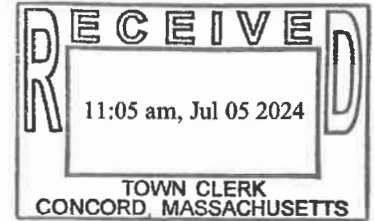


**TOWN OF CONCORD PERSONNEL BOARD
AGENDA**



Wednesday, July 10, 2024

5:30 p.m.

Select Board Meeting Room, Townhouse & Zoom Video Conference

Join Zoom Meeting

<https://us02web.zoom.us/j/89952844244?pwd=fxrnVAI18naaiBBTSa0tgfHsbaa64x.1>

Meeting ID: 899 5284 4244

Passcode: 648091

- 1. Call to Order**
- 2. Approval of Minutes**
- 3. Discussion and vote FY25 Salary Increase Plan**
 - Approve Amendments to PPP #10.2
 - Approve FY25 Salary Increase Plan
 - Approve Step Plan
 - Vote to Eliminate PPP #10.6
- 4. Amendments to Policies Carried Over at the time of 2024 Personnel Bylaw Approval PPP #43**
 - Removal of Vacation Leave Section 13
 - Removal of Bereavement Leave Section 14
 - Elimination of Longevity Section 10.6
- 5. Discussion of Personnel Board Charge and Timeline**
- 6. Adjournment**

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

TOWN OF CONCORD
Personnel Policy and Procedure #10.2

Increases Within the Salary Ranges Pay

Philosophy and Salary Administration

*Adopted by the Town Manager & Personnel Board
Last Revision Effective: May 30, 2018*

Purpose and Scope

The purpose of this document is to establish salary administration policies and procedures for the administration of Section 10.2 of the Personnel Bylaw based on the Town's adopted Pay Philosophy and -regarding salary increases within the salary ranges specified in the Compensation Plan. ~~Where noted, this policy and procedure also adopts certain monetary rewards to recognize unusual circumstances in accordance with Section 10.3 of the Personnel Bylaw.~~

Town of Concord Pay Philosophy

The Town of Concord strives to consistently recruit the most capable employees to serve Concord residents and to retain those qualified experienced employees, thereby maximizing the investment it has made in developing the skills, institutional and community knowledge acquired during their tenure.

The Town acknowledges its Pay Philosophy plays a key role in these efforts and reflects its aim to compensate all employees at a competitive rate for their level and experience at the time of hire and to account for potential variations in the level of contribution, skill and experience where necessary.

One of the key building blocks of Pay Philosophy is a Classification and Compensation Plan that is based on establishing internal equity among employees across Departments in the Town as well as external equity or competitiveness by comparing the compensation of Concord employees against market data for comparable Towns. As part of the FY24 Classification and Compensation Study the Town established that the minimum pay rates for each position would be set at the 85th percentile of those surveyed, in recognition of the Town's expectation of exceptional service delivery. Additionally, the midpoint pay rates for each position are set at full market rates, allowing employees who make a long-term commitment to the Town to earn a base pay of over market rates.

In order to remain competitive, the Town commits to a periodic review of market conditions in comparable communities, and to make adjustments as needed, subject to availability of funding.

Further, it is anticipated that employees will start at the minimum pay rate for their classification, except for these situations:

- A candidate who possesses an exceptional background and qualifications.
- In a labor market where it is not possible to attract qualified candidates at the minimum rate
- As a result of a promotion where the employee's current compensation is higher than the minimum of the new range.

Salary advancement between the hiring rate and the maximum of the pay range occurs throughout the employee's tenure with the organization, through:

- Annual advancement through the steps assigned to their pay range
- Merit pay through a criteria-based evaluation system, with larger increases for those with exceptional performance.

Salary increases received through step progression are added to base salary. Any salary adjustments for employees who have reached the maximum of their pay grade will be awarded as a one-time payment not included in base pay.

Merit pay increases will be awarded as a one-time payment not included in base pay.

Policy

The permanent base-salary for all employees holding a position in the Town's Classification and Compensation Plan must always be within the approved salary range for that position (note that base-salary does not include longevity or other special pays granted in accordance with the ~~Personnel Bylaw~~ Town Policy). Subject to available funds, an employee may be granted salary increases in the situations detailed below, up until the point where his/her base salary meets to the maximum of his/her position's the approved pay salary range of the position:

1. Completion of In-Training Period

Upon successful completion of an employee's in-training period and when an employee's salary is below Step 5 of the pay range assigned to their position, the Town Manager may increase that individual's base-salary by up to 5.0% one step based on performance, available funds, or any other relevant factors. ~~the Town Manager determines to be relevant to the position.~~

~~If an employee successfully completes his/her in-training period after it was extended in accordance with the Personnel Bylaw, the Town Manager may, based on the circumstances, grant the salary increase retroactively to the six-month service date rather than the date the employee completed the in-training period.~~

2. Annual Performance Evaluation Step Increase

~~An annual "performance" or "merit" increase may be granted to any employee who has completed his/her in-training period. Such increases are intended to progressively advance the employee's base salary through the specified range as may be appropriate for his/her position. These increases will be based upon the employee's annual performance evaluation and are contingent upon the employee achieving satisfactory performance. As one or more attachments to this policy, ~~Where available, a Step Pay Plan provides for predictable annual advancement through the pay grade.~~ The Town Manager and Personnel Board will issue a plan at the beginning of each Fiscal Year that specifies the amounts of these increases, how they are obtained, and when they will be granted.~~

3. Merit Pay

Merit pay is based on an employee's achievement using a criteria-based evaluation system specific to the employee's role, division and/or department. Merit pay provides a one-time payment, not included in base pay for exceptional performance. The Town Manager and Personnel Board will issue a plan at the beginning of each Fiscal Year that specifies the amounts of these increases, how they are obtained, and when they will be granted.

3.4. Structure Movement

There are two types of Structure Movement increases that may occur:

- 1) Town Meeting approves an across-the-board increase to the salary ranges contained in the Classification and Compensation Plan.
- 2) Town Meeting approves the adoption of a new or modified Classification and Compensation Plan.

When the salary range for one or more positions changes due to the circumstances listed above, the Town Manager and Personnel Board may issue a plan to provide employees with salary increases that recognize that "Structure Movement." Such increases are contingent upon the employee achieving satisfactory performance, except that no employee's salary shall go below the minimum of the range for ~~his/her~~the position. The plan for providing Structure Movement increases will be issued as one or more attachments to this policy, and may be combined with the plan for ~~Annual Performance Evaluation~~Step increases.

4.5. Additional Duties

At any time during the fiscal year, the Town Manager may increase an individual employee's base_salary (permanently or temporarily) when a significant change has been made in the duties and responsibilities assigned to that employee, but such changes would not justify a reclassification or Acting Pay. When such an adjustment is temporary, the employee's pay may exceed the salary range of ~~his/her~~their position;¹ however, prior approval of the Personnel Board must be obtained in order for an individual employee's base-salary to exceed the maximum of the range by more than 10%.

5.6. Salary Inequities

At any time during the fiscal year, the Town Manager may increase an individual employee's base_salary when an internal or market salary inequity exists.

6.7. Other Miscellaneous Adjustments

The Town Manager may grant other temporary or permanent salary adjustments when deemed appropriate due to circumstances not contemplated in this policy. With prior approval of the Personnel Board, the employee's pay may exceed the salary range of ~~his/her~~their position when such an adjustment is temporary.²

¹ Adopted in accordance with Section 10.3 of ~~the Personnel Bylaw~~ PPP #43.

² Adopted in accordance with Section 10.3 of ~~the Personnel Bylaw~~ PPP #43.

TOWN OF CONCORD
Personnel Policy and Procedure #10.2

Pay Philosophy and Salary Administration

*Adopted by the Town Manager & Personnel Board
Last Revision Effective:*

Purpose and Scope

The purpose of this document is to establish salary administration policies and procedures based on the Town's adopted Pay Philosophy and regarding salary increases within the salary ranges specified in the Compensation Plan.

Town of Concord Pay Philosophy

The Town of Concord strives to consistently recruit the most capable employees to serve Concord residents and to retain those qualified experienced employees, thereby maximizing the investment it has made in developing the skills, institutional and community knowledge acquired during their tenure.

The Town acknowledges its Pay Philosophy plays a key role in these efforts and reflects its aim to compensate all employees at a competitive rate for their level and experience at the time of hire and to account for potential variations in the level of contribution, skill and experience where necessary.

One of the key building blocks of Pay Philosophy is a Classification and Compensation Plan that is based on establishing internal equity among employees across Departments in the Town as well as external equity or competitiveness by comparing the compensation of Concord employees against market data for comparable Towns. As part of the FY24 Classification and Compensation Study the Town established that the minimum pay rates for each position would be set at the 85th percentile of those surveyed, in recognition of the Town's expectation of exceptional service delivery. Additionally, the midpoint pay rates for each position are set at full market rates, allowing employees who make a long-term commitment to the Town to earn a base pay of over market rates.

In order to remain competitive, the Town commits to a periodic review of market conditions in comparable communities, and to make adjustments as needed, subject to availability of funding.

Further, it is anticipated that employees will start at the minimum pay rate for their classification, except for these situations:

- A candidate who possesses an exceptional background and qualifications.
- In a labor market where it is not possible to attract qualified candidates at the minimum rate
- As a result of a promotion where the employee's current compensation is higher than the minimum of the new range.

Salary advancement between the hiring rate and the maximum of the pay range occurs throughout the employee's tenure with the organization, through:

- Annual advancement through the steps assigned to their pay range

- Merit pay through a criteria-based evaluation system, with larger increases for those with exceptional performance.

Salary increases received through step progression are added to base salary. Any salary adjustments for employees who have reached the maximum of their pay grade will be awarded as a one-time payment not included in base pay.

Merit pay increases will be awarded as a one-time payment not included in base pay.

Policy

The permanent base-salary for all employees holding a position in the Town's Classification and Compensation Plan must always be within the approved salary range for that position (note that base-salary does not include other special pays granted in accordance with Town Policy). Subject to available funds, an employee may be granted salary increases in the situations detailed below, up to the maximum of the approved salary range of the position:

1. Completion of In-Training Period

Upon successful completion of an employee's in-training period and when an employee's salary is below Step 5 of the pay range assigned to their position, the Town Manager may increase that individual's base-salary by one step based on performance, available funds, or any other relevant factors.

2. Step Increase

Where available, a Step Pay Plan provides for predictable annual advancement through the pay grade. The Town Manager and Personnel Board will issue a plan at the beginning of each Fiscal Year that specifies the amounts of these increases, how they are obtained, and when they will be granted.

3. Merit Pay

Merit pay is based on an employee's achievement using a criteria-based evaluation system specific to the employee's role, division and/or department. Merit pay provides a one-time payment, not included in base pay for exceptional performance. The Town Manager and Personnel Board will issue a plan at the beginning of each Fiscal Year that specifies the amounts of these increases, how they are obtained, and when they will be granted.

4. Structure Movement

There are two types of Structure Movement increases that may occur:

- 1) Town Meeting approves an across-the-board increase to the salary ranges contained in the Classification and Compensation Plan.
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When the salary range for one or more positions changes due to the circumstances listed above, the Town Manager and Personnel Board may issue a plan to provide employees with salary increases that recognize that "Structure Movement." Such increases are contingent upon the employee achieving satisfactory performance, except that no employee's salary shall go below the minimum of the range for the position. The plan for providing Structure Movement increases will be issued as one or more attachments to this policy and may be combined with the plan for Step increases.

5. Additional Duties

At any time during the fiscal year, the Town Manager may increase an individual employee's base salary (permanently or temporarily) when a significant change has been made in the duties and responsibilities assigned to that employee, but such changes would not justify a reclassification or Acting Pay. When such an adjustment is temporary, the employee's pay may exceed the salary range of their position;¹ however, prior approval of the Personnel Board must be obtained in order for an individual employee's base-salary to exceed the maximum of the range by more than 10%.

6. Salary Inequities

At any time during the fiscal year, the Town Manager may increase an individual employee's base salary when an internal or market salary inequity exists.

7. Other Miscellaneous Adjustments

The Town Manager may grant other temporary or permanent salary adjustments when deemed appropriate due to circumstances not contemplated in this policy. With prior approval of the Personnel Board, the employee's pay may exceed the salary range of their position when such an adjustment is temporary.²

¹ Adopted in accordance with Section 10 of PPP #43.

² Adopted in accordance with Section 10 of PPP #43.

**FY25
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 29, 2024
Effective July 1, 2024**

Scope & Limitations

For Fiscal Year 2025:

- Current Longevity payments for all regular, non-union employees will be added to base pay.
- Employees will enter the FY25 Step Pay Plan at the step closest to their base pay once longevity is added.
- Employees with satisfactory performance will move to the next available step in their salary grade.
- Employees will be evaluated for their placement within their salary grade, in light of tenure in position. Employees with a minimum of five years of service with the Town and a minimum of two years in their present position, will be provided additional step increases as follows:

Years of Service	CompaRatio Below 115%	CompaRatio Below 105%	CompaRatio Below 95%	CompaRatio Below 85%
More than 20	1 Step	2 Steps		
15-20		1 Step	2 Steps	
10-15			1 Step	2 Steps
5-10				1 Step

Such increases are subject to the following limitations:

- Funds must be available for such purpose;
- The employee’s overall performance must be at a satisfactory level, as determined and documented by the department head; and
- When base pay exceeds the approved salary range maximum for the position held, any pay amount over the maximum of the salary range will be paid in a one-time payment.
- If an employee’s overall performance is at a “Needs Improvement” level as of July 1, 2024, 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, 2024, the employee will not receive a salary increase in FY25.

Merit Pay

Merit pay is a compensation strategy where employees receive additional financial rewards for meeting or exceeding specific individual or team performance criteria and is sometimes referred to as pay-for-performance. The Town is adding Merit Pay as recommended in the Compensation and Classification Study implemented in FY24. Merit pay is a key differentiator for organizations, boosting motivation and engagement and fostering a culture of achievement. This additional pay opportunity attracts high performing employees and encourages existing employees to stay and grow.

During FY25, Human Resources will work with individual Departments/Divisions to collaboratively determine appropriate criteria for measurement of specific individual and team goals, which align with the

overall goals of the Town and provide optimal service delivery to Concord residents. Once approved, these efforts will inform Merit Pay for FY26.

For FY25, Merit Pay will be a cash payment, granted in the amount of 2% of each individual's FY25 Base Pay. Employees must be performing at a satisfactory level in order to receive Merit Pay.

Completion of In-Training Period after 7/1/2024 and before 7/1/2025

Employees hired prior to approval of this FY25 Salary Increase Plan will have 1% added to their base pay, prior to being placed into the Step Pay Plan. Evaluation of their performance will occur at the conclusion of their In-Training Period without regard to this adjustment.

Employees hired subsequent to approval of this FY25 Salary Increase Plan will not receive an adjustment upon completion of their In-Training Period unless the employee's base salary is below Step 5 of the pay range assigned to their position. For employees below Step 5, the Town Manager may increase that individual's base salary by one Step based on performance, available funds or any other relevant factors.

Approved by Town Manager and Personnel Board on July XX, 2024

FY25 Non-Union Step Pay Plan

Grade	MIN	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
18	\$ 66.43	\$67.76	\$69.11	\$70.50	\$71.91	\$73.34	\$74.81	\$76.31	\$77.83	\$79.39	\$80.98	\$82.60	\$84.25	\$85.93	\$87.65	\$89.41	\$91.19	\$93.00
17	\$ 62.08	\$63.32	\$64.59	\$65.88	\$67.20	\$68.54	\$69.91	\$71.31	\$72.74	\$74.19	\$75.68	\$77.19	\$78.73	\$80.31	\$81.91	\$83.55	\$85.22	\$86.91
16	\$ 58.02	\$59.18	\$60.36	\$61.57	\$62.80	\$64.06	\$65.34	\$66.65	\$67.98	\$69.34	\$70.73	\$72.14	\$73.58	\$75.06	\$76.56	\$78.09	\$79.65	\$81.23
15	\$ 54.22	\$55.30	\$56.41	\$57.54	\$58.69	\$59.86	\$61.06	\$62.28	\$63.53	\$64.80	\$66.09	\$67.42	\$68.76	\$70.14	\$71.54	\$72.97	\$74.43	\$75.91
14	\$ 49.06	\$50.04	\$51.04	\$52.06	\$53.10	\$54.17	\$55.25	\$56.35	\$57.48	\$58.63	\$59.80	\$61.00	\$62.22	\$63.46	\$64.73	\$66.03	\$67.35	\$68.68
13	\$ 46.72	\$47.65	\$48.61	\$49.58	\$50.57	\$51.58	\$52.61	\$53.67	\$54.74	\$55.83	\$56.95	\$58.09	\$59.25	\$60.44	\$61.65	\$62.88	\$64.14	\$65.41
12	\$ 44.49	\$45.38	\$46.29	\$47.21	\$48.16	\$49.12	\$50.10	\$51.11	\$52.13	\$53.17	\$54.23	\$55.32	\$56.42	\$57.55	\$58.70	\$59.88	\$61.08	\$62.29
11	\$ 42.38	\$43.23	\$44.09	\$44.97	\$45.87	\$46.79	\$47.73	\$48.68	\$49.65	\$50.65	\$51.66	\$52.69	\$53.75	\$54.82	\$55.92	\$57.04	\$58.18	\$59.33
10	\$ 40.99	\$41.81	\$42.65	\$43.50	\$44.37	\$45.26	\$46.16	\$47.08	\$48.03	\$48.99	\$49.97	\$50.97	\$51.99	\$53.02	\$54.09	\$55.17	\$56.27	\$57.38
9	\$ 38.67	\$39.44	\$40.23	\$41.04	\$41.86	\$42.69	\$43.55	\$44.42	\$45.31	\$46.21	\$47.14	\$48.08	\$49.04	\$50.02	\$51.02	\$52.04	\$53.09	\$54.14
8	\$ 36.49	\$37.22	\$37.96	\$38.72	\$39.50	\$40.29	\$41.09	\$41.92	\$42.75	\$43.61	\$44.48	\$45.37	\$46.28	\$47.20	\$48.15	\$49.11	\$50.09	\$51.08
7	\$ 34.41	\$35.10	\$35.80	\$36.52	\$37.25	\$37.99	\$38.75	\$39.53	\$40.32	\$41.12	\$41.95	\$42.78	\$43.64	\$44.51	\$45.40	\$46.31	\$47.24	\$48.18
6	\$ 32.55	\$33.20	\$33.87	\$34.54	\$35.23	\$35.94	\$36.66	\$37.39	\$38.14	\$38.90	\$39.68	\$40.47	\$41.28	\$42.11	\$42.95	\$43.81	\$44.68	\$45.57
5	\$ 30.99	\$31.61	\$32.24	\$32.89	\$33.54	\$34.22	\$34.90	\$35.60	\$36.31	\$37.04	\$37.78	\$38.53	\$39.30	\$40.09	\$40.89	\$41.71	\$42.54	\$43.39
4	\$ 29.52	\$30.11	\$30.71	\$31.33	\$31.95	\$32.59	\$33.24	\$33.91	\$34.59	\$35.28	\$35.98	\$36.70	\$37.44	\$38.19	\$38.95	\$39.73	\$40.52	\$41.33
3	\$ 28.12	\$28.68	\$29.26	\$29.84	\$30.44	\$31.05	\$31.67	\$32.30	\$32.95	\$33.61	\$34.28	\$34.96	\$35.66	\$36.38	\$37.10	\$37.85	\$38.60	\$39.37
2	\$ 26.78	\$27.32	\$27.86	\$28.42	\$28.99	\$29.57	\$30.16	\$30.76	\$31.38	\$32.00	\$32.64	\$33.30	\$33.96	\$34.64	\$35.34	\$36.04	\$36.76	\$37.49
1	\$ 25.50	\$26.01	\$26.53	\$27.06	\$27.60	\$28.15	\$28.72	\$29.29	\$29.88	\$30.47	\$31.08	\$31.71	\$32.34	\$32.99	\$33.65	\$34.32	\$35.01	\$35.70
LP 15	\$ 62.14	\$63.38	\$64.65	\$65.94	\$67.26	\$68.61	\$69.98	\$71.38	\$72.81	\$74.26	\$75.75	\$77.26	\$78.81	\$80.38	\$81.99	\$83.63	\$85.30	\$87.00
LP 14	\$ 58.54	\$59.71	\$60.91	\$62.12	\$63.37	\$64.63	\$65.93	\$67.24	\$68.59	\$69.96	\$71.36	\$72.79	\$74.24	\$75.73	\$77.24	\$78.79	\$80.36	\$81.96
LP 13	\$ 54.71	\$55.80	\$56.92	\$58.06	\$59.22	\$60.40	\$61.61	\$62.84	\$64.10	\$65.38	\$66.69	\$68.03	\$69.39	\$70.77	\$72.19	\$73.63	\$75.11	\$76.59
LP 12	\$ 51.14	\$52.16	\$53.21	\$54.27	\$55.36	\$56.46	\$57.59	\$58.74	\$59.92	\$61.12	\$62.34	\$63.59	\$64.86	\$66.16	\$67.48	\$68.83	\$70.20	\$71.59
LP 11	\$ 47.49	\$48.44	\$49.41	\$50.40	\$51.40	\$52.43	\$53.48	\$54.55	\$55.64	\$56.75	\$57.89	\$59.05	\$60.23	\$61.43	\$62.66	\$63.92	\$65.19	\$66.90
LP 10	\$ 46.44	\$47.37	\$48.32	\$49.28	\$50.27	\$51.27	\$52.30	\$53.34	\$54.41	\$55.50	\$56.61	\$57.74	\$58.90	\$60.08	\$61.28	\$62.50	\$63.75	\$65.02
LP 9	\$ 43.21	\$44.07	\$44.96	\$45.85	\$46.77	\$47.71	\$48.66	\$49.63	\$50.63	\$51.64	\$52.67	\$53.73	\$54.80	\$55.90	\$57.01	\$58.15	\$59.32	\$60.49
LP 8	\$ 40.19	\$40.99	\$41.81	\$42.65	\$43.50	\$44.37	\$45.26	\$46.17	\$47.09	\$48.03	\$48.99	\$49.97	\$50.97	\$51.99	\$53.03	\$54.09	\$55.17	\$56.27
LP 7	\$ 37.39	\$38.14	\$38.90	\$39.68	\$40.47	\$41.28	\$42.11	\$42.95	\$43.81	\$44.68	\$45.58	\$46.49	\$47.42	\$48.37	\$49.34	\$50.32	\$51.33	\$52.34
LP 6	\$ 32.55	\$33.20	\$33.87	\$34.54	\$35.23	\$35.94	\$36.66	\$37.39	\$38.14	\$38.90	\$39.68	\$40.47	\$41.28	\$42.11	\$42.95	\$43.81	\$44.68	\$45.57
LP 5	\$ 30.99	\$31.61	\$32.24	\$32.89	\$33.54	\$34.22	\$34.90	\$35.60	\$36.31	\$37.04	\$37.78	\$38.53	\$39.30	\$40.09	\$40.89	\$41.71	\$42.54	\$43.39

Eliminate in its entirety.

TOWN OF CONCORD
Personnel Policy and Procedure #10.6

Administration of Longevity Pay

*Last Revised: July 1, 2006
Date Issued: August 11, 1992
Supersedes PPP # II-3 dated 5/82*

Purpose and Scope

The purpose of this document is to establish policies and procedures for the administration of Section 10.6 of the Personnel Bylaws regarding payment of longevity pay. It shall apply to all such longevity payments made to non-union, regular full-time and regular part-time employees.

Definition of Continuous Service

Continuous service for the purposes of longevity pay shall include:

1. All full-time and part-time regular employment from the date of hire as a regular employee, less any period during which service credit was not earned per the Town's policy regarding unpaid leaves of absence.
2. Any temporary employment during which the employee's work schedule was half time or more and which immediately preceded the employee's date of regular hire with no break in service.
3. Any employment with the Concord Public School or Regional High School which immediately preceded the employee's date of regular hire with the Town with no break in service.
4. Any regular status employment which preceded a break in service for which the employee is entitled to receive credit under section 19 of the Personnel Bylaws (Interruption of Employment).

Full-time service credit shall be given for part-time regular employment.

"Employment" means work for which the individual was paid via the Town's payroll; work performed as an independent contractor or through an employment agency does not count as service for the purposes of this policy.

Effective Date of Longevity Pay

Longevity pay shall begin at the beginning of the work day on the employee's service date following completion of the specified years of service.

Method of Payment

Longevity pay shall be incorporated into the employee's regular rate of pay and paid out during the course of each year. The following hourly rates will be used for payment of longevity:

<u>Years of Service</u>	<u>Annual Amount</u>	<u>Hourly Rate¹</u>
5	\$125	.06
10	\$250	.12
15	\$400	.19
20	\$600	.29

¹ For employees receiving longevity pay as of the date this policy was revised, the new hourly rate will go into effect when the employee's July 1, 2006, pay increase is processed.

TOWN OF CONCORD
Personnel Policy and Procedure #43

Policies Carried Over at the time of 2024 Personnel Bylaw Approval

Issued : April 29, 2024

Background and Purpose

During 2023, The Personnel Board drafted a proposed Personnel Bylaw, as a result of a comprehensive review incorporating input from a variety of Town stakeholders, including the Select Board Liaison, the Town Manager and most importantly, the September 2022 findings of the Personnel Study Task Force. The Task Force was convened by the Select Board to provide an impartial study of the Personnel Bylaw, the Charge of the Personnel Board and related documents and to then make recommendations for appropriate changes. Included in their review was a survey of employees which resulted in a participation rate of over 50%, as well as multiple employee focus groups. The Task Force concluded that the Bylaw should be updated because current policies are confusing, and others are either missing or are inconsistent with the Bylaw. They encourage the Personnel Board to meet on a regular basis and keep minutes of their meetings to ensure transparency. Beginning in 2023 and into January 2024, the Board met sixteen times, resulting in the proposed draft. The goal was to:

- streamline the Bylaw;
- clarify the roles of those involved; and
- develop a plan to create an organized and comprehensive policy manual that is communicated effectively to Town employees. This policy manual will be known as the Employee Handbook.

As indicated below, Sections 1,2,5 and 6 of the existing Bylaw are incorporated into the new Bylaw. The remaining sections of the existing Bylaw that reference non-wage provisions are being incorporated as Town policies in their entirety. Upon approval of the draft Bylaw, Sections 3, 4 and sections 7 through 20 of the existing Bylaw will remain in effect, being incorporated as PPP #43 in their entirety, until such time as they can be incorporated into the Employee Handbook.

DEFINITIONS

As used in this Policy the following words and phrases shall have the meanings shown below unless a different construction is clearly required by the context or by the laws of the Commonwealth.

"Board" - the Personnel Board.

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

"Classification Plan" - a listing of all approved position classification titles and a summary job description for each classification.

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

"Continuous Employment" - (either full-time or part-time) year-round employment which is uninterrupted except for authorized leaves of absence.

"Department Head" - the appointed official assigned administrative jurisdiction over a functional department of the Town.

"Employee" - an employee of the Town.

"Employment Status" - a category which defines the intended terms of an employment position, as to its length and number of hours worked.

"Full-time Employee" - an employee retained in a full time position.

"Full-time Position" - a position which requires the services of an employee for 37.5 or 40 hours per week whichever is defined as full-time for that classification.

"Limited Status Position" - a position which requires the services of an employee for either uninterrupted or occasional periods for an annual average of less than 20 hours per week and does not require reappointment for each period of work. *(Rev. 4/09)*

"Limited Status Employee" - an employee retained in a limited status position.

"Maximum rate" - the highest rate in a salary range.

"Minimum rate" - the lowest rate in a salary range.

"Part-time Employee" - an employee retained in a part-time position.

"Part-time Position" - any position which requires the services of an incumbent for less than the 37.5 or 40 hours per week, whichever is defined as full-time for that classification.

"Personal Rate" - a salary above the maximum rate of the salary range, applicable only to a designated employee.

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

"Promotion" - the movement of an employee from one position into another position which is in a classification with a higher maximum salary.

"Rate" - a sum of money designated as compensation for personal services on an hourly, weekly, annual or other basis.

"Reclassification" - the movement of a position from one classification to another classification.

"Regular Employee" - an employee retained in a regular position, either full-time or part-time.

"Regular Position" - a year-round, full-time or part-time position of 20 hours or more per week which requires the services of an employee in continuous employment for an indefinite term.
(Rev. 4/09)

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

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

"Seasonal Position" - a position which requires the services of an employee for a designated portion of each year.

"Step" - a specific rate in a salary range or grade.

"Temporary Employee" - an employee retained in a temporary or seasonal position or in a regular position on a temporary basis.

"Temporary Position" - a full-time or part-time position which requires the services of an employee for a temporary period of time. (Rev. 4/09)

"Town" - the Town of Concord.

Section 3. PERSONNEL POLICIES AND PROCEDURES

The Personnel Board and Town Manager shall adopt and maintain personnel policies and procedures as needed to implement and interpret the provisions of the Personnel Bylaw. (Rev. 4/16)

Employees shall be provided an opportunity to review and comment on any proposed personnel policy that could have a significant impact on the conditions of their employment.

Section 4. EMPLOYMENT STATUS

Each employment position in the Town of Concord shall be assigned one of the following "employment status" designations by the Town Manager. An employee shall be assigned the same employment status as the position he/she holds and the employee's eligibility for leave and insurance benefits shall be based on the employment status of that position as defined in this bylaw and personnel policy.

Regular, Full-Time: Continuous, year-round employment for 37.5 or 40 hours per week, whichever is defined as full-time for that classification.

Regular, Part-time: Continuous, year-round employment for less than full-time, but at least 20 hours per week. (Rev. 4/09)

Limited Status: Employment for uninterrupted or occasional periods for an annual average of less than 20 hours per week that does not require reappointment for each period of work. (Rev. 4/09)

Temporary (Full-time or Part-time): Employment in a seasonal position or for a temporary period of time, either on a full-time or part-time basis. (Rev. 4/09)

Each temporary or seasonal position held by an employee is considered separately in determining an employee's status. If an employee holds a series of consecutive temporary positions, he/she shall continue to be designated as a temporary employee.

Section 7. SALARY SCHEDULES FOR TEMPORARY AND LIMITED STATUS POSITIONS

The Personnel Board shall be responsible for establishing and maintaining salary schedules for temporary and limited status positions. No person shall be employed in a temporary or limited status position under a title or wage rate not included in the Personnel Board's approved salary schedules for such positions or in the Town's regular Classification and Compensation Plans.

Section 8. IN-TRAINING STATUS

Regular employees shall be considered to be "in-training" during their first six months of service in a position. Employees may be released from their position at any time during the in-training period without right to appeal such action through the Town's established grievance procedure. Prior to the end of the six month in-training period, each employee's job performance will be reviewed by the department head to determine if s/he should continue in the position. When extenuating circumstances exist, the Town Manager may extend the in-training period for up to an additional six (6) months.

Both new and promoted regular employees shall complete an in-training period.

Section 9. HOURS OF WORK

9.1 Work Week

The full-time work week for each employee shall be designated by the Town Manager as 37.5 or 40 hours in accordance with the duties and responsibilities of the position held.
(Rev. 4/97)

9.2 Overtime

1. Employees determined to be non-exempt under the Fair Labor Standards Act shall receive one and a half times their hourly rate (including longevity and other special pays as required by federal law) for time worked over 40.0 hours in the work week. In addition, Personnel Policies and Procedures may provide for pay at one and a half times the hourly rate for time worked outside of an employee's regular work schedule. In lieu of overtime pay and with the mutual consent of the employee and his/her department head, these employees may receive compensatory time off at the rate of one and one half times the number of overtime hours worked. *(Rev. 4/98; 4/07)*
2. Employees whose positions are exempt under the Fair Labor Standards Act shall not receive overtime pay. These employees may receive appropriate compensatory time off for prolonged work hours with the prior approval of the Town Manager. *(Rev. 5/01)*

9.3 Non-contiguous Work

Employees determined to be non-exempt under the Fair Labor Standards Act who are assigned or recalled to work for periods that are non-contiguous with their regular workday will receive a minimum of four (4) hours pay for such work when the assignment or recall was made less than eight (8) hours prior to the scheduled start time. When eight (8) hours or more notice is given the employee for such work, a minimum of two (2) hours pay will be given. *(Rev. 4/07)*

Section 10. PAY POLICIES

10.1 Appointment Rates

New employees and employees who receive a promotion will be appointed at a base rate of pay within the approved range for the position's classification; the Town Manager shall determine the starting rate based on his/her consideration of the individual's qualifications, available funds, market influences, internal equity and any other relevant factors. *(Rev. 4/16)*

10.2 Increases Within the Salary Ranges

The Town Manager and Personnel Board shall adopt a plan for providing employees with salary increases within the ranges specified in the Compensation Plan. Increases within the salary ranges may only be granted when an employee's performance is found to be satisfactory. *(Rev. 4/98)*

10.3. Incentives and Reward

The Town Manager and Personnel Board may adopt programs which provide monetary and/or non-monetary incentives and rewards to recognize unusual accomplishments and circumstances such as temporary additional duties, useful suggestions, high productivity, outstanding achievements, etc. Such incentives and rewards may provide an employee with pay which exceeds the maximum of the salary range, however, such pay may not become a permanent part of the employee's compensation. Any program adopted under this section shall be effective only if funds are available for the purpose. *(Rev. 4/97)*

10.4 Reclassifications

1. Positions Reclassified to a Higher Salary Grade

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

2. Positions Reclassified to a Lower Salary Grade

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

10.5 Acting Pay

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

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

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

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

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

~~10.6 Longevity Pay~~

~~Regular, full-time employees shall be entitled to receive "longevity" pay in recognition of years of continuous service, as follows:~~

# of Years Continuous Service	Longevity Pay
5	\$125 per year
10	\$250 per year
15	\$400 per year
20	\$600 per year

~~Regular, part-time employees will receive credit for years of continuous service on the same basis as full-time employees, but will receive longevity pay prorated to their average weekly work schedule.~~

~~Town Personnel Policies and Procedures may provide further definition of the calculation of continuous service and the schedule for payment of longevity pay.~~

10.710.6 Other Special Pays

The Town Manager may adopt schedules to provide employees with special pays that are consistent with the municipal employment market. Examples of such compensation that may be provided beyond the maximum base rate of pay outlined in the Compensation Plan include, but are not limited to: stand-by pay, uniform pay, education assistance, and educational incentives. *(Rev. 5/14)*

10.810.7 Workers' Compensation

In the event a employee is incapacitated as the result of an injury or illness arising out of and in connection with his/her employment with the Town and for which workers compensation is payable, s/he may use first any accumulated sick and then any other accrued leave time to supplement the difference between workers compensation payments and the regular straight time rate of pay.

Section 11. SICK LEAVE

11.1 Accrual

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

11.2 Use

Sick leave is generally granted to employees for protection against loss of pay due to their own personal illness or injury, and to attend medical appointments with health care professionals. However, the Town Manager and Personnel Board may adopt policies that permit an employee to use accrued sick leave to care for an immediate family member during an illness or injury, and for any purpose for which leave may be taken under the Family and Medical Leave Act or Small Necessities Leave Act. Such policies shall define "immediate family member" for the purposes of family-related sick leave use. *(Rev. 4/16)*

Department heads may, at their discretion, require medical certification of any illness or injury for which sick leave is used.

Town Personnel Policies and Procedures may provide further definition of the accrual and use of sick leave.

11.3 Sick Leave Payoff

Unused sick leave shall not be paid off when an employee terminates employment with the Town except upon retirement, as provided below.

When an employee who was hired prior to July 1, 1992 retires from Town employment,

he/she shall be paid for 50% of the accumulated sick leave balance he/she holds at the date of retirement, up to a maximum of 62 days of pay (i.e., 50% of 124 days of accumulated sick leave). Employees hired on or after July 1, 1992 shall not be eligible for sick leave payoff upon retirement.

In the event of an employee's death while on the payroll of the Town (prior to retirement), his/her designated beneficiary shall be paid 50% of his/her accumulated sick leave at the date of his/her death, up to a maximum of 62 days of pay (i.e., 50% of 124 days of accumulated sick leave).

"Retirement" as used in this section shall mean when an individual begins to collect a retirement pension as an active Town retiree. An employee who voluntarily takes deferred retirement is not eligible for payment of accumulated sick leave.

Section 12. HOLIDAYS

12.1 Holiday Leave

Except as noted below, one day of paid leave shall be granted to all regular status employees for each of the following days:

Holidays: *(Rev. 5/22)*

New Year's Day
Martin Luther King Day
Presidents' Day
Patriots' Day
Memorial Day
Juneteenth Independence Day
Independence Day
Labor Day
Indigenous Peoples'/Columbus Day
Veterans' Day
Thanksgiving Day
Day After Thanksgiving
Christmas Day

Observed On:

January 1
Third Monday in January
Third Monday in February
Third Monday in April
Last Monday in May
June 19
July 4
First Monday in September
Second Monday in October
November 11
Fourth Thursday in November
Day After Thanksgiving
December 25

The Personnel Board and Town Manager may adopt policies that reduce the amount of holidays granted and/or provide alternate holidays and dates of observance for employees who work in the Beede Center or other operations that remain open when Town offices are generally closed. *(New 4/08)*

Regular, part-time employees shall receive prorated holiday leave based on the ratio of their average weekly hours to the full-time workweek for their positions.

To qualify for holiday pay, an employee must be on paid status on their last regularly scheduled work day immediately preceding the holiday and on their first regularly scheduled work day immediately following the holiday.

Town Personnel Policies and Procedures may provide further definition of the leave and/or pay granted for holidays defined above.

12.2 Holidays Worked

Except as noted below, when an employee who is paid on an hourly basis is required to work on New Year's Day, Christmas Day or Thanksgiving Day, s/he shall receive two (2) times his/her hourly rate of pay in addition to any holiday pay for which s/he may be eligible. When such an employee is required to work on any other observed holiday, s/he shall receive one and one-half (1 1/2) times his/her hourly rate of pay in addition to any holiday pay for which s/he may be eligible. *(Rev. 5/01)*

The Personnel Board and Town Manager may adopt a different pay policy for holidays worked by employees in the Beede Center or other operations that maintain a different schedule than Town offices. *(New 4/08)*

The Fire Chief shall be paid for holidays worked in accordance with M.G.L. Chapter 48, Section 57E, as amended from time to time. *(New 5/01)*

The Police Chief shall be paid for holidays worked in accordance with M.G.L. Chapter 147, Section 17F, as amended from time to time. *(New 5/01)*

Section 13. VACATION LEAVE

13.1 Accrual

~~The Personnel Board and Town Manager shall adopt policies regarding how regular-status employees accrue vacation leave. *(Rev. 5/01)*~~

~~Regular, part-time employees shall accrue vacation on a pro-ration of the above-schedule, based on the ratio of their average weekly hours to the full-time workweek for their positions.~~

~~Town Personnel Policies and Procedures may provide further definition of the accrual and use of vacation leave.~~

13.2 Maximum Vacation Accrual

~~Accumulation of vacation hours is limited to a maximum of the employee's annual accrual level, plus five (5) days. In unusual circumstances approved by the Department Head and Town Manager, an employee may accumulate more than this maximum.~~

13.3 Payoff of Vacation

~~When regular status employment with the Town ends, the employee shall be paid for any unused vacation earned up to the last day worked. *(Rev. 5/22)*~~

Section 14. BEREAVEMENT LEAVE

~~Up to five (5) days of paid leave may be granted by a department head to any regular employee when such leave is needed because of the death of a member of the employee's family or household. Definition of "family member" for the purposes of bereavement leave shall be determined by Town Personnel Policies and Procedures. The Town Manager may grant additional paid leave to an employee when warranted by special circumstances relating to a death. (Rev. 4/04; 5/22)~~

Section 15. PERSONAL LEAVE

Each regular employee shall accrue up to three (3) days of paid personal leave during each fiscal year; personal leave for regular part-time employees shall be pro-rated. Personal leave may be used by the employee for any personal reason; however, the scheduling of such leave must be approved by the appropriate department head. Any unused personal leave shall be forfeited upon separation of employment. Town Personnel Policies and Procedures may provide further definition of the accrual and use of personal leave. (Rev. 4/2017)

Section 16. MILITARY LEAVE

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

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

Section 17. JURY DUTY

Regular employees who serve on jury duty on any regularly scheduled work day shall receive the difference between their normal pay and pay received for jury duty (excluding travel allowance). An employee will report to work on any scheduled work day that his/her attendance is not required for jury duty.

For the purposes of this policy, "regular" employment shall be defined by M.G.L. Chapter 234A, Section 48.

Section 18. UNPAID LEAVES OF ABSENCE

18.1 Family and Medical Leave

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

18.2 Other Leaves of Absence

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

18.3 Accruals During Leaves

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

Section 19. INTERRUPTION OF EMPLOYMENT

Any regular employee who leaves Town service while in good standing and is subsequently rehired by the Town will, upon successful completion of one year's service, be given credit for his/her previous years of service for the purposes of vacation accrual and longevity pay.

**Section 20. LEAVE FOR
TEMPORARY AND LIMITED-STATUS EMPLOYEES**

Temporary and limited-status employees may be eligible for paid sick, holiday, vacation and/or personal leave when approved by the Town Manager and Personnel Board. *(New 5/01)*
