

TOWN OF CONCORD PERSONNEL BOARD

AGENDA

December 7, 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/88318947082?pwd=RXdBQVJkSkJUbn0xOTBNeDRaUHI2QT09>

Dial: 833 548 0282 US Toll-free

Meeting ID: 883 1894 7082

Passcode: 891752

1. **Call to Order**
2. **Minutes**
 - 11/22/2022
3. **Follow-up from Meeting with Select Board**
 - Discussion; Next Steps
4. **Warrant Article Preparation**
 - Consider possible Personnel Bylaw amendments to incorporate into Warrant article(s)
5. **Personnel Board Charge**
 - Consider relationship to Personnel Bylaw and next steps for developing recommendations to Select Board
6. **Public comment**
7. **Adjournment**

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

Anticipated for distribution before or at the meeting:

- Minutes of 11/22/2022 meetings
- Potential Amendments to Personnel Bylaw for 2023 Town Meeting – Version 2
- Comparison of 1985 Personnel Board Administrative Code to Personnel Bylaw

Other documents that may be referenced:

- [PSTF Final Report](#)
- [Personnel Bylaw](#)

Upcoming Meeting & Events

- Personnel Board Meetings: 12/14/22, 12/21/22, 1/4/23, 1/18/23 (all 5:15 p.m.)
- Warrant article submission deadline: 1/4/23

TOWN OF CONCORD PERSONNEL BOARD

DRAFT MINUTES

NOVEMBER 22, 2022

Zoom Meeting

1. Call to Order
2. Finalize Presentation of Recommendations to Select Board re Personnel Study Task Force Report
3. Public comment
4. Adjournment

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

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

1. Call to Order:

Bill called the meeting to order at 12:30 pm.

Bill: Welcome everybody. I'll call a roll call to confirm that we have a quorum.

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

Bill: Before we get to the first order of business, I would like to introduce that we have an opportunity to delay our report to the Select Board because the 28th agenda is full. If we were to keep to the 28th, it would be very late on the 28th but we'd be first on the agenda on 12/5.

Liz: I think a delay is ok if we can get the "placeholder" for the article for the warrant at Town Meeting in on time for the December deadline? It's important that we have an article in the Warrant for Town Meeting next year—especially if we are out of compliance with the current ByLaws

Bill: Just to clarify, I don't think that we need the draft article for the warrant by the time of the 12/5 meeting of the Select Board—we don't have to indicate what we expect to do at the Select Board Meeting.

Amy: The December date is a requested draft date for a warrant article. It is not set in stone that it is needed by December 6th.

Bill: But it is certainly good to get it started and live up to the 12/ 6th deadline.

Staff Recommendations will also be forthcoming, and you could manage a warrant article draft given the

Liz: Terri, could you please confirm that there is no need to alert the Select Board at the 12/5 meeting to our expectation to draft an article for the Warrant for Town Meeting?

Terri: You could give them a heads up which I'm sure would be appreciated.

NOTE: Draft Warrant Articles are due December 16th.

Kate: Who drafts the Warrant Article? Yes, Council would be involved in the final draft and would be involved in crafting. It seems like a tight deadline, even for the 16th.

Terri: yes, it would go to Select Board, the FinCom Committee, and the Council will review every single draft article. If you need any more help to get the draft done, I'm sure we could support you (Select Board). Then, all drafts have to be finalized by January 4th.

Kate: It still seems like a tight deadline.

Terri: Well, there will also be a draft article by the 16th from the HRGov Classification Plan. I think that might be something Amy can share with you, so you can see how things are worded.

Amy: my understanding is that 12/16 is not a hard deadline, and there are some areas where it's not possible to have the draft by the 16th.

Terri: By the 16th of December, you may not know everything for the Comp plan, but you would have to know it by January 4th.

Kate: I'm concerned that the time won't be sufficient.

Bill: Not a full -fledged personnel ByLaw change--- we do have time to work on parts of it, and to incorporate the GovHR work at the same time. I think it feasible as we're not tackling the whole thing, just specific parts.

Liz: Yes, I'm in good shape as long as we are clear that we'll be able to stay aligned with the draft deadline.

Bill: there won't be a full-fledged tackling of the ByLaw, and some people will still be disappointed.

Bill: Can we agree to go on the 12/5 Select Board meeting?

Kate: Yes. But I'd like to understand what would be the timing so I can attend due to work obligations that night.

Bill: We don't have to have a quorum at the Select Board meeting?

Terri: Correct, yes.

Kate: Ok, but I'd like to attend if it's possible.

Terri: Matt Johnson indicated that 12/5 move would help our agenda a lot—the assessors have also become urgent for the 12/28 date.

Bill: Okay, so let's confirm that we are all on board to change our presentation to the Select Board to 12/5 ?

Kate made a motion to postpone the Board's presentation to the Select Board until 12/5/22. Nancy seconded the motion.

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

2. Finalize Presentation of Recommendations to Select Board re Personnel Study Task Force Report

Bill: We still have 15 minutes, so let's keep working on the presentation for the Select Board. Incorporating the comments from me, Nancy and Kate. The basic elements are still clear.... Thoughts? How do we tackle the wordsmithing from Kate, and the "Concept" issues identified from the HR department staff.

Bill: I suggest that two of us to work on this document to firm everything up and incorporate comments.

Nancy: I think it looks very good; not too much needed now.

Nancy made a motion to have Bill and Liz review and finalize the presentation of recommendations before the Select Board meeting. Kate seconded the motion.

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

Kellie: A quick suggestion: Notwithstanding the results of the prior vote, I was curious about the priority code. Could we have a priority column with the priority but a separate one with the timeline....

e.g. looking at the ByLaws amendment: suggestion is to add another column

Kate: I like the changes to focus on more positive language "Challenges" rather than "Deficiencies". One area, though, is the prioritizations—out of 17 current items, so many of them are identified as "high priority" What does high mean? I had the same question—Comp & Class review is already in process. We can make it high priority, but leaving the timeline separate might help. I just don't think it feasible to concentrate on so many items at once.

Bill: What do others think about priority code?

Nancy: I do see that there are a lot of high priorities, but I think we might label some as "low hanging fruit" as they are already underway, like the work with HRGov. I'm sure that they are doing a huge amount of work and it is going to take a while, but they are also interconnected.

Liz: Comments only would be fine. Let's share the screen as I found some of the comments confusing, and I could not understand who added what from the document.

Liz: Okay, now that I'm clear on the document and who has added which changes, I think we could nuance the high priority definition under a comments section that explained how it would get done.

Terri: When you are putting forth Bylaw changes going to come forward here? I agree with a timeline, and possibly also the section explaining who will do the work. Then the plan would be all ready.

Bill: I have two points to make: First, we only have 5-6 minutes left on our original 30 minutes set aside for this meeting. Second, I agree that we could cut the "high priority" points into two levels so that we're not trying to do everything at once.

Liz: Bill, I agree with your suggestions to reorganize the 'high priority' items. Also, I have an hour set aside for this meeting, and we have a meeting set for next week as well. If everyone can stay another half hour, I'm sure we could get through the revisions enough so that Bill and I can then meet and incorporate the changes and bring it back to the Personnel Board at our meeting next week.

Bill: My sense is that Liz and I will come up with a recommendation.

Kate/Nancy: yes, ok

Bill: What are the items on our next Personnel Board meeting?

Amy: the appeal –will be addressed and Ms. Joellen Cadematori from GovHR will be here to draft up final report. Would like to talk about the process and next steps---and a lot to do to understand what Classification & Compensation proposal will be in the article for the warrant.

- The Personnel By Law: Kellie and I have been going through to see what GovHR and what we think should be recommended changes, as well as some employee comments of things to change in the bylaw warrant Articles.

Bill: then, how are we thinking about volume for changes to the ByLaw—9 identified from the PSTF report—involving 7 different sections of the ByLaw. So, maybe 10 will be recommended for change.

Amy: Miscellaneous compensation schedule—e.g. minimum wage is changing on Jan 1 and we will have some recommended changes based on that as well.

NOTE: We spent about 25 minutes wordsmithing the document that will end up as the presentation for the Select Board. These notations will be captured in the final presentation and thus are not captured in full detail in these minutes.

Bill: Ok, so I don't know if we have clarity on the nomination of the newest member of the committee: has that person been nominated yet by the Select Board?

Terri: He will be nominated at 12/28 meeting and then agreed to at 12/5. So he can attend your presentation to the Select Board, but can't vote until sworn in.

Terri: Lots of progress, thank you all. Could we confirm that this document will be available by December 1st for the Select Board materials?

Bill: That is our goal.

3. Public Comment

There were no public comments.

4. Adjournment

Kate made a motion to adjourn the meeting. Nancy seconded the motion.

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

The meeting was adjourned at 1:28 pm. Bill: Thanks, Happy Thanksgiving!

Documents Used During the Meeting

- Original draft of Personnel Board's presentation to the Select Board
- Aggregated Comments/Suggested Edits to Personnel Board's Draft Presentation to the Select Board



Town of Concord
Human Resources Department
Memorandum

TO: Select Board, Personnel Board, and Town Manager Kerry Lafleur
FROM: Amy Foley, Human Resources Director
Kellie Hebert, Interim Assistant Town Manager/HR Management Specialist
DATE: December 5, 2022
RE: **Human Resources Strategic Action Items**

In response to the Select Board's request for response to the Personnel Study Task Force (PSTF) Final Report, this memo is intended to update you on Human Resources' (HR) priorities identified by staff and in consideration of PSTF recommendations.

First, we would like to express our appreciation to Concord's employees and the PSTF for their engagement and feedback. The Town has experienced considerable growth, leadership changes, a pandemic, and rapid and significant changes in the labor market. We are committed to updating our systems and approaches to support employee engagement, recruitment, retention, and the Town's attractiveness as an employer in this new environment. To that end, the HR Department and Town Manager's Office are working together to make substantive updates and enhancements to our personnel systems and employee experience.

Attached is a draft outline, or "dashboard," of our strategic initiatives. This tool will be refined as we receive ongoing feedback from leadership and employees; it will guide our plans of action. In addition, the following summarizes key priorities that are underway. HR has already taken many actions in support of these priorities and will discuss these in detail with the Personnel Board as they address each item on their work plan.

KEY PRIORITIES

1. **Classification & Compensation Study:** Assess market position and internal equity; develop updated compensation strategy, classification & compensation plan, salary policies, and plan maintenance procedures; update employee performance feedback tools, and incentive and reward systems.
2. **Personnel Bylaw Amendments:** Identify and prepare bylaw amendment proposals. There are three anticipated articles:
 - Ratification of Personnel Board Classification Actions Since 2021 Annual Town Meeting
 - Amended Classification and Compensation Plan for FY24 based on GovHR recommendations

- Personnel Bylaw Amendments – to be determined; attached is a list of possible amendments provided by HR to the Personnel Board for consideration.
3. **Employee Policies & Procedures:** Evaluate and redesign policy framework, including structure of the Personnel Bylaw, Personnel Policies & Procedures, and Administrative Policies & Procedures. Develop a system that enhances communication, promotes equity, increases efficiency, ensures compliance with laws and regulations, and guides decision-making. Use the updated framework and policy content to create an employee handbook.
 4. **Employee Relations:** Evaluate and identify ways to improve employee communications and trust. Clarify policies to support employee understanding of the Town’s practices and options to address workplace concerns. Develop procedures and information that outline HR’s roles, confidentiality requirements, legal responsibilities, and obligations to act on information received. Work with Town Manager to reinvigorate use of a performance evaluation process and employee feedback systems.

PERSONNEL BOARD SUPPORT

We recognize that HR plays an important role in supporting the Personnel Board and its ability to remain informed and engaged. A clear understanding by all parties of the role of the Personnel Board is critical to ensuring success. With the support and engagement of Board members, we are confident that we can continue our progress toward making Concord an attractive place to work.

OUR COMMITMENT

Concord is fortunate to have a team of talented and dedicated employees that provide high-quality public services. The employment landscape has changed greatly in a short period. HR is committed to acting on initiatives that will help ensure a work environment that strengthens the Town’s ability to attract and retain a talented and engaged workforce. Continued input and feedback of all stakeholders is valued and will be instrumental to our success.

Town of Concord
Human Resources Department
Strategic Action Items - FY23 - DRAFT 12/5/2022

CATEGORY	REF#	ACTION ITEMS	TYPE	STATUS	PRIORITY	SCHEDULE	COMMENTS	REF#
Personnel Bylaw	1	Review & evaluate Personnel Study Task Force's recommendations for Bylaw amendments	One Time	Complete				1
	2	Provide preliminary recommendations & suggest next steps to the Personnel Board	One Time	Complete				2
	3	Support Personnel Board's evaluation of Bylaw & development of proposed amendments for Town Meeting	One Time	Underway				3
Classification & Compensation	4	Coordinate a comprehensive study of the Town's non-union classification and compensation system	One Time	Underway				4
	5	Provide administrative and technical support to the Personnel Board	On-going	On-going				5
	6	Work with GovHR and Personnel Board to analyze & develop an updated list of comparable communities; recommend system for regular gathering and evaluation of compensation and benefits market data	One Time	Underway				6
	7	Develop a compensation strategy that aligns with the FY24 budget planning process	One Time	Underway				7
Employee Benefits	8	Analyze the employee benefits package to identify gaps, strategies and programs that will help to attract and retain qualified personnel	One Time	Underway				8
	9	Administer and coordinate employee benefit programs (e.g., health and other insurance plans, pre-tax plans, paid leave, Employee Assistance Program, workers' compensation)	On-going	On-going				9
Strategic Planning	10	Support the Town Manager in developing strategies for training, professional development and succession planning, that can guide future decision-making and supports a highly competent municipal workforce	One Time	On-going				10
Efficient Operations & Communications	11	Support Town Manager's review of management and reporting structure to: ensure efficient and effective operations, aid with succession planning, enhance communications, support optimal organizational performance, and ensure the efficient delivery of public services	One Time	On-going				11
Personnel Policies	12	Evaluate the Town's policy framework, develop new strategy, and develop a roadmap for updating and creating human resources policies and related documents (e.g., bylaw, procedures, handbook)	One Time	Underway				12
	13	Ensure that personnel policies and human resources operations are lawful, fair and equitable	One Time,	Underway				13
	14	Update personnel systems/policies in accordance with legal requirements and employment related trends	then on-going	Underway				14
	15	Evaluate and modify HR policies and practices with emphasis on special efforts to reduce biases, improve equity and inclusion, and to support initiatives that promote diversity, equity, inclusion and belonging throughout the organization	One Time	Underway				15
	16	Develop a formal "Remote Work Policy" designed to balance the provision of excellent public service and municipal operations with the needs and desires of a modern workforce	One Time	Underway				16
Hiring & Retention	17	Review organizational structure and operations to support optimal organization performance, customer service delivery, and strategies for filling staff vacancies	One Time,	Underway				17
	18	Improve upon methods to promote the Town as an employer	then on-going	Underway				18
Efficient Operations	19	Continue to identify and implement ways to increase efficiency of HR processes and workflows	On-going	On-going				19
	20	Collaborate with CIO to identify and implement opportunities to streamline processes and workflows						20
Training	21	Continue on-going efforts to promote an organizational culture of learning and continuous improvement	On-going	On-going				21
	22	Provide regular in-house training opportunities for employees with topics that are in alignment with the Select Board's Statement of Vision and Values						22
Communication	23	Support and encourage effective communications among Human Resources Staff, the Town Manager, Department Heads and members of the Town's workforce	On-going	On-going				23
	24	Continue on-going efforts to strengthen the Town's ability to engage its workforce through ongoing responsiveness and communication						24
DEIB Initiatives	25	Update personnel systems and policies in accordance with goals for improving diversity, equity, inclusion and belonging outcomes	On-going	On-going				25
	26	Evaluate and modify HR policies and practices with emphasis on special efforts to reduce biases, improve equity and inclusion, and to support initiatives that promote diversity, equity, inclusion and belonging throughout the organization						26

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**

Consideration of Personnel Bylaw Amendment Proposals For 2023 Town Meeting Warrant

Intent:

Identify changes that, without making substantial change that hasn't been fully vetted:

- pave path for success in implementing new Class & Comp Plan,
- allow for enhancement of non-wage administration, clarity and efficiency

Purpose of Conversation:

Outline options, identify Board priorities, determine next steps for refining proposed amendments

Attached:

Excerpts from the Personnel Bylaw have been included to illustrate areas where language amendments may be helpful this year. Ideas for amendments are shown, but this language needs consideration and refinement if Board is interested in proceeding – consideration needs to be given to

Not recommended this year:

The potential amendments list provided to the Personnel Board dated 11/29/2022 has been reviewed. Staff does not propose amendments this year on the following:

- Purpose & Application of Bylaw – needs greater discussion
- In-training Status – needs greater discussion
- Single day Acting assignments – difficult to define; can be addressed via other methods if necessary
- Longevity Pay – requires more review and consideration of how it will work with new Comp Plan
- Workers Compensation – have not identified how this is prohibited by law
- Holidays – have allowed for flexibility via policy; further consideration to Bylaw change needed
- Personal leave – no need for change identified at this time
- Interruption of Employment – no need for change identified at this time

NOTE: Consistent with a ensuring a respectful work environment and with DEI initiatives, staff recommends making gender-neutral language substitutions (e.g., pronouns; Select Board) throughout the Personnel Bylaw

DEFINITIONS

"Classification" - a group of positions whose duties and responsibilities are sufficiently similar that the same descriptive title, qualifications and compensation can be applied with equity to all positions in the classification.

"Classification Plan" - a listing of all approved position classification titles **that have been evaluated using a classification system** and a summary job description for each classification.

"Compensation Plan" - a listing of the minimum, **and** maximum ~~and intermediate~~ **base** wage or salary rates for each title in the Classification Plan.

"Classification System" – **an established method of evaluating and grouping positions using a standardized scale that considers factors such as level and impact of work, required qualifications, and working conditions.**

"Position" - a defined set of duties and responsibilities to which one employee is appointed to perform.

"Promotion" - the movement of an employee from one position into another position **that is in the same field of work, has greater responsibilities, and is in a classification with a higher salary range maximum** ~~which is in a classification with a higher maximum salary.~~

"Reclassification" - the movement of a position from one classification to another classification, **or from one salary grade to another salary grade within the same classification and compensation system.**

"Salary Range or Grade" - an established range of salary or wage rates included in the Compensation Plan.

"Salary Structure Movement" - Any increase or decrease in a salary range which is approved by Town Meeting.

Section 5. CLASSIFICATION PLAN

5.1 Definition and Authority

A classification plan shall be maintained for all regular-status Town positions. The Classification Plan shall consist of a listing of all approved position classification titles ~~and a summary job description for each classification, both of which are hereby incorporated by reference into this bylaw.~~ The Classification Plan shall provide a uniform system for grouping positions based on the nature and complexity of the duties assigned and the minimum qualifications required to perform those duties.

All changes to the list of job titles included in the Classification Plan must be approved by ~~the Town Manager and Personnel Board, and reported to~~ Town Meeting. No person shall be appointed or promoted to any regular-status position under a title not included in the Classification Plan.

NOTE: would need to explore process of reporting to Town Meeting

5.3 Allocation of Positions to Classifications

~~Whenever the Town Manager establishes a new position or authorizes a change in the scope of an existing position, the Town Manager or the Manager's designee shall perform a job evaluation using the classification system and recommend a classification, which determines salary grade assignment, to the Personnel Board. The Personnel Board shall allocate the position to an appropriate classification.~~

~~Whenever a new position is established, the Personnel Board shall review the duties and qualifications of the position and allocate it to the appropriate classification.~~

~~Whenever an existing position is assigned new duties so that a new level of work exists and in effect a new position is created, the Personnel Board shall review the duties and qualifications of the position and determine if it should be reallocated (i.e., "reclassified") to another classification. (See Section 10.4 of this Bylaw for information on how such a reclassification would impact an employee's pay.)~~

In the event the Personnel Board determines that a new or changed position requires the establishment of a position classification not included in the Classification Plan, it may temporarily authorize the addition of a new title to the Classification Plan, subject to ratification at the next Town Meeting.

5.4 Periodic Review of the Classification Plan

It shall be a responsibility of the Town Manager to ensure that position classifications and job descriptions are reviewed at reasonable intervals, as the Manager deems necessary and as resources are available. (Rev. 4/16)

Section 6. COMPENSATION PLAN

6.1 Definition and Authority

A compensation plan shall be maintained for all regular-status Town positions. The Compensation Plan shall consist of minimum ~~and~~ maximum ~~and intermediate base~~ wage or salary rates for each title in the Classification Plan, and is hereby incorporated by reference into this bylaw.

Each department head shall be responsible for having the wages and salaries for regular-status Town employees under the department head's jurisdiction fixed in accordance with, and only in accordance with, the rates set forth in the Compensation Plan **except as provided for in Section 10 of this bylaw.**

6.2 Amendments to the Compensation Plan

All amendments to the Compensation Plan must be approved by Town Meeting. The Personnel Board shall be responsible for preparing and presenting recommended amendments to the Compensation Plan at Town Meeting.

In the event the Personnel Board determines that the establishment of a new position or the reclassification of an existing position requires a change in the compensation plan (e.g., adding or changing a salary range or reallocating an existing classification to a different salary range), it may temporarily authorize the necessary change subject to ratification at the next Town Meeting.

Any increase in wages or salaries under this section shall be effective only if funds are available for the purpose.

6.3 Periodic Review of the Compensation Plan

It shall be a responsibility of the Personnel Board to review rates of pay at least every three (3) years. Whenever the Personnel Board reviews the Compensation Plan, it shall take into account and give such weight as it may deem appropriate to the following:

- a. Rates of pay for like positions in other Massachusetts towns considered by the Personnel Board to be comparable to Concord.
 - b. Rates of pay for like jobs (if any) in commercial and business establishments in the area of Concord and vicinity.
 - c. The current level of the Consumer Price Index for Urban Wage Earners and Clerical Workers, Boston, Massachusetts.
-

10.4 Reclassifications

1. Positions Reclassified to a Higher Salary Grade

~~—An employee whose position is reclassified to a higher salary grade shall receive a rate of pay in the new salary range. The Town Manager may increase the employee's base rate of pay up to a percentage equivalent to the percent increment between the minimum pay of the former range and the minimum pay of the new range. When the position is in a step pay plan the employee will normally be paid a step in the new range which is closest to this percent. With prior approval of the Personnel Board the Town Manager may approve a salary outside of this guideline when circumstances relating to the position warrant a higher pay. In no case shall the employee receive a salary greater than the top of the salary range of the higher classification. (Rev. 4/95)~~

An employee whose position is reclassified to a higher salary grade shall receive a base rate of pay within the approved range for the position's classification; the Town Manager shall determine the starting rate based on the Manager's consideration of the individual's qualifications, available funds, market influences, internal equity and any other relevant factors.

2. Positions Reclassified to a Lower Salary Grade

If an employee's position is reclassified to a lower salary grade, the employee's current salary shall not change. If the employee's current salary is below the new range's maximum, the employee will receive salary increases in accordance with policy until the maximum is reached. If the employee's current salary is above the new range's maximum, the employee's current salary will become a personal rate and the employee shall receive no further increases in pay (including salary structure movement) until such time as the personal rate is exceeded by the new salary range.

10.5 Acting Pay

An employee may be assigned to assume temporarily some or all of the duties of another position from which an incumbent is absent. Additional compensation shall be given for such assignments when all of the following conditions have been met:

- a. The employee is assigned to perform a majority of the significant duties of a budgeted, higher paid position from which an incumbent is absent.
- b. The duties of the higher paid position are assigned to and performed by the designated employee for (15) or more consecutive work days.
- c. The assignment is approved by the Town Manager.

Employees who perform the duties of a higher paid position under the above provisions, shall receive "acting" pay beginning on or retroactive to the first day of the assignment.

Acting pay shall be a rate in the salary range of the position being filled; **the Town Manager shall determine the rate based on the Manager's consideration of the individual's qualifications, available funds, market influences, internal equity and any other relevant factors.** ~~The Town Manager may appoint an employee at an acting rate of pay up to an amount which provides the employee with a percent increase equivalent to the percent increment between the minimum pay of the employee's current range and the minimum pay of the new range. Employees who are assigned acting duties of a position in a step pay plan may be paid the step in the new range which is closest to this percent. With prior approval of the Personnel Board and when circumstances relating to the position warrant, an employee may be appointed at a rate of pay beyond this guideline. In no case shall the employee receive a salary greater than the top of the salary range of the higher classification. (Rev. 4/95)~~

Acting pay shall apply to any overtime worked in the higher classification (when eligible), but shall not apply to any paid leave taken or accrued during the acting assignment, unless authorized by the Town Manager.

Section 11. SICK LEAVE

11.1 Accrual

Each regular employee shall accrue up to twelve (12) days of sick leave per year; sick leave for regular part-time employees shall be pro-rated. There is no maximum on the amount of sick leave that may be accumulated. The Town Manager shall adopt policies to provide further definition of the accrual of sick leave.

~~Upon hire, each regular, full-time employee shall be credited with three (3) days of sick leave accrual. Additional sick leave will not be accrued until the employee completes three (3) months of service, at which time he/she shall begin to accrue sick leave at the rate of one day for each month of active employment. Each part-time regular employee shall accumulate sick leave on a prorated basis in proportion to the percentage of full-time hours worked. There is no maximum on the amount of sick leave that may be accumulated. (Rev. 5/01)~~

Section 16. MILITARY LEAVE

The Town will grant paid and unpaid military leave in accordance with M.G.L. Chapter 33, Section 59 as adopted by Town Meeting, March 1948, and with all other applicable laws. The Select Board may provide additional paid military leave during times of war or emergency.

~~Employees who serve as members of a reserve component of the US armed forces shall receive their regular pay, in addition to any military pay, for up to seventeen (17) days of their annual tour of duty (per M.G.L. Chapter 33, Section 59 as adopted by Town Meeting, March, 1948). Annual tour of duty does not include orientation courses and weekend or other inactive duty drills.~~

~~A reservist employee shall receive unpaid leave to attend orientation courses and weekend or other inactive duty drills unless the employee elects to voluntarily take vacation, holiday, or personal leave time.~~

Section 18. UNPAID LEAVES OF ABSENCE

The Town will grant unpaid leave in accordance with all applicable laws. Unpaid leave that is not subject to a legal entitlement may be granted at the discretion of the Town Manager. The Town Manager may adopt policies as needed to implement these provisions; such policies shall address any impact of unpaid leave on paid leave accrual, service credit, and wages increases, and other benefits.

18.1 Family and Medical Leave

~~The Town Manager and Personnel Board shall adopt and implement personnel policies and procedures which comply with the Family and Medical Leave Act of 1993. (Rev. 4/94)~~

18.2 Other Leaves of Absence

~~Unpaid leaves of absence not covered by the Family and Medical Leave Act of 1993 may be granted at the discretion of the Town Manager. (Rev. 4/94)~~

18.3 Accruals During Leaves

~~Employees may be required to use other accrued leave balances prior to being granted any unpaid leave of absence, as determined by Town Personnel Policies and Procedures. No paid leave time or seniority shall accrue to an employee beyond the thirtieth (30th) calendar day of an unpaid leave of absence.~~

**Comparison
Personnel Board 1985 Administrative Code to Personnel Bylaw**

Foundational Sources
<p><u>M.G.L., C.41, Section 108A</u> Classification of positions; compensation plans; rules and regulations</p> <p>Section 108A. A ... town by by-law may establish, and from time to time amend, a plan classifying any or all positions, other than those filled by popular election and those under the direction and control of the school committee, into groups and classes doing substantially similar work or having substantially equal responsibilities. Such... town may in like manner ... by vote of the town at a town meeting, establish, and from time to time amend, a plan establishing minimum and maximum salaries to be paid to employees in positions so classified, and such salary plan may provide for the attainment of such maximum salaries by periodical step-rate increases based on length of service. ...</p>
<p><u>MGL, Chapter 40, Section 21A</u> Powers of cities and towns; regulation of working conditions of employees</p> <p>A town by by-law ... may establish the hours, days and weeks of work and the hours, days and weeks of leave without loss of pay, including, without limiting the generality of the foregoing, holiday leave, vacation leave and sick leave, for any or all employees of such town ... other than those appointed by the school committee; provided, that the number of working hours, days or weeks so established shall not exceed, and the number of hours, days or weeks of leave without loss of pay shall not be less than, the number prescribed by any general or special law applicable to such town ... on the first day of January, nineteen hundred and fifty-two.</p>
<p><u>M.G.L, C. 41, Section 108c</u> By-laws pertaining to administration of personnel; consolidation (Establishment and Purpose of a Personnel Board)</p> <p>A town may consolidate, in a single chapter or article, all provisions of its by-laws pertaining to the administration of its personnel, including, ..., the plans established pursuant to section one hundred and eight A of this chapter, and any by-laws adopted pursuant to section twenty-one A of chapter forty, and may provide by by-law for the establishment of a personnel board or other agency for the purpose of administering said [compensation] plans or other provisions of its by-laws pertaining to personnel, determining any questions arising thereunder, and advising the town in any matters pertaining thereto...</p>
<p><u>Town Charter, Section 2, Paragraph B</u></p> <p>The select board shall appoint ... a personnel board, ... The select board may, by majority vote, undertake an investigation of the affairs of any ... board ...appointed by them or by the town manager, and they shall have access to all records and other documents which they may deem necessary or desirable for this purpose. The select board may remove, after such hearing as the select board may deem advisable, any of the ... boards ... appointed by them under the provisions of this paragraph B, or any member thereof...</p>
<p><u>Personnel Bylaw:</u> Per Sec 1, purpose is to establish an equitable and efficient system of personnel administration for Town employees.</p>
<p><u>1985 Personnel Board Administrative Code</u></p> <p>Approved by Select Board when the Town’s Personnel Department was established. It was part of a document that outlined duties of the Board & Personnel Director (Director duties are assigned by Town Manager and have changed, as documented in job descriptions). Most of the Board’s listed duties tie directly to the Personnel Bylaw (per MGL, the Board is established via bylaw). Town Meeting has modified the language in the Bylaw; the Administrative Code was not updated to match. Over the years, some people felt the Administrative Code was no longer needed or valid because the Personnel Bylaw now serves as the Charge, which has been amended several times by Town Meeting. Others said the Code is the Charge and it remains in effect because the Select Board hasn’t changed or rescinded it.</p>

**Comparison
Personnel Board 1985 Administrative Code to Personnel Bylaw**

#	1985 Administrative Code	Personnel Bylaw – Relevant Excerpts	Considerations
1	<p>A. Membership Five members appointed by the Board of Selectmen with staggered three-year terms. The Board elects a chairman and clerk.</p>	<p>Sec 2. Personnel Board This Personnel Bylaw shall be administered by a Personnel Board consisting of five (5) members. Members of the Personnel Board shall be appointed by the Board of Selectmen for three (3) year terms.</p> <p>No member of the Personnel Board may be an employee of the Town nor hold Town office, whether appointed or elected, but any such member may serve on behalf of the Town on any committee negotiating with Town employees.</p> <p>Members of the Personnel Board shall serve without compensation.</p> <p>The Personnel Board shall meet regularly as necessary to consider such business as may be presented by Town officials, Town employees, and others.</p> <p>At any meeting of the Personnel Board, action by a majority of those Board members present shall be binding. At least three (3) members of the Board shall be present in order to constitute a quorum.</p>	<ul style="list-style-type: none"> • Bylaw doesn't specify "staggered terms" • Board of Selectmen → Select Board • chairman → chair • Town Charter, Section 2, Par. B (noted on page 1) • Definition of "meet regularly..."

**Comparison
Personnel Board 1985 Administrative Code to Personnel Bylaw**

	Administrative Code	Personnel Bylaw – Relevant Excerpts	Considerations
2	<p>B. Duties and Responsibilities The Personnel Board shall have responsibility for the administration of the Personnel Bylaw (Wage and Salary Classification Plan) of the Town, including the following:</p>	<p>Sec 2. Personnel Board This Personnel Bylaw shall be administered by a Personnel Board consisting of five (5) members.</p>	<ul style="list-style-type: none"> • Town Charter, Section 9, Par. C: <i>With respect to the wage or salary and classification of employees appointed by the town manager, the town manager shall be governed by the provisions of the "Wage and Salary Classification Plan – Town of Concord, Massachusetts", as the same may be amended from time to time and for so long as the same may remain in force.</i> • Role of Town Manager & Human Resources in administration of the Bylaw/Wage & Salary Classification Plan

**Comparison
Personnel Board 1985 Administrative Code to Personnel Bylaw**

	Administrative Code	Personnel Bylaw – Relevant Excerpts	Considerations
3	a) Establish job classifications, minimum and maximum wage brackets, and salary schedules for all regular Town positions for approval by Town Meeting,	<p><u>Sec 6. Compensation Plan</u> (6.1) A compensation plan shall be maintained for all regular-status Town positions. The Compensation Plan shall consist of minimum, maximum and intermediate wage or salary rates for each title in the Classification Plan, and is hereby incorporated by reference into this bylaw. (6.2) The Personnel Board shall be responsible for preparing and presenting recommended amendments to the Compensation Plan at Town Meeting.</p>	
4	<p>with the exception of:</p> <ul style="list-style-type: none"> • jobs under the direction and control of the School Committee, provided that school employees may be included in the Plan as requested by the School Committee; and • positions filled by popular election, provided that the Board shall make recommendations regarding salaries for elective positions prior to the annual Town Meeting as requested by the Selectmen. 	<p><u>Sec 1. Purpose & Application of Bylaw</u> All Town departments and positions shall be subject to the provisions of this bylaw except</p> <ul style="list-style-type: none"> • elected officers, • employees with personal contracts, • employees covered by a collective bargaining agreement, and <p>employees of the school department.</p>	<ul style="list-style-type: none"> • The 1985 Admin Code is not consistent with MGL, C.41, Sec 108A, in that the law does not include the “provided that...” language • In 1992, Town Meeting amended entire Bylaw; language in the 1985 Admin Code was removed from the Bylaw, consistent with MGL, and exemption of employees with personal contracts was added • In 1997, Town Meeting further amended Sec. 1 to clarify that the Bylaw is not applicable to employees covered by a collective bargaining agreement • Selectmen → Select Board

**Comparison
Personnel Board 1985 Administrative Code to Personnel Bylaw**

	Administrative Code	Personnel Bylaw – Relevant Excerpts	Considerations
5	<p>b) Recommend non-wage provisions governing the positions under the Plan for approval by the Town Meeting, including such items as vacations, hours, days, and weeks of work, insurance benefits, leaves of absence, sick leave, military leave, jury duty, worker's compensation, overtime, etc.</p>	<p>Sec 2. Personnel Board This Personnel Bylaw shall be administered by a Personnel Board ...</p>	<ul style="list-style-type: none"> • MGL, Chapter 40, Section 21A specifies “working conditions” that may be included in a bylaw • In Bylaw, there is no specific reference to who recommends non-wage provisions or amendments • What provisions must be addressed in Bylaw – what can be granted/adopted by other means? • Why are certain federal/state laws (FMLA, military leave) in Bylaw? Many leave provision are impacted by fed and state laws, including quite a few new/amended laws since 1985 (e.g., vacation, FMLA, SNLA). At times, this can make link to Town Meeting/Bylaw challenging
6		<p>Insurance Considerations</p> <ul style="list-style-type: none"> • Insurance benefits aren’t addressed in Bylaw and don’t go to Town Meeting for approval • As the chief executive officer of the Town, and therefore the health insurance authority, the Town Manager establishes the health insurance policies • Insurance benefits for all Town and School employees, including union, are the same • Health insurance is a mandatory subject of collective bargaining • The Town has a representative Insurance Advisory Committee (per MGL, 32B), which consists of union and non-union Town, Concord Public Schools, and Concord Carlisle Regional School employees, and retirees • In 1990, Concord joined Minuteman Nashoba Health Group, a self-insured joint purchase consortium; the Town’s Chief Financial Officer is voting member 	

**Comparison
Personnel Board 1985 Administrative Code to Personnel Bylaw**

	Administrative Code	Personnel Bylaw – Relevant Excerpts	Considerations
7	<p>c) Periodically review job descriptions for all positions included in the Plan to ensure they are properly classified.</p>	<p>Definitions "Classification Plan" - a listing of all approved position classification titles and a summary job description for each classification.</p> <p>Sec 5.1. Definition and Authority A classification plan shall be maintained for all regular-status Town positions. The Classification Plan shall consist of a listing of all approved position classification titles and a summary job description for each classification, both of which are hereby incorporated by reference into this bylaw.</p> <p>Sec 5.2. Job Descriptions The Town Manager or his/her designee(s) shall prepare and maintain summary job descriptions for all position classifications in the Classification Plan. Such descriptions shall consist of a statement describing the essential nature and level of the work performed by employees in that classification; illustrative examples of typical tasks and duties assigned; and the required or desirable qualifications for the classification. (Rev. 4/16) These classification descriptions shall be interpreted as descriptive only and not restrictive. They shall be construed solely as a means of identifying and grouping positions and not as prescribing what the duties or responsibilities of any job shall be.</p> <p>Sec 5.4. Periodic Review of the Classification Plan It shall be a responsibility of the Town Manager to ensure that position classifications and job descriptions are reviewed at reasonable intervals, as he/she deems necessary and as resources are available. (Rev. 4/16)</p>	<ul style="list-style-type: none"> • In 2016, Town Meeting voted to move periodic job description and classification review responsibility to the Town Manager (Sec. 5.2 and 5.4) • 1985 Admin Code is consistent with previous versions of the Bylaw that gave Personnel Board responsibility to maintain a file of job descriptions, and to review position classifications and job descriptions • Job description content supports classification assignment, but the description, in and of itself, does not determine whether position is properly classified; classification of positions requires training and experience in the use of the classification system • Connection of job description to Bylaw makes it difficult to update descriptions as positions evolve within same scope/classification

**Comparison
Personnel Board 1985 Administrative Code to Personnel Bylaw**

	Administrative Code	Personnel Bylaw – Relevant Excerpts	Considerations
8	<p>d) Review at reasonable intervals job classification rates of pay under the Wage and Salary Classification Plan, taking into account such factors as</p> <ul style="list-style-type: none"> • pay rates for like jobs in Massachusetts towns comparable to Concord, • pay rates for like jobs in private industry in the Concord area, and • current cost-of-living indexes; <p>and make recommendations as appropriate to the Town Meeting.</p>	<p>Sec 6.3 Periodic Review of the Compensation Plan It shall be a responsibility of the Personnel Board to review rates of pay at least every three (3) years. Whenever the Personnel Board reviews the Compensation Plan, it shall take into account and give such weight as it may deem appropriate to the following:</p> <ol style="list-style-type: none"> a. Rates of pay for like positions in other Massachusetts towns considered by the Personnel Board to be comparable to Concord. b. Rates of pay for like jobs (if any) in commercial and business establishments in the area of Concord and vicinity. c. The current level of the Consumer Price Index for Urban Wage Earners and Clerical Workers, Boston, Massachusetts. 	<ul style="list-style-type: none"> • Town Meeting, after 1985 Admin Code was written, has amended language in Bylaw regarding the frequency and factors for pay rate review • Rates of pay (salary ranges) have been considered and adjusted annually by Town Meeting • As of 2018, Mass. Equal Pay Act must be considered; labor market and other market forces are no longer valid reasons for variations in pay for comparable work • Meaning and methodology for “review” • Board role vs. Staff role • Use of consultants

**Comparison
Personnel Board 1985 Administrative Code to Personnel Bylaw**

	Administrative Code	Personnel Bylaw – Relevant Excerpts	Considerations
9	<p>e) Approve new job titles and re-classifications of existing jobs, and establish minimum and maximum wage or salary brackets therefore, to be effective until the time of the next vote of the Town Meeting thereon.</p>	<p><u>Sec 5. Classification Plan</u> (5.1) All changes to the list of job titles included in the Classification Plan must be approved by Town Meeting.</p> <p>(5.3) In the event the Personnel Board determines that a new or changed position requires the establishment of a position classification not included in the Classification Plan, it may temporarily authorize the addition of a new title to the Classification Plan, subject to ratification at the next Town Meeting.</p> <p><u>Sec 6. Compensation Plan</u> (6.2) In the event the Personnel Board determines that the establishment of a new position or the reclassification of an existing position requires a change in the compensation plan (e.g., adding or changing a salary range or reallocating an existing classification to a different salary range), it may temporarily authorize the necessary change subject to ratification at the next Town Meeting.</p>	<ul style="list-style-type: none"> • The fact that a title and salary range assignment is temporary until approved by Town Meeting leaves some employees feeling vulnerable

**Comparison
Personnel Board 1985 Administrative Code to Personnel Bylaw**

	Administrative Code	Personnel Bylaw – Relevant Excerpts	Considerations
10	f) Receive from the Personnel Director a monthly report of all appointments to positions under the Wage and Salary Classification Plan, and establish policies governing the appointment or reassignment of new employees at a starting rate higher than the minimum rate under the Plan.	Sec 10.1 Appointment Rates New employees and employees who receive a promotion will be appointed at a base rate of pay within the approved range for the position’s classification; the Town Manager shall determine the starting rate based on his/her consideration of the individual’s qualifications, available funds, market influences, internal equity and any other relevant factors. (Rev. 4/16)	<ul style="list-style-type: none"> • Earlier versions of the Bylaw defined starting pay rates, required Personnel Board approval to exceed the typical appointment rates, and required appointments be reported to the Personnel Board. The 1985 Admin Code delegated that responsibility to the Personnel Director. In 2016, Town Meeting approved a Personnel Bylaw amendment that removed Personnel Board involvement in appointment rates and removed the requirement that the Personnel Board routinely receive reports regarding appointments • Personnel → Human Resources
11	g) Establish policies and procedures from time to time as necessary for administration of the Plan.	Sec 3. Personnel Policies & Procedures The Personnel Board and Town Manager shall adopt and maintain personnel policies and procedures as needed to implement and interpret the provisions of the Personnel Bylaw. (Rev. 4/16)	<ul style="list-style-type: none"> • Until 1992, consistent with the 1985 Admin Code, the Bylaw gave the Personnel Board authority to issue regulations necessary to administer the Bylaw. In 1992, Town Meeting, via a Bylaw amendment, gave the Town Manager joint authority (with Board) for adopting policies and procedures to implement and interpret the Bylaw.

**Comparison
Personnel Board 1985 Administrative Code to Personnel Bylaw**


	Administrative Code	Personnel Bylaw – Relevant Excerpts	Considerations
12	h) Receive the appeal of any employee aggrieved by the operation of any provision of the Wage and Salary Classification Plan or aggrieved by any action of the appointing authority, investigate and consider the disputed questions involved, hold private or public hearings as appropriate,		<ul style="list-style-type: none"> • In 1992, the "Grievance Procedure" was removed from the Bylaw and an Employee Appeal Procedure (PPP#25) was adopted. The policy specifies that the Board makes an advisory opinion, and the Town Manager makes the final and binding decision on appeals.
13	i) Resolve all questions and disputes relative to interpretation of the provisions of the Plan as may be referred to the Board by employees and officials of the Town.	<p>Sec 1. <u>Purpose & Application of Bylaw</u> All questions of doubt or dispute relative to interpretation of this bylaw shall be settled by the Personnel Board.</p>	<ul style="list-style-type: none"> • The Appeal Procedure (PPP#25) specifies that Personnel Board issues an advisory opinion only; this should be reviewed.
14	j) Provide policy advice to the Town Manager on collective bargaining matters on request.	N/A – not related to Wage & Salary Classification Plan (aka Personnel Bylaw)	<ul style="list-style-type: none"> • Earlier versions of the Bylaw contained some details applicable to collective bargaining unit positions, but noted contract provisions prevail over provisions of the Bylaw • In 1997, Town Meeting amended the Bylaw to specifically exclude collective bargaining unit positions from its provisions • Item j of the Admin Code should be listed separately rather than within the list of responsibilities relative to administration of the Bylaw



Town of Concord
Human Resources Department
Memorandum

12/5/2022

To: Select Board, Personnel Board, Town Manager

From: Amy Foley, Human Resources Director 

Re: **Classification Plan Job Descriptions**

As follow-up to a question asked at tonight's Select Board meeting, this memo contains information about the maintenance of job descriptions.

Attached is a March 2022 list of Classification Plan titles with each job description's last revision year noted; this snapshot was provided to the Personnel Study Task Force. Please note these details:

- Descriptions for positions in the Classification Plan = 198
- Each year, approximately 10-20 Class Plan descriptions are updated; some have been revised multiple times due to significant changes in the job
- New descriptions are developed for positions added to the Plan
- 32 classification titles were not in use as of March – descriptions won't be updated until needed (unused titles are shaded gray on list)
- Some positions haven't changed notably in terms of essential duties, nature, and level of the work since 2008
- In addition, hundreds of other descriptions are maintained for positions not covered by the Plan, nor included in the list, (e.g., police, fire, library, highway & grounds, camp, visitor center, and swim/fitness positions)
- All Class Plan descriptions are being reviewed for updates as part of the GovHR study

If you have any further questions, please do not hesitate to contact me at afoley@concordma.gov or 978-318-3025.

CLASSIFICATION PLAN JOB DESCRIPTIONS

Status 3/28/2022

(shaded = not currently used)

	Grade	Classification Title	JD Last Revision
1	AC-1	Receptionist/Clerk - COA	2014
2	AC-1	Recreation Clerk - Beede	2021
3	AC-1	Recreation Clerk - Hunt	2021
4	AC-2	Account Clerk	2008
5	AC-2	Department Clerk	2008
6	AC-2	Senior Recreation Clerk	2008
7	AC-2	Utility Account Clerk	2008
8	AC-3	Customer Services Representative	2021
9	AC-3	Senior Account Clerk - Accounting	2012
10	AC-3	Senior Account Clerk - CMLP	2008
11	AC-3	Senior Account Clerk - Treasury	2019
12	AC-3	Senior Department Clerk - Assessing	2020
13	AC-3	Senior Department Clerk - Facilities	2020
14	AC-3	Senior Department Clerk - Fire	2021
15	AC-3	Senior Department Clerk - Police	2015
16	AC-3	Senior Department Clerk - Town Clerk's Office	2022
17	AC-4	Administrative Assistant - Building	2008
18	AC-4	Administrative Assistant - Engineering	2009
19	AC-4	Administrative Assistant - Highway & Grounds	2020
20	AC-4	Administrative Assistant - Natural Resources	2016
21	AC-4	Administrative Assistant - Planning - BOA&HDC	2016
22	AC-4	Administrative Assistant - Planning Div	2008
23	AC-4	Administrative Assistant - Recreation	2018
24	AC-4	Administrative Assistant - Senior Services	2018
25	AC-4	Administrative Assistant - Solid Waste	2020
26	AC-4	Administrative Assistant - Water-Sewer	2008
27	AC-4	Assistant to the Town Clerk	2019
28	AC-4	Collections Assistant	2018
29	AC-4	Retirement Assistant	2008
30	AC-4	Treasury Assistant	2018
31	AC-5	Human Resources Assistant	2017
32	AC-5	Project & Procurement Coordinator	2017
33	AC-5	Senior Administrative Assistant - Assessing	2008
34	AC-5	Senior Administrative Assistant - CMLP	2020
35	AC-5	Senior Administrative Assistant - Fire	2011
36	AC-5	Senior Administrative Assistant - Health	2021
37	AC-5	Senior Administrative Assistant - Police	2008
38	AC-5	Senior Administrative Assistant - Recreation	2018
39	AC-5	Senior Administrative Assistant - TMO	2021
40	AC-6	Executive Assistant to the Town Manager	2022
41	AC-6	Finance Assistant	2017
42	AC-6	Senior Human Resources Assistant	2017
43	EL-2	Lineworker, Grade 3	2019
44	EL-2	Meter Technician	2008
45	EL-3	Lineworker, Grade 2	2021
46	EL-3	Utility Electrician	2008

CLASSIFICATION PLAN JOB DESCRIPTIONS

Status 3/28/2022

(shaded = not currently used)

47	EL-4	Lineworker, Grade 1	2021
48	EL-5	Lead Lineworker	2008
49	EL-6	Line Supervisor	2012
50	EM-1	Meter Supervisor	2013
51	EM-1	Senior Engineering Technician	2008
52	EM-2	Electrical Engineer	2018
53	EM-3	Lead Electrical Engineer	2018
54	EM-4	Power Supply & Rates Administrator	2013
55	EM-5	Assistant CMLP Director	2018
56	EM-6	CMLP Director	2010
57	HS-1	Human Services Specialist - Activity Coordinator	2017
58	HS-1	Human Services Specialist - Community Services Coordinator	2016
59	HS-1	Human Services Specialist - Geriatric & Public Health Nurse	2017
60	HS-1	Human Services Specialist - Geriatric Health Nurse	2018
61	HS-1	Human Services Specialist - Outreach Coordinator	2018
62	HS-1	Human Services Specialist - Social Services Supervisor	2018
63	HS-2	Child Care/Education Specialist - Assistant Childcare Manager	2015
64	HS-A	Human Services Assistant - Senior Van Driver	2021
65	MP-1	Associate Engineer	2019
66	MP-1	Engineering Technician	2011
67	MP-1	Library Innovation & Communications Specialist	2021
68	MP-1	Media Technician	2019
69	MP-1	Recreation Supervisor	2020
70	MP-1	Station Manager	2019
71	MP-1	Tourism & Visitor Services Manager	2019
72	MP-2	Administrative & Special Projects Coordinator	2011
73	MP-2	Administrative Manager	2019
74	MP-2	Administrative Projects Manager	2022
75	MP-2	Administrative Systems Analyst	2021
76	MP-2	Assistant Local Inspector	2015
77	MP-2	Assistant Natural Resources Director	2019
78	MP-2	Budget Analyst	2017
79	MP-2	Business Systems Analyst	2022
80	MP-2	Energy Specialist	2016
81	MP-2	Environmental & Regulatory Coordinator	2020
82	MP-2	Environmental Health Inspector	2009
83	MP-2	Facilities Operations Coordinator	2018
84	MP-2	Field Lister	2012
85	MP-2	GIS Technician/Analyst - CPW	2015
86	MP-2	GIS Technician/Analyst - IT	2015
87	MP-2	Information Systems Technician	2020
88	MP-2	Land Manager	2020
89	MP-2	Office Accountant	2008
90	MP-2	Production Manager	2021
91	MP-2	Public Health Inspector	2008
92	MP-2	Water Conservation Coordinator	2008
93	MP-3	Assistant Assessor	2016
94	MP-3	Assistant Human Resources Director	2016

CLASSIFICATION PLAN JOB DESCRIPTIONS

Status 3/28/2022

(shaded = not currently used)

95	MP-3	Assistant Public Health Director	2021
96	MP-3	Assistant Public Works Engineer	2022
97	MP-3	Assistant Senior Services Director	2018
98	MP-3	Assistant Town Accountant	2019
99	MP-3	Assistant Town Clerk	2022
100	MP-3	Assistant Treasurer	2017
101	MP-3	Associate Financial Manager	2018
102	MP-3	Childcare Services Manager	2015
103	MP-3	Customer Service Supervisor	2018
104	MP-3	Economic Vitality & Tourism Manager	2021
105	MP-3	Energy Conservation Coordinator	2013
106	MP-3	GIS Program Manager	2022
107	MP-3	Local Inspector	2008
108	MP-3	Management Analyst - CPW Admin	2008
109	MP-3	Management Analyst - Water-Sewer	2020
110	MP-3	Municipal Archivist/Records Manager	2019
111	MP-3	Operations Manager	2021
112	MP-3	Recreation Programs & Events Manager	2015
113	MP-3	Retirement System Administrator	2018
114	MP-3	Senior Budget & Operations Analyst	2009
115	MP-3	Senior Environmental & Regulatory Coordinator	2012
116	MP-3	Senior Information Systems Technician	2014
117	MP-3	Senior Planner	2017
118	MP-4	Assistant Highway & Ground Superintendent	2019
119	MP-4	Assistant Recreation Director	2021
120	MP-4	Customer Service Administrator	2017
121	MP-4	Environmental Services Program Administrator	2008
122	MP-4	GIS & Application Integration Program Manager	2014
123	MP-4	Operations Engineer	2009
124	MP-4	Public Information & Communications Manager	2020
125	MP-4	Public Works Engineer - Engineering	2020
126	MP-4	Public Works Engineer - Water Systems	2021
127	MP-5	Assistant Library Director	2022
128	MP-5	Assistant Town Engineer	2019
129	MP-5	Budget & Purchasing Director	2016
130	MP-5	Deputy Treasurer/Collector	2021
131	MP-5	Director of Sustainability	2021
132	MP-5	Financial Manager/Accountant	2017
133	MP-5	IT Operations Manager	2022
134	MP-5	Natural Resources Director	2015
135	MP-5	Police Lieutenant	2015
136	MP-5	Public Health Director	2021
137	MP-5	Senior Services Director	2018
138	MP-5	Town Clerk	2017
139	MP-5	Town Planner	2013
140	MP-6	Assistant Fire Chief	2018
141	MP-6	Building Commissioner	2016
142	MP-6	Facilities Director	2018
143	MP-6	Highway & Grounds Superintendent	2014
144	MP-6	Police Captain	2015

CLASSIFICATION PLAN JOB DESCRIPTIONS

Status 3/28/2022

(shaded = not currently used)

145	MP-6	Recreation Director	2015
146	MP-6	Town Accountant	2014
147	MP-6	Town Assessor	2021
148	MP-6	Town Engineer	2019
149	MP-6	Water/Sewer Superintendent	2020
150	MP-7	Director of Planning & Land Management	2008
151	MP-7	Human Resources Director	2015
152	MP-7	Library Director	2009
153	MP-8	Assistant Town Manager	2017
154	MP-8	Chief Information Officer	2020
155	MP-8	Fire Chief	2017
156	MP-8	Police Chief	2013
157	MP-8	Public Works Director	2008
158	MP-9	Chief Financial Officer	2020
159	MP-9	Deputy Town Manager	2018
160	MS-1	Education Coordinator	2020
161	MS-1	Lead Producer	2019
162	SF-1	Swim/Fitness Specialist - Aquatics Director	2021
163	SF-1	Swim/Fitness Specialist - Assistant to the Beede General Manager	2017
164	SF-1	Swim/Fitness Specialist - Beede General Manager	2017
165	SF-1	Swim/Fitness Specialist - Beede Marketing & Special Events Coordinator	2021
166	SF-1	Swim/Fitness Specialist - Beede Program Manager	2021
167	SF-1	Swim/Fitness Specialist - General	2008
168	SF-1	Swim/Fitness Specialist - Head Lifeguard	2016
169	TCL-1	Building Custodian	2020
170	TCL-2	Building Maintenance Custodian - Facilities	2022
171	TCL-2	Building Maintenance Custodian - Recreation	2008
172	TCL-2	Building Maintenance Custodian - Senior Services	2013
173	TCL-3	Facilities/Landscape Maintainer	2019
174	TCL-3	Maintenance & Inventory Coordinator	2017
175	TCL-3	Water/Sewer System Maintainer	2021
176	TCL-4	Custodial Maintenance Supervisor	2018
177	TCL-4	Equipment/Line Operator	2008
178	TCL-4	Master Craftsperson	2018
179	TCL-5	Assistant Public Works Supervisor	2015
180	TCL-5	Crew Leader - CMLP	2009
181	TCL-5	Crew Leader - Water/Sewer	2008
182	TCL-5	Licensed Electrician/Skilled Carpenter	2018
183	TCL-5	Senior Master Mechanic	2008
184	TCL-5	Treatment Systems Operator	2021
185	TCL-6	Senior Treatment Systems Operator	2011
186	TCL-7	HVAC Technician	2018
187	TCL-7	Public Works Supervisor - Pumping/Treatment Systems	2008
188	TCL-7	Public Works Supervisor - Water & Sewer	2008
189	TM-1	Network Administrator	2019
190	TM-2	Network Engineer	2021
191	TM-2	Telecommunications Coordinator	2013
192	TM-3	Telecommunications Director	2019
193	TT-1	Telecommunications Technician	2021
194	TT-2	Senior Telecommunications Technician	2020
195	TT-3	Lead Telecommunications Technician	2019