Market Pay Report

State of Maine
September 30, 2024

Department of
Administrative and Financial Services

Commissioner Kirsten LC Figueroa

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Executive Summary

As statutorily required, the Department of Administrative and Financial Services, Bureau of Human Resources ("BHR"), Compensation and Classification Team (the "Team") is submitting this Market Study Report on September 30, 2024. A Market Study Report is one tool of many meant to help organizations review, compare and evaluate their compensation to others. Throughout this 2024 Report, there will be references to the 2020 Market Study Report ("2020 Report") compiled by a third-party vendor, Segal. Differences in the reports will be documented and comparisons made where possible. While it is important to note that these comparisons will never be an exact "apples to apples", evaluating the differences can be useful in understanding where classification and compensation adjustments could be focused and to confirm or correct differences.

In Public Law 2023, chapter 412, four additional positions were added to the Classification and Compensation Team. The Team will use the lessons learned and information from this study, along with those from the classification studies, daily recruitment and retention efforts, and the various reclass and upgrade requests throughout state government, to improve, modernize and make consistent the Maine state government classification and compensation systems.

Ultimately the goal is to attract and retain qualified employees; ensure positions performing work with similar levels of complexity, responsibility, knowledge and skills are treated equitably; provide compensation commensurate with assigned duties and market conditions; provide recognizable compensation growth; and create systems to meet the needs and demands of a modern workforce.

The BHR Team conducted a market pay assessment of the State's bargaining unit classifications. This study covers market pay data from custom peer survey responses as well as two published data sources. The Team utilized a specific methodology, detailed starting on page 18, to select classifications that would be used for this study. This specific methodology was utilized to represent classifications that have large position counts and stipends, while avoiding cherry picking one classification over another.

Using this methodology, the Team selected 154 classifications to be studied and, through the process described starting on page 18, were able to match 74. Classifications that were selected for this study vary from the classifications that were selected in the 2020 study by only representing positions in bargaining units, representing higher position counts, and not including classifications where compensation can be set and adjusted differently, such as Maine Management Service and appointed positions.

As a result, in the 74 matched classifications, approximately 4,354 state positions were represented. Factoring in selected classifications that are a part of a job series, 57 of the 74, over 9,400

positions, or 67 percent of all state government positions and 78 percent of all bargaining unit positions, are represented. We estimate this is approximately 290 more bargaining unit positions than the 2020 report.

After calculating averages for each classification, the State of Maine's overall average pay is compared to the market average at the pay range minimum, midpoint, and maximum as shown in the table below. The 'Survey' category represents survey responses from four peer employers: the states of Rhode Island and Vermont, and Kennebec County and Penobscot County in the State of Maine. The 'Public Sector' category represents public sector data from other states, federal government data in the State of Maine, and municipal government data for five cities in Maine: Augusta, Bangor, Lewiston, Portland, and South Portland. The 'Private Sector' category represents private sector employers in the states of Maine, Idaho, New Hampshire, Massachusetts, Rhode Island, and Vermont.

Overall Averages	Min	Mid	Max
Survey Average	$60,084	$71,560	$83,451
State of ME % to Market	*92%*	*92%*	*92%*
Public Sector Average	$61,512	$76,211	$92,682
State of ME % to Market	*90%*	*87%*	*83%*
Private Sector Average	$66,586	$82,382	$100,184
State of ME % to Market	*83%*	*80%*	*77%*
Overall Average	$62,723	$76,735	$92,154
State of ME % to Market	*88%*	*86%*	*83%*

While the percentage to market technically calculates "being at market" as the absolute figure of 100%, it is important to consider market competitiveness in terms of segments or bands. While many industries define these bands differently (see page 11), for consistency, the Team used the parameters utilized in the 2020 Report, which defined market competitiveness as 95% to 105%, implying that to be considered competitive, an organization should fall within this market pay band. This study determined the State of Maine overall market average of the classifications reviewed to be 86% to market, which means it is within 9% from achieving this established market competitiveness band, a slight improvement from the 2020 Report's 10%. Many industries consider this parameter to be too narrow. As such, these differing parameters are something that will be further researched as part of the Team's ongoing efforts and further explored in the next market pay study.
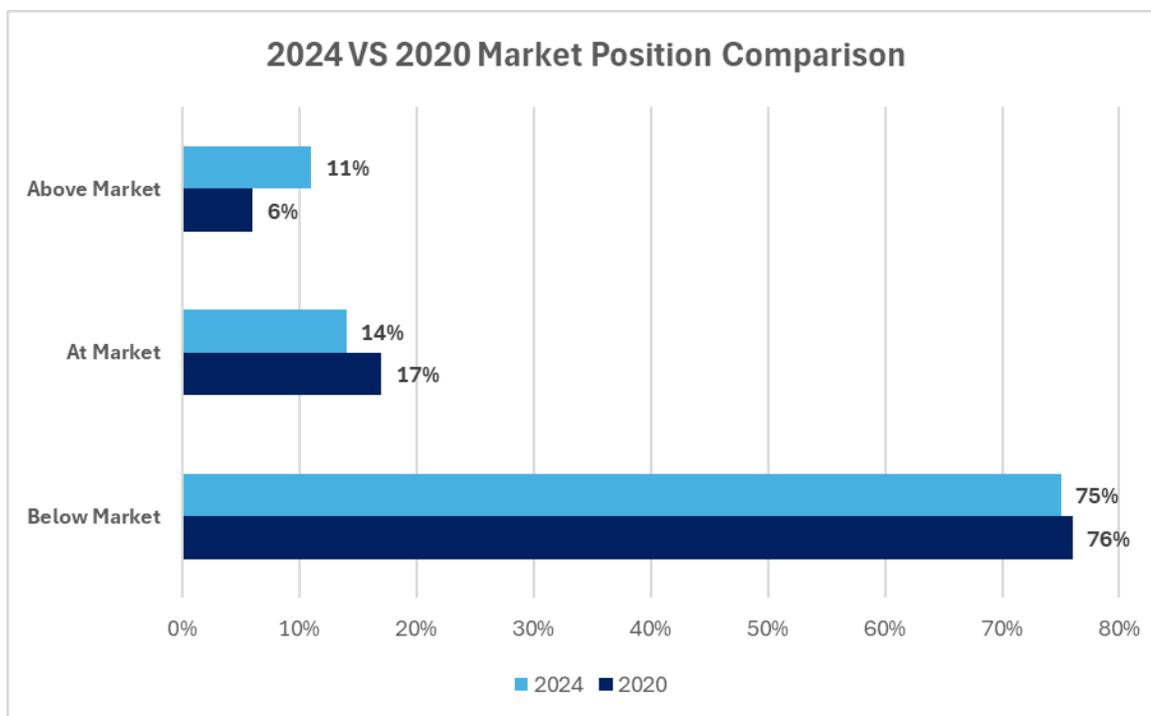
Referencing the midpoint in the data sets of the 74 selected classifications:

- 56 benchmark classifications are below the market average.
- 10 benchmark classifications are competitive with the market average.
- 8 benchmark classifications are above the market average.

In the 2020 report, the midpoint in the data sets of the 82 selected classifications were as follows:

- 63 benchmark classifications were below the market average.
- 14 benchmark classifications were competitive with the market average.
- 5 benchmark classifications were above the market average.

Below is a visual representing market competitiveness from the 2024 study compared to the 2020 study. Of note, in the 2020 study, 6% of reviewed classifications came out to be above market. In the 2024 study, the percentage of reviewed classifications above market increased to 11%.

2024 VS 2020 Market Position Comparison

Category	2024	2020
Above Market	11%	6%
At Market	14%	17%
Below Market	75%	76%

Legend: ■ 2024 ■ 2020

When comparing the overall State of Maine pay ranges as a percentage to market at the min, mid, and max compared to the 2020 study, the state has increased by 1% at the min, 1% at the mid, and stayed the same at the max. It is important to note that this study differs from the 2020 study in classifications selected and methodologies used. Therefore, while these percentages have minimally gone up, it should not be used as a direct comparison to the 2020 Report percentages, nor should it be used to draw conclusions. However, as it is human nature to compare, below is the most comparable comparison of the data collected in this 2024 study to the data collected in the 2020 study. In the 2020 Report, the public sector market average represented survey responses that encompassed other state governments, municipalities in Maine, counties in Maine, and federal government in Maine. The

2024 public sector market averages, for the purpose of this comparison, contains survey responses from other state governments and counties in Maine. The published data market average for both data sets includes private sector data collected from published data sources. The 2020 study collected published data from three sources, while the 2024 study collected published data from two sources.

2020 Study:

2020	Min	Mid	Max
Public Sector Market Average	88%	89%	90%
Published Data Market Average	85%	80%	74%
Overall Market Average	87%	85%	83%

2024 Study:

2024	Min	Mid	Max
Public Sector Market Average	92%	92%	93%
Published Data Market Average	83%	80%	77%
Overall Market Average	88%	86%	84%

The overall market average represented in this 2024 data set is not identical to the true overall market average for the purpose of this study, as not all data is included in this data set. This data set is strictly for comparison to the 2020 data set above.

As in the 2020 Report, our 2024 Market Study Report did not factor in benefits when comparing compensation due to challenges in quantifying the value of benefits across different categories. Like most employers, the State of Maine looks at both salary and benefits to determine total compensation for our employees. Based on feedback from recruitment and retention efforts, and from our internal workforce surveys, we know that benefits, including our platinum health plan; dental insurance; life insurance; pension plan; paid holidays; sick leave; parental leave; stipends, shift differentials, merit pay and other pay augmentation; vacation days; remote work opportunities; and many others, all play a key role when considering, accepting, and keeping a job with Maine State Government.

Statutory Reference and Purpose of the Report

The State of Maine is required by law to complete a market pay study. Title 5, Section 7061, sub-section 4 (PL 2023, Chapter 412, Part UUU) requires the Bureau of Human Resources to conduct a market pay study every 4 years which is intended to compare the salaries of state employees with employees performing comparable work for a sampling of private and public employees in this State, other New England States and other states as appropriate. This report is the first of these Market Pay Study reports due to the Joint Standing Committees on Appropriations and Financial Affairs and State and Local Government by September 30, 2024. This Study follows another statutory requirement presented earlier this year - the Report and Recommendations of the Maine State Government Classification and Compensation Plans Study, published on Jan 31, 2024, and presented to members of the Joint Standing Committee on State and Local Government in early February. Work on the recommendations from that earlier report are ongoing and contributed to this Market Pay Study.

This same chaptered law added 4 positions to the Classification and Compensation Team, bringing the total to 5 full time HR Compliance Analysts, 1 limited period full time analyst, 1 Lead HR Compliance analyst and one Policy Analyst; all of whom are responsible for ensuring that state employees at all levels are properly compensated and classified. This small but effective team is charged with ensuring compliance with the State's classification system. These positions will focus on building relationships with other employers so that market pay and classification research, action and proposals are a daily part of their work. This Team is responsible to complete a Market Study report every 4 years and a review of the classification plan every 10 years.

The Classification and Compensation Team will partner with a third-party vendor to review and make recommendations on the classification system by December 31, 2025, which will become the foundation for the every 10 year requirement. With these efforts, the Team will institute and ensure ongoing consistency within the State's classifications and make recommendations to the state's compensation plan. At its core, the aim of the Team is to ensure our systems are poised to meet the needs and demands of a modern workforce, including attracting and retaining qualified employees, and to ensure that positions performing similar work with similar levels of knowledge, skills, ability and accountability are grouped fairly and consistently.

Progress Since 2020 Report

Since the market pay study completed in 2020, Governor Mills has delivered significant wage increases and other benefits to Maine State Employees. From January 2021 to July 2024, every state government employee has seen at least a 24.1 percent increase in their pay.

- **Four percent** in January 2021
- **Two percent** in December 2021
- **$2000 one-time lump sum payment** in December 2021
- **Implemented $15 minimum hourly wage** on December 15, 2021
- **Four percent** in July 2022
- **Six percent** in October 2023 for AFSCME/MSLEA
- **Six percent** in January 2024 for MSEA, MSTA, and FOP plus **$800 lump sum payment**
- **Three percent** in July 2024
- **Four percent** after July 2024 step 8 employees will move to new step 9 effective on next anniversary date (will impact 50% of employees)
- **$2000 one-time lump sum payment** in October 2024

These raises and lump sum payments are in addition to other increases, such as longevity pay for employees who have worked longer than 5 years for the state; a guaranteed promotion pay jump of 7 percent (increased from 5 percent); annual merit increases; and the various stipends, shift differentials, and allowances. Additionally, in recognition of increasing expectations and services, during the Mills administration, we have added just over 1,000 Legislative Headcount and FTE count.

Since 2019, the Bureau of Human Resources has implemented over 3,000 reclassifications, reorganizations, and/or range changes, through the functional Job Analysis Reclassification process that involves an in-depth analysis articulating the knowledge, skills and abilities, and levels of responsibility and accountability involved in a job. This process impacted over 5,500 positions —nearly half of the State of Maine workforce - and continues to ensure State employees are paid at the classification matched to their work efforts.

From 2019 – 2023, BHR received a total of 3,220 FJA, completed 3,074 and approved 2,721.

- In 2019, 656 FJAs received; 590 completed; 560 approved
- In 2020, 437 FJAs received; 464 completed; 416 approved
- In 2021, 628 FJAs received; 579 completed; 525 approved
- In 2022, 752 FJAs received; 702 completed; 598 approved
- In 2023, 747 FJAs received; 739 completed; 622 approved

These figures represent more than 3,000 reclassifications, reorganizations and/or range changes impacting more than 5,500 positions in Maine state government.

Additional benefits were put into place as a result of the COVID-19 pandemic, responding to the protection and needs of our employees in the face of this unprecedented emergency.

Initially:
- Within days, State offices were mobilized to transition the majority of non-24/7, emergency services employees to remote work.
- With the initial Families First Coronavirus Relief Act, which provided leave for employees whose children were unable to attend school/childcare, the State continued to pay employees their full rate of pay instead of the 2/3 pay required by the federal law.
- Provided hazard pay through December 2020 for employees required to report to work in positions that required interaction with the public.

Beginning in 2021:
- Provided every employee 80 hours of COVID administrative leave to use for their own illness or quarantine, or to care for family members who were ill or needed to quarantine.
- Front loaded sick leave for employees to ensure they had leave time available if they ran out of COVID administrative leave.
- Allowed sick leave to be used to care for children when their school or childcare was closed due to COVID.
- Allowed unused vacation leave above maximums to roll over for two years, to allow employees to carry their time while job demands increased and gatherings and travel were restricted.
- Had regular labor management meetings with employee representatives from all unions to hear and address concerns related to COVID and reentry to the work site.
- Undertook space renovations, including improvements to air filtration systems, to ensure employees reporting to the work sites were kept distanced and safe.
- Provided personal protective equipment and followed increased cleaning protocols in accordance with CDC recommendations.
- Merit increases and collective bargaining continued uninterrupted, and positions were filled with no employees laid off at any time due to the pandemic, despite initial economic and budgetary concerns.

- Developed a telework policy in recognition of proof that State employees could perform work remotely.

As a result of their efforts, state government stayed open, state employees were supported, and services were available throughout the years – the more than 1,200 days – of the pandemic.

Maine state government is actively working to excel as an Employer of Choice; that involves meaningful work, competitive compensation and an attractive benefit package. The Administration's goal is to remain competitive and ensure that Maine state employees are appropriately compensated to the greatest extent possible within budgetary constraints as established by the Legislature. That has consistently been the goal and achievements of Governor Mills, with the support of the Legislature, to increase wages, add new leave options, advocate for new positions, and recognize work life balance.

As the second largest employer in Maine, we are in a position to be a leader and we continue to lead by example. This Administration is committed to a continued partnership with state government employees to ensure they are adequately compensated and otherwise supported for their meaningful contributions to the wellbeing of Maine people.

We value our state government workforce and respect and admire the work they do every day to support the people of Maine. Engaged employees are the foundation of our success: their passion, motivation, and loyalty contribute directly to our ability to attract and retain top talent. We are committed to creating an environment where our employees feel valued, supported, and engaged.

Market Competitiveness

When discussing market pay, it is helpful to have some background on the subject in order to better understand the data that is presented. Market Pay Salaries are based on supply and demand within the labor market. There will always be a wide range of pay based off the cost of living where the position is located, and the availability of skills to do the work needed in the position.
When organizations begin developing a pay methodology for their employees, they often base it on research done for that field of expertise and pay a wage that will attract talent to their organization. That is what is often described as "competitive pay or market average". Organizations often set a methodology for pay of 50th percentile or 75th percentile and that is how they assign a salary to the work a position is doing.

The Human Capital hub, an Industrial Psychology Consultant group, states that a Market Salary set at the 75th percentile is competitive. The organization states that most of the companies they work with would pay a market salary at the 75th percentile to those roles that are considered key skills. In other words, when the average salary is within 75% of market, it is considered competitive. In reality, very few employers will be able to pay all their staff at this market salary position.

For the State of Maine, our salary schedules were developed by the Legislature in 1972. Originally, there were two salary schedules, and those salaries schedules were set by the HAY group with 5% differences between steps and ranges. Over the years, collective bargaining has resulted in more salary schedules and more steps added to that startup model. Over the last five years, through July 2024, Governor Mills has increased the salary schedules by at least 24.1% across Maine State Government.

Research on what is considered market competitive ranges from 75% of market median to 120% of market median depending on the year the data was published and the industry being considered. Indeed.com states, "human resources (HR) professionals are more precise in their definition: For HR experts, competitive pay means offering within 10 percent (above or below) the market average for a job". Mercer, another industry leader, considers anything 10% above or below the market average to be competitive pay.

Experts on competitive market pay reiterate that salary alone does not constitute competitive pay, but the entire compensation package such as vacation, sick time, leave time, holidays, retirement and health insurance must be considered. AON, a professional global firm in professional solutions and risk management, points out that pay is only one part of the employee value proposition and companies round out the pay with a variety of rewards and benefits.

In the 2020 Market Pay Report, Segal set market competitiveness as 95%-105%. This means that, on this scale, the average wages for the classifications reviewed in the 2020 Report, the 11 percent compared to public sector (survey respondents) and the 15 percent compared to overall, put Maine state government within 6 percent and 10 percent of market competitiveness.

To be consistent with the 2020 Report, this Team also used the 95-105% market competitiveness band in this 2024 Report. Using this market competitiveness band as a measure, in 2024 Maine state government is within 3 percent for survey respondents and 9 percent for overall, an increase from the 6 percent and 10 percent, respectively.

Market competitiveness should continue to be researched in order for this team to apply the most appropriate parameters for market competitiveness for these studies moving forward.

Sources defining market competitiveness:
https://rewards.aon.com/en-us/insights/compensation-101/how-much-to-pay-market-benchmarking
https://www.thehumancapitalhub.com/articles/market-salary-everything-you-need-to-know

Wages and Inflation

History of Administrations

Governor Mills has increased wages for state employees by at least 24.1%. Pay growth was just over 10.4% cumulatively over Governor Lepage's eight years as Governor, and 12.5% over Governor Baldacci's eight years. Governor Mills and the Legislature have done the same amount of salary increases for state employees since she assumed office, in less than 5 years, than what happened during the previous 16 years combined.

Below is a history of wage increases over the last three Administrations:

Contracts under Governor John Baldacci

- 2003-2005:   No compensation increases
- 2005-2007:
    - 3 percent increase on 7/1/2005
    - 3 percent increase on 7/1/2006
- 2007-2009:
    - $700 one-time payment on 7/11/2007
    - 2 percent increase on 7/1/2008
    - 4 percent on average increase via salary schedule adjustment 1/1/2009
- 2009-2011:   No compensation increases

Contracts under Governor Paul LePage

- 2011-2013:   No contract
- 2013-2015:
    - 1 percent increase on 9/1/2013
    - 1 percent increase on 7/1/2014
- 2015-2017:
    - 1 percent increase on 10/1/2015
    - 1 percent increase on 7/1/2016
- 2017-2019:

- o 3 percent increase on 1/1/2018
- o 3 percent increase on 1/1/2019

Contracts under Governor Janet Mills

- 2019-2021:
  - o 3 percent increase on 9/1/2019
  - o 4 percent on average increase via salary schedule adjustment 12/31/2020
- 2021-2024:
  - o 2 percent increase on 12/1/2021
  - o $2000 one-time payment on 12/1/2021
  - o $15 minimum wage implemented on 12/15/2021
  - o 4 percent increase on 7/1/2022
  - o 6 percent increase on 10/1/2023 for AFSCME/MSLEA
  - o 6 percent increase on 1/1/2024 for MSEA, MSTA, and FOP plus $800 lump sum
  - o 3 percent increase on 7/1/2024
  - o 4 percent higher new step 9 effective 7/1/2024 which will impact 50+% of employees currently at step 8 who can move to new step 9 on their next anniversary date
  - o $2,000 one-time payment on 10/1/2024

Inflation and Wage Growth

The question of how Maine State Government wages compare to other public sector and private sector wages is a complicated one. Comparing wages across employers is challenging. In order to get an accurate picture, job requirements and skills must be matched – and job titles can differ greatly from one employer to another. There is a geographic component, especially when comparing across states – the cost of living and the cost of labor can vary depending on where an employer is located. And the wage rate is just one piece of the compensation package – one employer may have lower rates than another but offers a more generous benefits package. This includes things like health insurance premiums and retirement contributions made on behalf of the individual by the employer.

There are many different considerations for employers setting wages. The prices of goods and services in one region can be considerably higher (or lower) than in another region. The tightness of the labor market is a factor in setting wages: the fewer workers there are available, the more upward pressure there is on wages as employers compete for a limited talent pool. Available revenues (whether from taxes in the public sector or sales in the private sector) limit the funds available for

wage setting. Some employers may use inflation to calculate cost of living adjustments, but many other employers do not. In some cases, employers may use bonuses or adjustments to benefits packages instead of wage rate increases to provide additional compensation to employees. The State, just like any employer, has to consider the full cost of compensation when setting wage rates. Given limited resources, wage increases must be measured against the cost of other benefits. According to data from the U.S. Bureau of Economic Analysis and the U.S. Bureau of Labor Statistics, in 2023 in Maine (the most recent year available), compensation per job in all industries in state government ownership (including all branches of state government as well as public higher education) was around $91,728, compared to $76,208 across all private ownership employment.

A separate question that arises is whether wages are keeping pace with rising prices. Since the pandemic, the U.S. has experienced a sharp increase in the cost of goods and services, with growth in inflation peaking in summer 2022. While the rate of growth has slowed since then, the cumulative effects are considerable and contribute to a general sense that a dollar isn't going as far as it used to. Cumulatively, prices in July 2024 were 24.1% higher than January 2019 as measured by the U.S. Bureau of Labor Statistics Consumer Price Index.

So, have wages for Maine State Government employees kept pace with inflation? The short answer is yes. Cumulative wage rate increases from January 2019 to July 2024 are 24.1%, which matches inflation during that same period. And this calculation just takes into account the base cost of living pay adjustments – it doesn't include one-time payments, stipends, or adjustments to benefits packages. Once all of these elements are considered, wages have more than kept pace with the highest inflation seen in decades. In addition, many individuals receive merit increases or promotions to higher-paying jobs that provide further financial advancement.

The following tables provide some general context about changes in wage and salary income and compensation per job over time in Maine and in the five comparison states.

The first table looks at growth in total wage and salary income[1], the largest component of state personal income, from 2019 to 2023. Maine's growth of 30.0% was third in the comparison group, behind Idaho and New Hampshire.

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[1] Source: U.S. Bureau of Economic Analysis, table SAINC7N Wages and salaries by NAICS industry; September 27, 2024, release date.

	Total growth in wage and salary income, all sectors, 2019-2023
Maine	30.0%
Idaho	41.2%
Massachusetts	21.0%
New Hampshire	31.1%
Rhode Island	20.8%
Vermont	22.5%

The next tables look at annual compensation per job.[2] Compensation is a more inclusive concept than just wage and salary income – it combines wage and salary income with supplements to wages and salaries. These supplements cover employer contributions for employee pension and insurance funds and government social insurance. As employers make decisions about what wage levels to set, the cost of the benefits they offer are considered as part of the larger compensation package.

Across all sectors, Maine's annual compensation per job increased from $62,724 in 2019 (fifth in the group of comparison states, ahead of Idaho) to $78,578 in 2023 (fourth in the group of comparison states, ahead of Idaho and Vermont). The resulting growth rate of 25.3% was second highest in the group (behind New Hampshire). When looking just at the state government sector, which includes all branches of state government as well as public higher education, Maine increased from $75,411 (fifth, ahead of Idaho) to $91,728 (remaining fifth, ahead of Idaho). The growth of 21.6% in Maine was highest among the comparison states. Finally, when looking just at the private sector, Maine increased from $60,356 (fifth, ahead of Idaho) to $76,208 (fourth, ahead of Idaho and Vermont); the growth rate of 26.3% was second-highest, behind New Hampshire. While the growth rate in the private sector was higher than that for state government in Maine, the actual compensation per job was higher in the state government sector.

Annual compensation per job (total employment), all sectors, current dollars		
	2019	2023	Total growth, 2019-2023
Maine	$62,724	$78,578	25.3%
Idaho	$59,300	$72,958	23.0%
Massachusetts	$94,049	$111,786	18.9%
New Hampshire	$73,891	$93,123	26.0%
Rhode Island	$73,349	$87,836	19.8%

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[2] Sources: U.S. Bureau of Economic Analysis, table SAINC6N Compensation of employees by NAICS industry (September 27, 2024, release date); and U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages, total employees, all industries. All dollar values are in current dollars, unadjusted for inflation.

| Vermont | $63,847 | $78,247 | 22.6% |

Annual compensation per job (total employment), state government ownership, current dollars		
	2019	2023	Total growth, 2019-2023
Maine	$75,411	$91,728	21.6%
Idaho	$74,906	$83,780	11.8%
Massachusetts	$107,361	$114,640	6.8%
New Hampshire	$86,491	$100,256	15.9%
Rhode Island	$109,022	$128,693	18.0%
Vermont	$82,871	$98,426	18.8%

Annual compensation per job (total employment), private ownership, current dollars		
	2019	2023	Total growth, 2019-2023
Maine	$60,356	$76,208	26.3%
Idaho	$56,441	$70,228	24.4%
Massachusetts	$92,792	$111,867	20.6%
New Hampshire	$72,858	$92,894	27.5%
Rhode Island	$68,224	$82,231	20.5%
Vermont	$60,750	$74,865	23.2%

Report Methodology

Benchmark Classification Selection

Benchmark classifications were selected from each of the five bargaining agents representing bargaining unit classifications in Maine State Government. The bargaining agents are as follows:

- Maine Service Employees Association ("MSEA")
- American Federation of State, County, and Municipal Employees ("AFSCME")
- Maine State Troopers Association ("MSTA")
- Maine Fraternal Order of Police ("FOP")
- Maine State Law Enforcement Association ("MSLEA")

Each bargaining agent represents one or more administrative units. They are:

- MSEA
  - Administrative Services
  - Professional/Technical Services
  - Supervisory Services
  - Maintenance and Operations
- AFSCME
  - Institutional Services
- MSTA
  - State Police
- FOP
  - Maine State Law Enforcement Supervisors
- MSLEA
  - Law Enforcement

To adequately represent each bargaining agent's administrative units, 20% of classifications from each administrative unit were selected. After establishing the total number of classifications comprising 20% of each administrative unit, half of the classifications were selected based on highest position count and the other half were selected based on highest stipend amount. This dual approach allowed the study to focus on classifications with the highest potential impact to state employees while also addressing classifications that where likely assigned stipends due to known recruitment, retention, or other issues. Further refinements were made to address tie-breaks and classification series scenarios:

- For multiple classifications with the same position count and stipend amount, the classification with the older job evaluation date was selected.
- If the classification was part of a job series consisting of 3 classifications within the same administrative unit (i.e. Office Associate I, Office Associate II, Office Associate II Supervisor), the middle classification was selected to be representative of the series.

- If the classification was part of a job series consisting of 2 classifications within the same administrative unit (i.e. Hospital Nurse II and Hospital Nurse III), the classification with the highest position count was chosen to be representative of that series.
- For classifications that had similar titles and descriptions across all administrative units (i.e. Boiler Engineer and Correctional Boiler Engineer), the classification featuring a broader job description was selected.

Geographical Adjustments

There are differences in living costs, labor market conditions, and purchasing power across regions. When comparing salary ranges across different regions, it is important to make geographic adjustments to more accurately reflect how the salaries compare. There are generally two different ways to do this – either through cost-of-labor adjustments or through cost-of-living adjustments. Both have been used in State Government market pay studies – for example, Oregon's 2022 study used cost of labor, while Washington's 2022 study used cost of living.

Cost-of-Labor Adjustment vs. Cost-of-Living Adjustment

Cost-of-living adjustments use Regional Price Parities (RPP) and focus on the relative cost of goods and services in different regions, which directly impacts an employee's purchasing power. This approach helps account for differences in housing, healthcare, food, and transportation costs, which vary widely between locations. Using RPP adjustments can help ensure that pay rates are fair and competitive based on local economic conditions. Since RPP focuses on the cost of items and services people regularly purchase, it more directly impacts employees' day-to-day financial decisions. This can make it more meaningful for employees, especially when trying to ensure equitable compensation across diverse regions. Another way to compare wages across states are cost-of-labor adjustments. These adjustments are focused on wages paid by firms (and not the costs of goods and services purchased by employees). Said another way, they look at how much companies pay for specific jobs in different regions. It's based on supply and demand for labor in the local job market. This study uses RPP adjustments to ensure wages reflect the local prices of housing, food, healthcare and other essential goods and services, offering a clearer comparison of purchasing power across different states (especially during periods of high inflation).

Methodology for Geographic Adjustments

To adjust wages for geographic cost-of-living differences, this study uses the 2022 RPP, published by the U.S. Bureau of Economic Analysis (BEA). The RPP reflects the cost of goods and services in a region relative to the U.S.: Maine's RPP of 100.8 indicates a cost of living slightly above the national average. A value of 100 indicates a cost of living equal to the national average. Maine and each comparison state's RPP are highlighted in the table below along with the cost-of-living adjustment (COLA) factor and percentage difference relative to Maine. The following formulas are used to calculate the COLA factor and adjust wages in comparison states, so they are comparable to Maine:

COLA Factor = RPP of Maine / RPP of comparison region

COL Adjusted Income = Comparison region income * COLA factor

2022 Regional Price Parities (RPP), Cost of Living Adjustment (COLA) Factor, and Percentage Difference Relative to Maine			
Region	RPP (All Items)	COLA Factor	Percentage Difference
Maine	100.8	1.00	0.0%
Idaho	91.8	1.10	9.8%
Massachusetts	109.4	0.92	-7.9%
New Hampshire	107.6	0.94	-6.3%
Rhode Island	104.7	0.96	-3.7%
Vermont	101.1	1.00	-0.3%

Source: 2022 BEA Regional Price Parities (https://www.bea.gov/news/2023/real-personal-consumption-expenditures-state-and-real-personal-income-state-and)

As an example, Maine's RPP is 100.8 and Rhode Island's RPP is 104.7, making the COLA Factor 0.96. An annual salary of $50,000 in Rhode Island would be adjusted to $48,137.54 in Maine to maintain equivalent purchasing power. This can be expressed in percentage terms to tell us how much more or less expensive one state is compared to another. In other words, for wages in Rhode Island to have the same purchasing power as Maine, the wage for a given occupation in Rhode Island is adjusted *downwards* by 3.7%.

Conversely, with Idaho's RPP of 91.8, the COLA Factor is 1.10, meaning a $50,000 salary in Idaho is the equivalent of $54,901.96 in Maine. In order to compare wages in Idaho to Maine, the wage for a given job title in Idaho is adjusted *upwards* by 9.8% to have the same purchasing power as Maine.

No geographic adjustments were made to either the federal comparisons or to any local (county or city) comparisons. At a sub-state level, the RPP are only available based on Metropolitan Statistical Areas, which encompass multiple counties in Maine. Additionally, the State of Maine has both jobs and workers located in every county within the state, making geographic adjustments less meaningful at a sub-state level.

Data Sufficiency Requirement

To meet data sufficiency requirements, selected benchmark classifications were required to meet a threshold of five (5) matches across all selected comparators, meaning a comparable job title from at least five (5) of the listed peer employers (see page 22) was able to be matched to the State of Maine's classification description Benchmark classifications with fewer than five (5) job matches were excluded from the analysis and thus are not represented in competitiveness calculations reporting.

Job Matching

To achieve a job match, comparable job titles from peer employers needed to achieve a 2/3 match to the State of Maine's job classification specification, meaning the peer employers' job description matched 2/3 of the State of Maine's job duties; tasks; knowledge, skills, and abilities; minimum qualifications; and licensure/certification requirements. To assist peer employers with this task, the provided survey featured a job summary consisting of a job description and qualifications, along with a link to the State of Maine's full job classification specification. For published data sources, the Team applied the same matching standard to compare published data source classifications to the State of Maine classification specifications. Matches were defined as finding a job match to the State of Maine's selected classification with at least five (5) peer employers.

Data Integrity

For this study, data sources represent five (5) custom surveys sent to peer employers and two (2) published survey data sources, for a total of seven (7) potential sources of information. The Compensation and Classification Team reviewed survey responses for validity and, when appropriate, contacted the peer employers for clarifying information regarding job titles, descriptions, pay, and stipends. For published data sources, the BHR analysts were responsible for matching a selected

amount of benchmark classifications. Any classifications that could not produce a match or needed to be reviewed for validity were brought to group consensus, producing a final decision.

Data Sources

Peer Employers

The following peer employers were selected to gather market data from:

State of New Hampshire	Private Sector Employers in Maine	City of Augusta, ME
State of Massachusetts	Federal Government in Maine	City of Bangor, ME
State of Vermont	Cumberland County, ME	City of Lewiston, ME
State of Rhode Island	Kennebec County, ME	City of Portland, ME
State of Idaho	Penobscot County, ME	City of South Portland, ME

Survey

The Team developed a customized market survey document that was distributed to the five (5) state government peer employers and three (3) county governments in the State of Maine. The survey included questions on employee benefits and telework practices, general classification and compensation structural information, base hourly pay ranges, and stipends. The table below identifies which peer employers responded to the survey:

Employer	Responded to Survey
State of Idaho	x
State of Massachusetts	x
State of New Hampshire	x
State of Rhode Island	✓
State of Vermont	✓
Cumberland County, ME	x
Kennebec County, ME	✓
Penobscot County, ME	✓

The Team made extensive efforts to get responses from the nonresponding states, including making them aware in advance of the upcoming study, offering to assist with the filling out of the surveys, and following up directly with phone calls, emails, and certified mail. Despite these attempts,

Massachusetts, New Hampshire and Idaho did not have the capacity to respond or chose not to. Notwithstanding the lack of participation, the Team was pleased with the overall responses received, and experienced similar participation levels as compared to what the Segal group experienced in 2020. In the 2020 market pay study conducted by Segal, only Rhode Island, Vermont and Massachusetts responded to the survey, while Connecticut and New Hampshire did not. Connecticut data was omitted from the final report and Segal was able to populate data for New Hampshire, meaning they gathered the information directly from New Hampshire and entered the data themselves. Although Massachusetts did respond to the Segal survey, only roughly 50% of the classifications matched with the State of Maine's classifications.

State of Maine Populated

Throughout the data gathering process, there were no matches to many of the State of Maine's State Police classifications. Knowing this information exists through previous research, the BHR Compensation and Classification team gathered compensation information from municipal police departments through updated contracts provided by State Police through their connections with these agencies.

The BHR Compensation and Classification team researched benefits and telework information for states and counties that were not responsive to the survey. Any additional information that was gathered through this research was provided.

Published Data

Published data sources provide compensation information for both private and public sector industries. As some states were unresponsive to the survey, published data was utilized to establish the market competitiveness of these important peer organizations. In addition, published data was used to inform overall market competitiveness within the public and private sector industries for all selected locations, including Maine. Similar to the 2020 Report done by Segal, without this purchased data, the State of Maine would not be able to represent the private sector data. The following published data sources, also used in the 2020 study, were utilized for this study:

Salary.com/CompAnalyst

Salary.com is a compensation management services provider and is the developer of CompAnalyst, a comprehensive software tool that provides access to HR-reported

compensation data. CompAnalyst purchases third-party surveys to receive compensation data for thousands of job titles. This data is 100% human resources reported and all surveys purchased have a World at Work certification. CompAnalyst updates their data monthly to accurately reflect the current job market. Data collected represents the 10th, 50th, and 90th percentiles of the reported annual salary range. Data was effective as of June 11, 2024. Survey data collected from CompAnalyst for this study included the following:

- Private sector employers in the states of Maine, New Hampshire, Massachusetts, Vermont, Rhode Island, and Idaho.
- Municipal governments in the State of Maine, which included five cities.
- Government industries in the states of Maine, New Hampshire, Massachusetts, Vermont, Rhode Island, and Idaho.

Economic Research Institute (ERI)

 ERI is a salary assessor tool that gathers compensation data from thousands of job titles. This data is employer-reported compensation data. ERI updates their data twice each quarter. Data collected represents the 10th, 50th, and 90th percentiles of the reported annual salary range. Data was effective as of July 24, 2024. Survey data collected from ERI for this study included the following:

- Private sector employers in the states of Maine, New Hampshire, Massachusetts, Vermont, Rhode Island, and Idaho.
- Government industries in the states of Maine, New Hampshire, Massachusetts, Vermont, Rhode Island, and Idaho.
- Federal government in the State of Maine.

Benchmark Job Titles

Using the reported methodology for classification selection, the Compensation and Classification team identified 154 classifications in the following 17 job families to be researched in this study. A job family is defined as a group of positions/jobs that involve work within the same functional occupation and have related core knowledge and is an industry standard way of grouping similar jobs for comparison. As a result of the job match efforts, out of the 154 classifications, 74

classifications representing approximately 4,354 positions were able to be matched. Statistics in this report will apply to this dataset, which represents approximately 33 percent of total headcount and FTE positions in Maine state government. Of these 74 classifications, 57 classifications are in a job series, which represents an additional 269 classifications representing approximately 9,420 positions.

Administrative

Classification	Match Y/N
Clerk IV	N
Office Assistant II	Y
Office Associate II	Y
Office Specialist I	Y
Secretary Associate Legal	N

Communications

Classification	Match Y/N
Emergency Communication Specialist	Y
Emergency Communication Specialist - Lead	N
Emergency Communication Specialist - Supervisor	Y
Emergency Dispatch Systems Administrator	N

Corrections

Classification	Match Y/N
Correctional Captain	Y
Correctional Officer	N
Correctional Sergeant	N
Juvenile Community Corrections Officer	N
Juvenile Program Worker	N

Customer Service

Classification	Match Y/N
Customer Rep Assistant I	Y

Classification	Match Y/N
Customer Rep Associate II	Y
Customer Rep Specialist – MV Branch	N

Education

Classification	Match Y/N
Education Specialist III	N

Financial

Classification	Match Y/N
Accounting Assistant Technician	Y
Accounting Technician	Y
Staff Accountant	Y

Healthcare

Classification	Match Y/N
Hospital Nurse III	Y
Hospital Nurse IV	Y
Licensed Practical Nurse	Y
Mental Health Worker I	N
Mental Health Worker II	Y
Nursing Education Consultant	N
Occupational Therapy Assistant	Y
Psychologist III	Y
Public Health Nurse Consultant	N
Public Health Nurse Supervisor	N
Public Health Nurse II	N

Information Technology

Classification	Match Y/N
Agency Application Architect	Y
Business Systems Administrator	Y
Computer Operations Assistant Manager	Y

Computer Programmer	Y
Database Administrator	Y
Database Analyst	Y
Information System Security Analyst	Y
Information System Support Specialist II	Y
IT Business Analyst	Y
Information Technology Consultant	Y
OIT Program Manager	N
Senior Programmer Analyst	Y
Senior Technical Support Specialist	N
Systems Analyst	Y
Systems Group Manager	Y
Systems Section Manager	N
Systems Team Leader	Y
Systems Technical Support Specialist II	N

Labor

Classification	Match Y/N
Lifeguard	N

Law Enforcement

Classification	Match Y/N
Capitol Police Lieutenant	N
Forest Ranger II	N
Game Warden	N
Game Warden Lieutenant	N
Game Warden Sergeant	N
Marine Patrol Officer	N
Marine Patrol Sergeant	N
Probation Officer	Y
State Police Corporal	N
State Police Detective	N
State Police Lieutenant	N
State Police Sergeant	Y
State Police Trooper	Y

Maintenance and Operations

Classification	Match Y/N
Building Custodian	Y
Building Maintenance Superintendent	Y
Correctional Building Maintenance Supervisor	Y
Correctional Plumber Supervisor	Y
Field Heavy Vehicle & Equipment Technician	Y
Inventory & Property Associate II	Y
Maintenance Mechanic	Y
Maintenance Mechanic Supervisor	Y
Parks Maintenance Coordinator	N
Park Ranger	N
Plumber II	Y
Plumbing & Heating technician	N
Transportation Crew Leader	N
Transportation Operations Manager	N
Transportation Worker II	N

Planning/Analysis

Classification	Match Y/N
Comprehensive Health Planner II	Y
Contract/Grant Specialist	Y
Management Analyst II	Y
Senior Planner	N

Regulatory

Classification	Match Y/N
Bank Examiner	N
Claims Adjudicator	N
Consumer Protection Inspector	N
Disability Claims Adjudicator	N
District Tax Audit Manager	N

Classification	Match Y/N
Electrical Inspector	N
Eligibility Specialist	Y
Fraud Investigator	Y
Fuel Inspection Supervisor	N
Fuel Inspector	N
Insurance Company Examiner	N
Insurance Examiner In-Charge	N
Manufactured Housing Inspector	N
Senior Auditor	Y
Senior Insurance Examiner	N
Senior Manufactured Housing Inspector	N
Senior Revenue Agent	Y
Senior Tax Examiner	N
Tax Examiner I	N
Tax Section Manager	Y
UC Eligibility Agent	N

Scientific

Classification	Match Y/N
Biologist II	Y
Chemist III	Y
Environmental Engineer	Y
Environmental Specialist III	Y
Environmental Specialist IV	Y
Inland Fisheries & Wildlife Resource Supervisor	N
Marine Resource Scientist II	N
Marine Resource Scientist III	N
Senior Environmental Engineer	Y
Senior Laboratory Scientist	N

Social Services

Classification	Match Y/N

Classification	Match Y/N
Career Center Consultant	N
Child Protective Services Assistant Program Administrator	N
Child Protective Services Case Aide	N
Child Protective Services Caseworker	Y
Child Protective Services Caseworker Supervisor	N
Child Protective Services Program Administrator	N
Community Care Worker	N
Community Response Worker	N
Family Independence Program Manager	N
Family Independence Unit Supervisor	N
Health Program Manager	N
Human Services Caseworker	Y
Human Services Casework Supervisor	N
Human Services Enforcement Agent	N
Intensive Case Manager	N
Rehab Counselor II	Y
Social Services Program Manager	Y
Social Services Program Specialist II	N
Support Enforcement District Supervisor	N

Technical

Classification	Match Y/N
Assistant Transportation Engineer	Y
Boiler Engineer	Y
Cartographer	Y
Chief Boiler Elevator Inspector	N
Departmental GIS Manager	Y
Elevator Inspector	N
Engineering Aide	Y
GIS Coordinator	N
High Voltage Electrician	Y
High Voltage Electrician Supervisor	Y

Classification	Match Y/N
Mapping and Graphic Arts Specialist II	N
Plant Maintenance Engineer I	N
Plant Maintenance Engineer II	N
Project Manager	Y
Senior Electrical Inspector	N
Senior Plumbing Inspector	N
Senior Technician	Y
Transportation Engineer II	N
Transportation Engineer III	Y

Transportation

Classification	Match Y/N
Ferry Able Seaman	N
Ferry Captain	N
Ferry Engineer	N

Benefits and Telework

Benefits and telework information were collected from peer organizations who participated in the survey, which included the following:

- Kennebec County, ME
- Penobscot County, ME
- State of Rhode Island
- State of Vermont

For peer employers who did not respond to the survey, the State of Maine populated benefits and telework information that was readily available through state and county websites.

Peer organizations were asked the following questions regarding benefits and telework:

1. Do you have employees eligible to telework?
2. On average, how many days per week are employees permitted to telework?
3. On average, annually what percentage of overall contributions does your organization contribute towards employee retirement?

4. On average, what dollar amount does the employer contribute towards health insurance premiums?
5. What is the vacation time provided, in hours, at 1, 5, 10, 15, and 20 years?
6. What is the sick time provided, in hours, at 1, 5, 10, 15, and 20 years?
7. What are the number of paid days for parental leave?
8. What is the number of paid holidays?
9. What are the number of paid days per year and/or per death for bereavement leave?

While the Team collected survey responses regarding health insurance and retirement for other peer employers, the information gathered was not detailed enough to provide a good comparison. Health insurance and retirement plans have many components to them, often with different explanations and variations depending on contracts, income, etc. Developing more comprehensive questions to gather more information for a better understanding of peer employers' health insurance and retirement plans is a goal for this team moving forward. While we cannot provide comparisons, the state of Maine has a comprehensive and competitive benefits package; below is a summary of the State of Maine's health insurance and retirement benefits:

Retirement

- The Maine Public Employees Retirement System governs and serves the needs of the retirement benefits of Maine's Public Employees. The State of Maine contributes on behalf of the employee to the Maine Public Employees Retirement System (MainePERS); employees are vested after 5 years. The Legislature determines the benefit structure for participating employees. Most state employees are covered by our regular retirement plans, but certain bargaining unit employees, given the nature of their jobs, are eligible for a special retirement plan.
- More information about the State's retirement plans can be found here: State-Booklet.pdf (mainepers.org)

Health Insurance

- Health Insurance Coverage: The State of Maine pays 85 to 100 percent of employee-only premiums (at an annual value of $9,893.52 to $11,057.52), depending on salary.

- Health Insurance Premium Credit: Participation decreases employee-paid premiums by 5 percent.

- On November 1, 2023, the Administration proposed to change the active State of Maine Health Plan member salary tiers. Increasing the base levels for each salary tier lowers employee monthly contributions for health coverage.

  - **NEW** Tiering Effective November 1, 2023:
    - Level 1: Base Annual Salary is Equal to or Less Than $50,000 (previously Less than $30,000)
      Level 1 (with the Health Credit) State pays 100% health insurance premium for individuals; or for families (including children) if both parents work for the state

    - Level 2: Base Annual Salary is Between $50,000 – $100,000 (previously Between $30,000 - $80,000
      Level 2 (with the Health Credit) State pays 95% health insurance premium for individuals; or 95.8% for families (including children) if both parents work for the state

    - Level 3: Base Annual Salary is Equal to or More Than $100,000 (was More than $80,000)
      Level 3 (with the Health Credit) State pays 90% health insurance premium for individuals; or 91.6% for families (including children) if both parents work for the state

    - To see more detail on the revised premium rates, based on these adjusted salary tiers visit https://www.maine.gov/bhr/oeh/benefits/som-health-plan/premium-rates.https://www.maine.gov/bhr/oeh/benefits/som-health-plan/premium-rates

Telework

As an unintended silver lining, the pandemic brought learning and adoption of telework on a fast track and as a result, remote work is now a functioning reality with a robust telework policy.

Many positions within Maine state government are well suited to telework, supporting employee wellbeing and productivity simultaneously supporting the needs of the public while protecting State operational and financial interests. Telework has proven to be a valued benefit for the State of Maine workforce.

Peer Employer	Average Number of Days Teleworked Per Week
State of Maine	3
State of Vermont	3
State of Rhode Island	2.5
Penobscot County, ME	Employees not eligible to telework.
Kennebec County, ME	Employees not eligible to telework.

For the State of Maine, as of September 25, 2024, there were 1,503 pending telework requests. These pending requests are likely already teleworking. Out of 11,686 employees, 3,118 (27%) are listed as teleworking partially or full-time. Adding this number to the pending requests brings the total amount of employees teleworking to 4,621(39.5%). For the most up-to-date details on State of Maine telework numbers and estimated savings on drive time, CO_2 emissions, gas, and other expenses visit the Telework Dashboard.

Sick Leave

The State of Maine provides 96 hours of sick leave for employees at 1, 5, 10, 15, and 20 years of service. The State of Rhode Island provides 104 hours of sick leave at 1, 5, 10, 15, and 20 years of service. The State of Idaho provides 96 hours of sick leave at 1, 5, 10, 15, and 20 years of service. The State of New Hampshire provides 120 hours of sick leave at 1, 5, 10, 15, and 20 years of service.

The State of Vermont offers increasing amounts of sick leave with years of service, with the exception of years 10-19 being the same:

- 1 year: 95.94 hours
- 5 years: 120.12 hours
- 10 years: 144.04 hours
- 15 years: 144.04 hours
- 20 years: 167.96 hours

Penobscot County, Kennebec County, and Cumberland County provide a certain amount of sick leave based on their contracts. The hours provided per contract were averaged out to report an average number of sick leave provided to employees in Penobscot and Kennebec County:

- Penobscot: 87.5 hours per year.
- Kennebec: 89.9 hours per year.
- Cumberland County: 180 hours per year.

Vacation

Employer	1 year	5 years	10 years	15 years	20 years
State of Maine	122	133	145	169	192
State of Idaho	148	148	160	172	184
State of Massachusetts	100*	120	160	160	200
State of New Hampshire	96	120	144	168	192
State of Rhode Island	70	105	126	140	182
State of Vermont	96	120	144	159	168
Cumberland County, ME	80	120	160	186	200
Kennebec County, ME*	72	96	120	168	192
Penobscot County, ME	80	120	160	162	198

*Vacation time is represented in hours per year.

*Kennebec County represents an average of their unionized and nonunionized employees.

*Massachusetts employees receive 80 hours for bargaining unit employees at year 1 where managers and confidential employees receive 120. This was averaged for year 1 to represent 100 hours.

Holidays

Employer	Number of Paid Holidays
State of Maine	13
State of Idaho	11
State of Massachusetts	12
State of New Hampshire	10
State of Rhode Island	11 (plus election day every other year)
State of Vermont	11 (12 for Corrections Bargaining Unit)
Cumberland County	13
Kennebec County	13
Penobscot County	13

The State of Maine is the most competitive among other State Governments for number of paid holidays provided and is comparable to county governments in the State of Maine.

Paid Parental Leave

Out of the 9 peer employers (including the State of Maine), only 3 offer paid parental leave. These include the State of Maine, Idaho, and Penobscot County. Below is a representation of how many paid parental leave days are offered among peer employers:
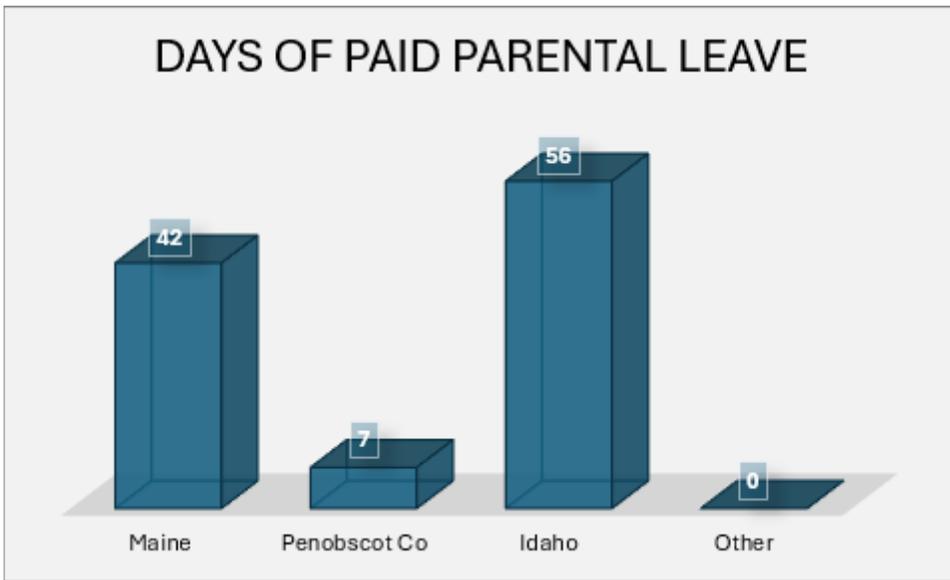
The 'Other' category represents the peer employers who do not offer paid parental leave. This includes Cumberland County, Kennebec County, Massachusetts, New Hampshire, Rhode Island, and Vermont.

Bereavement Leave

See table on next page

	Maine	Cumberland County	Idaho*	Kennebec County	Massachusetts	New Hampshire*	Penobscot County	Rhode Island	Vermont*
PARENT	40 Hours	40 Hours	NA	40 Hours*	32 Hours*	NA	40 Hours	32 Hours	NA
STEPPARENT	40 Hours	40 Hours*	NA	24 Hours*	32 Hours*	NA	40 Hours	32 Hours	NA
SIBLING	40 Hours	40 Hours*	NA	40 Hours*	32 Hours*	NA	40 Hours	32 Hours	NA
STEPSIBLING	40 Hours	40 Hours*	NA	NA	NA	NA	40 Hours	32 Hours	NA
GRANDPARENT	40 Hours	24 Hours	NA	24 Hours*	32 Hours*	NA	24 Hours	24 Hours	NA
BIOLOGICAL CHILD	40 Hours	40 Hours	NA	40 Hours*	56 Hours*	NA	40 Hours	32 Hours	NA
STEPCHILD	40 Hours	40 Hours	NA	40 Hours**	56 Hours**	NA	40 Hours	32 Hours**	NA
GRANDCHILD	40 Hours	24 Hours	NA	NA	32 Hours*	NA	40 Hours	24 Hours	NA
SPOUSE	40 Hours	40 Hours	NA	40 Hours*	56 Hours*	NA	40 Hours	32 Hours	NA

*The states of Idaho, New Hampshire, and Vermont do not offer paid bereavement leave as a separate leave category. These employers allow their employees to use sick leave or other accrued leave for the purpose of bereavement.

*For Cumberland County, stepparent, sibling and stepsibling of the employee qualify for 24 or 40 hours of bereavement leave depending on the contract.

* For Kennebec County, spouse, child, parent and sibling of the employee qualify for 40 or 41.25 hours of bereavement leave and stepparent and grandparent of the employee qualify for 24 to 24.75 hours of bereavement leave depending on the contract. No leave is provided for stepsibling or grandchild.

     ** Kennebec County provides 40 or 41.25 hours of bereavement leave for a stepchild living in the household.

*For Massachusetts, spouse and child qualify for 56, 58.8, or 74.2 hours of bereavement leave and parent, stepparent, sibling, grandparent, and grandchild qualify for 32, 33.6, or 42.4 hours of bereavement leave depending on the contract. No leave is provided for stepsibling.

     ** Massachusetts provides 56 hours of bereavement leave for a stepchild living in the household or 32 hours of bereavement leave for a stepchild, depending on the contract.

** Rhode Island provides 32 hours of bereavement leave for a stepchild living in the household.

Details further explaining bereavement leave are provided below:

    The State of Maine also offers 40 hours paid bereavement leave for the following covered relatives of the employee

- Significant other, guardian, ward, co-parent of shared minor child(ren)

The State of Maine also offers 40 hours of paid bereavement leave for the following covered relatives of the employee's spouse or significant other:

- Child, grandchild, parent, stepparent, and sibling.

    The State of Idaho allows employees to use 5 days, counted against sick leave, for the following relationships:

- Spouse, child, foster child, parent, sibling, grandparent, grandchild, or the same relation by marriage or legal guardian.

The State of Vermont allows employees to use 3-10 days of sick leave for the following relationships:

- Parent, spouse, grandparent, child, sister, parent-in-law, grandchild, foster child, or stepchild who live with the employee, any family member for whom the employee is primarily responsible to either provide care or arrange healthcare for, and any person residing with the employee. The number of days and relationship covered varies by contract.

The State of Idaho allows employees to use 5 days, counted against sick leave, for the following relationships:

- Spouse, child, foster child, parent, sibling, grandparent, grandchild, or the same relation by marriage or legal guardian.

The State of Rhode Island also offers bereavement leave for the following relationships:

- 24 hours for mother-in-law, father-in-law, any relative living in the household; 8 hours for brother-in-law, sister-in-law, aunt, uncle, niece, nephew, and cousin.

The State of Massachusetts also offers bereavement leave for the following relationships, depending on contract:

- 32 or 56 hours for a foster child; 32 hours for the child of a spouse, and stepchild not living in the household; 32, 33.6 or 42.4 hours for the parent of a spouse, parent of child or spouse or person living in the household, person for whom the employee is a legal guardian, or person living in the household; and 8 hours for grandchild of spouse, brother-in-law, sister-in-law, grandparent-in-law, grandchild-in-law, spouse of employee's brother, spouse of employee's sister, spouse of employee's spouse's brother, and spouse of employee's spouse's sister.

The State of New Hampshire allows employees to use 5 days, counted against sick leave, for the following relationships:

- Spouse, children, the minor or dependent children of the spouse, mother-in-law, father-in-law, parents, stepparents, stepchildren, stepbrother, stepsister, foster child, grandparents, grandchildren, brothers, sisters, legal guardian, daughter-in-law, and son-in-law. This definition may be expanded to include other persons at the discretion of a requesting employee's supervisor on a case-by-case basis.

Cumberland County also offers bereavement leave for the following relationships, depending on contract:

- 40 hours for domestic partner;16 or 24 hours for mother-in-law, father-in-law, son-in-law, daughter-in-law, brother-in-law and sister-in-law ;16 hours for aunt and uncle, 8 hours for niece, nephew, cousin; and 4 or 8 hours for any person with whom had a close personal relationship.

Kennebec County also offers bereavement leave for the following relationships, depending on contract:

- 40 to 41.25 for domestic partner; 24 to 24.75 hours for stepchild not living in the household, foster parents, parents-in-law, brother-in-law, sister-in-law, and housemate or roommate living with the employee on a permanent basis; 16.5 hours for aunt, uncle, niece, nephew, cousin, if raised by the employee; and 8 hours for aunt, uncle, niece, nephew, and cousin.

Penobscot County also offers bereavement leave for the following relationships:

- 40 hours for step grandparents and step grandchildren; and 24 hours for mother-in-law and father-in-law, brother-in-law, sister-in-law and grandparent-in-law; and 8 to 24 hours for family-like relationships at the manager's discretion.

Additional Benefits

In addition to the benefits listed above, the State of Maine also provides the following:

- Dental Insurance: The State of Maine pays 100 percent of employee-only dental premiums (an annual value of $350.40).
- Retirement Plan: The State of Maine contributes on behalf of the employee to the Maine Public Employees Retirement System (MainePERS); employees are vested after 5 years.
- Gym Membership Reimbursement: State employees can improve overall health with regular exercise and receive up to $40 per month to offset this expense.
- Health and Dependent Care Flexible Spending Accounts: State employees can set aside money pre-tax to help pay for out-of-pocket health care expenses and/or daycare expenses.
- Public Service Student Loan Forgiveness: The State of Maine is a qualified employer for this federal program. State employees are also eligible for the Student Loan Repayment Tax Credit, which provides an annual refundable tax credit of up to $2,500 if you are an eligible Mainer

who is repaying student loans, are working at least part time, and live in Maine, with a lifetime cap of $25,000.

- Living Resources Program: State employees can navigate challenging work and life situations with our employee assistance program.
- Voluntary Deferred Compensation: State employees save additional pre-tax funds for retirement in a MaineSaves 457(b) account through payroll deductions.
- Additional generous wellness benefits for State employees are outlined at the Office of Employee Health and Wellness.
- Telework Opportunities
- Life Insurance Premiums
- Tuition Reimbursement
- On the job training
- Longevity Pay: Improved to impact employees with fewer years of service and to better recognize and reward the contributions of more seasoned employees.

YEARS OF SERVICE	LONGEVITY PAY Pre 2019	LONGEVITY PAY 2020	LONGEVITY PAY 2024
5			$.10 / hour
10		$.20 / hour	$.20 / hour
15	$.30 / hour	$.30 / hour	$.30 / hour
20	$.40 / hour	$.40 / hour	$.40 / hour
25	$.50 / hour	$.60 / hour	$.60 / hour
30			$.70 / hour

Compensation Information

Salary Step and Range Information

State and county government survey data for this study has been organized according to minimum (min), midpoint (mid), and maximum (max) annual salaries. For the State of Maine, the minimum represents step 1 in the pay range, the midpoint represents step 5, and the maximum represents step 9. There is only one selected classification, State Police Sergeant, that has 8 steps in their pay range. The midpoint is represented in this classification by the arithmetic mean of the two numeric middle steps of the pay range, steps 4 and 5.
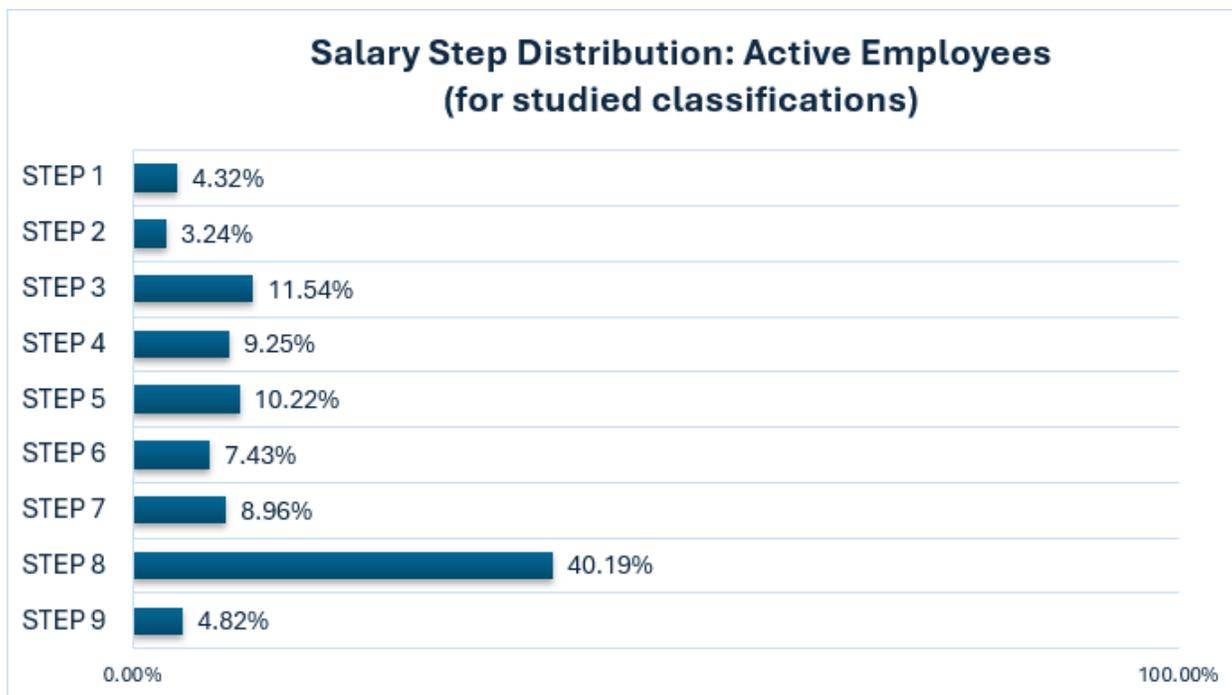
For the purpose of this study, it should be noted that for most of the State of Maine's classifications included in the study, the pay ranges consist of 9 steps and for an employee hired at

step 1 (note: not all positions are filled at step 1 due to granted hiring step exceptions and promotions with a 7% promotion rule), it would take 8 years to reach the ninth step at a normal rate of merit increases. The classification of State Police Sergeant is an exception with 8 steps on the pay range; and although these Sergeants may progress to the next step with an annual merit, because Sergeant positions are filled by promotion from within the ranks and a 7% promotional rule is in place, most Sergeants are hired near or at the top step.

The State of Vermont pay range consists of 15 steps and takes 24 years to advance through completely. The State of Rhode Island's pay range, depending on the classification, consists of 4 or 5 steps and takes 3.5 to 4.5 years to reach the final step (with the exception of their Licensed Practical Nurse classification. This classification has 19 steps in the pay range and takes 18.5 years to advance through completely).

Penobscot County's pay range consists of 8 steps and takes 8-10 years to reach the final step depending on the classification, and Kennebec County's pay range has 16 steps and advances through the range on an annual basis. Published survey data does not provide a pay range.

It is important to note that of the 74 classifications that were matched in this study, 40.19% of employees in those classifications are at step 8 in their pay range and 4.82% are at step 9 in their pay range. The State of Maine added step 9 to the pay range on July 1, 2024. Therefore, employees currently at step 8 will likely go to step 9 during the July 1, 2024 to July 1, 2025 time period on their annual performance review date. (See graph below for salary step distribution of active employees for matched classifications).

Salary Step Distribution: Active Employees (for studied classifications)

Step	Percent
STEP 1	4.32%
STEP 2	3.24%
STEP 3	11.54%
STEP 4	9.25%
STEP 5	10.22%
STEP 6	7.43%
STEP 7	8.96%
STEP 8	40.19%
STEP 9	4.82%

Authorization to Hire Above Step 1

It is important to note that although all salary ranges begin with a step 1, not all employees are hired at step 1. For example, consistent with existing contract language, the classifications of Building Custodian and Engineering Aide, included in this study, currently start at step 2. Under the same contract language, other classifications not included in the study also start above step 1. Exceptions are regularly sought and granted to hire above step 1 due to the exceptional qualifications of the candidate or the inability to fill a position at step 1. Additionally, there are classifications that have been approved for 'blanket authority' to hire above step 1. Of the 74 matched classifications included in this report, there are 11 blanket authorizations in place to hire 10 classifications above step 1:

- Correctional Officer: Step 3
- Customer Representative Associate II:
    - Customer Rep Associate II's at the Ferry Service start on step 7; and
    - Customer Rep Associate II's at Motor Vehicle start on step 3.
- Eligibility Specialist: Step 4
- Emergency Communication Specialist: Step 2
- Field Heavy Vehicle & Equipment Technician: Step 6
- Licensed Practical Nurse: Step 7
    - A new employee in this classification can be placed on any step up to step 7
- Rehabilitation Counselor II: Step 3 Matrix
    - Minimum starting step is step 3; and
    - A Matrix for Rehabilitation Counselor II specifies the starting step for an employee based on the applicant's qualifications if above the starting step of step 3.
- Senior Auditor: Step 4 Matrix
    - Minimum starting step is step 4; and
    - A Matrix for Senior Auditor specifies the starting step for an employee based on the applicant's qualifications if above the starting step of step 4.
- Senior Revenue Agent: Step 8
- Tax Section Manager: Step 8

Calculations

Annual salaries were calculated using the base hourly rate for the classification; adding on any recruitment, retention, or market adjustment stipends and rounding to the nearest cent; and then multiplying this sum by the number of hours worked annually. The states of Maine and Vermont and Penobscot and Kennebec County government classifications work 2080 hours annually (40 hours per week). Rhode Island State Government classifications, depending on the classification, work 1820 hours annually (35 hours per week) or 2080 hours annually (40 hours per week).

Third party state, municipal, private sector, federal government, and public sector data has been organized according to minimum, midpoint, and maximum annual salaries represented by the 10th, 50th, and 90th percentiles according to aggregated data sourced from two separate survey providers. Data was collected as an annual rate and is assumed to represent a 40-hour workweek.

Data

The following data is presented by bargaining unit. The only bargaining unit not represented in this data set, as there were no matches to any data, is FOP's Maine State Law Enforcement Supervisors. Data is organized and presented by the average of survey responses, public sector data, and private sector data. Survey responses represent the four peer employers who responded to the custom survey, which included the states of Rhode Island and Vermont, and the Counties of Kennebec and Penobscot in Maine. Public sector data represents public sector data gathered from published survey sources for the states of Idaho, New Hampshire, Massachusetts, Rhode Island, and Vermont; federal government data; and municipal government data from Augusta, Bangor, Lewiston, Portland, and South Portland. All public sector data was collected from published survey sources. Private sector data represents private sector in the states of Idaho, New Hampshire, Massachusetts, Rhode Island, and Vermont. Private sector data was collected from published data sources. A more comprehensive breakdown of data utilized for this study is provided as an attachment to this report.

The table below represents the average min-point, mid-point, and max-point for all classifications in each bargaining unit, and where they fall as a percentage of market value. This data is rounded up or down using normal rounding rules to the nearest dollar or percentage. Anything below 95% of market value is highlighted in red. Anything competitive with market value (which was previously identified as 95%-105%) is highlighted in blue. Anything over 105% is highlighted in green.

Bargaining Unit	Min	Mid	Max
Administrative Services - Overall Average	**$41,116**	**$48,747**	**$57,369**
State of ME as a % of Market Avg	*88%*	*93%*	*93%*
Professional & Technical Services - Overall Average	**$65,620**	**$80,033**	**$95,662**
State of ME as a % of the Market Avg	*90%*	*87%*	*85%*
Institutional Services - Overall Average	**$41,394**	**$48,975**	**$57,160**
State of ME as a % of Market Avg	*113%*	*108%*	*106%*
Supervisory Services - Overall Average	**$72,309**	**$90,106**	**$110,063**
State of ME as % of Market Avg	*91%*	*88%*	*84%*
Operations & Maintenance - Overall Average	**$49,299**	**$60,594**	**$73,034**
State of ME as a % of Market Avg	*81%*	*77%*	*75%*
Law Enforcement - Overall Average	**$54,543**	**$66,007**	**$77,471**
State of ME as a % of Market Avg	*102%*	*98%*	*98%*
State Police - Overall Average	**$69,642**	**$79,165**	**$89,464**
State of ME as a % of Market Avg	*108%*	*112%*	*113%*

Compared to the 2020 Report, all bargaining units have increased as a percentage of the market average except for Operations and Maintenance, which has decreased. Using the methodology in classification selection and the job matching requirement, many of the trade classifications were selected for this study within the Maintenance and Operations bargaining unit. Overall, classifications selected and matched in this study differ from what was selected and matched in 2020, therefore showing a different average.

Administrative Services

State of Maine	Min	Mid	Max
Accounting Assistant Technician	**$37,024**	**$45,074**	**$53,290**
Avg of Survey Responses	**$44,286**	**$51,789**	**$60,031**
State of ME as a % of Market Avg	**84%**	**87%**	**89%**
Avg of Public Sector Data	**$35,819**	**$43,246**	**$51,252**
State of ME as a % of Market Avg	**103%**	**104%**	**104%**

Avg of Private Sector Data	$38,853	$46,226	$53,424
State of ME as a % of Market Avg	95%	98%	100%
Overall Average (numbers above)	*$39,653*	*$47,087*	*$54,902*
State of ME as a % of Market Avg	*93%*	*96%*	*97%*

Customer Rep Assistant I	**$31,200**	**$35,443**	**$40,227**
Avg of Survey Responses	$38,454	$40,723	$43,812
State of ME as a % of Market Avg	81%	87%	92%
Avg of Public Sector Data	$31,205	$36,645	$43,510
State of ME as a % of Market Avg	100%	97%	92%
Avg of Private Sector Data	$32,963	$38,591	$45,219
State of ME as a % of Market Avg	95%	92%	89%
Overall Average	*$34,207*	*$38,653*	*$44,180*
State of ME as a % of Market Avg	*91%*	*92%*	*91%*

Customer Rep Associate II	**$35,984**	**$43,805**	**$51,813**
Avg of Survey Responses	$44,559	$46,644	$49,307
State of ME as a % of Market Avg	81%	94%	105%
Avg of Public Sector Data	$36,426	$43,850	$53,482
State of ME as a % of Market Avg	99%	100%	97%
Avg of Private Sector Data	$39,594	$47,629	$57,256
State of ME as a % of Market Avg	91%	92%	90%
Overall Average	*$40,193*	*$46,041*	*$53,348*
State of ME as a % of Market Avg	*90%*	*95%*	*97%*

Inventory & Property Associate II	**$37,024**	**$45,074**	**$53,290**
Avg of Survey Responses	$49,803	$52,186	$54,569
State of ME as a % of Market Avg	74%	86%	98%
Avg of Public Sector Data	$37,841	$48,155	$59,840
State of ME as a % of Market Avg	98%	94%	89%
Avg of Private Sector Data	$40,627	$51,690	$64,232
State of ME as a % of Market Avg	91%	87%	83%
Overall Average	*$45,215*	*$51,938*	*$59,400*

State of ME as a % of Market Avg	*82%*	*87%*	*90%*

Office Assistant II	**$32,136**	**$37,731**	**$44,491**
Avg of Survey Responses	$42,614	$47,857	$53,806
State of ME as a % of Market Avg	75%	79%	83%
Avg of Public Sector Data	$37,050	$44,470	$53,606
State of ME as a % of Market Avg	87%	85%	83%
Avg of Private Sector Data	$42,032	$50,671	$60,932
State of ME as a % of Market Avg	76%	74%	73%
Overall Average	*$40,566*	*$47,666*	*$56,114*
State of ME as a % of Market Avg	*79%*	*79%*	*79%*

Office Associate II	**$35,984**	**$43,805**	**$51,813**
Avg of Survey Responses	$39,817	$50,415	$61,613
State of ME as a % of Market Avg	90%	87%	84%
Avg of Public Sector Data	$40,020	$48,398	$58,066
State of ME as a % of Market Avg	90%	91%	89%
Avg of Private Sector Data	$42,406	$50,643	$59,988
State of ME as a % of Market Avg	85%	86%	86%
Overall Average	*$40,748*	*$49,819*	*$59,889*
State of ME as a % of Market Avg	*88%*	*88%*	*87%*

Office Specialist I	**$39,021**	**$47,632**	**$56,222**
Avg of Survey Responses	$39,817	$50,726	$61,634
State of ME as a % of Market Avg	98%	94%	91%
Avg of Public Sector Data	$46,249	$56,541	$67,301
State of ME as a % of Market Avg	84%	84%	84%
Avg of Private Sector Data	$46,807	$57,168	$68,647
State of ME as a % of Market Avg	83%	83%	82%
Overall Average	*$44,291*	*$54,812*	*$65,861*
State of ME as a % of Market Avg	*88%*	*87%*	*85%*

Secretary Associate Legal	**$40,082**	**$48,818**	**$57,699**
Avg of Survey Responses	$39,360	$45,852	$53,814

State of Maine	Min	Mid	Max
State of ME as a % of Market Avg	102%	106%	107%
Avg of Public Sector Data	$43,062	$54,392	$67,000
State of ME as a % of Market Avg	93%	90%	86%
Avg of Private Sector Data	$49,282	$61,656	$75,600
State of ME as a % of Market Avg	81%	79%	76%
Overall Average	*$43,901*	*$53,967*	*$65,471*
State of ME as a % of Market Avg	*91%*	*90%*	*88%*

Professional/Technical Services

State of Maine	Min	Mid	Max
Accounting Technician	**$36,795**	**$43,222**	**$50,482**
Avg of Survey Responses	$42,511	$49,493	$56,456
State of ME as a % of Market Avg	87%	87%	89%
Avg of Public Sector Data	$38,004	$46,866	$57,174
State of ME as a % of Market Avg	97%	92%	88%
Avg of Private Sector Data	$40,535	$49,988	$60,976
State of ME as a % of Market Avg	91%	86%	83%
Overall Average	*$40,350*	*$48,783*	*$58,202*
State of ME as a % of Market Avg	*91%*	*89%*	*87%*

Agency Application Architect	$71,614	$85,987	$100,526
Avg of Survey Responses	$74,264	$95,686	$117,109
State of ME as a % of Market Avg	96%	90%	86%
Avg of Public Sector Data	$106,687	$124,733	$144,055
State of ME as a % of Market Avg	67%	69%	70%
Avg of Private Sector Data	$115,402	$135,843	$158,076
State of ME as a % of Market Avg	62%	63%	64%
Overall Average	*$98,784*	*$118,754*	*$139,747*
State of ME as a % of Market Avg	*72%*	*72%*	*72%*

Assistant Transportation Engineer	$54,413	$65,208	$76,315
Avg of Survey Responses	$50,390	$59,397	$68,394
State of ME as a % of Market Avg	108%	110%	112%
Avg of Public Sector Data	$49,541	$59,212	$69,048
State of ME as a % of Market Avg	110%	110%	111%
Avg of Private Sector Data	$54,059	$64,611	$75,349
State of ME as a % of Market Avg	101%	101%	101%
Overall Average	*$51,313*	*$61,053*	*$70,907*
State of ME as a % of Market Avg	*106%*	*107%*	*108%*

Business Systems Administrator	$56,264	$67,538	$78,998
Avg of Survey Responses	$58,927	$69,402	$80,236
State of ME as a % of Market Avg	95%	97%	98%
Avg of Public Sector Data	$61,416	$73,239	$86,775
State of ME as a % of Market Avg	92%	92%	91%
Avg of Private Sector Data	$69,202	$82,438	$97,445
State of ME as a % of Market Avg	81%	82%	81%
Overall Average	*$63,182*	*$75,026*	*$88,152*
State of ME as a % of Market Avg	*89%*	*90%*	*90%*

Cartographer	$49,587	$58,406	$68,349
Avg of Survey Responses	$52,053	$66,674	$81,273
State of ME as a % of Market Avg	95%	88%	84%
Avg of Public Sector Data	$53,480	$67,641	$83,847
State of ME as a % of Market Avg	93%	86%	82%
Avg of Private Sector Data	$59,572	$73,784	$90,116
State of ME as a % of Market Avg	83%	79%	76%
Overall Average	$54,897	$69,226	$84,934
State of ME as a % of Market Avg	90%	84%	80%

Child Protective Services Caseworker	$67,288	$77,584	$88,067
Avg of Survey Responses	$60,669	$71,206	$81,744
State of ME as a % of Market Avg	111%	109%	108%

Avg of Public Sector Data	$49,470	$59,688	$70,812
State of ME as a % of Market Avg	136%	130%	124%
Avg of Private Sector Data	$51,530	$61,659	$72,785
State of ME as a % of Market Avg	131%	126%	121%
Overall Average	*$53,890*	*$64,184*	*$75,114*
State of ME as a % of Market Avg	*125%*	*121%*	*117%*

Comprehensive Health Planner II	**$56,264**	**$67,538**	**$78,998**
Avg of Survey Responses	$65,865	$84,550	$103,235
State of ME as a % of Market Avg	85%	80%	77%
Avg of Public Sector Data	$54,767	$73,527	$94,298
State of ME as a % of Market Avg	103%	92%	84%
Avg of Private Sector Data	$56,289	$75,561	$96,916
State of ME as a % of Market Avg	100%	89%	82%
Overall Average	*$58,973*	*$77,879*	*$98,150*
State of ME as a % of Market Avg	*95%*	*87%*	*80%*

Computer Programmer	**$51,522**	**$61,693**	**$72,093**
Avg of Survey Responses	$51,731	$59,965	$69,098
State of ME as a % of Market Avg	100%	103%	104%
Avg of Public Sector Data	$63,482	$77,409	$93,321
State of ME as a % of Market Avg	81%	80%	77%
Avg of Private Sector Data	$76,211	$92,647	$111,192
State of ME as a % of Market Avg	68%	67%	65%
Overall Average	*$63,808*	*$76,673*	*$91,204*
State of ME as a % of Market Avg	*81%*	*80%*	*79%*

Contract/Grant Specialist	**$47,174**	**$56,306**	**$65,832**
Avg of Survey Responses	$59,450	$69,104	$78,758
State of ME as a % of Market Avg	79%	81%	84%
Avg of Public Sector Data	$56,487	$74,481	$100,134
State of ME as a % of Market Avg	84%	76%	66%
Avg of Private Sector Data	$60,087	$77,243	$100,571
State of ME as a % of Market Avg	79%	73%	65%

Overall Average	*$58,675*	*$73,609*	*$93,154*
State of ME as a % of Market Avg	*80%*	*76%*	*71%*

Database Administrator	$71,614	$85,987	$100,526
Avg of Survey Responses	$58,155	$68,001	$78,908
State of ME as a % of Market Avg	123%	126%	127%
Avg of Public Sector Data	$87,078	$105,636	$124,685
State of ME as a % of Market Avg	82%	81%	81%
Avg of Private Sector Data	$96,363	$117,121	$139,055
State of ME as a % of Market Avg	74%	73%	72%
Overall Average	*$80,532*	*$96,919*	*$114,216*
State of ME as a % of Market Avg	*89%*	*89%*	*88%*

Database Analyst	$66,955	$80,434	$94,078
Avg of Survey Responses	$58,399	$74,865	$91,331
State of ME as a % of Market Avg	115%	107%	103%
Avg of Public Sector Data	$79,462	$98,753	$119,374
State of ME as a % of Market Avg	84%	81%	79%
Avg of Private Sector Data	$85,788	$105,831	$127,658
State of ME as a % of Market Avg	78%	76%	74%
Overall Average	*$74,550*	*$93,150*	*$112,788*
State of ME as a % of Market Avg	*90%*	*86%*	*83%*

Departmental GIS Manager	$66,955	$80,434	$94,078
Avg of Survey Responses	$78,594	$91,939	$105,273
State of ME as a % of Market Avg	85%	87%	89%
Avg of Public Sector Data	$90,147	$118,173	$147,677
State of ME as a % of Market Avg	74%	68%	64%
Avg of Private Sector Data	$88,439	$115,680	$144,558
State of ME as a % of Market Avg	76%	70%	65%
Overall Average	*$85,696*	*$108,557*	*$132,453*
State of ME as a % of Market Avg	*78%*	*74%*	*71%*

Eligibility Specialist	$41,267	$48,859	$57,179
Avg of Survey Responses	$52,336	$61,609	$70,862
State of ME as a % of Market Avg	79%	79%	81%
Avg of Public Sector Data	$36,504	$45,546	$55,074
State of ME as a % of Market Avg	113%	107%	104%
Avg of Private Sector Data	$39,435	$48,259	$57,535
State of ME as a % of Market Avg	105%	101%	99%
Overall Average	$42,759	$51,805	$61,157
State of ME as a % of Market Avg	97%	94%	93%

Emergency Communication Specialist	$53,643	$63,523	$74,339
Avg of Survey Responses	$49,274	$62,982	$76,690
State of ME as a % of Market Avg	109%	101%	97%
Avg of Public Sector Data	$34,510	$43,675	$54,781
State of ME as a % of Market Avg	155%	145%	136%
Avg of Private Sector Data	$34,903	$44,169	$55,402
State of ME as a % of Market Avg	154%	144%	134%
Overall Average	$39,562	$50,275	$62,291
State of ME as a % of Market Avg	136%	126%	119%

Environmental Engineer	$57,366	$68,806	$80,434
Avg of Survey Responses	$71,077	$82,009	$92,940
State of ME as a % of Market Avg	81%	84%	87%
Avg of Public Sector Data	$72,970	$89,887	$108,109
State of ME as a % of Market Avg	79%	77%	74%
Avg of Private Sector Data	$83,054	$102,133	$122,740
State of ME as a % of Market Avg	69%	67%	66%
Overall Average	$75,701	$91,343	$107,930
State of ME as a % of Market Avg	76%	75%	75%

Environmental Specialist III	$49,275	$59,072	$69,139
Avg of Survey Responses	$70,003	$81,312	$92,620
State of ME as a % of Market Avg	70%	73%	75%

Avg of Public Sector Data	$63,518	$77,906	$93,713
State of ME as a % of Market Avg	78%	76%	74%
Avg of Private Sector Data	$66,106	$80,860	$97,715
State of ME as a % of Market Avg	75%	73%	71%
Overall Average	*$66,543*	*$80,026*	*$94,683*
State of ME as a % of Market Avg	*74%*	*74%*	*73%*

Fraud Investigator	**$47,174**	**$56,306**	**$65,832**
Avg of Survey Responses	$55,726	$65,643	$75,560
State of ME as a % of Market Avg	85%	86%	87%
Avg of Public Sector Data	$51,139	$64,565	$81,510
State of ME as a % of Market Avg	92%	87%	81%
Avg of Private Sector Data	$57,111	$71,229	$88,635
State of ME as a % of Market Avg	83%	79%	74%
Overall Average	*$54,659*	*$67,146*	*$81,902*
State of ME as a % of Market Avg	*86%*	*84%*	*80%*

GIS Coordinator	**$55,910**	**$66,810**	**$78,083**
Avg of Survey Responses	$57,527	$65,465	$74,457
State of ME as a % of Market Avg	97%	102%	105%
Avg of Public Sector Data	$59,210	$72,422	$88,482
State of ME as a % of Market Avg	94%	92%	88%
Avg of Private Sector Data	$58,707	$71,825	$87,570
State of ME as a % of Market Avg	95%	93%	89%
Overall Average	*$58,444*	*$69,826*	*$83,372*
State of ME as a % of Market Avg	*96%*	*96%*	*94%*

Hospital Nurse III	**$76,502**	**$85,654**	**$96,720**
Avg of Survey Responses	$74,763	$98,982	$123,201
State of ME as a % of Market Avg	102%	87%	79%
Avg of Public Sector Data	$80,947	$93,451	$111,442
State of ME as a % of Market Avg	95%	92%	87%
Avg of Private Sector Data	$86,226	$100,245	$118,662
State of ME as a % of Market Avg	89%	85%	82%

Overall Average	*$80,645*	*$97,559*	*$117,768*
State of ME as a % of Market Avg	*95%*	*88%*	*82%*

Human Services Caseworker	**$55,494**	**$64,626**	**$74,152**
Avg of Survey Responses	$52,619	$56,631	$60,661
State of ME as a % of Market Avg	105%	114%	122%
Avg of Public Sector Data	$49,629	$59,952	$71,389
State of ME as a % of Market Avg	112%	108%	104%
Avg of Private Sector Data	$51,530	$61,659	$72,785
State of ME as a % of Market Avg	108%	105%	102%
Overall Average	*$51,259*	*$59,414*	*$68,278*
State of ME as a % of Market Avg	*108%*	*109%*	*109%*

Information System Security Analyst	**$64,709**	**$77,667**	**$90,854**
Avg of Survey Responses	$79,034	$101,452	$123,870
State of ME as a % of Market Avg	82%	77%	73%
Avg of Public Sector Data	$71,954	$86,592	$103,485
State of ME as a % of Market Avg	90%	90%	88%
Avg of Private Sector Data	$80,043	$96,476	$115,138
State of ME as a % of Market Avg	81%	81%	79%
Overall Average	$77,010	$94,840	$114,164
State of ME as a % of Market Avg	84%	82%	80%

Information System Support Specialist II	**$56,659**	**$67,933**	**$79,518**
Avg of Survey Responses	$53,231	$62,962	$72,693
State of ME as a % of Market Avg	106%	108%	109%
Avg of Public Sector Data	$66,436	$80,396	$95,337
State of ME as a % of Market Avg	85%	84%	83%
Avg of Private Sector Data	$75,249	$91,000	$107,940
State of ME as a % of Market Avg	75%	75%	74%
Overall Average	*$64,972*	*$78,119*	*$91,990*
State of ME as a % of Market Avg	*87%*	*87%*	*86%*

IT Consultant	$77,085	$92,830	$108,701
Avg of Survey Responses	NA	NA	NA
State of ME as a % of Market Avg			
Avg of Public Sector Data	$108,529	$130,618	$156,127
State of ME as a % of Market Avg	71%	71%	70%
Avg of Private Sector Data	$111,153	$134,708	$161,679
State of ME as a % of Market Avg	69%	69%	67%
Overall Average	*$109,841*	*$132,663*	*$158,903*
State of ME as a % of Market Avg	*70%*	*70%*	*68%*

IT Business Analyst	$69,098	$82,763	$96,803
Avg of Survey Responses	$60,529	$70,681	$80,841
State of ME as a % of Market Avg	114%	117%	120%
Avg of Public Sector Data	$83,662	$100,683	$118,708
State of ME as a % of Market Avg	83%	82%	82%
Avg of Private Sector Data	$90,880	$110,535	$131,268
State of ME as a % of Market Avg	76%	75%	74%
Overall Average	*$78,357*	*$93,966*	*$110,273*
State of ME as a % of Market Avg	*88%*	*88%*	*88%*

Licensed Practical Nurse	$45,198	$51,522	$59,134
Avg of Survey Responses	$53,848	$71,479	$89,110
State of ME as a % of Market Avg	84%	72%	66%
Avg of Public Sector Data	$45,108	$53,967	$64,127
State of ME as a % of Market Avg	100%	95%	92%
Avg of Private Sector Data	$48,827	$57,566	$67,392
State of ME as a % of Market Avg	93%	90%	88%
Overall Average	*$49,261*	*$61,004*	*$73,543*
State of ME as a % of Market Avg	*92%*	*84%*	*80%*

Management Analyst II	$51,688	$61,984	$72,467
Avg of Survey Responses	$66,453	$78,431	$90,408
State of ME as a % of Market Avg	78%	79%	80%

Avg of Public Sector Data	$64,209	$77,578	$92,675
State of ME as a % of Market Avg	81%	80%	78%
Avg of Private Sector Data	$70,921	$86,147	$103,245
State of ME as a % of Market Avg	73%	72%	70%
Overall Average	*$67,194*	*$80,718*	*$95,442*
State of ME as a % of Market Avg	*77%*	*77%*	*76%*

Occupational Therapy Assistant	**$40,955**	**$47,382**	**$54,642**
Avg of Survey Responses	$71,610	$76,016	$80,421
State of ME as a % of Market Avg	57%	62%	68%
Avg of Public Sector Data	$54,784	$66,056	$77,627
State of ME as a % of Market Avg	75%	72%	70%
Avg of Private Sector Data	$58,006	$69,181	$80,867
State of ME as a % of Market Avg	71%	68%	68%
Overall Average	*$61,467*	*$70,417*	*$79,639*
State of ME as a % of Market Avg	*67%*	*67%*	*69%*

Psychologist III	**$79,934**	**$93,621**	**$107,411**
Avg of Survey Responses	$70,054	$89,963	$109,851
State of ME as a % of Market Avg	114%	104%	98%
Avg of Public Sector Data	$86,162	$103,809	$125,043
State of ME as a % of Market Avg	93%	90%	86%
Avg of Private Sector Data	$89,462	$108,320	$130,471
State of ME as a % of Market Avg	89%	86%	82%
Overall Average	*$81,893*	*$100,697*	*$121,788*
State of ME as a % of Market Avg	*98%*	*93%*	*88%*

Rehab Counselor II	**$47,174**	**$56,306**	**$65,832**
Avg of Survey Responses	$59,003	$69,069	$79,485
State of ME as a % of Market Avg	80%	82%	83%
Avg of Public Sector Data	$53,668	$68,458	$85,693
State of ME as a % of Market Avg	88%	82%	77%
Avg of Private Sector Data	$54,676	$69,027	$85,649

State of ME as a % of Market Avg	86%	82%	77%
Overall Average	*$55,782*	*$68,851*	*$83,609*
State of ME as a % of Market Avg	*85%*	*82%*	*79%*

Senior Programmer Analyst	$66,955	$80,434	$94,078
Avg of Survey Responses	$74,264	$95,686	$117,109
State of ME as a % of Market Avg	90%	84%	80%
Avg of Public Sector Data	$93,484	$114,777	$136,078
State of ME as a % of Market Avg	72%	70%	69%
Avg of Private Sector Data	$100,590	$123,388	$146,776
State of ME as a % of Market Avg	67%	65%	64%
Overall Average	*$89,446*	*$111,284*	*$133,321*
State of ME as a % of Market Avg	*75%*	*72%*	*71%*

Senior Revenue Agent	$56,174	$67,350	$78,811
Avg of Survey Responses	$53,203	$63,028	$71,966
State of ME as a % of Market Avg	106%	107%	110%
Avg of Public Sector Data	$51,740	$71,062	$87,870
State of ME as a % of Market Avg	109%	95%	90%
Avg of Private Sector Data	$54,441	$74,793	$92,484
State of ME as a % of Market Avg	103%	90%	85%
Overall Average	*$53,128*	*$69,628*	*$84,107*
State of ME as a % of Market Avg	*106%*	*97%*	*94%*

Senior Technician	$56,264	$67,538	$78,998
Avg of Survey Responses	$65,516	$76,298	$87,268
State of ME as a % of Market Avg	86%	89%	91%
Avg of Public Sector Data	$56,595	$75,190	$91,575
State of ME as a % of Market Avg	99%	90%	86%
Avg of Private Sector Data	$69,710	$89,482	$108,290
State of ME as a % of Market Avg	81%	75%	73%
Overall Average	*$64,107*	*$80,440*	*$95,824*
State of ME as a % of Market Avg	*88%*	*84%*	*82%*

Staff Accountant	$43,014	$51,397	$60,070
Avg of Survey Responses	$49,427	$58,122	$66,815
State of ME as a % of Market Avg	87%	88%	90%
Avg of Public Sector Data	$51,547	$61,476	$72,751
State of ME as a % of Market Avg	83%	84%	83%
Avg of Private Sector Data	$56,837	$68,100	$80,989
State of ME as a % of Market Avg	76%	75%	74%
Overall Average	*$52,604*	*$62,566*	*$73,518*
State of ME as a % of Market Avg	*82%*	*82%*	*82%*

Systems Analyst	$66,955	$80,434	$94,078
Avg of Survey Responses	$59,242	$70,302	$81,931
State of ME as a % of Market Avg	113%	114%	115%
Avg of Public Sector Data	$74,410	$88,211	$105,110
State of ME as a % of Market Avg	90%	91%	90%
Avg of Private Sector Data	$85,434	$101,842	$121,257
State of ME as a % of Market Avg	78%	79%	78%
Overall Average	*$73,029*	*$86,785*	*$102,766*
State of ME as a % of Market Avg	*92%*	*93%*	*92%*

Institutional Services

State of Maine	Min	Mid	Max
Correctional Officer	$46,571	$52,811	$60,507
Avg of Survey Responses	$47,619	$55,547	$63,474
State of ME as a % of Market Avg	98%	95%	95%
Avg of Public Sector Data	$40,540	$49,579	$58,763
State of ME as a % of Market Avg	115%	107%	103%
Avg of Private Sector Data	$43,653	$51,116	$59,119
State of ME as a % of Market Avg	107%	103%	102%
Overall Average	*$43,937*	*$52,081*	*$60,452*
State of ME as a % of Market Avg	*106%*	*101%*	*100%*

Mental Health Worker II	$44,242	$50,149	$57,200
Avg of Survey Responses	$45,506	$52,995	$60,474
State of ME as a % of Market Avg	97%	95%	95%
Avg of Public Sector Data	$33,699	$40,443	$48,980
State of ME as a % of Market Avg	131%	124%	117%
Avg of Private Sector Data	$37,388	$44,244	$52,416
State of ME as a % of Market Avg	118%	113%	109%
Overall Average	*$38,864*	*$45,894*	*$53,957*
State of ME as a % of Market Avg	*114%*	*109%*	*106%*

Supervisory Services

State of Maine	Min	Mid	Max
Biologist II	$60,570	$73,112	$85,530
Avg of Survey Responses	$64,676	$75,582	$86,487
State of ME as a % of Market Avg	94%	97%	99%
Avg of Public Sector Data	$60,344	$77,366	$99,039
State of ME as a % of Market Avg	100%	95%	86%
Avg of Private Sector Data	$68,145	$86,045	$108,167
State of ME as a % of Market Avg	89%	85%	79%
Overall Average	*$64,388*	*$79,665*	*$97,898*
State of ME as a % of Market Avg	*94%*	*92%*	*87%*

Building Maintenance Superintendent	$56,950	$68,474	$80,246
Avg of Survey Responses	$63,275	$71,270	$82,503
State of ME as a % of Market Avg	90%	96%	97%
Avg of Public Sector Data	$60,387	$77,018	$95,592
State of ME as a % of Market Avg	94%	89%	84%
Avg of Private Sector Data	$66,388	$83,350	$101,899
State of ME as a % of Market Avg	86%	82%	79%
Overall Average	*$63,350*	*$77,213*	*$93,331*
State of ME as a % of Market Avg	*90%*	*89%*	*86%*

Chemist III	$68,141	$82,306	$96,221
Avg of Survey Responses	$70,003	$81,312	$92,620
State of ME as a % of Market Avg	97%	101%	104%
Avg of Public Sector Data	$71,654	$89,064	$109,151
State of ME as a % of Market Avg	95%	92%	88%
Avg of Private Sector Data	$80,302	$99,597	$121,619
State of ME as a % of Market Avg	85%	83%	79%
Overall Average	$73,986	$89,991	$107,797
State of ME as a % of Market Avg	92%	91%	89%

Computer Operations Assistant Manager	$63,149	$76,232	$89,191
Avg of Survey Responses	$60,451	$64,096	$70,614
State of ME as a % of Market Avg	104%	119%	126%
Avg of Public Sector Data	$64,834	$80,715	$99,611
State of ME as a % of Market Avg	97%	94%	90%
Avg of Private Sector Data	$75,098	$92,764	$112,998
State of ME as a % of Market Avg	84%	82%	79%
Overall Average	$66,794	$79,191	$94,408
State of ME as a % of Market Avg	95%	96%	94%

Correctional Building Maintenance Supervisor	$54,122	$65,395	$76,419
Avg of Survey Responses	NA	NA	NA
State of ME as a % of Market Avg			
Avg of Public Sector Data	$60,387	$77,018	$95,592
State of ME as a % of Market Avg	90%	85%	80%
Avg of Private Sector Data	$66,347	$83,182	$102,016
State of ME as a % of Market Avg	82%	79%	75%
Overall Average	$63,367	$80,100	$98,804
State of ME as a % of Market Avg	85%	82%	77%

Correctional Captain	$51,938	$62,587	$73,237
Avg of Survey Responses	$75,047	$95,004	$113,950
State of ME as a % of Market Avg	69%	66%	64%

Avg of Public Sector Data	$46,003	$58,483	$70,961
State of ME as a % of Market Avg	113%	107%	103%
Avg of Private Sector Data	NA	NA	NA
State of ME as a % of Market Avg			
Overall Average	*$60,525*	*$76,744*	*$92,455*
State of ME as a % of Market Avg	*86%*	*82%*	*79%*

Correctional Plumber Supervisor	**$50,523**	**$60,570**	**$70,866**
Avg of Survey Responses	NA	NA	NA
State of ME as a % of Market Avg			
Avg of Public Sector Data	$56,731	$71,021	$88,137
State of ME as a % of Market Avg	89%	85%	80%
Avg of Private Sector Data	$63,527	$79,087	$97,427
State of ME as a % of Market Avg	80%	77%	73%
Overall Average	*$60,129*	*$75,054*	*$92,782*
State of ME as a % of Market Avg	*84%*	*81%*	*76%*

Emergency Communication Specialist Supervisor	**$64,376**	**$77,418**	**$90,730**
Avg of Survey Responses	$40,711	$49,254	$58,462
State of ME as a % of Market Avg	158%	157%	155%
Avg of Public Sector Data	$56,214	$67,546	$95,899
State of ME as a % of Market Avg	115%	115%	95%
Avg of Private Sector Data	$56,861	$68,326	$97,010
State of ME as a % of Market Avg	113%	113%	94%
Overall Average	*$51,262*	*$61,709*	*$83,790*
State of ME as a % of Market Avg	*126%*	*125%*	*108%*

Environmental Specialist IV	**$59,717**	**$72,155**	**$84,469**
Avg of Survey Responses	$85,262	$90,957	$96,634
State of ME as a % of Market Avg	70%	79%	87%
Avg of Public Sector Data	$63,106	$83,698	$109,566
State of ME as a % of Market Avg	95%	86%	77%

Avg of Private Sector Data	$66,390	$86,198	$110,686
State of ME as a % of Market Avg	90%	84%	76%
Overall Average	*$71,586*	*$86,951*	*$105,629*
State of ME as a % of Market Avg	*83%*	*83%*	*80%*

High Voltage Electrician Supervisor	**$56,493**	**$68,245**	**$79,747**
Avg of Survey Responses	NA	NA	NA
State of ME as a % of Market Avg			
Avg of Public Sector Data	$63,212	$83,673	$111,134
State of ME as a % of Market Avg	89%	82%	72%
Avg of Private Sector Data	$67,188	$88,928	$118,110
State of ME as a % of Market Avg	84%	77%	68%
Overall Average	*$65,170*	*$86,261*	*$114,569*
State of ME as a % of Market Avg	*87%*	*79%*	*70%*

Hospital Nurse IV	**$87,027**	**$98,342**	**$111,571**
Avg of Survey Responses	$83,937	$110,835	$144,799
State of ME as a % of Market Avg	104%	89%	77%
Avg of Public Sector Data	$77,490	$97,612	$119,143
State of ME as a % of Market Avg	112%	101%	94%
Avg of Private Sector Data	$79,192	$97,893	$117,989
State of ME as a % of Market Avg	110%	100%	95%
Overall Average	*$80,207*	*$102,113*	*$127,310*
State of ME as a % of Market Avg	*109%*	*96%*	*88%*

Maintenance Mechanic Supervisor	**$49,795**	**$59,010**	**$69,056**
Avg of Survey Responses	$46,838	$54,127	$62,366
State of ME as a % of Market Avg	106%	109%	111%
Avg of Public Sector Data	$69,121	$88,228	$108,917
State of ME as a % of Market Avg	72%	67%	63%
Avg of Private Sector Data	$76,446	$96,181	$117,656
State of ME as a % of Market Avg	65%	61%	59%

Overall Average	$64,135	$79,512	$96,313
State of ME as a % of Market Avg	78%	74%	72%

Project Manager	**$71,864**	**$86,965**	**$101,733**
Avg of Survey Responses	$65,865	$84,550	$103,235
State of ME as a % of Market Avg	109%	103%	99%
Avg of Public Sector Data	$65,682	$87,070	$105,765
State of ME as a % of Market Avg	109%	100%	96%
Avg of Private Sector Data	$71,966	$94,054	$114,784
State of ME as a % of Market Avg	100%	92%	89%
Overall Average	*$67,803*	*$88,453*	*$107,794*
State of ME as a % of Market Avg	*106%*	*98%*	*94%*

Senior Auditor	**$61,942**	**$74,818**	**$87,464**
Avg of Survey Responses	$77,416	$99,440	$122,045
State of ME as a % of Market Avg	80%	75%	72%
Avg of Public Sector Data	$72,328	$98,519	$120,997
State of ME as a % of Market Avg	86%	76%	72%
Avg of Private Sector Data	$87,369	$115,009	$140,829
State of ME as a % of Market Avg	71%	65%	62%
Overall Average	*$79,038*	*$104,322*	*$127,957*
State of ME as a % of Market Avg	*78%*	*72%*	*68%*

Senior Environmental Engineer	**$70,699**	**$85,842**	**$100,381**
Avg of Survey Responses	$79,010	$91,692	$105,820
State of ME as a % of Market Avg	89%	94%	95%
Avg of Public Sector Data	$88,410	$113,056	$139,060
State of ME as a % of Market Avg	80%	76%	72%
Avg of Private Sector Data	$98,188	$123,851	$151,193
State of ME as a % of Market Avg	72%	69%	66%
Overall Average	*$88,536*	*$109,533*	*$132,025*
State of ME as a % of Market Avg	*80%*	*78%*	*76%*

Social Services Program Manager	$63,690	$77,334	$90,438
Avg of Survey Responses	$82,663	$96,432	$110,201
State of ME as a % of Market Avg	77%	80%	82%
Avg of Public Sector Data	$64,991	$83,971	$103,292
State of ME as a % of Market Avg	98%	92%	88%
Avg of Private Sector Data	$75,364	$94,673	$114,719
State of ME as a % of Market Avg	85%	82%	79%
Overall Average	*$74,339*	*$91,692*	*$109,404*
State of ME as a % of Market Avg	*86%*	*84%*	*83%*

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Systems Group Manager	$76,003	$91,832	$107,474
Avg of Survey Responses	$87,868	$103,110	$118,341
State of ME as a % of Market Avg	86%	89%	91%
Avg of Public Sector Data	$106,376	$134,245	$166,089
State of ME as a % of Market Avg	71%	68%	65%
Avg of Private Sector Data	$122,734	$157,684	$197,969
State of ME as a % of Market Avg	62%	58%	54%
Overall Average	*$105,659*	*$131,679*	*$160,800*
State of ME as a % of Market Avg	*72%*	*70%*	*67%*

Systems Team Leader	$72,987	$88,254	$103,272
Avg of Survey Responses	$84,674	$109,042	$133,389
State of ME as a % of Market Avg	86%	81%	77%
Avg of Public Sector Data	$89,143	$110,639	$133,710
State of ME as a % of Market Avg	82%	80%	77%
Avg of Private Sector Data	$97,504	$120,541	$146,220
State of ME as a % of Market Avg	75%	73%	71%
Overall Average	*$90,440*	*$113,407*	*$137,773*
State of ME as a % of Market Avg	*81%*	*78%*	*75%*

Tax Section Manager	$65,686	$79,373	$92,914
Avg of Survey Responses	$81,793	$94,754	$107,758
State of ME as a % of Market Avg	80%	84%	86%

	Min	Mid	Max
Avg of Public Sector Data	$106,764	$130,286	$156,709
State of ME as a % of Market Avg	62%	61%	59%
Avg of Private Sector Data	$116,395	$142,308	$172,049
State of ME as a % of Market Avg	56%	56%	54%
Overall Average	*$101,651*	*$122,449*	*$145,506*
State of ME as a % of Market Avg	*65%*	*65%*	*64%*

Transportation Engineer III	$78,062	$94,390	$110,386
Avg of Survey Responses	$77,211	$88,768	$100,715
State of ME as a % of Market Avg	101%	106%	110%
Avg of Public Sector Data	$70,601	$92,559	$111,675
State of ME as a % of Market Avg	111%	102%	99%
Avg of Private Sector Data	$81,324	$104,293	$125,532
State of ME as a % of Market Avg	96%	91%	88%
Overall Average	*$76,455*	*$95,237*	*$112,661*
State of ME as a % of Market Avg	*102%*	*99%*	*98%*

Maintenance and Operations

State of Maine	Min	Mid	Max
Boiler Engineer	$44,907	$52,770	$61,693
Avg of Survey Responses	NA	NA	NA
State of ME as a % of Market Avg			
Avg of Public Sector Data	$44,816	$59,165	$73,139
State of ME as a % of Market Avg	100%	89%	84%
Avg of Private Sector Data	$51,110	$65,917	$80,842
State of ME as a % of Market Avg	88%	80%	76%
Overall Average	*$48,002*	*$62,490*	*$76,867*
State of ME as a % of Market Avg	*94%*	*84%*	*80%*

Building Custodian	$31,200	$35,443	$41,434
Avg of Survey Responses	$36,301	$40,490	$46,002
State of ME as a % of Market Avg	86%	88%	90%

Avg of Public Sector Data	$31,088	$35,945	$43,368
State of ME as a % of Market Avg	100%	99%	96%
Avg of Private Sector Data	$33,221	$38,554	$45,420
State of ME as a % of Market Avg	94%	92%	91%
Overall Average	*$33,537*	*$38,330*	*$44,930*
State of ME as a % of Market Avg	*93%*	*92%*	*92%*

Engineering Aide	**$31,200**	**$35,443**	**$41,434**
Avg of Survey Responses	$50,750	$58,815	$67,352
State of ME as a % of Market Avg	61%	60%	62%
Avg of Public Sector Data	$43,142	$52,198	$63,029
State of ME as a % of Market Avg	72%	68%	66%
Avg of Private Sector Data	$49,823	$60,283	$72,704
State of ME as a % of Market Avg	63%	59%	57%
Overall Average	*$48,001*	*$57,183*	*$67,764*
State of ME as a % of Market Avg	*65%*	*62%*	*61%*

Field Heavy Vehicle & Equipment Technician	**$44,533**	**$52,749**	**$61,734**
Avg of Survey Responses	$49,829	$58,756	$67,673
State of ME as a % of Market Avg	89%	90%	91%
Avg of Public Sector Data	$53,134	$61,677	$71,212
State of ME as a % of Market Avg	84%	86%	87%
Avg of Private Sector Data	$52,268	$67,108	$84,951
State of ME as a % of Market Avg	85%	79%	73%
Overall Average	*$51,743*	*$62,514*	*$74,612*
State of ME as a % of Market Avg	*86%*	*84%*	*83%*

High Voltage Electrician	**$45,427**	**$53,518**	**$62,650**
Avg of Survey Responses	NA	NA	NA
State of ME as a % of Market Avg			
Avg of Public Sector Data	$57,502	$72,230	$88,973

	Min	Mid	Max
State of ME as a % of Market Avg	79%	74%	70%
Avg of Private Sector Data	$62,964	$78,499	$96,135
State of ME as a % of Market Avg	72%	68%	65%
Overall Average	*$60,191*	*$75,248*	*$92,364*
State of ME as a % of Market Avg	*75%*	*71%*	*68%*

	Min	Mid	Max
Maintenance Mechanic	**$36,962**	**$43,160**	**$50,398**
Avg of Survey Responses	$42,453	$50,913	$58,161
State of ME as a % of Market Avg	87%	85%	87%
Avg of Public Sector Data	$45,906	$58,761	$73,165
State of ME as a % of Market Avg	81%	73%	69%
Avg of Private Sector Data	$49,555	$61,373	$74,384
State of ME as a % of Market Avg	75%	70%	68%
Overall Average	*$45,971*	*$57,015*	*$68,570*
State of ME as a % of Market Avg	*80%*	*76%*	*73%*

	Min	Mid	Max
Plumber II	**$40,893**	**$48,069**	**$56,160**
Avg of Survey Responses	$52,053	$66,674	$81,273
State of ME as a % of Market Avg	79%	72%	69%
Avg of Public Sector Data	$54,010	$67,541	$83,721
State of ME as a % of Market Avg	76%	71%	67%
Avg of Private Sector Data	$54,957	$68,066	$83,545
State of ME as a % of Market Avg	74%	71%	67%
Overall Average	*$53,673*	*$67,427*	*$82,846*
State of ME as a % of Market Avg	*76%*	*71%*	*68%*

Law Enforcement

State of Maine	Min	Mid	Max
Probation Officer	**$55,557**	**$64,979**	**$75,754**
Avg of Survey Responses	$58,749	$68,206	$77,643
State of ME as a % of Market Avg	95%	95%	98%

	Min	Mid	Max
Avg of Public Sector Data	$50,467	$63,986	$77,524
State of ME as a % of Market Avg	110%	102%	98%
Avg of Private Sector Data	NA	NA	NA
State of ME as a % of Market Avg			
Overall Average	*$54,608*	*$66,096*	*$77,584*
State of ME as a % of Market Avg	*102%*	*98%*	*98%*

State Police

State of Maine	Min	Mid	Max
State Police Trooper	$66,934	$79,206	$92,310
Avg of Survey Responses	$58,127	$68,625	$80,631
State of ME as a % of Market Avg	115%	115%	114%
Avg of Public Sector Data	$59,244	$69,581	$80,179
State of ME as a % of Market Avg	113%	114%	115%
Avg of Private Sector Data	NA	NA	NA
State of ME as a % of Market Avg			
Overall Average	*$58,685*	*$69,103*	*$80,405*
State of ME as a % of Market Avg	*114%*	*115%*	*115%*

State Police Sergeant	$81,827	$96,970	$108,888
Avg of Survey Responses	$68,708	$81,140	$95,474
State of ME as a % of Market Avg	119%	120%	114%
Avg of Public Sector Data	$92,491	$97,316	$101,573
State of ME as a % of Market Avg	88%	100%	107%
Avg of Private Sector Data	NA	NA	NA
State of ME as a % of Market Avg			
Overall Average	*$80,600*	*$89,228*	*$98,524*
State of ME as a % of Market Avg	*102%*	*109%*	*111%*

Appendix Data

Please see the attached appendix for a list of all data collected in this study. This data includes base wages with market factor adjustments, such as recruitment and retention stipends, for each classification where applicable. It also includes the number of steps within the pay range, and the number of hours in the workweek. This information is further refined to be presented from the following collection categories: survey responses and published data sources reporting municipal data, public sector industries, private sector industries and the federal government.

It is important to note the appendix also features a section on public sector data collected from other comparative states using published data sources. Public sector encompasses a variety of public facing positions. For example, it can represent government agencies, agencies that administer government services or entities that manage public programs, etc. Since it is not strictly comprised of state government agencies, it is not a direct comparison to the State of Maine. However, to provide a more comprehensive comparison, the Team pulled public sector data for the State of Maine from the same published data sources. This data is highlighted in purple and provides a more encompassing comparison to the public sector data used in this study.

Lessons Learned and Future Work

Lessons Learned

Market Pay Study is a Two-year Process

In October 2023, when PL2023, Chapter 412, Part UUU became law and specified the requirement to complete a market pay study, the BHR Compensation and Classification Team consisted of three full-time analysts. Four positions were envisioned to aide in the market pay study and were added to the BHR team through this chaptered law. Due to recruitment and hiring administration processing, the positions were filled following various timelines: two positions were hired in December 2023 and began work in January of 2024, one position began in March of 2024 and the last hired position to support the market pay study joined the BHR team in June of 2024. Although the market pay study began in earnest with existing and available resources, the BHR team was forced to ramp-up market pay study efforts in phases. As a result, the team didn't reach full capacity until approximately eight months after the law had passed, underscoring a major theme experienced throughout the market pay study; the necessity of providing adequate time and expectations for planning, resource utilization, and project execution.

More Time Required for Request for Proposal and Vendor Vetting Process

Through the course of this work, the BHR Compensation and Classification Team has determined the optimal process duration to develop a comprehensive market pay study is at least a two-year process, start to finish. Two years before the study is due, the Request for Proposal (RFP) process should begin to ensure the team has adequate tools and resources. This would allow the team to solicit and receive demos from multiple vendors, select and vet these vendors based on the quality of their presentations and product, and negotiate over contract terms and conditions. This is a lengthy process, and sufficient time is needed to ensure the appropriate vendors are being selected.

Increase Volume and Sourcing of Data

In addition, the BHR team has identified the need to expand vendor participation in support of future market pay studies. For example, to represent private sector and some public sector industries, this study included two published survey vendors. The team has determined the necessity to increase both the volume and sourcing of data to bolster data integrity, citing utilization of at least two to three published data sources to meet data sufficiency requirements.

Improve Surveying Process

The team also determined that utilizing vendors to help develop survey materials could be beneficial to increase accessibility and promote more user-friendly options for survey recipients, which would also correlate to greater efficiency, saving time for the agencies voluntarily answering survey questions. A survey vendor would also be beneficial in helping develop and integrate more in-depth questions concerning benefits, such as retirement and health insurance, to analyze and compare total compensation. Total compensation is important in comparing overall market competitiveness.

Prefer Survey Responses as Primary Source for Public Sector Data; the More Survey Responses, the Better

As it relates to data collection sources, the Team has learned that the practice of gathering data through custom peer surveys should increase during the next market pay study. These surveys should be sent to municipal, county, state, and federal government agencies rather than just state and county governments. This would provide more detailed information regarding comparable jobs and compensation information and provide a more direct comparison Due to time constraints in the cultivation and response of participants, this study had to rely upon published survey data as a main

data source. While published survey data is widely accepted and commonly used for market pay studies, this team believes it is most beneficial to utilize it for private sector information.

Cultivate Relationships with Peer Public Employers

As mentioned previously, gathering data through custom peer surveys proved to be a challenge during this study. While many external agencies/peer employers were initially responsive and open to completing the survey, only four agencies participated. More time is needed to cultivate relationships with peer employers to engage them earlier in the process and encourage participation in the study. This also includes cultivating relationships to engage additional subject matter experts within Maine State Government to improve both data collection and data validation processes. For example, it would have been extremely beneficial to have subject matter experts actively participate with constructing and interpreting study components related to employee benefits such as health insurance and retirement or assisting with the procurement process, etc. Including benefits as part of market pay comparisons is important but challenging.

Time Needed for Thorough Review and Validation of Job Matches

Transitioning from the data collection from various sources to data validation, the Team quickly learned the review and validation process to ensure accuracy and uphold data integrity standards is lengthy. The Team recommends at least a two-month review period to ensure appropriate classification matches, reach group consensus, ask clarifying questions, and receive/update information as appropriate. And more survey respondents will mean more time for this process.

Unions Engagement

To promote cooperation and align focus, the Team encourages participation from the employee unions to identify which benchmark classifications should be reviewed for market pay competitiveness.

Staff Certification and Education

With the goal of continuous improvement, it is the intention that all analysts participate in and achieve certification in compensation analysis before the completion of the next market pay study in 2028. This certification will provide additional knowledge, skill and experience to enhance future market pay studies and promote the State of Maine as a leader in conducting market pay competitiveness assessments.

Future Work

The State of Maine is committed and statutorily required to continually review the classification system. The State has begun the process to commission a consultant to conduct a study of the classification system for the Executive Branch, which is slated to be completed by December 31, 2025. The goals of this study are to:

- Ensure that the State of Maine's classification system is poised to meet the needs and demands of the modern workforce, including attracting and retaining qualified employees;
- Ensure that our positions perform work with similar levels of knowledge, skill and ability, and accountability are grouped fairly and appropriately within the State's classification system;
- Ensure that positions are appropriately classified and allocated;
- Identify and address inequities that may exist in the current classification system;
- Further increase efficiencies and effectiveness in the current process for classifying and reclassifying and allocating and reallocating positions; and
- Identify career ladders.

Also, work is ongoing with regard to the recommendations from Report and Recommendations of the Maine State Government Classification and Compensation Plans Study (January 31, 2024):

Stay with the Hay System

The assessment tool developed by Segal did not consider the breadth and scope of duties and responsibilities of classifications as effectively as the current and widely used Hay methodology, providing the State with renewed appreciation for the effectiveness of Hay. It is recommended the State continue with the Hay methodology as its assessment tool.

Conduct Market Pay Study Every 4 Years

P.L. 2023, ch. 412, § UUU-1 requires BHR to conduct market pay analysis every four years, and the State agrees this work will be valuable in assessing the status of State employee wages. It is recommended the State solicit and consider benchmark recommendations from the bargaining agents and also consider as benchmarks for analysis classifications representing a wide range of the State's workforce, classifications with existing recruitment and retention adjustments, and classifications

with current recruitment and retention challenges. The study will be used to test that the State is remaining competitive rather than a blanket extrapolation.

Include Benefits Comparison as Component of Total Compensation in Market Pay Studies

The State of Maine offers a generous benefit package, including health, dental, and vision insurance, sick leave, vacation time, paid holidays, wellness benefits, retirement, and more. Employees have identified these benefits as a primary reason they seek employment with and remain in State government. Without inclusion of these generous benefits, there is no true comparison of total compensation with other public and private employers. It is recommended benefits comparison be a component of total compensation in future market pay studies.

Align 5 MRSA § 7065, sub-§ 2 with P.L. 2023, ch. 412, § UUU-1

The current statutory language for Recruitment and Retention Adjustments includes a review of any implemented adjustments every two years, while the new law requires market pay studies every four years. It is conceivable these regularly conducted market pay studies could result in changes, including discontinuance, to previously approved recruitment and retention adjustments. It is recommended that the language for reviews to be conducted every two years under 5 MRSA § 7065, sub-§ 2 be revised in statute to a review every four years, which will align the adjustment review with the now statutory requirement under P.L. 2023, ch. 412, § UUU-1 for BHR to conduct market pay studies every four years. It is further recommended that the statutory language for adjustments be improved to provide for the same amount of adjustment (whether an hourly amount or percent of hourly pay rate or discontinuance) for all approved positions within the classification should a study conclude a change of adjustment is appropriate.

Utilize Findings of the Market Pay Studies as Resource for Successor Agreement Negotiations

The current requirement of P.L. 2023, ch. 412, § UUU-1 to begin bargaining by January 31, 2024, to close pay gaps identified in the 2020 Market Study Report, which is out of date and no longer applicable in 2024 as detailed in this report, is not in sync with the requirement to conduct a market pay study by September 30, 2024, and every four years thereafter. It is recommended the negotiations requirement within this statute be removed, and the parties more appropriately utilize the market pay studies as a resource to address compensation as a mandatory subject of bargaining during successor agreement negotiations.

Create Single Classifications for Use with Comparable Positions

The creation of single classifications for multiple comparable positions generates a more concise and manageable number of classifications and ensures like positions are treated and paid similarly. It is recommended the State consolidate like classifications wherever appropriate, utilizing preferences and specific focus areas for recruitment, job description, and performance expectation purposes.

Analyze Impact of Reclassifying/Range Changing Classifications

Reclassifications and ranges changes of entire classifications may have an impact on other classifications within a job series and/or similar classifications. It is recommended that during the review process of these FJAs, BHR consider and assess the potential impact to classifications within a series and/or comparable classifications in other areas of state government and make recommendations as appropriate.

Invest in Advanced Education and Certification of BHR's Analysts

Recognizing the investment made in creating four new positions to conduct the additional work associated with classification review and market pay analysis, it is recommended the State continue to invest in the education and training of these HR professionals through advanced coursework and certification in the areas of compensation and classification.

Participate in the National Compensation Association of State Governments (NCASG)

NCASG provides a forum for compensation professionals from member states to exchange information, professional expertise, and knowledge related to the compensation of state government employees. It is recommended the HR professionals of the State's Compensation and Classification team participate in NCASG's quarterly virtual meetings, attend the annual conference, and take advantage of this network of professional support and resources.

Review and Make Recommendations to Address Salary Schedule Inequities

A prior classification study resulting in changes to only MSEA's Administrative Services unit salary schedule may have created inequities related to promotions, demotions, or transfers between the Administrative Services salary schedule and other salary schedules. Also, as a result of some pay applications made during a former administration, salary spec 02 has inequities between salary grades and steps. It is recommended BHR review these salary schedules and make recommendations to address any inequities identified.

Stay Budget Conscious

Classification and compensation changes typically come with a price tag, and there are fiscal considerations and constraints inherent in state government. It will be necessary for BHR to master the art of balancing recommendations and best practices with these fiscal considerations and constraints. It is recommended the HR Analysts broaden their knowledge of the budget timeline, process, capabilities, and limitations.

<u>Look Beyond Pay to Address Underlying Concerns and Trends</u>

Knowing the State has made significant investments in wage increases, recruitment and retention adjustments, and negotiated stipends and other special pay components, it is important to recognize there may be underlying reasons for vacancies and/or turnover unrelated to pay. It is recommended the State carefully review the findings of the 2nd Annual Workforce Engagement Survey, which will be available later in 2024, and additional available feedback, along with data on state, regional, and national employment trends in order to identify concerns and develop strategies for addressing them and take action to generate improvements and solutions.

Appendix: Comprehensive Market Data by Bargaining Unit 2024

As attachment via email.