

**TOWN OF CONCORD PERSONNEL BOARD**

**AGENDA**

**Wednesday, March 8, 2023**

**5:15 p.m.**

**Select Board's Room, Town House & Zoom Video Conference**

<https://us02web.zoom.us/j/86010877264?pwd=dkMxaWpYcGZoVzlrUDhMbFY5NWhxQT09>

Dial: 833 548 0282 US Toll-free

Meeting ID: 860 1087 7264

Passcode: 353421

- 1. Call to Order**
- 2. Approval of Minutes**
- 3. Classification & Compensation Study**
  - Follow-up from Employee Meetings
  - Follow-up from February 27<sup>th</sup> Public Hearing
  - GovHR:
    - in-depth review of draft plan
    - overview of reconsideration requests & process
    - next steps for finalizing GovHR recommendations
  - Identify additional information Board would like to review in order to vote on class & comp recommendation (target date for vote = 3/22/23 meeting)
  - Public comment
- 4. Adjournment**

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

**Upcoming Meetings**

- Personnel Board Meetings (all @ 5:15 pm and subject to change):  
3/8/23, 3/22/23, 4/12/23, 4/26/23, 5/10/23, 5/24/23
- Public Hearings re Warrant Articles:  
Select Board: 3/27/23 @ 7:00 pm (Continuation of Articles 5 & 6)
- Annual Town Meeting: 4/30/23 @ 1:00 pm

**TOWN OF CONCORD PERSONNEL BOARD**

**DRAFT MINUTES**

**December 21, 2022**

**5:15 p.m.**

**Select Board's Room, Town House & Videoconference**

**Board Members Present:** Bill Mrachek (Chair), Nancy Crowley, Liz Cobbs, Kate Ryan, Joe Emerick (participating remotely; out of town)

**Others Present:** In Person: Amy Foley (Human Resources Director), Kellie Hebert (Interim Asst. Town Manager), Kerry Lafleur (5:49 p.m.), Anna McKeown (Recreation Director; Remote: Terri Ackerman (Select Board), Ned Perry

**Note:**

***These minutes are not a transcript or verbatim – statements have been rephrased & summarized.***

**1. Call to Order:**

Bill: as we have some Board members on zoom, a roll call is required:

- Joe Emerick- present, online.
- Kate Ryan: present
- Liz Cobbs: present
- Bill Mrachek: Present, we have a quorum.
- Absent: Nancy Crowley

**2. Minutes:**

- To be considered: 11/30/2022, 12/7/2022, 12/14/2022

**Bill:** we don't have finalized minutes for review. We are in the limits time-wise, but one set are being reviewed by Town Counsel.

**Liz:** But we are up to date with outstanding minutes? I've sent them all in.

**Amy:** Yes, but there is legal review required on one set and otherwise, we've been very busy without time to review.

**3. Miscellaneous Compensation Schedule Updates:**

- Amend in consideration of the new Mass Minimum Wage & other factors

**Amy's Presentation:**

Short term positions are many; we need to review and update regularly. Even if part-time or short time or regular status; we review Classification & Compensation for all these roles, keeping in mind equity across roles. Within a year there will be up to 300 parttime positions filled.

Therefore, there is a wide range of compensation schedules. Some people work only a few days a year. We are regularly looking at this schedule and adjusting based on many factors, e.g., looking at how hard it is to find the skills.

Concord has been in accordance with the MA minimum hourly wage, increasing to \$15.00/hour as of January 1, 2023. Some of these positions are not filled as of now, but we need the classification ready to go when we need to hire these temporary and limited status positions.

- As a municipality, we are not legally obligated to meet the state-level mandates, just the federal mandates. Concord has traditionally respected the state raises in minimum wage.
- There are a wide variety of issues that we address in changing these minimum and maximum schedules.
- Beede Center: we have regular status employees who fill many roles—fitness instructor, management, etc. So, part of their day is as fitness instructor, then dive lessons, or life guard. Each comes with a different rate of pay.
- Anna is the recreation director and is here to present on the Beede Center schedule: Amy has been working with the Anna to discern what are the shift breakdowns for each person. They review the timecards to ensure there is a second time check to ensure appropriate reporting.

**Liz:** Are you taking out “diving instructor?”

**Anna:** for certain positions, we use a vendor to run the programs, which is true for Diving. Boston-area dive runs our weekend diving instruction program. We’ve not had a dive instructor on staff for many years.

**Bill:** How do you manage the people with many jobs?

Anna: Each person fills out a timecard with the appropriate times for each duty. There are two levels of check—

**Bill:** what are the time increments?

**Anna:** 15 – minute time increments.

**Bill:** I’m curious how you settled on min/max spreads for various positions—e.g. there are differences for custodial vs. maintenance custodians. How did you determine the changes—there are very different levels of change—how are they considered differently? How did you determine the actual value? E.g. Custodian vs. Maintenance Custodian?

**Amy:** we are trying to narrow the differences between positions. We look to make a range that works... how many hours... not an exact formula, putting together a range that will work, and will provide limits between the roles, so that we can put limits in. We are working to narrow the ranges and the differences between positions. Before, we looked at differentiating a custodian and a maintenance custodian, but narrowing those differences. But sometimes, there are folks that are on the job longer, so for that we left it open.

**Bill:** One of the factors I’m concerned about: We are, as a Personnel Board, we are responsible to take a deeper look at the processes by which you are making these assessments. We understand you don’t look at individuals, but the Personnel Board well, we are not having enough information or data to provide input to the numbers that you are presenting. I want to be clear for Kate, Joe and Liz that we don’t have sufficient information—without data—to make a determination—so we are back to

reasonableness---I don't know what more we can do without more data. So my conclusion is that it is "reasonable" but I don't know what more we can do, based on the data we have.

**Joe:** I had a similar question re: how the rates are determined---it's hard to assess whether they are correct or accurate based on the data we have. I have no way to assess how the ranges are set based on benchmark data, as we don't

- My question: how many people are really impacted by these rate changes. Or are you establishing minimums, but most employees sit high above the minimums? Are we actually changing people's pay with these changes? Or are people paid well above these rates on average?

**Amy:** There are some that will get an increase with the minimum wage. The library pages are there--- so then we bring up people in positions that would have been brought to the same level.

I don't know what you'd need to make better decisions, so I'd need to know more about what you want. What numbers you need to look at things going forward, well, this is how we've done it for decades, so I'd need more information about what you need.

**Kate:** These kinds of lists seem familiar to me in town government. I don't know what else you could have to make these decisions. They seem reasonable to me based on what I see in Wayland, but we don't have such a wide range of positions. Based on the new minimum wage---well, I'm not sure what other data you could provide, as Concord is unique in many positions, so comparables would not be that helpful.

**Amy:** there are challenges because there are a lot of unique positions in Concord. So we try to get these on the books before we hire, so we have a go-to position for Concord---where we could not look at comparable from other towns.

**Bill:** Back to my question to look at "how much" ... there is no scientific decisions here, so you are making a judgement call---someone else might make a difference call-- and as the Personnel Board, we, I think, have to ---and when we vote and agree on things---we have to recognize that we won't have- we won't ever have- the data available. Therefore, we are making reasonable decisions. Liz do you have a comment?

**Liz:** I'd like to find a happy medium. I recognize that decisions are being made on "reasonableness" and some decisions might be made on that basis. On the other hand, I would feel much more confident in our decisions if we had a dashboard and an HR Strategy to better understand how these decisions fit as a whole.

- I don't ever think we can disprove "reasonableness" but with more data we can contribute to the discussion more responsibly.
- I still have not seen a HR strategy that would help us to understand why one position is put forward over another.
- For example, at the Select Board Meeting on Monday, the DEI Commission asked for a DEI Director for the Town and the response was that we don't have funds for that position, but at the end of the meeting the "Economic Vitality Manager" position was approved to go forward. Now, at the Personnel Board, we approved that job description

and I said at that time and repeat here that we have no HR strategy to understand why the “Economic Vitality Manager” position is put forward at this time. Without that strategy, it’s very difficult to understand what is a good decision. How can we take responsibility for these decisions without more information?

- Now, we are talking about “reasonableness” as the goal, but I’m not satisfied with that objective going forward.
- I’m not seeing that “reasonableness” is sufficient—I’d like to understand more. And I’m not seeing that what is being presented tonight is “unreasonable”

**Bill:** Liz, are you prepared to do a draft of a dashboard and what you mean by additional data that you’d like to see? If we have something specific in front of us to take a look at, that would be helpful.

**Liz:** Happy to do that.

**Kate:** I think we need to update the Charge, what our ByLaw says before we get to understand the Dashboard. Once we understand our role, responsibilities, etc. then we can set up a dashboard.

**Liz:** I agree with Kate. And then right behind the ByLaw and Charge revamp, I’d like to see the dashboard set up so we have more information to make decisions.

**Terri:** Interesting discussion. I’ve worked on Personnel Board in 4 different towns—it usually has the charge to include salary ranges, appeals, but not to decide whether we are going to have any one position that goes to Town Meeting to decide. So on Monday at the Select Board Meeting, the Town Manager was outlining what she was going to recommend for her budget. She won’t be recommending funds to be allocated for a DEI Director but instead will recommend funds be spent for an Economic Vitality Manager. Then it would be up to the Town Meeting vote to make the final decision. So, in my experience across these towns, the Personnel Board does not have the role to determine which positions might be filled but the salary ranges and that sort of thing. I do think it would be good to get a dashboard going that will allow you to have information on how many positions are filled, how many positions are vacant, how many people are retiring, internal equity, etc. But this would come only after the Charge for the Personnel Board is reviewed.

**Liz:** Currently, we are to look at job descriptions at the Personnel Board and have to approve

**Kate:** Just the title and where it falls in the pay grade.

**Liz:** Ok. So, we have the title and pay grade – and we’ve seen that for an Economic Vitality Manager position but not for a DEI Director...

**Terri:** Correct, because the Town Manager has not proposed yet to fund a position for a DEI Director, there is no draft job description that I know of for such a role. There is nothing to come before you yet, because there is nothing being proposed by the Town Manager to the Town Meeting.

**Liz:** I’m uncomfortable that we are asked to make decisions on positions as they come before us, without the context of an HR Strategy that would help us understand why one position is made primary over another. Terri, and you are saying that that is not the role for the Personnel Board.

**Terri:** Yes, when you say yea or nay to a job description, that does not mean that you are allocating funds for that position. It means that if and when we hire a person for that role, the parameters of the position (role and salary range) that have been approved by the Personnel Board will be used.

**Amy:** And the Town Manager has the authority under the ByLaw to create positions and to determine what the duties are and to assign them, so the Personnel Board is not deciding whether a position should exist or what the duties should be. The reason that the Personnel Board looks at them is to determine whether or not the classification makes sense within the schedule and whether the title and salary grade are appropriate. It does not come to the Personnel Board until the Town Manager has graded a position using the available funds that Town Meeting has supported.

**Liz:** I fully support what Kate has stated—that we need to first put in order the Personnel Board Charge. I’m going in the wrong direction, potentially, as Amy, you have stated that what I’m expecting, well, that’s never going to happen. We are never going to have an HR Strategy at the Personnel Board, that kind of thing is to go only between Town Manager and Town Meeting.

**Amy:** Well, I’d not say never; we could have a change to the ByLaw or the Personnel Board Charge—that would be up to the Town to decide whether they want that kind of role for the Personnel Board. But right now, that is not the role for the Personnel Board. The PSTF did not make a determination of what would be.

**Joe:** This makes sense about who is in charge of determining jobs. But I don’t have sufficient Compensation data comparing other towns. If I look at this list, it seems reasonable. What I’m used to is having benchmark data from other towns—and an understanding of what roles are generally more high turnover. Some of what we are seeing is adjustments due to changes in state minimum wage, for example. But there are other changes, such as going to \$15.75, for example, that are not clear as to why that decision was made. I think in the future what would be helpful for me would be to have some guidance or benchmark data as to what is an appropriate salary grades.

**Bill:** What I’d like to think of in the “parking lot” ...

- Liz, could you explain a bit more---e.g. if we get a “economic vitality manager” or we had any new manager positions. In the past, we’ve not had additional information to help determine where a specific job might go. My sense is that we’ve accepted the recommendation as is... we’ve never peeled back the onion to understand why this job would sit in a particular place... and so one thing we can consider as a Personnel Board, I’d like to think about what we need in terms of data from the HR team to understand why a particular position is to sit in a particular place, at a particular level.

**Kate:** So you must have a method that you use to make these determinations? Any you have a method? And Bill, then you are wanting to understand that method more?

**Amy:** In HR, we adopt a method.. most recently we have GovHR and have adopted their method. --- and the Personnel Board was involved in understanding the method they are using, but the Personnel Board has not been involved in the application of the method. What can we provide that would help you to feel comfortable with the decisions and how the method is applied? This is a conversation that has been going on for many years. In some towns, the Personnel Board is more involved, but it has not been so here. It would take training to understand how to apply the methods, but it could be that the Personnel

Board gets more involved.

**Bill:** If we are questioning a job classification 9 months from now, it will be 9 months old—and do we then seek new data or are we left with the data from the GovHR from long ago? I'm trying to respond to Joe's point re: what data we would need to make informed decisions. I'm concerned that the data about the method to be applied will regularly "age" so it is a challenge that we will continue to face.

**Amy:** our primary decision-making factor is internal equity. We don't gather comparative data for every position. So we build based on that—if there is a position with very different duties, then we have some trouble to understand that, but it still has to go back to internal equity, and now it's the law. So no, I'm not going out to get external benchmark data because it was first about internal equity.

**Bill:** So it's got to be in the minutes that we have to better understand the internal equity assessments that go on, recognizing that internal equity has taken a larger role than in the past, meaning even five years ago, when comparison data was used more. Amy, have you completed your discussion about 7-1 and 7-2, are we through with that?

**Amy:** I will be happy to share more information about the approach that we used if you want that.

**Liz:** I am curious about the outsourced Vendors, as described with the dive team. How are their rates assessed in terms of internal equity? They make those decisions on their own, right?

**Anna:** I can't comment on internal equity in the larger picture, because we are in a "space rental" agreement with the diving group. We are a unique facility with the diving well, so he rents that space and has for years.

➤ **VOTE**

**Bill:** I would like to move to approval on both schedules 7-1 and 7-2?

**Kate:** So moved.

**Joe:** I second

**Joe:** I approve. **Kate:** Yes, **Liz:** yes, **Bill:** yes.

**Bill:** Alright so the miscellaneous payment schedule updates have been approved!

Let's move on to Item #4: Preparation for Warrant Articles for 2023. We noted last meeting that we'd have an informal discussion with the Town Manager and Town Moderator, Liz, Amy, Terri and me, which we have done. The Town Moderator was quite helpful to outline what can and cannot be done.

So, essentially, we are going to have 3 articles for the warrant.

1. Reclassification materials --- about 5 reclassifications. 5 to date, and to ratify anything else that comes up. Anything that needs Town Meeting approval to go forward.

2. A fall back article—take last year’s article and include salary increase recommendations to be implemented on July 1, 2023. This takes into account the situation where we don’t have a fully vetted classification system if in fact the new data from GovHR is not done. In this case, the article would take up the salary increases that are
3. The other warrant article—this would be where we outline the new Classification & Compensation system. This would be the third warrant article, including the GovHR data that has been vetted by the appropriate leadership groups including the Personnel Board.

**Amy:** The third article would be different than the second article you have described. It would be more of a narrative—the intent to adopt— and the process we’d use to adopt: it would not have the titles and ranges in it. What we discussed with the Moderator was that there would be several stages when the information would be shared, incrementally. First, there would be a public hearing so that there is sufficient communication with the public about the expected changes. Second, there is also the Finance Committee report where we could communicate more to the public. Then there are motions that could be put together and handed out at Town Meeting. We are moving along, but we don’t know how many questions will come up from town employees so not clear on what time will be needed to address all concerns.

**Amy:** In terms of the second article--- we would like to go forward this year, so that everyone gets the 3% COLA increase [note: I don’t like using the term COLA, or “cost of living increase”, but..] ; that would mean that if #2 would go forward even if #3 is ready to go—so that the employees would get the 3% increase this year, and the hold on salary increases—or demotions—that might come out of the GovHR work, would mean we’d at least provide the 3% increase this year.

**Liz:** Could you please explain the term “motion”? Also, my notes from the meeting with Town Moderator is a bit different, where we would not go forward with two articles at the same time.

As a summary of that meeting. There are the three articles that Bill outlined. With the third, there is a time issue, as GovHR is still working. The earlier dates won’t therefore be met. But by the time of the public hearing on January 27<sup>th</sup> with the Select Board, we should have more information available from GovHR by then—and then again, by the Finance Committee meeting and report the first week in April, we should have more information again. And at that point, we should have titles and ranges in place by the time of the FinCom report. If that works, then we don’t go with the 2<sup>nd</sup> article. In other words, there is not a scenarios where both article 2 and article 3 (from Bill’s outline) both go forward.

**Amy:** By the FinCom report, there could still be tweaks to titles or classifications. The motion would come at the Town Meeting.

**Liz:** Motions for Town Meeting, would have to be put in when?

**Amy:** About two weeks before town meeting, we could still tweak the information. To be clear, if we go ahead with the second article it would allow all employees to be provided the 3% increase, even if their range under the new schedule their salary range is decreased. So there could be some benefit by providing the 3% this year, so that any major changes don’t come as a shock- and next year, those positions where employees are over what would be the new range they would then not get an increase.

**Bill:** That decision will have to be made over time. Town Manager will also have to be weighing in. I think we have an outline of the thinking and the strategy. Any other comments? Any from the public? Okay, we have next steps. Any thoughts? Deliverables or milestones?

**Kate:** It seems that all is resting on GovHR outcomes, including which article we go with, or if we go with a hybrid of these articles.

**Bill:** Next steps in terms of the new Compensation & Classification system—to get to that, we have to back up to understand what has to happen when to ensure all deadlines are met. And would it be helpful to have the milestones in place so that we all know—and employees are well communicated with in this process. In the past, we have seen that we must be more aware of what the communication plan is and who is responsible for that communication plan? Would it be helpful to have these milestones outlined so we know what to plan for—including the communication plan. And at some point, we've got to come back to how we have to communicate the miscellaneous classification systems 7-1 and 7-2 that we discussed earlier. In any event, what are the next steps?

**Amy:** Kellie and I met with Joellen today and we are working tomorrow with Kerry LaFleur to come back to you with some more information on the communication plan and other milestones. I think that would include meetings with employees, letters to employees.

**Bill:** If any on the Personnel Board have ideas about what might be helpful to include, please send them on to Amy.

**Bill:** Going back to 7.1 and 7.2—how are these new schedules going to be communicated with to help them understand the impact of these changes? I will keep focusing on communication, as it has been a real issue—so we would like to understand more details about communications. I want to harp on this about communication, as it certainly has been an issue. At the Personnel Board, I think we have to keep assessing the communication plan.

**Amy:** That schedule gets updated many times a year, with a wide range of employees that are not affected. So I take all the information, we think about who will be impacted, we will then talk to those affected areas' managers. There is no boilerplate letter for this kind of thing.

**Bill:** Okay, but it is clear that we need to provide more communication and more advice to managers to ensure that these discussions take place and are done well. This goes back to the employee appeal earlier this year. We learned from that situation that the communications from managers was not done as nicely as it could have been. It is a vital point to communicate well, even to the point of giving a script—so that the managers down the line are communicating the same messages. The same language. I think we have a lot to learn from the Task Force study and my own experience on the Personnel Board, too. Ok. We are finished with item 4 and we can move to item 5. The Classification and Compensation study update.

**Amy:** The base wage increase for the next fiscal year--- sometimes across the board, but sometimes not, with ranges moving in different amounts, as with the Light Board this year. The proposed base wage increase for this year, is across the board is 3%. Based on the Town Manager's budget and on the union negotiations; ultimately, what employees in the schedule get will depend on the new Classification & Compensation plan, but at a minimum, we are looking to have 3% across the board increase at Town

Meeting. Then, the 3% increased salaries will also be the base wage to which the GovHR recommendations would be applied.

**Liz:** Amy, how many people are in a situation where they are at the top of their salary would not therefore get an increase without this across the board.

**Amy:** Well, everyone will get the 3% range increase.

**Liz:** Ok, so I've been taking notes incorrectly--- I thought you were stating that the salaries would increase by 3% across the board---but you are saying that the salary ranges will increase by 3% across the board?

**Amy:** Well, it's the base salary ranges...

**Bill:** The point is that we are talking about everyone having a pay increase also at 3% across the board?

**Amy:** The amount of the increases will not be clear until the Spring after Town Meeting... Personnel Board would adopt a Personnel Policy usually in May (after the Town Meeting). The actual salary increases will depend on the budget available and what salary increase decisions are taken by Town Manager and other factors from the Town Meeting.

In terms of the base ranges will be; we are not yet clear on all the details, but we'd like to be able to apply a 3% range increase for everyone.

**Liz:** To confirm: "proposed base salary ranges" will be increased by 3% with Town Manager and Personnel Board having a role to play in May.

**Joe:** What else goes into the range decision? And is there historical information that could help me understand why 3% this year? I understand there is a budget assessment as well. But is 3% normal? Has the town done less or more in the past?

**Amy:** It does vary each year—there were 2% years, there was impact through the pandemic. We look at what neighboring towns are doing, at inflation rates, ... and a key, there is a union settlement this year, so that will also influence what we decide to be consistent with the union decision. In other years, we will have other influencing factors. And this year, of course, the GovHR will impact. Does that help?

**Joe:** Thank you.

**Amy:** Do you want to vote tonight on the 3% base salary ranges? That would then go into the warrant article.

**Bill:** The question is: is the Personnel Board prepared to vote tonight on the change under discussion for aarticle 2, the 3% base salary range.

**Amy:** It would be better to take this decision tonight, so that we are on track. Would you agree to have one of the articles state that a "3% base wage salary range increase"?

1. First reason: equity with settled union contracts (which were at 3%)

2. Cost of Living adjustment needs have been recognized and are identified in the recommended budget from the Town Manager.

**Bill:** Are there any “cons” to this decision?

**Amy:** I guess it would be a potential “con” is that it may not be adequately addressed in the agenda. In the communication already prepared, there is not enough information to help people understand what is coming. I do have a second in mind: if we find that Concord is already paying competitive ranges, then perhaps we’d be too high given the 3% would already be in play. It could be that we give too much for certain positions before the GovHR data is in.

**Bill:** I want to be certain that the Board has a good understanding of the pros and cons before going to a decision.

**Kellie:** Another “pro” .. from employee’s standpoint could be that a confirmation that a 3% range adjustment would be a “safety” prior to the base rate increase, regardless of the outcome from the GovHR work. As of July 1 the 3% range increase would then be clear.

➤ **VOTE:**

**Liz:** I put forward a motion to approve and article for the warrant for 2023 Town Meeting that includes a 3% base salary range wage increase for the article to be submitted on January 4, 2023.

**Kate:** Seconded.

**Bill: Now we will vote. Joe: yea, Kate: yes, Liz: yea, Bill: yes.**

**Liz:** Amy, do you have a communication plan on this article? There is still not a lot of time to communicate this information.

**Amy:** I have a draft of something and that will be discussed with Bill. We do understand that we need to communicate more than just inviting folks to this meeting, etc. Something will have to go out to everybody. We have invited people to come to these meetings but I understand that is not enough.

**Bill:** Kellie, we’ll move now to your report.

## **5 Classification and Compensation Study Update.**

**Kellie:** We are working with a lot of spreadsheets. We are sitting in with department chairs to understand what they see for their departments. And we are learning the system by dealing with GovHR and with the management. It’s been a helpful process, especially as we look at internal equity. First, we want to be consistent with the application of the methodology. It’s a new tool with the 9 factors that we are considering and we’ve been helping managers to understand the impact of these 9 factors. Working hard to understand the different classifications and what exactly is differentiating all the positions.

We have spent a lot of time to review the JAQ from employees, and then reviewing all that with managers, and then we are looking across departments, trying to make sure that the internal equity is valid. We also meet with Joellen regularly to understand the external comparisons—we want to make sure we’re getting a full picture of all that is going into this study. We assume that through the holidays,

it will take another 2 weeks to get through and finalize the departmental meetings. In conclusion, we hope that we are confident in the work that has been done.

About titles; if some are outdated, then we are looking at whether the titles should change. We are not yet looking at salaries but trying to classify the jobs in the new system. First, we're looking at the internal equity. Two more weeks for the nitty gritty analysis and then two more weeks again for the compensation piece. Then we're looking at timelines—and critical timelines that we've been discussing for the public hearing. The critical milestones that we've been discussing here and we're looking in the context of the dates for Town Meeting preparations.

**Liz:** Submitting the warrant to printer is January 25<sup>th</sup>, so my assumption is that the third of these articles would not be fully vetted and in by the time of the warrant printing date. Is that correct?

**Kellie:** Well, we need a placeholder for the Moderator--- so we'd not know how much information has to be in the third article---the appendix on the Compensation & Classification plan/schedules won't be ready by that date. So we will need a place holder for the full schedule of information. Then the milestone is to produce the placeholder wording for that article to make sure all are in alignment with what will come at a later point.

**Amy:** Jan 25<sup>th</sup> printing of the Warrant... we won't have sufficient information from GovHR to get more in the warrant article by this time. But that is about the point where we may be ready to have Joellen (GovHR) come to the Personnel Board. And before the public hearing, GovHR to come to the Personnel Board and also to come to speak to employees by then.

**Bill:** Is there a possibility to shadow what is going on with GovHR on Church Street---as an observer? Not there to interfere with the work taking place, but if someone is able to get there, would it be possible? It would be good for Personnel Board members to be more knowledgeable about how the process is going forward.

**Amy:** I think it is permissible but not if it's a subcommittee.

**Bill:** I'm talking one person.

**Amy:** Yes, then it would be acceptable. Talking with Joellen, thought we could have an "executive session" with the Personnel Board.

**Liz:** To clarify, we could have one more person shadow---I did not take the only seat?

**Amy:** well, if more than one of you does it, it might be a subcommittee.

**Liz:** But not if we don't coordinate, meet at the same time, nor ever talk about the shadowing? If we don't communicate at all, I'd assume that more than one new member could go and observe.

**Bill:** If we as a Board are to become more active---then we need to do that, where possible. If anyone is interested, then let's make it happen. If there is a chance there is a problem, okay, but let's look into it.

**Kellie:** Joellen will be here the second week in January; she could meet with the Board then, too? She has offered to come to meet with the Personnel Board then. Do you want to see how the sausage is made, or would you rather have an executive session to review topline?

**Bill:** I am looking for ways for the Board to become more knowledgeable. I'll leave next steps for Amy to work with Liz to determine a good time for that to happen.

## **5 Personnel Board Charge**

**Bill:** Could you outline for us, Amy where things are.

**Amy:** In 1985 the first HR department was organized in the town. The Select Board indicated that there would be a difference between the HR Department and the Personnel Board. When I see the Charge, it is seeming to have come out of the ByLaw. Note that the Charge is also referred to as the Administrative Code. Around 1990-92, with the HR department 5-7 years old, there was a comprehensive revision of the ByLaw with an employee committee and also had Personnel Board members working together. A number of things that were in the Charge were added into the ByLaw. But the Charge never got updated. Over the years, I'd asked to get the Charge updated, but it was never taken up to change it. So the document has lived on—even though the ByLaw continued to change. So now the two really don't match at all. I tried to match up section by section to show how the ByLaw compares to the Charge so that we could start to review and think to update the Charge. It would be helpful what will stay in the ByLaw vs. what should be in the Charge. There is Mass general Law that indicates what should be in the ByLaw, with instruction that a Personnel Board is created to administer that ByLaw.

**Bill:** Any comments or question? I put together a note about what a Personnel Board Charge should cover. And at the recommendation of Ned Perry, I did look at the comparison Charges. I felt that the Norwood Charge was particularly helpful- it was the most comprehensive and thoughtful document. I thought this outline would be helpful to our work, to have something to start with. Essentially, it's an outline of what a Charge should cover.

If you look at PSTF Report Appendix J, there is variety across Personnel Board Charges. I would like to have Personnel Board colleagues review this and see if this approach would help us update our Charge. I'd like to come up with something new---so I'm not proposing to take apart the current administrative code; and I'm not wanting to wordsmith, which was in essence what the PSTF did. And I don't want to do that.

**Kate:** I don't think that the comparable Charges were actually comparable—the Appendix J did not have good comparisons. The communities in appendix J are either much smaller or much larger. I'd be concerned about using this as a base comparison.

**Bill:** My purpose was to create an outline to give us a starting point—and from now, I think we can start to put in the details to fill out the outline. So I think we have to make a start. I also think that the ByLaw also needs significant changes but those needed changes don't impair our objective to have a Charge for the Personnel Board. At this point, please take a look so we can have a discussion at the next meeting. Is this outline helpful to getting us toward a new Charge to the Select Board?

**Liz:** My assumption is that you looked at all the Appendix J Charges and incorporated what you thought would be best from all of them. Now, we need to decide what will be best for Concord. Is that right? I think it a fine way to go forward. In addition, we've been discussing what should be in the Charge vs. the ByLaw, so it would be important to keep in mind what changes in one mean for the other.

**Bill:** We may need to come back to the Charge and modify; I'm not worried about changing it over time—especially as we look at the work over the years and understand that regular updates are fine. I don't think we can tackle both the Charge and ByLaw at the same time.

**Liz:** Agreed. Also, given that changes in the ByLaw have to be approved at Town Meeting but not changes to the Charge, then they could not be changed at the same time anyway. I would like to point out one addition thing: we need to communicate to employees how we would be using the Charge and the

**Kate:** this looks like an outline of a ByLaw, not a Charge. I can understand that they can be the same thing, but since we do have two separate documents. A Charge is a simpler document. I was concerned about using Appendix J, as they look like ByLaw outlines. I'm concerned that we are putting too much in the Charge, things that should be in the ByLaw.

**Bill:** so we are in the discussion now. Let's keep going. I'd encourage everyone to look at Appendix J. I don't want to go in and wordsmith the existing Charge—but I'd like to revise the whole thing.

**Kate:** I've done this research for my own job, and would be happy to share my thoughts.

**Bill:** Great, thank you, it's important that we

**Terri:** I agree with Kate and Liz's comments. A crucial piece of work. It might be too detailed... the other Charges that the Select Board has done for other committees. The mission, the background, the membership, the duties and the open meeting law information. I think the Select Board should weigh in on what it should look like, as the Select Board will have to approve the Charge. I will have clarification for you by the next meeting.

**Kate:** Does every Board in Concord have a Charge and a ByLaw---? Why do we have an Administrative Code and a ByLaw, It seems too much.

**Kerry LaFleur:** No, there are a number of Boards and committees that have Charges, but are not incorporated into the Administrative Code... it sounds as if it were fully adopted, but it in fact is *ad hoc* committee charges and other groups have not been established by ByLaw. There are some, e.g. the Light Board, has an administrative code, but some are stood up by other means. It depends on the committee/board. Select Board or the Town Moderator can stand up a Board. So most don't have a Charge.

**Bill:** what you have in front of you may be overkill; but if we are going to craft a Charge, then I think we must have more discussion. I see the ByLaw and Charge as different entities.

**Amy:** Any other comments or questions about the chart that I put together, please let me know. It was an attempt to map out the inconsistencies, just let me know.

**Bill:** Our next meeting is January 4<sup>th</sup>. 5:15pm Any other questions?

**Amy:** We don't have the language yet for the third one--- so we need to either authorize the Chair to meet and decide on the third article.

**Terri:** Also, a question for Amy: I understood—there is another article on ratification on retroactive changes to jobs. So, have you already approved that article?

**Amy:** yes, we need to have authorization to proceed with this as well. Or is the Board to need a full vote?

**Kate:** Then there are two articles that we'd authorize Bill to finalize?

**Amy:** Yes, there are two other articles—one is the placeholder for GovHR work, and the second is on the retroactive position changes. And these don't have to come back to the Board for a vote, i.e. if you vote tonight to have the Board Chair to make the finale decisions.

➤ **VOTE:**

**Kate:** I move to authorize the Board Chair to finalize the language of two articles for the warrant: 1) ratification and classification actions and 2) a placeholder article for ratification of the new Compensation & Classification plan.

**Bill:** is there a second?

**Joe:** I second.

**Bill: is there a vote: Joe: yes Kate: Yes Liz: yes.**

**Bill:** so on the 4<sup>th</sup> we'll meet and discuss what the Chair has done to craft the additional warrant article wording.

**Amy:** So the timing is 1/4 and then 1/18 Nancy Crowley has a conflict, but we'll look again at meeting dates.

➤ **VOTE:**

**Kate:** I motion to adjourn at 7:22pm Joe: Second: All in favor: yes.

Happy Holidays!

**Documents Used or Referenced at the Meeting:**

- Miscellaneous Compensation Schedules with Proposed 1/1/2023 Amendments
- Draft Warrant Articles – Class & Comp Related
- 1985 Personnel Board Administrative Code (aka "Charge")
- Comparison of 1985 Personnel Board Administrative Code to Personnel Bylaw

TOWN OF CONCORD PERSONNEL BOARD  
**DRAFT** MINUTES  
FEBRUARY 8, 2023  
Select Board's Room, Town House & Videoconference

**1. Call to Order**

Bill: 5:17 pm 2/8/2023 Call to order

Roll Call: Joe Emerick absent. Kate Ryan and Liz Cobbs on zoom. Bill Mracheck and Nancy Crowley in the room.

Other Attendees: Lauren Baretta, Mark Howell, Ned Perry, Anita Tekle

**Note:**

*These minutes are not a transcript or verbatim – statements have been rephrased & summarized.*

**2. Minutes Approval – as available**

**NOTE: All meeting minutes have been shared with the HR Department to date. However, Minutes from meetings from 12/21 have not yet been posted and no minutes were provided for approval at this meeting.**

**3. Classification & Compensation Study Update**

- Progress to date and anticipated timeline for next steps

**4. Classification Actions**

- Allocation of new/restructured positions to classifications

Bill: We will handle the classification actions first. Amy, could you introduce the topic.

Amy: Amy: So, there are reclassification actions required. We've been trying to figure out what we can bring forward to this meeting because the next meeting will be too late. There are a few departments that have a current need (e.g., due to retirements). We'd prefer not to leave the positions empty I've got 3-4 requests that relate to redesign or reposition that need to be managed now. We recognize that there is in the old system and very soon a new system. Ideally, we would only be working under the new plan, but we do need to keep going to fill positions. We are trying to understand both where these positions would sit in the old system, but also potentially where they would fit in the new system.

So we are considering 3 draft job descriptions and these job descriptions need to be edited later, but do need a classification level now. As they stand, these job description drafts align with what is requested by the Town Manager. The Town Manager is ultimately to have responsibility for these positions, but the Personnel Board does have responsibility for the classification and the salary grade for each position.

First one is in the finance department. A position in finance which has previously been in the role of administrative assistant. They are seeking to merge positions from the facilities department and the finance department. But the new CFO (Gayle) has been in the role since September and has requested that this position fall in finance. She is seeking to bring these positions together, under Finance. We have looked at the current classification system and I clearly believe it is an AC-5 position. This role would work closely with the CFO and that leads to a more complex position. It would also take on support for many committees. I recommend that this position be classified to the existing title as "Sr. Administrative Assistant as AC-5". If you choose to do that, it does not need to go to Town Meeting, as it is an existing classification level and title, then it does not have to go to Town Meeting.

**Nancy:** It is not a brand new job description?

**Amy:** Yes, we have Sr. Administrative Assistant positions. Gayle has come in as the CFO and is reassessing the organization she oversees. You will see some common language with some additions. Gayle, anything I've missed?

**Gayle:** I just want to add that this role will support two departments. They will be taking on roles for Facilities as well as Finance.

**Nancy:** And do you have someone in mind for this position?

**Gayle:** We have been interviewing for this position but with the hope that it would be approved through this process.

**Bill:** Any questions from Kate or Liz?

**Liz:** Yes, Thank you. First, Gayle, it is difficult to hear your responses. Nancy, brought up that there was an older job description and a decision to restructure in the Finance Department?

**Amy:** Yes, there was an administrative assistant position in the Finance group, but it was not filled. So Gayle has revamped the description with responsibilities for two departments.

**Liz:** Does it mean that the person would report to two different people, or just to you, Gayle?

**Gayle:** They would report only to me, not split responsibilities although they are to support both departments.

**Liz:** So they would only "help out" with facilities?

**Gayle:** Yes would report only to me, but would assist with several joint committees and with procurement, bill schedules, for Facilities as well as Finance.

**Amy:** Facilities director reports to Gayle, so the departments are directly linked.

**Liz:** It can be challenging to outline objectives when there is such a broad scope. If I understand correctly, they would not have a finance degree, nor be expected to have a college degree?

**Amy:** Actually, we should change this to an “equivalent to a bachelor’s degree” for a Sr. Admin.

**Gayle:** I would work with the individual to set clear objectives so there will not be any confusion.

**Liz:** it sounds like you have already identified the candidate? Does that candidate indeed have an “equivalent bachelor’s degree”?

**Amy:** I don’t think we should be discussing specific candidates here.

**Liz:** Well, the process we are following is a bit upended, isn’t it? We have a request to approve a job description when we’ve been told that the job is nearly filled already. Given that, it seems to have opened up the need for this line of questioning.

**Amy:** There was advertising going on at the lower level position. We have to respect candidate confidentiality.

**Bill:** Liz, I’m not sure that this answered your question?

**Liz:** I do understand that it’s expected that I don’t ask these questions, but I do want it on record that I feel we’ve gotten the cart before the horse on this one—if the candidate selection has progressed that far, then I’m not really sure what the role for the Personnel Board is on this one.

**Gayle:** The position has been posted, so we have been having discussion with individuals about this role.

**Liz:** But not with an accelerated AC-5 recommended position as we are being asked to approve here tonight. Given that this is just coming to us now, then I’d assume that you were reviewing candidates for the lower level position—a different role than the one presented here. This is an updated job description, correct?

**Gayle:** We have been in discussions with an individual. We are not able to finalize the interviews until we , hopefully, have approval on this AC-5 position. We’ve not been able to progress further without this approval.

**Amy:** I would say that we are in a bit of a bind, as we are trying to fill positions in a tight labor market, and it is not in the best form to bring to the Personnel Board. But because the Board cannot meet again until March, I face a dilemma to fit in everything in a difficult time period.

**Nancy:** And this in a draft only, so it will be modified?

**Amy:** Yes. When we talk to the “equivalent of a bachelors degree” we will consider people without one, just assessing that they have some experience “equivalent to” so we always look at that combination of experience and education. That qualification can be achieved a number of ways.

**Bill:** Kate, do you have any points?

**Kate:** I want to confirm that we only have authority to approve the salary grade and classification. No role to oversee the job description?

**Amy:** Yes.

**Kate:** My only question is to confirm that the job is combining two roles across two departments?

**Gayle:** Yes, that is right. Since I began in September, I was assessing the roles in each department under me. So, I was looking for ways to have efficiency, with procurement roles up to me from Facilities, so it seems reasonable to roll those responsibilities up to this one position. Also, looking at more analytic work to support procurement overall, so this makes more logical sense.

**Kate:** Thank you, that is helpful. One more question: The grade recommendation: an old position, but combined with other work—are there similar AC-5 roles, where you've combined roles across departments elsewhere?

**Amy:** There are similar functions, but not sure that there are roles that combine across departments.

**Amy:** There is a similar role in Light Plant that also supported the IT and Broadband Operations. We have had this position, another one that wrapped in Minuteman Media. Yes, it has happened before.

**Liz:** I think there was a meeting with GovHR yesterday—did you look at where this position and where it might fit in the new system?

**Amy:** we did not discuss this level of detail with GovHR. The new plan is still in development, so not clear how this would be impacted. But from what I've seen so far, this role would be comparable to where it would be situated under the new plan.

**Bill:** Liz, does that answer your question?

**Liz:** Yes, for that question that helps. Going back to the earlier series of questions—if you've been interviewing under the old position—it was an AC-4 Administrative Assistant role. Now, those people who were considered and had applied under the former classification are to be considered under the newly classified AC-5 position.

**Amy:** We are reposting or looking internally so we'd assess based on what the final classification is. But certainly, if we

**Bill:** So does that mean that you will repost?

**Amy:** I think we'll do an internal posting.

**Bill:** What does that mean?

**Amy:** Meaning that we'll only look for internal candidates. We'd alert internal people only.

**Bill:** But you'd have to repost at AC-5 level.

**Bill:** I have a couple of questions: Are these positions co-located.

**Gayle:** They are not.

**Bill:** Okay, so that presents some issues. Where would they be located?

**Gayle:** They would be seated outside my office, with the ability to go sit in the Facilities offices also.

**Bill:** Where is the Facilities offices located?

**Gayle:** Knox Trail

**Bill:** So, there was a person doing this job in Facilities.

**Gayle:** Since I 've been here, there is no one in the role, and it's only been filled with temporary people.

**Bill:** Somebody has been doing this job?

**Gayle:** Yes, me.

**Bill:** Okay, but my point is that you have decided that one person should do what two people were tasked to do before, so could you explain your thinking?

**Gayle:** My thinking was to streamline the work across the two departments that work on procurement under me. My thought was to streamline my own department and have one central person organizing ordering, payroll, attendance, etc. Efficiency in streamlining the work.

**Bill:** Ok. When was the position budgeted, in the last fiscal year?

**Amy:** it was budgeted originally several years ago.

**Bill:** So when the position was budgeted for, then the Town Manager must have approved it at some point, around the time it was budgeted for.

**Amy:** not necessarily, it would be more connected to when the position is filled vs. when the position was approved.

**Kellie:** There was a conscious decision to allow the next CFO to attend to the organizational structure when that next person would be on the job. Fortunately, we've found Gayle as our new CFO, and I believe that this is the right way to go and it's important to put the right person in the role. We have some great people working for the town, and it is important to have them working at the right level.

**Bill:** So there was a budget allocated to the AC-4 position.

**Amy:** Correct.

**Bill:** So now we are changing the payroll, increasing to AC-5. I'm trying to understand the workings of the budget and the Finance Committee—what does the Finance Committee need to be informed of; it seems there is some wriggle room on this issue.

**Gayle:** Specifically, where there are two positions combined into one position, then one thing I've gone through is to understand that we would have the funding because we're combining the two.

**Bill:** But there were two AC-4 positions one in Facilities, one in Finance. What happens to the person sitting in the AC-4 position in the Facilities Department. What will be the process here?

**Amy:** within the budget, I think you are saying that when the budget is set out, it must align the budget needs with the town.

**Gayle:** So at annual Town Meeting, there will be an appropriation for salary budgets. If we don't go over that budget, then there is no need to go back to the Finance Committee.

**Amy:** The Finance Committee does not get into detail on each position. For example, \$500 in office supplies are built into the budget, but it is not specifically called out, but as long as we work within the appropriated budget, then it proceeds without another review by the Finance Committee.

**Bill:** What I'm looking at is a higher level—where we understand how an organization is to be staffed, that should be done all in one. Tonight, we're asked to look at one position and it seems haphazardly done, without an understanding of what an organization is to look like overall. Perhaps it's not the role of the Personnel Board, perhaps not relevant for this committee, but it should be done.

**Amy:** The Town Manager, the CFO, that whole process to understand the level of service needed. We do have positions that just can't change so we take advantage of changes as they come, e.g. retirements, so that we can make things more efficient. It may seem haphazard, but that is the process that has happened here. During the budget process, there were a number of staffing positions that were requested but were not agreed to by the Town Manager.

**Gayle:** As I came into this role, I took on responsibility as CFO and in my department; I've been looking for ways to streamline the staff and it's been a well thought-out process, responding to changes.

**Bill:** You have still one open question: the person in the AC-4 role in Facilities, that person will be impacted by this change. So that person, you will have to find a "home" for that person.

**Amy:** It's an AC-3 position, but yes, it is filled. And again, it's difficult to talk about the individuals but we should be only talking about the classification situation here.

**Bill:** Well, not to belabor the point, but it does seem to me that there is a role for the Personnel Board in discussions about manpower planning that would make the process more efficient.

**Kate:** No questions.

**Liz:** No more questions, but appreciate this last line of questioning.

**Nancy:** So we are being asked to approve the draft?

**Amy:** It is to approve the classification—to add a classification of AC-5, senior administrative assistant.

**Nancy:** When it came down to the communication: sometimes you will get someone with less of an education, but someone who, through experience, can do an excellent job. It would be important not to lose good candidates due to a strict education requirement.

**Amy:** We have been progressively changing our education descriptions so that we are more open in this part of our job descriptions.

**Bill:** So let's entertain the motion to approve the position.

➤ **VOTE:**

**Nancy:** I make a motion that we approve the draft Sr. Administrative Assistant role.

**Kate:** Second.

**Kate:** I vote Yes.

**Liz:** Vote no, I don't think the timing is appropriate to what we are trying to accomplish, so I vote no.

**Bill:** Yes.

**Bill:** So, it's passed with a three to one vote. Let's move on to the next position.

**Amy:** The second position is "Administrative and Operations Supervisor." Again, the timing is not ideal, but I'm presenting this in draft form. I don't want to hold up the Sr. Services division from moving forward. We'll do some wordsmithing here, but regarding the education and experience could be equivalent to a bachelor's degree. The recommendation is classify this position as an MP-2 in the current system with the title "Administrative and Operations Supervisor". This position would replace what we'd budgeted as an assistant position and shift focus to capabilities. This also comes when we have a new Director, Lauren Barretta. She has been an internal promotion, which is terrific. Lauren feels it would make more sense and the Town Manager has also agreed to this organization structure. I will pause for questions.

**Bill:** Nancy, do you want to start?

**Nancy:** I go to the center, it's very busy and I do see Lauren there. There is a lot going on there. Citizens in town; many are seniors so more and more are coming to the Center so getting extra help is important.

**Kate:** I see that the current role is MP-3, but it would go down to an MP-2 and I wonder why? The duties are changing so much that it's to be moved down?

**Amy:** Kellie and I have been thinking about that. This role would be more in the office and operations role—and less to do with social services. Given the timing with the next classification system, we felt this would be more appropriate. It could be explored later, where the new classification system would assess the duties in this position. Without care management for people, this is why we've classified it here.

**Kate:** This position is currently vacant?

**Amy:** Yes.

**Bill:** has this been posted yet?

**Amy:** No, not yet.

**Liz:** It's a reclassified position—it would go to MP-2 grade.

**Amy:** Yes.

**Bill:** in the Human Services, how many employees?

**Amy:** Hard to count, but in Sr. Services, there would be 16 positions, but FTE is now 11.9.

**Lauren:** We have two vacancies at the moment.

**Bill:** How many would report to this position?

**Lauren:** Two administrative positions, a full time custodian and 4 part-time van drivers.

**Bill:** Let's have a motion to approve.

➤ **VOTE:**

**Nancy:** I make a motion that we approve the “ administrative and operations supervisor “ reporting to the Director in the Senior Services organization, at salary grade MP-2.

**Kate:** I second.

**Kate:** Yes **Liz:** Yes **Nancy:** Yes. **Bill:** Yes.

**Bill:** Ok, let's move to the third position.

**Amy:** I recommend that we move forward with the Environmental Health and Safety Manager. This is a budgeted position; they would like to use the funds to create a different position that is needed under the new organization. We have not posted this yet, but are anxious to do so. We are looking at the grade MP-4. This will be a bit trickier under the new plan and where this would sit under the new classification and compensation plan, especially in regard to the salary range. I don't have notable edits, but more edits to this draft would be necessary before we finalize the position.

**Bill:** I'll start—this was budgeted before and at what level?

**Aaron Miklosko:** Originally, we budgeted for an MP-5 position but now we are looking at MP-4. That covers the FY 23 budget. About 8 months ago, we started looking for an Environmental Services Coordinator and lowered the salary range at that time to an MP-4 position. Previously, it was an Environmental Services Manager at MP-5, but now we've reassessed. I'd also note that the much of the salary comes from a solid waste enterprise fund so would not impact the general fund budget. It is at the higher point in the range, so if it should be MP-4 or MP-5 perhaps will need discussion. About the role itself, Environmental Compliance and employee safety is the most required work.

**Bill:** would this role have any direct reports?

**Aaron:** no direct reports, but would support and work with people across public works in an advisory role.

**Bill:** And how many people currently report to the Public Works Director?

**Aaron:** There are 5 positions currently reporting to me and this would be a sixth.

**Bill:** Kate, do you have any questions?

**Kate:** No additional questions.

**Liz:** No additional questions. Just my overall concern with this piece on the agenda is in relation to the new classification and compensation system that is coming to completion. I'm not really sure that I have all the information I'd need to understand why these requests are coming forward now, but that's where we are tonight.

**Nancy:** one question: this is a vacant position. But would they also have the previous role's duties?

**Aaron:** No, the previous role was focused on the recycling program and this before you is more focused on employee safety. The curbside recycling program is now assigned to myself and the assistant superintendent in a shared system.

**Nancy:** I think this role is key for the town's employees.

**Aaron:** I agree and this kind of position is coming forward in many other communities across Massachusetts as well, with new laws that have been put in place.

**Aaron:** In the past, we've had money to hire consulting firms to review our safety protocols, but now we see it as a necessarily full time position.

**Bill:** Lessons learned, it was a short-term plan and now you are looking more long-term?

**Aaron:** Yes, in the past we've had more short-term positions and we have investigated what would be the right qualifications for this role before we brought this job description here. My director and I have spent many hours to understand how to improve the multiple short-term hires and make this role more robust.

**Bill:** That sounds great, thank you. Now, a motion to

➤ **VOTE:**

**Nancy:** I would like to propose a motion that we agree to this new position for an Environmental Health and Safety Manager, reporting to the Public Works Director at salary grade MP-4.

**Kate:** I second.

**Bill: votes? Kate: yes Liz: Yes Nancy: Yes, Bill: Yes.**

**Bill:** Let's move back to agenda item 3, an update on the new Classification & Compensation study, with an update?

**Kellie:** Thank you for the opportunity to provide an update on the GovHR work on the new Classification and Compensation program. We've been reviewing a lot of information for the past couple of months. It's been taking more time than expected, but we hope that the job analysis phase that took so long will benefit us in the long run.

- Complex, largest project for GovHR.
- Amy and I have been working on internal equity.
- We needed first to look at the foundations to make sure we were on board.
- We met yesterday with the Sr. Management to review the progress to date. It might be the first time that Sr. Management has seen the Classification and Compensation system.
- The project Schedule is provided in the package. There is one change: we are scheduling for 2/21 for the employee meetings with GovHR.
- Personnel Board is able to attend the Employee presentation meetings. There will be two meetings on 2/21 and the meetings will be recorded and shared also. It will be an opportunity to talk about the system and the methodologies and how the current system will fit in the new one. SO the 2/21 will be a milestong, and then the Public Hearing on the 27<sup>th</sup>. The employee feedback will be important also.
  - o February 21<sup>st</sup>: meetings with employees
  - o General letter to go out to employees on 2/21
- Joellen is willing to meet with employees, and has been working with us directly. I think it might be her largest project and it's so complex.
- The next phase of the project will look at internal equity.
- And all that will be completed before the 2/27 Select Board Public Hearing Presentation.
- Joellen is also willing to meet with the Personnel Board as needed.
- March 8-next Personnel Board meeting, and then after that the final report will come after that .
- We want to be sure that there is time for the employees to respond.
- We want to have information in the next FinCom report and by March 8<sup>th</sup> Personnel Board meeting, we'll
- The Benefits portion of the project had to be pushed out because it's so complex and we need time to talk with employees.
- So the schedule of events is important to show you the project schedule. With three articles on the warrant that will be sent out to everyone in Town. We are talking here about the Article 5.
- There will be 3 articles (4,5,6) sent along to Town Meeting.
- We know this is so complicated and there is a lot of confusing detail, so please let me help you understand things.

**Amy:** Article 5: new classification and Article 6: amendment to the current system, with a 3% salary range increase opportunity.

**Kellie:** Thank you for the clarification. I know that the Town Manager, Amy they have met with the Town Moderator to understand how to go forward with the Public Hearings.

**Bill:** Thank you and there is a lot of information here. So what I'm hearing is that the goal is to have Article 5 go forward at the Town Meeting?

**Amy:** Yes, that is the goal. We cannot predict what will happen, but yes, if we get everyone comfortable with what is going on, but if we can address some questions after Town Meeting, that might also be possible if everyone agrees.

**Kate:** Article 6 I understand is the back up plan if this new plan is not possible to go forward at Town Meeting. In Article 6, is the 3% structure increase? What is that exactly is it a COLA?

**Kellie:** yes, that is what has been outlined under article 6—built into the existing structure, with the existing plan that has been shared with everyone. But we'd look at Article 5 as what we want to go forward.

**Kate:** is GovHR taking into consideration the 3% increase as part of their planning? Or, does Article 5 take into account the 3%?

**Kellie:** Yes, they are working with FY 23 data. So GovHR is working with the assumption that 3% increase is already established and would be incorporated in the FY 24 budget.

**Amy:** confirms the same. It is first developed in the current year's data, and then incorporates anything from 2023 as needed.

**Kellie:** One reason for that is that we've yet to assess the implementation costs for implementing the new system. So we're not able to assess what the cost impact will be and there may be some positions that are not being paid at the recommended level under the new system.

**Amy:** in re: to the cost impact—it's a combination of market and internal factors—it depends on how many positions that you have, some are benchmarked and some are not. So, just because a position salary range is recommended to be higher in the next plan—well, it does not mean that it was "below" market in the last system. It's tough to understand but that is the other reason that we'd not look only at market adjustments. It's a balance we are taking to build a fair system. We have to look at the whole plan when we review how the new system will work.

**Bill:** so we should have these areas concluded by March 8<sup>th</sup>?

**Amy:** First we need to look at recommendations after the employee feedback. We need to understand what the consultants recommendations are first and then we have to recalculate. I guess we need to have that feedback before we can apply any market recommendations. We don't know yet how people will be responding. Maybe that is overly cautious?

**Kellie:** Yes, and I want to manage our expectations. The March 8<sup>th</sup>—we'll give you as much information as available and incorporating any feedback that we've received. At that meeting, we'd be discussing and then preparing any feedback into a draft final report.

Then, our last final date is April 5<sup>th</sup> for the FinCOM report to go to the printer. I guess March 8<sup>th</sup> is the last opportunity currently scheduled to understand how far along we will be at that point in time. But April 5<sup>th</sup> will be a milestone, where we hope to put the details into the FinCOM report.. But we don't know how it will be received.

**Amy:** We've certainly talked to the Town Manager and We'd like to get it into the Finance Committee Report and go out to all households. If not, we don't have to stop there, we can do handouts at Town Meeting, we can put it on the web or provide the information in various ways. If the FinCom report does not work, we still have other ways to include.

**Kellie:** I have included these dates in the schedule provided.

**Liz:** I'm going to jump in here. I don't see any clarification on the Communication plan for employees. You mentioned 2/21 as an employee meeting, but it's really important that we understand how the employees will be communicated with and the timing allowed for them to be allowed to comment. And then, if we look at 2/27, that is a Public Hearing, where the Personnel Board is responsible to present and stand behind these Articles. So before that time, we'd need a much better and clear picture of the actual work—and not just the project schedule which we see here, again. It is the responsibility of the Personnel Board to present these Articles to the Town. I take this responsibility very seriously but we've not seen any details on the work. Could you also please give us more details on the Employee Communication Plan as well as the actual work that has been done.

**Kellie:** A memo is to go out to all employees... invites them to employee meetings on the... Confirmed 2/21<sup>st</sup> (10:00 am and 3:00pm) employee meetings that were just finalized today with the consultant. That will be a general memo that goes out to employees. GovHR would explain the outline of the reconsideration process would be outlined at that meeting.

In your packet, employee form is included.

**Liz:** I understood from our last meeting, when we also talked about the employee communications, that there would be a series of communications for employees, that is more than one communication, and at our last meeting in January, you also mentioned that each individual would also be getting an individual impact notification and then you need feedback from them on that part of the process. And when is that communication expected to go out? These hearings are not 1-1 meetings, not individualized discussions.

**Kellie:** Yes, GoveHR would explain the methodology and the reconsideration process will also be discussed then. There is a copy in your packet of the reconsideration request form and we'd have their feedback by March 3<sup>rd</sup> and then we'd incorporate that information in the plan before your March 8<sup>th</sup> meeting.

**Bill:** What I think would be helpful would be if we have a one-page chart that explains the communication plan overall—what has already occurred and what is coming up. It's difficult to parse through the project schedule to understand the communication schedule. It would be nice to have one piece of paper that you are currently verbalizing. Liz is right that we've talked about the importance of communication and it would be very helpful to see the plan.

**Liz:** sure, knowing what is to happen re: communication and having that separated out would be helpful. But if the reconsiderations are due on March 3, well, we've already stood by the article for the warrant on 2/27 at the Public Hearing. So, I'm concerned what we will be recommending when we have not seen any details. Or, does that imply that you are assuming no pushback? What recourse will individuals have if the Public Hearing has already moved forward the Article 5.

**Amy:** So, what would happen at the public hearing on 2/27? What was discussed with the Moderator, was to provide whatever updates are available at that time... and Joellen is available to do that. And a draft plan will have been sent out the week before on 2/21, with individual letters will have been received. But at the 2/27 Hearing, you will give an update—as much information as you have at that

point to inform voters, but not at the point of making the final recommendation... what the progress is and what is expected... there is still employee feedback to come, etc. so not giving the final form at 2/27.

**Amy:** In terms of the communication, 2/21 will be the public forum and they will get individualized letters then. We are also speaking with Sr. management level, we are talking about “talking points/scripts” for how to speak with their teams....this whole thing re: employee feedback is happening now with GovHR and they are going to follow up on these individual requests. The consultant would be available to schedule discussions to respond to any questions that employees have. So we’ve got to see what happens with those discussions by March 8<sup>th</sup>. Then we can review what we get back from employees.

**Bill:** 2/27 meeting—I’ve asked Liz to be Chair for the day at that meeting. It seemed to me that we need to provide details on which article we would think we are going forward with. Technically, the motion for April 30<sup>th</sup> at Town Meeting will be either Article 5 or 6. Which will go forward has to be decided by the Personnel Board.

**Amy:** Yes, the Personnel Board has the responsibility to stand at Town Meeting and bring forward these Articles. In addition, another group could also put up an alternative article...anyone can, at Town Meeting.

**Liz:** Are you talking about the Town Meeting or the 2/27 Public Hearing?

**Amy:** The 2/27 is an information session only. It’s at Town Meeting that anyone can stand and request an alternative be presented.

**Bill:** So we as the Personnel Board are charged to vet the details and have responsibility to present choose which article is brought forward. While anyone in Town could bring forward an article XXY, but we have the job of choosing from these articles.

**Amy:** yes. It’s actually up to the Town Moderator to see if any amendments at Town Meeting part of these Articles or not.

**Kellie:** would like to clarify: are you suggesting that we compile a schedule for employee outreach and use it to inform the Personnel Board or is it to be used to help employees understand the communication plan? Who is the target audience for this request?

**Bill:** A communication plan that does both—informs us of the plan and informs employees of what is coming, when and what has already occurred.

**Liz:** Yes, it is for both audiences. I’m sure that part of a communication plan needs to provide employees important dates by which they have to take action. For us, we need to understand the volume of questions that come forward—and to understand that the due diligence has actually occurred. For example, a copy of the letters that went out. This kind of information would be very helpful to understand what has gone on.

**Nancy:** Which meetings can the Board attend? I think that is important.

**Bill:** Yes, which employee meetings can the Board members attend?

**Kate:** I have no issues. I feel as if the project schedule is sufficient for the employee communication plan. Having a clear outline for employees okay, but seems to all be there except perhaps the due date for their form. The memorandum is pretty clear, but I guess you could give them the deadline for questions. I think it's important, but it's all here. Clarified, sure, that's agreed.

**Bill:** Since we know that the communication has not been ideal with employees, I'd rather err on the side of overcommunication rather than under communicating.

**Kellie:** we do have a memo to send out employees and I guess we could put together a key dates schedule to give them with the next communication. We have a memo that we plan to send out to employees on the project, so we can include a key dates listing with the next employee update.

**Amy:** very helpful to hear different perspectives. As we all know, people look for different things.

**Bill:** I have one additional issue on the project schedule. On March 8<sup>th</sup>: What is the value of looking at Benefits Review project at this time? Is it necessary to do now? How does this align with the Classification and Compensation

**Kellie:** well, it was not part of the original project, we put it in as an addendum to the GovHR project. There were a number of items in the addendum, but we were looking at key points for comparison with other communities. It was Joellen that asked that we might ask the Personnel Board about the benefits program.... It was a courtesy to the Personnel Board—it does not have to be March 8<sup>th</sup>, but it is something that we'd need to review in order to close out the GovHR project. The timing is up to the Board, but it will be presented to you at some point.

**Liz:** RE: the benefits review project, Kellie, you indicated it was a "courtesy to the Personnel Board?" I'm not really sure why this would have come up this way, except re: what came up with the employee complaint last Fall. In terms of the benefits discussion in comparison across different communities—I would have assumed that what criteria would be assessed in such a comparison would be something that would come to the Personnel Board, but it has not at this point. comments; 2/27 presentation | as a board, what is the plan for the PB to approve the GovHR work?

**Kellie:** A benefits review would really be seen as a separate project. A very detailed and intricate project- but we did not want it to distract from the Classification and Compensation project. I'd be happy to entertain more details about the benefits project, but was not sure that the Personnel Board was interested to hear more about this project. It will be very detailed, so not sure it is your focus.

**Liz:** So Bill, you'd raised the timing question—and it sounds as if this work won't impact the Articles that we are working on. I'd agree that we put it off therefore.

**Liz:** On a separate topic, I just don't see where the Personnel Board will be confident to stand by Article 5 before we have seen any details of the project. We've had several meetings where we've discussed the inputs to this project, but we have no details on the *output* of the project beyond project milestone dates. On the 2/27<sup>th</sup> Hearing, we don't really need to explain the inputs as much as we need to present

the outputs from this project. As I'm so stand in for Bill on that day, I'd really like to understand what the project output is before I stand up in defence of this Article.

**Bill:** Agree, these are key issues to be addressed. I would like to understand the presentation that should go forward on 2/27.... I think we'll need help from Kellie and Amy to understand exactly where we are. I can try to spend some time on this to zero in on what we want to put forward on 2/27. I think the other point is –what is the plan that the Personnel Board is supposed to approve? It's not clear to me –I agree with Liz that we don't have to outline the 9 categories of inputs at the Public Hearing..

**Terri:** 2/27 is a public hearing---not just the Select Board... brief slides or speech—and take questions--- and there will be questions –and there will be questions about Articles 5 and 6<sup>th</sup>..... Q&A session in anticipation for Town Meeting. Most Committees come in with a brief speech with slides, and then questions. And in this case, there will be questions from both the Select Board and the Public. There will be confusion about Articles 5 and 6. You might get unexpected questions that will help you prepare for Town Meeting.

**Bill:** Thanks, very helpful. Minutes will reflect that the Personnel Board has to have a plan for approving the GovHR work and we don't have that plan ready tonight. I'll need help from the Personnel Board members to coordinate the feedback and understand what we need. Amy, they will have to have those comments sent to you and then you can present back to us the gathered information?

**Amy:** may need another meeting—a smaller group might also be feasible in advance of 2/27. Particularly, Liz could meet with GovHR to talk about the presentation for 2/27<sup>th</sup>. If we could get three people together, then we could hold a meeting.

**Bill:** I'm gone 2/20 on ---so I'd need to meet prior to that. Could we look at next week? Submit to Amy availability so we can schedule another meeting next week.

## **5. Personnel Board Charge & Authority Under Personnel Bylaw**

- Continue development of recommendations to Select Board
- Next Steps

Note: Due to illness, this agenda item is postponed as Liz Cobbs was not able to draft/summarize comments on the Personnel Board Charge by this meeting.

**Bill:** We're not able to move forward with Agenda #5.

**Liz:** I've not a draft Charter to have people look at now.

**Bill:** Ok, then we've finished the agenda items. Is there any public comment at this time?

**Laura Walsh 169 Thoreau Street.** As a total novice, I'd wanted to understand what is happening—does the municipality have a union? Is anyone going to be adjusted down in the new Classification & Compensation system? I think you need to be clear and simple to share information? And every year

they have been provided a COLA adjustment? Is there a way to average it out over several years? How does that compare to other towns? How many employees are you talking about? Do you know the financial impact that will happen? What you have been talking about has been very difficult to understand—so please be sure to be clear and simple with your explanations to the public so that there is less confusion.

I'd like to better understand this information but in a way that is more digestible.

**Amy:** there are several unions, but not in this process. Yes, there is the potential for people to be downgraded. Generally, there is a COLA annually, but the amount differs. We are not clear yet on what the budget impact would be based on COLA adjustments.

**Anita Teckle:** if I understand correctly- you won't know before the hearing which article will go forward. The report won't have been completed by then; so, there are so many balls up in the air—a lot will happen between 2/27 and the deadlines for Town Meeting. What is the back up plan? If you end up not going ahead with the new plan because it is not ready in time, what is the back up? Fall Town Meeting? Special Town Meeting? Why not defer to a later special Town Meeting? It appears that you need another month. It seems now that it is rushed, when we've been waiting 14 years for this work. In sum, what is the back up plan?

**Bill:** Good question. As I understand it, it is to go with Article 6 as a back up plan.

**Anita:** Employees are going to expect movement on July 1<sup>st</sup>. So when would Article 5 go forward then?

**Bill:** As soon as possible is all I can think of: because if the Personnel Board is not ready to approve the work from GovHR then it will be necessary to go with Article 6.

**Anita;** Will you have had time to review and the Personnel Board to make the recommendation?

**Bill:** Any thoughts, Amy?

**Amy:** if the new Classification & Compensation plan is not going forward---would the Town be interested in a special Town Meeting? Or is there some way to adopt something under the ByLaw and have it ratified at the 2024 Town Meeting. I think the focus is still on moving the Article 5 that everybody is comfortable with to go forward at the 2023 Town Meeting.

**Anita:** it seems that it is the best we can do at this point---but with so many unknowns, Liz or whoever is being sent to the wolves on 2/27<sup>th</sup>.

**Amy:** right and on 2/21 we plan to have the public meeting for employees and go forward from there.

**Anita;** I'd like to suggest that if 2/27 does not go well. You might consider doing another public hearing again/separately to ensure that we get more clarity across to the public? It seems that you are sending Liz or whoever to the wolves at the Public Hearing without enough information. I'd suggest that you consider setting up a separate Public Hearing, involving the Select Board later.

**Bill:** Did not realize that is an option—great suggestion Amy, let's ask the questions now, rather than waiting a week to think of a plan C now, thanks to Anita's suggestion.

**Amy:** ok, we can pull that together next week.

**Bill:** Alright, thank you for the public participation and hope to have you at our next meeting as well.

**Liz:** Bill, it sounds as if we need to have 2 meetings next week—one with Joellen to focus on the 2/27 presentation and a second one for the Personnel Board to understand what level of detail is needed and how we will deflect as needed until details are appropriately organized.

**Amy:** please send me your availability and I'll check with Joellen too. I could set that up with Joellen to meet with Liz.

**Bill:** I will reach out to Joe and see when he might be available—

**Nancy:** Amy, Please send a reminder email to look at the schedules.

## **6. Adjournment**

**Bill:** Okay ,let's adjourn at 7:50 pm.

➤ **VOTE:**

**Nancy:** I take a motion to adjourn the meeting. **Kate:** Second.

**Liz:** Yes, **Kate:** Yes, **Nancy:** Yes, **Bill:** Yes

CONCORD PERSONNEL BOARD  
DRAFT MINUTES  
FEBRUARY 15, 2023

Attendees: Bill Mracheck, Nancy Crowley, Liz Cobbs Amy Foley

Absent: Kate Ryan, Joe Emeric

Additional Citizens: Mark Howell, Karlen Redd, Terri Ackerman, Stephanie Oliver, Paul Macone, Malysa Simard

AGEDNA: Today is the

1. Call to Order
2. Classification and Compensation Study
  - a. Review critical dates
  - b. Preparation for 2/27th Public Hearing
    - i. Consider approach for Personnel Board's:
      - Review of plan recommendation by GovHR
      - Determination of what to recommend to Town Meeting
      - Communications with Employees & the Public

**Note:**

***These minutes are not a transcript or verbatim – statements have been rephrased & summarized.***

**Call to Order**

**Bill:** Call to order at 3:03pm. Nancy, Bill, Liz. Joe/Kate not in attendance.

- Thanks for taking the time for this matinee session.
- I did have some constructive discussion with local citizen—and listened to their concerns that there is nothing of substance to put forward. We on the Personnel Board have to factor these concerns into our discussion.
- It is my understanding that for the Personnel Board to get involved, we'd have to have the Town Manager present the whole new plan to us—and without that, we have nothing to consider. So that would mean that there is no Article 5 to entertain.
- So what is the status? Kellie is not here—but the two of you, Amy, have been working together on this project, so you can give us an update?

**Amy:** So, I will put up on the screen to look at a more comprehensive timeline. Then you can assess whether that is a reasonable process to get to Town Meeting.

- So, I am now sharing my screen. Here is a list with timelines, target dates and launched in August, with preliminary conversations and an announcement to employees to understand the process and to explain the job analysis questionnaire.
- Looked at all job descriptions, including unfilled roles. We also sent out a Job Analysis Questionnaire (JAQ) to collect information from employees.
- Consultants also interviewed anyone that requested an interview.
- Supervisors also commented on the information gathered.
- Comparable communities and benchmark positions were also assessed.
- That was August-September.

- In October, that is when the Sr. Managers were to get back to GovHR with their input on all the positions.
- GovHR did start gathering market data –benchmarked data to apply to salary ranges at the appropriate time. They have that, and preliminary analysis, but they must refine it by groupings and classifications.
- Then, GovHR did a “preliminary job analysis” ... a system with weighted scoring, they did a preliminary weighting. It was important that this was then aligned with the needs of the town and the nature of the positions in Concord.
- They then turn it back over to us and the Management team to look at what might be missing, or things that they are not clear on...we spent considerable time from beginning of December through beginning of January reviewing so that we could get information back to GovHR.
- The Classification and Compensation plan... but ultimately, this is two different jobs; the classification into ranges and then the compensation—the actual salaries.
- All of this was done for Concord.
- Once we had a proposal to GovHR, then they met with Sr. Management to show what would come next.
- That happened February 7<sup>th</sup>. With that, we are not ready to look at salary ranges yet. But now we are putting things together to look across the departments and we’re at the process of looking across the departments to get back to GovHR with the review.
- We are the final stages of the preliminary groups of jobs. This will be the basis of all the other work.
- February 21<sup>st</sup> : a save the date meeting was set up. But our consultant has had an accident this week and won’t be able to meet in person. So now we are looking to share proposed titles in the compensation planning—but to do it first by preliminary written communications, but to delay the in-person meeting with GovHR for another week.
- Liz will still meet with GovHR in advance of the Feb 27<sup>th</sup> meeting to prepare what can be stated.
- So now, we are looking at March 1<sup>st</sup> /Wednesday as an in-person meeting, with written information to be sent out next week.
- Then, to have a “request for reconsideration” form will be provided to the employees, where they will only be assessing the groupings of positions—and they would have two weeks to review and question the groupings of jobs that they see (pertaining to themselves and others).
- Then, we’d have GovHR recommendations.
- At the same time, we’d put up the groupings for public assessment on a website for citizens to see what is going on.
- Then the 2/27 Public Hearing would introduce the process and share the communication plan.
- Then, it would be clear that there still would need to be a review period.
- Then GovHR would review what they are hearing back from employees.
- After that, we could go forward to understand the compensation part of the work. We have a lot of salary data available, but we need to then combine the market data with enough positions for any grade, along with the internal equity groupings.
- Town Manager would like to build it off the 85 percentiles—so not putting ourselves at the highest range of pay, but we’d be situated at 85% for our employees.
- It won’t mean that any or all positions will be paid out at 85%, but it will depend on competitiveness and other factors, assessed for each position.
- In mid-March, Salary ranges could be applied. Then I have slated weekly Personnel Board meetings to get the reviews done efficiently
- Personnel Board would then have to review the full salary ranges and groupings of jobs.

- That puts us to end of March.
- Right now, we have a placeholder in there vs. actual details on the new plan.
- March 29: Personnel Board Meeting
- April 5<sup>th</sup>: Personnel Board Meeting
- The Finance Committee meeting and their report—this would be another opportunity to provide more details.
- So, when in March, we could still be discussing employee feedback, citizen comments, feedback from the Public Hearing.... Which then would be printed into the FinCom report (print date:: April 5<sup>th</sup>)
- Amendments could still be made at Town Meeting via motions, but the intent would be at that point, a good representation of what the new plan is would be available.

**Bill:** Fin Com needs our information by when?

**Amy:** March 31<sup>st</sup> so that they can get it to the printer by April 5<sup>th</sup>.

- So in March, you would likely need to have weekly meetings to review the entire plan and know what you want to submit.

**Bill:** I'll ask the first question: if the Town were to postpone this work for some time, what in your view would be the pros and cons from the Town?

**Amy:** Well, we don't want to have something that is not vetted. That would be dangerous, but by not having something now, then it would be important to understand what would be the steps to bring it forward as soon as possible. As you know there are changes in the Town and in the labor market. It is important that employees know that their positions' have been reviewed. It's important that they have a reasonable system that they fit into. I think employees are going to be upset if this does not happen. Employees are eager to set new ranges as they think they are underpaid. It's important that people understand how the decisions are made.

If this won't go to Town Meeting, it's important to understand what would be next.

**Nancy:** It's an overwhelming process, just huge to put it all together. I do think employees will be upset if not done on time, but they will be even more upset if it is done poorly. If that is the case, there are other options, such as a special town meeting. Hurrying it through would be worse for all.

**Liz:** I agree with the comments so far.

**Nancy:** there is too little time and a lot to review.

**Bill:** Are there any comments from the public?

**Amy:** I agree completely. Did I hear that you are concluding it is not feasible to do it?

**Nancy:** Yes, we can keep trying but I assume at this point that there is too much to cover.

**Bill:** Looking at the landscape today, I am making a judgement call that we have to be extremely cautious –moving forward could be too risky, without an understanding of how employees, the Town Manager, or the Personnel Board are prepared to understand the plan.

- We as a Board, have a duty to say that we don't have confidence that the work is ready.

- Liz has to present to Select Board at the Public Hearing on 2/27. And it seems awfully optimistic to think that we could have confidence in the report in the next two weeks.
- It would be great if we'd started earlier. But here we are and the bottom line is that we are concerned. And it is likely that we as a Personnel Board are not willing to stand by the Report at this time.

**Amy:** Is this a decision not to move forward?

**Bill:** Alternatives to how to bring it forward would be important to understanding that, but we need to explore that further with the Town Manager or the Town Attorney. It seems that there should be other mechanisms—and we need to explore that. Once we know our options then we can understand what needs to be done—with new dates--- with an objective to confirm that citizens, Town Manager, Personnel Board and Employees—all must be confident that the work is “Grade A” and aligns and recognized that our town employees are important and valued.

**Nancy:** Either way, we'll continue to work on this project. Who knows, maybe we can go forward.

**Liz:** It would be good to hear from GovHR how these projects are usually taking—18 months? 6 Months? That might impact what we know about alternatives to Town Meeting.

**Nancy:** What if we go along and it is concluded sometime after April 5<sup>th</sup> ---but what is it's only a few weeks after that? Would we be able to get into Town Meeting?

**Amy:** There are several chances to get into Town meeting—with a Town Meeting handout---but that would not allow much time for the review. There was some talk that the Public Hearing (2/27) could be delayed by the Select Board.

**Bill:** Yes, that would be important to the Town Manager, the Select Board and the Personnel Board to understand.

**Bill:** The next item on the agenda would be to prepare for the 2/27 Public Hearing. I would recommend answering “what is this, why is this and how”. I would suspect that there is a lot to present, using power point would also be fine.

**Nancy:** The Power Point last year was well done.

**Amy:** Yes, I'll be there and then Joellen will also be there to answer questions as needed.

**Bill:** Article 5 – this would be the separate set of talking points—but the other two articles also will need explanation.

**Nancy:** Last year, there was not a lot of time---5-10 minutes.

**Bill:** Ok, I think we've covered it all. There are some open questions that need to be answered. By the next meeting, we will need a charter about what we need to approve—we need our own checklist---

**Amy:** yes, it would be helpful—

**Nancy:** Could you please send us the project dates that you presented today.

**Bill:** And we need to catch up on the minutes, please. It would be helpful to capture for this work, so let's get up to speed there.

**Bill:** We have not had the 12/21 minutes—there need to be some edits---

**Amy:** I will look back to see where we are and move things forward.

**Bill:** No problem, we want to participate on a Board where all the cogs are turning and where we are living our values.

**Nancy:** All the new GovHR changes would have to be presented to Town Meeting if we are to get there.

**Amy:** we must have all the data confirmed with employees before we can present it, so the timing is a challenge.

**Bill:** Citizen Comments?

**Paul Macone:** I understand that you are in a box—and not a clear way forward. My concern is that perception becomes reality... I'd like to second Bill's comments—that this needs to be top shelf for the employees—they need time to absorb it, speak amongst themselves, well, we could do more harm than good if it is rushed. If employees don't know about it... it might be helpful for the next series of meetings, it would be good to send a timeline to employees, so they can watch and listen to what takes place so that they don't have a wrong perception that this has been rushed when it's not been, for example.

**Mark Howell:** Thanks for your attention to this. In terms of preparation for the 27<sup>th</sup> Public Hearing, I'd suggest the timeline ---when will things get done---when employees are informed. I would suggest that the employees and the public can get to all information from a link on the Personnel Board site. I would encourage to be deliberate about these next steps. In the new classification plan, if it is similar or substantially different, it will require more dialogue. And here on 2/15, you don't know which way it will go, as you've not seen it yet.

- In re: to the minutes; it would be great—to put the youtube link in to the meetings in with the minutes.
- In the minutes: it would be good to highlight the decision-making will be taking place at each agenda.
- It would be great not to review all of the materials from start to finish when you are moving at this fast a pace. Also, I just looked back on the meetings and there are no December meeting minutes posted and nothing from January. So it is behind.


**Nancy:** I motion to adjourn at 4:08pm

**Bill:** Thank you

**Document used at the meeting:**

Classification and Compensation Study Project Schedule Last Revised 2/15/23

DRAFT

Article 5: New Classification & Compensation Plan for Regular-Status Employees				
Action	Date	Date	Action	Description
		10-Feb-23	Communication to Employees	Project Update Memo & Save the Date for 2/21 meetings
		21-Feb-23	Meetings with Employees	GovHR presents preliminary Class & Comp Plan to Employees
		21-Feb-23	Distribute Preliminary Plan	Preliminary Class & Comp Plan available to Personnel Board
		21-Feb-23	Communication to Employees	Letter detailing individual proposed Title & Grade
		22-Feb-23	Reconsideration Period: Opened	Employees can file for reconsideration
<p><b>Public Hearing: 27-Feb-23</b></p>  <p><b>Public Hearing: 27-Mar-23</b></p>		27-Feb-23	Public Hearing	Public presentation on Article 5; brief status update provided with full presentation scheduled for March 27, 2023
		3-Mar-23	Reconsideration Period: Closed	All employee requests for reconsideration must be filed
		8-Mar-23	Meeting: Personnel Board	GovHR presents draft plan adjustments; consultant to provide in-depth review of draft plan, overview of reconsideration requests
		13-Mar-23	Reconsideration Review: Ends	GovHR completes review of employee requests for reconsideration
		22-Mar-23	Meeting: Personnel Board	GovHR presents final draft Class & Comp Plan; Personnel Board to vote recommendation
		27-Mar-23	Continued Public Hearing	Public presentation on Article 5. Note: this hearing could also occur on April 3, 2023 and still meet FinCom Report deadline
		4-Apr-23	Deadline	for Select Board & FinCom to vote recommendations to be published in FinCom Report
	14-Apr-23	FinCom Report	Report mailed to all households	
	30-Apr-23	Annual Town Meeting		



GovHR USA

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# Town of Concord, MA

## Employee Classification and Compensation Study

Draft Classification and Compensation Plan Presentation

February 21, 2023

630 Dundee Road, Suite 130, Northbrook, IL 60062  
847.380.3240    [info@govhrusa.com](mailto:info@govhrusa.com)    [GovHRUSA.com](http://GovHRUSA.com)

## Outline

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- ▶ Scope of Work
- ▶ Job Evaluation
- ▶ Proposed Classification Plan
- ▶ Compensation and Benefits Survey
- ▶ Proposed Compensation Plan
- ▶ Employee Reconsideration Process
- ▶ Next Steps and Important Dates
- ▶ Questions

## Scope of Work and Process

- ▶ **Job Evaluation Analysis and Job Classification System**
  - ▶ Study preparation and project meetings
  - ▶ Determination of comparable municipalities
  - ▶ Distribution of materials and employee meetings
  - ▶ Job evaluation analysis and establishment of job classification system
- ▶ **Compensation and Benefits Analysis**
  - ▶ Calculate new pay ranges and benefits review
- ▶ **Draft and Final Report Preparation**
  - ▶ Presentation to Town regarding Draft Report
  - ▶ Finalize report

## Job Evaluation

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185 Positions were reviewed using the following nine job factors to establish Internal Equity:

- ▶ Education – Required Preparation and Training
- ▶ Work Experience – Years of Experience Needed to Perform Job
- ▶ Decision Making and Independent Judgment
- ▶ Responsibility for Policy Development
- ▶ Planning of Work
- ▶ Contact with Others
- ▶ Work of Others (Supervision Exercised)
- ▶ Working Conditions
- ▶ Use of Technology/Specialized Equipment

## Job Evaluation

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- ▶ Positions were evaluated based on the information received by the Town Employees and Supervisors, through the use of a Job Analysis Questionnaire (JAQ) and as a result of virtual interviews with at least one employee in each position (Appendix A).
- ▶ The Classification Plan was developed based on Internal Equity – meaning how positions related to one another in Concord.
- ▶ New position titles were recommended in some instances.
- ▶ Table 1 – Classification Plan – 17 Grades

## Proposed Classification Plan

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- ▶ The proposed Classification Plan has 17 Grades assigned to four bands:
  - ▶ Grades 1 – 6 – Administrative and Technical Positions
  - ▶ Grades 7 – 10 – Program Managers, Supervisors and Advanced Technical Positions
  - ▶ Grades 11 – 14 – Division Directors, Managers and Advanced Technical Leaders
  - ▶ Grades 15 – 17 – Leadership Team and Senior Managers

## Compensation and Benefits Survey

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- ▶ Establishment of comparable communities (Appendix B):
  - ▶ The following eight criteria were used:
    - ▶ Population
    - ▶ Per Capita Income
    - ▶ Equalized Assessed Value Per Capita
    - ▶ Total Assessed Value
    - ▶ Tax Levy
    - ▶ Total Budget
    - ▶ State Aid
    - ▶ Proximity to Concord

## Comparable Communities

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- ▶ Acton
- ▶ Andover
- ▶ Bedford
- ▶ Belmont
- ▶ Burlington
- ▶ Chelmsford
- ▶ Dedham
- ▶ Hopkinton
- ▶ Lexington
- ▶ Lynnfield
- ▶ Needham
- ▶ Reading
- ▶ Sudbury
- ▶ Wakefield
- ▶ Wayland
- ▶ Wellesley
- ▶ Westford
- ▶ Weston
- ▶ Westwood
- ▶ Winchester

## Comparable Communities

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### ▶ Municipal Light Plant

- ▶ Danvers
- ▶ Groton
- ▶ Hingham
- ▶ Ipswich
- ▶ Marblehead
- ▶ Mansfield
- ▶ Shrewsbury

### ▶ Water

- ▶ Lincoln
- ▶ Littleton

## Salary and Benefits Survey

- ▶ Data is collected by reviewing pay plans of the comparable communities and through the use of a survey.
  - ▶ When using a survey, each position is defined to assist in gathering accurate data.
  - ▶ Salary data are reviewed to determine if information gathered is appropriate for the position surveyed.
  - ▶ Salary ranges are the preferred method to gather salary data.
  - ▶ Salary data gathered is the current market for the positions.
- ▶ Benefits data will be gathered, reviewed and comparative observations made.

## Proposed Compensation Plan

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- ▶ Compensation rates are calculated at the 85<sup>th</sup> and 95<sup>th</sup> percentiles of the salaries of the comparable communities – Table 2.
- ▶ Seventeen compensation grades/ranges established across four bands:
  - ▶ Grades 1 – 6: Administrative and Technical Positions
  - ▶ Grades 7 – 10: Program Managers, Supervisors and Advanced Technical Positions
  - ▶ Grades 11 – 14: Division Directors, Managers and Advanced Technical Leaders
  - ▶ Grades 15 – 17: Leadership Team and Senior Managers

## Proposed Compensation Plan

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- ▶ Pay ranges are calculated using two tools to match the market data collected – Gradation and Range Spread.
  - ▶ Gradation is the difference in starting pay.
  - ▶ Range Spread is the difference between minimum and maximum pay for a pay range.
- ▶ Grades 1 – 6 have a 5% gradation
- ▶ Grades 7 - 10 have a 6% gradation.
- ▶ Grades 11 – 14 have an 7.5% gradation.
- ▶ Grades 15 – 17 have a 12% gradation.
- ▶ All Grades have a 35% spread from minimum salary to maximum salary – Table 3.

## Reconsideration Process

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### ▶ Reconsideration Steps

- ▶ Reconsideration Form will be emailed to you or request the form from Human Resources.
- ▶ Review the Job Analysis Questionnaire (JAQ) as submitted.
- ▶ Fill out the Reconsideration Form and explain what has changed from what was originally submitted.
- ▶ Once completed forward form to Human Resources with a copy to your Supervisor and Department Head.
- ▶ Completed forms are due to Human Resources by March 3<sup>rd</sup>.

## Next Steps

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- ▶ **Next Steps**
  - ▶ Finalize Classification Plan
  - ▶ Review Final Drafts of Classification and Compensation Plans with Department Heads and the Personnel Board
  - ▶ Town Meeting Consideration



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## Town of Concord, MA

Employee Classification and Compensation Study

Questions?

630 Dundee Road, Suite 130, Northbrook, IL 60062  
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SAMPLE OF PERSONALIZED EMAIL SENT TO EMPLOYEES 2/21/2023

TO: Employee Name  
FROM: Amy Foley, Human Resources Director  
RE: **Classification & Compensation Study: Proposed Plans for Employee Feedback**

Thank you for your participation and cooperation during the Town's Classification and Compensation Study. With your continued support and assistance, the Town of Concord will be able to move forward with the implementation of a new classification and compensation system that is based on internal equity and helps to ensure external competitiveness for our workforce.

Our consultant, GovHR, conducted employee meetings today to provide an overview of findings and proposals. You may view, or review, the meeting here:

[Employee Meeting 2-21-23 3:00 p.m. Session](#)  
Passcode: Uzqu.i7#

Before we move forward, we want you to know how your position has been classified and offer you the opportunity to provide feedback if you wish to do so.

**Proposed Classification for Your Position:** The consultant has recommended that, with adoption of a new Plan, your position be classified as follows:

Proposed Title: **Title**

Proposed Grade: **#**

**Important Notes:**

- The proposed compensation plan with a pay range for your position is included in the meeting materials that were distributed in person and via email today.
- **The study process is not complete.** Input from employees, the Personnel Board, or the Town Meeting hearing process could result in further adjustments to the proposed plan before Town Meeting, on April 30, 2023.
- There is not a direct correlation between the Town's existing salary grades and the new proposed grades. This study does not evaluate position placement within our existing plan. The new classification methodology is unique and substantially different than the ones used to date.
- At this time, it's too early to determine how any individual employee's pay will be impacted. Salary policies will be developed after Town Meeting based on approved funding. **In no case, however, will an individual's pay rate be decreased** as a result of this study.

**Employee Review Process:** Employee input, questions and comments are an important part of this process. Your feedback may bring new information to our attention that might change the final recommendations made to Town Meeting. If you wish to provide feedback and/or request reconsideration of your proposed title or grade assignment, please complete a reconsideration form (provided via separate email) and return it to Human Resources **by Friday, March 3, 2023**, via interoffice mail or email: [hr@concordma.gov](mailto:hr@concordma.gov), with a copy to your supervisor and department head.

GovHR will review all reconsideration requests and may propose amendments afterwards. All employees will receive an update once the review process is complete.

If you have general questions, please see the enclosed materials or contact me at [afoley@concordma.gov](mailto:afoley@concordma.gov).  
Thank you.

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data		95th Percentile Salary Survey Data		Proposed Salary Range 85th Percentile	
<b>Leadership Team and Senior Managers</b>										
830+										
Chief Technology Officer		845	MP9	17					141,120	190,512
Chief Financial Officer		840	MP9	17	123,512	168,419	129,220	178,592		
Deputy Town Manager		835	MP9	17						
795 to 825 (30 points)										
Fire Chief		815	MP8	16					126,000	170,100
Police Chief		815	MP8	16	123,547	167,727	132,678	176,014		
Assistant Town Manager		800	MP8	16	120,270	163,582	129,513	173,241		
Public Works Director	Director of Public Works	800	MP8	16	123,248	172,711	127,669	177,498		
760 to 790										
Human Resources Director	Director of Human Resources	785	MP7	15	106,044	147,348	107,037	150,757	112,500	151,875
Library Director	Director of Library Services	775	MP7	15	107,247	146,380	110,316	148,234		
Director of Planning & Land Management	Director of Community Development	775	MP7	15	113,582	142,328	120,038	164,057		
<b>Division Directors, Managers &amp; Advanced Technical Leaders</b>										
720 to 755 (35 points)										
Town Engineer		755	MP6	14	103,923	136,791	111,769	143,060	102,489	138,361
Police Captain		750	MP6	14	114,586	122,801	116,766	124,265		
Assistant Fire Chief		750	MP6	14						
Recreation Director		735	MP6	14	91,119	122,308	108,257	139,358		
Highways & Grounds Superintendent		730	MP6	14	92,324	121,226	102,582	127,706		
Water/Sewer Superintendent		730	MP6	14	90,609	123,565	93,919	130,492		
Building Commissioner		720	MP6	14	91,348	123,319	96,556	127,275		
Facilities Director		730	MP6	14	117,565	163,699	120,884	170,333		
680 to 715										
IT Operations Manager		700	MP5	13					95,339	128,708
Public Health Director		700	MP5	13	100,064	132,075	105,977	134,487		
Town Planner		690	MP5	13	96,816	132,384	100,436	134,653		
Natural Resources Director		690	MP5	13						
Senior Services Director		685	MP5	13	90,807	122,641	92,787	128,530		
Police Lieutenant		680	MP5	13	102,501	120,653	115,831	130,827		
Town Accountant		680	MP6	13	101,997	129,962	108,399	135,355		
Beede General Manager		680	SF1	13						
640 to 675										
Senior Treatment System Operator	Senior Public Works Supervisor	670	TCL6	12	68,274	93,237	71,590	96,890	88,688	119,728
Assistant Town Engineer		665	MP5	12	90,061	118,575	90,914	121,250		
Town Clerk		665	MP5	12	89,700	118,360	90,814	121,299		
Town Assessor		655	MP6	12						
Assistant Library Director	Assistant Director of Library Services	655	MP5	12						
Financial Manager/Accountant		655	MP5	12	121,247	155,018	122,497	155,986		
Assistant Highway & Grounds Superintendent		640	MP4	12						

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data		95th Percentile Salary Survey Data		Proposed Salary Range 85th Percentile	
600 to 635										
Customer Service Administrator	Customer Service Manager	630	MP4	11					82,500	111,375
Assistant Human Resources Director		620	MP3	11	72,466	109,087	72,562	110,629		
Assistant Recreation Director		620	MP4	11						
Management Analyst	Business Manager	620	MP3	11	72,078	94,245	74,743	98,122		
Deputy Treasurer/ Collector		615	MP5	11	92,948	123,888	95,102	132,320		
GIS Program Manager		610	MP4	11						
Operations Manager		610	MP3	11						
Director of Sustainability	Sustainability Director	605	MP5	11						
Budget & Purchasing Director		600	MP5	11						
600 to 635										
<b>Program Managers, Supervisors, &amp; Advanced Technical Positions</b>										
565 to 595 (30 points)										
Public Works Engineer - Water & Sewer	Senior Public Works Engineer	595	MP4	10					80,989	109,335
Facilities Operations Coordinator	Assistant Facilities Director	585	MP2	10						
Media Manager (New)		580	MP1	10						
Public Works Engineer	Senior Public Works Engineer	580	MP4	10	77,872	102,795	80,508	108,272		
Public Works Supervisor		580	TCL7	10	87,745	109,741	89,167	112,738		
Childcare Services Manager		565	MP3	10						
530 to 560										
Assistant Natural Resources Director		560	MP2	9					76,405	103,146
Social Services Supervisor		555	HS1	9						
Local Inspector		550	MP3	9	71,748	94,054	74,902	96,227		
Economic Vitality & Tourism Manager	Visitor Services Manager	550	MP3	9						
Senior Treatment System Operator		540	TCL6	9	68,274	93,237	71,590	96,890		
Senior Public Health Inspector		540		9						
HVAC Technician		535	TCL7	9	68,067	84,275	69,032	84,892		
Senior Environmental & Regulatory Coordinator		535	MP3	9						
Administrative Projects Manager	Risk & Compliance Programs Manager	535	MP2	9	75,702	98,632	75,932	100,629		
Energy Conservation Coordinator	Energy Efficiency & Electrification Coordinator	535	MP3	9	88,177	116,917	97,754	122,608		
Economic Vitality Manager		535	MP4	9						
Communications Manager		530	MP3	9						
Community Services Coordinator		530	HS1	9						
495 to 525										
Crew Leader (Water/Sewer)		520	TCL5	8	69,343	85,661	71,877	86,629	72,080	97,308
Land Manager		520	MP2	8						
Administrative & Operations Supervisor		515	MP2	8						
Assistant Treasurer		515	MP3	8	74,787	95,747	75,396	100,207		
Assistant Town Accountant		515	MP3	8						
Assistant Town Clerk		515	MP3	8	69,443	99,344	73,134	103,420		
Assistant Assessor		510	MP3	8						
Customer Service Supervisor		510	MP3	8						
Crew Leader (CMLP)		505	TCL5	8						
Facilities/Landscape Maintainer	Senior Facilities/Landscape Maintainer	505	TCL3	8						

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data		95th Percentile Salary Survey Data		Proposed Salary Range 85th Percentile	
Licensed Electrician/Skilled Carpenter	Facilities Crew Leader/Licensed Electrician	505	TCL5	8	68,652	84,143	69,227	84,848		
Senior Information Systems Technician		500	MP3	8						
Senior Planner (Community & Historic Preservation)		500	MP3	8	79,778	109,990	83,713	111,526		
Senior Planner (Transportation)		500	MP3	8						
Senior Master Mechanic		500	TCL5	8						
Management Analyst		495	MP3	8	72,078	94,245	74,743	98,122		
460 to 490										
Business Systems Analyst		490	MP2	7					68,000	91,800
Head Lifeguard	Aquatics Supervisor (Safety)	490	SF1	7						
Aquatics Program Manager	Aquatics Supervisor (Programs)	490	SF1	7						
Administrative Systems Analyst		485	MP2	7						
Municipal Archivist/Records Manager		485	MP3	7						
Environmental Health & Safety Manager		485	MP4	7						
Recreation Supervisor		485	MP1	7	65,647	89,388	68,997	92,446		
Recreation Facilities Coordinator (NEW)		480		7						
Assistant to the Beede General Manager		480	SF1	7						
Assistant Public Works Engineer	Public Works Engineer	480	MP3	7						
Network Engineer		480	TM2	7						
Senior Budget & Operations Analyst	Senior Financial Analyst	470	MP3	7						
Utility Electrician		465	EL3A	7						
Production Manager		465	MP2	7						
Custodial Maintenance Supervisor	Custodial Supervisor	465	TCL4	7	71,790	97,030	72,762	102,180		
Associate Financial Manager	Associate Financial Manager/Accountant	465	MP3	7						
Public Health Inspector		460	MP2	7	66,723	88,148	68,673	90,710		
Environmental Health Inspector	Public Health Inspector	460	MP2	7						
425 to 455 (30 points)										
<b>Administrative &amp; Technical Positions</b>										
425 to 455 (30 points)										
Executive Assistant to the Town Manager		450	AC6	6	64,402	84,556	66,499	86,439	65,729	88,733
Human Resources Assistant	Human Resources Generalist	450	AC5	6	59,545	81,669	62,201	83,759		
Finance Assistant	Payroll & Finance Generalist	450	AC6	6	61,607	88,116	68,219	91,931		
Senior Human Resources Assistant	Human Resources Generalist	450	AC6	6						
Senior Administrative Assistant (Police)	Office Administrator (Police-Chief's Office)	450	AC5	6	60,510	82,732	60,565	85,945		
Senior Administrative Assistant (Health)	Office Administrator (Health)	450	AC5	6	60,510	82,732	60,565	85,945		
Senior Administrative Assistant (Fire)	Office Administrator (Fire)	450	AC5	6	60,510	82,732	60,565	85,945		
Senior Administrative Assistant (Finance)	Office Administrator (Finance)	450	AC5	6						
Treatment Systems Operator		440	TCL5	6	63,657	83,278	65,162	84,266		
Administrative Assistant (CPW)	Office Administrator (CPW)	440	AC4	6						
Senior Administrative Assistant (CPW)	Office Administrator (CPW)	440	AC5	6	60,510	82,732	60,565	85,945		
GIS Technician/Analyst	GIS Analyst	435	MP2	6	74,598	96,713	76,903	100,140		
Senior Administrative Assistant (TMO)	Office Administrator (TMO)	435	AC5	6						
Senior Administrative Assistant (Recreation)	Office Administrator (Recreation)	435	AC5	6	60,510	82,732	60,565	85,945		
Budget Analyst	Financial Analyst	425	MP2	6	69,752	96,216	70,776	98,181		
Engineering Technician		425	MP1	6						

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data		95th Percentile Salary Survey Data		Proposed Salary Range 85th Percentile	
Information Systems Technician		425	MP2	6	69,878	93,046	74,377	97,993		
390 to 420										
Facilities/Landscape Maintainer	Carpenter	420	TCL3	5					62,599	84,508
Environmental & Regulatory Coordinator		420	MP2	5						
Membership Coordinator	Office Coordinator (Beede)	420	SF1	5						
Outreach Coordinator		420	HS1	5	67,733	87,821	68,940	88,681		
Lineworker, Grade 3		415	EL2B	5	76,385	82,438	79,209	85,567		
Water/Sewer System Maintainer		415	TCL3	5	59,247	75,483	59,886	77,244		
Senior Administrative Assistant (Library)	Office Coordinator (Library)	415	AC5	5	60,510	82,732	60,565	85,945		
Geriatric Health Nurse		410	HS1	5						
Senior Department Clerk (Police)	Office Coordinator (Police - Suppt Svcs)	405	AC3	5	49,345	65,424	51,422	68,098		
Senior Administrative Assistant (Assessing)	Office Coordinator (Assessing)	405	AC5	5	60,510	82,732	60,565	85,945		
Administrative Assistant (Senior Services)	Office Coordinator (Senior Services)	405	AC4	5	54,734	74,227	55,170	75,499		
Lead Producer	Senior Producer	400	MS1	5						
Senior Department Clerk (Fire)	Office Coordinator (Fire)	395	AC3	5						
Senior Administrative Assistant (Light Plant)	Office Coordinator (Light Plant)	390	AC5	5	60,510	82,732	60,565	85,945		
Project & Procurement Coordinator		390	AC5	5	75,300	104,920	78,433	110,973		
Energy Specialist	Energy Efficiency & Electrification Specialist	390	MP2	5						
355 to 385										
Equipment/Line Operator		385	TCL4	4					59,618	80,484
GIS Technician (NEW)		385		4						
Maintenance & Inventory Coordinator	Maintenance & Warehouse Coordinator	385	TCL3	4						
Office Accountant	Accounting Specialist	380	MP2	4	80,964	107,568	83,328	110,007		
Assistant to the Town Clerk	Senior Administrative Specialist (Town Clerk's	380	AC4	4						
Treasury Assistant	Senior Finance Specialist (Treasury)	380	AC4	4	56,071	76,057	57,919	79,543		
Administrative Assistant (Planning)	Senior Administrative Specialist (Planning)	380	AC4	4	54,734	74,227	55,170	75,499		
Administrative Assistant (Building Inspections)	Senior Administrative Specialist (Building Insp)	380	AC4	4	54,734	74,227	55,170	75,499		
Collections Assistant	Senior Finance Specialist (Collections)	380	AC4	4						
Associate Engineer		370	MP1	4						
Facilities/Landscape Maintainer		360	TCL3	4						
Education Coordinator		360	MS1	4						
Administrative Assistant (Natural Resources)	Senior Administrative Specialist (Natural	360	AC4	4	54,734	74,227	55,170	75,499		
Customer Services Representative	Customer Services Specialist (Light)	355	AC3	4	52,839	70,582	52,973	71,201		
Senior Account Clerk (Light)	Accounts Payable Specialist (Light)	355	AC3	4	53,263	70,897	53,689	72,017		
Senior Department Clerk (Town Clerk's Office)	Senior Administrative Specialist (Town Clerk's	355	AC3	4	49,345	65,424	51,422	68,098		
Senior Department Clerk (Facilities)	Senior Administrative Specialist (Facilities)	355	AC3	4	49,345	65,424	51,422	68,098		
Meter Technician		355	EL2A	4	76,821	94,206	80,311	98,255		
Senior Accounting Clerk	Accounts Payable Specialist (Accounting)	355	AC3	4						
320 to 350										
Senior Account Clerk (Treasurer-Collector)	Finance Specialist (Treasurer-Collector)	345	AC3	3					56,779	76,651
Swim Fitness Specialist/Personal Trainer	Fitness Trainer	345	SF1	3						
Administrative Assistant (Senior Services)	Administrative Specialist (Senior Services)	345	AC4	3	54,734	74,227	55,170	75,499		
Administrative Assistant (Water & Sewer)	Administrative Specialist (Water & Sewer)	335	AC4	3	54,734	74,227	55,170	75,499		
Administrative Assistant (PW Engineering)	Administrative Specialist (PW Engineering)	335	AC4	3	54,734	74,227	55,170	75,499		
Administrative Assistant (Highway & Grounds)	Administrative Specialist (Highway & Grounds)	335	AC4	3	54,734	74,227	55,170	75,499		
Senior Department Clerk (Assessing)	Administrative Specialist (Assessing)	335	AC3	3	49,345	65,424	51,422	68,098		

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data		95th Percentile Salary Survey Data		Proposed Salary Range 85th Percentile	
285 to 315										
Senior Van Driver		315	HSA	2	44,647	57,121	46,960	61,666	54,075	73,001
Activity Coordinator		310	HS1	2						
Building Maintenance Custodian (Facilities)	Senior Building Custodian (Facilities)	310	TCL2	2	52,317	64,326	54,435	65,954		
Senior Crew Member (NEW)		310		2	50,694	64,766	52,615	67,660		
Recreation Clerk	Customer Support Specialist	305	AC1	2						
Building Maintenance Custodian (Senior Services)	Senior Building Custodian (Senior Services)	290	TCL2	2						
Building Maintenance Custodian (Recreation)	Senior Building Custodian (Recreation)	290	TCL2	2						
To 280										
Building Custodian (Facilities)		275	TCL1	1	50,580	61,444	51,252	66,775	51,500	69,525
Account Clerk	Finance Assistant	275	AC2	1						
Department Clerk	Office Assistant	230	AC2	1						
Crew Member (NEW)		215		1						

Current Job Title	Proposed Job Title	JFA Score	Current Grade	New Grade	85th Percentile Salary Survey Data	95th Percentile Salary Survey Data	Proposed Salary Range 85th Percentile
<b>Leadership and Senior Managers</b>							
		830+					
CMLP Director	Director of Concord Municipal Light Plant	830	EM6	17	186,248	235,476	195,416 238,363 171,925 232,099
		795 to 825 (30 points)					
No Positions in Grade				16			149,500 201,825
		760 to 790					
Assistant CMLP Director	Asst. Director of Concord Municipal Light Plant	760	EM5	15			130,000 175,500
<b>Division Directors, Managers &amp; Advanced Technical Leaders</b>							
		720 to 755 (35 points)					
No Positions in Grade				14			123,609 166,872
		680 to 715					
Broadband Manager		710	TM3	13			114,985 155,229
Line Supervisor		690	EL6	13			
Lead Electrical Engineer		690	EM3	13	95,469	141,280	95,771 143,015
		640 to 675					
Lead Lineworker		655	MP5	12			106,963 144,399
Power Supply & Rates Administrator		640	EM4	12	117,814	171,653	118,575 175,991
		600 to 635					
Electrical Engineer		605	EM2	11	87,279	139,039	89,872 143,013 99,500 134,325
<b>Program Managers, Supervisors, &amp; Advanced Technical Positions</b>							
		565 to 595 (30 points)					
Lineworker, Grade 1		595	EL4	10	99,474	113,509	100,342 115,407 94,686 127,826
		530 to 560					
Senior Network Engineer (NEW)		560	TM2	9	104,815	138,750	106,777 140,096 89,326 120,590
		495 to 525					
Senior Engineering Technician		525	EM1	8	85,161	106,571	87,287 108,844 84,270 113,765
Meter Supervisor		520	EM1	8			
Lead Telecommunications Technician	Lead Broadband Technician	515	TT3	8			
		460 to 490					
Lineworker, Grade 2		490	EL3B	7			79,500 107,325
Network Engineer		480	TM2	7			
Senior Telecommunications Technician	Senior Broadband Technician	465	TT2	7			
<b>Administrative &amp; Technical Positions</b>							
		425 to 455 (30 points)					
Telecommunications Technician	Broadband Technician	440	TT1	6			65,729 88,733
		390 to 420					
Lineworker, Grade 3		415	EL2B	5	76,385	82,438	79,209 85,567 62,599 84,508
		355 to 385					
No Positions in Grade				4			59,618 80,484
		320 to 350					
No Positions in Grade				3			56,779 76,651
		285 to 315					
No Positions in Grade				2			54,075 73,001
		To 280					
No Positions in Grade				1			51,500 69,525

**PRELIMINARY PROPOSAL (2/21/2023)  
 SUBJECT TO CHANGE BASED ON FEEDBACK FROM EMPLOYEES, THE PUBLIC,  
 THE PERSONNEL BOARD, AND TOWN MEETING VOTE**

	<b>Grade</b>	<b>Proposed Title</b>	<b>Proposed Pay Range</b>
Leadership Team & Senior Managers	Grade 17	Chief Financial Officer	\$141,120 - \$190,512
		Chief Technology Officer	
		Deputy Town Manager	
	Grade 16	Assistant Town Manager	\$126,000 - \$170,100
		Director of Public Works	
		Fire Chief	
	Grade 15	Police Chief	\$112,500 - \$151,875
		Director of Community Development	
		Director of Human Resources	
Division Directors, Managers, & Advanced Technical Leaders	Grade 14	Director of Library Services	\$102,489 - \$138,361
		Assistant Fire Chief	
		Building Commissioner	
		Facilities Director	
		Highways & Grounds Superintendent	
		Police Captain	
		Recreation Director	
		Town Engineer	
	Water/Sewer Superintendent		
	Grade 13	Beede General Manager	\$95,339 - \$128,708
		IT Operations Manager	
		Natural Resources Director	
		Police Lieutenant	
		Public Health Director	
		Senior Services Director	
		Town Accountant	
	Town Planner		
	Grade 12	Assistant Director of Library Services	\$88,688 - \$119,728
		Assistant Highway & Grounds Superintendent	
		Assistant Town Engineer	
		Financial Manager/Accountant	
		Senior Public Works Supervisor	
		Town Assessor	
	Grade 11	Town Clerk	\$82,500 - \$111,375
		Assistant Human Resources Director	
		Assistant Recreation Director	
		Assistant Senior Services Director	
Budget & Purchasing Director			
Business Manager			
Customer Service Manager			
Deputy Treasurer/ Collector			
GIS Program Manager			
Operations Manager			
Sustainability Director			

**PRELIMINARY PROPOSAL (2/21/2023)  
 SUBJECT TO CHANGE BASED ON FEEDBACK FROM EMPLOYEES, THE PUBLIC,  
 THE PERSONNEL BOARD, AND TOWN MEETING VOTE**

	<b>Grade</b>	<b>Proposed Title</b>	<b>Proposed Pay Range</b>
<b>Program Managers, Supervisors, &amp; Advanced Technical Positions</b>	Grade 10	Assistant Facilities Director	\$80,989 - \$109,335
		Childcare Services Manager	
		Media Manager	
		Public Works Supervisor	
		Senior Public Works Engineer	
	Grade 9	Assistant Natural Resources Director	\$76,405 - \$103,146
		Communications Manager	
		Community Services Coordinator	
		Economic Vitality Manager	
		Energy Efficiency & Electrification Coordinator	
		HVAC Technician	
		Local Inspector	
		Risk & Compliance Programs Manager	
		Senior Environmental & Regulatory Coordinator	
		Senior Public Health Inspector	
		Senior Treatment System Operator	
		Social Services Supervisor	
		Visitor Services Manager	
	Grade 8	Administrative & Operations Supervisor	\$72,080 - \$97,308
		Assistant Assessor	
		Assistant Town Accountant	
		Assistant Town Clerk	
		Assistant Treasurer	
		Crew Leader	
		Customer Service Supervisor	
		Facilities Crew Leader/Licensed Electrician	
		Land Manager	
		Management Analyst	
		Senior Facilities/Landscape Maintainer	
		Senior Information Systems Technician	
		Senior Master Mechanic	
	Senior Planner		
	Grade 7	Administrative Systems Analyst	\$68,000 - \$91,800
		Aquatics Supervisor	
		Assistant to the Beede General Manager	
		Associate Financial Manager/Accountant	
		Business Systems Analyst	
		Custodial Supervisor	
		Environmental Health & Safety Manager	
		Municipal Archivist/Records Manager	
Production Manager			
Public Health Inspector			
Public Works Engineer			
Recreation Facilities Coordinator			
Recreation Supervisor			
Senior Broadband Technician			
Senior Financial Analyst			
Utility Electrician			

**PRELIMINARY PROPOSAL (2/21/2023)  
 SUBJECT TO CHANGE BASED ON FEEDBACK FROM EMPLOYEES, THE PUBLIC,  
 THE PERSONNEL BOARD, AND TOWN MEETING VOTE**

	<b>Grade</b>	<b>Proposed Title</b>	<b>Proposed Pay Range</b>
<b>Administrative &amp; Technical Positions</b>	Grade 6	Executive Assistant to the Town Manager	\$65,729 - \$88,733
		Engineering Technician	
		Financial Analyst	
		GIS Analyst	
		Human Resources Generalist	
		Information Systems Technician	
		Office Administrator	
		Payroll & Finance Generalist	
		Treatment Systems Operator	
	Grade 5	Carpenter	\$62,599 - \$84,508
		Energy Efficiency & Electrification Specialist	
		Environmental & Regulatory Coordinator	
		Geriatric Health Nurse	
		Office Coordinator	
		Outreach Coordinator	
		Project & Procurement Coordinator	
		Senior Producer	
	Water/Sewer System Maintainer		
	Grade 4	Accounting Specialist	\$59,618 - \$80,484
		Accounts Payable Specialist	
		Associate Engineer	
		Customer Services Specialist	
		Education Coordinator	
		Equipment/Line Operator	
		Facilities/Landscape Maintainer	
		GIS Technician	
		Maintenance & Warehouse Coordinator	
		Meter Technician	
Senior Administrative Specialist			
Senior Finance Specialist			
Grade 3	Administrative Specialist	\$56,779 - \$76,651	
	Finance Specialist		
	Fitness Trainer		
Grade 2	Activity Coordinator	\$54,075 - \$73,001	
	Customer Support Specialist		
	Senior Building Custodian		
	Senior Crew Member		
Grade 1	Senior Van Driver	\$51,500 - \$69,525	
	Building Custodian		
	Crew Member		
	Finance Assistant		
		Office Assistant	

**PRELIMINARY PROPOSAL (2/21/2023)**  
**SUBJECT TO CHANGE BASED ON FEEDBACK FROM EMPLOYEES, THE PUBLIC,**  
**THE PERSONNEL BOARD, AND TOWN MEETING VOTE**

	<b>Grade</b>	<b>Proposed Title</b>	<b>Proposed Pay Range</b>
Leadership Team & Senior Managers	Grade 17	Director of Concord Municipal Light Plant	\$171,925 - \$232,099
	Grade 16	<i>(No positions in grade)</i>	\$149,500 - \$201,825
	Grade 15	Assistant Director of Concord Municipal Light Plant	\$130,000 - \$175,500
Division Directors, Managers, & Advanced Technical Leaders	Grade 14	<i>(No positions in grade)</i>	\$123,609 - \$166,872
	Grade 13	Broadband Manager Lead Electrical Engineer Line Supervisor	\$114,985 - \$155,229
	Grade 12	Lead Lineworker Power Supply & Rates Administrator	\$106,963 - \$144,399
	Grade 11	Electrical Engineer	\$99,500 - \$134,325
Program Managers, Supervisors, & Advanced Technical Positions	Grade 10	Lineworker, Grade 1	\$94,686 - \$127,826
	Grade 9	Senior Network Engineer	\$89,326 - \$120,590
	Grade 8	Lead Broadband Technician Meter Supervisor Senior Engineering Technician	\$84,270 - \$113,765
	Grade 7	Lineworker, Grade 2 Network Engineer Senior Broadband Technician	\$79,500 - \$107,325
Administrative & Technical Positions	Grade 6	Broadband Technician	\$65,729 - \$88,733
	Grade 5	Lineworker, Grade 3	\$62,599 - \$84,508
	Grade 4	<i>(No positions in grade)</i>	\$59,618 - \$80,484
	Grade 3	<i>(No positions in grade)</i>	\$56,779 - \$76,651
	Grade 2	<i>(No positions in grade)</i>	\$54,075 - \$73,001
	Grade 1	<i>(No positions in grade)</i>	\$51,500 - \$69,525

Table 3 - Proposed Pay Ranges

85th Percentile - Proposed Pay Ranges		
Administrative and Technical		
<i>Between Each Grade: 5.00%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
1	51,500	69,525
2	54,075	73,001
3	56,779	76,651
4	59,618	80,484
5	62,599	84,508
6	65,729	88,733

95th Percentile - Proposed Pay Ranges		
Administrative and Technical		
<i>Between Each Grade: 5.0%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
1	52,500	70,875
2	55,125	74,419
3	57,881	78,140
4	60,775	82,047
5	63,814	86,149
6	67,005	90,456

Program Mgrs., Supervisors and Advanced Technical		
<i>Between Each Grade: 6.00%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
7	68,000	91,800
8	72,080	97,308
9	76,405	103,146
10	80,989	109,335

Program Mgrs., Supervisors and Advanced Technical		
<i>Between Each Grade: 6.0%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
7	70,000	94,500
8	74,200	100,170
9	78,652	106,180
10	83,371	112,551

Div. Directors, Managers & Adv. Technical Leaders		
<i>Between Each Grade: 7.5%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
11	82,500	111,375
12	88,688	119,728
13	95,339	128,708
14	102,489	138,361

Div. Directors, Managers & Adv. Technical Leaders		
<i>Between Each Grade: 7.5%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
11	86,500	116,775
12	92,988	125,533
13	99,962	134,948
14	107,459	145,069

Leadership Team and Senior Managers		
<i>Between Each Grade: 12.0%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
15	112,500	151,875
16	126,000	170,100
17	141,120	190,512

Leadership Team and Senior Managers		
<i>Between Each Grade: 12.0%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
15	114,500	154,575
16	128,240	173,124
17	143,629	193,899

Table 3 - Proposed Pay Ranges - Municipal Light Plant

85th Percentile - Proposed Pay Ranges		
Administrative and Technical		
<i>Between Each Grade: 5.00%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
1	51,500	69,525
2	54,075	73,001
3	56,779	76,651
4	59,618	80,484
5	62,599	84,508
6	65,729	88,733

95th Percentile - Proposed Pay Ranges		
Administrative and Technical		
<i>Between Each Grade: 5.0%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
1	52,500	70,875
2	55,125	74,419
3	57,881	78,140
4	60,775	82,047
5	63,814	86,149
6	67,005	90,456

Program Mgrs., Supervisors and Advanced Technical		
<i>Between Each Grade: 6.00%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
7	79,500	107,325
8	84,270	113,765
9	89,326	120,590
10	94,686	127,826

Program Mgrs., Supervisors and Advanced Technical		
<i>Between Each Grade: 6.0%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
7	81,500	110,025
8	86,390	116,627
9	91,573	123,624
10	97,068	131,042

Div. Directors, Managers & Adv. Technical Leaders		
<i>Between Each Grade: 7.5%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
11	99,500	134,325
12	106,963	144,399
13	114,985	155,229
14	123,609	166,872

Div. Directors, Managers & Adv. Technical Leaders		
<i>Between Each Grade: 7.5%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
11	101,500	137,025
12	109,113	147,302
13	117,296	158,350
14	126,093	170,226

Leadership Team and Senior Managers		
<i>Between Each Grade: 15.0%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
15	130,000	175,500
16	149,500	201,825
17	171,925	232,099

Leadership Team and Senior Managers		
<i>Between Each Grade: 15.0%</i>		
<i>Range Spread: 35%</i>		
	Minimum	Maximum
15	132,500	178,875
16	152,375	205,706
17	175,231	236,562



## ARTICLE 4: Classifications

## Ratify Personnel Board Classification Actions

### Purpose of Article:

To determine whether the Town will vote to ratify the Personnel Board's actions to amend the Classification and Compensation Plan during the past year

2/27/2023

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## ARTICLE 4: Classifications

### **Classification Action** = Amendment to Plan which:

- Adds or deletes a job title
- Assigns a title to a salary range
- Reassigns a title from one salary range to another

Existence of title on Plan does **not** approve funding; funding is subject to limitations of approved General Fund & Enterprise Fund budgets

2/27/2023

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## ARTICLE 4: Classifications

### Classification Actions necessary when:

- Town Manager creates new position
- Duties of existing position change in significant manner
- Position title needs to be updated

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## ARTICLE 4: Classifications

### Per Personnel Bylaw:

- Personnel Board assigns titles & salary ranges as needed
- Salary grade assignments based on Town's standardized system for grouping positions
- If the Personnel Board determines that a new or changed position requires an amendment to the Class & Comp Plan, the amendment is subject to ratification at next Town Meeting

2/27/2023

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## ARTICLE 4: Classifications

### Actions Subject to Ratification:

- 5 specified in the Article (taken by the Warrant deadline)
- Any additional actions taken before the conclusion of Town Meeting; to date, 2 new titles added due to reorganization
- All action taken before Town Meeting will be filed with the Town Clerk's Office

2/27/2023

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## ARTICLE 4: Classifications

### Actions maintain appropriate job titles and salary ranges in order to:

- attract & retain competent employees
- comply with pay equity laws

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ARTICLE 4: Classifications

Ratify Personnel Board Classification Actions

Anticipated Motion:

That the Town take affirmative action on Article 4 as printed in the Warrant

2/27/2023

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ARTICLES 5 &amp; 6: Class &amp; Comp Plan

## Articles 5 & 6:

- **Purpose:** To implement an updated Classification & Compensation Plan for **non-union, regular-status, Town** positions effective 7/1/23
- **Options:** The Warrant provides two possible paths:
  - #1 = Article 5: Adopt a **new** Plan
  - #2 = Article 6: Amend **existing** Plan
- **Intent:** The Personnel Board anticipates acting on 1 of these Articles; Article 6 is presented as a contingency plan if the new Class & Comp Plan is not adopted under Article 5

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ARTICLES 5 &amp; 6: Class &amp; Comp Plan

## Presentation Outline:

- Concepts behind Articles 5 & 6
- Status of Classification & Compensation Study, critical to Article 5
- Path to Town Meeting, including when specific recommendations will be made

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## ARTICLES 5 &amp; 6: Class &amp; Comp Plan

## Clarification:

### Not Covered by Article 5 or 6:

- How much \$ spent on salaries

### Subject to Approval:

- Job Titles
- Groupings/Grades of Positions
- Salary Ranges

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## ARTICLES 5 &amp; 6: Class &amp; Comp Plan

## Objective:

A new Classification & Compensation Plan that considers:

- External Competitiveness of salaries
- Internal equity
- Cost of living adjustments
- Comparability with salaries of unionized employees

**As noted in Warrant:** proposed Plan (Article 5) is still under review.

**Request:** continuance to March 27, 2023, at which time a recommendation is anticipated to be available.

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ARTICLES 5 &amp; 6: Class &amp; Comp Plan

## Background:

**2008:** Classification & Compensation study conducted

**2008–2022:** Plan maintained with annual adjustments in salary ranges, periodic restructuring of grades, regular reclassification of positions

**2020–2021:** Governance transitions & pandemic constraints: Decision made to hold off on new study

**2022 (August):** Town secured GovHR to conduct an analysis of job duties & market data for non-union, regular-status benchmark positions

2/27/2023

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ARTICLES 5 &amp; 6: Class &amp; Comp Plan

## Components of Classification & Compensation Study:

### 1. Classification:

- Job Evaluation - Internal equity

### 2. Compensation:

- Salary Survey – External competitiveness, benchmarking of positions in comparable communities

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ARTICLES 5 &amp; 6: Class &amp; Comp Plan

## 1. Classification - Job Evaluation:

Establish Internal Equity (*how positions relate to each other*)

- Job evaluation considers the position, not the individual employee's qualifications or performance
- Information was gathered directly from employees & supervisors via questionnaires and individual interviews
- 185 positions reviewed using 9 job factors

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ARTICLES 5 &amp; 6: Class &amp; Comp Plan

## 2. Compensation - Salary Survey:

Consideration of External Competitiveness:

- Data collected from **comparable communities** via pay plan reviews and surveys
- Salary range proposals based on 85<sup>th</sup> percentile of market using benchmark positions

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## ARTICLES 5 &amp; 6: Class &amp; Comp Plan

## Current Circumstances:

- Employees have been presented with GovHR's proposed new Class & Comp Plan (titles, grades, and pay ranges)
- Reconsideration process initiated: Specific engagements between employees & GovHR, Town HR Department
- By 22 March, GovHR provides final recommendations on the 2023 Classification & Compensation Plan
- Personnel Board expects to present more details of Article 5 at next Public Hearing

2/27/2023

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## ARTICLES 5 &amp; 6: Class &amp; Comp Plan

## Next Steps:

- Personnel Board to decide whether to move forward with a proposal under Article 5, or Article 6

**Note:** implementation of new Class & Comp structure could move forward to Town Meeting, even if individual positions need continued evaluation (the Personnel Bylaw allows year-round amendments, as reflected in Article 4)

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## ARTICLE 5 & 6: Class & Comp Plan

### Reminder:

- Town Meeting action on Article 5 or 6 will establish salary ranges (min - max), not actual salary increases
- Actual salary increases are set by the Town Manager & Personnel Board based on the approved budget

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## ARTICLES 5 & 6: Class & Comp Plan

### More Information:

- Web page: [www.concordma.gov/PersonnelBoard](http://www.concordma.gov/PersonnelBoard)
- Finance Committee Report will be posted on the Town Meeting webpage and will include more information on the proposed new Classification and Compensation plan
- Request to continue Public Hearing to March 27, 2023

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## ARTICLES 5 & 6: Class & Comp Plan

### **Recommendation:**

- That the Select Board continue the Public Hearing of Articles 5 & 6 to March 27, 2023

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# Back Up Slides

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## 1. Classification - Job Evaluation

Factors used to establish Internal Equity, via grouping positions into 17 grades:

1. Education – Required Preparation and Training
2. Work Experience – Years of Experience Needed to Perform Job
3. Decision Making and Independent Judgment
4. Responsibility for Policy Development
5. Planning of Work
6. Contact with Others
7. Work of Others (Supervision Exercised)
8. Working Conditions
9. Use of Technology/Specialized Equipment

2/27/2023

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## 2. Compensation Survey

- Establishment of comparable communities
  - The following eight criteria were used:
    - Population
    - Per Capita Income
    - Equalized Assessed Value Per Capita
    - Total Assessed Value
    - Tax Levy
    - Total Budget
    - State Aid
    - Proximity to Concord

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ARTICLES 5 & 6: Class & Comp Plan

# Comparable Communities

- Acton
- Andover
- Bedford
- Belmont
- Burlington
- Chelmsford
- Dedham
- Hopkinton
- Lexington
- Lynnfield
- Needham
- Reading
- Sudbury
- Wakefield
- Wayland
- Wellesley
- Westford
- Weston
- Westwood
- Winchester
- Municipal Light Plant
  - Danvers
  - Groton
  - Hingham
  - Ipswich
  - Marblehead
  - Mansfield
  - Shrewsbury
- Water
  - Lincoln
  - Littleton

2/27/2023

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**Town of Concord, MA**  
Employee Classification and Compensation Study

Draft Classification and Compensation Plan Presentation  
Personnel Board - March 8, 2023

630 Dundee Road, Suite 130, Northbrook, IL 60062  
847.380.3240 info@govhrusa.com GovHRUSA.com

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**Outline**

- ▶ Scope of Work
- ▶ Job Evaluation
- ▶ Proposed Classification Plan
- ▶ Compensation and Benefits Survey
- ▶ Proposed Compensation Plan
- ▶ Employee Reconsideration Process and Status
- ▶ Next Steps and Important Dates
- ▶ Questions

▶ 2

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## Scope of Work and Process

- ▶ **Job Evaluation Analysis and Job Classification System**
  - ▶ Study preparation and project meetings
  - ▶ Determination of comparable municipalities
  - ▶ Distribution of materials and employee meetings
  - ▶ Job evaluation analysis and establishment of job classification system
- ▶ **Compensation and Benefits Analysis**
  - ▶ Calculate new pay ranges and benefits review
- ▶ **Draft and Final Report Preparation**
  - ▶ Presentation to Town regarding Draft Report
  - ▶ Finalize report

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## Job Evaluation - Overview

- ▶ A Classification Study groups positions together based on factors such as duties, level of responsibility, qualification requirements and work environment.
- ▶ Every employee was asked to complete a Job Analysis Questionnaire or JAQ.
- ▶ JAQs were completed electronically (where possible) or via hard copy and then were submitted to the supervisor for review.
- ▶ Employees were instructed to complete the JAQ based on what the position requires, not what the incumbent possessed – winning the lottery and the Town is going to have to fill the vacated position!

▶ 4

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## Job Analysis Questionnaire (JAQ) - Instructions

- ▶ The identification section is the only section of the JAQ where personal information was entered.
- ▶ The remainder of the JAQ was filled out from the perspective of the position – not the person.
- ▶ Tab through the JAQ to either type responses or check boxes.
- ▶ If completed electronically – save the JAQ as follows: JobTitle.LastName.FirstName – and then email it to your supervisor.
- ▶ If completed on paper – make a copy and then give to supervisor.

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## JAQ – Introduction

### IDENTIFICATION INFORMATION

NAME: <input type="text"/>	DATE: <input type="text"/>
YEARS OF EXPERIENCE WITH THIS AGENCY: <input type="text"/>	JOB TITLE: <input type="text"/>
YEARS OF EXPERIENCE ON THIS JOB: <input type="text"/>	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD: <input type="text"/>	YOUR EDUCATION: <input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR: <input type="text"/>	HIS/HER TITLE: <input type="text"/>

▶ 6

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## JAQ – General Summary/Job Description

- ▶ Briefly summarize your job:

**General Summary:** In three or four sentences, please summarize the major purpose or primary function of your job.

- ▶ If you have a job description to review, complete the first section:

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

▶ 7

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## JAQ – Job Description

- ▶ If you have changes to your job description, make the changes on the job description or add changes to the JAQ in this section. If you do not have a job description, complete this section.

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

1.

2.

3.

4.

▶ 8

8



## JAQ – Factor #1: Education & Training

**FACTOR 1. Education & Training:** In your opinion, what kind of education and training is necessary to perform your job?

- LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- LEVEL 2: High school diploma (GED) or equivalent.
- LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
- LEVEL 5: Completion of four-year college degree program.
- LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

▶ 9

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## Job Evaluation

185 Positions were reviewed using the following nine job factors to establish Internal Equity:

- ▶ Education – Required Preparation and Training
- ▶ Work Experience – Years of Experience Needed to Perform Job
- ▶ Decision Making and Independent Judgment
- ▶ Responsibility for Policy Development
- ▶ Planning of Work
- ▶ Contact with Others
- ▶ Work of Others (Supervision Exercised)
- ▶ Working Conditions
- ▶ Use of Technology/Specialized Equipment

▶ 10

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## Job Evaluation

- ▶ Positions were evaluated based on the information received by the Town Employees and Supervisors, using a Job Analysis Questionnaire (JAQ) and as a result of virtual interviews with at least one employee in each position (Appendix A).
- ▶ The Classification Plan was developed based on Internal Equity – meaning how positions related to one another in Concord.
- ▶ New position titles were recommended in some instances.
- ▶ Table 1 – Classification Plan – 18 Grades
- ▶ II

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## Proposed Classification Plan

- ▶ The proposed Classification Plan has 17 Grades assigned to four bands:
  - ▶ Grades 1 – 6 – Administrative and Technical Positions
  - ▶ Grades 7 – 10 – Program Managers, Supervisors and Advanced Technical Positions
  - ▶ Grades 11 – 14 – Division Directors, Managers and Advanced Technical Leaders
  - ▶ Grades 15 – 18 – Leadership Team and Senior Managers

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## Compensation and Benefits Survey - Development

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- ▶ Determine a group of “like” communities.
- ▶ Design a survey with benchmark positions.
- ▶ Survey is sent to comparable communities.
- ▶ Short job descriptions are included with job titles to ensure relevant data – “apples” to “apples”.

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## Compensation and Benefits Survey

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- ▶ Establishment of comparable communities (Appendix B):
  - ▶ The following eight criteria were used:
    - ▶ Population
    - ▶ Per Capita Income
    - ▶ Equalized Assessed Value Per Capita
    - ▶ Total Assessed Value
    - ▶ Tax Levy
    - ▶ Total Budget
    - ▶ State Aid
    - ▶ Proximity to Concord

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### Comparable Communities

- ▶ Acton
- ▶ Andover
- ▶ Bedford
- ▶ Belmont
- ▶ Burlington
- ▶ Chelmsford
- ▶ Dedham
- ▶ Hopkinton
- ▶ Lexington
- ▶ Lynnfield
- ▶ Needham
- ▶ Reading
- ▶ Sudbury
- ▶ Wakefield
- ▶ Wayland
- ▶ Wellesley
- ▶ Westford
- ▶ Weston
- ▶ Westwood
- ▶ Winchester

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### Comparable Communities

- ▶ **Municipal Light Plant**
  - ▶ Danvers
  - ▶ Groton
  - ▶ Hingham
  - ▶ Ipswich
  - ▶ Marblehead
  - ▶ Mansfield
  - ▶ Shrewsbury
- ▶ **Water**
  - ▶ Lincoln
  - ▶ Littleton

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## Salary and Benefits Survey

- ▶ Data is collected by reviewing pay plans of the comparable communities and through the use of a survey.
  - ▶ When using a survey, each position is defined to assist in gathering accurate data.
  - ▶ Salary data are reviewed to determine if information gathered is appropriate for the position surveyed.
  - ▶ Salary ranges are the preferred method to gather salary data.
  - ▶ Salary data gathered is the current market for the positions.
- ▶ Benefits data will be gathered, reviewed and comparative observations made.

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## Proposed Compensation Plan

- ▶ Compensation rates are calculated at the 85<sup>th</sup> and 95<sup>th</sup> percentiles of the salaries of the comparable communities – Table 2.
- ▶ Seventeen compensation grades/ranges established across four bands:
  - ▶ Grades 1 – 6: Administrative and Technical Positions
  - ▶ Grades 7 – 10: Program Managers, Supervisors and Advanced Technical Positions
  - ▶ Grades 11 – 14: Division Directors, Managers and Advanced Technical Leaders
  - ▶ Grades 15 – 18: Leadership Team and Senior Managers

▶ 18

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## Proposed Compensation Plan - Town

- ▶ Pay ranges are calculated using two tools to match the market data collected – Gradation and Range Spread.
  - ▶ Gradation is the difference in starting pay.
  - ▶ Range Spread is the difference between minimum and maximum pay for a pay range.
- ▶ Grades 1 – 6 have a 5% gradation
- ▶ Grades 7 - 10 have a 6% gradation.
- ▶ Grades 11 – 14 have an 5% gradation.
- ▶ Grades 15 – 18 have a 7% gradation.
- ▶ All Grades have a 40% spread from minimum salary to maximum salary – Table 3.

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## Proposed Compensation Plan - CMLP

- ▶ Pay ranges are calculated using two tools to match the market data collected – Gradation and Range Spread.
  - ▶ Gradation is the difference in starting pay.
  - ▶ Range Spread is the difference between minimum and maximum pay for a pay range.
- ▶ Grades 1 – 6 have a 5% gradation
- ▶ Grades 7 - 10 have a 7.5% gradation.
- ▶ Grades 11 – 14 have an 7% gradation.
- ▶ Grades 15 – 18 have a 10% gradation.
- ▶ All Grades have a 40% spread from minimum salary to maximum salary – Table 3 - CMLP.

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## Reconsideration Process

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### ▶ Reconsideration Steps

- ▶ Reconsideration Forms were emailed employees.
- ▶ Review the Job Analysis Questionnaire (JAQ) as submitted.
- ▶ Reconsideration Forms were completed, and employees explained what has changed from what was originally submitted.
- ▶ Completed forms were forward form to Human Resources with copies to Department Heads.
- ▶ Completed forms were due to Human Resources by March 3<sup>rd</sup>.

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## Reconsideration Process – Status Update

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### ▶ Reconsideration Status

- ▶ Fifty-five requests were received by employees.
- ▶ All requests have been reviewed and are in process.
- ▶ Reasons for Reconsideration fall into the following categories:
  - ▶ Compensation Range is too low based on current range;
  - ▶ Position is classified too low;
  - ▶ Title change.

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## Next Steps

- ▶ Next Steps
  - ▶ Finalize Classification and Compensation Plans
    - ▶ Meet with Department Heads to review final draft on March 13
  - ▶ Develop Draft Final Report
    - ▶ Present Draft Final Report to the Personnel Board on March 22
  - ▶ Public Hearing – March 27
  - ▶ Town Meeting Consideration
  - ▶ Update Job Descriptions
  - ▶ Conduct Benefits Survey

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### Town of Concord, MA

Employee Classification and Compensation Study

Questions?

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