

TOWN OF CONCORD PERSONNEL BOARD
AGENDA

November 30, 2022

5:15 p.m.

Select Board's Room, Town House

The public may also attend via Zoom video conference:

<https://us02web.zoom.us/j/89663191164?pwd=TXh6NTFzZk96T1hDMUVIVHV2aW9BQT09>

Dial: 833 548 0282 US Toll-free

Meeting ID: 896 6319 1164

Passcode: 528915

1. **Call to Order**
2. **Minutes**
 - 11/9/2022
 - 11/17/2022
 - 11/22/2022
3. **Classification & Compensation Study**
 - Progress Update from Joellen Cademartori, CEO, GovHR
 - Next Steps
4. **Continuation of Employee Appeal**
 - Address remaining questions; deliberate; determine next steps; issue decision
5. **Preparation for Select Board Presentation**
 - Proposed plan re Personnel Study Task Force (PSTF) Report
6. **Warrant Article Preparation**
 - Consider possible Warrant article for Personnel Bylaw amendments
7. **Public comment**
8. **Adjournment**

Meeting materials will be available at: <https://concordma.gov/452/Personnel-Board>

- Minutes of 11/9/2022, 11/17/2022, and 11/22/2022 (pending) meetings
- Documents related to Personnel Board questions re employee appeal
- Preliminary list of Personnel Bylaw amendments for 2023 Town Meeting

Other documents that may be referenced:

- [Employee Appeal Procedure PPP #25](#)
- Employee Appeal of Classification & Compensation Plan Submitted 8/5/2022 ([9/7/2022 packet](#))
- [PSTF Final Report](#)
- [Personnel Bylaw](#)

TOWN OF CONCORD PERSONNEL BOARD

DRAFT MINUTES

NOVEMBER 9, 2022

Select Board's Room, Town House & Videoconference

Board Members Present: Bill Mrachek, Nancy Crowley, Liz Cobbs, Kate Ryan

Others Present: Amy Foley, Kellie Hebert, Paul Macone, Anita Tekle, Mark Howell, Ned Perry, Linda Escobedo, Karlen Reed, Terri Ackerman, Erin Mulcahy

Meeting Agenda & Minutes

1. Call to Order

Bill called the meeting to order at 5:18 pm.

- Roll Call: Nancy: here; Liz: here; Kate: here; Liz: here

Kate Ryan introduced herself (Wayland HR role currently, previously at Staples HR Department, prior to which Kate worked in state government, policy research).

2. Continuation of Employee Appeal Delay of consideration for the adjudication (employees request, as they could not attend this evening).

- Bill: Shall we review the role of the PB in this process?
- (Nancy): I would like to review where we are and understand better the situation.
 - When I looked over the materials, it seemed that these 5 people did not receive a raise out of everyone. I could not figure out why... understanding that we look at the position, not the person. They all had long service---they have performance reviews, but I did not hear that they did not have good service reviews. Why were they not given the extra 6%?
 - (BILL); not talking about salary changes, but about ranges. These 5 people only got 3% salary structure adjustment—so let's be specific about that---and want to fully understand why they were not included in the larger salary range change...
 - Agreed
 - Nancy: they seemed to have gone through the process—and they arrived here.
- Liz: 3 comments.... Agree with Nancy that don't have clarity yet. 1) Longevity – how the ranges have changed over last 2-3 changes 2) Position of manager – would like to hear more about the manager's position on this matter 3) Would like to know range history of positions above and below the five employees
- Bill: Would like to address the role in these procedures for the Personnel Board.
- Bill: I would like to understand how the information was conveyed to the employees. Were managers provided talking points/scripts to convey the salary range increase information?
- Note that we want to ask questions here about the process and what more information we need to make a recommendation... but we have been asked to delay the full discussion

- How many times in the last xx years have the presentation to the town meeting had situations where structure grades were not the same-what is the history? I would be interested to understand that—and how that information was conveyed to /through the managers? The Managers role here has importance---in how they work with their teams.

Second Point: (Bill) What is the Personnel Board's Role in this process?

- We are not here to say what we would do in this situation, not to micromanage the HR department re: their judgement.
- I am here to get the facts and determine whether the outcome was reasonable. Not to say what we would have done, but to determine the reasonableness of the outcome.
 - Path 1: Reasonable
 - Path 2: Not Reasonable let the Town Manger decide what to do....
 - Path 3: Reasonable but recommend that the Town Manager review the situation.
- (Liz) Is Path 3 necessary? It allows it to be affirmative, but should we not assume that the Town Manager has already reviewed? It seems that we'd be recommending something that would be sure to be a "rubber stamp" review.
- (Bill): agree—only a yes or no would be best. Nancy: agree, yes/no recommendation on reasonableness.
- (Kate): still getting up to speed on the context and will then be able to comment.
- (Bill): Have you, Kate, encountered issues re: reclassifications (Kate) –yes, but not this specific issue, I've not encountered this one.
- Bill: Understood. So we get the employees in front of us and make our determination of "reasonableness".
- (Nancy): I still feel that I don't have confidence that I have enough information to make that decision----1) job performance reviews and 2) job descriptions—so I would like to see this information before the next meeting. I understand that we look at the position and not the person, but I'd still like more information.
- (Bill): yes, and it is why I asked about the History---what is the history of such changes in the past- have there been similar circumstances and how often?
- (Liz): would like to see the data and understand how that fits with the subjective points in the slide deck presented at the last meeting.
- (Amy): The Personnel Board ultimately recommends these to town meeting and that happened. So, if you determine that the way that the ranges.
 - (Amy) NOTE: the Town Manager does not have the right to change the ranges: the ranges are set at Town Meeting.
- (Nancy); so if they are not in the ranges for those positions----then they cannot get raises outside of that range, correct?
- (Bill/Amy): yes, but now we are getting into salary issues and that is not this discussion.
- (Kellie Hebert): the market rates has to be understood and is relevant to the issues being discussed. We are doing that market research now. There are certain positions that are leveled in the marketplace that we have to take into consideration.
- (Bill): multiple facets to this situation--- specifically, the communication between the HR organization and the Town management structure: What was the mechanism, tool or communications procedure used to convey the information to employees as clearly as possible? For discussion later, but the PSTF did addresses communication between Town Management.
- (Amy): I suggest that Board members look at Personnel By-Laws- Section 6. Please understand the authorities and the process described there. What if we recommend a change partway

through the year, for example? Making changes is feasible, to make recommendations and changes that are recommended then to the next Town Meeting.

- General Comments: Any public comments?
 - (Mark) No comments at this time.
 - Terri Ackerman): It's my understanding that performance reviews for an individual are not relevant to setting the salary range. If that is correct, then some of the information that the board is looking for may not be relevant in this case.
- (Liz): Agreement that we separate person and position.
- (Bill): agree that we take the job performance review off of the list or requested materials.
Thank you, Terri. In re: to job titles into a Salary Grade: we can make a recommendation here, and then it would be part of a warrant to Town Meeting.

3. Classification Actions

(Amy): There are 3 classification requests before you. Your role is only in Classification and Compensation—not whether the positions are needed or budgeted.

- e.g. knowledge and education needed, occupational risk, etc. We evaluate positions the same way since 2008. The Personnel Board has tasked me with supervisors or consultants (in the past) along with HR Department.
- Once we have points identified then we put them into the system.
- 180 of our 350 positions are now under review, and the consultant will also evaluate the classification of these new positions under the new system.
- Currently, positions that are currently grouped together may change in the future.

a. Economic Vitality Manager

(Amy): This position is a new position, with a new set of duties and educational/OTJ requirements. Based on the MP-4 was the classification decision.

(Kate): Do you look externally also?

(Amy): We look first for internal equity. We do keep in mind the competitive situation. But we don't know what the new ranges will be, so we are looking carefully now.

(Bill): There is a long job description, but there are no clear objectives to understand what the expectations of the role would be. How does success get measured?

(Amy): I expect that the performance evaluation would be a discussion with the role's manager. It has been a challenge to tie pay and performance through Covid.

Part of the plans

What are we going to develop

(Kate): There is usually not a "measure of success" for job descriptions, so an interesting comment.

(Nancy): This seems typical of job descriptions that I have seen. However, in the performance, they would know what their goals are in the job description... a huge job description but would like to see /make sure that the goals of the position are evident.

(Liz): I am concerned that we are going to approve a job description that is completely new, but we don't have any clarity on the personnel strategy from the Town Manager. Without sufficient understanding of the strategy, I am concerned that the Personnel Board is put in a position to "rubber stamp" this job description.

Also, a business development role, or "economic vitality manager" as described here does not seem to fit with the Townspeople's position:

- At Town Meeting, any new formula businesses were voted down. That means a substantial number of potential development options are not available to someone in a BD position.
- I don't see where businesses are lacking on "main street". So will this role be providing support to private commercial buildings to help with bringing in businesses? Similar to Nancy's comments, I want to better understand the goals of this position.

(Bill): ok. Is there someone who would define more clearly the expectations—how will people be clear that they are right to apply?

- Note that the PSTF has asked us to spread our wings a bit, so here we are and would like to understand, therefore, what the role for this position would be...
- But I note that we are not sitting in the Town Manger position—it's not our job to come up with the perfect job description...but I'd like to know more about how this role would fit and what this role is expected to accomplish.

(Kate): Keeping job descriptions broad enough to get applicants, but specific enough to understand the role is the key.

(Amy): the approach to job descriptions—it's based on a template from years ago. It's old, but the general summary is pro forma from that time.

(Amy): Personnel Bylaw is at the base of this: we have to classify the jobs—"descriptions shall exist to Section 5.2 page 4 of Personnel ByLaw". That is the basis for this particular document. Sometimes we may have a job description that is proforma –the same for many positions. But we also write advertisements that would help to communicate the job that is open. The manager would set up and be active in this communication.

(Nancy): The job description has been the same formula for a long time... I assume that the GovHR is looking to update the formula.... It would be nice to know that it will be changed.

(Bill): Agree –changing it would be good (and change the Personnel ByLaw), but appreciate that Amy is focusing on what is current. But evaluating this process would be good.

(Bill): In the General Summary, I think revising the second paragraph would be a good idea. Might be a way to augment the current process.

(Amy): I would suggest that such changes would be used in an advertisement. But this document is not to be changed from the official document, because it follows the current formula.

(Liz): I remain concerned that we are approving a new position for the Town without clarity re: the Town Manager's strategy for the non-unionized employees.

(Bill): The Town manager is hired by the select board. So they judge how she does her job. So I don't feel that delving into the Strategy is a current responsibility.

(Liz): Yet, we are reassessing the role of the Personnel Board at this point in time and there is a lot of experience here on the Personnel Board that could help the Town Manager to meet her goals.

(Bill): In future that sounds good, but not clear that we have that role currently.

(Amy): The recommendation before you is that you approve a classification title and salary grade.

Nancy made a motion to add title Economic Vitality Manager to the MP-4 salary grade. Kate seconded the motion.

➤ Roll Call Vote: Nancy: aye; Kate: aye; Liz: Not in Favor; Bill: aye. Motion passes 3:1.

b. Communications Manager:

(Amy): The next job description up for discussion is a rework of the "public information and communications manager." The current job had Minuteman Media responsibilities, but that has moved over to the IT director. Those elements of the job have been removed—and more focus has been placed on internal information-sharing responsibilities.

(Kellie): before it was an MP-4 most recently, and an MP-2 before that; the job has been evolving.

(Amy): Erin Stephens moved to transportation and planning, and Donna McIntosh has been helping to fill part of the role, but it has been vacant for a while.

(Bill): The Task Force noted the lack of information the Personnel Board had related to salary grade. I don't know how to integrate that into our process because we aren't qualified and don't have data to question grade recommendations. I hear the Task Force's concern, but don't see how presently we can incorporate that point into existing process --- so I want this noted in the minutes.

(Nancy): If we think about the Task Force recommendations; there were a lot of ideas conveyed, some that I'm not sure we can implement on---but it seems that the PSTF recommendations are not all possible to fulfill. In terms of this position, the Media piece is important and a big job. If they have dropped from 4 to 3 people working in this area it seems important that the position move forward.

(Liz): As a revision of a current role, I think it seems that these duties are critically needed. The current Town website is in real need of updating and I see this role would have that responsibility.

(Kellie): We want a point person on the work to update the website update and GovHR will be reviewing this title also, including a review of the point factor system. With the title "manager," we are looking for ways to get out of silos, so that "Communication Manager" or "Economic Vitality Manager" are connected through the organization, and thus overlapping skills that can be pulling us forward.

(Bill): So we are not looking for a web master... but someone who can coordinate—a program manager, someone who will manage all the pieces and those management requirements are included in this description.

Nancy made a motion to add Communications Manager to the MP-3 salary grade. Liz seconded the motion.

- Roll Call Vote: Kate: aye; Nancy: aye; Liz: aye; Bill: aye.

b. Senior Administrative Assistant (Library)

(Amy): Restructure of a position at the library, where in the past we've filled with part time or outside workers. We already have the title in the Compensation and Classification plan, so it does not go to Town Meeting. Given that, it went to Sr. Admin Assistant, at AC-5 grade as recommended.

(Bill): Are all Sr. Administrative Assistant roles at AC-5 grade?

(Amy): Yes.

(Bill): Consistency is key.

(Nancy): It was contracted out in the past?

(Amy): It was contracted out long ago, and the last Library director decided to keep it as a contractor position to leave options open as they restructured.

(Bill): Do you have internal candidates?

(Amy): That is a possibility and all internal candidates are welcome to apply.

Move to Motion—Kate- I move to allocate the Sr. Admin Assistant AC-5 Grade

Kate made a motion to allocate the Library administrative support position to the existing Senior Administrative Assistant job title in the AC-5 grade;

- Roll Call Vote: Kate: aye Nancy: aye; Liz: aye; Bill: aye

Bill: Are we having fun yet?

4. PSTF Comments:

(Bill): we've been asked to bring to Select Board on November 28th, not the 14th. So the news is that it's to be later. But we can certainly have our discussion here tonight and outline our thoughts to be presented to the Select Board. I have tried to incorporate Nancy's and Liz's points as well. Thoughts?

(Nancy): (please see attachment for full comments from Ms. Crowley) I had several things to bring for discussion. First, there is so much information in the PSTF report. I see communication as key theme throughout. In addition, leadership and support of the employees, transparency in communication and the classification and compensation review.

- Communication: there needs to be more interactions with employees: it's key so that employees feel not ignored, not left out, etc. There is negativity expressed and I think they are not given enough information and it's where things break down. Positive reinforcement from management is needed. When we had the meeting in the summertime—I thought that employees would talk more there, but obviously, they did not feel that they could. Only a few people spoke and they did not say much. Obviously, they don't feel that they can. In terms of the Personnel Board, I think we do have to change policies and procedures, that our policies and procedures need an update.

(Bill): Some specific questions: "Employees need to be aware of the issues in the town"... what do you mean, Nancy?

(Nancy): If we look at the 5 employees that came before us, they were passed over and that was significant. The negativity can permeate things—so I felt that more communication is necessary. Nancy: there was not positive reinforcement—and it came through also with the redacted survey materials. Anyone needs to have feedback on performance and to get that positive reinforcement from the top.

(Bill): In terms of Leadership "we need to start to encourage going to the HR department when talking with their manager fails" could you say a bit more about that?

(Nancy): I tried to ask Amy to see if these processes are happening with the HR department, and it seems that is happening. But there needs to be a role for people to go and express themselves. We've talked about how an Ombudsmen might be the right role when these issues are not resolved at Mgr. or HR department levels.

Bill: "We should get monthly updates from the HR Department and increase interactions with employees" could you say more?

(Nancy): There is currently an annual meeting with employees, but it could be moved up to 2x/year rather than once per year." I'd like to see more communication to hear more positive reinforcement of job well done—a newsletter; I don't know what we have at this point—but more communication with employees can also help resolve issues related to a sense of positive reinforcement and transparency about decisions that affect them.

(Bill): Ok, thank you Nancy. I think we should push on

(Bill): Liz, how about your comments?

(Liz): First, I want to register my agreement with Nancy's comments about the need for more communication with employees to foster a more positive work environment. I also agree with the role of an Ombudsman for employees, a great position that could help improve the negativity evident in the PSTF report.

- Two points I'd like to emphasize from my written comments: First, I'd like to emphasize an appreciation for the hard work of the PSTF team. There was such a lot of effort, in short order, that I'd like us to appreciate that in our report to the Select Board.
- Second, I'd like to emphasize the structural issues as a key area for action. Earlier, I did not vote for a new job description because I don't know the strategy that prompted that new job getting formed. If we are to take up the PSTF recommendations as the Personnel Board, I think we need to be better integrated into the management of the town, better understand the personnel strategy that is driving decisions of the Town Manager. We are all here to help the town employees, and there is a lot of HR experience sitting at this table. It would be great if we had the right information and the right meetings/interactions with the Select Board and Town Manager to support the strategic intent for managing non-unionized town employees.

(Bill): In #1, could you elaborate which material updates you are referring to?

(Liz): Procedures and policies that guide work of Personnel Board. Once materials are updated, it will be helpful and more transparent for employees.

(Kate): Bylaws? (Liz): Refer to recommended list in report. (Nancy): Were Bylaws last updated in 2008? Think need to update Bylaws first.

(Amy): Sections of the By-Law have been updated through the years. I think we need to define the policy framework—what is a ByLaw, what should be in an employee handbook, etc. Over the years, there were recommendations that certain things should come out of the ByLaws. E.g. bereavement rules were too narrow. Questions remain regarding what should be in the Bylaw for Town Meeting approval and certain protections, versus in a policy that has some flexibility. There is confusion because pieces are in different places. We have ideas on how to clarify within existing structure, but it would be very helpful to have policy framework and roles of authority clearly defined.

(Bill): My understanding is that any change to the Bylaw has to go before Town Meeting, which is different that policies and procedures and the Personnel Board charge.

(Bill): I have a question regarding the last sentence on your second point: "The Personnel Board needs to be better informed of the data and rationale before making decisions and recommendations that affect employees." Could you say a bit more about what you mean?

(Liz): Again, it is similar to why I did not vote for the new position earlier—we don't have the context as to why this position is necessary and without that, I don't think we can make informed decisions. Also, in the current issue with 5 employees of the Light Plant, I've asked for more data regarding that situation as well. A third one would be, we are all worried that there are many empty positions in the town. But we don't have an understanding of where those empty positions are across the various departments. With more information we could make better recommendations that would be useful for the management of the Town. In that case, a "living document" that is updated regularly where we can help support the Town Manager in finding where the challenges lie and helping find solutions.

Notes on Bill's review: (please see handouts for full outline of comments from Mr. Mrachek). I've put together a spreadsheet to move us to actions. In my mind, what was most important are noted in four points: the quality of the work, some areas of disagreement. For example, I don't think we should repeat

a survey whereby negative things are expressed that are unnecessary. I think we need a greater understanding of the “dos and don’ts”. That is my opinion.

(Bill): Then I tried to look to establishing a plane, and understanding what needs to be resolved and by which body—who makes the determination? the Personnel Board? The Select Board? The Town Manager? With that, to determine the priority of tasks that need to be addressed and the resources required to execute the plan and identify present limitations.

(Bill): I used Excel on my phone while in Oaxaca, Mexico and it came out better than I thought. So, let’s look at the Excel together. I wanted to take the Executive report and identify major items (first column)> Then I used the term “elements” to identify who/what needs to be included in the work. Then deficiencies listed for each of these major items. I wanted to look at how we can move forward to action.

- I also added in the “actual situation” to capture different perspectives on the critiques.
- Then, I have a column for “end goal” and finally, a prioritization scheme (High = 6 months timeline, Moderate= 6-12 months for completion, Low = 12-24 months).
- I’d like to confirm tonight whether this is a helpful tool to move us forward. What do you think?

(Kate): I think it is logically laid out and helpful. I found the PSTF report with a lot of information, some overlapping, some areas that are problematic from an HR standpoint.

(Nancy): Agree to prioritize to get to an action plan.

(Liz): I agree as well, very helpful to get us to move to action. Kate, I’d like to understand more about what you mean is “problematic” in the report.

(Liz): Bill, where would you fit in the structure challenges that I identified?

(Bill): I thought it would fit in communications.

(Kate): doesn’t it fit under the role as identified for the Personnel Board?

(Bill): I think we need input from Select Board, Town Manager, HR department (Amy), and PSTF and public citizens. How these action items move forward is not all in our purview. I think we need to solicit help from these additional parties.

(Kate): Not sure what we are supposed to present to the Select Board on the 28th?

(Bill): My sense is that we could contribute offline---that is the summaries we each sent in. So now, each of us should have an opportunity to state our comments to the Select Board. My excel is to propose a structure with the work now before us. We can critique the steps I’ve outlined, but we need a baseline to get started.

(Kate): I don’t agree with some of the recommendations--- specifically, in their executive summary--- under compensation and classification plan. There is an issue with transparency....there are some areas that should remain private, so I’d like to be able to push back on some of the recommendations.

(Nancy): Privacy, HIPPA, we should do what is appropriate to maintain privacy...

(Bill): another approach would be to keep it thematic.... i.e., recruiting and retention—a lot of information in the PSTF report on this area.

(Kellie): Prioritization: key point—we only have one bite at the apple. We have to start working on the Warrant... so there is an urgency re: the ByLaw—because it needs to be ready for Town Meeting. As part of my job in support of Town Manager is to keep us aligned with the schedule... that means that the Warrant-required changes have to be ready by early December. We are at that time now.

(Nancy): if we need to change the By Laws, then we need to work on that now. Essentially, I mean that we can change some parts of the ByLaw for the Warrant...but not a complete overhaul.

(Amy): In terms of the overall change in the ByLaws... not possible, but I think we can make smaller changes for now. One thing, e.g. “longevity pay” is something that the Town Manager would like... also “acting pay” section—this is an area where the employees are interested.

(Amy): What were the areas that are “inconsistent with the ByLaws”... this needs to be clarified....

Bill: so conclusion—we can’t do everything... we need to initiate on what we can get done. Can we ask Amy for the next agenda to understand what is the “Low hanging fruit”

(Amy) Dec 6th we would need a Draft of Warrant Articles...but it does not need to be finalized. By Jan 4th, the Warrant Closes so all Articles have to be in and finalized by then.

(Bill): Conclusion—a full rework cannot be accomplished.

(Amy): any bylaw changes would have to go first. A few changes could go forward. With the Classification and Compensation study work that has been initiated— it is a huge amount of work and we need to get that understood---and then incorporate the GovHR report into the Article.

(Terri): it will be extremely helpful to have priority list with timetables. So, we have a plan to keep pushing things along when we go to the Select Board meeting, that should help employees to understand that actions are being taken.

(Kellie): I’d like to make a recommendation: when I read through the report... I jotted down notes and then put it into a spreadsheet—so I suggest that you send me comments...

(Liz): I think the PB should take that role...Kellie-I understand that with open meeting law you want to help us with efficiencies, but I still think it’s the job of the committee members.

(Bill): Primary objective—to complete the spreadsheet.... Before the next meeting.

(Bill): High—Medium—Low---e.g. identify 6 High’s and then we all decide on what to prioritize when we get together.

Amy: Logistics: I will work on getting us a meeting room for next week.

Bill: Public Comment: No comments.

Thank you to all folks who have

Nancy made a motion to adjourn at 7:54 pm. Kate seconded the motion.

➤ Roll Call Vote: Nancy: aye; EC: aye; KR: aye; Bill: aye

The meeting was adjourned at 7:54 pm.

Documents Used or Referenced During the Meeting

- Draft Job Description - Economic Vitality Manager
- Draft Job Description - Communications Manager
- Draft Job Description - Senior Administrative Assistant
- Employee Appeal of Classification & Compensation Plan Submitted 8/5/2022 (9/7/2022 packet)
- Personnel Board Member's thoughts on priority items from Personnel Study Task Force report and how to tackle them.
- PSTF Final Report
- Personnel Bylaw

TOWN OF CONCORD PERSONNEL BOARD MEETING

DRAFT MINUTES

NOVEMBER 17, 2022

2nd Floor Conference Room, 55 Church St., Concord & Videoconference

Board Members Present: Bill Mrachek (Chair), Nancy Crowley, Liz Cobbs, Kate Ryan

Others Present: Amy Foley, Kellie Hebert, Anita Tekle, Ned Perry, Terri Ackerman

1. Call to Order

Bill: Welcome to the matinee version of Personnel Board! **Call the meeting to order at 2:05 p.m.:**

- Roll Call: Kate: aye, Nancy: aye; Liz: aye; Bill: aye

2. Minutes: 10/13 /2022

Nancy made a motion to approve the minutes of October 13, 2022. Liz seconded the motion.

- Roll Call Vote: Nancy: aye; Liz: aye; Bill: aye (Kate abstained since she was not present on 10/13)

3. Discussion of Personnel Study Task Force Report & Recommendations

(Bill): Last meeting, I presented a summary. For this meeting, I drafted a presentation to the Select Board. Start with appreciation for the work of the Personnel Study Task Force: there were some hiccups, but overall, I think it went well. The purpose here today is to determine how we are going to present to the Select Board on the 28th and how we agree/disagree with the document I've put together.

Question: would you agree that we'd use this as our approach to the Select Board meeting. Critiques, comments?

(Liz): Could we start with a review of how the work of the PSTF was organized and got going? I do appreciate that you have started with appreciation as all of us are volunteering here, our committee as

(Nancy): Town Meeting did not vote on anything. There was an Article proposed for Town Meeting, but it did not get that far. The PSTF started last June/September? Had a year to work on this report. The PSTF was formed at the impetus of the Town. It would leave us with very little to do (exempting from Classification & Compensation), so people were upset about that and were interested to reassess the role of this Board. Personally. ... then we just answer to the Town Manager.... For myself....PSTF found some work that they

AMY: For years, PB members had been discussing what the role should be and in particular, were asking not to be part of the Class & Comp business. There was a proposal to change the role to an advisory role... by doing that, it would free up the Board to then look for other ways to contribute – not take things away, but refocus to an advisory role to the Town Manager rather than authority for Class, Comp, and the Bylaw..... and that was the interest ---the priority of the PB members. Address that the PB was spending time in the wrong place, address that and then move on and understand what the advisory role would be exactly. There were concerns about the proposal, so it did not move to Town Meeting;

instead, the Select Board appointed the PSTF to re-examine the role and authorities of the Personnel Board, Town Meeting, Town Manager, etc. – i.e., what is the best structure going forward.

(Liz): So where and what is the role of the Select Board in this—now I understand that they appointed the PSTF—so our audience for the Select Board on the 28th will be a committee that is familiar with the issues and familiar with this full PSTF report?

(Bill): Let's get comments from Terri Ackerman, who is our liaison with the Select Board.

(Bill): this meeting on the 11/28, there were no specifics re: the agenda. If I were a member of the Select Board, I'd like to have the recommendations of the Personnel Board. I'd want to have someone to organize the "to do" list for them. The draft is to advise how to proceed---and then confirm with them what we think is the work to be done in response to the PSTF report. My thought is we focus for the presentation on what needs to be done and expect the Select Board to be able to agree/disagree with this list of work items. Ultimately, let's set the goals. And confirm who manages the tasks agreed upon.

(Liz): thank you, very helpful to know that the audience at the meeting will be up to speed and will be expecting that list of recommendations from us.

(Bill): I don't want to get into the minutia at the meeting, but would want to have room for rebuttal at the meeting. This document is a worksheet to help us get there. Terri, do you have comments?

(Terri): Select Board has heard from the PSTF and now, before we come up with any action plan, we feel that your input is important to incorporate. We'd like to hear your recommendations –top priorities, and what we agree /disagree with, but how to move forward. No relitigating of what happened, but to move forward.

(Liz): With this conversation, I'd like to then wordsmith a bit in the second paragraph.

(Bill): From a process point of view, I think we'll need to review the work smithing that gets done.

(Liz): Logistics, still, apologies. But we need to get a packet to the Select Board for posting by next Tuesday, so I will do my best to get meeting minutes and a revision of the document to go to Select Board tonight, so that we can confirm comments, etc.

(Bill): Two scenarios: either we accept all the changes that you make, or there is a second scenario if we don't agree completely that we'd need to meet again. Do we have time to do that?

(Liz): We need to be efficient—and I should only adhere to what is captured in this meeting—I will put it in a Word Doc so that we can track changes. Great, thank you, want to get the logistics right before we get into the content.

(Terri): Select Board usually gets the package on Friday before the meeting, but here we're closed on that day, so can we get it by Wednesday?

(Amy): we're confirming that we will get it out by Tuesday. (Terri): great.

(Bill): Do you have any additional comments that you want to get in, Liz?

(Liz): I'd like to have an overarching statement from us that provides a direction to the Select Board for each of the major elements (Communications, Governance, etc) are very helpful Focus Areas. I see that you've transferred these areas of focus.

- In your second section, I'm not sure how that relates to the table that follows?
- What I'm looking for is a position for the major elements. Then, the deficiencies is a good summary for the PSTF, but I'd like to have a more concrete "to do" list articulated in the summary.

(Bill): what I had intended was that there were 6 critical areas of focus. With the elements (which might not be the right word), I tried to articulate who were the parties responsible—what were the responsibilities to be take up by which groups. As a Personnel Board, we'd need to get input from others. I did not see us at a point on the 28th to be more specific than this list of deficiencies and our recommendation on the order of what we'd take up.

(Nancy): I chose 3 areas and did list up what I think we need to do in each. Some work really must be addressed quickly and these are the areas I'm most concerned about, including Communication, Governance and Employee Motivation. Each have high priority actions to take. More is there

(Terri): template is great, but lists up many things that have to get done. So in the document to define the high and low priorities.....

High: complete within the next

Nancy: let's work on the priority areas and make a statement now.

Communication:

BILL Process standpoint: ----

BILL: the critical areas from the PSTF: 6 areas of focus. The "elements" section---this is an articulation of the key item/document that need to be included in a plan?

e.g. Communication: We would need to take a look at the groups that should be

Nancy: what I did was address the focus areas---I picked out the areas where I have the most concern: I listed up the areas that are most high priority:

Communication: This issue area is key.

1. Joint meeting with PB, SB HR director and Town Manager to discuss the PSTF output. And suggestions of more work with citizens as well.
2. Meeting schedule to be set up in advance and look specifically, together, on the role of the Personnel Board. PB needs to increase to 5 members.. With more time with information prior to meetings (72 hours in advance of meetings so
3. Employees need more information and feedback on the HR issues they face.

Governance:

1. Review the Personnel ByLaws, and identify what could be done now. would we be able to do anything at Town Meeting? (only until 12/6 to get it done).

2. Work with GovHR more closely so that we can have a better understanding of what they are doing and act on what we can as soon as possible, not waiting until next year.
3. Review personnel policies and procedures on a regular schedule. Make sure that we are regularly ready and available to help the HR department in this process.
 - a. Review job descriptions as scheduled: to make sure that we have a list and anticipate the job descriptions that would need updating, for example.
4. Employee Relations: The employee lack of understanding ---- about the PB role, and policies and procedures, and other government actions. How to communicate more consistently with employees and an employee handbook would be very helpful, especially for new employees. In addition, to have a clear process that is communicated efficiently to employees as to how to bring forth any grievances.

(KATE): new, so forgive my naïve questions: today, to map out what the priorities are and what to state to the Select Board. I did not think we were making recommendations at this point to the Select Board. I don't have specific recommendations as to the role of the Personnel Board.

- In re: to the Governance issues: One issue that stood out to me is the compliance issues with existing By-Laws.... Not sure how to capture----where there are legal ramifications, (governance). If we are not in compliance with the current ByLaw that would be first and foremost.
- Communications issues: how to share information with all stakeholders involved... important, something that is challenging in all organizations. With a new communications manager, I think it might get worked out, but a longer-term priority vs. short term as it may get resolved with the new appointment.
- Personnel Board: Crafting a new By-Law needs to be done, but seems a longer term priority. Perhaps bring the Select Board help to craft that.
- Agree that employee education and communication is needed. Perhaps an education campaign to help them understand the role of the Personnel Board.

(Bill): My sense: we want to stay at a strategic level with the Select Board at this time. But not get into the tactics at this time—e.g. how we'll tackle communications specifically, or how we'd get into job descriptions, that would be too far at this meeting. We need to allow the SB to chime in on what is needed too and what their sense is. I think we need to bring the Town Manager too into this thought process. I was trying to keep it at a high level and not get into tactics at this meeting.

(Liz): Bill, I think we are in agreement. We should not get into tactics. So therefore, we need a statement to identify directionally where we are going with the major items.

- My impression from the work of the last year. There were things that the Personnel Board was not able to effectively engage—and I'd think we need to make that statement—e.g. Personnel Board is appropriately engaged with the right departments, Town Manager and leadership committees. Not to get into tactics, but just indicate our direction.
- And Kate, your point that where we are not in compliance is something of highest priority.

(Bill): What if we incorporated a PB position---after each major item on the worksheet.... Create another column that essentially where the point of PB direction is stated. Is the addition of a column aligned with your idea?

(Liz): The columns are fine—elements, cited deficiencies and prioritization. Then an overarching statement that gives the direction.

(Bill): I'd like to keep it easier so that they understand what our position is but use the template as a way forward.

(Kate): I don't know what our position is—so not sure we have a position on any of this. It's only my second meeting, but not sure that I have a position on any of this work, just want to prioritize some of it.

(Bill): I agree, we've not really discussed and agreed upon a position—and we don't have time to do that.

(Kate): I don't think we have time to make a recommendation.

(Bill): Agreed.

(Kate): I understand that I'm new to it—

(Bill): What do you think?

(Liz): I'll reread what Terri said earlier—the Select Board would like to hear our ideas/recommendations. I don't think a one sentence point on our position. If we're not ready to make a one-sentence point where we stand, then I think we should put off the meeting with the Select Board because we're not giving them enough information in our presentation.

(Kate): I don't think that I'm there yet to make this

(Liz): Yes, but this is your second meeting. We have been working on this material and have seen it in various forms for a long time. I understand that have work to do to catch up—of course, as it is your second meeting—but we need to be ready to get to a directional statement.

(Bill): I am ready to identify the deficiencies but I'm trying to understand what is the value to add a statement?

(Nancy): that is the point. We are going to show the Select Board what we are thinking, and I do think that

(Bill): I think Nancy, your points are already incorporated into the

(Liz): And now we are stating where we agree.

(Nancy): Yes, I think we are ready to identify the areas that we think are priorities and get their feedback on that.

(Terri): I do think that the template is helpful—but there are many things that have to be done and we have other areas that require attention of the Select Board. I do think we need you to prioritize what to focus on first. What are the top priorities

(Bill): I think the template is helpful.

(Liz): We are an hour into a 2 hour meeting, and we need to finalize the Select Board presentation. And make the priorities now. They are looking for “SB has heard from the PSTF and now we’d like to hear your recommendations”

(Nancy): Let’s look at the items that we each brought and prioritize them.

(Terri): Just give the prioritization –what can get done in short time frame—and the low hanging fruit.

(Bill): that is a good approach.

(Kate): let’s just go through each line item.

(Bill): Agreed.

(Kellie)—priority areas are already identified. A “vision statement” in these priority areas would be great. Clearly, communication and employee engagement, What are the key topics and what do we need. Let’s look at the forest through the trees. Whenever I’ve got info overload, I want to look at the big picture. I went back to the Administrative Code of the Personnel Board has not been updated since 1985. Let’s get back to basics and really understand what the role of the Personnel Board really is –and update it—so that we’ll better support the work force in town.

(Liz): so not to tactics, but let’s go down Bill’s list. And then add a statement and I think we can do that in an hour.

(Bill): Time pressures... and we all have opinions as well as the constituents’ opinions. But to move forward, let’s go through the list.

Nancy: I think the first point is a priority—

(Bill): the 28th is a start to repairing that.

(Liz): But we need to normalize these interactions.

(Kate): I don’t think it a high priority.

(Liz): I disagree, I think we need at least a second meeting on the books for 6 months out.

(Nancy): We should see them more often; I think that is important.

NOTE: Summary of these specific points and decisions taken summarized in attached document for the Select Board meeting.

Directional Statements agreed to by the Personnel Board Members:

Communication: The Personnel Board recommends enhanced communications across the town related to personnel governance, employee engagement and transparency of Personnel Board information.

Governance: The Personnel Board recommends adherence to requirements stipulated in the the Personnel ByLaw and we support an evaluation and necessary changes to the Personnel ByLaw to meet the needs of the employees and Town (note that these actions would also consider the Town Charter and the Mass General Laws that apply).

PB Role: coordinated into above.

HR: The Personnel Board recommends that the current work with the third party vendor (HRGov) for comprehensive review of Comp & Benefits of non-union employees has been initiated.

Employee Relations: The Personnel Board recommends ongoing engagement to address employee satisfaction with Town governance and build confidence that there are efficient, effective and transparent known processes for feedback.

Compensation and Benefits: Incorporated into the HR Comments above.

4. Public Comment

Ned Perry: good discussion: in previous meetings, Town Manager role has been discussed. I would recommend that 1-2 meetings per year with the Town Manager to provide assistance should be noted.

Anita Tekle: Great meeting, lots of time and effort. Thank you. A couple of elements: under communication ---add in the employees in the list of elements.

- In answer to a question that Kate said: where is the requirement for information to be given from the HR department –1985 Charge is where it is located.
- The other element: in no point in the report, it does not say 10% a month.. it was data provided by the retirement board—10% a year.... Which is 50% in 5 years- always on an annual basis. In the final document, it is the actual data from the HR department.

(Amy): Clarification: Kate was looking for reference to where reports of complaints and issues were required. The administrative code only requires a monthly report of appointments to positions under the wage and classification plan.

Kate made a motion to adjourn Nancy seconded the motion. All voted in favor.

Meeting adjourned at 4:08 p.m.

Documents Used or Referenced During the Meeting

- Minutes of 10/13/2022 meeting
- Draft Personnel Board Presentation to Select Board 28 November 2002 – Submitted by Bill Mrachek
- PSTF Final Report
- Personnel Bylaw

Employee Appeal to Personnel Board Background & Supporting Information

Provided by Human Resources Director Amy Foley; 11/30/2022 Personnel Board Meeting

Attachments:

1. CMLP classification titles and grades
2. CMLP organizational chart
3. History of EL & EM ranges (2015 to present)
4. MEAM survey with calculations used in considering recommended range adjustments
5. January 2022 employee communication regarding annual salary range amendment process, including opportunities to learn more and provide input
6. June 2022 employee communication to advise of approved salary ranges
7. PPP #10.2 with FY23 Salary Increase Plan

Background on Compensation System:

- Total of 45 non-union Grades for approximately 190 positions
- Pay Ranges adjusted annually on July 1:
 - based on budget & market conditions
 - bylaw references this as “salary structure movement” (aka “COLA”)
- Standard updates to pay range increases:
 - Generally, all ranges are adjusted by an equal amount one time per year
 - FY23 town-wide non-union ranges were increased by 3% on 7/1/22
 - Exceptions to standard practice:
 - Sometimes individual ranges are not increased when all other ranges are
 - Sometimes, certain ranges are increased more than others
 - Non-standard adjustments are recommended to address **market conditions**
 - Non-standard adjustments are recommended to address **internal equity factors**

Compensation Updates in 2022:

In FY23, 45 non-union salary grade updates were approved by Town Meeting. Changes included:

- addition of 2 new Electrical grades (EL-2B and EL-3B)
- 3% increase to 35 grades impacting over 90% of 150+ titles
- 9% increase to 10 Electrical grades impacting < 7% of titles
- At CMLP:
 - Approx. 2/3 of grades increased by 3%
 - Approx. 1/3 of grades increased by 9%

“Non-Standard” Salary Range Adjustments:

- Must consider impact of the Town’s **entire** Class & Comp structure
- Legally obligated to maintain pay equity among comparable Concord positions
- Comparable positions require substantially similar skill, effort, responsibility, & working conditions
- Pay equity necessary even for different groups, (e.g., EL, EM, MP and TCL)

Use of MEAM Data:

Data obtained through Municipal Electric Association of Massachusetts (MEAM) is only one consideration:

- MEAM does not provide salary ranges, just total compensation
- MEAM does not provide job function information for titles
- Structure of other MLPs is not an exact comparison
- Specific duties of Concord positions will impact the relevancy of MEAM data to Concord

Light Plant Range Adjustments for FY23:

For FY23, an additional 6% range adjustment was approved for 10 grades at the Light Plant effective July 1, 2022. This special increase represents a continuing effort to address market factors and related challenges that are unique to our town's municipal light plant operations. This adjustment also needed to be implemented while ensuring that the Town could balance these special market adjustments with all other town-wide internal equity challenges.

To avoid any unintentional inequities with other Town positions in the TCL and MP Grades, the special market range adjustments were approved on the following basis:

- Not comparable to other Town positions
- Require advanced education and experience in a unique specialty
- Specialty training cannot be obtained via on-the-job training
- Job functions and essential duties include notable occupational risk:
 - linework & substation switching = high voltage

The 5 appellants hold positions in salary ranges that did not receive a non-standard adjustment. Their positions are ones which could not be easily identified as unique in terms of skill, effort, responsibility & working conditions. An additional increase in their salary ranges would raise concern about equity with other positions both at CMLP and in other departments and, therefore, further consideration is best addressed through the Classification & Compensation Study.

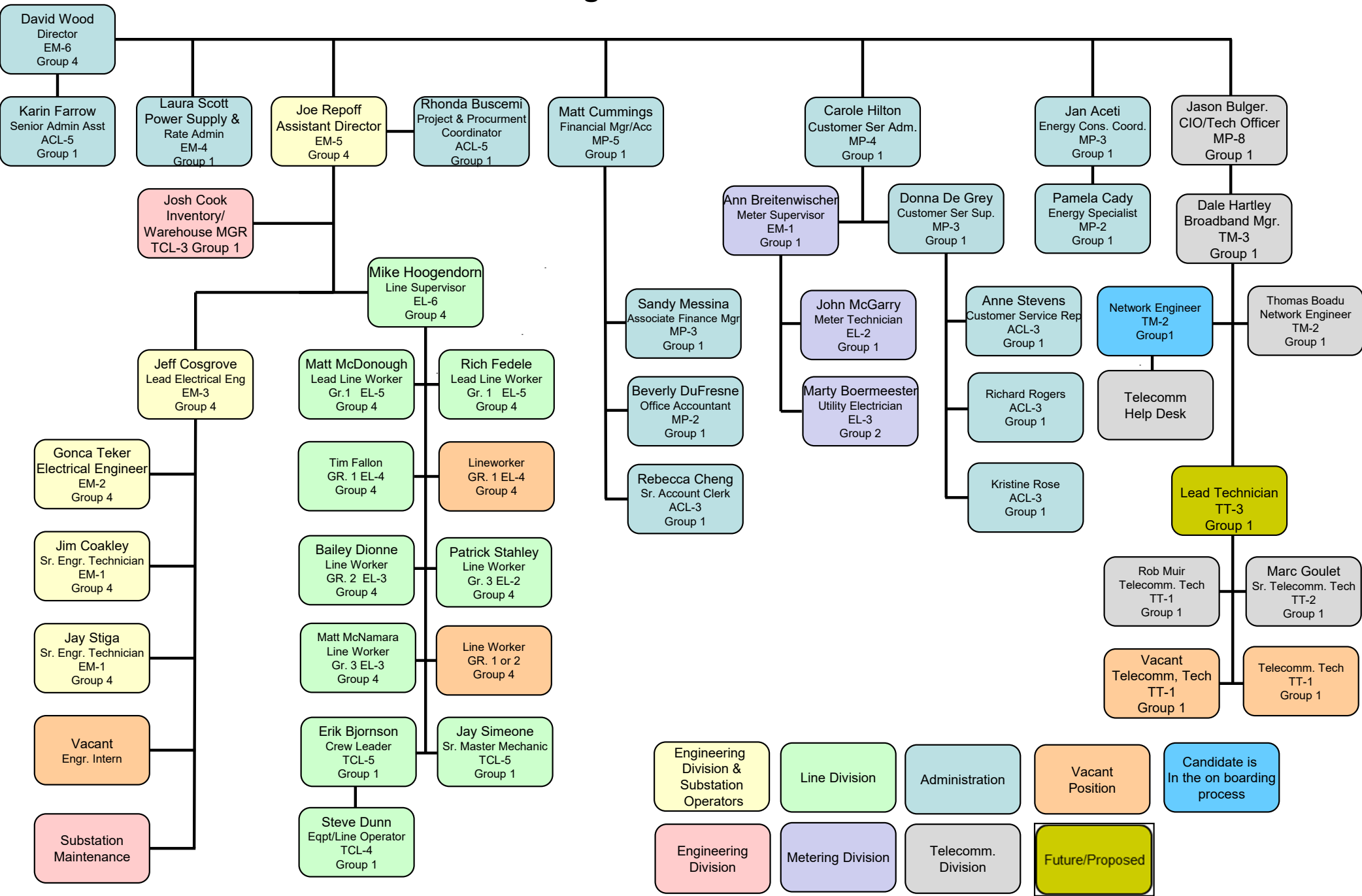
Summary of CMLP Employee Adjustments on 7/1/22:

- Employees/Appellants received the following:
 - *Boermeester: 3% (at max of salary range)*
 - *Breitenwischer: 3% (at max of salary range)*
 - *McGarry: 3% (at max of salary range)*
 - *Stiga: 4% + 5% special market adjustment*
 - *Coakley: 4% + 6.08% special market adjustment (to new max, based on years of service)*
- Supervisors of those employees received the following:
 - *Hilton = 3% (at max of salary range)*
 - *Cosgrove = 4% + 5% special market adjustment*
 - *Repoff = 4% + 5% special market adjustment*
 - *Wood = 4%*

Light Plant Classification Titles

<u>Salary Grade</u>	<u>Title</u>
AC3	Customer Service Representative
AC3	Senior Account Clerk
AC5	Project & Procurement Coordinator
AC5	Senior Administrative Assistant
EL2A	Meter Technician
EL2B	Lineworker, Grade 3
EL3A	Utility Electrician
EL3B	Lineworker, Grade 2
EL4	Lineworker, Grade 1
EL5	Lead Lineworker
EL6	Line Supervisor
EM1	Meter Supervisor
EM1	Senior Engineering Technician
EM2	Electrical Engineer
EM3	Lead Electrical Engineer
EM4	Power Supply & Rates Administrator
EM5	Assistant CMLP Director
EM6	CMLP Director
MP1	Engineering Technician
MP2	Energy Specialist
MP2	Office Accountant
MP3	Energy Conservation Coordinator
MP3	Customer Service Supervisor
MP3	Associate Financial Manager
MP4	Customer Service Administrator
MP5	Financial Manager/Accountant
TCL3	Maintenance & Inventory Coordinator
TCL4	Equipment/Line Operator
TCL5	Crew Leader
TCL5	Senior Master Mechanic
TM2	Network Engineer
TM3	Broadband Manager
TT1	Telecommunications Technician
TT2	Senior Telecommunications Technician
TT3	Lead Telecommunications Technician

CMLP Organizational Chart



Engineering Division & Substation Operators	Line Division	Administration	Vacant Position	Candidate is in the on boarding process
Engineering Division	Metering Division	Telecomm. Division	Future/Proposed	

CLASSIFICATION AND COMPENSATION PLAN

Effective July 1, 2015

ELECTRICAL LABOR

Standard Range Adjustment = + 1.5%

<u>Grade Number & Class Title</u>		Minimum	Mid-Point	Maximum	Exceptions:
EL-1 Meter Reader	Hourly	17.22	20.83	24.43	0%
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	21.85	26.43	31.00	+ 4.0%
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	27.73	31.35	34.96	+ 4.0%
EL-4 Lineworker, Grade 1	Hourly	34.42	38.92	43.42	+ 4.0%
EL-5 Lead Lineworker	Hourly	36.05	40.76	45.46	+ 4.0%
EL-6 Line Supervisor	Hourly	38.82	43.89	48.96	+ 4.0%

ELECTRICAL MANAGEMENT

*Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week;
compensation will be prorated for part-time schedules.*

<u>Grade Number & Class Title</u>		Minimum	Mid-Point	Maximum	
EM-1 Meter Supervisor	Annual	58,620	70,474	82,328	
EM-2 Electrical Engineer	Annual	68,938	82,877	96,816	+ 4.0%
EM-3 Assistant CMLP Director Power Supply & Rates Administrator	Annual	82,003	98,584	115,164	+ 4.0%
EM-4 CMLP Director	Annual	108,180	130,053	151,926	

CLASSIFICATION AND COMPENSATION PLAN

Effective July 1, 2016

ELECTRICAL LABOR

Standard Range Adjustment = + 2.0%

Grade Number & Class Title		Minimum	Mid-Point	Maximum	Exceptions:
EL-1	Hourly	17.56	21.24	24.92	
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	22.29	26.96	31.62	
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	28.28	31.97	35.66	
EL-4 Lineworker, Grade 1	Hourly	35.11	39.70	44.29	
EL-5 Lead Lineworker	Hourly	36.77	41.57	46.37	
EL-6 Line Supervisor	Hourly	39.60	44.77	49.94	

ELECTRICAL MANAGEMENT

Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week; compensation will be prorated for part-time schedules.

Grade Number & Class Title		Minimum	Mid-Point	Maximum	
EM-1 Meter Supervisor	Annual	59,792	71,884	83,975	
EM-2 Electrical Engineer	Annual	75,832	91,165	106,498	+ 10.0%
EM-3 Assistant CMLP Director Power Supply & Rates Administrator	Annual	90,203	108,442	126,680	+ 10.0%
EM-4 CMLP Director	Annual	110,344	132,655	154,965	

CLASSIFICATION AND COMPENSATION PLAN

Effective July 1, 2017

ELECTRICAL LABOR

Standard Range Adjustment = + 2.5%

<u>Grade Number & Class Title</u>		Minimum	Mid-Point	Maximum	No Exceptions
EL-1	Hourly	18.00	21.77	25.54	
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	22.85	27.63	32.41	
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	28.99	32.77	36.55	
EL-4 Lineworker, Grade 1	Hourly	35.99	40.70	45.40	
EL-5 Lead Lineworker	Hourly	37.69	42.61	47.53	
EL-6 Line Supervisor	Hourly	40.59	45.89	51.19	

ELECTRICAL MANAGEMENT

Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week; compensation will be prorated for part-time schedules.

<u>Grade Number & Class Title</u>		Minimum	Mid-Point	Maximum
EM-1 Meter Supervisor	Annual	61,287	73,681	86,074
EM-2 Electrical Engineer	Annual	77,728	93,444	109,160
EM-3 Assistant CMLP Director Power Supply & Rates Administrator	Annual	92,458	111,153	129,847
EM-4 CMLP Director	Annual	113,103	135,971	158,839

CLASSIFICATION AND COMPENSATION PLAN
 Effective July 1, 2018, except where noted

ELECTRICAL LABOR

Standard Range Adjustment = + 2.5%

<u>Grade Number & Class Title</u>		Minimum	Mid-Point	Maximum	Exceptions:
EL-1 <i>(Reserved for future use)</i>	Hourly	18.45	22.32	26.18	
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	23.42	28.32	33.22	
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	29.71	33.59	37.46	
EL-4 Lineworker, Grade 1	Hourly	36.89	41.72	46.54	
EL-5 Lead Lineworker	Hourly	38.63	43.68	48.72	
EL-6 Line Supervisor	Hourly	41.60	47.04	52.47	

Note that new salary grade categories -- Telecom Management & Telecom Technicians -- were added 7/1/2018 due to expanding Broadband division of CMLP

ELECTRICAL MANAGEMENT

Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week;
 compensation will be prorated for part-time schedules.

<u>Grade Number & Class Title</u>		Minimum	Mid-Point	Maximum	
EM-1 Meter Supervisor	Annual	63,000	75,613	88,226	
EM-2 Electrical Engineer	Annual	78,600	94,300	110,000	+ 0.77%
EM-3 <i>New grade inserted</i> Lead Electrical Engineer - <i>New position added</i>	Annual	82,100	98,550	115,000	n/a - new
EM-4 <i>Re-numbered grade</i> Assistant CMLP Director Power Supply & Rates Administrator	Annual	103,600	124,300	145,000	+ 11.67%
EM-5 <i>Re-numbered grade</i> CMLP Director	Annual	117,800	141,400	165,000	+ 3.88%

CLASSIFICATION AND COMPENSATION PLAN
Effective July 1, 2019

ELECTRICAL LABOR

Standard Range Adjustment = + 2.5%
(Notes: MP-6 range +8%; TM-3 range +14%)

Grade Number & Class Title	Minimum	Mid-Point	Maximum	Exceptions:
EL-1 (Reserved for future use)	Hourly 18.91	22.87	26.83	
EL-2 Lineworker, Grade 3 Meter Technician	Hourly 24.59	29.74	34.88	+ 5.0%
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly 31.20	35.27	39.33	+ 5.0%
EL-4 Lineworker, Grade 1	Hourly 38.73	43.80	48.87	+ 5.0%
EL-5 Lead Lineworker	Hourly 40.56	45.86	51.16	+ 5.0%
EL-6 Line Supervisor	Hourly 43.68	49.39	55.09	+ 5.0%

ELECTRICAL MANAGEMENT

Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week;
compensation will be prorated for part-time schedules.

Grade Number & Class Title	Minimum	Mid-Point	Maximum	Exceptions:
EM-1 Meter Supervisor	Annual 64,575	77,504	90,432	
Senior Engineering Technician	Moved from MP-2; Range max would have been \$80,410			
EM-2 Electrical Engineer	Annual 82,530	99,015	115,500	+ 5.0%
EM-3 Lead Electrical Engineer	Annual 88,668	106,434	124,200	+ 8.0%
EM-4 Power Supply & Rates Administrator	Annual 103,600	124,300	145,000	0.0%
EM-5 <i>New grade inserted</i> Assistant CMLP Director	Annual 108,780	130,515	152,250	+ 5% Increase is from old EM-4 max
EM-6 <i>Re-numbered grade</i> CMLP Director	Annual 125,457	150,591	175,725	+ 6.5% Increase is from old EM-5 max

CLASSIFICATION AND COMPENSATION PLAN
Effective July 1, 2020

ELECTRICAL LABOR

Standard Range Adjustment = + 2.5%

Grade Number & Class Title		Minimum	Mid-Point	Maximum	No Exceptions
EL-1 <i>(Reserved for future use)</i>	Hourly	19.38	23.44	27.50	
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	25.20	30.48	35.75	
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	31.98	36.15	40.31	
EL-4 Lineworker, Grade 1	Hourly	39.70	44.90	50.09	
EL-5 Lead Lineworker	Hourly	41.57	47.01	52.44	
EL-6 Line Supervisor	Hourly	44.77	50.62	56.47	

ELECTRICAL MANAGEMENT

Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week; compensation will be prorated for part-time schedules.

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EM-1 Meter Supervisor Senior Engineering Technician	Annual	66,189	79,441	92,693
EM-2 Electrical Engineer	Annual	84,593	101,491	118,388
EM-3 Lead Electrical Engineer	Annual	90,885	109,095	127,305
EM-4 Power Supply & Rates Administrator	Annual	106,190	127,408	148,625
EM-5 Assistant CMLP Director	Annual	111,500	133,778	156,056
EM-6 CMLP Director	Annual	128,593	154,356	180,118

CLASSIFICATION AND COMPENSATION PLAN

Effective July 1, 2021

ELECTRICAL LABOR

Standard Range Adjustment = + 2.0%

Grade Number & Class Title		Minimum	Mid-Point	Maximum	No Exceptions
EL-1 <i>(Reserved for future use)</i>	Hourly	19.77	23.91	28.05	
EL-2 Lineworker, Grade 3 Meter Technician	Hourly	25.70	31.09	36.47	
EL-3 Lineworker, Grade 2 Utility Electrician	Hourly	32.62	36.87	41.12	
EL-4 Lineworker, Grade 1	Hourly	40.49	45.79	51.09	
EL-5 Lead Lineworker	Hourly	42.40	47.95	53.49	
EL-6 Line Supervisor	Hourly	45.67	51.64	57.60	

ELECTRICAL MANAGEMENT

Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week; compensation will be prorated for part-time schedules.

Grade Number & Class Title		Minimum	Mid-Point	Maximum
EM-1 Meter Supervisor Senior Engineering Technician	Annual	67,513	81,030	94,547
EM-2 Electrical Engineer	Annual	86,285	103,521	120,756
EM-3 Lead Electrical Engineer	Annual	92,703	111,277	129,851
EM-4 Power Supply & Rates Administrator	Annual	108,314	129,956	151,598
EM-5 Assistant CMLP Director	Annual	113,730	136,454	159,177
EM-6 CMLP Director	Annual	131,165	157,443	183,720

CLASSIFICATION AND COMPENSATION PLAN

Effective July 1, 2022

ELECTRICAL LABOR

Standard Range Adjustment = + 3.0%

Grade Number & Class Title		Minimum	Mid-Point	Maximum	Exceptions:
EL-1 <i>(Reserved for future use)</i>	Hourly	20.36	24.63	28.89	
EL-2A Meter Technician	Hourly	26.47	32.02	37.56	Comparability to TCL positions/ranges needs consideration as this max is above TCL-4 max
EL-2B <i>New grade inserted</i> Lineworker, Grade 3	Hourly	28.01	33.88	39.75	+ 9.0%
EL-3A Utility Electrician	Hourly	33.60	37.98	42.35	Comparability to Facilities licensed electrician, CMLP senior master mechanic, and CMLP crew leader needs consideration. TCL-5 range max = \$40.36
EL-3B <i>New grade inserted</i> Lineworker, Grade 2	Hourly*	35.56	40.19	44.82	+ 9.0% *Reflects correction voted by Personnel Board 6-16-2022
EL-4 Lineworker, Grade 1	Hourly	44.13	49.91	55.69	+ 9.0%
EL-5 Lead Lineworker	Hourly	46.22	52.26	58.30	+ 9.0%
EL-6 Line Supervisor	Hourly	49.78	56.28	62.78	+ 9.0%

ELECTRICAL MANAGEMENT

Annual rates are controlling and are based on 52.2 weeks at 40 base hours per week; compensation will be prorated for part-time schedules.

Grade Number & Class Title		Minimum	Mid-Point	Maximum	
EM-1 Meter Supervisor Senior Engineering Technician	Annual	69,538	83,461	97,383	Comparability to other light plants and to MP positions needs consideration as this range max is above the MP-2 and 9% increase would have raised above MP-3 max.
EM-2 Electrical Engineer	Annual	94,051	112,838	131,624	+ 9.0%
EM-3 Lead Electrical Engineer	Annual	101,046	121,292	141,538	+ 9.0%
EM-4 Power Supply & Rates Administrator	Annual	118,062	141,652	165,242	+ 9.0%
EM-5 Assistant CMLP Director	Annual	123,966	148,735	173,503	+ 9.0%
EM-6 CMLP Director	Annual	142,970	171,613	200,255	+ 9.0%

MEAM Data from 2020, increased by reported COLA

<u>SYSTEM</u>	<u>WORKING FOREMAN</u>	<u>LEAD LINEMAN</u>	<u>1st CLASS LINEMAN</u>	<u>2nd CLASS LINEMAN</u>	<u>METER TECH</u>
BELMONT		54.29	51.68	38.95	38.95
CONCORD	57.88	53.75	51.34	41.32	36.05
GROTON		55.40	50.89	44.86	40.08
HINGHAM	56.18	51.99	49.55	44.55	37.53
HUDSON	55.23	53.81	50.06	41.77	42.49
LITTLETON	58.09	55.13	52.20	43.22	40.57
MANSFIELD	62.40	50.75	47.37	39.99	37.62
MARBLEHEAD	55.57	51.94	48.55	42.39	45.35
NO. ATTLEBORO	54.19	50.58	47.03	38.42	32.77
READING	60.95	57.81	53.85		48.30
SHREWSBURY	53.87		47.42	41.55	35.14
WELLESLEY	51.55		45.20	37.48	41.48

Average	56.59	53.55	49.60	41.32	39.69
Highest	62.40	57.81	53.85	44.86	48.30
Lowest	51.55	50.58	45.20	37.48	32.77
Concord	57.88	53.75	51.34	41.32	36.05
Overall highest	62.40	57.81	53.85	44.86	48.30
Overall lowest	51.55	50.58	45.20	37.48	32.77
Average w/out min/max	56.49	53.38	49.61	41.35	39.53
Highest w/out min/max	60.95	55.40	52.20	44.55	45.35
Lowest w/out min/max	53.87	50.75	47.03	38.42	35.14

Difference grey high vs. us	4.52	4.06	2.51	3.54
7% increase	4.05	3.76	3.59	2.89

Concord FY23	62.78	58.30	55.69	44.82	37.56
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Amy Foley

From: Amy Foley
Sent: Tuesday, January 11, 2022 6:18 PM
Subject: Personnel Bylaw Actions Under Consideration for the 2022 Town Meeting

To: Regular-Status Employees Who Hold a Position Subject to the Terms of the Personnel Bylaw

Happy 2022! I'm writing to let you know about Personnel Bylaw updates that are currently being considered, [salary adjustments, and opportunities for you to learn more and provide your input.](#)

Background

The [Personnel Bylaw](#) governs certain compensation and leave benefit provisions applicable to your position; Town Meeting approval is required to make any changes to it. The Personnel Board has responsibility for the administration of the Town's Personnel Bylaw, which includes: reviewing and temporarily approving job classifications and compensation plans; recommending Personnel Bylaw an Classification & Compensation Plan updates for approval by Town Meeting; and hearing and taking appropriate action on the appeal of any employee aggrieved by the operation of any provision of the Personnel Bylaw.

Current Activities

The Personnel Board is considering proposals for the 2022 Town Meeting that, if approved, would make the following notable changes for regular-status employees:

- add "Juneteenth Independence Day" as a paid holiday;
- remove the requirement for Town Manager approval to use vacation in the 1st 6 months of employment; and
- increase the number of bereavement leave days from 3 to 5 for certain relationships (for example, spouse/partner or child).

Further, the Personnel Board has approved the Town Manager's recommendation to provide a 2% salary increase for employees whose pay is not yet at the maximum of their salary range. As you know, performance and merit increases were not provided due to pandemic-related budget considerations, but the Town Manager was committed to making adjustments when determined feasible. The increases will be applied retroactively to 7/1/2021; we will work on processing these increases over the coming weeks.

[Salary ranges and pay increases for FY23 are currently under consideration. Proposed ranges for printing in the Town Meeting warrant will be presented to the Personnel Board at January meetings. Please note that what is printed in the warrant may, or may not, precisely match what is presented for Town Meeting vote; additional range adjustments may be proposed if determined appropriate and feasible.](#)

Opportunities to Learn More & Provide Input

[There are several ways that you can learn more about the Personnel Board's discussions and provide your input:](#)

- Board meetings are open to employees and the public. You are welcome to attend meetings to simply observe or to provide feedback and ask questions during public comment periods. Meeting posting, agendas, and minutes are available here: [Agenda Center](#) You can automatically be notified of meeting postings by enrolling here: [Notify Me Enrollment](#)
- Video recordings of Personnel Board meetings are available for viewing here: [Meeting Recordings](#)
- Information related to the Personnel Board is also available on their web page here: [Personnel Board](#)
- You may send feedback, questions, or requests to the Personnel Board via email: hr@concordma.gov
- You may send feedback, questions, or request to me at afoley@concordma.gov or to Interim Town Manager Kerry Lafleur at klafleur@concordma.gov. Also, as Kerry advised in an email she recently sent, she will be hosting a series of meeting to talk about various issues

The Personnel Board members, Kerry Lafleur and I value the service of Town employees and are interested in hearing from you if there are topics you wish to discuss. Thank you for taking the time to review and consider this communication.

Amy

Amy Foley
Human Resources Director
Town of Concord, MA

Amy Foley

From: Amy Foley
Sent: Tuesday, June 21, 2022 4:38 PM
Subject: Compensation & Benefit Policy Updates
Attachments: FY23 Salary Increase Plan - Approved 6-16-2022.pdf; FY23 Class & Comp Plan 6-16-2022.pdf; Personnel Bylaw 2022.pdf; PPP 12 Administration of Holiday Pay 6-16-2022.pdf; PPP 12-1 Administration of Holiday Pay for Beede Center Employees 6-16-2022.pdf

This message is for **Regular-status Employees Subject to Provisions of the Personnel Bylaw** and has been sent to these employees' work and personal email on record with Human Resources.

To view and update contact information, employees should go to the ADP self-service portal:

<https://workforcenow.adp.com>

Good afternoon,

I am pleased to confirm that the 2022 Town Meeting, Personnel Board, and Town Manager have recently taken actions that expand some of the benefits and compensation policies that apply to you. This email provides you with information about, and copies of, new/amended documents adopted via these actions:

➤ **FY2023 Salary Increase Plan**

- This policy provides for across-the-board salary adjustments on 7/1/2022, as well as wage progression within the salary range for those employees whose salary is not yet at the maximum of their pay range. We are working to get pay increases processed in July paychecks.

➤ **Classification & Compensation Plan Effective 7/1/2022**

- This document shows approved titles and ranges that apply effective 7/1/2022 to regular-status position subject to the Personnel Bylaw. Function-based subranges have been adopted for Human Services and Swim-Fitness positions and will be emailed separately to those groups.
- Please be aware that the Town is currently seeking proposals for a study of this Plan to identify where additional amendments to titles, salary grades, and pay ranges effective 7/1/2023 may be justified. We will communicate more about this study after a consultant is awarded and commences the project.

➤ **Personnel Bylaw**

- The 2022 Town Meeting made the following amendments:
 - **Holiday** (Section 12): Juneteenth Independence Day was added as a paid leave day, and language was updated to reference Indigenous Peoples' Day (also referred to by the name of the legal holiday, Columbus Day). The following Personnel Policies & Procedures have been updated to reflect these changes:

- PPP#12: Administration of Holiday Pay
- PPP #12-1: Administration of Holiday Leave for Beede Center Employees

In addition to the amendments made to the Personnel Bylaw, these policies now reflect that employees may take **time off to observe special or religious holidays that don't fall on a legal holiday**, provided that work schedules can be accommodated without undue hardship to the department. This policy update does not provide an additional day of paid leave; instead, it provides guidance for granting unpaid time off, or paid time off using available earned leave. Please review the policy for specific details related to such requests for time off.

- **Vacation** (Section 13): The provision that “No vacation time may be taken until an employee has completed six (6) months of service, unless authorized in advance by the Town Manager,” has been removed. New employees only need to follow their department’s procedures to request approval for use of earned vacation leave. Note that use of vacation leave hours before they are earned still requires Town Manager approval.
- **Bereavement** (Section 14): The Personnel Bylaw now allows adoption of an expanded policy that grants up to 5 days of bereavement leave for specified relationships; the amended language also supports expansion of the relationships to include additional family and household members. A revised policy is currently being developed and will be sent to you for comment before adopted.
- **Non-Binary Terms:** Within the Personnel Bylaw sections listed above, gender-specific language were replaced with non-binary terms.

Please keep in mind that these documents can be accessed from the Human Resources Department web pages at www.concordma.gov/hr. Also, if you would like printed copies of any/all of these documents, you may obtain them by contacting Human Resources.

We hope you will find these changes beneficial. If you have any related questions, requests, or suggestions, please contact **Human Resources at hr@concordma.gov or 978-318-3025.**

Amy Foley (she/her)
Human Resources Director
Town of Concord, MA
978-318-3025

TOWN OF CONCORD
Personnel Policy and Procedure #10.2

Increases Within the Salary Ranges

Adopted by the Town Manager & Personnel Board

Last Revision Effective: May 30, 2018

Purpose and Scope

The purpose of this document is to establish policies and procedures for the administration of Section 10.2 of the Personnel Bylaw regarding salary increases within the salary ranges specified in the Compensation Plan. Where noted, this policy and procedure also adopts certain monetary rewards to recognize unusual circumstances in accordance with Section 10.3 of the Personnel Bylaw.

Policy

The permanent base-salary for all employees holding a position in the Town's Classification and Compensation Plan must always be within the approved salary range for that position (note that base-salary does not include longevity or other special pays granted in accordance with the Personnel Bylaw). Subject to available funds, an employee may be granted salary increases in the situations detailed below, up until the point where his/her base-salary meets the maximum of his/her position's approved pay range:

1. **Completion of In-Training Period**

Upon successful completion of an employee's in-training period, the Town Manager may increase that individual's base-salary by up to 5.0% based on performance, available funds, or any other factors the Town Manager determines to be relevant to the position.

If an employee successfully completes his/her in-training period after it was extended in accordance with the Personnel Bylaw, the Town Manager may, based on the circumstances, grant the salary increase retroactively to the six-month service date rather than the date the employee completed the in-training period.

2. **Annual Performance Evaluation**

An annual "performance" or "merit" increase may be granted to any employee who has completed his/her in-training period. Such increases are intended to progressively advance the employee's base-salary through the specified range as may be appropriate for his/her position. These increases will be based upon the employee's annual performance evaluation and are contingent upon the employee achieving satisfactory performance. As one or more attachments to this policy, the Town Manager and Personnel Board will issue a plan at the beginning of each Fiscal Year that specifies the amounts of these increases, how they are obtained, and when they will be granted.

3. **Structure Movement**

There are two types of Structure Movement increases that may occur:

- 1) Town Meeting approves an across-the-board increase to the salary ranges contained in the Classification and Compensation Plan.
- 2) Town Meeting approves the adoption of a new or modified Classification and Compensation Plan.

When the salary range for one or more positions changes due to the circumstances listed above, the Town Manager and Personnel Board may issue a plan to provide employees with salary increases that recognize that “Structure Movement.” Such increases are contingent upon the employee achieving satisfactory performance, except that no employee’s salary shall go below the minimum of the range for his/her position. The plan for providing Structure Movement increases will be issued as one or more attachments to this policy, and may be combined with the plan for Annual Performance Evaluation increases.

4. Additional Duties

At any time during the fiscal year, the Town Manager may increase an individual employee’s base-salary (permanently or temporarily) when a significant change has been made in the duties and responsibilities assigned to that employee, but such changes would not justify a reclassification or Acting Pay. When such an adjustment is temporary, the employee’s pay may exceed the salary range of his/her position;¹ however, prior approval of the Personnel Board must be obtained in order for an individual employee’s base-salary to exceed the maximum of the range by more than 10%.

5. Salary Inequities

At any time during the fiscal year, the Town Manager may increase an individual employee’s base-salary when an internal or market salary inequity exists.

6. Other Miscellaneous Adjustments

The Town Manager may grant other temporary or permanent salary adjustments when deemed appropriate due to circumstances not contemplated in this policy. With prior approval of the Personnel Board, the employee’s pay may exceed the salary range of his/her position when such an adjustment is temporary.²

¹ Adopted in accordance with Section 10.3 of the Personnel Bylaw.

² Adopted in accordance with Section 10.3 of the Personnel Bylaw.

**FY2023
Salary Increase Plan**

*Adopted in accordance with PPP #10.2, Section 1 "Completion of In-Training Period,"
Section 2 "Annual Performance Increase," and Section 3 "Structure Movement"*

Managerial-Professional (MP)	Trades-Crafts-Labor (TCL)
Electrical Management (EM)	Electrical Labor (EL)
Telecommunications Management (TM)	Telecommunications Technicians (TT)
Media Specialists (MS)	Administrative-Clerical (AC)
Swim & Fitness (SF)	Human Services (HS)

Scope & Limitations

During Fiscal Year 2023, base pay increases will be provided to regular-status employees who hold a position classified in one of the above-listed pay grades, subject to the following limitations:

- Funds must be available for such purpose;
- Base pay may not exceed the approved salary range maximum for the position held; and
- The employee’s overall performance must be at a satisfactory level, as determined and documented by the department head.

Increase Schedule

7/1/2022 Base Wage Increases

Effective 7/1/2022, the following increases will be granted:

- All Employees: **3.0%**
- Employees who have passed their in-training period and whose pay has not yet met the maximum of their position’s salary range: **an additional 1.0% wage progression within salary range**

If an employee’s overall performance is at a “Needs Improvement” level as of July 1, 2022, the Town Manager shall review the individual circumstances and may delay the increase effective date until satisfactory performance is achieved, and/or withhold or decrease the amount of the increase.

If an employee’s overall performance is at an “Unsatisfactory” level as of July 1, 2022, the employee will not receive a salary increase in FY23.

Completion of In-Training Period after 7/1/2022 and before 7/1/2023

Upon successful completion of their in-training period: **1.0% wage progression within salary range**

Approved by Town Manager and Personnel Board on 6/16/2022

DRAFT

Personnel Board Presentation to Select Board

5 December 2022

The purpose of this memorandum is to summarize the Personnel Board's recommendations for areas to focus for next steps, in response to the Personnel Study Task Force (PSTF) final report.

A. Overall Impression:

We would like to thank the members of the Personnel Study Task Force for the extensive review and analysis that they have provided in their final report. This impressive body of work will serve as a major contribution to the Town in clarifying the Personnel Board's future, as part of the integral workings of Concord Town Government. Their hard work is appreciated by the Personnel Board.

The PSTF report serves as a resource to help guide the Select Board, the Town Manager, the Personnel Board and other Citizen Boards to support a more meaningful role for the Personnel Board. The final report is a first step towards reshaping the work of the Personnel Board to better serve the Town Manager, Human Resources Department and Town employees in their work to create a positive work environment that will enhance employee recruitment and retention efforts.

B. Process to Support Tangible Outcomes:

- 1) Establish a prioritized plan: We have prioritized key areas of focus in the document that follows.
 - We would like to confirm, however, how this strategic action plan gets certified: is it by the Select Board? The Town Manager? Personnel Board, the PSTF or citizens more generally?
- 2) Confirm the goals:
 - Goals should be confirmed with objectives for each major task, milestones to be met and timelines for action.
 - Are these goals to be set and managed by the Personnel Board? Select Board? Town Manager? What is the coordination we should expect?
- 3) Task Management:
 - Once agreed upon, is task management the responsibility of the Town Manager? The Select Board? The Personnel Board?

Work Plan Details:

Using the PSTF’s report, the Personnel Board has identified major focus areas for the Town (i.e., Select Board, Personnel Board, and management) to concentrate their efforts. In addition, we have prioritized elements within each focus area identifying “high/medium/low” priority assessments [please see explanatory chart below].

Priority Code: High = to be completed in the next 6 months
 Medium = to be completed in the next 6-12 months
 Low = to be completed in next 12-24 months

Area of Focus 1- Communication: The Personnel Board recommends enhanced communications across the town related to personnel governance, employee engagement and transparency of Personnel Board information.

Stakeholders			
<ul style="list-style-type: none"> ➤ Select Board ➤ Personnel Board ➤ Town Manager ➤ HR Director ➤ Citizens ➤ Employees 			
Subjects to be Addressed	Priority Level	Comments	
1. Informing employees re: Bylaw changes	High	Town Manager, HR Director to utilize new Communications Manager to build consistent information channels for employees. Personnel Board to review.	
2. Availability of Personnel Board information packets on Town website	High	HR Director to maintain the Personnel Board packets on the website (effective immediately).	
3. Personnel Board’s knowledge & level of involvement with employee complaints	High	Step One: Define the scope of complaints Step Two: Clarify process for interaction	
4. Reports from HR of key metrics consistent with Personnel Board’s role/charge	High	Step One: Outline Dashboard for data sharing Step Two: HR to supply updates monthly	
5. Frequency of joint meetings between Select Board/ Personnel Board	High/Medium	Suggesting Quarterly updates to Select Board	
6. Employee understanding or knowledge of: a. Roles of Town Manager/Personnel Board b. Compensation & Benefit Plans c. Personnel policies in general d. how to file a grievance	Medium	1. Update the Employee Handbook. 2. Develop a communications strategy for engaging non-unionized town employees (Communications Manager /HR/ Managers) 3. Personnel Board to review Communication Strategy and hold regular open meetings with employees.	
7. Reporting to town citizens of basic employment data	Low	With HR Dashboard in place, Personnel Board to work with HR to share publicly on a regular basis.	

Area of Focus 2 – Governance: The Personnel Board recommends adherence to requirements stipulated in the current Personnel Bylaw. The Board supports an evaluation and changes to the Personnel Bylaw to meet the needs of the employees and the Town of Concord in a rapidly changing employment market (note that these actions would also consider the Town Charter and the Mass General Laws that apply).

Authority Documents			
<ul style="list-style-type: none"> ➤ Massachusetts General Laws (M. G. L.) ➤ Town Charter ➤ Personnel Bylaw ➤ Personnel Board Charge 			
Subjects to be Addressed	Priority Level	Comments	
8. Personnel Board’s current and future role and authority (based on M. G. L., the Town Charter, Personnel Bylaw, its Charge, Stakeholder interests, and operational needs) <i>(Note: this is a key component in assessing other subjects)</i>	High	Personnel Board only has authority to modify the ByLaw and the Charge. Board will make modifications of these documents first priority: Personnel Board Charge to be modified within 2 months. Draft article for next Town Meeting re: ByLaw changes to be submitted by 12/16/22.	
9. Personnel Board’s process for reviewing and updating the Personnel Bylaw	High	HR Director to draft the Article for Warrant for next Town Meeting. Personnel Board to review and approve.	
10. Frequency and scheduling of regular days/time for Personnel Board meetings	High	Personnel Board Meetings are meeting monthly. After new members finalized, Board to agree on a regular day/time.	
11. a. Job classification and reclassification process b. Frequency and elements of classification system review	High High	GovHR has been hired and a Compensation & Classification Review is underway. Article for Warrant expected by 12/16/22 deadline based on GovHR recommendations. Personnel Board to review and approve.	
12. Personnel Board’s role in review of benefits and recommending changes		For discussion at Select Board Meeting	
13. Job Description content and updates	Low	<ol style="list-style-type: none"> 1. Town Manager to provide HR strategy to Personnel Board so that job description discussions and updates can be aligned with strategic intent. 2. Regular review of job descriptions and approval of updates by Personnel Board, aligned with Town HR strategy. 	
14. Information from Human Resources to Personnel Board for meeting preparation and action.	High	Incorporated in the monthly HR Dashboard and other materials to be provided to Personnel Board in a timely manner.	

Area of Focus 3- Human Resources: The Personnel Board supports the current work with the third-party vendor (GovHR) for comprehensive review of Compensation, Classification and Benefits of non-union employees.

Infrastructure of Employment			
<ul style="list-style-type: none"> ➤ Personnel Policies & Procedures ➤ Compensation & Benefits ➤ Classification Plan 			
Subjects to be Addressed		Priority Level	Comments
15.	Transparency, clarity, and accessibility of Personnel policies & procedures	High	See Communications section above.
16.	Method for seeking employee input/opinions on compensation, benefits and other policies impacting employees	Medium	<p>Employee feedback gathering process to be developed and approved by the Town Manager and Select Board.</p> <p>Personnel Board will act on information obtained through regular information-gathering processes.</p>
17.	Evaluation of compensation and whether it is competitive with other municipalities	High	<p>GovHR is currently undertaking this evaluation. Recommendations will be incorporated into Article for Warrant.</p> <p>Personnel Board recommends that GovHR or equivalent body be budgeted for and engaged every X years</p>

Area of Focus 4- Employee Relations: The Personnel Board recommends ongoing engagement to address employee satisfaction with Town governance and build confidence that there are efficient, effective, and transparent processes for feedback.

Employee Engagement			
<ul style="list-style-type: none"> ➤ Responsiveness ➤ Work-related Issues ➤ Performance Feedback 			
Subjects to be Addressed		Priority Level	Comments
18.	Timelines for addressing employee concerns	High	To the extent that Personnel Board is involved, Board will advise HR Department and address timelines.
19.	Trust in the Town Human Resources Department	High	Upon advice and strategy of Town Manager, Personnel Board to support that strategy via regular open meetings with employees.
20.	Employee performance feedback methods, timelines, quality and consistency	High	Personnel Board requires more data on the current circumstances: are performance feedback processes mandatory? Annually? Semi-annually? What objectives are assessed? Align the performance feedback to the Town employment strategy.

D. Personnel Board Comments:

As with any project, not all parties may agree with the data or information presented, nor with the conclusions reached. In this Personnel Board memorandum, there are two primary topics to mention briefly:

- 1) Town turn-over statistics vary with time, but we accept that the retention trend for Concord and many public and private institutions has been challenging during the pandemic years. The Personnel Board would like to explore our role, if any, in supporting the Town Manager and HR Department in efforts to improve recruitment and retention of Town employees. Noting the current Administrative Code provides for monthly reports from HR on appointments to positions under the Wage and Salary Classification plan, which may allow the Personnel Board an opportunity to assist HR and the Town Manager in identifying and addressing the key challenge areas appropriately.
- 2) Employee surveys, as with many survey tools, can be a challenge, both in the creation of the survey and how it is conveyed to employees, and how data is collected and shared. The Personnel Board does not have 100% confidence in the employee survey that was conducted by the PSTF as part of their research efforts. In advance of any future surveys, we recommend that the Town Manager have an employee survey guidance document prepared to govern/manage future surveys and subsequent sharing of data obtained.

PRELIMINARY DRAFT

Potential Amendments to Personnel Bylaw

(Recommendations based on Personnel Study Task Force Report dated August, 29, 2022 & Staff Review)

(Last Revised on 11.29.2022)

Section: Section Title: Action # Proposed Action & Possible Warrant Article:

ENTIRE PERSONNEL BYLAW

1 Update language to use gender neutral terms

DEFINITIONS **2 Review & update definitions as needed (consider: "Classification Plan," "Promotion" and "Reclassification")**

1 PURPOSE & APPLICATION OF BYLAW

3 Review to ensure that no updates are needed

5 CLASSIFICATION PLAN

4 Entirety of Section 5 to be reviewed for updates based on Class & Comp Study recommendations

Section 5.1 - Definition and Authority of Personnel Board:

5 Update language to allow Town Manager to authorize job title changes, subject to approval by Personnel Board.

6 Update language in bylaw that references job descriptions as "incorporated by reference"

Section 5.3 - Allocation of Positions to Classifications:

7 Update language in Paragraph 2: Incorrectly implies that all position changes are "reclassification"

6 COMPENSATION PLAN

8 Entirety of Section 6 to be reviewed for updates based on Class & Comp Study recommendations

Section 6.1 - Definition & Authority:

9 Add language: "except as provided for in Section 10 of this bylaw" and reference to "base wage"

8 IN TRAINING STATUS

10 Consider an amendment to the existing bylaw language that helps to distinguish "in training status" and lengths of "training" or probationary" status for new employees versus existing employees who change positions.

10 PAY POLICIES

Sub-Section 10.1 - Appointment Rates:

- 11 Consider difference in language between 10.1 (promotion) and 10.4 (reclassification) and update as needed; Ensure that there are adequate definitions to identify and distinguish between the various stages of employee status and appointments: promotion, demotion, lateral transfer, reclassification, etc.**

Sub-Section 10.4 - Reclassifications:

- 12 Consider additional language to address implementation of new Class & Comp Plans**

Sub-Section 10.5 - Acting Pay:

- 13 Update language to allow pay for single day in the "Acting" role**

Sub-Section 10.6 - Longevity Pay:

- 14 Update language and/or amounts of longevity benefit**

Sub-Section 10.8 - Workers Compensation:

- 15 Update bylaw language if needed per MGL requirements**

11 SICK LEAVE

- 16 Review bylaw language to determine updates for 2023 Annual Town Meeting**

12 HOLIDAYS

- 17 Review bylaw language to determine updates for 2023 Annual Town Meeting**

15 PERSONAL LEAVE

- 18 Review bylaw language to determine updates for 2023 Annual Town Meeting**

16 MILITARY LEAVE

- 19 Review bylaw language to determine updates for 2023 Annual Town Meeting**

18 UNPAID LEAVES OF ABSENCE

Sub-Section 18.3 - Accruals During Leave:

- 20 Review bylaw language with respect to seniority and leave accrual beyond 30th calendar day of unpaid leave**

19 INTERRUPTION OF EMPLOYMENT

- 21 Review bylaw language with respect to any changes related to vacation leave and longevity pay policies**