers recommendations related to the study objectives.

Background

NCSL and the Vermont General Assembly agreed to a scope of work that encompassed the following objectives:

1. Create a job classification structure for the General Assembly's job titles.
2. Examine and compare current staff compensation for each legislative staff job title to the relevant job market to determine current market competitiveness.
3. Create compensation ranges that correspond to the classification structure.
4. Make recommendations, as appropriate, on study objectives outlined in items 1-3.

To create a proposed comprehensive classification and compensation plan, the NCSL team completed the following key activities, which are further described in the "Methodology" section of this report.

1. Distributed and collected job content questionnaires to gather detailed information about the current duties, functions, responsibilities, and qualifications for all legislative staff covered by the study.
2. Interviewed General Assembly staff, including director and supervisory-level staff, to gather information about current duties, functions, responsibilities, and qualifications.
3. Reviewed job descriptions and current compensation data and practices for all staff.

4. Conducted a point factor analysis, along with a small group of knowledgeable legislative staff directors, to form a classification structure.
5. Gathered salary data for positions comparable to Vermont legislative positions, where available, from the executive branch, local governments, private sector employers and other state legislatures.
6. Created salary ranges based on market data, the results of the point factor analysis, the structure and staff hierarchy, and best practices in compensation design.

The study encompassed all legislative staff positions. This report summarizes the activities of the study team, describes the methodology NCSL used to conduct its analysis, presents data collected by NCSL to determine market pay rates for jobs similar to those in the General Assembly, provides recommendations for a unified classification and compensation plan, and offers other related conclusions and findings for the General Assembly's consideration.

Evolution in the General Assembly's Staffing Operations

The General Assembly has been in a period of evolution since NCSL conducted its initial analysis. In addition to providing market salary data and recommending the creation and adoption of a pay plan, the NCSL study offered ideas to restructure aspects of legislative staffing and organizational management. Several of those recommendations, or variations thereof, were subsequently adopted by the legislature. Some of these changes are described below.

Staff Structure and Oversight

First, in 2019 the General Assembly statutorily created the Joint Legislative Management Committee (JLMC), found in 2 V.S.A. §4. The JLMC is a bipartisan, bicameral committee comprised of four members of the House, including the Speaker, and four members of the Senate, including the President Pro Tempore. Legislative leaders alternate committee chair responsibilities. The Committee has oversight and management functions over legislative staff offices, including the legislative budget and funding for each legislative office, approving requests for new, permanent staff positions, moving positions among offices as appropriate, and approving and adopting policies, including those dealing with personnel, information technology and compensation and benefits. In 2020 the legislature made other changes, modifying some staff offices, establishing new ones, and provided for their staffing and operations, including the Office of Human Resources, the Office of Legislative Information Technology, and the Office of Legislative Operations. The latter two offices were formerly part of the Legislative Council (now renamed the Office of Legislative Counsel).

Second, the formation of these new, distinct offices spurred the creation of additional leadership-level job titles and positions within the legislature's staffing structure. Once such position is the Director of Human Resources, the creation of which was a recommendation from NCSL's first study. This represents a significant step forward in professionalizing legislative personnel management and is in line with similar actions taken in other legislatures across the country. NCSL has observed a marked increase in human resources staff and related functions across legislative staffing structures over time.

Other new General Assembly staff positions were added as well. Recent examples include the positions of Deputy Joint Fiscal Officer, HR Generalist, Police Sergeant, and Web Developer. In the three years since the last study concluded, the General Assembly has increased its overall number of staff titles, from 49 to 61.

Third, personnel changes accompanied these structural shifts. In the spring of 2021, the General Assembly hired a Director of Human Resources. The creation of other positions, retirements, staff departures, and hiring has

resulted in existing personnel taking on new roles, and new faces joining the ranks of Vermont legislative staff.

Current Compensation Practices

Staff directors (which includes the Clerk of the House and Secretary of the Senate), the Office of Human Resources, and some legislative committees, including the JLMC, all play a role in the process for determining staff salaries. The Office of Human Resources aids staff directors and hiring committees with job postings, job descriptions, and suggested salary ranges. The staff directors make suggestions and recommendations about individual employee salaries and discuss with the Office of Human Resources and the JLMC their goals around recruiting and retaining staff. They have authority over the hiring and dismissal of staff in their offices. Currently, the JLMC ultimately approves most staff salaries, is vested with the authority to hire certain staff directors, and may adopt other personnel policies that apply to the General Assembly staff. The Senate and House Rules Committees also play a role in personnel management and salaries for the Senate and House staff.

NCSL’s prior research analyzed market salary data for staff positions, which enabled NCSL to create a market salary range for each job title. This analysis compared actual staff salary data for positions to the market, as the General Assembly does not use salary ranges. In 2018 most staff compensation fell within the corresponding salary market ranges determined by NCSL’s analysis.

In 2021, staff shared with NCSL that these ranges have served as a useful reference point in setting pay for job postings and that the findings from NCSL’s analysis initially were used to make pay adjustments for various staff positions. The legislature periodically authorized across-the-board increases to staff pay over the past few years as well.

However, the lack of a uniform, unified salary plan and other inconsistent personnel policies exposes the institution to legal risks, as noted by NCSL in 2018. Additionally, the pandemic, and the “Great Resignation” phenomenon it spurred, have created job market uncertainties. Organizations, including some legislatures, are placing a renewed, urgent focus on staff turnover and retention – and the role that pay plays – to keep the high caliber of staff necessary to serve the institution. The NCSL heard this theme expressed in Vermont.

These changes and factors impacted the 2021 NCSL team’s approach to creating a unified classification and compensation plan and influenced the ultimate design of a proposed structure.

[Compensation Plan Design: Philosophy and Practices](#)

NCSL’s 2018 report contained a discussion noting the rationale for and best practices associated with creating and maintaining a classification and compensation plan. This discussion is replicated in this report as it serves as a baseline for discussing the 2021 team’s analysis and recommendations.

Pay Philosophy

There are numerous methods for designing and implementing a formal classification and compensation plan. However, all approaches share a common focus on issues of external competitiveness, internal equity, and consistent structure.

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. Employers determined to hire the best and brightest available talent, and who want 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, offer highly competitive benefits, or that have a special hiring advantage based on social perceptions of their workplace or other relational variables, might choose to “lag” the market in their compensation plan.

A legislature might adopt a “leading” philosophy compared to the market for a variety of reasons, including the fact that legislative employees are completely “at-will” and lack job security often afforded to executive branch employees. In addition, legislative staff are expected to do intense levels of work during legislative sessions under considerable stress and often with limited back-up support. These are job conditions not found in other jobs in most state governments. Conversely, legislatures could intentionally “lag” the market, due to budgetary realities or their ability to offer certain non-monetary rewards (such as flexibility for some positions during the interim).

Developing a Pay Structure

With respect to developing a pay structure, NCSL generally recommends that legislatures take an approach that mirrors many other employers in the public and private sector: one that incorporates a hierarchy of pay levels and pay ranges that adhere to a common overall mathematical logic while also maintaining a competitive stance in the job market. This logic shapes the overall dimensions of the pay plan and contributes to internal consistency between different job titles in the plan.

An effective pay plan balances the desire to maintain this consistent internal mathematical logic with other influences such as staff turnover, recruiting and retention issues, employee benefits, and budget. With respect to this last influence, legislative workplaces sometimes feel these budgetary pressures more acutely than the private sector or even their public sector counterparts in the executive branch and at the local level.

NCSL believes that legislatures are best served by adhering to best practices in compensation plan design, which recommend that pay plans have certain consistent elements.

The most basic of these elements are minimum, midpoint, and maximum pay for different job classifications or ranges. The minimum value of each range represents the entry-level pay (or recruiting level pay) for a new hire in a job associated with that range. The maximum value in each range represents the highest compensation level available to an employee working in a job assigned to that range. The midpoint is the average of the minimum and maximum values of the range. 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 fully meets the essential responsibilities of a job and is considered competent, experienced and independent in the role.

In the field of compensation and classification, range “widths” and “midpoint differentials” are structural tools organizations use to design a plan. The width is the difference between the maximum and minimum salaries in a range, expressed as a percentage. For example, a pay range of \$50,000 - \$100,000 has a range width of 100 percent. Best practice suggests most plans should exhibit range widths between 40 percent and 90 percent depending on certain factors.

The midpoint differential is the percent difference between midpoints throughout the classification plan and indicates how ranges progress throughout a plan. Consistency in this progression is also important in plan design. It helps build a logical and predictable structure for pay promotion and advancement.

Compensation market analysis is a standard tool for establishing, monitoring, and adjusting compensation levels

in a way that supports a legislature's ability to attract and retain the most talented employees. Market data serves as a key reference point in creating a compensation plan that integrates the principles explained above. The data also allows legislatures to monitor changes in the job market, remain competitive, and offer fair compensation for all employees.

Market analysis cannot, however, provide a measure of the efficiency and fairness of individual salaries within an organization, typically referred to as an organization's internal pay equity. Internal pay equity was outside the scope of NCSL's study and not examined by the study team.

Study Methodology

NCSL employs a standard methodology to conduct legislative staff compensation analyses, one that will be somewhat familiar to Vermont legislators and staff who participated in NCSL's 2018 study. NCSL's approach is informed by national organizations such as the Society for Human Resource Management (SHRM), the Economic Research Institute, and the Denver-based Employer's Council, which provides compensation and benefits strategy, HR data and training and employment law guidance to employers in Arizona, Colorado, and Utah. NCSL staff have received training in compensation best practices from Employer's Council. Additionally, NCSL's expertise in legislative staff classification and compensation has been refined through decades of experience working in this field with state legislatures. NCSL has a unique ability to provide a detailed and nuanced analysis as a result.

The methodology used by NCSL for this study followed three steps, which are explained in greater detail below:

1. Job Content Analysis
2. Point Factor Analysis
3. Market Data Collection

Job Content Analysis

The NCSL study team needed a firm understanding of the positions that support the General Assembly. This in-depth understanding is one of the building blocks of forming a classification and compensation plan in any organization and is a standard part of NCSL's methodology. The process used to gain this understanding is called job content analysis.

The NCSL accomplished the job content analysis in four stages. First, the team met with staff directors and the chiefs of staff to discuss the project and its goals and objectives. This initial level-setting meeting allowed the study team to explain NCSL's methodology and approach, provided NCSL with the opportunity to enlist the directors' assistance and guidance in disseminating job content questionnaires, and allowed these staff leaders to ask questions of the team.

Next, in the fall of 2021 NCSL designed and electronically deployed a job content questionnaire to all legislative employees subject to the study. The Director of Human Resources provided NCSL with the contact information for staff and, along with the Director of Legislative Information Technology, tested the survey's functionality in advance of it being sent. To facilitate this process, and in recognition that many employees participated in this exercise in 2018, NCSL also emailed each employee their completed 2018 questionnaire, if they were working for the General Assembly at the time.

The 2021 questionnaire asked employees to provide various details about their positions and their work, including the percentage of time spent on key responsibilities, their opinions on the knowledge, skills and abilities required to do the job, the level of supervision they receive or provide, if any, and a host of other factors that describe the position. These responses were reviewed by the respondent's immediate supervisor for comments or clarifications. NCSL sent the questionnaire to 94 staff, received completed questionnaires from 70 employees, and received 51 completed supervisor forms. NCSL relied on the insights and information that staff provided through these resources throughout the course of this study.

The Office of Human Resources then provided job descriptions to NCSL for all General Assembly titles. NCSL was made aware that creating and submitting standardized job descriptions was a project initiated in the months preceding the start of NCSL's study and completed just before it began – an undertaking for which the staff deserve special credit. Job descriptions are yet another building block of and best practice for designing a classification and compensation plan. NCSL reviewed and referenced these job descriptions often throughout this project and believe they will be of continued benefit to the General Assembly staff in the future.

After receiving completed questionnaires, the NCSL study team conducted virtual interviews with staff to learn more about their positions, duties, and responsibilities. These interviews were confidential and focused on job responsibilities and minimum qualifications necessary to be successful in the job role. NCSL also sought ideas from job incumbents about compensation issues and about market competition in their field of work. NCSL conducted 53 job content interviews with General Assembly staff, including interviews with all directors.

The job content questionnaires, job questions, and interviews with staff at all levels of the organization were invaluable to the NCSL team in aiding our understanding of the components, context, and complexity of the General Assembly's staff structure.

Point Factor Analysis

Point Factor Analysis (PFA) is a systematic method for determining tiered groupings of distinct jobs within an organization. As the name implies, PFA assigns values (or points) to key factors in job content. These factors may include items such as independence of decision making, required level of knowledge, the complexity and nature of work relationships, the level of supervision needed or exercised, level of education or training required, or physical requirements of the job. The analysis typically reveals jobs that are scored similarly, which are arranged into scoring clusters that outline the structure of a potential job classification plan.

PFA supports the creation of job classification and compensation plans because salary ranges can be arranged based upon these tiered groupings of titles. PFA scores also can highlight potential misclassification of jobs in existing pay plans or help employers identify possible pay equity issues. NCSL has successfully applied PFA in numerous state legislative compensation studies over several decades.

PFA score results are relative and not absolute. That is, the score determined for a specific job through application of PFA is meaningful in relation to other jobs subject to the same analysis. PFA scores cannot and should not be compared to scores for jobs at other organizations unless those "outside" jobs were included in the same PFA exercise and used the same PFA tool.

Importantly, the PFA process focuses on the content of the job and not on the person who holds the job. Score results do not determine the "value" of an individual who serves in a job that is subject to the PFA. Furthermore, score results may not exclusively determine the hierarchy of organizational decision-making.

The NCSL PFA instrument is based on a model created by the U.S. Office of Personnel Management and modified by NCSL to accommodate state legislative needs. It consists of seven job factor categories, utilizing nine scoring charts and a total of 133 distinct scoring options for each job. Each of the nine charts requires the scoring authority (a person or a group) to select a statement or quality that most closely describes that job’s content. Each selection corresponds to a point value, which added together results in the job’s total score. To improve objectivity, NCSL used a “blind” scoring system where proxies represent actual numerical values. NCSL converted these proxies to their numerical equivalents after completion of the PFA exercise described below.

NCSL believes that PFA is most effectively practiced through a consensus-based decision-making process that engages a small and knowledgeable group of senior managers in the scoring process. In the case of the Vermont General Assembly, it was vital to have the engagement and participation of the staff directors in the point factoring process. Those staff received information describing the process and the instrument prior to the first session. Over the course of four days, during four lengthy virtual meetings, NCSL and the Vermont staff directors participated in sessions to point factor all General Assembly staff titles.

The NCSL team facilitated and recorded the results of each PFA exercise, offering input and raising questions and points of order along the way. In general, the NCSL team deferred to the expertise of the Vermont staff but emphasized that NCSL would serve as the final arbiter of job scores.

Once scores were assigned for each title, the NCSL team spent time reviewing the work, comparing job titles and descriptions across legislative offices, reassigning some scores, and sorting the data based on scores. NCSL next assigned clusters of job titles of relatively equal value to unique job classifications (also called grades) and created a proposed job classification plan. The final proposed structure reflects 12 grades into which 61 job titles are placed, and two empty grades. Appendix A shows the full structure; Figure 1 below shows the first three grades in the proposed structure.

Figure 1. Proposed Grades 1-3, Vermont General Assembly

Grade	Title	Office
1	No title in grade	N/A
2	Clerk Assistant	House
	Office Assistant	Sergeant At Arms
3	Drafting Coordinator	Office of Legislative Drafting Operations
	Resolutions Editor and Coordinator	Office of Legislative Drafting Operations
	Seasonal Drafting Coordinator	Office of Legislative Drafting Operations

Market Data Collection

The detailed knowledge of job content made possible through the questionnaires, job descriptions, and interviews provided the basis for moving to the next step of the market analysis—the collection of salary data for similar jobs.

Data from the following employers was collected for use in this market analysis study:

- Vermont State Government
- City of Burlington
- City of Montpelier
- The University of Vermont
- Maine State Legislature
- New Hampshire General Court
- New Mexico State Legislature
- North Carolina General Assembly
- Utah State Legislature

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. Other public sector employers compete with state legislatures for talent. For this reason, it was appropriate for NCSL to rely upon data from Vermont State Government, the University of Vermont and the cities of Burlington and Montpelier for certain positions.

NCSL also recognizes that many legislative jobs are unique to the legislative environment. Data from other state legislatures can provide helpful, practical comparisons – particularly if those legislatures use salary structures, which is the case for those used for this analysis. At the same time, no two legislatures are the same, nor are any two positions. Using a blend of sources provides good comprehensive market data. The legislatures that NCSL selected have some similar, but not identical, structural characteristics when compared to Vermont. For example, one reason New Mexico and Utah were used is that both legislatures have staff offices with functions similar to some offices in Vermont’s structure, with multiple director-level titles that do not report to a single executive director. Data from the North Carolina General Assembly, which has a legislative police department, was included to provide comparable data for Vermont’s police positions. Salary data for Maine, New Hampshire, and New Mexico were used in the 2018 study and the 2021 study team found it appropriate and important to refresh and include this data to provide continuity from the last market analysis.

NCSL also relied on private and public sector compensation data provided by the Economic Research Institute (ERI) for baseline, city-specific salary statistics on a broad range of job titles. ERI collects data from thousands of available salary surveys and updates its data quarterly. NCSL has very high confidence in the accuracy of ERI’s data through long-term experience working within its datasets. Salary data from ERI, in addition to data from the legislatures mentioned above, were adjusted to the Montpelier market with ERI’s Geographic Assessor. These geographic adjustments are made to account for geographic differences in the demand and supply of labor (as opposed to cost-of-living’s reflection of the demand and supply of goods and services). Lastly, the ERI data was adjusted to reflect data as of February 2022 to provide the General Assembly with the most up-to-date information possible.

NCSL used the results of the PFA and the proposed job grades to organize the collection of market salary data. Job titles that fell into the same proposed grade based on the PFA were grouped together for purposes of the market data collection.

NCSL then collected comparable market salary data for each job title included in the PFA. The study team relied upon its knowledge of the content of specific legislative jobs and once again reviewed job descriptions, the job content questionnaires completed by staff and managers, and interview notes to identify positions in the market that matched, to the degree possible, legislative job responsibilities, hiring qualifications and skills

required to do the job. When a match was identified, the pay range for that match was added to the analysis. The pay data for each match, in almost all cases, is represented by a minimum pay level and a maximum pay level. NCSL calculated the midpoint value for nearly every market comparable used in its analysis and averaged the comparable minimum, midpoint, and maximum values to create a market range and market midpoint for each legislative job title.

The 2018 NCSL study team also conducted market salary data collection and analysis for the General Assembly. While the 2021 NCSL team found these data points and comparisons helpful guideposts, the team independently reviewed market data sources, market job descriptions, and corresponding salary ranges for this project.

NCSL identified, gathered, and analyzed market data for the General Assembly’s 61 titles. NCSL only included salary ranges or range minimums for the market comparables, rather than including any specific individual’s salary. In total, over 330 market salary comparables were used to conduct this analysis. 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 General Assembly competes for talent.

Appendix C presents the market salary matches, or comps, identified by NCSL for each legislative job title. An example is shown in Figure 2.

Figure 2. Market Salary Data, Director of Legislative IT

OFFICE: Information Technology
TITLE: Director of Legislative IT
GRADE: 13

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 96,734	\$ 134,132	\$ 171,530	ERI (Montpelier - All Industries) - Information Technology Director Levels 1-3
	\$ 81,074	\$ 108,291	\$ 135,508	ERI (Montpelier - State Government) - Information Technology Director Levels 1-3
	\$ 107,853	\$ 128,299	\$ 148,744	City of Burlington - Director of Information Technology*
	\$ 101,668	\$ 132,922	\$ 164,176	Legislature A - Director, Legislative IT*
	\$ 82,597	\$ 106,413	\$ 130,229	State of Vermont - IT Director
	\$ 74,500	\$ 108,025	\$ 141,550	University of Vermont - Information Technology Manager
	\$ 121,245	\$ 145,626	\$ 170,006	Legislature E - Legislative Services IT Administrator*
Market Average	\$ 95,096	\$ 123,387	\$ 151,678	*Geographically Adjusted

As illustrated above, NCSL collected seven market comps for the full-time position titled Director of Legislative IT. These market data, when averaged together, represent how other employers value similar jobs in the labor market. The market value is calculated as the average midpoint of all the comparable market pay ranges collected for a specific title. The market midpoint for the title is \$123,387. This also shows the average market minimum for the title (\$95,096) and the average market maximum (\$151,678), which, considered together, provide a market range. The market minimum represents the “entry-level,” or recruiting, salary for this title and the market maximum represents the highest market salary paid by the market.

NCSL next calculated a market-based salary range for each grade (2-14) in the proposed General Assembly plan. This calculation was made by averaging the market minimums, midpoints, and maximums for all the titles in a grade.

The market data allows the General Assembly to determine the current market value for staff job titles and, combined with the results of the PFA, provide a framework upon which a legislative-wide classification and

compensation plan can be built. The following discussion addresses NCSL’s proposed plan for the legislature based on this data.

Analysis and Recommendations

After creating an initial set of market-based salary ranges, NCSL examined how the integration of market data impacted the proposed groupings of job titles based on the PFA. In some cases, job titles that were outliers in a grade, based on the market data, were moved to better align with the market demand for the job. NCSL paid close attention to any existing career ladders, supervisor and supervisee relationships, and alignment between different offices when deciding to make a change from the PFA value.

Finally, using the number of grades and market salary ranges, NCSL ran mathematical analyses to calculate a logical and consistent minimum, midpoint, and maximum for each grade while also tracking closely with the market data – an approach that follows the best practices mentioned in the “Compensation Plan Design: Philosophy and Best Practices” section of this report. NCSL’s recommended grades and salary ranges are in Figure 3. The full plan with titles is presented in Appendix B.

Figure 3. Proposed Staff Grades and Salary Ranges, Vermont General Assembly

Proposed Staff Salary Ranges, Vermont General Assembly			
Grade	Range Minimum	Range Midpoint	Range Maximum
2	\$34,400	\$43,000	\$51,600
3	\$38,184	\$47,730	\$57,276
4	\$42,384	\$52,980	\$63,576
5	\$47,047	\$58,808	\$70,570
6	\$52,222	\$65,277	\$78,332
7	\$57,966	\$72,458	\$86,949
8	\$64,342	\$80,428	\$96,513
9	\$71,420	\$89,275	\$107,130
10	\$76,227	\$99,095	\$121,963
11	\$80,744	\$109,005	\$137,265
12	\$88,819	\$119,905	\$150,992
13	\$97,700	\$131,896	\$166,091
14	\$107,471	\$145,085	\$182,700

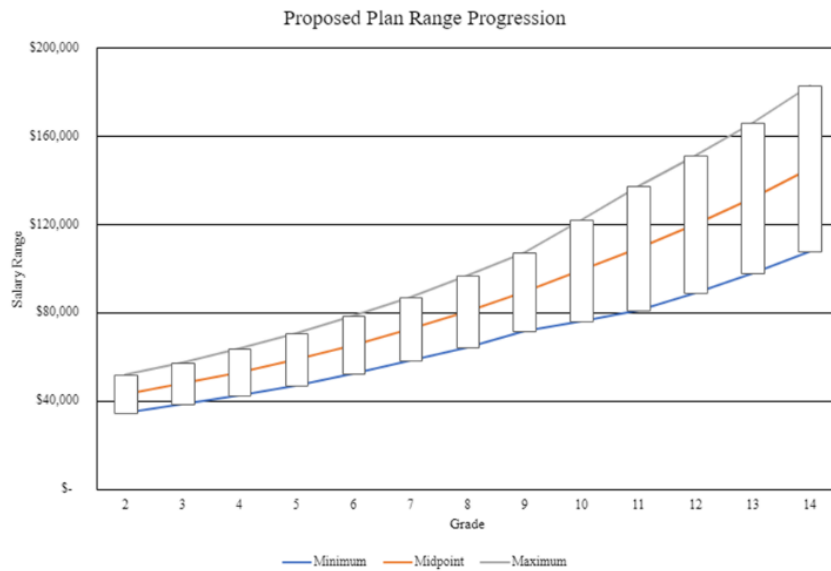
The plan balances market-based pay ranges with a similar midpoint differential throughout the plan. It begins at grade two, as it is standard practice in compensation design to begin ranges at least a step up from their obvious starting point, to allow for additional titles. The plan ends at grade 14, which is an empty grade. If, in the future, the General Assembly creates other positions, such as an Executive Director role (an NCSL recommendation from 2018) grade 14 may provide flexibility for placement of that role. From grades two to nine, the plan uses an 11 percent differential between grades and for grades nine to 14 it compresses slightly to a 10 percent differential.

NCSL then calculated a minimum and maximum salary range from the midpoints, using three range widths that widen throughout the plan: 50 percent width at grades two to nine, 60 percent at grade 10, and 70 percent width at grades 11 to 14. This gradual widening of the ranges accommodates the market data while recognizing the

level of professional responsibility and managing and mentoring expectations of titles in these grades, and the increased likelihood that employees holding these titles will likely remain in them for an extended time. This approach also aligns with an observation made by the 2018 NCSL study team about the relative lack of career ladders within the legislature’s staffing structure: “in the absence of career ladders, employers should consider wider pay ranges because there may be significant differences of pay for people with the same title.”

The combination of midpoint differential and range width progression is reflected in Figure 4 below.

Figure 4. Proposed Plan Range Progression



NCSL recommends the General Assembly adopt this plan. It creates a structurally sound, equitable and competitive compensation plan by accomplishing the following objectives:

- Unites all General Assembly titles under one pay structure with ranges that reflect the aggregate market values of similarly valued titles in a grade.
- Provides a complete range, with a minimum, midpoint, and maximum salary, for all titles in the legislature.
- Ensures a logical progression between grades by creating standard range widths and consistent midpoint progression.

NCSL further recommends that if an employee has a salary that is below the market minimum of the grade into which their job title is placed, the employee’s salary should be adjusted to the new minimum. This “first phase” of implementation is essential to bring all job titles into line with a classification and compensation plan. These adjustments may create a secondary need to adjust other salaries within that grade to maintain internal pay equity in the new grade. This “second phase” of implementation could be complex, potentially involving considerations of individual employee tenure or performance. For these reasons, NCSL cannot offer detailed recommendations about where further adjustments might be required or how much those adjustments should be. If the General Assembly decides to consider other adjustments, they should be awarded based on objective criteria applied uniformly in a transparent process.

If an incumbent has a salary above the maximum of the pay grade for their new job classification, it is NCSL's recommendation that this employee be held "harmless." NCSL does not suggest the incumbents in these roles experience a change to their current compensation. However, NCSL also recommends that the General Assembly carefully consider pay decisions for any employees who have reached (or in these cases, exceeded) the maximum for their grade. To maintain the integrity of the plan, employee salaries should be capped at the maximum of their pay grade. Further salary growth for these employees could instead occur through other actions, such as promotion to new title in a higher pay grade or through cost-of-living adjustments (COLAs) awarded to all employees. In the case of COLAs, the General Assembly could decide to pay the COLA to "maxed-out" employees as a lump sum rather than add it to the employee's base. This strategy is more cost effective and helps protect pay equity among all employees.

Other Recommendations

- **Restrict assignment of each title in the pay plan to a single pay grade.** This practice prevents confusion about the meaning of the title and its place in a classification plan, which can lead to employee concerns about pay equity and potential confusion about work roles and performance expectations. As such, NCSL recommends the title "Office Assistant," which is found in the Secretary of the Senate's office in Grade 4 should be retitled "Administrative Assistant" to align with the Administrative Assistant title found in the same grade in the Office of Legislative Operations. This will avoid confusion with the "Office Assistant" title in the Sergeant's office in Grade 2.
- **Use existing job titles and range 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 the General Assembly use existing titles whenever feasible. If a new title is essential, it should be developed in cooperation with the Office of Human Resources before being considered by the JLMC.

Maintaining a Classification and Compensation Plan/Best Practices

The adoption of a unified compensation and classification plan for Vermont General Assembly employees would be yet another step on the legislature's journey toward more consistent, transparent, and equitable personnel policies. But merely adopting a structure is not enough. For a plan to be useful and meaningful, those working and serving in the legislature must commit to and be invested in its successful implementation. Organizational change is not always easy but with dedicated collaboration throughout the institution it is possible.

The General Assembly has a strong asset in this endeavor thanks to its Office of Human Resources. The Office should play a critical role in the implementation and integration of the new pay plan, in developing and recommending policies to guide and shape implementation, and in applying and advising on additional best practices with respect to compensation. It will need the support of legislative leaders and staff directors to be successful in those efforts.

Implementing organizational change also can take time. Organizations may determine that it is most feasible or preferable to implement changes in compensation management in stages. This could depend on budget, other staff issues, and/or other important, competing organizational priorities.

Should the General Assembly adopt these recommendations, some compensation management best practices

and values are provided below for reference. Additional information about these and other benchmark human resource management practices are readily available through the Society of Human Resource Management and in easily accessed online resources, books, and writings.

Uniformity and Consistency

Organizations adopt formal classification and compensation plans to ensure their competitiveness in the talent marketplace, establish and maintain internal pay equity among employees, provide career ladders for key job roles, and to help managers maintain a workforce that is motivated and focused on the mission and not on potentially divisive pay issues. Internal equity and compensation fairness can only be achieved through the uniform and consistent application of clear policies and procedures that guide directors and managers and inform employees about how the organization conducts candidate recruitment and hiring, makes decisions about employee promotion, and processes other compensation-related issues.

State legislatures are complex organizations where the concepts of uniformity and consistency can face resistance, particularly when it comes to the field of human resources. This can be due to historical practices described in the 2018 NCSL report, such as pay practices that focused on the circumstances and compensation requirements of individuals, rather than the positions needed by the institution, or due to the inherent decentralization of legislative institutions.

Throughout this study, the NCSL team observed that the Vermont General Assembly has a strong commitment to transparency and seeking input with respect to workplace policies, which will serve as a positive baseline in adopting a pay plan. The challenge is to marry these values with uniformity and consistency, as historically each staff office has taken differing approaches. A hallmark of this study was collaboration from the Office of Human Resources and legislative staff directors, with oversight from the legislative leaders and JLMC. The General Assembly will be successful in its continued evolution if that spirit of collaboration endures. As stated, NCSL believes that the Office of Human Resources can and should play a key role in the implementation and maintenance of a pay plan. This office will be an important resource in preserving the uniformity and consistency that has characterized the effort thus far.

Finally, support is as critical as collaboration. The 2018 study team stated that “the human resources staff and legislative staff managers need unequivocal support from leaders and senior managers on the consistent application of salaries and related policies and procedures. Without this backing, a perfect plan can collapse or, at least, become difficult to administer. A sound compensation plan helps guarantee transparency and insulate legislative staff hiring from unnecessary political influence.” The 2021 study team agrees, so much so that it wishes to reiterate the guidance in this report.

Pay Plan Maintenance

Employee classification and compensation plans are prone to degrade over time, losing touch with market rates and developing internal inconsistencies as jobs change. It is therefore critical to conduct routine market checks to ensure that pay rates remain competitive. As jobs change, it also is important to monitor how positions are classified within the pay plan and to have a process for evaluating potential reclassifications.

Market Check. This study conducted robust market salary research to establish competitive pay rates for legislative employees. However, like all markets, the market for talent changes over time and it is essential that the General Assembly monitor those changes, especially for key job titles and in work areas that experience high turnover.

To make market checks easier and more routine, organizations typically establish a list of external benchmark employers and jobs matched to key positions within the organization and its departments. Reciprocal arrangements with important employers also can help expedite the process. Additionally, professional associations and state agencies often collect salary data that can be useful in these efforts.

There is no fixed answer about how often market checks should be conducted. As with all things in human resource management, the need often is based on the situation. In general, market checks for key job roles or for important specializations should be conducted on a three-year cycle, at a minimum.

Market checks do not assess the cost of living, rather they assess the cost of labor. According to the Economic Research Institute:

“Wage and salary differentials reflect the local demand for and supply of labor, whereas cost of living is dictated by the local demand for and supply of goods and services. Because different factors affect the supply and demand of labor than affect the market basket of goods (the basis of cost of living), these two differentials will not, in most cases, be the same. Research has shown they often do move in the same direction, but not always. Even when the differentials are in the same direction, the magnitudes can be very different...cost of living can vary greatly from neighborhood to neighborhood within the same city, but companies would not restrict the recruitment labor market to a single neighborhood.”

Reclassification. It is likely in any organization that the content of some jobs may change over time, impacted by new organizational goals, staff reorganization, retirements, technological advances or through the initiative of an employee. In addition, job market demand for certain kinds of experience or skills can shift from year to year, as has been evident for information technology experts during the past several decades. These internal and external influences can impact the existing classification scheme, requiring managers to consider the reclassification of specific titles in order to maintain pay plan equity and to remain competitive in the job market across the organization’s entire pay plan.

Job reclassification can be a difficult process, requiring the combined efforts of HR personnel and senior directors. Procedurally, there may be any number of acceptable approaches for considering a reclassification proposal, but any process should observe the following guidelines:

1. **Process.** The employer should establish a logical and equitable procedure for the proposal and consideration of job reclassifications. This procedure should be published in staff guidebooks or manuals or communicated to all employees through other means. This does not suggest that reclassification proposals should be subjected to lengthy or cumbersome procedures.
2. **Clarity.** The processes used for consideration and resolution of a reclassification proposal should be clearly articulated and rigorously enforced.
3. **Transparency.** To the degree possible, all stakeholders in a reclassification proposal should be aware that the proposal is active and should be informed about the resolution of the proposal, include the rationale behind the reclassification decision.
4. **Process Management.** Each entity with jurisdiction to make reclassification decisions should assign the administrative management of its reclassification process to a central authority. This role typically is assigned to a human resources staff person. The reclassification process manager is responsible for maintaining required paperwork, enforcing guidelines, and keeping stakeholders informed about the process and its progress.

The reclassification of a job title often is an obvious choice requiring little organizational debate. However, job reclassification can be complicated, controversial, and sometimes contested. For these reasons, a simple, logical, and commonly practiced procedure that includes objective benchmarks can help streamline and bring consistency to this aspect of employee compensation decision making.

Job Descriptions. Job descriptions are essential workplace tools that serve many purposes, including the creation and maintenance of a solid compensation and classification plan. Organizations should spend considerable time and effort clarifying the job content of each of its positions and converting that content into clearly, consistently formatted job descriptions. Well-written, up-to-date, job descriptions are one of the key elements in point factoring and job evaluation. They are also important communication tools that clarify and convey an organization's performance expectations for specific job roles and define benchmarks for promotion, compensation, and other workplace rewards. They help managers identify poor or unacceptable performance and articulate areas where improvement is required. Employees benefit from job descriptions that help them understand their job and the expectations of their supervisors and their organization. Job descriptions also can provide important legal protection to an organization in instances where it must defend a decision regarding hiring or disciplinary matters. Job descriptions form the basis for developing job announcements and for recruiting and hiring new employees.

Staff recently put in considerable time and effort to create job descriptions in the fall of 2021. Just like market data, job descriptions should be periodically reviewed to ensure they remain accurate.

Other Plan Adjustments

NCSL believes that periodic market checks provide organizations with the most accurate guidance for making salary plan adjustments. Market-based salary analysis provides a cost of labor comparison and is considered the most appropriate metric for setting or resetting pay range parameters. However, organizations often choose to apply an across-the-board cost of living adjustment (COLA) to their overall pay plan, to individual employee salaries, or to both simultaneously.

If an organization decides to apply a COLA to its pay plan there are considerations to factor into account:

- Applying the same percent increase to the overall salary plan and to all employee salaries maintains each employee's position within their designated pay range, preserving the "range penetration" of every employee. This approach mitigates against salary compression at the top of the range and maintains room for employee salary growth by increasing the maximum value of each pay range. Employees will see their salary increase, but their position within the range will remain static unless other types of salary adjustments occur.
- Applying a COLA to employee salaries and applying a smaller percentage COLA to the overall pay plan would shift salary range penetration higher into the pay ranges which, for some employees, could be seen as beneficial. It also may add to salary compression at the higher pay levels within the plan's pay ranges. This more conservative approach, especially when applied where COLAs are regularly awarded, could help guard against a pay plan that, over time, begins to lead the market to the degree that it introduces unnecessary labor costs to the organization.

APPENDIX A. PROPOSED GRADES, VERMONT GENERAL ASSEMBLY

Proposed Grade	Vermont General Assembly Office	Vermont General Assembly Title
1	N/A	No title in grade
2	House	Clerk Assistant
2	Sergeant At Arms	Office Assistant
3	Office of Legislative Drafting Operations	Drafting Coordinator
3	Office of Legislative Drafting Operations	Resolutions Editor and Coordinator
3	Office of Legislative Drafting Operations	Seasonal Drafting Coordinator
4	Office of Legislative Operations	Administrative Assistant
4	Information Technology	Copy Room Technician
4	Sergeant At Arms	Doorkeeper
4	Sergeant At Arms	Head Doorkeeper
4	Office of Legislative Drafting Operations	Legislative Editor
4	Office of Legislative Counsel	Paralegal
4	Senate	Office Assistant
4	Information Technology	Seasonal User Support Specialist
4	Sergeant At Arms	Tours Coordinator
5	Sergeant At Arms	Assistant Sergeant at Arms
5	Office of Legislative Operations	Committee Assistant
5	House	Second Assistant Clerk
5	Joint Fiscal Office	Staff Associate
6	Senate	Calendar Clerk
6	Office of Legislative Operations	Committee Services Support Team
6	Information Technology	IT User Support Specialist
6	House	Journal Clerk
6	Office of Legislative Counsel	Law Clerk
6	Office of Legislative Operations	Operations Coordinator
6	Capitol Police	Part time Officer
6	Office of Legislative Drafting Operations	Senior Legislative Editor
6	Joint Fiscal Office	Senior Staff Associate
6	Joint Fiscal Office	Systems Analyst
7	Office of Legislative Operations	Committee Services Supervisor
7	Office of Legislative Human Resources	Human Resources Generalist
7	Capitol Police	Police Officer
7	Office of Legislative Drafting Operations	Supervisor of Drafting Operations
7	Information Technology	User Support/Trainer
8	Joint Fiscal Office	Fiscal Analyst
8	Senate	Operations Manager/Journal Clerk
8	Information Technology	Systems Administrator
9	Senate	Assistant Secretary of the Senate
9	Office of the President Pro Tem	Chief of Staff
9	Office of the Speaker	Chief of Staff
9	House	First Assistant Clerk
9	Capitol Police	Sergeant to the Chief
9	Information Technology	System Analyst/Business Manager
9	Information Technology	Web Developer
10	Joint Fiscal Office	Finance Manager/Sen. Fiscal Analyst
10	Information Technology	Network Security Administrator
10	Joint Fiscal Office	Senior Fiscal Analyst
11	Joint Fiscal Office	Associate Fiscal Officer
11	Capitol Police	Chief of Police
11	Office of Legislative Operations	Director Leg. Operations
11	Office of Legislative Counsel	Legislative Counsel
11	Office of Legislative Counsel	Legislative Counsel/Records Officer
11	Joint Fiscal Office	Senior Economist/Associate Fiscal Officer
12	Office of Legislative Counsel	Deputy Chief Counsel
12	Joint Fiscal Office	Deputy Director
12	Office of Legislative Human Resources	Director Human Resources
12	Sergeant At Arms	Sergeant at Arms
13	Joint Fiscal Office	Chief Fiscal Officer
13	House	Clerk of the House
13	Office of Legislative Counsel	Director and Chief Counsel
13	Information Technology	Director of Legislative IT
13	Senate	Secretary of the Senate
14	N/A	No title in grade

APPENDIX B. PROPOSED CLASSIFICATION AND COMPENSATION STRUCTURE FOR THE VERMONT GENERAL ASSEMBLY

Proposed Grade	Office	Title	Range Minimum	Range Maximum
1	N/A	No title in grade		
2	House	Clerk Assistant	\$34,400	\$51,600
	Sergeant At Arms	Office Assistant		
3	Office of Legislative Drafting Operations	Drafting Coordinator	\$38,184	\$57,276
	Office of Legislative Drafting Operations	Resolutions Editor and Coordinator		
	Office of Legislative Drafting Operations	Seasonal Drafting Coordinator		
4	Office of Legislative Operations	Administrative Assistant	\$42,384	\$63,576
	Information Technology	Copy Room Technician		
	Sergeant At Arms	Doorkeeper		
	Sergeant At Arms	Head Doorkeeper		
	Office of Legislative Drafting Operations	Legislative Editor		
	Office of Legislative Counsel	Paralegal		
	Senate	Office Assistant		
	Information Technology	Seasonal User Support Specialist		
	Sergeant At Arms	Tours Coordinator		
5	Sergeant At Arms	Assistant Sergeant at Arms	\$47,047	\$70,570
	Office of Legislative Operations	Committee Assistant		
	House	Second Assistant Clerk		
	Joint Fiscal Office	Staff Associate		
6	Senate	Calendar Clerk	\$52,222	\$78,332
	Office of Legislative Operations	Committee Services Support Team		
	Information Technology	IT User Support Specialist		
	House	Journal Clerk		
	Office of Legislative Counsel	Law Clerk		
	Office of Legislative Operations	Operations Coordinator		
	Capitol Police	Part time Officer		
	Office of Legislative Drafting Operations	Senior Legislative Editor		
	Joint Fiscal Office	Senior Staff Associate		
	Joint Fiscal Office	Systems Analyst		
7	Office of Legislative Operations	Committee Services Supervisor	\$57,966	\$86,949
	Office of Legislative Human Resources	Human Resources Generalist		
	Capitol Police	Police Officer		
	Office of Legislative Drafting Operations	Supervisor of Drafting Operations		
	Information Technology	User Support/Trainer		
8	Joint Fiscal Office	Fiscal Analyst	\$64,342	\$96,513
	Senate	Operations Manager/Journal Clerk		
	Information Technology	Systems Administrator		
9	Senate	Assistant Secretary of the Senate	\$71,420	\$107,130
	Office of the President Pro Tem	Chief of Staff		
	Office of the Speaker	Chief of Staff		
	House	First Assistant Clerk		
	Capitol Police	Sergeant to the Chief		
	Information Technology	System Analyst/Business Manager		
	Information Technology	Web Developer		
10	Joint Fiscal Office	Finance Manager/Sen. Fiscal Analyst	\$76,227	\$121,963
	Information Technology	Network Security Administrator		
	Joint Fiscal Office	Senior Fiscal Analyst		
11	Joint Fiscal Office	Associate Fiscal Officer	\$80,744	\$137,265
	Capitol Police	Chief of Police		
	Office of Legislative Operations	Director Leg. Operations		
	Office of Legislative Counsel	Legislative Counsel		
	Office of Legislative Counsel	Legislative Counsel/Records Officer		
	Joint Fiscal Office	Senior Economist/Associate Fiscal Officer		
12	Office of Legislative Counsel	Deputy Chief Counsel	\$88,819	\$150,992
	Joint Fiscal Office	Deputy Director		
	Office of Legislative Human Resources	Director Human Resources		
	Sergeant At Arms	Sergeant at Arms		
13	Joint Fiscal Office	Chief Fiscal Officer	\$97,700	\$166,091
	House	Clerk of the House		
	Office of Legislative Counsel	Director and Chief Counsel		
	Information Technology	Director of Legislative IT		
	Senate	Secretary of the Senate		
14	N/A	No title in grade	\$107,471	\$182,700

APPENDIX C. MARKET SALARY DATA

OFFICE: House
TITLE: Clerk Assistant
GRADE: 2

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 31,327	\$ 37,571	\$ 43,814	ERI (Montpelier - All Industries) - Administrative Clerk Levels 1-2
	\$ 30,867	\$ 36,664	\$ 42,461	ERI (Montpelier - State Government) - Administrative Clerk Levels 1-2
	\$ 39,544	\$ 51,834	\$ 64,123	Legislature A - Document Clerk and Record Assistant*
	\$ 44,103	\$ 51,695	\$ 59,286	Legislature B - Bill Status Clerk*
	\$ 36,379	\$ 46,343	\$ 56,306	State of Vermont - Administrative Assistant A
	\$ 31,050	\$ 40,003	\$ 48,956	Legislature E - Administrative Assistant*
Market Average	\$ 35,545	\$ 44,018	\$ 52,491	*Geographically Adjusted

OFFICE: Sergeant At Arms
TITLE: Office Assistant
GRADE: 2

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 32,142	\$ 39,778	\$ 47,414	ERI (Montpelier - All Industries) - Secretary Levels 1-2
	\$ 31,562	\$ 38,635	\$ 45,708	ERI (Montpelier - State Government) - Secretary Levels 1-2
	\$ 36,379	\$ 46,343	\$ 56,306	State of Vermont - Administrative Assistant A
Market Average	\$ 33,361	\$ 41,585	\$ 49,809	

OFFICE: Office of Legislative Drafting Operations
TITLE: Drafting Coordinator
GRADE: 3

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 36,632	\$ 46,920	\$ 57,208	ERI (Montpelier - All Industries) - Document Retention Specialist Levels 1-2
	\$ 37,223	\$ 44,929	\$ 52,634	ERI (Montpelier - State Government) - Document Retention Specialist Levels 1-2
	\$ 39,554	\$ 51,839	\$ 64,123	Legislature A - Legislative Technician*
	\$ 33,608	\$ 43,771	\$ 53,934	Legislature C - Word Processor II*
	\$ 36,100	\$ 44,378	\$ 52,656	Legislature E - Bill and Data Management Specialist*
Market Average	\$ 36,623	\$ 46,367	\$ 56,111	*Geographically Adjusted

OFFICE: Office of Legislative Drafting Operations
TITLE: Resolutions Editor and Coordinator
GRADE: 3

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 20	\$ 26	\$ 31	ERI (Montpelier - All Industries) - Copy Editor Levels 1-2
	\$ 19	\$ 24	\$ 28	ERI (Montpelier - State Government) - Copy Editor Levels 1-2
	\$ 19	\$ 25	\$ 31	Legislature A - Legal Proofreader/Engross Proofreader*
	\$ 18	\$ 24	\$ 29	Legislature C - Proofreader I*
Market Average	\$ 19	\$ 24	\$ 30	*Geographically Adjusted

OFFICE: Office of Legislative Drafting Operations
TITLE: Seasonal Drafting Coordinator
GRADE: 3

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 36,632	\$ 46,920	\$ 57,208	ERI (Montpelier - All Industries) - Document Retention Specialist Levels 1-2
	\$ 37,223	\$ 44,929	\$ 52,634	ERI (Montpelier - State Government) - Document Retention Specialist Levels 1-2
	\$ 39,554	\$ 51,839	\$ 64,123	Legislature A - Legislative Technician*
	\$ 33,608	\$ 43,771	\$ 53,934	Legislature C - Word Processor II*
	\$ 36,100	\$ 44,378	\$ 52,656	Legislature E - Bill and Data Management Specialist*
Market Average	\$ 36,623	\$ 46,367	\$ 56,111	*Geographically Adjusted

OFFICE: Office of Legislative Operations
TITLE: Administrative Assistant
GRADE: 4

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 32,974	\$ 42,006	\$ 51,038	ERI (Montpelier - All Industries) - Administrative Assistant Levels 1-2
	\$ 32,324	\$ 40,684	\$ 49,043	ERI (Montpelier - State Government) - Administrative Assistant Levels 1-2
	\$ 32,889	\$ 41,269	\$ 49,649	ERI (Montpelier - All Industries) - Accounts Payable and Receivable Clerk Levels 1-2
	\$ 32,268	\$ 40,041	\$ 47,813	ERI (Montpelier - State Government) - Accounts Payable and Receivable Clerk Levels 1-2
	\$ 47,757	\$ 62,620	\$ 77,483	Legislature A - Administrative Secretary*
	\$ 41,474	\$ 48,134	\$ 54,794	Legislature B - Administrative Assistant II*
	\$ 37,931	\$ 49,211	\$ 60,490	Legislature C - Office Manager*
	\$ 40,394	\$ 51,532	\$ 62,670	State of Vermont - Administrative Assistant B
Market Average	\$ 37,251	\$ 46,937	\$ 56,623	*Geographically Adjusted

OFFICE: Information Technology
TITLE: Copy Room Technician
GRADE: 4

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 32,145	\$ 38,996	\$ 45,846	ERI (Montpelier - All Industries) - Copy Machine Operator Levels 1-2
	\$ 31,609	\$ 37,982	\$ 44,354	ERI (Montpelier - State Government) - Copy Machine Operator Levels 1-2
	\$ 46,895			City of Burlington - Computer Assistant, Library*
	\$ 33,608	\$ 43,771	\$ 53,934	Legislature C - Print Service Operator II*
	\$ 34,570	\$ 44,002	\$ 53,435	State of Vermont - Administrative Services Technician II
	\$ 43,465	\$ 58,457	\$ 73,449	Legislature E - Printing Specialist*
Market Average	\$ 37,049	\$ 44,641	\$ 54,204	*Geographically Adjusted

OFFICE: Sergeant At Arms
TITLE: Doorkeeper
GRADE: 4

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 30,764	\$ 37,200	\$ 43,636	ERI (Montpelier - All Industries) - Security Aide Levels 1-2
	\$ 30,320	\$ 36,286	\$ 42,251	ERI (Montpelier - State Government) - Security Aide Levels 1-2
	\$ 31,947	\$ 42,073	\$ 52,199	Legislature A - Chamber Staff*
	\$ 40,240	\$ 46,477	\$ 52,713	Legislature C - Assistant Sergeant-at-Arms*
Market Average	\$ 33,318	\$ 40,509	\$ 47,700	*Geographically Adjusted

OFFICE: Sergeant At Arms
TITLE: Head Doorkeeper
GRADE: 4

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 38,021	\$ 43,391	\$ 48,761	ERI (Montpelier - All Industries) - Security Aide Level 3
	\$ 36,946	\$ 41,993	\$ 47,040	ERI (Montpelier - State Government) - Security Aide Level 3
	\$ 31,947	\$ 42,073	\$ 52,199	Legislature A - Chamber Staff*
	\$ 40,240	\$ 46,477	\$ 52,713	Legislature C - Assistant Sergeant-at-Arms*
	\$ 36,379	\$ 46,342	\$ 56,306	State of Vermont - Court Officer B
Market Average	\$ 36,707	\$ 44,055	\$ 51,404	*Geographically Adjusted

OFFICE: Office of Legislative Drafting Operations
TITLE: Legislative Editor
GRADE: 4

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 48,364	\$ 62,806	\$ 77,248	ERI (Montpelier - All Industries) - Technical Editor Levels 1-2
	\$ 45,871	\$ 56,375	\$ 66,879	ERI (Montpelier - State Government) - Technical Editor Levels 1-2
	\$ 39,554	\$ 51,839	\$ 64,123	Legislature A - Legal Proofreader/Editor*
	\$ 37,931	\$ 49,211	\$ 60,490	Legislature C - Proofreader I*
Market Average	\$ 42,930	\$ 55,058	\$ 67,185	*Geographically Adjusted

OFFICE: Office of Legislative Counsel
TITLE: Paralegal
GRADE: 4

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 43,098	\$ 57,046	\$ 70,994	ERI (Montpelier - All Industries) - Paralegal Levels 1-2
	\$ 42,346	\$ 52,712	\$ 63,077	ERI (Montpelier - State Government) - Paralegal Levels 1-2
	\$ 45,011	\$ 57,543	\$ 70,075	State of Vermont - AGO Paralegal I
Market Average	\$ 43,485	\$ 55,767	\$ 68,049	*Geographically Adjusted

OFFICE: Senate
TITLE: Office Assistant
GRADE: 4

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 32,974	\$ 42,006	\$ 51,038	ERI (Montpelier - All Industries) - Administrative Assistant Levels 1-2
	\$ 32,324	\$ 40,684	\$ 49,043	ERI (Montpelier - State Government) - Administrative Assistant Levels 1-2
	\$ 39,610	\$ 49,399	\$ 59,188	ERI (Montpelier - All Industries) - Office Administrator Levels 1-2
	\$ 39,849	\$ 47,187	\$ 54,525	ERI (Montpelier - State Government) - Office Administrator Levels 1-2
	\$ 40,394	\$ 51,532	\$ 62,670	State of Vermont - Administrative Assistant B
Market Average	\$ 37,030	\$ 46,162	\$ 55,293	

OFFICE: Information Technology
TITLE: Seasonal User Support Specialist
GRADE: 4

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 20	\$ 23	\$ 27	ERI (Montpelier - All Industries) - IT User Support Analyst Level 1
	\$ 19	\$ 22	\$ 24	ERI (Montpelier - State Government) - IT User Support Analyst Level 1
	\$ 21	\$ 27	\$ 34	Legislature A - Help Desk Support Technician*
	\$ 18	\$ 24	\$ 29	Legislature C - Computer Specialist II*
	\$ 20.49	\$ 26	\$ 31.83	State of Vermont - IT Service Desk Analyst I
	\$ 22	\$ 32	\$ 42	University of Vermont - Information Technology Professional
Market Average	\$ 20	\$ 26	\$ 31	*Geographically Adjusted

OFFICE: Sergeant At Arms
TITLE: Tours Coordinator
GRADE: 4

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 49,395	\$ 59,504	\$ 69,612	ERI (Montpelier - All Industries) - Manager Visitor Services Level 1
	\$ 46,811	\$ 54,225	\$ 61,638	ERI (Montpelier - State Government) - Manager Visitor Services Level 1
	\$ 40,240	\$ 46,477	\$ 52,713	Legislature C - Tour Guide*
	\$ 45,011	\$ 57,543	\$ 70,075	State of Vermont - Information Center Supervisor
	\$ 41,600	\$ 60,320	\$ 79,040	University of Vermont - Outreach Professional
Market Average	\$ 44,611	\$ 55,614	\$ 66,616	*Geographically Adjusted

OFFICE: Sergeant At Arms
 TITLE: Assistant Sergeant at Arms
 GRADE: 5

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 47,776	\$ 58,439	\$ 69,101	ERI (Montpelier - All Industries) - Executive Assistant Level 1
	\$ 45,816	\$ 53,652	\$ 61,487	ERI (Montpelier - State Government) - Executive Assistant Level 1
	\$ 48,862	\$ 62,181	\$ 75,499	ERI (Montpelier - All Industries) - Office Manager Level 1
	\$ 46,830	\$ 54,145	\$ 61,459	ERI (Montpelier - State Government) - Office Manager Level 1
	\$ 36,016	\$ 47,158	\$ 58,299	Legislature A - Assistant Sergeant at Arms*
	\$ 37,931	\$ 49,211	\$ 60,490	Legislature C - Office Manager*
	\$ 42,619	\$ 54,413	\$ 66,206	State of Vermont - Executive Office Manager
Market Average	\$ 43,693	\$ 54,171	\$ 64,649	*Geographically Adjusted

OFFICE: Office of Legislative Operations
 TITLE: Committee Assistant
 GRADE: 5

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 47,776	\$ 58,439	\$ 69,101	ERI (Montpelier - All Industries) - Executive Assistant Level 1
	\$ 45,816	\$ 53,652	\$ 61,487	ERI (Montpelier - State Government) - Executive Assistant Level 1
	\$ 36,016	\$ 47,158	\$ 58,299	Legislature A - Committee Clerk*
	\$ 41,474	\$ 48,478	\$ 55,482	Legislature B - Committee Assistant*
	\$ 42,792	\$ 62,515	\$ 82,237	Legislature C - Committee Assistant*
	\$ 47,549	\$ 60,892	\$ 74,235	State of Vermont - Executive Staff Assistant
	\$ 31,050	\$ 40,527	\$ 50,003	Legislature E - Administrative Assistant, OLRG*
Market Average	\$ 41,782	\$ 53,094	\$ 64,406	*Geographically Adjusted

OFFICE: House
 TITLE: Second Assistant Clerk
 GRADE: 5

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 54,739	\$ 71,772	\$ 88,805	ERI (Montpelier - All Industries) - Document Control Supervisor Levels 1-2
	\$ 51,230	\$ 63,613	\$ 75,995	ERI (Montpelier - State Government) - Document Control Supervisor Levels 1-2
	\$ 47,757	\$ 62,620	\$ 77,483	Legislature A - Calendar Clerk*
Market Average	\$ 51,242	\$ 66,002	\$ 80,761	*Geographically Adjusted

OFFICE: Joint Fiscal Office
 TITLE: Staff Associate
 GRADE: 5

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 44,367	\$ 57,855	\$ 71,342	ERI (Montpelier - All Industries) - Administrative Analyst Levels 1-2
	\$ 43,272	\$ 53,183	\$ 63,094	ERI (Montpelier - State Government) - Administrative Analyst Levels 1-2
	\$ 36,016	\$ 47,158	\$ 58,299	Legislature A - Committee Clerk*
	\$ 41,474	\$ 48,478	\$ 55,482	Legislature B - Finance Committee Assistant*
	\$ 42,792	\$ 62,515	\$ 82,237	Legislature C - Committee Assistant*
	\$ 47,549	\$ 60,892	\$ 74,235	State of Vermont - Executive Staff Assistant
Market Average	\$ 42,578	\$ 55,013	\$ 67,448	*Geographically Adjusted

OFFICE: Senate
 TITLE: Calendar Clerk
 GRADE: 6

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 49,315	\$ 64,119	\$ 78,922	ERI (Montpelier - All Industries) - Production Scheduler Levels 2-3
	\$ 47,103	\$ 57,915	\$ 68,727	ERI (Montpelier - State Government) - Production Scheduler Levels 2-3
	\$ 59,922	\$ 78,316	\$ 96,709	ERI (Montpelier - All Industries) - Technical Publications Supervisor Levels 1-2
	\$ 54,382	\$ 67,750	\$ 81,117	ERI (Montpelier - State Government) - Technical Publications Supervisor Levels 1-2
	\$ 52,453	\$ 68,774	\$ 85,094	Legislature A - Senior Calendar Clerk*
	\$ 49,622	\$ 58,221	\$ 66,820	Legislature B - Bill Status and Calendar Clerk*
Market Average	\$ 52,133	\$ 65,849	\$ 79,565	*Geographically Adjusted

OFFICE: Office of Legislative Operations
 TITLE: Committee Services Support Team
 GRADE: 6

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 26	\$ 36	\$ 46	ERI (Montpelier - All Industries) - Executive Assistant Levels 2-3
	\$ 25	\$ 32	\$ 39	ERI (Montpelier - State Government) - Executive Assistant Levels 2-3
	\$ 21	\$ 27	\$ 34	Legislature A - Legislative Services Associate*
	\$ 21	\$ 28	\$ 35	Legislature E - Executive Assistant, LRGC*
Market Average	\$ 23	\$ 31	\$ 38	*Geographically Adjusted

OFFICE: Information Technology
 TITLE: IT User Support Specialist
 GRADE: 6

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 45,460	\$ 58,733	\$ 72,006	ERI (Montpelier - All Industries) - IT User Support Analyst Levels 2-3
	\$ 43,415	\$ 53,105	\$ 62,795	ERI (Montpelier - State Government) - IT User Support Analyst Levels 2-3
	\$ 39,473	\$ 51,843	\$ 64,212	City of Burlington - Systems and Support Analyst II*
	\$ 52,453	\$ 68,774	\$ 85,094	Legislature A - Helpdesk Support Administrator*
	\$ 41,474	\$ 48,478	\$ 55,482	Legislature B - Technology Support Specialist*
	\$ 42,594	\$ 55,207	\$ 67,819	Legislature C - Computer Specialist III*
	\$ 47,549	\$ 60,892	\$ 74,235	State of Vermont - IT Service Desk Analyst II
	\$ 46,400	\$ 67,280	\$ 88,160	University of Vermont - Information Technology Professional
Market Average	\$ 44,852	\$ 58,039	\$ 71,225	*Geographically Adjusted

OFFICE: House
 TITLE: Journal Clerk
 GRADE: 6

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 59,992	\$ 78,351	\$ 96,709	ERI (Montpelier - All Industries) - Technical Publications Supervisor Levels 1-2
	\$ 54,382	\$ 67,750	\$ 81,117	ERI (Montpelier - State Government) - Technical Publications Supervisor Levels 1-2
	\$ 47,757	\$ 62,620	\$ 77,483	Legislature A - Journal Clerk*
	\$ 49,622	\$ 58,221	\$ 66,820	Legislature B - Journal Clerk*
Market Average	\$ 52,938	\$ 66,735	\$ 80,532	*Geographically Adjusted

TITLE: Law Clerk
 GRADE: 6

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 43,098	\$ 51,756	\$ 60,414	ERI (Montpelier - All Industries) - Legal Analyst Level 1
	\$ 42,346	\$ 48,831	\$ 55,315	ERI (Montpelier - State Government) - Legal Analyst Level 1
	\$ 47,812	\$ 61,863	\$ 75,913	Legislature C - Research Analyst*
	\$ 53,615	\$ 69,309	\$ 85,002	Legislature C - Staff Attorney I*
	\$ 44,054			State of Vermont - Law Clerk Judicial Branch
	\$ 33,787	\$ 47,843	\$ 61,898	Legislature E - Law Clerk*
Market Average	\$ 44,119	\$ 55,920	\$ 67,708	*Geographically Adjusted

OFFICE: Office of Legislative Operations
 TITLE: Operations Coordinator
 GRADE: 6

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 54,920	\$ 75,101	\$ 95,282	ERI (Montpelier - All Industries) - Executive Assistant Levels 2-3
	\$ 51,107	\$ 65,797	\$ 80,487	ERI (Montpelier - State Government) - Executive Assistant Levels 2-3
	\$ 51,597	\$ 67,346	\$ 83,094	ERI (Montpelier - All Industries) - Accounts Payable and Receivable Supervisor Levels 1-2
	\$ 48,880	\$ 60,366	\$ 71,852	ERI (Montpelier - State Government) - Accounts Payable and Receivable Supervisor Levels 1-2
	\$ 52,453	\$ 68,774	\$ 85,094	Legislature A - Senior Administrative Secretary*
	\$ 37,931	\$ 49,211	\$ 60,490	Legislature C - Office Manager*
Market Average	\$ 49,481	\$ 64,432	\$ 79,383	*Geographically Adjusted

OFFICE: Sergeant At Arms
 TITLE: Part-time Police Officer
 GRADE: 6

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 22	\$ 26	\$ 31	Legislature D - Police Officer*
	\$ 24	\$ 31	\$ 38	State of Vermont - Game Warden
	\$ 22	\$ 28	\$ 34	State of Vermont - Trooper Probationary
	\$ 20	\$ 25	\$ 30	University of Vermont - Police Officer
Market Average	\$ 22	\$ 28	\$ 33	*Geographically Adjusted

OFFICE: Office of Legislative Drafting Operations
 TITLE: Senior Legislative Editor
 GRADE: 6

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 64,043	\$ 77,462	\$ 90,881	ERI (Montpelier - All Industries) - Technical Editor Level 3
	\$ 57,431	\$ 67,078	\$ 76,724	ERI (Montpelier - State Government) - Technical Editor Level 3
	\$ 43,472	\$ 56,961	\$ 70,449	Legislature A - Senior Legal Proofreader/Editor*
	\$ 47,812	\$ 61,863	\$ 75,913	Legislature C - Proofreader II*
Market Average	\$ 53,190	\$ 65,841	\$ 78,492	*Geographically Adjusted

OFFICE: Joint Fiscal Office
 TITLE: Senior Staff Associate
 GRADE: 6

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 54,920	\$ 75,101	\$ 95,282	ERI (Montpelier - All Industries) - Executive Assistant Levels 2-3
	\$ 51,107	\$ 65,797	\$ 80,487	ERI (Montpelier - State Government) - Executive Assistant Levels 2-3
	\$ 50,211	\$ 66,935	\$ 83,658	ERI (Montpelier - All Industries) - Administrative Analyst Levels 2-3
	\$ 47,622	\$ 59,832	\$ 72,042	ERI (Montpelier - State Government) - Administrative Analyst Levels 2-3
	\$ 43,465	\$ 58,457	\$ 73,449	Legislature E - Executive Assistant, OLFA*
Market Average	\$ 49,465	\$ 65,224	\$ 80,984	*Geographically Adjusted

OFFICE: Joint Fiscal Office
 TITLE: Systems Analyst
 GRADE: 6

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 58,747	\$ 77,915	\$ 97,083	ERI (Montpelier - All Industries) - IT Systems Analyst Levels 1-2
	\$ 53,193	\$ 67,124	\$ 81,054	ERI (Montpelier - State Government) - IT Systems Analyst Levels 1-2
	\$ 60,154	\$ 77,241	\$ 94,328	State of Vermont - IT Systems Developer III
	\$ 51,984	\$ 80,332	\$ 108,680	Legislature E - Systems Analyst*
Market Average	\$ 56,020	\$ 75,653	\$ 95,286	*Geographically Adjusted

OFFICE: Office of Legislative Operations
TITLE: Committee Services Supervisor
GRADE: 7

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 64,252	\$ 88,772	\$ 113,291	ERI (Montpelier - All Industries) - Business Administration Manager Levels 1-2
	\$ 57,530	\$ 75,541	\$ 93,551	ERI (Montpelier - State Government) - Business Administration Manager Levels 1-2
	\$ 64,357	\$ 84,402	\$ 104,446	Legislature A - Manager of Legislative Information Office*
	\$ 53,615	\$ 69,309	\$ 85,002	Legislature C - Administrative Services Manager*
	\$ 53,352	\$ 68,391	\$ 83,429	State of Vermont - Administrative Services Coordinator IV
Market Average	\$ 58,621	\$ 77,283	\$ 95,944	*Geographically Adjusted

OFFICE: Office of Legislative Human Resources
TITLE: Human Resources Generalist
GRADE: 7

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 58,361	\$ 70,290	\$ 82,218	ERI (Montpelier - All Industries) - HR Generalist Senior Level 1
	\$ 53,084	\$ 61,832	\$ 70,580	ERI (Montpelier - State Government) - HR Generalist Senior Level 1
	\$ 47,757	\$ 62,620	\$ 77,483	Legislature A - HR Generalist*
	\$ 54,320	\$ 64,146	\$ 73,971	Legislature B - HR and Payroll Administrator*
	\$ 53,615	\$ 69,309	\$ 85,002	Legislature C - HR Specialist*
	\$ 53,352	\$ 68,390	\$ 83,429	State of Vermont - Human Resources Administrator IV
	\$ 61,102	\$ 81,110	\$ 101,117	Legislature E - Senior HR Generalist*
Market Average	\$ 54,513	\$ 68,242	\$ 81,971	*Geographically Adjusted

OFFICE: Sergeant At Arms
TITLE: Police Officer
GRADE: 7

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 57,467			City of Burlington - Police Officer*
	\$ 46,691	\$ 58,338	\$ 69,984	City of Montpelier - Patrol Officer
	\$ 45,301	\$ 55,276	\$ 65,251	Legislature D - Legislative Police Officer I*
	\$ 53,352	\$ 68,391	\$ 83,429	State of Vermont - Senior Game Warden
	\$ 50,690	\$ 64,782	\$ 78,874	State of Vermont - Trooper
	\$ 62,400	\$ 78,000	\$ 93,600	University of Vermont - Senior Police Officer
Market Average	\$ 52,650	\$ 64,957	\$ 78,228	*Geographically Adjusted

OFFICE: Office of Legislative Drafting Operations
TITLE: Supervisor of Drafting Operations
GRADE: 7

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 62,729	\$ 83,338	\$ 103,946	ERI (Montpelier - All Industries) - Department Editor Levels 2-3
	\$ 56,424	\$ 71,395	\$ 86,365	ERI (Montpelier - State Government) - Department Editor Levels 2-3
	\$ 57,640	\$ 75,620	\$ 93,600	Legislature A - Supervising Editor/Proofreader*
	\$ 53,615	\$ 69,309	\$ 85,002	Legislature C - Editor*
	\$ 47,549	\$ 60,892	\$ 74,235	State of Vermont - Administrative Services Coordinator II
Market Average	\$ 55,591	\$ 72,111	\$ 88,630	*Geographically Adjusted

OFFICE: Information Technology
TITLE: User Support/Trainer
GRADE: 7

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 45,460	\$ 58,733	\$ 72,006	ERI (Montpelier - All Industries) - IT User Support Analyst Levels 2-3
	\$ 43,415	\$ 53,105	\$ 62,795	ERI (Montpelier - State Government) - IT User Support Analyst Levels 2-3
	\$ 42,303	\$ 55,694	\$ 69,084	ERI (Montpelier - All Industries) - Technical Trainer Levels 1-2
	\$ 41,622	\$ 51,468	\$ 61,314	ERI (Montpelier - State Government) - Technical Trainer Levels 1-2
	\$ 57,640	\$ 75,620	\$ 93,600	Legislature A - Desktop Tech Support Administrator*
	\$ 53,352	\$ 68,390	\$ 83,429	State of Vermont - IT Services Desk Analyst III
	\$ 46,400	\$ 67,280	\$ 88,160	University of Vermont - Information Technology Professional
Market Average	\$ 47,170	\$ 61,470	\$ 75,770	*Geographically Adjusted

OFFICE: Joint Fiscal Office
TITLE: Fiscal Analyst
GRADE: 8

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 63,796	\$ 87,243	\$ 110,689	ERI (Montpelier - All Industries) - Budget Analyst Levels 2-3
	\$ 57,144	\$ 74,201	\$ 91,258	ERI (Montpelier - State Government) - Budget Analyst Levels 2-3
	\$ 67,537	\$ 90,253	\$ 112,969	Legislature A - Legislative Analyst, OFPR*
	\$ 72,307	\$ 86,322	\$ 100,336	Legislature B - Budget Analyst*
	\$ 53,615	\$ 69,309	\$ 85,002	Legislature C - Senior Fiscal Analyst I*
	\$ 64,022	\$ 82,191	\$ 100,360	State of Vermont - Budget and Management Analyst
	\$ 51,983	\$ 76,550	\$ 101,117	Legislature E - Financial Analyst*
Market Average	\$ 61,486	\$ 80,867	\$ 100,247	*Geographically Adjusted

OFFICE: Senate
TITLE: Operations Manager/Journal Clerk
GRADE: 8

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 59,032	\$ 78,851	\$ 98,669	ERI (Montpelier - All Industries) - Operations Supervisor Levels 1-2
	\$ 54,516	\$ 68,590	\$ 82,663	ERI (Montpelier - State Government) - Operations Supervisor Levels 1-2
	\$ 59,922	\$ 78,316	\$ 96,709	ERI (Montpelier - All Industries) - Technical Publications Supervisor Level 1-2
	\$ 54,382	\$ 67,750	\$ 81,117	ERI (Montpelier - State Government) - Technical Publications Supervisor Level 1-2
	\$ 49,622	\$ 58,221	\$ 66,820	Legislature B - Journal Clerk*
Market Average	\$ 55,495	\$ 70,345	\$ 85,196	*Geographically Adjusted

OFFICE: Information Technology
TITLE: Systems Administrator
GRADE: 8

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 63,892	\$ 87,437	\$ 110,982	ERI (Montpelier - All Industries) - Systems Administrator Levels 2-3
	\$ 56,913	\$ 74,096	\$ 91,278	ERI (Montpelier - State Government) - Systems Administrator Level 2-3
	\$ 56,513	\$ 59,729	\$ 62,945	City of Burlington - Network Administrator*
	\$ 84,199	\$ 110,236	\$ 136,273	Legislature A - Systems Engineer*
	\$ 41,474	\$ 48,478	\$ 55,482	Legislature B - Systems Administrator*
	\$ 60,132	\$ 77,671	\$ 95,209	Legislature C - Systems Analyst*
	\$ 67,850	\$ 87,423	\$ 106,997	State of Vermont - IT System Administrator IV
	\$ 66,133	\$ 91,967	\$ 117,800	University of Vermont - Information Technology Specialist
	\$ 70,840	\$ 97,054	\$ 123,267	Legislature E - Senior Systems Specialist*
Market Average	\$ 63,105	\$ 81,565	\$ 100,026	*Geographically Adjusted

OFFICE: Senate
TITLE: Assistant Secretary of the Senate
GRADE: 9

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 70,425	\$ 94,642	\$ 118,858	ERI (Montpelier - All Industries) - Production Control and Planning Manager Levels 1-2
	\$ 62,016	\$ 79,846	\$ 97,676	ERI (Montpelier - State Government) - Production Control and Planning Manager Levels 1-2
	\$ 92,471	\$ 121,009	\$ 149,547	Legislature A - Assistant Clerk of the House*
	\$ 59,575	\$ 70,730	\$ 81,885	Legislature B - Assistant House Clerk*
Market Average	\$ 71,122	\$ 91,557	\$ 111,992	*Geographically Adjusted

OFFICE: Office of the Speaker/Office of the Senate President Pro Tem
TITLE: Chief of Staff
GRADE: 9

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 68,768	\$ 92,492	\$ 116,216	ERI (Montpelier - All Industries) - Government Affairs Supervisor Levels 1-2
	\$ 60,801	\$ 78,329	\$ 95,856	ERI (Montpelier - State Government) - Government Affairs Supervisor Levels 1-2
	\$ 92,471	\$ 121,009	\$ 149,547	Legislature A - Chief of Staff*
	\$ 65,370	\$ 73,628	\$ 81,885	Legislature B - Deputy Chief of Staff*
	\$ 72,751	\$ 97,889	\$ 123,026	Legislature C - Chief of Staff*
Market Average	\$ 72,032	\$ 92,669	\$ 113,306	*Geographically Adjusted

OFFICE: House
TITLE: First Assistant Clerk
GRADE: 9

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 70,425	\$ 94,642	\$ 118,858	ERI (Montpelier - All Industries) - Production Control and Planning Manager Levels 1-2
	\$ 62,016	\$ 79,846	\$ 97,676	ERI (Montpelier - State Government) - Production Control and Planning Manager Levels 1-2
	\$ 92,471	\$ 121,009	\$ 149,547	Legislature A - Assistant Clerk of the House*
	\$ 59,575	\$ 70,730	\$ 81,885	Legislature B - Assistant House Clerk*
Market Average	\$ 71,122	\$ 91,557	\$ 111,992	*Geographically Adjusted

OFFICE: Sergeant At Arms
TITLE: Sergeant to the Chief
GRADE: 9

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 74,352	\$ 77,835	\$ 81,317	City of Montpelier - Sergeant
	\$ 50,583	\$ 61,719	\$ 72,855	Legislature D - Sergeant*
	\$ 56,576	\$ 72,655	\$ 88,733	State of Vermont - Game Warden Sergeant
	\$ 57,096	\$ 72,998	\$ 88,899	State of Vermont - Sergeant
	\$ 81,536	\$ 87,568	\$ 93,600	University of Vermont - Police Officer Sergeant
Market Average	\$ 64,029	\$ 74,555	\$ 85,081	*Geographically Adjusted

OFFICE: Information Technology
TITLE: System Analyst/Business Manager
GRADE: 9

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 80,621	\$ 98,080	\$ 115,539	ERI (Montpelier - All Industries) - IT Systems Analyst Level 3
	\$ 68,955	\$ 81,845	\$ 94,735	ERI (Montpelier - State Government) - IT Systems Analyst Level 3
	\$ 74,524	\$ 101,232	\$ 127,940	ERI (Montpelier - All Industries) - IT Procurement Manager Level 1
	\$ 64,975	\$ 84,604	\$ 104,233	ERI (Montpelier - State Government) - IT Procurement Manager Level 1
	\$ 67,850	\$ 87,422	\$ 106,995	State of Vermont - IT Specialist IV
	\$ 66,133	\$ 95,893	\$ 125,653	University of Vermont - Information Technology Specialist
Market Average	\$ 70,510	\$ 91,513	\$ 112,516	

OFFICE: Information Technology
TITLE: Web Developer
GRADE: 9

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 79,971	\$ 93,370	\$ 106,769	ERI (Montpelier - All Industries) - Web Developer Level 3
	\$ 68,493	\$ 78,303	\$ 88,113	ERI (Montpelier - State Government) - Web Developer Level 3
	\$ 67,850	\$ 87,423	\$ 106,997	State of Vermont - IT Project Manager IV
Market Average	\$ 72,105	\$ 86,365	\$ 100,626	

OFFICE: Joint Fiscal Office
TITLE: Finance Manager/Senior Fiscal Analyst
GRADE: 10

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 86,499	\$ 104,814	\$ 123,129	ERI (Montpelier - All Industries) - Budget Manager Level 1
	\$ 73,634	\$ 87,179	\$ 100,724	ERI (Montpelier - State Government) - Budget Manager Level 1
	\$ 76,588	\$ 100,335	\$ 124,081	Legislature A - Senior Legislative Analyst, OFPR*
	\$ 80,043	\$ 95,900	\$ 111,756	Legislature B - Senior Budget Officer*
	\$ 65,003	\$ 87,218	\$ 109,433	Legislature C - Principal Fiscal Analyst*
	\$ 67,850	\$ 87,423	\$ 106,995	State of Vermont - Senior Budget and Management Analyst
	\$ 76,318	\$ 103,818	\$ 131,318	Legislature E - Finance Officer*
Market Average	\$ 75,134	\$ 95,241	\$ 115,348	*Geographically Adjusted

OFFICE: Information Technology
TITLE: Network Security Administrator
GRADE: 10

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 73,274	\$ 98,765	\$ 124,255	ERI (Montpelier - All Industries) - IT Security Manager Levels 1-2
	\$ 64,073	\$ 82,887	\$ 101,700	ERI (Montpelier - State Government) - IT Security Manager Levels 1-2
	\$ 84,199	\$ 110,236	\$ 136,273	Legislature A - Internet Infrastructure and Applications Manager*
	\$ 88,593	\$ 106,461	\$ 124,329	Legislature B - Senior Information Systems Engineer*
	\$ 67,850	\$ 87,422	\$ 106,995	State of Vermont - Information Security Analyst III
	\$ 76,318	\$ 103,818	\$ 131,318	Legislature E - Cybersecurity Engineer*
Market Average	\$ 75,718	\$ 98,265	\$ 120,812	*Geographically Adjusted

OFFICE: Joint Fiscal Office
TITLE: Senior Fiscal Analyst
GRADE: 10

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 86,499	\$ 104,814	\$ 123,129	ERI (Montpelier - All Industries) - Budget Manager Level 1
	\$ 73,634	\$ 87,179	\$ 100,724	ERI (Montpelier - State Government) - Budget Manager Level 1
	\$ 76,588	\$ 100,335	\$ 124,081	Legislature A - Senior Legislative Analyst, OFPR*
	\$ 80,043	\$ 95,900	\$ 111,756	Legislature B - Senior Budget Officer*
	\$ 65,003	\$ 87,218	\$ 109,433	Legislature C - Principal Fiscal Analyst*
	\$ 67,850	\$ 87,423	\$ 106,995	State of Vermont - Senior Budget and Management Analyst
	\$ 76,318	\$ 103,818	\$ 131,318	Legislature E - Finance Officer*
Market Average	\$ 75,134	\$ 95,241	\$ 115,348	*Geographically Adjusted

OFFICE: Joint Fiscal Office
TITLE: Associate Fiscal Officer
GRADE: 11

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 98,891	\$ 119,906	\$ 140,921	ERI (Montpelier - All Industries) - Budget Manager Level 2
	\$ 82,733	\$ 98,232	\$ 113,731	ERI (Montpelier - State Government) - Budget Manager Level 2
	\$ 84,199	\$ 110,236	\$ 136,273	Legislature A - Principal Analyst, OFPR*
	\$ 88,593	\$ 106,416	\$ 124,238	Legislature B - Deputy Legislative Budget Assistant*
	\$ 72,751	\$ 97,889	\$ 123,026	Legislature C - Deputy Director, Legislative Finance Committee*
	\$ 77,334	\$ 99,590	\$ 121,846	State of Vermont - Assistant Director of Budget and Management
	\$ 99,672	\$ 127,004	\$ 154,336	Utah Legislature - Finance Manager*
Market Average	\$ 86,310	\$ 108,467	\$ 130,624	*Geographically Adjusted

OFFICE: Sergeant At Arms
TITLE: Chief of Capitol Police
GRADE: 11

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 83,536	\$ 102,572	\$ 121,607	Legislature D - Police Department Chief*
	\$ 72,842	\$ 93,122	\$ 113,402	State of Vermont - Captain
	\$ 77,334	\$ 99,590	\$ 121,846	State of Vermont - Director, Department of Public Safety
	\$ 82,579	\$ 106,404	\$ 130,229	State of Vermont - Division of Fish and Wildlife, Game Warden Colonel
Market Average	\$ 79,073	\$ 100,422	\$ 121,771	*Geographically Adjusted

OFFICE: Office of Legislative Operations
TITLE: Director Leg. Operations
GRADE: 11

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 79,819	\$ 111,820	\$ 143,821	ERI (Montpelier - All Industries) - Operations Manager Levels 2-3
	\$ 68,644	\$ 92,382	\$ 116,119	ERI (Montpelier - State Government) - Operations Manager Levels 2-3
	\$ 59,575	\$ 70,730	\$ 81,884	Legislature B - Operations Director*
	\$ 72,751	\$ 97,889	\$ 123,026	Legislature C - Assistant Director/Administration*
	\$ 67,850	\$ 87,423	\$ 106,995	State of Vermont -Director of Administrative Services
Market Average	\$ 69,728	\$ 92,048	\$ 114,369	*Geographically Adjusted

OFFICE: Office of Legislative Counsel
TITLE: Legislative Counsel
GRADE: 11

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 88,482	\$ 127,829	\$ 167,176	ERI (Montpelier - All Industries) - Legal Counsel Levels 1-2
	\$ 75,258	\$ 104,165	\$ 133,072	ERI (Montpelier - State Government) - Legal Counsel Levels 1-2
	\$ 76,588	\$ 100,335	\$ 124,081	Legislature A - Senior Legislative Attorney*
	\$ 72,307	\$ 86,322	\$ 100,336	Legislature B - Senior Attorney*
	\$ 64,976	\$ 87,200	\$ 109,424	Legislature C - Staff Attorney III*
	\$ 81,806	\$ 97,781	\$ 113,755	State of Vermont - General Counsel I
	\$ 72,277	\$ 101,798	\$ 131,318	Legislature E - Associate General Counsel/Research*
Market Average	\$ 75,956	\$ 100,775	\$ 125,595	*Geographically Adjusted

OFFICE: Office of Legislative Counsel
TITLE: Legislative Counsel/Records Officer
GRADE: 11

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 88,482	\$ 127,829	\$ 167,176	ERI (Montpelier - All Industries) - Legal Counsel Levels 1-2
	\$ 75,258	\$ 104,165	\$ 133,072	ERI (Montpelier - State Government) - Legal Counsel Levels 1-2
	\$ 76,588	\$ 100,335	\$ 124,081	Legislature A - Senior Legislative Attorney*
	\$ 72,307	\$ 86,322	\$ 100,336	Legislature B - Senior Attorney*
	\$ 64,976	\$ 87,200	\$ 109,424	Legislature C - Staff Attorney III*
	\$ 81,806	\$ 97,781	\$ 113,755	State of Vermont - General Counsel I
	\$ 72,277	\$ 101,798	\$ 131,318	Legislature E - Associate General Counsel/Research*
Market Average	\$ 75,956	\$ 100,775	\$ 125,595	*Geographically Adjusted

OFFICE: Joint Fiscal Office
TITLE: Senior Economist/Associate Fiscal Officer
GRADE: 11

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 98,891	\$ 119,906	\$ 140,921	ERI (Montpelier - All Industries) - Budget Manager Level 2
	\$ 82,733	\$ 98,232	\$ 113,731	ERI (Montpelier - State Government) - Budget Manager Level 2
	\$ 93,198	\$ 114,198	\$ 135,197	ERI (Montpelier - All Industries) - Economist Level 2
	\$ 78,771	\$ 94,455	\$ 110,139	ERI (Montpelier - State Government) - Economist Level 2
	\$ 84,199	\$ 110,236	\$ 136,273	Legislature A - Principal Analyst, OFPR*
	\$ 88,593	\$ 106,416	\$ 124,238	Legislature B - Deputy Legislative Budget Assistant*
	\$ 72,751	\$ 97,889	\$ 123,026	Legislature C - Deputy Director, Legislative Finance Committee*
	\$ 77,334	\$ 99,590	\$ 121,846	State of Vermont - Assistant Director of Budget and Management
	\$ 99,672	\$ 127,004	\$ 154,336	Legislature E - Finance Manager*
Market Average	\$ 86,238	\$ 107,547	\$ 128,856	*Geographically Adjusted

OFFICE: Office of Legislative Counsel
TITLE: Deputy Chief Counsel
GRADE: 12

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 133,970	\$ 169,901	\$ 205,832	ERI (Montpelier - All Industries) - Legal Counsel Level 3
	\$ 109,351	\$ 135,253	\$ 161,154	ERI (Montpelier - State Government) - Legal Counsel Level 3
	\$ 92,471	\$ 121,009	\$ 149,546	Legislature A - Deputy Director, OPLA*
	\$ 72,751	\$ 97,889	\$ 123,026	Legislature C - Senior Staff Attorney*
	\$ 98,331	\$ 122,914	\$ 147,497	State of Vermont - Large Department Deputy Commissioner
	\$ 121,245	\$ 145,626	\$ 170,006	Legislature E - Deputy General Counsel*
Market Average	\$ 104,687	\$ 132,098	\$ 159,510	*Geographically Adjusted

OFFICE: Joint Fiscal Office
TITLE: Deputy Director
GRADE: 12

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 115,404	\$ 140,191	\$ 164,978	ERI (Montpelier - All Industries) - Budget Manager Level 3
	\$ 94,952	\$ 113,061	\$ 131,170	ERI (Montpelier - State Government) - Budget Manager Level 3
	\$ 88,593	\$ 106,416	\$ 124,238	Legislature B - Deputy Legislative Budget Assistant*
	\$ 72,751	\$ 97,889	\$ 123,026	Legislature C - Deputy Director, Legislative Finance Committee*
	\$ 98,331	\$ 122,914	\$ 147,497	State of Vermont - Large Department Deputy Commissioner
	\$ 76,318	\$ 103,818	\$ 131,318	Legislature E - Finance Officer*
Market Average	\$ 91,058	\$ 114,048	\$ 137,038	*Geographically Adjusted

OFFICE: Office of Legislative Human Resources
TITLE: Director Human Resources
GRADE: 12

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 84,834	\$ 123,106	\$ 161,378	ERI (Montpelier - All Industries) - HR Director Levels 1-3
	\$ 72,378	\$ 100,349	\$ 128,320	ERI (Montpelier - State Government) - HR Director Levels 1-3
	\$ 92,471	\$ 121,009	\$ 149,547	Legislature A - HR Director*
	\$ 80,044	\$ 95,901	\$ 111,757	Legislature B - HR Director*
	\$ 98,331	\$ 122,914	\$ 147,497	State of Vermont - Large Department Deputy Commissioner
	\$ 121,245	\$ 145,626	\$ 170,006	Legislature E - Legislative Service Administrator*
Market Average	\$ 91,551	\$ 118,151	\$ 144,751	*Geographically Adjusted

OFFICE: Sergeant At Arms
TITLE: Sergeant at Arms
GRADE: 12

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 64,395	\$ 104,091	\$ 143,786	ERI (Montpelier - All Industries) - Security Director Levels 1-3
	\$ 57,670	\$ 86,822	\$ 115,974	ERI (Montpelier - State Government) - Security Director Levels 1-3
	\$ 64,357	\$ 84,402	\$ 104,446	Legislature A - Facilities Manager*
	\$ 64,976	\$ 87,200	\$ 109,424	Legislature C - Building Superintendent*
	\$ 60,154	\$ 77,241	\$ 94,328	State of Vermont - Operations and Logistics Chief
	\$ 56,000	\$ 81,200	\$ 106,400	University of Vermont - Administrative Facilities Professional
Market Average	\$ 61,259	\$ 86,826	\$ 112,393	*Geographically Adjusted

OFFICE: Joint Fiscal Office
 TITLE: Chief Fiscal Officer
 GRADE: 13

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 102,126	\$ 141,796	\$ 181,466	ERI (Montpelier - All Industries) - Budget Director Levels 1-3
	\$ 85,076	\$ 113,935	\$ 142,794	ERI (Montpelier - State Government) - Budget Director Levels 1-3
	\$ 101,263	\$ 132,720	\$ 164,176	Legislature A - Director, Fiscal/Program Review*
	\$ 109,389	\$ 131,820	\$ 154,251	Legislature B - Legislative Budget Assistant*
	\$ 91,221	\$ 133,505	\$ 175,789	Legislature C - Director, Legislative Finance Committee*
	\$ 108,398	\$ 135,498	\$ 162,597	State of Vermont - Large Department Commissioner
	\$ 171,303	\$ 179,603	\$ 187,902	Legislature E - Director, Legislative Fiscal Analyst*
Market Average	\$ 109,825	\$ 138,411	\$ 166,996	*Geographically Adjusted

OFFICE: House
 TITLE: Clerk of the House
 GRADE: 13

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 83,185	\$ 105,031	\$ 126,877	ERI (Montpelier - All Industries) - Administrative Director Levels 1-3
	\$ 71,184	\$ 87,437	\$ 103,690	ERI (Montpelier - State Government) - Administrative Director Levels 1-3
	\$ 101,668	\$ 132,922	\$ 164,176	Legislature A - Clerk of the House/Secretary of the Senate*
	\$ 72,307	\$ 86,406	\$ 100,505	Legislature B - House Clerk*
	\$ 81,451	\$ 109,824	\$ 138,197	Legislature C - Chief Clerk of the House/Senate*
	\$ 77,334	\$ 99,590	\$ 121,846	State of Vermont - Administrative Services Director III
Market Average	\$ 81,188	\$ 103,535	\$ 125,882	*Geographically Adjusted

OFFICE: Office of Legislative Counsel
 TITLE: Director and Chief Counsel
 GRADE: 13

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 138,558	\$ 199,245	\$ 259,931	ERI (Montpelier - All Industries) - Legal Director
	\$ 118,699	\$ 147,589	\$ 176,479	ERI (Montpelier - State Government) - Legal Director
	\$ 101,263	\$ 132,720	\$ 164,176	Legislature A - Director, Office of Policy and Legal Analysis/Director Revisor of Statutes*
	\$ 88,593	\$ 106,416	\$ 124,239	Legislature B - Director Legislative Services*
	\$ 91,221	\$ 133,505	\$ 175,789	Legislature C - Director, Legislative Counsel Service*
	\$ 108,398	\$ 135,498	\$ 162,597	State of Vermont - Large Department Commissioner
	\$ 171,303	\$ 179,603	\$ 187,902	Legislature E - General Counsel*
Market Average	\$ 116,862	\$ 147,796	\$ 178,730	*Geographically Adjusted

OFFICE: Information Technology
 TITLE: Director of Legislative IT
 GRADE: 13

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 96,734	\$ 134,132	\$ 171,530	ERI (Montpelier - All Industries) - Information Technology Director Levels 1-3
	\$ 81,074	\$ 108,291	\$ 135,508	ERI (Montpelier - State Government) - Information Technology Director Levels 1-3
	\$ 107,853	\$ 128,299	\$ 148,744	City of Burlington - Director of Information Technology*
	\$ 101,668	\$ 132,922	\$ 164,176	Legislature A - Director, Legislative IT*
	\$ 82,597	\$ 106,413	\$ 130,229	State of Vermont - IT Director
	\$ 74,500	\$ 108,025	\$ 141,550	University of Vermont - Information Technology Manager
	\$ 121,245	\$ 145,626	\$ 170,006	Legislature E - Legislative Services IT Administrator*
Market Average	\$ 95,096	\$ 123,387	\$ 151,678	*Geographically Adjusted

OFFICE: Senate
 TITLE: Secretary of the Senate
 GRADE: 13

	Market Comparables			Source/Title
	Minimum	Midpoint	Maximum	
	\$ 83,185	\$ 105,031	\$ 126,877	ERI (Montpelier - All Industries) - Administrative Director Levels 1-3
	\$ 71,184	\$ 87,437	\$ 103,690	ERI (Montpelier - State Government) - Administrative Director Levels 1-3
	\$ 101,668	\$ 132,922	\$ 164,176	Legislature A - Clerk of the House/Secretary of the Senate*
	\$ 72,307	\$ 86,406	\$ 100,505	Legislature B - Senate Clerk*
	\$ 81,451	\$ 109,824	\$ 138,197	Legislature C - Chief Clerk of the House/Senate*
	\$ 77,334	\$ 99,590	\$ 121,846	State of Vermont - Administrative Services Director III
Market Average	\$ 81,188	\$ 103,535	\$ 125,882	*Geographically Adjusted