

TOWN OF CONCORD PERSONNEL BOARD

AGENDA

Wednesday, June 14, 2023

5:15 p.m.

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

<https://us02web.zoom.us/j/83532728276?pwd=akdYb1hUVzBDQVNNUDFvY0ZaWEJGZz09>

Dial: 833 548 0282 US Toll-free

Meeting ID: 835 3272 8276

Passcode: 909519

- 1. Call to Order**

- 2. Approval of Minutes**
 - April 26, 2023
 - May 24, 2023

- 3. Compensation and Classification Study Implementation Update**
 - Classification and Compensation Plan – Effective July 1, 2023
 - FY24 Salary Increase Plan

- 4. Discussion of Personnel Board Charge**
 - Draft Personnel Board Charge

- 5. Public Comment**

- 6. Calendar of Meetings**

- 7. Adjournment**

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

Documents anticipated for review/discussion at meeting:

- Minutes of April 26, 2023
- Minutes of May 24, 2023

Proposed Motions for Actions Requested
June 14, 2023 - Personnel Board Meeting

- 1. Call to Order**
 - Chair: Call the meeting to order at _____
 - Roll call vote of members present

- 2. Approval of Minutes**
 - Move to approve the minutes of April 24, 2023
 - Move to approve the minutes of May 26, 2023

- 3. FY24 Salary Increase Plan**
 - Move to adopt the proposed FY24 Salary Increase Plan

- 4. Public Comment**

- 5. Adjournment**
 - Move to adjourn

TOWN OF CONCORD PERSONNEL BOARD - MEETING MINUTES

Wednesday, April 26, 2023 5:15 p.m.

Select Board's Room, Town House & Zoom Video Conference
<https://us02web.zoom.us/j/81197242012?pwd=YWhZZEJlVHplS0hYNkEyTWJjanVYQT09>

Dial: 833 548 0282 US Toll-free

Meeting ID: 811 9724 2012

Passcode: 166295

MEMBERS PRESENT: Bill Mrachek, Nancy Crowley, Liz Cobbs, Kate Ryan. Also in attendance in the room: Kerry LaFleur (Town Manager), Amy Foley (HR Director), Mark Howell (incumbent Select Board Member). Terri Ackerman (SB liaison) attended online.

ABSENT: Joe Emeric

MEETING MATERIALS: 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 fr/ 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
- Current charge, Bill's draft, other Town examples, comparisons

Meeting was called to order at 5:17pm by Bill Mrachek. Roll call confirmed that the Personnel Board had a quorum.

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

- **November 22, 2022:** These minutes had been out to seek legal review. Minor changes were made to terminology, as this meeting dealt with employee concerns, seeking Personnel Board review. Approved. Nancy Crowley made a motion to approve, Kate Ryan seconded. Bill Mrachek and Liz Cobbs agreed.
- **December 5, 2022:** These were the summary of the presentation to the Select Board. Approved. Terri Ackerman and Liz Cobbs to collaborate to ensure that Select Board Minutes reflect the agreements in Personnel Board Executive Summary. Nancy Crowley made a motion to approve, Kate Ryan seconded. Bill Mrachek and Liz Cobbs agreed.

- April 12, 2023: Agreement on the new format. Approved. Nancy Crowley made a motion to approve, Kate Ryan seconded. Bill Mrachek and Liz Cobbs agreed.

As of April 23, 2023, all PB minutes are up to date.

AGENDA ITEM 3: CLASSIFICATION & COMPENSATION STUDY UPDATE

- Status of Employee Requests for Position Classification Reconsideration
- Recommendations from HR Director & Town Manager
- Employee Comment
- Public Comment

Amy Foley presented the current (final) version of the C&C plan as proposed by GovHR. This plan has the support of the HR department, the Town Manager and the Select Board. The draft Article 5 Motion Handout will be discussed at Town Meeting on April 30, 2023. Final changes included stem from discussions with employees about specific changes to positions that would impact the overall plan. Specifically, the changes:

- Encompass position changes, where their additional duties were rolled into the new position that had not been captured in the earlier draft.
- GovHR provided preliminary recommendations that supported Concord’s decision-making.
- Initially, there had been ~ 50 requests for reconsideration that came from employees.
 - Currently, there were 6 employees without a recommendation on their requests yet.
 - Dept. heads have been regularly involved—with 26 employees.
 - Communication with employees progressed with emails, meetings (including Dept. leads)
 - After changes were made, an overall equity assessment across departments was reviewed.
- Next step: HR Dept made recommendations for the Town Manager.
 - Some are new positions, or new titles that were recommended.
 - Some changes were not agreed to—there were some positions that would impact the plan; these were handled first.
 - One position change for the Buildings Commissioner was brought to public hearing and is in the Finance Committee report it was Grade 14. Now, it’s that specific position has been moved in the plan to Grade 15.
 - We did streamline positions and titles, but not as much as we had expected to do—
 - E.g. one “request for reconsideration” looked at how the prior title was a better fit for the job that so we returned it to the prior title.
- Noted that while the Handout for Town Meeting is not ideal, it is an approved process for sharing information at Town Meeting, especially when it had been impossible to have all the final work done by the time the Town Warrant was to be printed. This process was approved by the Town Moderator. Also recognized that other handouts for Town meeting 2023 included the Town budget and the Education budget.
-

- Discussion re: the implementation process that will proceed rapidly after the Town Meeting.
 - Once the budget for salaries is approved (after Town Meeting, in agreement with Town Manager and the Finance Committee), the focus will be to get the compensation plan in place for July 1, 2023.
 - The first step will include providing salary increases for employees that are lower than the new salary ranges. Where in the range these employees will be brought depends on the overall budget, discussions with department leaders and Town Manager.
 - Expectation is that the Personnel Board will be responsible to review the plan at the June 14th PB meeting.
 - There will also be a focus on how to recognize long serving employees.
 - In the C&C study from GovHR, there was no review of comparable salaries in the private sector. Noted that without that information, it may be hard to hire the appropriate skills, e.g., re: engineers in Public Works department.
- Communication: In terms of how employees were engaged in the overall C&C study and plan process, there were a variety of communication avenues employed: meetings were held, meetings were available to watch as recordings; meetings with department heads to prepare them to speak with their teams. Public meetings for all employees were held (note that morning sessions are usually better attended than those held later in the day).
- Implementation Plan:
 - The work to implement the plan involves an assessment of each position and the salary of the person in that position.
 - Personnel Board notes that the salary ranges do not provide enough information to guarantee that the Mass Equity Pay Act (MEPA) is followed. Recommended that Joe Emeric work with HR director to organize information in a format that will confirm the town is in compliance with MEPA.

Public Comments solicited; no comments received. Select Board Liaison Terri Ackerman confirmed that the Select Board is in agreement with Articles 4 and 5.

Agenda item 4: Town Meeting Preparation / Warrant Article #5 Motion; Town Meeting Presentation

- Goal tonight is to approve the Articles 4 and 5. Nancy Crowley made a motion to approve, Kate Ryan seconded. Bill Mrachek and Liz Cobbs agreed.
- To prepare for questions at Town Meeting, it was confirmed that the broad/top 3 reasons for undertaking the new Classification & Compensation plan include:
 1. An effort to put all positions in one group---equity in a different way than before, where traditionally blue- and white-collar positions were included under one system.
 2. Checking in on duties and responsibilities for all positions –at the same time. This plan allows us to look at all positions together. We can see that the town has grown and changed over time.

3. Concord wanted to be competitive comparatively—and looked to provide continued growth for town employees.

Agenda Item 5: Personnel Board Charge Discussions

- Agreement that we will need to move quickly after Town Meeting to address the Charge of this committee.
 - Bill Mrachek has drafted one new version.
 - Agreement to also review Charges of other towns and of other Committees with Charges from within Concord (e.g., Finance committee).
 - The Personnel Study Task Force Report, Appendix J, also provides examples of other town’s charges.
- There is both a ByLaw and a Charge for the Personnel Board: agreement that we must confirm the role of each and communicate publicly the role of each. For clarity, one place where the public can easily understand the responsibilities of the Personnel Board would be best.
- Recognition and agreement that the Select Board must be aligned with/ approve the changes to the Charge. Personnel Board must present to Select Board our recommendations.

Recognition of Nancy Crowley’s excellent service on the Personnel Board. After 9 years of service, we appreciate all of the support Nancy has provided for the Town and the employees of the Town. A wonderful colleague!

Adjournment: Nancy Crowley made a motion to approve, Kate Ryan seconded. Bill Mrachek and Liz Cobbs agreed.

TOWN OF CONCORD PERSONNEL BOARD- MEETING MINUTES

Wednesday, May 24, 2023 5:15 p.m.

Select Board's Room, Town House & Zoom Video Conference <https://us02web.zoom.us/>

1. Call to Order:

- Bill M. called the meeting to order at 5:18pm.
- In person attendance: Bill Mracheck, Kate Ryan, Liz Cobbs, Joe Emeric. Also attending: Kerry LaFleur (Town Manager), Kimberly Crum (interim HR Director).
- Note: we have a newly assigned person to come on the Personnel Board, Ms. Pamela Talbot. Ms. Talbot was assigned to the Personnel Board by the Select Board. She has not yet been sworn in yet, but we expect her to be able to attend the meeting on June 14th.

2. Approval of Minutes:

- April 26, 2023, Meeting Minutes were not fully distributed to all members of the Personnel Board. Agreement to delay approval of the 4/26/2023 minutes until all members had time to review.

3. Compensation & Classification Study Implementation Update:

- Kerry LaFleur introduced Ms. Kimberly Crum, who will be working with Concord as interim HR Director. Ms. Crum comes with a great depth of experience in various roles in town and city government in Florida, taking this assignment through GovHR.
- In terms of the C&C Plan implementation, the Town Manager's office has continued to work on implementing the plan since the Town Meeting's approval. Now with Ms. Crum's support, we will be very busy, but expect to implement the plan on time for July 1st.
- Specific areas of focus include: 1) ~ 25 individuals who are below the salary range associated with the position under the new C&C plan; 2) working with Department heads to ensure that the impact of the new plan is understood for/by each employee; 3) to work with the Finance Committee so that the allocated budget for non-union regular employees of Concord is appropriately managed under the new Classification and Compensation Plan.
- Personnel Board had wide-ranging discussion to understand Ms. Crum's experience and to re-iterate the Personnel Board's interest in a successful transition to the new plan, while also noting that the Board's agreement to the plan came with two "parking lot" issues that required attention during the implementation phase of the program: 1) Gender Equity needs to be reviewed as the new plan is implemented; 2) As the plan goes forward, a consistent, equitable and transparent process for merit salary increases will be required before salary increases are driven by a merit-based system.
 - Regarding merit-based salary increases, Ms. LaFleur noted that the town has a system in place to review performance that has not been fully utilized due to the Covid Pandemic. Ms. LaFleur suggests that this system would be good to keep in place and use consistently, with an eye in future to update the merit-based

assessment process. Noting that for this year, there will be a 3% range increase across the board for all non-union regular employees.

- For next steps, Personnel Board agreed to meet June 14, and reserve time for a second June meeting on June 21st to support appropriate timing for passage of the implementation plan/FY24 Salary Increase Policy.

4. Discussion of Personnel Board Charge:

- Discussion initiated with a review of the Personnel Board ByLaw and the Charge: are both documents necessary? Agreement that both documents need to be updated, and that they both need to be aligned.
 - Recognition that the Select Board would have to sign-off on any changes to the Personnel Board Charge, and Town Meeting approval is required to confirm changes to the ByLaw.
 - Noted that the timing of the ByLaw changes make it challenge to effect quickly, but that the ByLaw changes should be reviewed and available with recommended changes by the end of this year (12/2023) to assure we are ready for the Town Meeting process in early 2024. Recognition that any changes would have to have review of the Select Board, legal review (likely) and agreement with the Town Manager. These steps will take time.
- In terms of updating the Charge:
 - Recognition that we are behind deadlines for this work as per the December 5th presentation to the Select Board.
 - Agreement that the Charge can serve as the key go-to document, where townspeople, town employees and the public overall can read and understand the goals and responsibilities of the Personnel Board.
 - Agreement that there are several different places to look at committee Charges—other town’s Personnel Board Charges, recommended changes in Appendix Q of Personnel Study Task Force Report and also Charges from other Concord Committees, as well as with help from the Select Board for their input.
 - Co-Chair Bill Mrachek has also drafted changes to the Charge, which we will circulate for discussion at the next meeting.
 - Co Chair Liz Cobbs also supported the communication role that a Charge should serve for the town, also emphasizing that the Charge should align with what the Select Board’s goals are for the Town overall and specifically what work they delegate to the Personnel Board.
 - To organize the Charge, it was suggested that we outline mission and vision statements to start. Then, we might look to use the four categories of issues that organized the Personnel Board presentation to the Select Board in December 2022, including a) Communications; b) Governance; c) Human Resources; d) Employee Relations.
 - Example of the Mission/Vision statements was read out as follows:

Vision Statement:

The Town of Concord desires to have personnel policies and procedures, and a Personnel By Law, that support and sustain a healthy work environment for Town employees. We endeavor to become a welcoming community with a strong reputation of fair, consistent and equitable leaders who foster teamwork, embrace all employees, supporting their growth and development towards excellence in all fields of municipal governance.

Mission Statement (like current statement in the Charge):

In support of this Vision, the Personnel Board is a volunteer Board that serves in both an advisory role to the Select Board and to the Town Manager. The Personnel Board is also responsible for providing oversight in the administration of the Personnel Bylaw, ensuring that the Bylaw establishes an equitable and efficient system of personnel administration for Concord's non-union employees.

Purpose and Scope:

Here, it might be useful to use the 4 categories: Communication, Governance, Human Resources, and Employee Relations to outline what we are tasked to do by the Select Board.

- Final agreement that more work is required to finalize both the Charge and the ByLaw. Preliminary thoughts to set up sub-committees that would work on the Charge (Bill/Liz) and the ByLaw (Joe/Kate). Recognition that with only two committee members meeting at a time, there would be no violation of the open meeting law.

5. Adjournment:

Bill Mrachek called the meeting at 6:55pm. Kate Ryan seconded the motion. Joe Emeric, Liz Cobbs agreed.

CLASSIFICATION AND COMPENSATION PLAN

Effective July 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
	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
	Beede Center General Manager				
	IT Operations Manager				
	Natural Resources Director				
	Police Lieutenant				
	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				
	Financial Manager/Accountant				
	Town Clerk				
	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
	Budget & Purchasing Director				
	Business Manager				
10	Deputy Treasurer/ Collector				
	GIS Program Manager				
	Operations Manager				
	Sustainability Director				
	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
	Media Manager				
9	Municipal Archivist/Records Manager				
	Public Health Nurse				
	Public Works Supervisor				
	Senior Public Works Engineer				
	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
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 Power Supply & Rates Administrator	<i>Annual</i>	\$121,763	\$146,120	\$170,477
		<i>Hourly</i>	\$58.54	\$70.25	\$81.96
LP-13	Lead Electrical Engineer Line Supervisor	<i>Annual</i>	\$113,797	\$136,552	\$159,307
		<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 Senior Network Engineer	<i>Annual</i>	\$99,403	\$119,278	\$139,152
		<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)

DRAFT/PROPOSAL

FY24

Salary Increase Plan

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

Classification and Compensation Plan for Regular Status Positions

Approved at Annual Town Meeting April 30, 2023

Effective July 1, 2023

Scope & Limitations

During Fiscal Year 2024, base pay increases will be provided to regular-status employees who hold a position classified in one of the above-listed pay grades, subject to the following limitations:

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

Increase Schedule

7/1/2023 Base Wage Increases

Effective 7/1/2023, the following increases will be granted:

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

If an employee's overall performance is at a "Needs Improvement" level as of July 1, 2023, the Town Manager shall review the individual circumstances and may delay the increase effective date until satisfactory performance is achieved, and/or withhold or decrease the amount of the increase.

If an employee's overall performance is at an "Unsatisfactory" level as of July 1, 2023, the employee will not receive a salary increase in FY24.

Completion of In-Training Period after 7/1/2023 and before 7/1/2024

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

Approved by Town Manager and Personnel Board on xx/xx/xxx DRAFT

Personnel Board Charge

DRAFT

Vision Statement:

The Town of Concord desires to have personnel policies and procedures, and a Personnel By Law, that support and sustain a healthy work environment for Town employees. We endeavor to become a welcoming community with a strong reputation of fair, consistent and equitable leaders who foster teamwork, embrace all employees, supporting their growth and development towards excellence in all fields of municipal governance.

Purpose and Scope:

In support of this Vision, the Personnel Board is a volunteer Board that serves in both an advisory role to the Select Board and to the Town Manager. The Personnel Board is also responsible for providing oversight in the administration of the Personnel Bylaw, ensuring that the Bylaw establishes an equitable and efficient system of personnel administration for Concord's non-union, regular employees.

Membership:

The Personnel Board is to consist of five volunteer members, appointed by the Select Board. Each member will serve staggered three-year terms, with a limit of 9 years (or three terms) for any one person to serve on the Personnel Board. Select Board approval of second and third terms is required. The Board is to elect a chairperson from the five members. At least some members shall have professional or personal experience or expertise in personnel administration and/or finance, or a related field; the latter to better ascertain and understand the financial impact of proposals on both the Town and employees.

Note: in Chelmsford, the Personnel Board has one member who is elected from amongst current town employees. Considering our goal to improve communications and trust with employees, we might consider this approach?

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 the Human Resources Director, the Personnel Board will review and establish job classifications, minimum and maximum wage brackets, and salary schedules for all non-union, 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 Personnel Board shall make recommendations regarding salaries for elective positions prior to the annual town Meeting as requested by Select Board.
 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 written recommendation to the Town Meeting about any Warrant Article pertaining to non-union employees and/or employees affected by the Personnel Bylaw.
- d) Reviews job descriptions for all positions included in the Plan to ensure they are properly classified and align with the overall HR strategy for the Town.
- 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 comparable Massachusetts' towns, pay rates for like jobs in private industry in the Concord area, cost-of-living indexes and current rates of pay for the like jobs for unionized employees in Concord Town and School positions, and make recommendations as appropriate to the Town Meeting.
- f) The Personnel Board will receive the appeal of any employee aggrieved by the operation of any provisions of the Classification and Compensation Plan, or those aggrieved by any action of the appointing authority. The Personnel Board will investigate and consider the disputed questions involved, holding private and/or public hearings as appropriate, rendering a recommendation to the Town Manager and the Select Board to take action relative to the dispute as may be authorized in the Classification and Compensation Plan.
- g) Upon request of the Town Manager, provide input into the hiring and annual performance review of the Human Resources Director, who provided staff assistance to the Personnel Board.
- h) The Personnel Board will resolve all questions and disputes relative to interpretation of the provisions of the Classification & Compensation Plan as may be referred to by the employees and officials of the Town.
- i) Personnel Board to provide policy advice to the Town Manager on collective bargaining matters.

Communication: In support of overall town governance, town citizens and town employees, the Personnel Board will be responsible for regular communications with each stakeholder group.

- The Personnel Board will serve as a key support for the Town Manager and Select Board in communicating relevant information about procedural changes (e.g. with the Bylaw).
- The Personnel Board will support the development and maintenance of an Employee Handbook.
- Working with the Town Manager and HR Director, the Personnel Board will support development of a regular communication strategy to share information on basic employment data, and recognize outstanding service by town employees.

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

- The Personnel Board is to meet at a regular, scheduled time with meeting date/times posted on the town website. Meeting materials will be posted on the town website at least five (5) days prior to the scheduled meeting date.
- At least three (3) members of the committee are necessary for a quorum. Under current Massachusetts public meeting law, attendees can join in person or via webcast.
- Consistent with the provision so the Massachusetts Open Meeting Law, executive sessions are allowed.
- Each year, the Personnel Board is to elect leadership positions as specified in the Personnel Bylaw.
- Any changes to the Personnel Board Charge must be approved by the Select Board.
- Any changes to the Personnel Board Bylaw must be approved by Town Meeting.

Human Resources: In support of the Town Manager and the HR Department, the Personnel Board shall work regularly, with supporting data, to identify and rectify challenges with recruitment, employee turnover, performance review processes. In all these advisory capacities, the Personnel Board shall work to stabilize a diverse, equitable and inclusive workforce.

- The monthly HR Dashboard will be jointly designed between the HR Department and the Personnel Board, with approval from the Select Board and the Town Manager. Once established, HR Dashboard will be reviewed annually to confirm ongoing relevance, and updated as needed.
 - The monthly Dashboard to include new appointments to positions, updates on training programs, gender equity analysis, staffing information (hires/departures/exit interviews/retention rates, etc.) and adherence to DEI policies for hiring and retention practices.

Employee Relations: The Personnel Board will support non-union, regular town employees in developing and maintaining a positive work culture and environment. The Personnel Board will hold regularly scheduled meetings (XX/year) with non-union regular employees with the express goal of supplementing knowledge of employee satisfaction and employee morale.

- Employee satisfaction: In addition to monthly dashboard updates, meetings with non-union regular town employees will seek to engage employees at all levels, providing another avenue for open communication. Knowledge gained from meetings will be brought back for Personnel Board discussion and advice for the Select Board and the Town Manager.
- Employee morale: Through regularly scheduled meetings, the Personnel Board shall seek to understand and support the development and maintenance of a positive work culture for all non-union regular employees.