



**Connecticut Library Association
Compensation Benchmarking: Summary Report**



**LEADING THE WAY
SINCE 1891**

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Overview

The Connecticut Library Association is a professional organization of librarians, library staff, friends, and trustees working together to: improve library service to Connecticut, to advance the interests of librarians, library staff, and librarianship, and to increase public awareness of libraries and library services. The Connecticut Library Association's Career Development Committee has partnered with the Employers Association of the NorthEast to conduct market pricing and benchmarking for three management roles within libraries in all 6 regions of the association.

Career Development Committee- Connecticut Library Association

This committee is concerned with policies, procedures, and problems related to library employment, staff welfare, continuing education, career development, and recruitment. This includes compensation. It develops and recommends policies and guidelines related to the improvement of salaries, working conditions, employer/employee relations, and informs Association members of these policies and guidelines. It is guided in its recommendations and actions by American Library Association policy statements on Collective Bargaining and Security of Employment for Library Employees, and such other policy statements as the Board may adopt.

EANE is a non-profit membership association that provides comprehensive Human Resources and Training services to members and non-member organizations. We support our members' business success by delivering effective human resources and training solutions.

EANE was founded over 100 years ago, by and for employers, to assist them in the critical task of managing human resources productively, cost effectively, compliantly and ethically. To this end, we help our members:

- Save time with our prompt response to human resource questions.
- Resolve human resource challenges with our expert advice.
- Stay informed on current human resource events.
- Excel with results-oriented training that is customized and cost-effective.

MEMBERSHIP DEMOGRAPHICS

EANE currently has over 1,000 members throughout Connecticut, Massachusetts, Rhode Island and Vermont. Member organizations range in size from as few as five employees to as many as several thousand employees with most falling within the 50 – 400 employee size range. Both non-profit and for-profit organizations from a wide variety of industry types including human services, health care, education, financial services, manufacturing, distribution, retail, construction and more, value the benefits of membership.

Methodology & Project Steps:

This compensation market pricing provides an overview of hourly wage rates across six regions in Connecticut for three key library leadership roles: Library Department Head, Assistant Library Director, and Library Director (Municipal & Association). The data includes the 25th, 50th (median), and 75th percentiles, along with the market average for each position and region.

The Connecticut Library Association provided current job descriptions for the positions of Library Department Head, Library Assistant Director and Library Director (Municipality & Association).

A Competitive Market Pay Analysis is a methodology used to price a job compared to a matching job in a salary survey. EANE uses only validated, employer-sourced salary surveys that meet the Department of Justice Anti-Trust regulations. EANE uses survey data cuts to focus the pay data on the relevant labor market for the job and the region of Connecticut Library Association. The relevant market for data cuts included size of the organization, operating budget, location of the organization, geography in the state of Connecticut, industry and structure of the organization. All data is based on a full-time equivalent job.

While conducting the benchmarking study, the EANE team analyzed the job descriptions using best practice market pricing methods. The relevant compensable factors for comparison to the job descriptions in the compensations sources and databases included years of experience, education requirements, job scope, responsibilities, required skills, required effort and working conditions.

Job Leveling is a job classification approach to job evaluation. Job Leveling evaluates jobs based on required job criteria and compensable factors (e.g., skills, effort, responsibilities and working conditions) to establish an overall hierarchy of jobs within an organization. This approach is based on current, approved job descriptions. The overall hierarchy aligns jobs with comparable criteria and compensable factors into the same job grade.

The Competitive Market Pay Analysis allows for further leveling and the setting of Pay Ranges (minimum, midpoint and maximum) for each Job Grade.

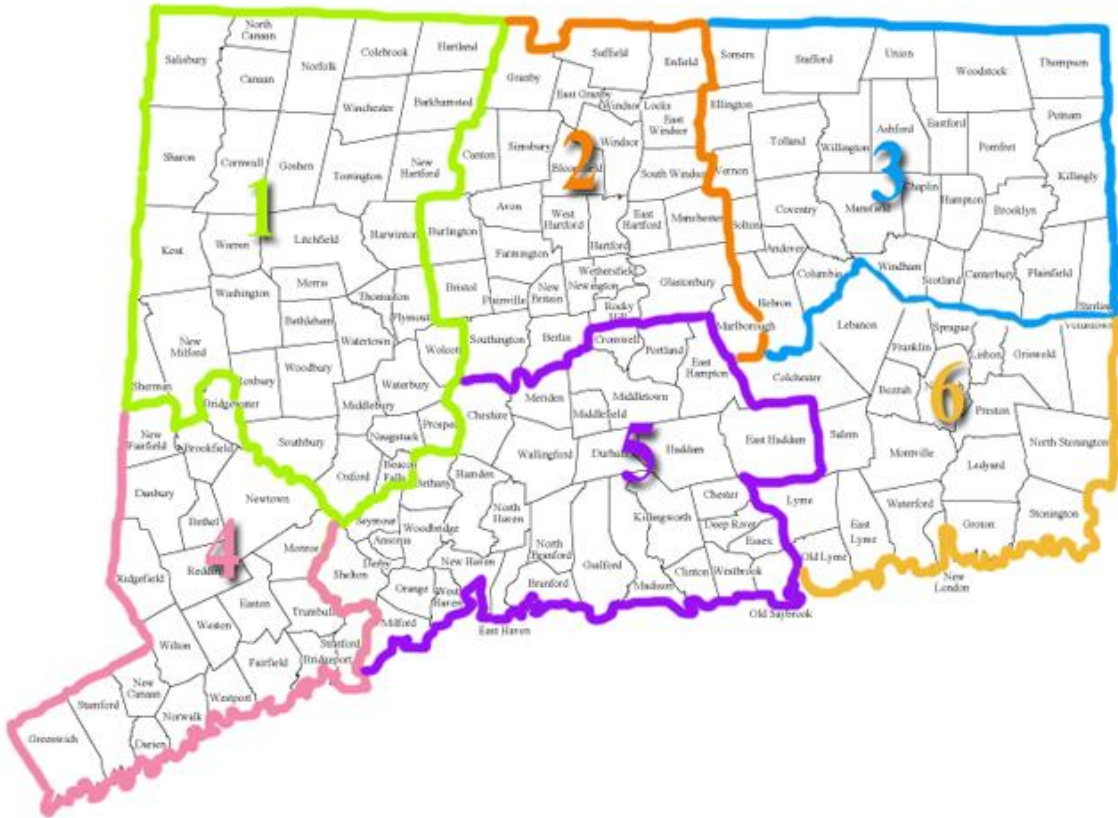
The use of Job Leveling and Competitive Market Pay Analysis, along with input from the compensation team at the Connecticut Library Association, will result in increased visibility with data for librarians, staff, trustees and compensation decision-makers.

The process of benchmarking compares available position titles for an 80-100% job description match, regardless of the job title.

Survey Data

Relative Labor Market data cuts, such as geographic location, (6 regions of CLA), industry, average size by employee count and operating budget were used. EANE utilized public survey data through the Department of Labor alongside three premium paid subscription compensation databases, publicly available data, using the identified compensable factors and cuts.

The Connecticut Library Association is comprised of 6 regions:



<u>Region 1- Litchfield County</u>	<u>Region 2- Hartford County</u>	<u>Region 3- Tolland and Windham</u>
Beacon Falls	Avon	Andover
Canaan	Berlin	Ashford
Colebrook	Bloomfield	Bolton
Cornwall	Bristol	Brooklyn
Goshen	Burlington	Canterbury
Hartland	Canton	Chaplin
Harwinton	East Granby	Columbia
Kent	East Hartford	Coventry
Litchfield	East Windsor	Eastford
Middlebury	Enfield	Ellington
Morris	Farmington	Hampton
Naugatuck	Glastonbury	Hebron
New Hartford	Granby	Killingly
New Milford	Hartford	Mansfield
Norfolk	Manchester	Plainfield
North Canaan	New Britain	Pomfret
Oxford	Newington	Putnam
Prospect	Plainville	Scotland
Plymouth	Rocky Hill	Somers

<u>Region 1- Litchfield County</u>	<u>Region 2- Hartford County</u>	<u>Region 3- Tolland and Windham</u>
Roxbury	Simsbury	Stafford
Salisbury	South Windsor	Sterling
Sharon	Southington	Thompson
Sherman	Suffield	Tolland
Southbury	West Hartford	Union
Thomaston	Wethersfield	Vernon
Torrington	Windsor Locks	Willington
Warren	Windsor	Windham
Washington		Woodstock
Waterbury		
Watertown		
Winchester		
Wolcott		
Woodbury		

<u>Region 4- Fairfield County</u>	<u>Region 5- Middlesex and New Haven</u>	<u>Region 6- New London County</u>
Bethel	Ansonia	Bozrah
Bridgeport	Bethany	Colchester
Bridgewater	Branford	East Lyme
Brookfield	Cheshire	Franklin
Danbury	Chester	Griswold
Darien	Clinton	Groton
Easton	Cromwell	Lebanon
Fairfield	Deep River	Ledyard
Greenwich	Derby	Lisbon
Monroe	Durham	Lyme
New Canaan	East Haddam	Montville
New Fairfield	East Hampton	New London
Newtown	East Haven	North Stonington
Easton	Essex	Norwich
Redding	Guilford	Old Lyme
Ridgefield	Haddam	Preston
Stamford	Hamden	Salem
Trumbull	Killingworth	Sprague
Weston	Madison	Stonington
Westport	Meriden	Voluntown
Stratford	Middlefield	Waterford
	Middletown	
	Milford	
	New Haven	
	North Branford	
	North Haven	

Region 4- Fairfield County	Region 5- Middlesex and New Haven	Region 6- New London County
-	Old Saybrook	
	Orange	
	Portland	
	Seymour	
	Shelton	
	Wallingford	
	West Haven	
	Westbrook	
	Woodbridge	

Market Pricing

The data provided for market pricing is organized by location, job, market percentile and market average. The location correlates to the Connecticut Library Association 6 regions.

- The 50th percentile represents the median of all the data from all sources. This is the market midpoint. This means that half of the data points are above the market median and half of the data points are below the median.
- The 25th percentile, also known as the first quartile (Q1), represents the value below which 25% of the data in a dataset falls.
- The 75th percentile of a dataset is the value below which 75% of the data falls. It's also known as the third quartile (Q3) and represents the point where 25% of the data is above it.
- The market average is the average in the entire data distribution.
- Market Percentiles are data sets of current compensation, not suggested pay ranges. Data below does not represent recommended pay ranges by position

Best Practices and Utilizing Market Pricing:

The data provided with market pricing provides guidance on how to compensate employees in libraries in the 6 regions of Connecticut represented by the Connecticut Library Association. The data ranges represent a range of rates that employees in each job classification are currently compensated. Utilizing the market median, an employer would identify a range spread and compensate employees accordingly based on experience, certifications, education levels, skills, abilities and other factors.

For example, an employee with little to no experience or those that would not be considered fully competent would be compensated on the lower end of the range. An employee with more experience, established skills or long tenure would be compensated on the higher end of the range. The 50th percentile or the median would be considered a reasonable rate for an individual who is meeting the job description guidelines.

The data and market pricing have not been analyzed by a specific library and should only be used as a guideline of information. Utilizing the data to set pay ranges specifically for each library would be integral for a customized approach for size and exact location.

	Market Percentiles			
Job	25th	50th/ Median	75th	Market Average
Connecticut State Wide				
Library Department Head	\$ 31.08	\$ 36.89	\$ 42.27	\$ 36.94
Assistant Library Director	\$ 39.35	\$ 43.08	\$ 47.87	\$ 43.52
Library Director (Association)	\$ 55.63	\$ 67.50	\$ 80.19	\$ 65.92
Library Director (Municipal)	\$ 55.38	\$ 67.45	\$ 78.56	\$ 64.79
Region 1				
Library Department Head	\$ 30.70	\$ 35.73	\$ 41.15	\$ 35.99
Assistant Library Director	\$ 38.22	\$ 43.08	\$ 46.96	\$ 42.26
Library Director (Association)	\$ 55.29	\$ 67.50	\$ 80.24	\$ 65.56
Library Director (Municipal)	\$ 55.05	\$ 66.39	\$ 77.36	\$ 62.68
Region 2				
Library Department Head	\$ 30.96	\$ 36.60	\$ 42.40	\$ 36.91
Assistant Library Director	\$ 39.38	\$ 43.56	\$ 46.96	\$ 38.82
Library Director (Association)	\$ 55.43	\$ 67.74	\$ 80.24	\$ 65.90
Library Director (Municipal)	\$ 55.43	\$ 67.16	\$ 74.62	\$ 64.80
Region 3				
Library Department Head	\$ 30.72	\$ 36.60	\$ 42.28	\$ 36.72
Assistant Library Director	\$ 39.34	\$ 43.41	\$ 46.96	\$ 38.82
Library Director (Association)	\$ 54.47	\$ 66.54	\$ 79.04	\$ 65.43
Library Director (Municipal)	\$ 54.08	\$ 64.09	\$ 74.62	\$ 63.17
Region 4				
Library Department Head	\$ 31.63	\$ 38.04	\$ 44.44	\$ 38.21
Assistant Library Director	\$ 41.15	\$ 45.48	\$ 50.77	\$ 45.58
Library Director (Association)	\$ 58.49	\$ 69.38	\$ 82.40	\$ 69.22
Library Director (Municipal)	\$ 58.37	\$ 67.69	\$ 80.43	\$ 67.48
Region 5				
Library Department Head	\$ 31.91	\$ 37.55	\$ 42.39	\$ 37.76
Assistant Library Director	\$ 39.20	\$ 43.89	\$ 49.38	\$ 43.78
Library Director (Association)	\$ 55.67	\$ 68.03	\$ 80.82	\$ 64.92
Library Director (Municipal)	\$ 54.95	\$ 67.12	\$ 78.80	\$ 64.72
Region 6				
Library Department Head	\$ 30.91	\$ 35.18	\$ 39.49	\$ 35.16
Assistant Library Director	\$ 37.93	\$ 43.65	\$ 49.13	\$ 42.81
Library Director (Association)	\$ 55.19	\$ 67.40	\$ 80.10	\$ 64.87
Library Director (Municipal)	\$ 54.95	\$ 67.12	\$ 78.37	\$ 63.64

Factors Influencing Compensation and Market Pricing

There are many factors influencing compensation and market pricing, including:

- External competition
- Pay competitiveness
- Organizational willingness and ability to pay
- Essential or “in-demand” employees with specific skills or experience
- Recruitment and Retention

Maintenance and Implementation

- Create an organizational compensation hierarchy or structure.
- Slot jobs not benchmarked into your structure.
- Create a pay policy and philosophy that represents and aligns with your approach and the mission of your organization.
- Conduct regular market analysis and pricing every year.
- Align regional compensation strategies with local cost of living and labor market conditions.
- Ensure increases are proportionate across all roles to avoid wage compression and Internal Equity pitfalls.
- Keep your job descriptions up to date for on-going market analysis.
- Document, Document, Document