

TOWN OF CONCORD PERSONNEL BOARD

AGENDA

Wednesday, April 26, 2023

5:15 p.m.

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

<https://us02web.zoom.us/j/81197242012?pwd=YWhZZEJlVHplSOhYNkEyTWJjanVYQT09>

Dial: 833 548 0282 US Toll-free

Meeting ID: 811 9724 2012

Passcode: 166295

- 1. Call to Order**
- 2. Approval of Minutes**
 - November 30, 2022
 - December 5, 2022
 - April 12, 2023
- 3. Classification & Compensation Study**
 - Status of Employee Requests for Position Classification Reconsideration
 - Recommendations from HR Director & Town Manager
 - Employee Comment
 - Public Comment
- 4. Town Meeting Preparation / Warrant Article #5 Motion & Presentation**
 - Content of Article 5 Motion Handout
 - Confirmation of slides to be used
 - Presentation points
 - Personnel Board attendance – who will attend; possible Personnel Board actions
 - Public/Employee Comment
- 5. Personnel Board Charge Discussions**
 - Review of current Charge, Bill's draft, other town examples
 - Comparisons: PSTF Report; Personnel & Select Boards' Agreed Objectives from 12/5/2022
- 6. Adjournment**

Meeting materials will be available at: www.concordma.gov/PersonnelBoard

Documents anticipated for review/discussion at meeting:

- Minutes of 11/30/22, 12/5/22, and 4/12/23 meetings
- HR Director Classification Recommendations from Employee Requests for Reconsideration – 4/20/23 memo with 4/24/23 Town Manager agreement noted
- Draft Article 5 Motion Handout
- Draft Article 5 Town Meeting Presentation Slides
- Multiple documents related to Personnel Board Charge

Timeline to Implementation of New Class & Comp Plan

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

November 30, 2022

5:15 p.m.

Select Board's Room, Town House & Videoconference

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

Others Present: In person: Amy Foley (Human Resources Director), Kellie Hebert (Interim Asst. Town Manager), David Wood (CMLP Director), Jim Coakley (Sr. Engineering Tech), Ann Breitenwischer (Meter Supervisor); Remote: Terri Ackerman (Select Board), Jay Stiga (Sr. Engineering Tech), Ned Perry, Paul Macone

Note: These minutes are not a transcript or verbatim – statements have been rephrased – the meeting is available to view on YouTube

1. Call to Order

The Chair opened the meeting November 30, 2022 at 5:15pm. Roll call taken, all members present.

2. Minutes

- 11/9/2022
- 11/17/2022
- 11/22/2022 (not available)

No comments from the Board were received on the 11/9/2022 minutes as drafted.

A motion was made by Nancy to accept the 11/9/2022 minutes, and seconded by Kate.

- **UNANIMOUSLY VOTED: to approve the minutes of 11/9/2022**

No comments from the Board were received on the 11/17/2022 minutes as drafted.

A motion to approve the 11/17/2022 minutes was made by Kate, and seconded by Nancy.

- **UNANIMOUSLY VOTED: to approve the minutes of 11/17/2022**

The 11/22/2022 minutes were not available for circulation in advance of the meeting, so action was deferred to a future meeting.

3. Classification & Compensation Study

The Chair introduced Joellen Cademartori, the owner and representative of the GovHR.

Joellen Cademartori provided an update to the Board on the status of the classification and compensation study being conducted by GovHR. She explained that much of the classification

information has been gathered and the compensation data gathering is ongoing. She expects to have further updates in November and late December with a target date for the final report sometime in the Spring.

Ms. Cademartori explained that once the report is in draft form, it will be provided to the Town for review, which will give the employees the opportunity to review the information related to their classification and compensation. Employees will have the chance to ask questions about their classification and GovHR will review the questions and related data and respond to the employee questions and concerns. She explained that a specific process has not yet been identified and discussions are ongoing on how the Town would like the process handled. She further explained that the report would not be finalized until employees had the chance to ask questions and comment on the draft.

The Chair asked Amy for an explanation of how the timing will work for purposes of the Warrant for the Town Meeting related to the classification and compensation plan. Amy explained that the plan is to make sure that enough information is added to the Warrant to allow a placeholder that the Town Meeting can act on, even if amendments take place at Town Meeting.

The Chair asked Ms. Cademartori about the extent of GovHR's communication with the employees throughout the process. She explained that GovHR can assist in that regard but, typically, such communication is between the Town and the employees. Amy noted that employees received information about the timeline and the steps at the beginning of the process. The Chair stated he believes there is value in providing more communication with employees and this is something the management team would likely entertain.

Liz stated the Personnel Board has had a lot of discussion on hard to fill positions and asked Ms. Cademartori, having seen a lot of towns across the nation, if she has seen any trends.

Ms. Cademartori explained that there are a lot of challenges based on a number of different factors. She stated GovHR is looking at some benefits, which is an ancillary discussion to classification and compensation. She noted that recruiting and retention are very important issues right now. She further noted that employers can have the best designed systems but there will still be outside factors affecting the ability to fill positions.

Liz asked Ms. Cademartori if there are resources and data available to the Personnel Board to assist with developing a communication plan. Ms. Cademartori stated she would think about it and make some recommendations at a later date.

The Chair asked about getting comments at this time in the meeting from the citizen attendees, but Ms. Cademartori had a prior work commitment and had to leave the meeting. She noted that she could arrange to come back for another meeting in the future.

After Ms. Cademartori departed, the Chair stated he has confidence that GovHR is an organization with a good track record and will be able to assist the Town.

4. Continuation of Employee Appeal

Bill: next item, continuation of an employee appeal.

Following the last meeting at which the employee appeal was discussed, Amy was asked to provide information to the Personnel Board explaining why the five employees did not receive the non-standard adjustment (also referred to as a salary range increase and/or structure change increase) and to provide a history of salary increases in these positions. The Personnel Board also asked to hear more from the Light Department Manager, David Wood, on this matter.

Amy put up the information to share with those at the meeting and online.

There was a discussion of the salary history and step placement for certain employees, however, the Chair noted that that this information is not relevant because it is not the subject of the appeal. He stated that the appeal is based on why certain employees did not get the non-standard adjustment and whether that was a reasonable decision.

Amy explained that the Town is always trying to anticipate the tightening of the labor pool and the need to adjust to structural changes in the Light Plant, which at times, has resulted in insertion of new grades, re-classifications or change in salary ranges.

Mr. Wood joined the discussion and explained the community comparison data. The communities include those that the Concord Light Department compares their employees with, usually based on revenue and number of meters, and has been expanded to include some new communities to which Concord has lost employees. The communities with the highest and lowest metrics were eliminated, as per the recommendation from the previous town manager. Mr. Wood reported:

- We look at revenue and number of meters, and then we look at averages, highs and lows.
- That is where we came up with the 7% adjustment, then added the 2% that everyone was getting, so we got to 9% range increase.

Amy: 7% to catch up with the market competitiveness, and 2% to be consistent with the Town.

Amy and Mr. Wood explained that not all positions are surveyed for market data because not all jobs with the same or similar titles are comparable. The Town looks at the most common positions/benchmark positions, and builds the comparable data around those positions.

Bill: It is important to point out that there is a science to getting data and making these assessments. There are likely differences in job description—and not comparable in terms of meter production. The communities could have different revenue amounts. There are many different factors to be considered to determine if jobs are comparable. It is a subject matter area that has some complication to it—and it can be challenging to fully appreciate what is going on with these systems.

Bill: So for these 5 jobs, we're right in the average—not too high, not too low.

Amy: That is what we were looking for the average.

Dave Wood explained that every 2-3 years we have to do these assessments based on the annual 2.5% increases whereas some other towns may be at 3% or 3.5%.

Bill: It is noteworthy to me that there are people in this Town who will use anecdotal information and draw a conclusion that I do not think is supported by the data. But if we look at the MEAM data, we're not, as a town, terribly out of whack with other towns. It's easy to say that people are overpaid or underpaid only using anecdotal information, but if you look at the MEAM data, we're not out of kilter but close to the average.

Dave Wood: I agree with that, but we were behind.

Bill: There are always going to be exceptional situations that will lead to employees moving to other municipalities. The anecdotal data is just not helpful for recruiting or retaining people. There are always going to be anomalies or exceptions, no matter where you are, that is just the nature of it.

Dave Wood: In our industry there is a shortage of workers in certain positions, so it's really difficult to make these comparisons, and important to stay in market.

Amy: This has been a particular challenge since the Equal Pay Act was enacted. We made these adjustments looking at the market data—but we remained concerned with balancing the internal equity. Under the law, we always looked at internal equity, but now the law has changed—and we have to pay on the same basis when jobs are comparable. It is a complicated process to determine comparability among jobs in town, and some jobs are not comparable at all. We were careful in trying to figure out who has specialized skills, based on a number of factors (skills, qualifications, working conditions, etc.), and we identified the positions that we don't think are comparable to other positions in town and need to be addressed.

Bill: This is where the judgment comes in with the people administering the classification and comp plan, and it is good the Town has individuals who are trained and who have a lot of experience doing it.

Liz: Internal equity, I understand the desire to have that. But from the first meeting, it was identified that internal equity was upended with these changes to salary ranges, where line workers were now having a higher salary range than some of the management positions. Did I state that correctly?

Ann: we don't understand why some people got the range increase and why some did not. Line folks deserve the change, that's not my concern. But why did some get it and some not? Not everyone under Joe got the 9% salary range increase and we'd like to understand why.

Bill: To be clear, what they did not get is the structure change, the salary range is the issue at hand. All employees got an increase. We have a responsibility to all the town's workforce—and you all are the backbone of what keeps the town running. It's hard to show our appreciation in some way. At the same time, we have a responsibility to the whole group of employees; it's a balance of many different factors. There are so many variables that the town has to work with and it's tough. You have to try to be fair to everyone and that is a significant challenge.

Amy: In terms of the "why," in this packet where it shows "Light plant adjustments for FY2023" is where I tried to address that for you. The special market range adjustments were approved on the following basis: "not comparable to other town positions, require advanced education and experience in a unique specialty, specialty training cannot be obtained on the job, and job functions and duties include notable occupational risk. These are things we took into consideration. And then the 5 appellants who did not receive the nonstandard adjustment did not fit the criteria just stated, and if an additional increase in

their salaries it would raise equity questions across other areas, both CMLP and other departments, therefore, further consideration is best addressed through the classification and comp study.

Bill: Any comments or questions?

Nancy: I reviewed everything and focused on the organizational charge and am hopeful that the classification and comp will be helpful. I don't have more questions.

Bill: Ann or Jim? Do you have any more comments?

Jim: We made a lot of our points at the first meeting. The bottom line question is why were certain positions singled out. Like me, why did I not get the adjustment? Everyone except me in my division got the large range adjustment--- just not me. When I go out in a storm, I'm the only one who did not get the 9% increase. When switch gear blows up, when we all go out in an emergency situation, everyone else got this structure adjustment, except for us.

Nancy: I do have one more question—with Jim and Jay. A 4% plus a 6.8% adjustment. Jim was brought to the new max with that change. Where did the 6.8% come from?

Dave Wood: We brought a bit over 1% into it to bring him to the new max, we talked about the longevity of Jim.

Nancy: And the same thing for Jay where he had 4% and then 5%? The special market adaption?

Dave Wood: That was to give him a 9% total increase.

Amy: these were salary increases, not range increases. And part of the consideration there was the substation switching. These are not standard risks for all engineering technicians. Not every employee would be taking that risk.

Nancy: Did you get overtime to work on Thanksgiving?

Jim: No because I was on call so I received on call pay.

Dave Wood: there is a stipend for those on salary when they are on call, it's part of the "PPP." Line workers also get a stipend for being on call.

Bill: A lot of challenges to have a Classification & Compensation system for this Town

Liz: I'd like to make a summary comment. I understand that there is a complicated issue in front of us, there are some things that are qualitative and some that are quantitative. What I am seeing is a lack of communication and lack of trust in the organization, which is a deeper problem. And clearly from your last question we are not answering your question because you are not understanding the rationale behind this decision despite the months of discussions we have had. So there is something wrong here that is larger than the issue on the table. We should have been able to reach a better, more clear decision here. And the Personnel Board is also in this, had similar feedback from the Personnel Study Task Force and we have some things to look at there.

Bill: This is a good point. How was the communication managed with the MLP employees? Who communicated to employees? Please describe to us the process—was the Town Manager involved?

Amy: As noted in the materials, there were two town-wide communications that went out. One in January, telling employees that these things are going on and how they could find out more if they wanted to. It's only a piece of the story. After Town meeting, another communication went out. These were town-wide communications that went out.

Dave Wood: I met with my senior staff members and I told them I was recommending a 9% adjustment that was communicated in staff meetings to the engineers, and I spoke to Carole about her team and the 3% also on the phone, because we did not have data there. The managers then communicated the information to their teams.

Bill: so what was the script given to the managers about how to communicate? Looking at the organization chart, you spoke to the 8 people.

Dave: Yes, and I don't know how they communicated to their people. There was no script to talk about what points should be stated.

Bill: How information is communicated is crucial—it might be worth a conversation in the future to better understand how this important information was conveyed. It would help the people really doing the work, so that they know their boss and their boss's boss care about what is going on. I agree with Liz that there could be better information sharing processes, and it could be the case (maybe not) that this outcome could have been managed better.

Nancy: Communication is an issue we have been dealing with through the task force, but I saw at the Light Plant meeting, and I was really disappointed—I really expected more conversation from employees, but no one did. A few people got up but not much discussion. That really bothered me—as in my profession, talking and dealing with things is most important. I thought employees would really talk about how they felt, but no one said much. And it seems to be that they could not say anything publicly, and that really bothers me. In our response to the Personnel Task Force, we have a lot of areas where communication came up as an issue. For me, if managers and assistant managers were more proactive, with handbooks, extra meetings, gathering people together—these are important ways to improve the trust in an organization.

Liz: Dave, you mentioned that you spoke to your team and they spoke to their people. Something clearly got lost in translation. And we too, as the Personnel Board, are trying to better understand where we fit into these processes, what I do know is we don't fit on that first line of communication- the first line is with your managers. If there was an alert that came to you because first line managers had told you, then you would have known. Then second line would be your involvement. But instead, here we are. The Personnel Board is also trying to understand its role, so Mr. Wood, I'm not setting all of this on your shoulders—but look at these folks here—these are not happy faces and none of us want that. Jim, you just said that when you go out in a storm, ... well what I do in a storm ? I protect my family, that's all. So if you don't feel appreciated, then we are all wrong somehow. I apologize for the time that it has taken to work through this issue.

Ann: Any raise we do get is taken up in paying for insurance premiums, which is another pain point for us. It's very frustrating. We've been here a long time and well, it's all very frustrating. And then we don't understand why this was done this way.

Bill: We need to determine our next steps as a Personnel Board. In the agenda, assuming we have all the information we are looking for, then we have to 1) Address Questions 2) Deliberate and 3) Move to decision. Personnel Board Input?

Nancy: I feel we've been at this for quite a while. I've gone over everything carefully. I hope that with the Classification and Compensation study done, it should inform the situation, particularly for the light plant. They will look at each position and are also looking at different benefits. That will also be extremely important. GovHR can't finish fast enough for me. The packet for tonight was very helpful to make a determination.

Kate: I was not here for the original discussion. I watched the original Personnel Board meeting. I feel like we should move forward with a decision. I'm at a place where it's time for a decision.

Bill: I believe that the Personnel Board needed to make a determination of whether what was done is "reasonable," not right or wrong but reasonable. I did some research and this is the definition I came up with: "The reasonableness standard test is a test that asks whether or not decisions made were legitimate and designed to remedy a certain issue under the circumstances at that time." So the decision that was made by the Town had to do with the necessity to come up with a structure under the Personnel Bylaw. Here it says "Courts using the standard look at both the ultimate decision and the process by which a party went about making the decision." The ultimate decision was that there were certain positions not included in the non-standard adjustment and Amy has provided the reasons for that and explained the process. Mr. Wood provided some additional information. Under the reasonableness standard, deference is shown to the decision-maker: the decision must fall within a range of acceptable outcomes, but it need not be "correct."

Liz: In the original presentation, Amy you made the presentation. Am I then to understand that you are the decision maker?

Amy: I did not make the decision by myself, there are discussions with managers, but the Town Manager ultimately determines what I bring forward and then it comes to the Personnel Board, and finally to the Town Meeting for final decision.

Liz: OK, so Dave, you then told your team about your 9% recommendation for salary ranges and they were to tell their people. And the Jim that is here at this meeting is Jim Coakely, and Jim Coakley had a market adjustment, but did not receive the 9% salary range increase. You told Joe Repoff to tell his folks that this position (filled by Jim Coakley) was not getting a 9% salary increase.

Dave Wood: No, I told them that I was making a recommendation of a 9% salary increase and that they were to do what we had to do to make it work with the salary ranges.

Amy: The range adjustments occur months earlier than decisions related to individual pay. So there's the warrant, the town meeting and all of that goes first, prior to salary increase decisions. So we circulate the ranges as I did in that email and then I think the conversation we're talking about specific salary increases would come later, around June.

Bill: So if we put it into 2023, there will be a warrant article that will recommend structure changes in the grades in January, and salary increases will not happen until July 1st

Amy: Right, after the Town Meeting process and we know what budgets are approved and what scales are approved and after the Personnel Board meets and approves a plan, which happens after Town Meeting

Bill: So when the structure changes took place in 2022, did you talk about those structural changes with your team?

Dave: Yeah, I went through it with them after the Warrant Article was passed.

Liz: But it was at that point that you had questions arise?

Dave Wood: I did not get any questions.

Liz: And you don't know if your direct reports had any questions from their teams?

Dave Wood: No.

Liz: Bill, I'm bringing this up now because your "reasonableness standard" is really something for the decision maker and I'm trying to figure out where that sits. The presentation from Dave Wood identified salary increase conversations with his people, but Dave did not speak to them about the salary ranges. So we are really talking about who communicated the salary ranges, not increases, to employees.

Bill: But it was the Town that made this decision. So the reasonableness standard applies to the Town.

Liz: So ultimately, this was a decision made by town management. And we are part of that as the Personnel Board.

Amy: Final decision is by Town Meeting.

Bill: Yes, Town Meeting is the final approval, but as we discussed we can't go back and change history--- so that is why we are looking to GovHR report so that it will help us all to see more clearly. On the other hand, we can't do anything about what has occurred except to determine if it is reasonable what happened. This review is something to look forward to and a helpful step going forward. What you are looking for is to have the Personnel Board offer an opinion as to whether what the Town did was reasonable and have the Personnel Board do an independent examination of that question.

Jim: Correct.

Bill: Nothing so far requires us to vote, or make a determination one way or the other. If the expectation is satisfied for an independent review it could be left at that; or if you are ready and one is looking for a determination we can do that.

Kate: The Bylaw requires us to make a determination.

Bill: Yes, okay.

Liz: So a determination is needed?

Kate: A decision, yes we are saying whether or not it was reasonable—that is the decision.

Amy: That is what the procedure says. It's the first time that an appeal of this nature has come to the Personnel Board—and again, the Personnel Board and the Town Meeting also had a role to play in the Classification and Compensation plan.

Liz: But so we are part of the process because we approved the article for the warrant.

Ann: I was busy at work and did not give it much thought, but then when I did think about it, it was too late to do anything, but I was stuck thinking about it on my own, on my drive home at night.

Liz: I think in addition to determining reasonableness in the analysis, I would like to make a two part recommendation--the first that communication has to change. It should not be that you are thinking about the issue, after the time to do anything about it, on your own in the dark. It should be discussed transparently, in the light of day, with your manager in a timely manner before it's too late to effect any changes. Communication has to change from 2 public announcements to much more effective and clear discussions on this issue. Second, we have to look much more comprehensively at what is coming out of the GovHR process—and pay particular attention to these positions held by these particular individuals. We should also take up the problems with benefits and alert GovHR that this has to be addressed. It seems to me that all of it has to be communicated much more clearly and systematically to employees. If that is where we go, I'm willing to make a statement about reasonableness.

Bill: I think we should consider benefits and any ancillary issues.

Kate: I'd like to just focus on the structure change and not look at benefits because that is not what the appeal was about. Our recommendation needs to focus on the actual appeal.

Nancy: Vote on reasonableness—and then also identify there are deeper challenges, that we all feel that more has to be done with what GovHR will come forward with. So when I look through everything, I think at the time, it was a reasonable decision. I want to say that. But going forward, we have to be more acutely aware of the classification and compensation system and how it is going to impact all employees. To be more aware that when we approve something, we have to be more informed to do so.

Bill: are you then making a motion on the reasonableness.

Liz: Let's have two motions, one about the reasonableness and one about communications, but both to go to the Town manager and Select Board as the recommendations.

After discussion of how to word the vote, the following action was taken:

- **VOTE (Motion made by Nancy; seconded by Kate): that the Board makes a decision that the FY 22 structural adjustments of the Classification and Compensation plan for Electrical Management and Electrical Labor job grades were reasonable.**
 - **Nancy: Aye**
 - **Kate: Aye**
 - **Liz: No**
 - **Bill: Aye**

Ann/Jim: we are going to leave now. We've been at this a long time and we're done. Thank you. (Ann, Jim, and Jay left the meeting at 7:18 p.m.)

- **VOTE (Motion made by Liz; seconded by Kate): that the Board makes a recommendation to the Town Manager to substantially enhance employee communication processes and quality to ensure that there is timely and transparent information shared regarding any changes that will impact employees.**
 - **Nancy: Aye**
 - **Bill: Aye**
 - **Kate: Aye**
 - **Liz: Aye**

Bill: Dave, we appreciate your involvement and I think you have some solid feedback about what improvements with communication have to be made in order to improve the situation and set a better culture and climate for your workforce.

Bill: How are we doing?

Liz: I feel terrible that these employees feel so bad and so unappreciated. And we are in it; we played a role in the article that went to last year's warrant and was approved.

Nancy: We were not fully aware of the implications of what we approved. I too feel badly and we will be sure to have more information before we make decisions in the future.

Bill: I think we are now in a better position to ask more informed questions going forward. We are in a better position now having gone through this process and having the GovHR information. We have a lot of responsibility and we can't forget that we are responsible to 200+ people in the classification and comp system working for the Town.

5. Preparation for Select Board Presentation

Bill: Liz, do you want to walk us through the presentation to the Select Board?

Liz explained that this is a draft presentation to the Select Board. It is not a final document. It is an update on how the Personnel Board has understood and incorporated the PSTF report and how we would like to respond to it.

Amy noted that the document was posted online this afternoon, so folks online can get ahold of it.

Bill noted that this document will be essentially a "virtual" document that will change over time with items being added to and changed as necessary.

The Board members discussed some of the items in the document, including a request for clarification on what is meant by a dashboard for data sharing. Bill explained that it was a tool that would house information that would be helpful to the Board in making intelligent decisions. Kate noted that the Administrative Code requires monthly reports, which is a huge ask and she is concerned about capacity. Liz stated the Personnel Board has been involved in decisions without having sufficient information. Kate agreed, but noted that there are practical limitations on such information. Bill agreed there are limitations and noted the Board will need to get a better understanding of what data the Board can reasonably access. Amy stated it would be very helpful to understand what the new Charge is and to get it aligned with the Bylaw so that Human Resources can fulfill its responsibilities.

Bill stated the Charge should be worked out first, as we don't need to bring to the Town Meeting. Then the Bylaw to go next.

The Board members discussed the fact that there are many high priority areas outlined in the document, but the document could still be submitted to the Select Board as a draft or working document and ask for their input in establishing the priorities and assistance in meeting the timelines. The document could then be amended accordingly.

Kate stated she believes the biggest priorities are GovHR and changing the Charge and the Bylaw, and Liz noted that many of the priority items are tied to these issues.

- **VOTE (Motion made by Nancy; Seconded by Kate): to accept and use the Select Board Presentation as it is.**

Unanimously approved.

- **Nancy: Aye**
- **Bill: Aye**
- **Kate: Aye**
- **Liz: Aye**

6. Warrant Article Preparation

December 3: Preview meeting --- each committee is to present at this meeting.

December 16: Deadline for Draft Warrant Articles (not the final opportunity). Not possible for all of these, but anything we have by then will be helpful.

January 4th: Town Meeting Warrant Closes.

February 27th: First hearing at 7:00 pm for the public hearing with Select Board are on this date.

Amy: Various articles will go to Select Board and others will go to the FinCom or other programs.

Included in the packet for tonight, you have a draft of the article for the warrant --many parts coming out of the PSTF report . It's a long list--- not clear that all of these changes will be included. Bylaw changes generally all come in one article. Then a second article on Classification and Compensation, and a third one on ratifications of classification or titles (retroactive) to codify these new roles.

Kellie: I want to provide a list of what we perceive would be needed, subject to discussion. The easiest part is getting in draft, but the later stages will be the big challenge. Here, it's a laundry list that we will take from... Amy and I went through each line from the PSTF report and then wrote up this draft. Doable tasks, feasibility... our effort regarding where we think we need to have a detailed focus.

Bill: Can we divide these into categories so that there are more reasonable chunks to help prioritize them?

Kellie: Don't be too concerned about the numbers, it is just a list to work with to get started, and some things are going to be easy to manage or we may decide should be taken off the list and then confirm what is for the policy versus the Bylaw.

Kate: What other towns have Bylaws? Could we compare? What do other towns do—and what happens if we end up out of compliance with State-level changes.

Amy: The Bylaw may change over time, but this year, we thought we needed to “right the ship.”

Amy: Also, acting pay and longevity---these are issues that the Town Manage would like to see addressed. Also, questions about compliance with law ---we need to better understand where we may be out of compliance and some clarity on terms is required—for example, what exactly is a “promotion.”

Bill: In my mind, it would be good to have a prioritization of the list so we know what is mandatory to have done right away versus longer-term planning.

Bill: Really appreciate everybody's energy. We have accomplished a lot tonight and it's been a good session.

The Personnel Board will have further discussion on the draft articles at future meetings.

7. Public Comment:

Terri: A lot of hard work—and really appreciate it. It will be great to have the meeting with the Select Board and I know it will be productive.

Ned Perry: Clarification on the Prep Meeting for the Town Meeting/Prep Meeting... the Town Moderator should be alerted to your articles that are coming. I would encourage your attendance on Saturday, but if not, at least notify the Town Moderator about the three standard articles, and any others, that will be presented by the Personnel Board. You do not need to provide a lot of detail, just make the Town Moderator aware that warrant articles will be forthcoming.

8. Adjournment

➤ VOTE (Moved by Kate; Seconded by Nancy): to adjourn

Unanimously approved (8:13 p.m.)

- **Nancy: Aye**
- **Bill: Aye**
- **Kate: Aye**
- **Liz: Aye**

Documents Used During the Meeting

- Minutes of 11/9/2022 and 11/17/2022 meetings
- Employee Appeal to Personnel Board Background & Supporting Information – Provided by Amy Foley for 11/30/2022 Personnel Board Meeting (2-page summary + 7 attachments)
- Draft Personnel Board Presentation to Select Board for 12/5/2022
- Preliminary Draft: Potential Amendments to Personnel Bylaw

TOWN OF CONCORD PERSONNEL BOARD

DRAFT MINUTES

December 5, 2022

7:00 p.m.

**Select Board's Room, Town House & Videoconference
Joint Meeting with the Select Board**

Board Members Present: Bill Mrachek (Chair), Liz Cobbs, Kate Ryan (remote participant)

Others Present: All member of the Select Board, Town Manager Kerry Lafleur, HR Director Amy Foley (remote participant), Interim Deputy Town Manager/HR project manager Kellie Hebert, and other attendees of the Select Board meeting

A roll call vote was taken and Chair Bill Mrachek called the meeting to order at 7:35 p.m.

Bill Mrachek (Chair) and Liz Cobbs presented a summary of the Personnel Board's recommendations for areas to focus for next steps, in response to the Personnel Study Task Force (PSTF) final report.

➤ *(The Personnel Board's presented memo of recommendations is appended to these minutes.)*

Executive Summary of the Commentary between the Select Board and the Personnel Board

In general terms, the Select Board was appreciative of the work that the Personnel Board has done to take into consideration the recommendations of the Personnel Study Task Force. Recognition that regular meetings of the Personnel Board and more robust membership has been a clear and identifiable change. Recognition that the PSTF did great work. Agreement of the Plan from the Select Board. There was also general agreement on the outlined proposal of work, including the key issues of:

- 1) Having a regular dashboard provided to the Personnel Board to support the work that the Personnel Board is charged to do.
 - a. Select Board Comment: Assumption is that then the dashboard would be the basis for the Personnel Board to bring information on a regular basis to the Select Board.
- 2) Communications with employees would also be an important checkpoint that the Personnel Board could support (semi-annual meetings with employees, for example).
- 3) Agreement that the Select Board will meet more regularly with the Personnel Board. Next would be to review the Personnel Board ByLaw and Charge and bring the Charge to the Select Board for recommendation.
 - a. Recognizing that the Personnel ByLaw must be brought to the Town Meeting.
 - b. Administrative Code (the Charge for the Personnel Board) has to be updated in accordance with the ByLaw.
 - c. Note that the Charter is only to be amended at the State level—and is not something that we need to change.
- 4) General agreement that the job description approvals would be better managed if we understand the overall HR Strategy.
- 5) Recognition that the work of GovHR on the Classification and Compensation Study is underway and we are expecting to have an Article for Town Meeting Warrant 2023.

- a. Concerns expressed related to the C & C Study timing: is it really going to be ready in time for the Town Meeting deadlines.
- 6) Employee Relations: understanding that the GovHR work should help improve the dialogue with non-unionized employees.
- a. Personnel Board seeking support from Select Board and Town Manager's office to understand the best role for the Personnel Board in improving relations with the town employees.

Agreement that we are all here to build a collaborative town governance that supports our non-unionized town employees. Select Board also recommended that the Personnel Board engage with Town government to understand the training and development practices of the Town.

Human Resources Department Update

In response to the Select Board's request to hear from Human Resources, Human Resources Director Amy Foley updated the Select Board on HR priorities identified by staff. Ms. Foley noted that the Town has experienced considerable growth, leadership changes, a pandemic, and rapid and significant changes in the labor market; the HR Department and Town Manager's Office are working together to make substantive updates and enhancements to the Town's personnel systems and employee experience in this new environment. Ms. Foley advised of key priorities that are underway: 1) Classification & Compensation Study, 2) Personnel Bylaw Amendments, 3) Employee Policies & Procedures, and 4) Employee Relations. She also provided a list of other HR strategic action items that are at various stages, noting that it would be further developed and refined based on feedback from leadership and employees, as well as discussion with the Personnel Board as they address items identified on their work plan. Select Board Chair Matt Johnson noted concern that job descriptions and personnel policies may not be up to date and recommended that the strategic goals be made more concrete.

Adjournment

Members of the Personnel Board departed the Select Board's meeting at the conclusion of the joint discussion, which resulted in adjournment of the Personnel Board's meeting at **8:35 p.m.**

Minutes appendix:

Personnel Board Presentation to Select Board

5 December 2022

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

A. Overall Impression:

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

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

B. Process to Support Tangible Outcomes:

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

Work Plan Details:

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

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

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

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

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

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

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

Infrastructure of Employment			
<ul style="list-style-type: none"> ➤ Personnel Policies & Procedures ➤ Compensation & Benefits ➤ Classification Plan 			
Subjects to be Addressed		Priority Level	Comments
15.	Transparency, clarity, and accessibility of Personnel policies & procedures	High	See Communications section above.
16.	Method for seeking employee input/opinions on compensation, benefits and other policies impacting employees	Medium	Employee feedback gathering process to be developed and approved by the Town Manager and Select Board. Personnel Board will act on information obtained through regular information-gathering processes.
17.	Evaluation of compensation and whether it is competitive with other municipalities	High	GovHR is currently undertaking this evaluation. Recommendations will be incorporated into Article for Warrant. Personnel Board recommends that GovHR or equivalent body be budgeted for and engaged every 3 years

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

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

D. Personnel Board Comments:

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

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

TOWN OF CONCORD PERSONNEL BOARD – DRAFT MEETING MINUTES

Wednesday, April 12, 2023 5:15 p.m.

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

<https://us02web.zoom.us/j/88955873148?pwd=VHRZaTI3MHBMU0FEWXdKeUVWR05ZQT09>

Dial: 833 548 0282 US Toll-free

Meeting ID: 889 5587 3148 Passcode: 35212

MEMBERS PRESENT: Bill Mrachek, Nancy Crowley, Liz Cobbs, Joe Emerick (arrived 5:20pm), Kate Ryan (via zoom). Also in attendance in the room: Kerry LaFleur (Town Manager), Amy Foley (HR Director), Kellie Hebert.

MEETING MATERIALS: materials will be available at: www.concordma.gov/452/Personnel-Board

List of Materials include:

- 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
- Class & Comp Study Reviews & Reconsiderations Status Update – 4/12/2023: Slides presented by HR Director Amy Foley

1. Call to Order: 5:18pm with quorum (Joe arrived just after start of the meeting).

2. Approval of Minutes – Discussion Summary & Follow-Up Actions:

- a. March 22, 2023. Minutes approved [Nancy C. made a motion to accept the Minutes for March 22, 2023. Kate R. seconded all voted to accept]
- b. Serious concern raised that November Minutes for Personnel Board meeting that we sent for legal review, have not yet been returned and no comments have been received. Town Manager/HR Director to investigate the situation and resolve it.
- c. Comment re: December 5th Minutes of the presentation to the Select Board. Our executive summary is not aligned with the Select Board draft minutes and Personnel Board seeking confirmation of agreed-upon objectives to be posted with the Select Board minutes of that presentation.

3. Classification & Compensation Study/Personnel Board Warrant Articles

- a. Public Hearing Follow-up
- b. Motion Drafts

- c. Status of Employee Requests for Reconsideration
- d. Town Meeting Presentation Preparation
- e. Public/Employee Comment

Item 3- Discussion Summary & Follow-Up Actions:

- Discussion began with a presentation of the requests for reconsideration.
- Slides summarize the following points:
 - The volume and type of request registered with HR Department
 - Two altogether new positions are expected to be put in the new C&C Plan— Public Nurse and Aquatics Manager at Beede Ctr. Currently, Aquatics Director is in the plan, but it would change to Manager. The Aquatics Manager has not been a filled position, so no individual is impacted by this change. Expect these positions to be added to the town Meeting Handout.
 - Types of Changes:
 - Grade reassignment (23 of these).....1-1 meetings are taking place to understand –Dept heads and/or the immediate supervisors are also involved (~ 3 people per meeting).
 - Some of the 23 have been managed by email alone, with Dept. Heads involved by email.
 - Some of the 23 are still in process.
 - Some of 23 have had face-to-face meetings.
 - 6 of 23 Grade Assignment reviews
 - 6 of 23 involve title changes
 - 4-5 are these 23 are fully “done.”
 - HR goal was to turn around all requests within 30 days; still on track for that deadline, prioritizing requests that would impact the new C&C plan. Remaining requests for reconsideration will have to be handled after Town Meeting. Goal is to make any/all revisions that would impact the C&C plan before Town Meeting. There is a longer-term appeal process, that would be followed after Town Meeting. 6 of the 23 cases are expected to be managed after Town Meeting.

Questions on the presentation:

- What is the flavor of the grade assignment change requests: Does it reflecting more (upgrades) i.e., and identification of job responsibilities that were overlooked in the study? If pre-requisites for jobs are not changing, then is it experience or skills that will impact the grade?
- Who makes the final decision on changes? Town Manager? HR? GovHR? Response: HR Department makes recommendations; GovHR reviews from their set assessment criteria. Final decision is Town Manager Kerry LaFleur, who then would bring that recommendation to the Personnel Board. From there, Town Meeting would ratify.

- Concern raised that whatever changes to grade that occur will also bring up questions about equity—i.e., why one position was changed and not another position? These are important questions to clarify in order to comply with the Mass Equal Pay Act.
 - Recognizing that there are shifts with the new C&C plan; one systemic shift was more alignment across blue- and white-collar work. There are some changes as a result that are not fully understood.
- Personnel Board (PB) requests a full list of recommended amendments for review at the next PB meeting on April 26th. At that time, expect to vote on these amendments and confirm what will be in the handout for Town Meeting on 4/30.
- Process for the lead up to Town Meeting:
 - Article 4 is on the consent calendar, with slides prepared in case it is taken off the consent calendar. List up of all new/revised positions that have come before the Personnel Board are included.
 - Article 6: A draft motion is ready to go, in case Article 5 does not gain approval.
 - Article 5: the Draft motion is to be passed as per what will be in the handout prepared for Town Meeting. Handouts are common practice when there have been changes after the Warrant is printed.
- Personnel Board will not vote today (4/12) but will expect to vote at our next meeting on the Handout for Article 6 and all changes within after we review at that meeting (4/26).

Public Comments on Item 3:

- Mr. Ned Perry: I have questions re: people who've been involved; Kellie Hebert has been involved? Is she still on board and helping? Is GovHR actively involved or only re: appeals? Will they be consulted in the process going forward?
 - Response: Kellie is still involved in the process—and giving priority to job description updates. Joellen from GovHR is still involved and available for questions; she is looking to finalize the “draft report” asap.
 - Note: the 3% range increase that was applied to the C&C draft plan as recommended by GovHR has been applied evenly across all positions?
 - Response: yes, across all positions.

4. Next Steps for Implementation/Parking Lot Issues

- a. GovHR Recommendation for Merit Plan/Current Tools
- b. Gender Equity Alignment

Item 4- Discussion Summary and Follow-Up Actions:

- The goal is to apply the new plan across the system, However, there are some folks are well below the minimums and they will need to be brought up. Then, there are no people who have a salary above the range for the grade their role is in.
- Ongoing commitment to a 3% increase across the board –but above that, it’s not yet clear what we have for budget. Once we know, then increasing salaries come to a discretionary piece. Some of all these changes will take a multi-year approach.
- (From Town Manager): Last count, there are 25 employees who would be below the minimums, so not a lot of work to change it. We do have many long-time employees (tenured) who will in some way reach high marks on the ranges. We’d like to get your advice on how to manage these valued, long-time employees. Our goal is to bring all 25 up to the minimum by May 1st, looking again at July 1st to increase as possible.
- As implementation goes forward, we will also have to compare not just to the range but to each other—it is important re: Mass Equal Pay act that we review by gender. We have to pull actual salaries, perhaps looking over multiple years to consider gender equity. Differences may well occur, but we must be clear on where things stand, and why.
- In terms of the Merit assessment for salary increases, we are concerned that there is no consistent use of a process/forms to ensure merit is provided appropriately.
 - Expect that the 2024 Fiscal year salary increases would be based on satisfactory performance. We will try to apply uniformly the current evaluation forms (see packet), understanding that the pandemic years were difficult to track uniformity of job performance evaluations.
 - Personnel Board would like to use all available resources-GovHR, State-level support—to update the job performance assessment process. Understanding that more discussion and training will be required to improve uniformity across departments.
 - Job performance evaluations must be aligned with clear, consistent and transparent annual objectives for each positions’ responsibilities.
- Recognition awards for long service—10, 20, 30 years: these financial awards have not been increased in decades, to the point where the low amount seems more a criticism than a reward. This recognition system requires an update.

5. Next Steps for Personnel Bylaw and Charge Discussions

- Personnel Board must next turn to the Bylaw and the Charge for this committee. We recognize that the PB Charge should come next, as the Bylaw can only change at Town Meeting. This issue will be taken up at our next meeting, and will become our priority as soon as we get through Town Meeting on 4/30.

6. Adjournment: Joe- I motion to adjourn; Nancy: I second. Bill: all in favor—Liz: Aye, Kate: Aye, Bill: Aye.



TOWN OF CONCORD
Human Resources Department
55 Church Street
978-318-3025
hr@concordma.gov

April 20, 2023

TO: Kerry Lafleur, Town Manager
FROM: Amy Foley, Human Resources Director *Amy Foley*
SUBJECT: Classification Recommendations from Employee Requests for Reconsideration

I have conducted a second-tier review process of employees' request for classification reconsideration. This involved communications and meetings with 26 employees. Questions arose about 3 additional positions, which were also reviewed. Further, 2 position evaluations were conducted in response to developing needs. The following outlines my approach and recommendations.

Introduction

I was pleased to have the opportunity to talk with each employee who had questions or concerns about their position's classification. The decision to communicate concerns is not easy for every employee. For many, this topic involves several emotions, including fear, discomfort, and anger. Under such circumstances, it can be difficult to communicate in a manner that conveys thoughts. Concord's employees shined through this process; I truly appreciate the spirit each person brought forward while sharing their perspectives, and their decision to invest their time and energy.

Methodology

During this review process I took the following steps:

- Reviewed all employee submittals and supporting materials.
- Reviewed GovHR's draft recommendations.
- Met with department heads to seek additional information.
- Identified:
 - type(s) of questions or concerns
 - information needed by employee and/or Town
 - potential impacts to proposed Plan
 - priority level (those with potential impact on Town Meeting action given priority)
 - approach to additional employee input
 - method for educating employee on factors impacting their position's classification
- Met with the employees, department heads, and in some cases the division head. My general approach was as follows:
 - Listen and ask questions to gain greater insight into the matters raised.
 - Inform and advise on specific details related to the classification system, how their position classification was determined, how market data was considered, and how pay ranges were built.
 - Explore if there are aspects of their position not reflected in the classification.
- Reviewed recommendations with GovHR to ensure consistency with the classification methodology.

Recommendations

After careful consideration, I recommend, with the support of the department head involved and Joellen Cademartori, the following:

1. Changes to Class & Comp Plan:

Title/Grade in Draft Final Report (as printed in Fin Com Report)		Recommended Title/Grade after Reconsideration	
Job Title	Grade	Job Title	Grade
Building Commissioner	14	Building Commissioner	15
Public Health Director	13	Public Health Director	14
Assistant Town Engineer	12	Assistant Town Engineer	13
Customer Service Manager	11	Customer Service Manager	12
Senior Public Works Supervisor	12	Asst Water/Sewer Superintendent	13
Assistant Facilities Director	11	Assistant Facilities Director	12
(new)	--	Public Health Nurse	10
HVAC Technician/Plumber	9	HVAC Technician/Master Plumber	10
(new)	--	Aquatics Manager	9
(new)	--	HVAC Technician	8
Custodial Supervisor	7	Facilities Custodial Supervisor	7
(new)	--	Public Health Generalist	6
Membership Coordinator	5	Membership Coordinator	6
Energy Efficiency & Electrification Specialist	5	Energy Efficiency & Electrification Specialist	6

Of these:

- 7 = employee requests submitted during reconsideration process
- 3 = titles not included in GovHR review (vacant/new)
- 2 = recommendations by HR Director & department head based on info gained during review
- 1 = change in number of employees supervised, which impacted job factors
- 1 = title added to provide clarity to the unique role

2. No change in classification recommended

Thirteen reviews did not result in a grade change.

- 9 employees indicated their concerns were resolved; some did this formally, and others verbally at the end of the meeting.
- 2 employees are aware of and understand the recommendation, but I am not yet clear whether they consider it resolved.
- 2 employees are not yet aware of my recommendation; I will follow up to advise them and discuss whether their request is resolved.

As follow-up, I will advise everyone of the recommendations in writing. This will include information on how to bring any remaining concerns forward to the Personnel Board.

Status of Pending Recommendations

Six requests are still under review.

- 5, if a change is made, would not impact the proposed Plan (the position would be reassigned to a title already included in the Plan). Meetings with these employees will be completed next week.
- 1 could impact the Plan. I am meeting with the employee on Monday and will make a recommendation afterwards so it can be included in the Personnel Board packet if a change is recommended.

Other Concerns of Employees

- 2 requests were related the individual's pay rate, not classification or salary range. I have advised that individual rates and the FY24 Salary Increase Plan will be considered after a Plan is approved.
- Although satisfied with their position classification, some CMLP employees remain concerned that their salary ranges are not competitive enough to attract and retain long-term employees. It was requested that the Town give further consideration in future years to increasing the ranges in support an environment where employees want to stay and continue their development.

The employees, department heads, and division managers involved in reviewing these requests gave considerable time and consideration to the process. The value of this is substantial, and I thank each of them for their assistance and contributions.

If you have any questions or need additional information, please don't hesitate to contact me.

I am in agreement with your recommendations.

K. J. F. Leul 04/24/2023

DRAFT RECOMMENDATIONS FROM HUMAN RESOURCES DIRECTOR 4/20/2023
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
	Building Commissioner	Hourly	\$54.22	\$65.07	\$75.91
	Facilities Director				
	Highway & Grounds Superintendent				
	Recreation Director				
	Police Captain				
	Town Engineer				
	Water/Sewer Superintendent				
14	Building Commissioner	Annual	\$102,045	\$122,450	\$142,854
	Public Health Director	Hourly	\$49.06	\$58.87	\$68.68
	Special Projects Manager/Systems Manager				
	Town Accountant				
	Town Assessor				
13	Assistant Town Engineer	Annual	\$97,178	\$116,615	\$136,053
	Assistant Water/Sewer Superintendent	Hourly	\$46.72	\$56.07	\$65.41
	Beede Center General Manager				
	IT Operations Manager				
	Natural Resources Director				
	Police Lieutenant				
	Public Health Director				
	Senior Services Director				
	Town Planner				

12	Assistant Director of Library Services	<i>Annual</i>	\$92,539	\$111,051	\$129,563
	Assistant Facilities Director	<i>Hourly</i>	\$44.49	\$53.39	\$62.29
11	Assistant Highway & Grounds Superintendent				
	Assistant Town Engineer				
10	Customer Service Manager				
	Financial Manager/Accountant				
9	Senior Public Works Supervisor				
	Town Clerk				
11	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
10	Assistant Recreation Director				
	Customer Service Manager				
9	Budget & Purchasing Director				
	Business Manager				
10	Deputy Treasurer/ Collector	<i>Annual</i>	\$85,259	\$102,305	\$119,350
	HVAC Technician/Master Plumber	<i>Hourly</i>	\$40.99	\$49.19	\$57.38
9	GIS Program Manager				
	Operations Manager				
9	Sustainability Director				
	Childcare Services Manager				
9	Media Manager				
	Public Health Nurse				
9	Municipal Archivist/Records Manager				
	Public Works Supervisor				
9	Senior Public Works Engineer				
	Assistant Natural Resources Director	<i>Annual</i>	\$80,434	\$96,522	\$112,611
9	Aquatics Manager	<i>Hourly</i>	\$38.67	\$46.41	\$54.14
	Communications Manager				
9	Community Services Coordinator				
	Customer Service Supervisor				
9	Economic Vitality Manager				
	Energy Efficiency & Electrification Coordinator				
9	Environmental Health & Safety Manager				
	HVAC Technician/Plumber				
9	Local Inspector				
	Risk & Compliance Programs Manager				
9	Senior Environmental & Regulatory Coordinator				
	Senior Public Health Inspector				
9	Senior Treatment Systems Operator				
	Social Services Supervisor				
9	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				
	HVAC Technician				
	Land Manager				
	Management Analyst				
	Public Works Engineer				
	Senior Financial Analyst				
	Senior Information Systems Technician				
	Senior Master Mechanic				
Senior Planner					
Senior Utility Electrician					
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				
	Facilities 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	Energy Efficiency & Electrification Specialist	Annual	\$67,704	\$81,245	\$94,786
	Engineering Technician	Hourly	\$32.55	\$39.06	\$45.57
	Executive Assistant to the Select Board				
	Executive Assistant to the Town Manager				
	Facilities Maintainer/Skilled Carpenter				
	Human Resources Generalist				
	Information Systems Technician				
	Membership Coordinator				
	Office Administrator				
	Payroll & Finance Generalist				
	Public Health Generalist				

5	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					
4	Accounts Payable Specialist	<i>Annual</i>	\$61,402	\$73,684	\$85,966
	Associate Engineer	<i>Hourly</i>	\$29.52	\$35.43	\$41.33
	Customer Services Specialist				
	Education Coordinator				
	Facilities/Landscape Maintainer				
	Meter Technician				
	Senior Administrative Specialist				
Senior Finance Specialist					
3	Administrative Specialist	<i>Annual</i>	\$58,490	\$70,190	\$81,890
	Finance Specialist	<i>Hourly</i>	\$28.12	\$33.75	\$39.37
	Fitness Trainer				
2	Activity Coordinator	<i>Annual</i>	\$55,702	\$66,841	\$77,979
	Customer Support Specialist	<i>Hourly</i>	\$26.78	\$32.14	\$37.49
	Senior Building Custodian				
	Senior Crew Member				
	Senior Van Driver				
1	Building Custodian	<i>Annual</i>	\$53,040	\$63,648	\$74,256
	Crew Member	<i>Hourly</i>	\$25.50	\$30.60	\$35.70
	Finance Assistant				
	Office Assistant				
LP-17	Director of Concord Municipal Light Plant	<i>Annual</i>	\$170,955	\$205,140	\$239,325
		<i>Hourly</i>	\$82.19	\$98.63	\$115.06
LP-16	<i>(No positions in grade)</i>	<i>Annual</i>	\$148,637	\$178,370	\$208,104
		<i>Hourly</i>	\$71.46	\$85.76	\$100.05
LP-15	Assistant Director of Concord Municipal Light Plant	<i>Annual</i>	\$129,251	\$155,106	\$180,960
		<i>Hourly</i>	\$62.14	\$74.57	\$87.00

LP-14	Broadband Manager	<i>Annual</i>	\$121,763	\$146,120	\$170,477
	Power Supply & Rates Administrator	<i>Hourly</i>	\$58.54	\$70.25	\$81.96
LP-13	Lead Electrical Engineer	<i>Annual</i>	\$113,797	\$136,552	\$159,307
	Line Supervisor	<i>Hourly</i>	\$54.71	\$65.65	\$76.59
LP-12	Lead Lineworker	<i>Annual</i>	\$106,371	\$127,639	\$148,907
		<i>Hourly</i>	\$51.14	\$61.37	\$71.59
LP-11	Electrical Engineer	<i>Annual</i>	\$99,403	\$119,278	\$139,152
	Senior Network Engineer	<i>Hourly</i>	\$47.79	\$57.35	\$66.90
LP-10	Lineworker, Grade 1	<i>Annual</i>	\$96,595	\$115,918	\$135,242
		<i>Hourly</i>	\$46.44	\$55.73	\$65.02
LP-9	Network Engineer	<i>Annual</i>	\$89,877	\$107,848	\$125,819
		<i>Hourly</i>	\$43.21	\$51.85	\$60.49
LP-8	Lead Broadband Technician	<i>Annual</i>	\$83,595	\$100,318	\$117,042
	Meter Supervisor Senior Engineering Technician	<i>Hourly</i>	\$40.19	\$48.23	\$56.27
LP-7	Lineworker, Grade 2	<i>Annual</i>	\$77,771	\$93,319	\$108,867
	Senior Broadband Technician	<i>Hourly</i>	\$37.39	\$44.87	\$52.34
LP-6	Broadband Technician	<i>Annual</i>	\$67,704	\$81,245	\$94,786
		<i>Hourly</i>	\$32.55	\$39.06	\$45.57
LP-5	Lineworker, Grade 3	<i>Annual</i>	\$64,459	\$77,355	\$90,251
		<i>Hourly</i>	\$30.99	\$37.19	\$43.39
LP-4	<i>(No positions in grade)</i>	<i>Annual</i>	\$61,402	\$73,684	\$85,966
		<i>Hourly</i>	\$29.52	\$35.43	\$41.33
LP-3	<i>(No positions in grade)</i>	<i>Annual</i>	\$58,490	\$70,190	\$81,890
		<i>Hourly</i>	\$28.12	\$33.75	\$39.37
LP-2	<i>(No positions in grade)</i>	<i>Annual</i>	\$55,702	\$66,841	\$77,979
		<i>Hourly</i>	\$26.78	\$32.14	\$37.49
LP-1	<i>(No positions in grade)</i>	<i>Annual</i>	\$53,040	\$63,648	\$74,256
		<i>Hourly</i>	\$25.50	\$30.60	\$35.70

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

ARTICLE 5.

NEW CLASSIFICATION & COMPENSATION PLAN FOR REGULAR-STATUS POSITIONS

Please see Page 7 of this handout for details of how the Plan contained below differs from the Plan as printed in the 2023 Finance Committee Report, Appendix Six

➤ **MOTION: Dr. Cobbs moves the Town take affirmative action under Article 5 by adopting the following new Classification & Compensation Plan for Regular-Status Positions:**

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
	Building Commissioner	<i>Hourly</i>	\$54.22	\$65.07	\$75.91
	Facilities Director				
	Highway & Grounds Superintendent				
	Recreation Director				
	Police Captain				
	Town Engineer				
	Water/Sewer Superintendent				

14	Public Health Director	<i>Annual</i>	\$102,045	\$122,450	\$142,854
	Special Projects Manager/Systems Manager	<i>Hourly</i>	\$49.06	\$58.87	\$68.68
13	Town Accountant				
	Town Assessor				
13	Assistant Town Engineer	<i>Annual</i>	\$97,178	\$116,615	\$136,053
	Assistant Water/Sewer Superintendent	<i>Hourly</i>	\$46.72	\$56.07	\$65.41
12	Beede Center General Manager				
	IT Operations Manager				
12	Natural Resources Director				
	Police Lieutenant				
12	Senior Services Director				
	Town Planner				
12	Assistant Director of Library Services	<i>Annual</i>	\$92,539	\$111,051	\$129,563
	Assistant Facilities Director	<i>Hourly</i>	\$44.49	\$53.39	\$62.29
11	Assistant Highway & Grounds Superintendent				
	Customer Service Manager				
11	Financial Manager/Accountant				
	Town Clerk				
11	Assistant Human Resources Director	<i>Annual</i>	\$88,150	\$105,778	\$123,406
	Assistant Recreation Director	<i>Hourly</i>	\$42.38	\$50.86	\$59.33
10	Budget & Purchasing Director				
	Business Manager				
10	Deputy Treasurer/ Collector				
	GIS Program Manager				
10	Operations Manager				
	Sustainability Director				
10	Childcare Services Manager	<i>Annual</i>	\$85,259	\$102,305	\$119,350
	HVAC Technician/Master Plumber	<i>Hourly</i>	\$40.99	\$49.19	\$57.38
10	Media Manager				
	Municipal Archivist/Records Manager				
10	Public Health Nurse				
	Public Works Supervisor				
10	Senior Public Works Engineer				

9	Assistant Natural Resources Director	<i>Annual</i>	\$80,434	\$96,522	\$112,611
	Aquatics Manager	<i>Hourly</i>	\$38.67	\$46.41	\$54.14
	Communications Manager				
	Community Services Coordinator				
	Customer Service Supervisor				
	Economic Vitality Manager				
	Energy Efficiency & Electrification Coordinator				
	Environmental Health & Safety Manager				
	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	<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				
	HVAC Technician				
	Land Manager				
	Management Analyst				
	Public Works Engineer				
	Senior Financial Analyst				
	Senior Information Systems Technician				
	Senior Master Mechanic				
Senior Planner					
Senior Utility Electrician					

7	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				
	Facilities 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	Energy Efficiency & Electrification Specialist	<i>Annual</i>	\$67,704	\$81,245	\$94,786
	Engineering Technician	<i>Hourly</i>	\$32.55	\$39.06	\$45.57
	Executive Assistant to the Select Board				
	Executive Assistant to the Town Manager				
	Facilities Maintainer/Skilled Carpenter				
	Human Resources Generalist				
	Information Systems Technician				
	Membership Coordinator				
	Office Administrator				
	Payroll & Finance Generalist				
	Public Health Generalist				
5	Environmental & Regulatory Coordinator	<i>Annual</i>	\$64,459	\$77,355	\$90,251
	Equipment/Line Operator	<i>Hourly</i>	\$30.99	\$37.19	\$43.39
	Geriatric Health Nurse				
	GIS Technician				
	Maintenance & Warehouse Coordinator				
	Office Accountant				
	Office Coordinator				
	Outreach Coordinator				
	Project & Procurement Coordinator				
	Senior Meter Technician				
	Senior Producer				
	Water/Sewer System Maintainer				

4	Accounts Payable Specialist	<i>Annual</i>	\$61,402	\$73,684	\$85,966
	Associate Engineer	<i>Hourly</i>	\$29.52	\$35.43	\$41.33
	Customer Services Specialist				
	Education Coordinator				
	Facilities/Landscape Maintainer				
	Meter Technician				
	Senior Administrative Specialist				
	Senior Finance Specialist				
3	Administrative Specialist	<i>Annual</i>	\$58,490	\$70,190	\$81,890
	Finance Specialist	<i>Hourly</i>	\$28.12	\$33.75	\$39.37
	Fitness Trainer				
2	Activity Coordinator	<i>Annual</i>	\$55,702	\$66,841	\$77,979
	Customer Support Specialist	<i>Hourly</i>	\$26.78	\$32.14	\$37.49
	Senior Building Custodian				
	Senior Crew Member				
	Senior Van Driver				
1	Building Custodian	<i>Annual</i>	\$53,040	\$63,648	\$74,256
	Crew Member	<i>Hourly</i>	\$25.50	\$30.60	\$35.70
	Finance Assistant				
	Office Assistant				
LP-17	Director of Concord Municipal Light Plant	<i>Annual</i>	\$170,955	\$205,140	\$239,325
		<i>Hourly</i>	\$82.19	\$98.63	\$115.06
LP-16	(No positions in grade)	<i>Annual</i>	\$148,637	\$178,370	\$208,104
		<i>Hourly</i>	\$71.46	\$85.76	\$100.05
LP-15	Assistant Director of Concord Municipal Light Plant	<i>Annual</i>	\$129,251	\$155,106	\$180,960
		<i>Hourly</i>	\$62.14	\$74.57	\$87.00
LP-14	Broadband Manager	<i>Annual</i>	\$121,763	\$146,120	\$170,477
	Power Supply & Rates Administrator	<i>Hourly</i>	\$58.54	\$70.25	\$81.96
LP-13	Lead Electrical Engineer	<i>Annual</i>	\$113,797	\$136,552	\$159,307
	Line Supervisor	<i>Hourly</i>	\$54.71	\$65.65	\$76.59
LP-12	Lead Lineworker	<i>Annual</i>	\$106,371	\$127,639	\$148,907
		<i>Hourly</i>	\$51.14	\$61.37	\$71.59
LP-11	Electrical Engineer	<i>Annual</i>	\$99,403	\$119,278	\$139,152
	Senior Network Engineer	<i>Hourly</i>	\$47.79	\$57.35	\$66.90

LP-10	Lineworker, Grade 1	<i>Annual</i>	\$96,595	\$115,918	\$135,242
		<i>Hourly</i>	\$46.44	\$55.73	\$65.02
LP-9	Network Engineer	<i>Annual</i>	\$89,877	\$107,848	\$125,819
		<i>Hourly</i>	\$43.21	\$51.85	\$60.49
LP-8	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
LP-7	Lineworker, Grade 2 Senior Broadband Technician	<i>Annual</i>	\$77,771	\$93,319	\$108,867
		<i>Hourly</i>	\$37.39	\$44.87	\$52.34
LP-6	Broadband Technician	<i>Annual</i>	\$67,704	\$81,245	\$94,786
		<i>Hourly</i>	\$32.55	\$39.06	\$45.57
LP-5	Lineworker, Grade 3	<i>Annual</i>	\$64,459	\$77,355	\$90,251
		<i>Hourly</i>	\$30.99	\$37.19	\$43.39
LP-4	<i>(No positions in grade)</i>	<i>Annual</i>	\$61,402	\$73,684	\$85,966
		<i>Hourly</i>	\$29.52	\$35.43	\$41.33
LP-3	<i>(No positions in grade)</i>	<i>Annual</i>	\$58,490	\$70,190	\$81,890
		<i>Hourly</i>	\$28.12	\$33.75	\$39.37
LP-2	<i>(No positions in grade)</i>	<i>Annual</i>	\$55,702	\$66,841	\$77,979
		<i>Hourly</i>	\$26.78	\$32.14	\$37.49
LP-1	<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 Six, as follows:

Title/Grade in Draft Plan in Fin Com Report		Title/Grade in Plan as Moved	
Job Title	Grade	Job Title	Grade
Building Commissioner	14	Building Commissioner	15
Public Health Director	13	Public Health Director	14
Assistant Town Engineer	12	Assistant Town Engineer	13
Customer Service Manager	11	Customer Service Manager	12
Senior Public Works Supervisor	12	Asst Water/Sewer Superintendent	13
Assistant Facilities Director	11	Assistant Facilities Director	12
(new)	--	Public Health Nurse	10
HVAC Technician/Plumber	9	HVAC Technician/Master Plumber	10
(new)	--	Aquatics Manager	9
(new)	--	HVAC Technician	8
Custodial Supervisor	7	Facilities Custodial Supervisor	7
(new)	--	Public Health Generalist	6
Membership Coordinator	5	Membership Coordinator	6
Energy Efficiency & Electrification Specialist	5	Energy Efficiency & Electrification Specialist	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

1

1

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 & 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 & 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 & 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

5

5

DRAFT



ARTICLE 5: New Class & 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

7

DRAFT



Back Up Slides

3/27/2023

8



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



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

10



ARTICLE 5: New Class & 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 85th percentile of market using benchmark positions

4/30/2023

11

11

DRAFT



ARTICLE 5: New Class & 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

12

12



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

13

13

DRAFT

ADMINISTRATIVE CODE
PERSONNEL BOARD

A. Membership

Five members appointed by the Board of Selectmen with staggered three-year terms. The Board elects a chairman and clerk.

B. Duties and Responsibilities

The Personnel Board shall have responsibility for the administration of the Personnel Bylaw (Wage and Salary Classification Plan) of the Town, including the following:

- a) Establish job classifications, minimum and maximum wage brackets, and salary schedules for all regular Town positions for approval by Town Meeting, with the exception of:
 1. jobs under the direction and control of the School Committee, provided that school employees may be included in the Plan as requested by the School Committee; and
 2. positions filled by popular election, provided that the Board shall make recommendations regarding salaries for elective positions prior to the annual Town Meeting as requested by the Selectmen.
- b) Recommend non-wage provisions governing the positions under the Plan for approval by the Town Meeting, including such items as vacations, hours, days, and weeks of work, insurance benefits, leaves of absence, sick leave, military leave, jury duty, worker's compensation, overtime, etc.
- c) Periodically review job descriptions for all positions included in the Plan to ensure they are properly classified.
- d) Review at reasonable intervals job classification rates of pay under the Wage and Salary Classification Plan, taking into account such factors as pay rates for like jobs in Massachusetts towns comparable to Concord, pay rates for like jobs in private industry in the Concord area, and current cost-of-living indexes; and make recommendations as appropriate to the Town Meeting.
- e) Approve new job titles and re-classifications of existing jobs, and establish minimum and maximum wage or salary brackets therefor, to be effective until the time of the next vote of the Town Meeting thereon.
- f) Receive from the Personnel Director a monthly report of all appointments to positions under the Wage and Salary Classification Plan, and establish policies governing the appointment or reassignment of new employees at a starting rate higher than the minimum rate under the Plan.
- g) Establish policies and procedures from time to time as necessary for administration of the Plan.

- h) Receive the appeal of any employee aggrieved by the operation of any provision of the Wage and Salary Classification Plan or aggrieved by any action of the appointing authority, investigate and consider the disputed questions involved, hold private or public hearings as appropriate, render a decision, and take action relative to the dispute as may be authorized under the Plan.
- i) Resolve all questions and disputes relative to interpretation of the provisions of the Plan as may be referred to the Board by employees and officials of the Town.
- j) Provide policy advice to the Town Manager on collective bargaining matters on request.

RECOMMENDATIONS FROM PERSONNEL STUDY TASK FORCE REPORT

For Personnel Board: Please also refer to PSTF Report Appendix J for info re other towns

Approved by Board of Selectmen
June 24, 1985

Existing in black

Proposed revisions in red

APPENDIX Q

ADMINISTRATIVE CODE COMMITTEE CHARGE PERSONNEL BOARD

A. Membership

Five members appointed by the ~~Board of Selectmen~~ **Select Board** with staggered three-year terms. **At least some members shall have professional or personal experience or expertise in personnel administration and/or finance, or related field; the latter to better ascertain and understand the financial impact of proposals on both the Town and employees.** The **Personnel** Board elects a chairman and clerk **from among its members.**

B. Duties and Responsibilities

The Personnel Board shall have responsibility for the administration of the Personnel Bylaw (Wage and Salary Classification Plan) of the Town, including the following:

- a) **In cooperation with the Town Manager and Human Resources Director,** establishes job classifications, minimum and maximum wage brackets, and salary schedules for all regular Town positions for approval by Town Meeting, with the exception of:
 1. jobs under the direction and control of the School Committee, provided that school employees may be included in the Plan as requested by the School Committee; and
 2. positions filled by popular election, provided that the Board shall make recommendations regarding salaries for elective positions prior to the annual Town Meeting as requested by the Selectmen.
 3. **Employees with personal employment contracts.**
- b) **In cooperation with the Town Manager and Human Resources Director,** recommends non-wage provisions governing the positions under the Plan for approval by the Town Meeting, including such items as vacations, hours, days, and weeks of work, insurance benefits, leaves of absence, sick leave, military leave, jury duty, workers' compensation, overtime, etc.
- c. **Provides a written recommendation to Town Meeting about any Warrant Article pertaining to non-union employees and/or employees affected by the Personnel Bylaw.**
- d. Periodically reviews job descriptions for all positions included in the Plan to ensure they are properly classified.

- e. Reviews at reasonable intervals job classification rates of pay under the Wage and Salary Classification Plan, taking into account such factors as pay rates for like jobs in Massachusetts towns comparable to Concord, pay rates for like jobs in private industry in the Concord area, ~~and current cost-of-living indexes,~~ **and current rates of pay for like jobs for unionized employees in Concord Town and School positions;** and make recommendations as appropriate to the Town Meeting.
- f. Approves new job titles and re-classifications of existing jobs, and establish minimum and maximum wage or salary brackets therefor, to be effective until the time of the next vote of the Town Meeting thereon.
- g. Receives from the Personnel Director a monthly report of all appointments to positions under the Wage and Salary Classification Plan, **and such other reports as determined by the Personnel Board, such as Staffing Reports, Training Programs, Employee Retention, gender equity analysis, and DEI recruitment efforts.** ~~and establish policies governing the appointment or reassignment of new employees at a starting rate higher than the minimum rate under the Plan.~~
- h. **In cooperation with the Town Manager,** establishes **and promulgates** policies and procedures from time to time as necessary for administration of the Plan.
- i. **Conducts at least one meeting annually with non-unionized employees, and such other meetings as may be deemed warranted.**
- j. Receives the appeal of any employee aggrieved by the operation of any provision of the Wage and Salary Classification Plan or aggrieved by any action of the appointing authority, investigates and considers the disputed questions involved, holding private or public hearings as appropriate, rendering a ~~decision~~ **recommendation to the Town Manager** and takes action relative to the dispute as may be authorized under the Plan.
- k. **Upon request of the Town Manager, provides input into the hiring and annual performance review of the Human Resources Director, who provides staff assistance to the board.**
- l. Resolves all questions and disputes relative to interpretation of the provisions of the Plan as may be referred to the Board by employees and officials of the Town.
- m. Provides policy advice to the Town Manager on collective bargaining matters on request.

Personnel Board Charge

Vision Statement

The Town of Concord desires to have personnel policies and procedures and a Bylaw that promotes the ability to recruit and retain employees.

Purpose and Scope

The Personnel Board is to administer the Personnel Bylaw ensuring the Personnel Bylaw establishes an equitable and efficient system of personnel administration for Concord's non-union employees. (Except for elected officers, employees with personal contracts, employees covered by a collective bargaining agreement, and employees of the school department, all Town departments and positions shall be subject to the provisions of the Personnel Bylaw.)

In addition, the Personnel Board may serve in an advisory capacity to the Town Manager, HR Director, Select Board and any other entity the Personnel Board deems appropriate. Furthermore, the Personnel Board may pursue initiatives that supports and or clarifies the Personnel Bylaw or is consistent with strategic human resources matters that support the Personnel Bylaw.

Personnel Board Authority

The following establishes the authority of the Personnel Board:

- M.G.L., C.41, Section 108A---classification of positions; compensation plans; rules and regulations
- M.G.L., C.40, Section 21A---powers of cities and towns; regulation of working conditions of employees
- M.G.L., C.41, Section 108C---Bylaws pertaining to administration of personnel consolidation
- M.G.L., C.149, Section 105A---2018 Massachusetts Equal Pay Act
- M.G.L., C.30A, Section 20---Massachusetts Open Meeting Law
- Concord Town Charter, Section 2, Paragraph B---Personnel Board establishment
- Personnel Bylaw---establishes an equitable and efficient system of personnel administration

The Personnel Board's authority is limited by the provisions of the Personnel Bylaw.

Membership

The Personnel Bylaw is administered by a Personnel Board consisting of five (5) members. Members of the Personnel Board are appointed by the Board of Selectmen. Specific exclusions for serving as a Personnel Board member are specified in the Personnel Bylaw.

Members are expected to have previous relevant human resources experience.

Board Governance

The Personnel Board has no decision-making authority, but as specified in the Personnel Bylaw, the Town Manager, with the Personnel Board, do have joint authority for adopting policies and procedures to implement and interpret the Bylaw.

The Personnel Board is to meet regularly as necessary; and at least three (3) members are necessary for a quorum.

Consistent with the provisions of the Massachusetts Open Meeting Law, executive sessions may be allowed.

Each year the Personnel Board is to elect leadership positions as specified by the Personnel Bylaw.

Modifications to the Personnel Board Charge must be approved by the Select Board.

DRAFT

Activities, Duties, and Responsibilities

Overview--The Personnel Board is responsible for the administration of the Personnel Bylaw including:

- Reviewing and temporarily approving job classifications and compensation plans
- Recommending Classification and Compensation Plans (often referred to as the “Wage and for approval at Town Meeting
- Recommending non-wage provisions including such items as vacations; hours, days, and weeks of work; insurance benefits, leaves of absence—sick, military, jury duty; worker’s compensation; overtime; etc. for approval at Town Meeting
- Establishing policies and procedures in conjunction with the Town Manager as necessary to implement and interpret the provisions of the Personnel Bylaw
- Hearing and taking appropriate action of the appeal of any employee aggrieved by the operation of any provision of the Personnel Bylaw
- Serving in an advisory capacity to the Town Manager, HR Director, Select Board and any other entity the Personnel Board deems appropriate; furthermore, the Personnel Board may pursue initiatives that supports and or clarifies the Personnel Bylaw or is consistent with strategic human resources matters that pertain to the human resources administration in Concord, e.g., recruiting and retention, benefits, infrastructure, career development, employee and management training, etc.

See the Personnel Bylaw for specific activities, duties, and responsibilities required of the Personnel Board.

Standard Committee Procedures

The Chair is responsible, in collaboration with the HR Director, for a meeting agenda and supporting agenda material, if any; ensuring the publication on the Concord.gov web is consistent with the Massachusetts Open Meeting law.

A majority vote of the Personnel Board, present at the meeting or on Zoom, is necessary for the approval of any motion. On-line (Zoom) meetings are permissible, until revoked by the Massachusetts legislature, for board member participation including voting.

The Personnel Board is to ensure publication of meeting minutes consistent with the Massachusetts Open Meeting Law.

The HR Director is responsible for supporting the Personnel Board and will collaborate with the Personnel Board in identifying relevant employee summary data and a schedule for the distribution of this data to the Personnel Board.

The Town Manager provides advice, assistance, and information to the Personnel Board as it may require to discharge its function; including, consistent with privacy laws, access to all facts, figures, records, and other information pertaining to Town departments and positions.

Termination of Membership

Normal rotation—the maximum length of service on the Personnel Board is three-terms of three-years.

Select Board removal—The Town Charter authorizes the Select Board to remove, after such hearing as the Select Board deems desirable, any board member appointed by the Select Board. There is no appeal process.