

**AMENDED**

**TOWN OF CONCORD PERSONNEL BOARD  
AGENDA**

**Wednesday, April 12, 2023**

**5:15 p.m.**

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

<https://us02web.zoom.us/j/88955873148?pwd=VHRZaTI3MHBMU0FEWXdkUUVWR05ZQT09>

Dial: 833 548 0282 US Toll-free

Meeting ID: 889 5587 3148

Passcode: 352121

- 1. Call to Order**
- 2. Approval of Minutes**
  - March 22, 2023
- 3. Classification & Compensation Study/Personnel Board Warrant Articles**
  - Public Hearing Follow-up
  - Motion Drafts
  - Status of Employee Requests for Reconsideration
  - Town Meeting Presentation Preparation
  - Public/Employee Comment
- 4. Next Steps for Implementation/Parking Lot Issues**
  - GovHR Recommendation for Merit Plan/Current Tools
  - Gender Equity Alignment
- 5. Next Steps for Personnel Bylaw and Charge Discussions**
- 6. Adjournment**

**Meeting materials will be available at: [www.concordma.gov/PersonnelBoard](http://www.concordma.gov/PersonnelBoard)**

Documents anticipated for review/discussion at meeting:

- Minutes of 3/22/2023 Meeting
- Public Hearing/Fin Com Report Draft Plan
- Draft Motions/Handout
- Draft Town Meeting Presentation Slides/Script
- FY23 Salary Increase Policy
- Performance Evaluation Forms

Timeline to Annual Town Meeting (ATM) & Implementation of New Class & Comp Plan

Apr 20: Motions & Presentation Slides for Town Meeting Due
Apr 26: Personnel Board Meeting – last opportunity to consider amendments/ATM motions
Apr 28: Web Posting of Materials Due (motions/handout)
Apr 30: Annual Town Meeting (handouts on tables by Noon; meeting at 1:00)
Jun 14: Personnel Board Meeting – Finalize Implementation Plan/FY24 Salary Increase Policy
July 1: Implementation of New Class & Comp Plan

TOWN OF CONCORD PERSONNEL BOARD *Draft* Minutes

Wednesday, March 22, 2023 5:15 p.m.

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

<https://us02web.zoom.us/j/87635536103?pwd=Zk9FODViNjZlTmZCbHBjdHRpdmcvdz09>

Dial: 833 548 0282 US Toll-free

Meeting ID: 876 3553 6103

Passcode: 456330

**Board Attendees:** Nancy Crowley, Bill Mrachek (Cochair), Liz Cobbs (Cochair), Joe Emerick, Kate Ryan (all in person)

**Other In-Person Attendees:** Joellen Cademartori (GovHR Consultant), Amy Foley (HR Director)

**Other On-Line Attendees:** Kerry Lafleur (Town Manager), Terri Ackerman (Select Board Liaison), Mary Jacobs (GovHR), Kaari Tari (Town Employee), Walter Latta (Town Employee), Pamela Cady (Town Employee), Anita Tekle, and Ned Perry (Citizens)

1. **Call to Order**

Bill Mrachek called the meeting to order at 5:17pm. All members of the Personnel Board in attendance.

2. **Approval of Minutes**

- a **January 4<sup>th</sup>** meeting minutes: approve with addition of the list of materials to be added at the end of the minutes.
  - i Nancy: I motion to approve these minutes, with added list of documents that were provided at the meeting. Joe: I second the motion.
  - ii Approval by all.
- b **March 8:** Joe moves to approve the minutes with the list of additions that Amy Foley recommended, listing materials at the end of the minutes. Items include: add the list of members present (in person or on line), list of documents that were provided to the Board for that meeting.
  - i Joe made a motion to approve, subject to the additions, Nancy seconded.
  - ii Unanimous vote to approve.

3. **Classification & Compensation Study / ATM Articles 5 & 6**

- **GovHR: Presentation of Final Draft Report with Class & Comp Recommendations**
  - o Joellen Cademartori: You have the full report; the narrative follows the presentation from the last meeting. You have all of the detail now, but we still will keep this as "Final Draft".
  - o The reconsideration process went forward also and most of the requests have been addressed. Some requests have come in after the original due date, but we are working to accommodate these issues. This process is important when there is a study of this size.
  - o 2/21 Presentation to the employees of the town.

- o Grades and Ranges were put together in a way that incorporated internal equity (positions that are similar graded based on internal assessments were put in the same grades) and the compensation piece is finalized after doing a comparison with what we could see on the market, comparable communities. The internal equity also relates to pay equity under the Massachusetts Equal Pay Act, so that those positions that are allocated to the same grade, will fall within the same pay ranges.
- o Reconsideration requests included requests to look at the title change, don't like the grade level, don't agree with the range a position was put in.
  - 55 requests have been received out of 170 people: there were three lines of inquiry: titles were not accepted; grades were not accepted (employees felt they should have been in a higher grade); the third was "I don't like the compensation range". We responded as follows;
    1. Added a grade – moved from 17 to 18 grades (impacted 3 positions)
    2. Increased the % of the pay range (from 35% to 40%) to accommodate the concerns that individuals would be impacted by more limited range.
- These two actions eliminated the majority of the concerns from Town Employees. Additional Concerns included:
  - For those who did not agree with their classification: 14 people were affected. We changed 14 positions re: their classification. That does not mean that their grade necessarily changed, but their range was addressed. Not everyone's grade was changes as we felt they were set correctly.
  - 2 people wanted titles not to change. Adjusted to accommodate.
  - 5 people are looking for a different grade for their role. This leads to a process of review, where managers, HR, Town Manager will be able to look at specific cases, but still use the classification plan that we have outlined. So there is flexibility within the plan as it now stands.
  - The C&C Plan does allow you to look at any changes even after Town Meeting, but the Plan should stand as the foundation of the decisions on Classification and Compensation going forward.

We still have work to do on benefits. That work is outstanding, and we'll get to that next. We put that aside so that we could focus on this work and go forward with it.

**Amy:** Employees were contacted again to confirm that they are satisfied. We sent out emails to confirm whether or not their issue was resolved.

- 15 people were part of the original request. They are without a recommendation to change based on their request. They are still looking for more information and we've not closed out these reconsideration requests.
- 7 people are not comfortable with the recommendations as they now stand and asked for additional follow up.
- So a total of 22 people have asked for more follow-up. Especially in technical positions. We continue to investigate and engage these employees.

**Bill:** Am I to understand that they will be responded to in a reasonable timeline. Will they be managed before the Town Meeting? I guess I'm hearing that the commitment is within 45 days their concerns will be addressed. I'd like to understand the timeline.

**Amy:** we're generally looking to accommodate the requests within 30 days.

**Joe:** I raised this as the last meeting, but I'm still concerned regarding the Internal Equity piece esp. as related to gender spread across the ranges? Is this possible to manage prior to the Town Meeting? Or, does this kind of issue go into a parking lot to make sure that we are addressing these issues in a reasonable way prior to the Town Meeting?

**Bill:** Important to identify what Joe is saying---to outline in the minutes what needs to be done --the Parking Lot of issues that require resolution, in a timely manner. It is good to articulate in the Minutes that we as a Board have expressed our intention and our recommendation before the Town Meeting to address the "Parking Lot" Issues in the next steps. This point is important to capture in the Minutes of this meeting.

**Nancy:** I would like to understand **if there** was there overlap with the 5 people that came before the Personnel Board last summer? Have these 5 people expressed concern with the new C & C Plan? That would also be important.

**Amy:** No I don't think so. There may have been one, but it was easily resolved.

**Liz:** I agree with Joe that to outline a set of Parking Lot issues with a time frame for resolution. I would like us here to articulate what the issues are for the Town (not GovHR but the Town)

#### **PARKING LOT ISSUES:**

**Joe:** Before July 1 when the new salaries are confirmed and go forward, I'd like to see where we are from a gender perspective within the ranges before that deadline. Not just the grade and salary ranges, but the actual salary decisions.

**Note:** Salary decisions would occur after Town Meeting, once the budget is understood (and adopted).

**Amy:** An official audit under equal pay act --that is a lot more work. How each employee is placed in the new Classification and Compensation plan is work that is done after Town Meeting. In terms of the

**Liz:** What is the range between an audit vs. a spot check? How do we capture as an action item?

**Joe:** After Town meeting, how is the new C&C applied? Does everyone simply get the same % salary increase?

**Amy:** After Town Meeting, there is an implementation plan put forward that adheres to the budget that is accepted at Town Meeting.

**Joe:** If you end up finding gender equity disparities prior to the July 1<sup>st</sup> implementation, it seems to me that you will require data to understand that pretty quickly after Town Meeting and you will require budget to be available to rectify these issues. If we are going to manage such a process, then we'd need to have the data 4-6 weeks in advance.

**Kate:** It seems that an audit could not be done until after July 1<sup>st</sup>.

**Joe:** I was thinking that before you allocate salary increases on July 1, you would need to address any gender equity concerns.

**Amy:** We have done reviews in the past, to understand issues such as title, years of service, pay range, in the context of what we can afford. Sometimes we've taken a multi-year approach to balancing these issues. Going forward, it's important that we also consider gender equity in a longer-term analysis.

**Kate:** The plan that we have now, it was done blindly—based on the job descriptions and not the individuals in the role. From this perspective, we are in compliance with the Mass Equal Pay Law.

**Amy;** but how people are paid within the ranges is an important issue.

**Bill:** To summarize.

- The issue of internal equity in terms of the system (done by GovHR). But the second piece—how are the employees affected by the implementation of the plan will also be important.
- (Joe): Gove HR's plan is well laid out and equitable. The second part, where do people fall in the system—it's important to do that.
- It is recommended by the State that we should do a review (audit?) every three years.

**Liz;** if I understand correctly, the Plan is acceptable, but how we implement the plan is a different issue.

**Joe:** The plan—how grades are assessed, etc. is well laid out. But the work to assess how the actual people are put into those roles will require a look to ensure that it is done on an equitable basis and that there are no gaps that leave the Town exposed.

**Liz:** Is this something that the Town does annually: in the process of the annual review of individuals and new hiring, is it a normal "spot audit" in the annual assessment so that we are clear that gender equity is in compliance with the Mass Equity pay act?

**Amy:** We do need to look at people's pay now as we implement the new plan to ensure that we are applying equitably across our employees. But this is a recommendation of the Mass state law.

**Liz:** While I am sure that there is concern taken by you, Amy and the HR department to address these issues. But I take Joe's point that as we look to implement this new C & C Plan, there is an opportunity to step up and be sure that we've addressed the gender equity questions that Joe has raised.

**Amy:** I agree, but I'm concerned with timing. We don't know how this needs to progress; is it done under counsel—where we have privileged information? While it would be good to go to this work in the next phase in terms of how we go forward with this work, it's not so easy to get it done by July 1<sup>st</sup>.

**Joe:** Joellen, do other towns do this kind of work?

**Joellen** It's not conversations that I've been privy to after the C&C plans are provided

**Bill:** shall we set up a process, with steps to go forward –Because we do want to understand that this issue will be addressed. I'm worried that if we don't put something down then it may not get addressed.

**Liz:** Shall we set up a process to understand the steps that are necessary—and shall we put a timeframe on it? If the audit that is not possible by July 1, then perhaps we set up a time frame within which it could be feasible to get this kind of work done?

**Kate:** I don't think that this is the Personnel Board remit, is it? I think it falls under the Town Manager and the HR Director. We should not be driving the timeline of this work. We can recommend it but isn't that enough?

**Nancy:** I think Amy should put things together and outline all the work that needs to be done. I agree with Kate, I'm not sure that the goal of the Personnel Board to outline the next steps of work.

**Nancy:** Amy, I guess you should set the next steps and come back to us. I would think that you might have picked up something along the way to understand the gender inequities. Amy, could you take this on? I think this work should go into Amy's hands because it would sit with you, Amy.

**Amy:** The next steps are to implement the strategy, which would include allocating salaries. In terms of an audit, I think we'd have to go into next year, as we've not budgeted for this work.

**Kerry:** I just want to be sure that there are two things going on: the Classification Plan scheduled for Town Meeting. —and then everything else. You are now talking about how we implement the plan. I think we can do a more specific audit (but it's not budgeted, and I wonder about the cost). I like the idea of a memo that Amy puts together to understand the next steps. I know Amy spot checks equity issues for all new hires and people that we've had in the organization for a long time. I want to indicate that Amy is doing more work in this area than we are understanding.

**Bill:** Let's actually bring up the Town Manager Recommendation. Kerry, why don't we go to the Town Manager Recommendation:

- Town Manager: Recommendations to Personnel Board accept the New Class & Comp Structure
  - o For FY24 Range Adjustments I recommend that the Plan is accepted by the Personnel Board.
  - o I recommend that a 3% adjustment—to meet expectations of employees—as per what has been articulated in the Article 6. I would like to point out that we have to then work on implementation of the class & Comp plan. The reason for the 3% adjustment, in Article 6 we indicated that adjustment would go forward, so we want to accommodate that. I would like to ask that you incorporate this change into the Article 5 for Town Meeting.
  - o **Amy:** to confirm, the 3% adjustment was sent out with the Personnel Board packet for this meeting.
  - o Kerry: I have outlined additional issues that I'd like to address going forward with the Personnel Board.

**Kerry:** I have not yet worked through all the reconsideration requests--- there is an opportunity to continue to work to fit the outstanding concerns into the plan as it is, hopefully before the Town Meeting.

**Bill:** Going back to the agenda, we have the duty to decide about the New Classification and Compensation Plan. Also, I'd like to confirm the Parking Lot issues: are there any other issues? We don't have to identify time limits, but we do have to list up what these issues are:

**Kate:** So we can take a vote on Article 5 to support the new C&C plan?

**Joe:** I would like

**Liz:** I don't have issue with the plan itself, but I would like to have in the Parking Lot the Open Range Merit Plan: has to be carefully brought forward. (page 20 of the report). I would like to identify that "Merit" has to be understood uniformly across the Departments. If we accept this recommendation without understand how this can be implemented. With out a deadline, ok, but I feel this is a key issue.

**Amy:** It would be implemented by the policy as per the Town Meeting.

**Liz:** My concern is that the performance evaluations have not been implemented in the past several years. If employees are not confident that the merit assessment is uniform, then the recommendation would be well implemented.

**Amy:** This is a parking lot issue? **Liz:** yes, that is right a parking lot issue. Are you then in agreement that the merit assessment process has been less than adequate? **Amy:** Yes.

**Liz:** So, here are the parking lot issues.

- Gender Equity Audit.
- Merit Assessment Process Quality.

**Joe:** I would like to approve it subject to the parking lot issues being addressed. if it is not applied appropriately, then it will be an issue that could negatively impact the Town.

**Kerry:** you make a good point: the Class & Comp Plan is to be recommended by the Personnel Board and approved at Town Meeting. Then there is an annual planning that will come in front of the Personnel Board, and then there is the merit issue.

**Liz:** My concern with the Merit Assessment process quality—do we have the capability of implementing the plan well. And Joe, the issue you have raised re: gender equity—if not in our capability to implement well, then we could be in a problematic situation.

**Kerry:** The plan itself is approved through Town Meeting. Then, there is an implementation policy that is approved by the Personnel Board and I'd like to have more discussion here. Further discussion on the implementation , with the 3% adjustment—that could be all the budget can bear this year. A step plan

is not recommended, but it may warrant more discussion with the Personnel Board. The merit plan—it's changed over time, and there has not been budget allocated to the this kind of plan; and we've not always had as much allocated in the budget to accommodate this work.

**Joe:** It would be so disappointing for me—for you—if all this work is done but not received well for the town employees. I'd like to make sure that the Town is in a good position to present this plan to the employees and have them receive it well. My comments are made to try to think for the benefit of the Town.

**Bill:** there is a sense of urgency with the going forward with the work... We are at a point where do we go ahead with the recommendation –but we will have to address the two issues (gender equity and consistent application of merit assessment). At this point, can we go ahead with the recommendation, or do we hold back until we understand these two parking lot issues.

**Joe:** I there were a commitment to getting the Parking Lot issues done, then I would be more comfortable to go forward.

**Nancy:** with the Class & Comp. –we just need to approve it. It's well laid out and I feel strongly that we should go forward with it, with the 3% range increases to the plan. As far as the other issues go, I think they are a separate issue. One the Plan is passed, then more time will be available to address the issues raised.

**Liz:** To Clarify, +3 % is to the ranges for FY 2024. That is above the GovHR recommendation.

**Kate:** I feel we are talking about two different things. Personnel Board approves the plan, but the HR Director and TM have the responsibility to implement. We can provide guidance, but we should have faith in Town Manager and HR Director to implement well, that is what they have been doing all along. I would

**Liz:** I understand that we'll go forward –but if the Parking Lot issues have not been going “smooth as silk” –there have been problems. Please recognize that there have been issues –and that the Parking Lot is identified in order to support the Town. It's not an antagonistic set of issues, it is supposed to be in support of the work by town government.

**Kate:** I just think it is for the Town Manager and the HR Director to do.

**Joe:** agree- but it does need to get done.

**VOTE:**

- **Kate:** I make a motion that we approve the Classification Plan as outlined in Section 5 of the GovHR Final Draft Report- plus the 3% ranges applied, to be effective as of July 1 2023 as outlined in the materials for the Town Meeting.

**Nancy:** I second the motion.

*We are confirming approval on the three bullets from Kerry's memo (see attached materials)*

**All in favor:** Bill, Aye, Joe; Aye, Liz: motion.

**Bill:** I want to be sure that we are also comfortable with “What is our next piece of work”?

The parking lot is an area that should be addressed.

**Liz:** I think that in our next steps, we do need to take up some of what Kerry has outlined in her memo: the Personnel ByLaw and the Charge for this committee. We are charged to take up work as per the recommendations of the PSTF Report, that was approved by the Select Board. But we spend a lot of time now talking about what we are or are not mandated to do. This will continue to be a difficult position for the Personnel Board until they are resolved.

We must take up the issues for “moving forward” piece from Kerry LaFleur.

**Bill:** So at our next meeting, we should take up these issues.

**Liz:** Terri Ackerman is here from the Select Board and there was agreement at the December 5<sup>th</sup> presentation to the Select Board to some work that the Personnel Board to take up. If there is a helpful role for the Personnel Board in the implementation piece—the Parking Lot issues—that would be helpful, and would hopefully start to address what the PSTF Report and the Select Board have charged us to do.

**Bill:** I would think we focus first on the Charge and the ByLaw updates. We are here in an advisory capacity—and that in and of itself is meaningful. Let’s move to Public Comments:

**Terri:** yes, I agree that the Charge is a very important thing that must be worked out—if it had been worked out, it would have made tonight’s discussion much easier.

I have a question: are the reconsideration requests resolved or not? How many are left?

- **Joellen:** There has been additional feedback that has increased the issues outstanding... there were 5 left at the point where the final draft report was written... but subsequently, there was additional feedback (see presentation discussion, pages 1 and 2 of these minutes)
- **Amy:** confirming that 22 people.
- **Terri:** And their issues need to be addressed prior to Town Meeting, in the next 45 days. Are you confident that these will all be addressed and reconciled before Town Meeting?
- **Amy:** that is the goal but cannot guarantee.
- **Terri:** I’d like to get to Town Meeting with a summary report of where the issues were, what has been addressed, what is left out there. I don’t really have confidence that we have all the information in place yet. I would expect that a summary report at the Town Meeting on outstanding concerns would be a good idea.
- **Anita:** I will reiterate Terri’s concern, with 22 employees with issues not resolved before Town Meeting I urge you to get through all of these well before Town Meeting. I did read through the report—a lot of work—but I have some concerns. The work was supposed to be done in December. There was a schedule put out in August 2022. What were the hold ups? It is really last minute for Town Meeting. Is this unusual vs. all the other studies you have done? It’s too bad that the Warrant does not have the information for this Article.

- **Joellen:** it's a complex plan; there was care taken to involve staff and that took time. The reconsideration requests process just took place in February, so there were additional weeks. With such a large plan, I'm comfortable with the time frame and how long it has taken.
- **Amy:** I want to be clear that we will address the majority of concerns.
- **Bill:** 15 need more attention. 7 were not completely comfortable (lesser concerns). The point that is being made is that we need to get down as close to zero as possible before Town Meeting.
- **Joellen:** it could be that individuals are not happy and have to take it anyway. But there is no one going down in salary/range, so it's not a detrimental issue for them.
- **Kerry:** reiterating what Joellen has stated: further follow up with each employee to make sure that nothing is missed and that their jobs are classified appropriately. A few people are looking for bigger jobs. One thing we are looking to do within this plan, is to look for development pathways. This is important, but it is not the focus of the Class & Comp plan, that requires further evaluation.
- **Pamela Cady:** I work at the Light Plant but classified in the "regular town" part of the plan. Are you factoring in the livable wage for the area—how does it factor into the folks who are the lower end of the classification plan.
- **Joellen:** That is an implementation question---if someone is at the low end—they are still put in at the 85<sup>th</sup> percentile for those positions, so these roles are also above market rate for the role as classified. But to Pamela's point, you will need to look at this issue with the implementation.
- **Pamela:** Grade 1-6—livable wage may well be an issue. Those at higher grades are not concerned with livable wage, but the bottom third of grades will be concerned.
- **Bill:** the point is—that this point would be addressed at the implementation level?
- **Joellen:** I think the plan is still allocated at the 85percentile for those graded jobs.
- **Bill:** Pamela, does that help you to understand the system with the points being made here?
- **Pamela:** Hmm.. my expectation was that we were on hold for several years, . Currently, my new ceiling is only 1.2% above the current (prior to the 3% TM recommendation). Given that the plan has not been updated in 14 years, I was expecting a bigger jump, not just for me , but for all jobs in these lower grades. I was expecting that the jump (that will now be at 4. 2%) would be higher.
- **Amy:** the ranges have been moved within these 14 years on an annual basis, as part of the maintenance of the prior plan. So it's not been in stasis for 14 years. We will always have the situation where people at the max will not have room for salary growth in that role.
- **Bill:** Pamela—is a great opportunity to have more communication with her 1-1 so that Pamela will feel comfortable that she has been understood and heard. It's still possible that we won't agree but would want to follow up. Pamela is a good candidate for better communication to ensure that she is engaged form the Town side. I'm sure that will help Pamela to feel confident that her concerns have been heard.
- **Amy:** I agree and will work to follow up.
- **Bill:** thank you for hanging in here, Pamela. Your concerns are important and applaud you for hanging in there over these two hours. You've demonstrated your
- **Pamela:** I'm in discussion with HR discussion as one of the continuing issues---I'm still surprised that the range increase is so small. Comparing the last new C&C plan was implemented, it was around 20% jump in salary ranges—but now it's so much smaller and that is my concern.

**Bill:** to confirm, we don't have anything left to vote on?

**Liz:** we have a Public Hearing to prepare for that will take place on Monday 3./27.

Note that Amy and Liz will work on the slides for the Public Hearing, with Article 5 only being presented on Monday.

**Kate:** Article 4: how is it impacted by Article 5

**Amy:** it's not.

**Bill:** Thank you to Joellen and her team –and GovHR has done a great job.

**Joellen:** In addition to the team including Kerry and Kellie and Amy, the staff of the Town also did a mountain of work to help this process go forward.

**Bill:** Shall we entertain a motion to adjourn?

**VOTE:**

- Kate: Motion to Adjourn,
- Nancy: Second.
- Agreement from all.

Note that the Personnel Board Meeting Materials for March 23, 2023 included:

1. Meeting Agenda
2. Town Manager Recommendation Memo
3. Draft Final Classification & Compensation Study from GovHR (3/16/23)
4. Draft Classification & Compensation Plan Recommendation (based on FY23 data)
5. Draft FY24 Proposed Classification and Compensation Recommendation (including 3% range increases)
6. Draft Minutes for 1/4/23 & 3/8/23

**NEW CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS**

**ARTICLE 5.** To determine whether the Town will vote to adopt a new Classification and Compensation Plan for regular-status Town positions, or take any other action relative thereto:

**Note to Voters:**

The following reflects a new Class & Comp Plan developed through comprehensive analysis performed by GovHR on behalf of, and in partnership with, the Town. The employee and stakeholder review process, while substantially complete, will continue between presentation of this document and Town Meeting. This new structure is recommended by the Town Manager and Personnel Board with the understanding that amendments, if needed, may be addressed via the Town Meeting motion and handouts. The Finance Committee has not reviewed or voted on this article. Article 5 was presented and discussed at a Select Board Public Hearing held on 2/27/2023 and continued on 3/27/2023. For additional information and updates regarding the proposed new Class & Comp Plan, please visit: [www.concordma.gov/PersonnelBoard](http://www.concordma.gov/PersonnelBoard)

**Classification & Compensation Plan  
Effective 7/1/2023**

*Hourly rates control calculations; Annual rates illustrate base compensation at 40 hours per week for 52 weeks.*

Grade	Classification Title		Base Pay Rates		
			Minimum	Mid-Point	Maximum
18	Chief Financial Officer	Annual	\$138,174	\$165,807	\$193,440
	Chief Technology Officer	Hourly	\$66.43	\$79.72	\$93.00
	Deputy Town Manager				
17	Assistant Town Manager	Annual	\$129,126	\$154,950	\$180,773
	Director of Public Works	Hourly	\$62.08	\$74.50	\$86.91
	Fire Chief				
	Police Chief				
16	Director of Community Development	Annual	\$120,682	\$144,820	\$168,958
	Director of Human Resources	Hourly	\$58.02	\$69.63	\$81.23
	Director of Library Services				
15	Assistant Fire Chief	Annual	\$112,778	\$135,335	\$157,893
	Facilities Director	Hourly	\$54.22	\$65.07	\$75.91
	Highway & Grounds Superintendent				
	Recreation Director				
	Police Captain				
	Town Engineer				
	Water/Sewer Superintendent				
14	Building Commissioner	Annual	\$102,045	\$122,450	\$142,854
	Special Projects Manager/Systems Manager	Hourly	\$49.06	\$58.87	\$68.68
	Town Accountant				
	Town Assessor				
13	Beede Center General Manager	Annual	\$97,178	\$116,615	\$136,053
	IT Operations Manager	Hourly	\$46.72	\$56.07	\$65.41
	Natural Resources Director				
	Police Lieutenant				
	Public Health Director				
	Senior Services Director				
	Town Planner				
12	Assistant Director of Library Services	Annual	\$92,539	\$111,051	\$129,563
	Assistant Highway & Grounds Superintendent	Hourly	\$44.49	\$53.39	\$62.29
	Assistant Town Engineer				
	Financial Manager/Accountant				
	Senior Public Works Supervisor				
	Town Clerk				

Grade	Classification Title	Base Pay Rates			
			Minimum	Mid-Point	Maximum
11	Assistant Facilities Director	Annual	\$88,150	\$105,778	\$123,406
	Assistant Human Resources Director	Hourly	\$42.38	\$50.86	\$59.33
	Assistant Recreation Director				
	Budget & Purchasing Director				
	Business Manager				
	Customer Service Manager				
	Deputy Treasurer/ Collector				
	GIS Program Manager				
	Operations Manager				
	Sustainability Director				
10	Childcare Services Manager	Annual	\$85,259	\$102,305	\$119,350
	Media Manager	Hourly	\$40.99	\$49.19	\$57.38
	Municipal Archivist/Records Manager				
	Public Works Supervisor				
	Senior Public Works Engineer				
9	Assistant Natural Resources Director	Annual	\$80,434	\$96,522	\$112,611
	Communications Manager	Hourly	\$38.67	\$46.41	\$54.14
	Community Services Coordinator				
	Customer Service Supervisor				
	Economic Vitality Manager				
	Energy Efficiency & Electrification Coordinator				
	Environmental Health & Safety Manager				
	HVAC Technician/Plumber				
	Local Inspector				
	Risk & Compliance Programs Manager				
	Senior Environmental & Regulatory Coordinator				
	Senior Public Health Inspector				
	Senior Treatment Systems Operator				
	Social Services Supervisor				
Tourism Manager					
8	Administrative & Operations Supervisor	Annual	\$75,899	\$91,073	\$106,246
	Assistant Assessor	Hourly	\$36.49	\$43.79	\$51.08
	Assistant Town Accountant				
	Assistant Town Clerk				
	Assistant Treasurer				
	Associate Financial Manager/Accountant				
	Crew Leader				
	Crew Leader/Electrician & Carpenter				
	Land Manager				
	Management Analyst				
	Public Works Engineer				
	Senior Financial Analyst				
	Senior Information Systems Technician				
	Senior Master Mechanic				
	Senior Planner				
	Senior Utility Electrician				

Grade	Classification Title	Base Pay Rates			
		Minimum	Mid-Point	Maximum	
7	Business Systems Analyst	Annual	\$71,573	\$85,894	\$100,214
	Aquatics Supervisor	Hourly	\$34.41	\$41.30	\$48.18
	Assistant to the Beede Center General Manager				
	Custodial Supervisor				
	GIS Analyst				
	Production Manager				
	Program Analyst				
	Public Health Inspector				
	Recreation Facilities Coordinator				
	Recreation Supervisor				
	Senior Facilities/Landscape Maintainer				
	Treatment Systems Operator				
	Utility Electrician				
6	Engineering Technician	Annual	\$67,704	\$81,245	\$94,786
	Executive Assistant to the Select Board	Hourly	\$32.55	\$39.06	\$45.57
	Executive Assistant to the Town Manager				
	Facilities Maintainer/Skilled Carpenter				
	Human Resources Generalist				
	Information Systems Technician				
	Office Administrator				
Payroll & Finance Generalist					
5	Energy Efficiency & Electrification Specialist	Annual	\$64,459	\$77,355	\$90,251
	Environmental & Regulatory Coordinator	Hourly	\$30.99	\$37.19	\$43.39
	Equipment/Line Operator				
	Geriatric Health Nurse				
	GIS Technician				
	Maintenance & Warehouse Coordinator				
	Membership Coordinator				
	Office Accountant				
	Office Coordinator				
	Outreach Coordinator				
	Project & Procurement Coordinator				
	Senior Meter Technician				
	Senior Producer				
Water/Sewer System Maintainer					
4	Accounts Payable Specialist	Annual	\$61,402	\$73,684	\$85,966
	Associate Engineer	Hourly	\$29.52	\$35.43	\$41.33
	Customer Services Specialist				
	Education Coordinator				
	Facilities/Landscape Maintainer				
	Meter Technician				
	Senior Administrative Specialist				
	Senior Finance Specialist				

Grade	Classification Title		Base Pay Rates		
			Minimum	Mid-Point	Maximum
3	Administrative Specialist	Annual	\$58,490	\$70,190	\$81,890
	Finance Specialist	Hourly	\$28.12	\$33.75	\$39.37
	Fitness Trainer				
2	Activity Coordinator	Annual	\$55,702	\$66,841	\$77,979
	Customer Support Specialist	Hourly	\$26.78	\$32.14	\$37.49
	Senior Building Custodian				
	Senior Crew Member				
	Senior Van Driver				
1	Building Custodian	Annual	\$53,040	\$63,648	\$74,256
	Crew Member	Hourly	\$25.50	\$30.60	\$35.70
	Finance Assistant				
	Office Assistant				
LP-17	Director of Concord Municipal Light Plant	Annual	\$170,955	\$205,140	\$239,325
		Hourly	\$82.19	\$98.63	\$115.06
LP-16	(No positions in grade)	Annual	\$148,637	\$178,370	\$208,104
		Hourly	\$71.46	\$85.76	\$100.05
LP-15	Assistant Director of Concord Municipal Light Plant	Annual	\$129,251	\$155,106	\$180,960
		Hourly	\$62.14	\$74.57	\$87.00
LP-14	Broadband Manager Power Supply & Rates Administrator	Annual	\$121,763	\$146,120	\$170,477
		Hourly	\$58.54	\$70.25	\$81.96
LP-13	Lead Electrical Engineer Line Supervisor	Annual	\$113,797	\$136,552	\$159,307
		Hourly	\$54.71	\$65.65	\$76.59
LP-12	Lead Lineworker	Annual	\$106,371	\$127,639	\$148,907
		Hourly	\$51.14	\$61.37	\$71.59
LP-11	Electrical Engineer Senior Network Engineer	Annual	\$99,403	\$119,278	\$139,152
		Hourly	\$47.79	\$57.35	\$66.90
LP-10	Lineworker, Grade 1	Annual	\$96,595	\$115,918	\$135,242
		Hourly	\$46.44	\$55.73	\$65.02
LP-9	Network Engineer	Annual	\$89,877	\$107,848	\$125,819
		Hourly	\$43.21	\$51.85	\$60.49
LP-8	Lead Broadband Technician	Annual	\$83,595	\$100,318	\$117,042
	Meter Supervisor	Hourly	\$40.19	\$48.23	\$56.27
	Senior Engineering Technician				
LP-7	Lineworker, Grade 2 Senior Broadband Technician	Annual	\$77,771	\$93,319	\$108,867
		Hourly	\$37.39	\$44.87	\$52.34
LP-6	Broadband Technician	Annual	\$67,704	\$81,245	\$94,786
		Hourly	\$32.55	\$39.06	\$45.57
LP-5	Lineworker, Grade 3	Annual	\$64,459	\$77,355	\$90,251
		Hourly	\$30.99	\$37.19	\$43.39
LP-4	(No positions in grade)	Annual	\$61,402	\$73,684	\$85,966
		Hourly	\$29.52	\$35.43	\$41.33
LP-3	(No positions in grade)	Annual	\$58,490	\$70,190	\$81,890
		Hourly	\$28.12	\$33.75	\$39.37
LP-2	(No positions in grade)	Annual	\$55,702	\$66,841	\$77,979
		Hourly	\$26.78	\$32.14	\$37.49
LP-1	(No positions in grade)	Annual	\$53,040	\$63,648	\$74,256
		Hourly	\$25.50	\$30.60	\$35.70

**DRAFT MOTIONS FOR PERSONNEL BOARD – ANNUAL TOWN MEETING 2023**

**Motions will be made by Liz Cobbs**

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*(On Consent Calendar)*

**ARTICLE 4. RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS**

**Motion:** That the Town take affirmative action on Article 4 as printed in the Warrant, with the following additional actions for ratification:

- Add the title “Environmental Health & Safety Manager” to Grade MP-4 effective 02/08/2023
- Add the title “Administrative & Operations Supervisor” to Grade MP-2 effective 02/08/2023

---

*(Sample handout attached.)*

**ARTICLE 5. NEW CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS**

**Motion:** That the Town take affirmative action under Article 5 as printed in the **handout**.

---

*(Only to be moved if Article 5 does not pass.)*

**ARTICLE 6. AMENDED CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS**

**Motion:** That the Town take affirmative action under Article 6 as printed in the **Warrant with the understanding that 2 classification action taken by the Personnel Board on 2/28/2023 and ratified under Article 4 shall be incorporated into the Plan.**

**– MOTION HANDOUT –**  
*Presented by Personnel Board*  
*Created 04/XX/2023*

**ARTICLE 5.**

**NEW CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS**

**MOTION: That the Town take affirmative action under Article 5 as printed in the handout**

Please see Page 6 for details of how the Plan contained in this handout differs from the Plan printed in the 2023 Finance Committee Report, Appendix \_\_

**Classification & Compensation Plan**  
**Effective 7/1/2023**

*Hourly rates control calculations; Annual rates illustrate base compensation at 40 hours per week for 52 weeks.*

Grade	Classification Title	Base Pay Rates			
			Minimum	Mid-Point	Maximum
18	Chief Financial Officer	<i>Annual</i>	\$138,174	\$165,807	\$193,440
	Chief Technology Officer	<i>Hourly</i>	\$66.43	\$79.72	\$93.00
	Deputy Town Manager				
17	Assistant Town Manager	<i>Annual</i>	\$129,126	\$154,950	\$180,773
	Director of Public Works	<i>Hourly</i>	\$62.08	\$74.50	\$86.91
	Fire Chief				
	Police Chief				
16	Director of Community Development	<i>Annual</i>	\$120,682	\$144,820	\$168,958
	Director of Human Resources	<i>Hourly</i>	\$58.02	\$69.63	\$81.23
	Director of Library Services				
15	Assistant Fire Chief	<i>Annual</i>	\$112,778	\$135,335	\$157,893
	Facilities Director	<i>Hourly</i>	\$54.22	\$65.07	\$75.91
	Highway & Grounds Superintendent				
	Recreation Director				
	Police Captain				
	Town Engineer				
	Water/Sewer Superintendent				
14	Building Commissioner	<i>Annual</i>	\$102,045	\$122,450	\$142,854
	Special Projects Manager/Systems Manager	<i>Hourly</i>	\$49.06	\$58.87	\$68.68
	Town Accountant				
	Town Assessor				

<b>13</b>	Beede Center General Manager	<i>Annual</i>	\$97,178	\$116,615	\$136,053
	IT Operations Manager	<i>Hourly</i>	\$46.72	\$56.07	\$65.41
	Natural Resources Director				
	Police Lieutenant				
	Public Health Director				
	Senior Services Director				
	Town Planner				
<b>12</b>	Assistant Director of Library Services	<i>Annual</i>	\$92,539	\$111,051	\$129,563
	Assistant Highway & Grounds Superintendent	<i>Hourly</i>	\$44.49	\$53.39	\$62.29
	Assistant Town Engineer				
	Financial Manager/Accountant				
	Senior Public Works Supervisor				
	Town Clerk				
<b>11</b>	Assistant Facilities Director	<i>Annual</i>	\$88,150	\$105,778	\$123,406
	Assistant Human Resources Director	<i>Hourly</i>	\$42.38	\$50.86	\$59.33
	Assistant Recreation Director				
	Budget & Purchasing Director				
	Business Manager				
	Customer Service Manager				
	Deputy Treasurer/ Collector				
	GIS Program Manager				
	Operations Manager				
	Sustainability Director				
<b>10</b>	Childcare Services Manager	<i>Annual</i>	\$85,259	\$102,305	\$119,350
	Media Manager	<i>Hourly</i>	\$40.99	\$49.19	\$57.38
	Municipal Archivist/Records Manager				
	Public Works Supervisor				
	Senior Public Works Engineer				
<b>9</b>	Assistant Natural Resources Director	<i>Annual</i>	\$80,434	\$96,522	\$112,611
	Communications Manager	<i>Hourly</i>	\$38.67	\$46.41	\$54.14
	Community Services Coordinator				
	Customer Service Supervisor				
	Economic Vitality Manager				
	Energy Efficiency & Electrification Coordinator				
	Environmental Health & Safety Manager				
	HVAC Technician/Plumber				
	Local Inspector				
	Risk & Compliance Programs Manager				
	Senior Environmental & Regulatory Coordinator				
	Senior Public Health Inspector				
	Senior Treatment Systems Operator				

	Social Services Supervisor Tourism Manager				
<b>8</b>	Administrative & Operations Supervisor	<i>Annual</i>	\$75,899	\$91,073	\$106,246
	Assistant Assessor	<i>Hourly</i>	\$36.49	\$43.79	\$51.08
	Assistant Town Accountant				
	Assistant Town Clerk				
	Assistant Treasurer				
	Associate Financial Manager/Accountant				
	Crew Leader				
	Crew Leader/Electrician & Carpenter				
	Land Manager				
	Management Analyst				
	Public Works Engineer				
	Senior Financial Analyst				
	Senior Information Systems Technician				
	Senior Master Mechanic				
	Senior Planner				
Senior Utility Electrician					
<b>7</b>	Business Systems Analyst	<i>Annual</i>	\$71,573	\$85,894	\$100,214
	Aquatics Supervisor	<i>Hourly</i>	\$34.41	\$41.30	\$48.18
	Assistant to the Beede Center General Manager				
	Custodial Supervisor				
	GIS Analyst				
	Production Manager				
	Program Analyst				
	Public Health Inspector				
	Recreation Facilities Coordinator				
	Recreation Supervisor				
	Senior Facilities/Landscape Maintainer				
	Treatment Systems Operator				
Utility Electrician					
<b>6</b>	Engineering Technician	<i>Annual</i>	\$67,704	\$81,245	\$94,786
	Executive Assistant to the Select Board	<i>Hourly</i>	\$32.55	\$39.06	\$45.57
	Executive Assistant to the Town Manager				
	Facilities Maintainer/Skilled Carpenter				
	Human Resources Generalist				
	Information Systems Technician				
	Office Administrator				
	Payroll & Finance Generalist				
<b>5</b>	Energy Efficiency & Electrification Specialist	<i>Annual</i>	\$64,459	\$77,355	\$90,251
	Environmental & Regulatory Coordinator	<i>Hourly</i>	\$30.99	\$37.19	\$43.39

	Equipment/Line Operator Geriatric Health Nurse GIS Technician Maintenance & Warehouse Coordinator Membership Coordinator Office Accountant Office Coordinator Outreach Coordinator Project & Procurement Coordinator Senior Meter Technician Senior Producer Water/Sewer System Maintainer				
<b>4</b>	Accounts Payable Specialist Associate Engineer Customer Services Specialist Education Coordinator Facilities/Landscape Maintainer Meter Technician Senior Administrative Specialist Senior Finance Specialist	<i>Annual</i> <i>Hourly</i>	\$61,402 \$29.52	\$73,684 \$35.43	\$85,966 \$41.33
<b>3</b>	Administrative Specialist Finance Specialist Fitness Trainer	<i>Annual</i> <i>Hourly</i>	\$58,490 \$28.12	\$70,190 \$33.75	\$81,890 \$39.37
<b>2</b>	Activity Coordinator Customer Support Specialist Senior Building Custodian Senior Crew Member Senior Van Driver	<i>Annual</i> <i>Hourly</i>	\$55,702 \$26.78	\$66,841 \$32.14	\$77,979 \$37.49
<b>1</b>	Building Custodian Crew Member Finance Assistant Office Assistant	<i>Annual</i> <i>Hourly</i>	\$53,040 \$25.50	\$63,648 \$30.60	\$74,256 \$35.70
<b>LP-17</b>	Director of Concord Municipal Light Plant	<i>Annual</i> <i>Hourly</i>	\$170,955 \$82.19	\$205,140 \$98.63	\$239,325 \$115.06
<b>LP-16</b>	(No positions in grade)	<i>Annual</i> <i>Hourly</i>	\$148,637 \$71.46	\$178,370 \$85.76	\$208,104 \$100.05
<b>LP-15</b>	Assistant Director of Concord Municipal Light Plant	<i>Annual</i> <i>Hourly</i>	\$129,251 \$62.14	\$155,106 \$74.57	\$180,960 \$87.00
<b>LP-14</b>	Broadband Manager Power Supply & Rates Administrator	<i>Annual</i> <i>Hourly</i>	\$121,763 \$58.54	\$146,120 \$70.25	\$170,477 \$81.96

<b>LP-13</b>	Lead Electrical Engineer Line Supervisor	<i>Annual</i>	\$113,797	\$136,552	\$159,307
		<i>Hourly</i>	\$54.71	\$65.65	\$76.59
<b>LP-12</b>	Lead Lineworker	<i>Annual</i>	\$106,371	\$127,639	\$148,907
		<i>Hourly</i>	\$51.14	\$61.37	\$71.59
<b>LP-11</b>	Electrical Engineer Senior Network Engineer	<i>Annual</i>	\$99,403	\$119,278	\$139,152
		<i>Hourly</i>	\$47.79	\$57.35	\$66.90
<b>LP-10</b>	Lineworker, Grade 1	<i>Annual</i>	\$96,595	\$115,918	\$135,242
		<i>Hourly</i>	\$46.44	\$55.73	\$65.02
<b>LP-9</b>	Network Engineer	<i>Annual</i>	\$89,877	\$107,848	\$125,819
		<i>Hourly</i>	\$43.21	\$51.85	\$60.49
<b>LP-8</b>	Lead Broadband Technician Meter Supervisor Senior Engineering Technician	<i>Annual</i>	\$83,595	\$100,318	\$117,042
		<i>Hourly</i>	\$40.19	\$48.23	\$56.27
<b>LP-7</b>	Lineworker, Grade 2 Senior Broadband Technician	<i>Annual</i>	\$77,771	\$93,319	\$108,867
		<i>Hourly</i>	\$37.39	\$44.87	\$52.34
<b>LP-6</b>	Broadband Technician	<i>Annual</i>	\$67,704	\$81,245	\$94,786
		<i>Hourly</i>	\$32.55	\$39.06	\$45.57
<b>LP-5</b>	Lineworker, Grade 3	<i>Annual</i>	\$64,459	\$77,355	\$90,251
		<i>Hourly</i>	\$30.99	\$37.19	\$43.39
<b>LP-4</b>	<i>(No positions in grade)</i>	<i>Annual</i>	\$61,402	\$73,684	\$85,966
		<i>Hourly</i>	\$29.52	\$35.43	\$41.33
<b>LP-3</b>	<i>(No positions in grade)</i>	<i>Annual</i>	\$58,490	\$70,190	\$81,890
		<i>Hourly</i>	\$28.12	\$33.75	\$39.37
<b>LP-2</b>	<i>(No positions in grade)</i>	<i>Annual</i>	\$55,702	\$66,841	\$77,979
		<i>Hourly</i>	\$26.78	\$32.14	\$37.49
<b>LP-1</b>	<i>(No positions in grade)</i>	<i>Annual</i>	\$53,040	\$63,648	\$74,256
		<i>Hourly</i>	\$25.50	\$30.60	\$35.70

*(End of new Classification & Compensation Plan)*

**Article 5 – Supplemental Information**

The new Classification & Compensation Plan reflected in the preceding pages of this motion handout is recommended by the Personnel Board and Town Manager based on a comprehensive analysis, conducted by GovHR, of job responsibilities and market data for non-union, regular-status benchmark positions. The new Plan considers internal pay equity and external competitiveness. To provide a general market-based increase effective 7/1/2023, all salary ranges in the recommended Plan are 3% above the ranges developed by GovHR.

A draft Plan was communicated to voters via a 3/27/2023 public hearing and an appendix in the Finance Committee Report for FY2024. Since then, the employee and stakeholder review process has continued. Based on that review process, the final proposal reflects some amendments to the list of titles and grade assignments; those amendments are outlined below.

This article does not determine FY2024 salary increases for individual employees; salary increases are determined after Town Meeting based on the approved budget.

**The Classification & Compensation Plan contained in this handout differs from the Draft Plan presented at the 3/27/2023 Public Hearing and printed in the 2023 Finance Committee Report, Appendix \_\_ , as follows:**

*(For the handout draft: this table reflects a proposed approach, not actual title and grade changes that will be included in the final document.)*

DRAFT PLAN		PROPOSED PLAN	
Job Title	Grade	Job Title	Grade
Administrator	12	Administrator	13
Clerk	4	Clerk	5
Supervisor	7	Department Supervisor	#
Specialist	LP-2	Lead Specialist	LP-3
<i>(not included)</i>	--	Public Health Nurse	#
<i>(not included)</i>	--	Senior xxxxx xxxxx	#



## ARTICLE 4: Classifications

## Ratify Personnel Board Classification Actions

**Motion:** That the Town take affirmative action on Article 4 as printed in the Warrant, with the following additional actions for ratification:

- Add the title “Environmental Health & Safety Manager” to Grade MP-4 effective 02/08/2023
- Add the title “Administrative & Operations Supervisor” to Grade MP-2 effective 02/08/2023

4/30/2023

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# DRAFT



## 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

4/30/2023

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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

4/30/2023

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DRAFT



## 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

4/30/2023

4

4



## ARTICLE 4: Classifications

## Actions Subject to Ratification

1. Add: "Environmental Services Coordinator" to MP-3
2. Add: "Chief Technology Officer" to Grade MP-9
3. Change: "Telecommunications Manager" to "Broadband Manager"
4. Add: "Communications Manager" to MP-3
5. Add: "Economic Vitality Manager" to MP-4
6. Add: "Environmental Health & Safety Manager" to MP-4
7. Add: "Administrative & Operations Supervisor" to MP-2

4/30/2023

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DRAFT



## ARTICLE 4: Classifications

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

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

4/30/2023

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6



## ARTICLE 4: Classifications

## Ratify Personnel Board Classification Actions

**Motion:** That the Town take affirmative action on Article 4 as printed in the Warrant, with the following additional actions for ratification:

- Add the title “Environmental Health & Safety Manager” to Grade MP-4 effective 02/08/2023
- Add the title “Administrative & Operations Supervisor” to Grade MP-2 effective 02/08/2023

4/30/2023

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**Article 4**  
**Ratify Personnel Board Classification Actions**

*Presenter: After recognized by Moderator, state name, street address, and role*

----- (Slide 1) -----

This article requests Town Meeting approval of classification actions taken by the Personnel Board during the past year. This is routine business that applies to the Town’s regular-status, non-union positions.

----- (Slide 2) -----

A classification action is an amendment to the Town’s Classification and Compensation Plan that adds or deletes a job title, assigns a job title to a salary range, or reassigns a title from one salary range to another within the Plan. Existence of a title on the Plan does not determine whether the position will be funded. Funding for positions is subject to the limitations of the approved General Fund and Enterprise Fund budgets.

----- (Slide 3) -----

Classification actions become necessary throughout the year when the Town Manager creates a new position, when the duties of an existing position change in a significant manner, or when it is determined that a position title needs to be updated. Given current labor market conditions, it is particularly important that the Town continually act on opportunities to redesign positions in order to engage staff and attract talent to meet evolving operational needs.

----- (Slide 4) -----

In accordance with the Personnel Bylaw, the Personnel Board assigns titles and salary ranges as needed throughout the year and puts them into immediate effect. Salary grade assignments are determined by using the Town’s standardized classification system, which groups positions by assigning weighted points to common occupational features and distinguishing characteristics such as the nature of the work, the level of the work, job requirements, job qualifications, and working conditions.

In the event the Personnel Board determines that a new or changed position requires an amendment to the Classification and Compensation Plan, the Board temporarily authorizes the change, pending ratification at the next Town Meeting.

----- (Slide 5) -----

Seven actions taken by the Personnel Board are subject to ratification. Five were taken before the Warrant deadline and, therefore, are included in the text of the Article. The Article also addresses any classification plan amendments that are approved by the Personnel Board between the Warrant deadline and the conclusion of Town Meeting. Two additional titles were added to the Plan due to restructuring of existing positions.

----- (Slide 6) -----

These actions, as intended by the Personnel Bylaw, maintain appropriate job titles and salary ranges in order to attract and retain competent employees and comply with pay equity laws. Accordingly, they are presented to Town Meeting for ratification.

----- (Slide 7 – Text of Article) -----

***End of Presentation for this Warrant Article – Moderator will allow questions.***

DRAFT



## ARTICLE 5: New Class & Comp Plan

### Ms. Cobbs moves:

- That the Town take affirmative action on Article 5 as printed in the handout

4/30/2023

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DRAFT



## ARTICLE 5: New Class & Comp Plan

### Purpose of Article 5:

- To adopt, in accordance with the Personnel Bylaw, the new Classification & Compensation Plan for non-union, regular-status, Town positions, to be implemented effective as of 7/1/23

4/30/2023

2

2



## ARTICLE 5: New Class &amp; Comp Plan

## Clarification:

### Not Covered by Article 5:

- How much \$ spent on salaries

### Subject to Approval:

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

4/30/2023

3

3

# DRAFT



## ARTICLE 5: New Class &amp; Comp Plan

## Components of Classification & Compensation Study:

### 1. Classification:

- Job Evaluation - Internal equity

### 2. Compensation:

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

4/30/2023

4

4



## ARTICLE 5: New Class &amp; Comp Plan

## Current Status:

Personnel Board and Town Manager support adoption of the new Classification & Compensation Plan which includes:

- GovHR's recommended Plan
- A 3% range adjustment for FY24, applied consistently to all GovHR-developed ranges
- Amendments to draft Plan based on employee & stakeholder feedback
  - draft is contained in the Finance Committee Report
  - page 6 of Art. 5 Motion Handout identifies changes

4/30/2023

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# DRAFT



## ARTICLE 5: New Class &amp; Comp Plan

## Reminders:

- Town Meeting action on Article 5 will establish salary ranges (min - max), not actual salary increases
- Actual salary increases are set by a policy that is adopted jointly by the Town Manager & Personnel Board after Town Meeting approves the C&C Plan and the salary budgets
- The Personnel Bylaw provides for Plan amendments throughout the year in response to new or changed positions, subject to ratification at the next Town Meeting (as reflected in Article 4)

4/30/2023

6

6



## ARTICLE 5: New Class & Comp Plan

### Ms. Cobbs moves:

- That the Town take affirmative action on Article 5 as printed in the handout

4/30/2023

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DRAFT



## Back Up Slides

3/27/2023

8



## ARTICLE 5: New 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

4/30/2023

9

# DRAFT



## ARTICLE 5: New Class &amp; Comp Plan

## 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

4/30/2023

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ARTICLE 5: New 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

4/30/2023

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# DRAFT



ARTICLE 5: New Class &amp; Comp Plan

## 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

4/30/2023

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ARTICLE 5: New 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

4/30/2023

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# DRAFT

**FY2023  
Salary Increase Plan**

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

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

**Scope & Limitations**

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

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

**Increase Schedule**

7/1/2022 Base Wage Increases

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

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

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

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

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

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

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

**TOWN OF CONCORD  
ACL EMPLOYEE PERFORMANCE EVALUATION**

Name of Employee: \_\_\_\_\_  
Position: \_\_\_\_\_  
Department: \_\_\_\_\_

Date Eval. Due: \_\_\_\_\_  
Date Eval. Written: \_\_\_\_\_  
# Years in Position: \_\_\_\_\_

**PURPOSES OF THE PERFORMANCE EVALUATION**

1. To encourage high-level performance by employees.
2. To clarify what is expected of each employee at the beginning of the appraisal process and periodically throughout that process.
3. To provide direct, constructive feedback about the employee's performance, identifying strengths and areas needing improvement.
4. To encourage a dialogue between the supervisor and the employee about the employee's performance.
5. To serve as one basis for making employment decisions.

**OVERALL RATING**

**OUTSTANDING**

The employee demonstrated exceptional performance in the year being evaluated that was unique and clearly beyond normal job expectations, thereby significantly contributing to increasing the effectiveness of the department and/or the Town operations. Special proficiency in professional skills, creativity, innovation, and/or leadership has been demonstrated. ***The assignment of this rating must be approved by the Town Manager prior to it being discussed with the employee.***

---

**EXCEEDS EXPECTATIONS**

The employee often performs at a level which exceeds the usual expectations of the job and performs certain parts of the job with notable excellence and/or a high level of productivity. Considerable initiative to contribute suggestions for effective improvements or to take on special assignments or projects has been demonstrated.

---

**QUALITY PERFORMANCE**

The employee consistently meets, and may at times exceed, the requirements of his/her position with few problems or mistakes. Work is accomplished in an accurate, efficient and timely manner; the employee interacts effectively with others; all work rules, policies and procedures are consistently followed; and goals are regularly met.

---

**NEEDS IMPROVEMENT**

The employee is performing the basic duties of the job, but below the level expected or required in certain important tasks or responsibilities. Additional training, supervision, counseling, or special attention is warranted to give the employee the opportunity to correct problem areas. ***The assignment of this rating must be discussed with the Human Resources Director prior to it being discussed with the employee.***

---

**UNSATISFACTORY**

The employee's job performance is consistently below the required level in a number of areas, or in major or critical components of the job. Appropriate action will be considered, including a probationary period or dismissal. ***The assignment of this rating must be discussed with the Human Resources Director and approved by the Town Manager prior to it being discussed with the employee.***

**PERFORMANCE CRITERIA**

<b>JOB KNOWLEDGE</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>
<b>Acquiring and maintaining the technical skills and knowledge required by the job.</b>			
Consider:			
<ul style="list-style-type: none"> <li>➤ Special knowledge that is useful or necessary in performing the assigned duties</li> <li>➤ Understanding of departmental rules, procedures, workflow, policies, and operations</li> <li>➤ Understanding of his/her own job responsibilities and how they fit in with departmental operations</li> <li>➤ Willingness and initiative to acquire additional knowledge and assume new tasks</li> <li>➤ General understanding of Town operations</li> <li>➤ Knowledge of when to answer a question, when and how to refer it to someone else, and to whom it should be referred</li> <li>➤ Initiative in learning the responsibilities of other departmental positions, when appropriate</li> </ul>			

<b>QUALITY OF WORK</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>
<b>Thoroughness, accuracy, orderliness and consistency with which work is performed.</b>			
Consider:			
<ul style="list-style-type: none"> <li>➤ Organizational skills; ability to pace workflow and schedule own time; timeliness of work</li> <li>➤ General appearance of finished work products (letters, reports, financial work, etc.)</li> <li>➤ Accuracy of work - number of typos, errors, and corrections; number of complaints or problems raised by others due to work errors</li> <li>➤ Degree of thoroughness applied to tasks (daily, special, routine, unusual); ability to follow work through to completion</li> <li>➤ Orderliness of records and work space</li> <li>➤ Acceptance of criticism and ability to take appropriate action to correct and improve</li> </ul> <p><i>Note: Supervisors are encouraged to ask other individuals who are responsible for reviewing particular aspects of this employee's work (i.e., bills, change of status forms, payroll, etc.) for their judgment of the individual's accuracy.</i></p>			

<b>QUANTITY OF WORK</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>
<b>Volume, timeliness, and pace of the work produced on a regular basis.</b>			
Consider:			
<ul style="list-style-type: none"> <li>➤ Quantity of output viewed in terms of the general volume of activity in the department; amount of work assigned vs. amount produced; amount of work back logged without solution; volume of output compared to other staff</li> <li>➤ Ability to deal with frequent interruptions; ability to immediately resume work on one task after being interrupted to perform another task; ability to shift gears without coming to a halt</li> </ul>			

<b>COMMUNICATION SKILLS</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>
<b>Ability to communicate clearly and concisely, both orally and in writing as required by the job.</b>			
<ul style="list-style-type: none"> <li>➤ Clarity, completeness and conciseness of oral and written communications</li> <li>➤ Use of correct vocabulary, grammar, spelling, sentence structure and organization</li> <li>➤ Listening skills; ability to understand directions, information and questions communicated by others and obtain additional information needed to respond correctly</li> </ul>			

DEPENDABILITY	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>
<b>Reliability when working without direct supervision, punctuality and conscientious attendance.</b>			
Consider: <ul style="list-style-type: none"> <li>➤ Level of responsibility in the amount, timing, necessity and reporting of leave time</li> <li>➤ Acceptable attendance level without patterns of unexcused sick leave</li> <li>➤ Punctuality in arriving at work and taking breaks when scheduled; being ready to start work on time</li> <li>➤ Frequency of breaks; use of breaks for personal business, phone calls, and conversations</li> <li>➤ Dependability when supervisor is out of the office</li> <li>➤ Willingness to do "extra" when required by the circumstances</li> <li>➤ Ability of supervisor to rely on work being completed accurately and in a timely manner</li> </ul> <p><i>Note: If no extenuating circumstances exist, an employee can receive an overall performance rating no higher than "Quality Performance" for the first year in which more than six (6) days of sick leave are used, and a rating no higher than "Needs Improvement" for repeated years. Extenuating circumstances may include an extended illness or injury. Specific medical information should <u>not</u> be described on the evaluator's comments, just whether or not there is a pattern of inappropriate sick leave use.</i></p>			

HUMAN RELATIONS/ATTITUDE	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>
<b>Ability to get along with others, as reflected in courtesy and cooperation with the public, fellow employees, and supervisors.</b>			
Consider whether employee has demonstrated: <ul style="list-style-type: none"> <li>➤ Positive attitude toward the job</li> <li>➤ Ability to get along with others in the department</li> <li>➤ Ability to avoid or handle minor interoffice conflicts without the intervention of the supervisor</li> <li>➤ Consistent attention to and patience with the public; tolerance quotient; willingness to go out of one's way to assist the public and other employees; a consistently pleasant manner</li> <li>➤ Ability to effectively handle complaints and problems both on the phone and in person</li> <li>➤ Propensity for resolving conflict rather than creating animosity</li> <li>➤ Willingness to cooperate with peers and supervisor; ability to give and receive help; offering assistance to other departments when work flow allows</li> </ul> <p><i>Note: Any employee who is repeatedly rude to peers and/or the public will be rated "Below Standard" on this criterion, and can receive an overall rating no higher than "Needs Improvement."</i></p>			

JUDGEMENT	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>
<b>Presence of mind, common sense, and ability to make decisions without direct supervision.</b>			
Consider: <ul style="list-style-type: none"> <li>➤ Ability to grasp a situation, think clearly, and develop correct and logical conclusions</li> <li>➤ Willingness and ability to take independent action and make decisions to degree required of position</li> <li>➤ Ability to identify the appropriate circumstances under which to make a decision</li> <li>➤ Capacity to identify and evaluate available options and make the correct decision</li> <li>➤ Ability to learn from decision making</li> <li>➤ Ability and willingness to evaluate and change work methods to improve efficiency and operations</li> </ul>			

**FOR EMPLOYEES WITH SUPERVISORY FUNCTIONS:**

<b>MANAGEMENT SKILLS</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>	N/A <input type="checkbox"/>
<b>Success in planning and organizing work and achieving goals within scheduled time and fiscal limits.</b>				

<b>MOTIVATION OF EMPLOYEES</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>	N/A <input type="checkbox"/>
<b>Success in gaining cooperation and high levels of performance from employees supervised.</b>				

<b>DEVELOPMENT OF EMPLOYEES</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>	N/A <input type="checkbox"/>
<b>Success in training employees in skills required for their position, and providing for flexibility in back-up.</b>				

**EVALUATOR'S COMMENTS**

A summary statement regarding the employee's performance including commendations, achievement of goals, factors that influenced achievements, areas for improvement, etc. Use additional sheets of paper if necessary.

**GOALS**

**Attach goals.** Identify where the employee can build upon his/her performance and make meaningful contributions to the town. If any performance criteria are rated as "Below Standard," goals aimed at correcting that area should be included. For each listed goal, identify its priority, tasks required to implement, and anticipated time of completion. Goals should be:

- ☆ Realistic and measurable
- ☆ Consistent with both Town and Departmental goals
- ☆ Related to the employee's job description and to the employee's responsibilities and tasks
- ☆ Related to professional and personal growth in the job
- ☆ Related to opportunities, needs, and tools to learn the job better

**EMPLOYEE'S COMMENTS**

The employee may choose to add comments to this performance evaluation here (use additional sheets, if needed).


**SIGNATURES**

**SUPERVISOR:**

This evaluation is based on my observation and/or knowledge. It represents my best judgment of the employee's performance:

\_\_\_\_\_  
Supervisor's signature

\_\_\_\_\_  
Date

**EMPLOYEE:**

I have received a copy of this evaluation report, it has been explained to me, and I have had an opportunity to provide input or comments relative to it.

\_\_\_\_\_  
Employee's signature

\_\_\_\_\_  
Date

**APPROVED:**

\_\_\_\_\_  
**DEPARTMENT HEAD**

\_\_\_\_\_  
Date

\_\_\_\_\_  
**TOWN MANAGER** (if required)

\_\_\_\_\_  
Date

**TOWN OF CONCORD  
TCL & EL EMPLOYEE PERFORMANCE EVALUATION**

Name of Employee: \_\_\_\_\_  
Position: \_\_\_\_\_  
Department: \_\_\_\_\_

Date Eval. Due: \_\_\_\_\_  
Date Eval. Written: \_\_\_\_\_  
# Years in Position: \_\_\_\_\_

**PURPOSES OF THE PERFORMANCE EVALUATION**

1. To encourage high-level performance by employees.
2. To clarify what is expected of each employee at the beginning of the appraisal process and periodically throughout that process.
3. To provide direct, constructive feedback about the employee's performance, identifying strengths and areas needing improvement.
4. To encourage a dialogue between the supervisor and the employee about the employee's performance.
5. To serve as one basis for making employment decisions.

**OVERALL RATING**

**OUTSTANDING**

The employee demonstrated exceptional performance in the year being evaluated that was unique and clearly beyond normal job expectations, thereby significantly contributing to increasing the effectiveness of the department and/or the Town operations. Special proficiency in professional skills, creativity, innovation, and/or leadership has been demonstrated. ***The assignment of this rating must be approved by the Town Manager prior to it being discussed with the employee.***

---

**EXCEEDS EXPECTATIONS**

The employee often performs at a level which exceeds the usual expectations of the job and performs certain parts of the job with notable excellence and/or a high level of productivity. Considerable initiative to contribute suggestions for effective improvements or to take on special assignments or projects has been demonstrated.

---

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---

**NEEDS IMPROVEMENT**

The employee is performing the basic duties of the job, but below the level expected or required in certain important tasks or responsibilities. Additional training, supervision, counseling, or special attention is warranted to give the employee the opportunity to correct problem areas. ***The assignment of this rating must be discussed with the Human Resources Director prior to it being discussed with the employee.***

---

**UNSATISFACTORY**

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**PERFORMANCE CRITERIA**

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<b>QUANTITY OF WORK</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>
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<b>DEPENDABILITY</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>
<b>Reliability when working without direct supervision, punctuality and conscientious attendance.</b>			
Consider:			
<ul style="list-style-type: none"> <li>➤ Level of responsibility in the amount, timing, necessity and reporting of leave time</li> <li>➤ Acceptable attendance level without patterns of unexcused sick leave</li> <li>➤ Punctuality in arriving at work and taking breaks when scheduled; being ready to start work on time</li> <li>➤ Frequency of breaks; use of breaks for personal business, phone calls, and conversations</li> <li>➤ Dependability when supervisor is out of the office</li> <li>➤ Willingness to do "extra" when required by the circumstances</li> <li>➤ Ability of supervisor to rely on work being completed accurately and in a timely manner</li> </ul>			
<p><i>Note: If no extenuating circumstances exist, an employee can receive an overall performance rating no higher than "Quality Performance" for the first year in which more than six (6) days of sick leave are used, and a rating no higher than "Needs Improvement" for repeated years. Extenuating circumstances may include an extended illness or injury. Specific medical information should <u>not</u> be described on the evaluator's comments, just whether or not there is a pattern of inappropriate sick leave use.</i></p>			

<b>HUMAN RELATIONS/ATTITUDE</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>
<b>Ability to get along with others, as reflected in courtesy and cooperation with the public, fellow employees, and supervisors.</b>			
Consider whether employee has demonstrated:			
<ul style="list-style-type: none"> <li>➤ Positive attitude toward the job</li> <li>➤ Ability to get along with others in the department</li> <li>➤ Ability to avoid or handle minor interoffice conflicts without the intervention of the supervisor</li> <li>➤ Consistent attention to and patience with the public; tolerance quotient; willingness to go out of one's way to assist the public and other employees; a consistently pleasant manner</li> <li>➤ Ability to effectively handle complaints and problems both on the phone and in person</li> <li>➤ Propensity for resolving conflict rather than creating animosity</li> <li>➤ Willingness to cooperate with peers and supervisor; ability to give and receive help; offering assistance to other departments when work flow allows</li> </ul>			
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<b>JUDGEMENT</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>
<b>Presence of mind, common sense, and ability to make decisions without direct supervision.</b>			
Consider:			
<ul style="list-style-type: none"> <li>➤ Ability to grasp a situation, think clearly, and develop correct and logical conclusions</li> <li>➤ Willingness and ability to take independent action and make decisions to degree required of position</li> <li>➤ Ability to identify the appropriate circumstances under which to make a decision</li> <li>➤ Capacity to identify and evaluate available options and make the correct decision</li> <li>➤ Ability to learn from decision making</li> <li>➤ Ability and willingness to evaluate and change work methods to improve efficiency and operations</li> </ul>			

**FOR EMPLOYEES WITH SUPERVISORY FUNCTIONS:**

<b>MANAGEMENT SKILLS</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>	N/A <input type="checkbox"/>
<b>Success in planning and organizing work and achieving goals within scheduled time and fiscal limits.</b>				

<b>MOTIVATION OF EMPLOYEES</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>	N/A <input type="checkbox"/>
<b>Success in gaining cooperation and high levels of performance from employees supervised.</b>				

<b>DEVELOPMENT OF EMPLOYEES</b>	Above Standard <input type="checkbox"/>	Meets Standard <input type="checkbox"/>	Below Standard <input type="checkbox"/>	N/A <input type="checkbox"/>
<b>Success in training employees in skills required for their position, and providing for flexibility in back-up.</b>				

**EVALUATOR'S COMMENTS**

A summary statement regarding the employee's performance including commendations, achievement of goals, factors that influenced achievements, areas for improvement, etc. Use additional sheets of paper if necessary.

**GOALS**

**Attach goals.** Identify where the employee can build upon his/her performance and make meaningful contributions to the town. If any performance criteria are rated as "Below Standard," goals aimed at correcting that area should be included. For each listed goal, identify its priority, tasks required to implement, and anticipated time of completion. Goals should be:

- ☆ Realistic and measurable
- ☆ Consistent with both Town and Departmental goals
- ☆ Related to the employee's job description and to the employee's responsibilities and tasks
- ☆ Related to professional and personal growth in the job
- ☆ Related to opportunities, needs, and tools to learn the job better

**EMPLOYEE'S COMMENTS**

The employee may choose to add comments to this performance evaluation here (use additional sheets, if needed).


**SIGNATURES**

**SUPERVISOR:**

This evaluation is based on my observation and/or knowledge. It represents my best judgment of the employee's performance:

\_\_\_\_\_  
Supervisor's signature

\_\_\_\_\_  
Date

**EMPLOYEE:**

I have received a copy of this evaluation report, it has been explained to me, and I have had an opportunity to provide input or comments relative to it.

\_\_\_\_\_  
Employee's signature

\_\_\_\_\_  
Date

**APPROVED:**

\_\_\_\_\_  
**DEPARTMENT HEAD**

\_\_\_\_\_  
Date

\_\_\_\_\_  
**TOWN MANAGER** (if required)

\_\_\_\_\_  
Date

**TOWN OF CONCORD  
MP-EM EMPLOYEE PERFORMANCE EVALUATION**

Name of Employee: \_\_\_\_\_  
Position: \_\_\_\_\_  
Department: \_\_\_\_\_

Date Eval. Due: \_\_\_\_\_  
Date Eval. Written: \_\_\_\_\_  
# Years in Position: \_\_\_\_\_

**PURPOSES OF THE PERFORMANCE EVALUATION**

1. To encourage high-level performance by employees.
2. To clarify what is expected of each employee at the beginning of the appraisal process and periodically throughout that process.
3. To provide direct, constructive feedback about the employee's performance, identifying strengths and areas needing improvement.
4. To encourage a dialogue between the supervisor and the employee about the employee's performance.
5. To serve as one basis for making employment decisions.

**OVERALL RATING**

**OUTSTANDING**

**Top Performer with Outstanding Initiatives/Accomplishments**

The employee demonstrated exceptional performance in the year being evaluated that was unique and clearly beyond normal job expectations, thereby significantly contributing to increasing the effectiveness of the department and/or the Town operations. Special proficiency in professional skills, creativity, innovation, and/or leadership has been demonstrated.

***The assignment of this rating must be approved by the Town Manager prior to it being discussed with the employee.***

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**QUALITY PERFORMANCE**

**3 – Top Performer Stretching Objectives for Notable Achievements**

**2 – Solid Performer Meeting and Occasionally Stretching Objectives**

**1 – Satisfactory or Emerging Performer with Areas for Development**

The employee consistently meets, and at times exceeds, the requirement of his/her position with few problems or mistakes. He/she takes the initiative to contribute suggestions for effective improvements or to take on special assignments or projects. Work is accomplished in an accurate, efficient and timely manner; the employee interacts effectively with others; work rules, policies and procedures are consistently followed; and goals are regularly met.

---

**NEEDS IMPROVEMENT**

The employee is performing the basic duties of the job, but below the level expected or required in certain important tasks or responsibilities. Additional training, supervision, counseling, or special attention is warranted to give the employee the opportunity to correct problem areas.

---

**UNSATISFACTORY**

The employee's job performance is consistently below the required level in a number of areas, or in major or critical components of the job. Appropriate action will be considered, including a probationary period or dismissal. ***The assignment of this rating must be approved by the Town Manager prior to it being discussed with the employee.***

**PERFORMANCE CRITERIA**

	Above Standard	Meets Standard	Below Standard	No basis for evaluation
<b>WORK PERFORMANCE</b>				
▪ Professional knowledge and skills . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Capability shown in implementing skills. . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Written communication skills . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Verbal communication skills . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Budgeting and resource management skills . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Professional development initiatives taken. . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Demonstration of being solution-oriented and open to new ideas . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Ability to organize & manage work to increase efficiency & effectiveness . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Thoroughness in completing tasks . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<b>WORKING WITH PEOPLE:</b>				
▪ Overall relationships with the public . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ High degree of customer service . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Positive relationships with supervisor . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Positive relationships with fellow employees . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Positive relationships with subordinates . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Working cooperatively and productively with other people . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
▪ Managing/supervising employees . . . . .	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**EVALUATOR'S COMMENTS**

A summary statement regarding the employee's performance including commendations, achievement of goals, factors that influenced achievements, areas for improvement, etc. Use additional sheets of paper if necessary.

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**EMPLOYEE'S COMMENTS**

The employee may choose to add comments to this performance evaluation here (use additional sheets, if needed).


**GOALS**

**Attach goals.** Goals should include the areas identified above as needing the employee's attention. For each listed goal, identify its priority, tasks required to implement, and anticipated time of completion.

Goals should be:

- ☆ Realistic
- ☆ Measurable
- ☆ Consistent with both Town and Departmental goals
- ☆ Related to the employee's job description and to the employee's responsibilities and tasks
- ☆ Built upon the performance improvements identified in the current as well as the previous evaluations
- ☆ Related to professional and personal growth in the job
- ☆ Related to opportunities, needs, and tools to learn the job better

**SELF ASSESSMENT**

**Attach self assessment.** A completed assessment should be provided to the supervisor in advance of the preparation of the employee's evaluation. This will provide a starting point for the supervisor's preparation of the employee's evaluation and will encourage two-way communication between supervisors and their employees.

**SIGNATURES**

**SUPERVISOR:**

This evaluation is based on my observation and/or knowledge. It represents my best judgment of the employee's performance:

\_\_\_\_\_  
Supervisor's signature

\_\_\_\_\_  
Date

**EMPLOYEE:**

I have received a copy of this evaluation report, it has been explained to me, and I have had an opportunity to provide input or comments relative to it. I understand that this evaluation and all attachments will be maintained in my official personnel file.

\_\_\_\_\_  
Employee's signature

\_\_\_\_\_  
Date

**APPROVALS**

\_\_\_\_\_  
**DIVISION HEAD**

\_\_\_\_\_  
Date

\_\_\_\_\_  
**DEPARTMENT HEAD**

\_\_\_\_\_  
Date

\_\_\_\_\_  
**TOWN MANAGER**

\_\_\_\_\_  
Date

**Class & Comp Study  
Reviews & Reconsiderations  
Status Update – 4/12/2023**

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**Under Review**

- Employees via formal process = 26
  - New needs identified = 2
    - Public Health Nurse (Grade 10)
    - Aquatics Manager (Grade 9)
  - Questions from review = 3
- Total: 31**

*Note that some review requests involve multiple types of potential actions (e.g., title and grade change, so counts may vary in other parts of the presentation)*

1

**Class & Comp Study  
Reviews & Reconsiderations  
Status Update – 4/12/2023**

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**Steps Completed - HR Director Review**

- ✓ Review – employee submittals & supporting materials
- ✓ Department head meetings to seek additional information
- ✓ Identify:
  - type(s) of questions or concerns
  - info needed by employee and/or Town
  - potential impacts to proposed Plan vs. implementation
  - approach to additional employee input
  - method for educating employee on factors impacting their position's classification

2

**Class & Comp Study  
Reviews & Reconsiderations  
Status Update – 4/12/2023**

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**In Progress – Share Info & Develop Recommendation**

- Communications with employee
- GovHR consultation, as needed
- Recommendations to Town Manager

3

**Class & Comp Study  
Reviews & Reconsiderations  
Status Update – 4/12/2023**

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**Next Steps – Personnel Board/Town Meeting**

- 4/26/23: recommendations for amendments to Personnel Board
- 4/28/23: post Motion Handout w/Personnel Board's amendments
- 4/30/23: present new Plan for Town Meeting consideration

4

**Class & Comp Study  
Reviews & Reconsiderations  
Status Update – 4/12/2023**

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## **Next Steps – After Town Meeting**

May 2023:

- address remaining questions with employees
  - *i.e., those w/no impact on Town Meeting action*
- if employee is dissatisfied w/result, advise on appeal process
  - *per Personnel Bylaw, Personnel Board can consider during year*