

**TOWN OF CONCORD PERSONNEL BOARD  
AGENDA**

**Wednesday, February 12, 2025**

**5:30 p.m.**

**55 Church Street & Zoom Video Conference**

**Join Zoom Meeting**

<https://us02web.zoom.us/j/83600946088?pwd=ijPHUGaXII3MbKbV5LuZdaHzAU8IDn.1>

Meeting ID: 836 0094 6088

Passcode: 073097

- 1. Call to Order**
- 2. Approval of Minutes**
  - December 10, 2024
  - January 8, 2025
- 3. Assistant Town Manager/ Director of Human Resources Report**
- 4. Classification Actions**
  - Review and vote proposed new classification
    - CMLP Financial Manager/Accountant
- 5. Discussion and vote of amendments to PPP 11 Administration of Sick Leave**
  - Incorporation (and removal) into PPP 11
    - PPP 11.2-1 Definition of Immediate Family Member for Purposes of Family Sick Leave
    - PPP 11 Addendum – Sick Leave Use for Parental Leave
  - PPP #43 (Section 11 Policies Carried Over at the time of 2024 Personnel Bylaw)
- 6. Review and vote of DRAFT Articles for the Annual Town Meeting**
- 7. Review and discussion of Exit Interview Questionnaire**
- 8. Discussion of Non-Union Merit Pay Calculation for FY2026**
- 9. Personnel Board presentation at the February 24<sup>th</sup> Select Board Meeting**
- 10. Adjournment**

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

- Minutes of December 10, 2024
- Minutes of January 8, 2025

## **Town of Concord Personnel Board**

Meeting Minutes

January 8, 2025

55 Church Street/Zoom

Present or participated remotely: Bill Mrachek, Elizabeth Cobbs, Kate Ryan, Joshua Fay, Joe Emerick, Kimberly Crum, Jessica Porter, Erin McMorrow

### **1. Call to Order**

- Meeting called to order at 5:30 at 55 Church Street. Mr. Mrachek called the meeting to order with a quorum present.

### **2. Approval of Minutes**

- Mr. Fay moved to approve the minutes of the November 13, 2024, meeting. Ms. Ryan seconded. All voted in favor.
- Minutes from the meeting of December, 10, 2024 were not yet prepared.

### **3. Assistant Town Manager/ Interim Human Resources Director's Report**

- Ms. Porter reviewed the monthly dashboard date reflecting headcount, hires and terminations. Mr. Mrachek inquired as to the number of open positions Human Resources is currently recruiting to fill. Ms. Porter responded that she believes there are currently five open positions. Ms. Cobbs noted that the headcounts on the dashboard reflect more hires than terminations over the course of 2024. Ms. Porter explained that the Town has not increased the number of full-time employees (FTEs), but that the dashboard report does not track vacant positions, and that the starting number does not reflect vacancies which were filled during the year. Ms. Cobbs suggested that this be better reflected on the dashboard report for better transparency. Ms. Porter noted that once Munis is implemented and reports are generated through the Munis system, these reports will improve by inclusion of more information. Mr. Mrachek recommended that future reports also include a field indicating the length of service of anyone leaving Town employment, noting that, in his view, it's a "red flag" if people are consistently leaving employment before completing a year of service.
- Ms. Porter reported that Town employees have begun the process of setting their annual goals and are submitting their goals to Ms. Crum, both on the tracking sheet and the form reflecting they've reviewed their goals with their supervisor. Ms. Crum is maintaining a spreadsheet tracking submission and working with IT to design a format that will make tracking even easier. Ms. Porter reported that feedback she has received suggests Town employees like the idea of goal setting and having measurable and attainable goals to work toward.
- Ms. Porter reported that Human Resources first installment of The Inclusion Chronicles this month, a DEI initiative designed to put topics related to diversity, equity and inclusion at the forefront and put related information in one place. The Inclusion Chronicles was prepared by Magnolia Begley and circulated to all employees via email.

It includes links to additional information and is intended to be a way to put DEI and inclusion topics at the forefront and centralize information in one place. Future installments of The Diversity Chronicles will be sent out on a monthly basis. Ms. Porter stated that increasing DEI trainings for employees is a goal for future years. Mr. Mrachek suggested that there might also be value in incorporating DEI issues into the goal setting process in future years.

- Ms. Cobbs asked about the Town's process for conducting exit interviews and asked whether Munis would help with categorizing the reasons for departure. Ms. McMorrow says she's created a Microsoft form and refreshed it and reaches out to an employee every time there's a departure. She asks each departing employee to attend an in-person exit interview, and explained that some elect to complete the automated form rather than participate in an in-person interview. Mr. Emerick noted that his company has used ChatGPT to capture themes from employee comments from employee questionnaires/climate assessments. Mr. Mrachek stated that the Board would be willing to offer feedback on the questions/format of the form prepared by Ms. McMorrow in the event that the Board can add anything.

#### **4. Classification Actions**

- The board reviewed updated job descriptions for the positions of Assistant Town Clerk, which had been edited to clarify the job function of "verifying residency" that had been discussed at a prior meeting.
- The Board also reviewed the job description for the position of Customer Support Specialist – Recreation. Ms. Porter explained that there is a vacancy in this role due to a promotion of the incumbent into the position of Community Engagement Coordinator. Ms. Porter explained that the job description had been modified to reflect slight changes in the responsibilities of the role going forward. The last update to the position description had been made in July 2023.
- No votes were taken on these updated job descriptions, which were presented for the Board's information only.
- Ms. Cobbs noted that she would find the number of internal promotions to be an interesting data point to include in the Human Resource Director's dashboard report. Ms. Porter stated that she thought this would be easy information to pull once the Munis system is fully implemented.

#### **5. Review of draft Annual Report**

- Ms. Porter presented an initial draft of the Human Resources Department/Personnel Board joint contribution to the Town's Annual Report, which was included in the meeting materials. Ms. Porter noted that the primary focus of the draft is on the merit pay plan and various policy updates.
- Mr. Mrachek and Ms. Cobbs suggested including an update on the planned implementation of the Munis system, with Ms. Cobbs noting she doesn't want this to be overlooked, given the size of the project and how much process and effort have been

involved in aligning the system with the new Classification and Compensation Plan. Ms. Porter agreed to add a paragraph under “other projects” to include the work HR has done with Finance to update Munis.

**6. Possible vote to approve Personnel Board charge for presentation to the Select Board**

- Mr. Mrachek and Ms. Cobbs conveyed that they have not yet presented the draft Charge to the Select Board, though they have discussed it with three out of five Select Board members with positive feedback. They stated the Select Board members seem to understand how the proposed Charge fits with the Personnel Bylaw and why it’s drafted as it is. They noted that the Charge still needs a final vote at the Select Board.
- Mr. Emerick asked about the two references to the Personnel Bylaw and expressed that he would like clarity on the timing of the document and whether it expires, will need annual updates contingent on what happens at Town Meeting, or would be in effect indefinitely. The Board discussed and agreed that there will not be an automatic requirement to update the Charge after each Town Meeting, nor is approval of Town Meeting required. Mr. Emerick stated that he wanted to confirm that the Board has the flexibility to update its goals, as set forth in the Charge, as needed and as appropriate.
- Ms. Ryan recommended removing the reference to “FY 2025 and beyond” as the Board can revisit the Charge as needed. Ms. Cobbs made this edit and updated the document’s footer to reference the edit date of January 8, 2025.
- Ms. Ryan moved to approve the Charge. Mr. Emerick seconded the motion. The Board voted unanimously to approve the Charge.

**7. Discussion of Non-Union Merit Pay Calculation for FY2026**

- Mr. Mrachek raised a topic that arose in his conversations with several members of the Select Board, specifically their interest in understanding the rationale for awarding merit pay to Town employees in 2025 calculated as a percentage of salary after annual increases, as opposed to basing the percentage on the salary earned during the merit-rating period. Mr. Mrachek noted that usually any bonus component of compensation is based on the old salary.
- Ms. Porter reminded the Board that the merit payment is a bonus, paid as a one-time payment, that is not included in the base pay rate or included in earning used to calculate retirement benefits. She stated that the decision to use the higher salary to calculate the bonus amount for 2025 was made by the Town Manager and approved by the Board.
- Ms. Porter stated that the shift to treating merit pay as a bonus, as opposed to an increase to base salary, is a fiscally conservative and sustainable approach to this issue. She feels that basing the merit pay bonus on the after-increase wage amount serves to attract and retain talented employees. Ms. Ryan noted that aiming to keep pay rates at about the 85<sup>th</sup> percentile for the market puts Concord ahead of other municipalities and should also serve to attract and retain quality staff.

- Ms. Cobbs expressed that this issue is the matter of some public concern and that the Board should address it, and Mr. Mrachek suggested that the Board be given the opportunity to discuss the basis for calculating merit pay in future years before a decision is made.
- Mr. Mrachek asked who has historical perspective on how merit pay was handled in the past, suggesting the Finance Department could add insight. Ms. Porter stated that she would pull some information together on historical payment and add the topic to the next agenda. She further offered to request that the Finance Department model out the fiscal impact of paying merit pay as one-time bonus amounts, rather than adding the amount to employee's base pay.

#### **8. Non-agenda item – Question About New Town Positions**

- Mr. Mrachek asked if there is a way for the Board to have visibility into any new positions that are going to be proposed. Ms. Porter explained that HR does not add new FTE roles but aims to fill vacancies or reorganize within departments when an employee leaves. She stated that HR rarely ever adds FTEs paid through the Town's operating budget. Occasionally the Beede Center adds new FTEs paid for through the revolving fund.
- Ms. Cobbs suggested putting a primer on the process on the HR website covering such topics as how the Town fills open positions, how the Town keeps the number of FTE positions level, and how the Beede Center funds itself, could answer some questions and address any public concern.
- Mr. Mrachek suggested to Ms. Porter that, given that the cost of employee is a large part of the budget, it would be nice to have the person responsible for benefits to meet the Board and explain her role and background. Ms. Porter stated that she would invite her to attend a future Board meeting.
- Mr. Emerick asked if the town works with a broker to procure employee medical benefits. Ms. Porter stated that the Town uses Cook & Co., a broker who works with many municipal entities. Ms. Ryan noted for comparison that the town of Wayland uses Gallagher as its broker, through its association with the West Suburban Health Group.

#### **9. Adjournment**

- Mr. Mrachek moved to adjourn the meeting at 7:17 p.m. Mr. Fay seconded the motion. The Board voted unanimously to adjourn.

**Town of Concord**  
**Regular Status Hires and Terminations**  
YTD 2024 (January 31, 2025)

Department	1-31-2025 Headcount		YTD 2025 Hires		YTD 2025 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	18		4		2			
Fire	50		2			1		
Human Resources	5		1		1			
Human Services	24	3	6	1	4	1		
Information Technology	9	1	2		1			
Library	21	6	3		4		1	
Light Plant	39		2		4	1		
Planning & Land Management	20	1	5		4		1	
Police	41		8		6	2		
Public Works	60		10		10	2		
Town Manager's Office	10		2					
<b>Grand Totals</b>	<b>297</b>	<b>11</b>	<b>45</b>	<b>1</b>	<b>36</b>	<b>7</b>	<b>2</b>	



## **Financial Manager/ Accountant**

Department:	Concord Municipal Light Plant (CMLP)	Salary Grade:	42LP13
Reports To:	Director of CMLP	FLSA Status:	Exempt
Appointed By:	Town Manager	Date:	July 2023

### **GENERAL SUMMARY:**

Under the general administrative direction of the Director of CMLP, organizes and supervises the accounting, financial analysis, and other general financial management functions. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. Performs varied and responsible duties requiring a thorough knowledge of departmental operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Is called upon to handle a significant amount of details, each varying from the other in substance and content, requiring flexibility in approach to workload.

### **ESSENTIAL JOB FUNCTIONS:**

*External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.*

- ◆ Supervises the accounting, financial analysis, general ledger, annual year-end audit and other functions of CMLP. Serves as manager of CMLP's finance division. Develops and implements periodic financial reporting for Director, Board, and Finance Department as necessary.
- ◆ Ensures that all financial reporting and activities conform to the requirements of the Massachusetts Department of Public Utilities and the Federal Energy Regulatory Commission, and to generally accepted accounting principles (GAAP) for purposes of annual audited financial statements and executive budget presentations.
- ◆ Prepares and reconciles financial records and reports, including monthly cash and receivables reconciliation with the Town Accountant; oversees the preparation for the year-end audit. Analyzes and reports on performance to budget.
- ◆ Responsible for the preparation and production of the Annual CMLP Forecast. Collaborates with Assistant Director of CMLP - Power Supply and Energy Management to calculate billing rates to collect for the Plant's cost of service. Presents the Annual Forecast to the Light Board.
- ◆ Maintains current knowledge of developments in the utility industry through study, review of literature, peer association and seminars.
- ◆ Maintains cost accounting and plant assets for accuracy, timing and retirements according to DPU and FERC regulations.
- ◆ Responsible for designing and maintaining the security settings in Accounting ERP software. Assigns new users with security permission and adjusts permissions as necessary. Reviews release notes from software company to anticipate impact to CMLP based on software changes.
- ◆ Responsible for CMLP's general ledger entries, revenue and cost reports and financial statements. Verifies the accuracy of the monthly electric billing activity; controls and authorizes adjustments.
- ◆ Directs activities necessary for proper control of electric rates used in the utility billing system.

## *Financial Manager/ Accountant*

- ◆ Works closely with the Town Accountant to coordinate and reconcile departmental financial records to the Town Accountant's records on a continuous basis; participates actively in the development of GAAP-based CMLP financial reporting for purposes of the Town's annual financial statements and enterprise budget reports compiled and published annually by the Finance Department.
- ◆ Interacts frequently with the Finance Department personnel, external auditors, regulators, vendors and CMLP Board members. Communicates in person, by telephone and via standard report to discuss administrative and financial information.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

### **SUPERVISORY RESPONSIBILITY:**

Directly supervises the activities and performance of and provides functional oversight of the Associate Financial Manager/ Accountant, Office Accountant and Accounts Payable Specialist. Carries out supervisory responsibilities in accordance with Concord's policies and applicable laws. Responsibilities include interviewing and recommending candidates for hire; demonstrating and enforcing equitability and inclusivity; planning, assigning and directing work; addressing complaints and resolving problems; training, evaluating performance and making recommendations to the Director of CMLP concerning employee hiring, rewards or discipline.

### **EDUCATION, EXPERIENCE & SPECIAL REQUIREMENTS:**

- ◆ Bachelor's degree in Accounting or related field, plus seven or more years of progressively responsible experience including supervisory experience in accounting, business administration or management in the public utility sector; or any equivalent combination of education and experience.
- ◆ Massachusetts Certified Governmental Accountant designation by the MMAAA or any other recognized professional accreditation preferred.

### **KNOWLEDGE, SKILLS & ABILITIES:**

- ◆ Complete working knowledge of and skill in using computer applications for accounting and financial management, including understanding of utility billing and general ledger software. Ability to establish and maintain complex financial record keeping systems. Ability to analyze and interpret financial data and to present findings clearly in multiple forums.
- ◆ Thorough working knowledge of accounting principles and practices and fund accounting, including knowledge and understanding of GAAP, FERC accounting requirements and DPU regulations and requirements. Ability to design, implement and execute all accounting standards and requirements relevant to a public utility.
- ◆ Strong organizational, planning, decision-making, and supervisory skills.
- ◆ Ability to work with a high level of detail; ability to prioritize multiple tasks and deal effectively with interruptions; ability to identify and analyze complex issues and to develop appropriate recommendations.
- ◆ Excellent interpersonal skills; ability to communicate effectively both verbally and in writing; ability to effectively deal with all members of the public in a courteous and tactful manner; ability to establish and maintain good working relationships with coworkers, other employees, departments, officials and other agencies. Ability to effectively present and explain applicable financial statements in a variety of forums.

### **WORKING CONDITIONS & PHYSICAL DEMANDS:**

*External and internal applicants, as well as position incumbents who are or become disabled as defined under the Americans With Disabilities Act, must be able to perform the physical demands (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.*

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy work environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished.

*Financial Manager/ Accountant*

Operates computer, printer, calculator, telephone, copier, and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

***The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.***

***This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.***

## CLASSIFICATION AND COMPENSATION PLAN

Revision Date: ~~December 10, 2024~~ February 12, 2025

*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
	Deputy Town Manager	<i>Hourly</i>	\$66.43	\$79.72	\$93.00
17	Assistant Town Manager	<i>Annual</i>	\$129,126	\$154,950	\$180,773
	Chief Information Officer	<i>Hourly</i>	\$62.08	\$74.50	\$86.91
	Director of Public Works				
	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 Chief Financial Officer	<i>Annual</i>	\$112,778	\$135,335	\$157,893
	Assistant Fire Chief	<i>Hourly</i>	\$54.22	\$65.07	\$75.91
	Building Commissioner				
	Facilities Manager				
	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				
	Emergency Communications Center Manager				
	IT Operations Manager				
	Natural Resources Director				
	Police Lieutenant				
	Council on Aging Director				
Town Planner					

<b>12</b>	Assistant Director of Library Services	<i>Annual</i>	\$92,539	\$111,051	\$129,563
	Assistant Facilities Manager	<i>Hourly</i>	\$44.49	\$53.39	\$62.29
	Assistant Highway & Grounds Superintendent				
	Customer Service Manager				
	<del>Financial Manager/Accountant</del>				
	Town Clerk				
<b>11</b>	Assistant Council on Aging Director	<i>Annual</i>	\$88,150	\$105,778	\$123,406
	Assistant Human Resources Director	<i>Hourly</i>	\$42.38	\$50.86	\$59.33
	Assistant Recreation Director				
	Budget & Purchasing Director				
	Business Manager				
	Deputy Treasurer/ Collector				
	GIS Program Manager				
	Operations Manager				
	Sustainability Director				
<b>10</b>	Childcare Services Manager	<i>Annual</i>	\$85,259	\$102,305	\$119,350
	Master Plumber/ HVAC Technician	<i>Hourly</i>	\$40.99	\$49.19	\$57.38
	Media Manager				
	Municipal Archivist/Records Manager				
	Procurement Manager				
	Public Health Nurse				
	Public Works Supervisor				
	Senior Public Works Engineer				
<b>9</b>	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					

<b>8</b>	Assistant Assessor	<i>Annual</i>	\$75,899	\$91,073	\$106,246
	Assistant Town Accountant	<i>Hourly</i>	\$36.49	\$43.79	\$51.08
	Assistant Town Clerk				
	Assistant Treasurer				
	Associate Financial Manager/Accountant				
	Crew Leader				
	Election and Census Manager				
	Electrical Inspector				
	HVAC Technician				
	Land Manager				
	Management Analyst				
	Master Electrician/ Crew Leader				
	Public Works Engineer				
	Recreation Operations Manager				
	Senior Financial Analyst				
	Senior GIS Analyst				
	Senior Information Systems Technician				
Senior Master Mechanic					
Senior Planner					
Senior Utility Electrician					
<b>7</b>	Business Systems Analyst	<i>Annual</i>	\$71,573	\$85,894	\$100,214
	Aquatics Supervisor	<i>Hourly</i>	\$34.41	\$41.30	\$48.18
	Facilities Custodial Supervisor				
	GIS Analyst				
	Management Specialist				
	Production Manager				
	Program Analyst				
	Public Health Inspector				
	Recreation Facilities Coordinator				
	Recreation Supervisor				
	Senior Facilities/Landscape Maintainer				
	Treatment Systems Operator				
	Utility Electrician				
<b>6</b>	Community Engagement Manager	<i>Annual</i>	\$67,704	\$81,245	\$94,786
	Energy Efficiency & Electrification Specialist	<i>Hourly</i>	\$32.55	\$39.06	\$45.57
	Executive Assistant to the Select Board				
	Executive Assistant to the Town Manager				
	Human Resources Generalist				
	Information Systems Technician				
	Membership Coordinator				
	Office Administrator				
	Payroll & Finance Generalist				
	Senior Producer & Education Coordinator				
	Skilled Carpenter				

<b>5</b>	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					
<b>4</b>	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				
	Meter Technician				
	Senior Administrative Specialist				
	Senior Finance Specialist				
<b>3</b>	Administrative Specialist	<i>Annual</i>	\$58,490	\$70,190	\$81,890
	Finance Specialist	<i>Hourly</i>	\$28.12	\$33.75	\$39.37
	Fitness Trainer				
<b>2</b>	Program 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				
<b>1</b>	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				
<b>LP-17</b>	Director of Concord Municipal Light Plant	<i>Annual</i>	\$170,955	\$205,140	\$239,325
		<i>Hourly</i>	\$82.19	\$98.63	\$115.06
<b>LP-16</b>	(No positions in grade)	<i>Annual</i>	\$148,637	\$178,370	\$208,104
		<i>Hourly</i>	\$71.46	\$85.76	\$100.05
<b>LP-15</b>	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
<b>LP-14</b>	Broadband Manager	<i>Annual</i>	\$121,763	\$146,120	\$170,477
		<i>Hourly</i>	\$58.54	\$70.25	\$81.96
<b>LP-13</b>	<u>Financial Manager/ Accountant</u>	<i>Annual</i>	\$113,797	\$136,552	\$159,307
	Lead Electrical Engineer	<i>Hourly</i>	\$54.71	\$65.65	\$76.59
	Line Supervisor				

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

*(End of new Classification & Compensation Plan)*

TOWN OF CONCORD  
Personnel Policy and Procedure #11

**Administration of Sick Leave**

Date Issued: August 11, 1992

~~Supersedes PPP #11-8, entitled "Leave for Medical Appointments," dated 5/82~~Revised:  
February 12, 2025

**I. Purpose and Scope**

The purpose of this document is to establish ~~guidelines, policies and procedures~~ for the administration of ~~Section 11 of the Personnel Bylaws regarding sick leave. It shall~~This policy applies to all regular employees of the Town apply to all sick leave granted to regular employees. Employees subject to collective bargaining agreements with the Town are subject only to those provisions of this ~~PPP policy~~ which are not covered by their collective bargaining agreement.

**II. 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 they will begin to accrue sick leave at the rates listed below. There is no maximum on the amount of sick leave that may be accumulated.~~

Full-time employees assigned to a 40 hour/week position shall accrue 8 hours of sick leave per month. ~~Full-time employees assigned to a 37.5 hour/week position shall accrue 7.5 hours of sick leave per month.~~

~~Regular, part-time employees and full-time employees working a temporarily reduced schedule of less than 40 hours/week (as approved by Human Resources), Regular, part-time employees shall accrue sick leave on a prorated basis in proportion to the percentage of full-time hours worked. The accrual rate will be based on the average number of hours the employee works per week, as reported on their change of status form, divided by 40 hours. (See PPP 36)~~

~~**III.**—The accrual and use of sick leave shall be recorded each month on the employee's leave form. Sick leave is earned and available for use at the end of each calendar month, after the employee has completed a full calendar month of service. ~~after a full calendar month of service. Sick leave cannot be used before it has been accrued. No sick leave shall be granted to an employee in advance of his/her accrual of such leave.~~ (Example: If an employee has no accrued sick leave at the end of March and is absent due to illness on April 20, no sick leave shall be paid for that absence because the April accrual of sick leave is not available until May 1.)~~

**III. Use of Sick Leave for Personal Illness or Injury**

Sick leave is primarily intended to protect employees from loss of pay due to their own physical or mental illness or injury and to attend medical appointments with health care professionals.

Sick leave may also be used to care for an immediate family member who is ill or recovering from an injury. For the purposes of this policy, "immediate family member" includes the employee's spouse, parent or child (including adopted, step, foster, or legal ward), whether they reside with the employee or not, and any other individual or dependent residing with the employee.

Sick leave may not be used if the employee is not scheduled to work during the period of absence. Section 11 of the Personnel Bylaws states: "~~Sick leave is generally granted to employees for protection against loss of pay due to their own personal illness or injury.~~" This means that sick leave may be used by an employee when he/she is physically unable to perform the duties of his/her position due to personal illness or injury or may jeopardize the health of others in the workplace due to exposure to contagious disease.

If an employee is ~~absent due to illness or injury~~ absent due to ~~for~~ purposes described above, but ~~and~~ has no accrued sick leave, the ~~absence may~~ shall be charged, ~~at the employee's option,~~ to accrued any personal leave or vacation leave ~~accrued by that employee,~~ or the employee may ~~be before being~~ placed on unpaid leave, ~~in accordance with PPP 18.~~

Employees may use accrued sick leave for absences that qualify under the federal Family and Medical Leave Act (FMLA), Massachusetts Parental Leave Act (MPLA), or other applicable state laws. In conformance with Town policies, the Town reserves the right to require employees to use their available sick leave before being placed on unpaid status during FMLA leave, unless otherwise prohibited by law. Any paid leave used in connection with qualifying absences under federal or state laws will run concurrently with, and not in addition to, the leave entitlements provided by applicable laws.

Whenever possible, employees should make medical and dental appointments during non-working hours, or try to adjust their work day or workweek to offset such appointments. Sick leave may be used by an employee for medical/dental appointments that are for regular, preventative care (e.g., annual physicals, routine preventative tests, dental cleanings, regular eye exams, etc.) and sick leave may be used for medical/dental appointments for existing medical conditions, diseases, or problems (e.g., pregnancy, hypertension, injuries, pain, flu and colds, dental fillings, etc.).

~~Sick leave may be taken in partial or whole days.~~

~~Employees who use sick leave for purposes other than those outlined above may be subject to disciplinary action.~~

#### Family Sick Leave

~~Section 11 of the Personnel Bylaws states: "... up to five (5) sick days per fiscal year may be used by an employee when his/her personal attendance is necessary during the illness or injury of an immediate family member. Use of more than five (5) days of an employee's accumulated sick leave for the purpose of caring for a family member may be approved by the Town Manager in the event of serious, long-term illness or injury."~~

~~(See PPP #11.2.1 for the definition of "immediate family member" for purposes of family sick leave.)~~

~~Requests for use of more than 5 days of sick leave for the purpose of caring for a family member must be submitted by an employee in writing to his/her department head. Such request must state the reasons for, and approximate length of the leave requested. The department head shall forward the request with his/her comments and recommendation to the Town Manager.~~

~~Sick leave may be used for the medical/dental appointments of immediate family members for existing medical conditions, diseases or problems; but not for regular, preventative care.~~

#### **IV. Notification**

~~Employees must notify their supervisor (or the supervisor's designee) as early as possible when they plan to use sick leave. An employee who wishes to use accumulated sick leave must contact the work location and speak directly to his/her immediate supervisor (or that supervisor's designee) as early as possible. If the absence is not foreseeable, the employee must notify their supervisor at least one (1) hour before the start of their shift, on the day of the absence. The employee must contact the supervisor personally. Such contact must be made personally by the employee and not by another individual, unless they are physically unable to do so. In the event of multiple consecutive days of absence, the employee must provide daily notification unless other arrangements have been made in advance. Such contact must also be repeated on each day of absence unless other arrangements are made between the employee and supervisor.~~

~~If the absence is foreseeable (such as a scheduled medical appointment), employees must provide at least five (5) business days' advance notice, unless the need for sick leave arises within a shorter timeframe.~~

~~Failure of an employee to provide such notification may be sufficient grounds to deny the use of sick leave even if the employee is genuinely ill or injured. The employee will be granted the opportunity to provide a satisfactory explanation as to why he/she did not provide the required notification in a timely manner.~~

#### **V. Medical Certification/ Documentation**

The Town may require documentation of illness for any absence greater than three (3) consecutive sick days, but fewer than six (6) consecutive sick days. If an employee requires six (6) or more days of consecutive sick days, they must complete paperwork for Family and Medical Leave (FMLA) with Human Resources.

Human Resources may require medical certification of any illness or injury when there is a documented pattern of frequent or excessive sick leave use or when there is a justifiable reason to question the validity of the sick leave. This may include verification of absences through means other than medical certification if deemed necessary.

The Department Head and/or Human Resources may also require medical certification prior to an employee's return to work following an absence of more than three (3) days or following an injury. This ensures that the employee is physically capable of performing their duties.

Section 11 of the Personnel Bylaw states: "Department heads may, at their discretion, require medical certification of any illness or injury for which sick leave is used."

Whenever possible, the employee will be notified of a medical certification requirement during the requested sick leave absence, so the employee (or family member) can arrange to see a licensed health care practitioner as soon as possible. The requirement may, however, be made after the employee returns to work.

Medical certification may also be required by a department head prior to an employee's return to work after an extended illness or injury to ensure that the employee is physically capable of returning to work.

All medical certifications must include a statement from the physician ~~explaining~~ detailing the employee's incapacity and the estimated duration of the employee's inability to work or the need to care for a family member. Employees are responsible for the costs associated with obtaining medical certifications. ~~incapacity and the estimated time for which the employee will be unable to work or for which the family~~

~~member will require care. The Town will not be responsible for any costs associated with obtaining such medical certifications.~~

~~Failure to submit the required documentation may result in the denial of sick leave. Repeated failures to submit the required documentation may result in disciplinary action. Failure to present such required medical certifications shall result in denial of the requested sick leave. Repeated failures to provide such certifications may result in disciplinary action.~~

## VI. 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, they shall be paid for 50% of the accumulated sick leave balance they hold 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), their designated beneficiary shall be paid 50% of their accumulated sick leave at the date of their 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.

~~member will require care. The Town will not be responsible for any costs associated with obtaining such medical certifications.~~

~~Failure to present such required medical certifications shall result in denial of the requested sick leave. Repeated failures to provide such certifications may result in disciplinary action.~~

TOWN OF CONCORD  
Personnel Policy and Procedure #11

**Administration of Sick Leave**

*Date Issued: August 11, 1992  
Revised: February 12, 2025*

**I. Purpose and Scope**

The purpose of this document is to establish guidelines for the administration of sick leave. This policy applies to all regular employees of the Town. Employees subject to collective bargaining agreements with the Town are subject only to those provisions of this policy which are not covered by their collective bargaining agreement.

**II. 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 they will begin to accrue sick leave at the rates listed below. There is no maximum on the amount of sick leave that may be accumulated.

Full-time employees assigned to a 40 hour/week position shall accrue 8 hours of sick leave per month.

Regular, part-time employees and full-time employees working a temporarily reduced schedule of less than 40 hours/week (as approved by Human Resources), shall accrue sick leave on a prorated basis in proportion to the percentage of full-time hours worked. The accrual rate will be based on the average number of hours the employee works per week, as reported on their change of status form, divided by 40 hours.

The accrual and use of sick leave shall be recorded each month on the employee's leave form. Sick leave is earned and available for use at the end of each calendar month, after the employee has completed a full calendar month of service. Sick leave cannot be used before it has been accrued. *(Example: If an employee has no accrued sick leave at the end of March and is absent due to illness on April 20, no sick leave shall be paid for that absence because the April accrual of sick leave is not available until May 1.)*

**III. Use of Sick Leave**

Sick leave is primarily intended to protect employees from loss of pay due to their own physical or mental illness or injury and to attend medical appointments with health care professionals.

Sick leave may also be used to care for an immediate family member who is ill or recovering from an injury. For the purposes of this policy, "immediate family member" includes the employee's spouse, parent or child (including adopted, step, foster, or legal ward), whether they reside with the employee or not, and any other individual or dependent residing with the employee.

Sick leave may not be used if the employee is not scheduled to work during the period of absence.

If an employee is absent due to purposes described above, but has no accrued sick leave, the absence shall be charged to accrued personal leave or vacation leave, before being placed on unpaid leave.

Employees may use accrued sick leave for absences that qualify under the federal Family and Medical Leave Act (FMLA), Massachusetts Parental Leave Act (MPLA), or other applicable state laws. In conformance with Town policies, the Town reserves the right to require employees to use their available sick leave before being placed on unpaid status during FMLA leave, unless otherwise prohibited by law. Any paid leave used in connection with qualifying absences under federal or state laws will run concurrently with, and not in addition to, the leave entitlements provided by applicable laws.

Employees who use sick leave for purposes other than those outlined above may be subject to disciplinary action.

#### **IV. Notification**

Employees must notify their supervisor (or the supervisor's designee) as early as possible when they plan to use sick leave. If the absence is not foreseeable, the employee must notify their supervisor at least one (1) hour before the start of their shift. The employee must contact the supervisor personally unless they are physically unable to do so. In the event of multiple consecutive days of absence, the employee must provide daily notification unless other arrangements have been made in advance.

If the absence is foreseeable (such as a scheduled medical appointment), employees must provide at least five (5) business days' advance notice, unless the need for sick leave arises within a shorter timeframe.

#### **V. Medical Certification/ Documentation**

The Town may require documentation of illness for any absence greater than three (3) consecutive sick days, but fewer than six (6) consecutive sick days. If an employee requires six (6) or more days of consecutive sick days, they must complete paperwork for Family and Medical Leave (FMLA) with Human Resources.

Human Resources may require medical certification of any illness or injury when there is a documented pattern of frequent or excessive sick leave use or when there is a justifiable reason to question the validity of the sick leave. This may include verification of absences through means other than medical certification if deemed necessary.

Human Resources may also require medical certification prior to an employee's return to work following an absence of more than three (3) days or following an injury. This ensures that the employee is physically capable of performing their duties.

All medical certifications must include a statement from the physician detailing the employee's incapacity and the estimated duration of the employee's inability to work or the need to care for a

family member. Employees are responsible for the costs associated with obtaining medical certifications.

Failure to submit the required documentation may result in the denial of sick leave. Repeated failures to submit the required documentation may result in disciplinary action.

## **VI. 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, they shall be paid for 50% of the accumulated sick leave balance they hold 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), their designated beneficiary shall be paid 50% of their accumulated sick leave at the date of their 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.

**PPP 11.2-1 IS PROPOSED TO ELIMINATE AS CONTENT HAS BEEN INCORPORATED INTO THE UPDATED VERSION OF PPP 11.**

TOWN OF CONCORD  
Personnel Policy and Procedure #11.2-1

**Definition of Immediate Family Member  
for Purposes of Family Sick Leave**

*Date Issued: May 19, 1992*

**Definition of Immediate Family Member**

In interpreting and applying Section 11.2 of the Personnel Bylaw on "Use of Sick Leave", the term "immediate family member" shall be defined as follows:

- a. "Immediate family member" shall include the employee's spouse, children (by birth or adoption) or parents, whether or not these individuals reside with the employee.
- b. "Immediate family member" shall also include any step child, foster child, or legal ward of the employee who resides with the employee on a regular, permanent basis, and who is primarily dependent upon the employee for support and nurturance.
- c. "Immediate family member" shall also include any other individual of dependent relationship who resides with the employee on a regular, permanent basis. In this application, dependent relationship shall mean a close relationship that includes financial and emotional interdependence. For example, such individuals may include unmarried partners, but would not include roommates or boarders.
- d.
- e. Exceptions to the Definitions
- f. The Town Manager may grant exceptions to the definitions shown above if the requesting employee can demonstrate that the relationship involved is of a close, family-like nature, that the medical need is great, and that no person of nearer relationship is able to provide the required care. Examples of such relationships might include, but are not limited to: parents-in-law, grandparents, grandchildren, or siblings, if it can be demonstrated that no person of nearer relationship is able to provide the needed care.
- g. In making such a decision, the Town Manager may consider the severity of the circumstances, the past pattern of dependence between the employee and individual concerned, the availability of other possible resources to care for the individual, and any other matters which might reasonably be considered to have a bearing on the case.
- h. Each exception granted under this policy will be considered on its individual merits and will in no way constitute a precedent for future decisions.
- i. The Personnel Board shall be notified of all exceptions granted under this policy.
- j.
- k. Approving Requests for Family Sick Leave

- I. Section 11.2 of the Personnel Bylaw allows an employee to use "family sick leave" only when the employee's personal attendance is necessary during the illness or injury of an immediate family member. In considering a request for family sick leave, the department head or Town Manager may require the employee to explain or document relevant issues in order to justify the request.

- m. Requests for exceptions to the "immediate family" definition must be submitted in writing by the employee to his/her department head. All such requests must explain the relationship of the individual involved, the medical need, and why persons of nearer relationship are not able to provide the care. The department head will review the request, insure it is complete, and forward the request with his/her recommendation to the Town Manager. The Town Manager may request further information, if needed.
- n. All requests for family sick leave will be responded to as quickly as possible. If necessary, an employee's absence will be charged to other available leave time until the review is completed and the records adjusted later if family sick leave is granted.

**PPP 11 ADDENDUM IS PROPOSED TO ELIMINATE AS CONTENT HAS BEEN INCORPORATED INTO THE UPDATED VERSION OF PPP 11.**

TOWN OF CONCORD  
Personnel Policy and Procedure #11  
**Temporary Addendum**  
*Effective April 5, 2016*

**Sick Leave Use for Parental Leave**

*Section 11.2 of the Personnel Bylaw, which addresses the use of sick leave, was amended at the 2016 annual Town Meeting. The amended Bylaw language authorizes the Town Manager and Personnel Board to “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.” This policy only applies to regular-status, non-union employees.*

**Use of Sick Leave for Parental Leave**

During Family and Medical Leave Act leave, an employee may use up to six weeks of his/her accrued sick leave to care for his/her child after birth, adoption, or placement for foster care. Requests and approval for using such leave shall be processed in accordance with applicable sections of PPP#11 – Sick Leave, and PPP #18 – Unpaid Leaves of Absence and FMLA.

*Approved by Town Manager and Personnel Board on 05/17/2016.*

TOWN OF CONCORD  
Personnel Policy and Procedure #43

**Policies Carried Over at the time of 2024 Personnel Bylaw Approval**

*To Be Issued: Upon Approval of Proposed Bylaw*

**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.

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. 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 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)*

## **10.7 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 $\frac{1}{2}$ ) 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 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)*

---

## **RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS**

**ARTICLE XXX.** To determine whether the Town will ratify the Personnel Board's actions to amend the Classification and Compensation Plan as follows, or take any other action relative thereto:

1. Update the title: "Senior Services Director" to "Council on Aging Director" effective January 10, 2024.
2. Add the title of "Swim Aide" to Miscellaneous Compensation Schedule 7-2 effective February 21, 2024.
3. Merge the Recreation Miscellaneous Compensation Schedule (7-2) with the Human Services Miscellaneous Compensation Schedule (7-3) into one schedule (7-2), effective March 13, 2024.
4. Add the title of "Master Plumber/ HVAC Technician" to Grade 10, effective April 10, 2024.
5. Update the title "Crew Leader/ Electrician and Carpenter" to "Master Electrician/ Crew Leader" effective April 10, 2024.
6. Add the title of "Skilled Carpenter" to Grade 6, effective April 10, 2024.
7. Remove the title of "Director of Community Development" from Grade 16, effective June 12, 2024.
8. Remove the title of "Administrative & Operations Supervisor" from Grade 8, effective June 12, 2024.
9. Remove the title of "Assistant to the Beede General Manager" from Grade 7, effective June 12, 2024.
10. Remove the title of "Engineering Technician" from Grade 6, effective June 12, 2024.
11. Remove the title of "Facilities/ Landscape Maintainer" from Grade 4, effective June 12, 2024.
12. Update the title of "Activity Coordinator" to "Program Coordinator" under Grade 2, effective June 12, 2024.
13. Add the title of "Emergency Communications Center Manager" to Grade 12, effective June 12, 2024.
14. Add the title of "Senior GIS Analyst" to Grade 8, effective June 12, 2024.
15. Add the title of "Payroll and Finance Generalist" to Grade 6, effective June 12, 2024.
16. Add the title of "Management Specialist" to Grade 7, effective June 25, 2024.
17. Add the title of "Assistant COA Director" to Grade 11, effective August 14, 2024.
18. Add the title of "Community Engagement Manager" to Grade 6, effective October 9, 2024.
19. Add the title of "Chief Information Officer" to Grade 17, effective October 9, 2024.

20. Reclassify the position of “Emergency Communications Center Manager” from Grade 12 to Grade 13, effective October 9, 2024.
21. Add the title of “Program Director” to Miscellaneous Compensation Schedule (7-2) effective October 9, 2024.
22. Add the title “Director of Community Development” to Grade 16, effective November 13, 2024.
23. Add the title “Procurement Manager” to Grade 10, effective November 13, 2024.
24. Update the title of “Program Director” to “Program Supervisor” under Miscellaneous Compensation Schedule 7-2 effective November 13, 2024.
25. Add the title of “Assistant Chief Financial Officer” to Grade 15, effective December 10, 2024.
26. Add the title of “Election and Census Manager” to Grade 8, effective December 10, 2024.
27. Add the title of “Recreation Operations Manager” to Grade 8, effective December 10, 2024.
- 28. PLACEHOLDER FOR CMLP FINANCE RECLASS (PENDING ACTION 2-12-2025)**
29. Add the title of “Lead Swim Coach” to Miscellaneous Compensation Schedule 7-2, effective December 10, 2024.
30. Make all other changes to the Classification and Compensation Plan voted by the Personnel Board between February 12, 2025, and the date the 2025 Annual Town Meeting concludes.

*The Town Manager has authority to create and modify positions throughout the fiscal year. Titles and salary ranges are determined using the Town’s established classification system. Under the Personnel Bylaw, the Personnel Board is authorized to approve temporary changes in the Classification and Compensation Plans, pending ratification of such actions at the next Town Meeting. Actions already taken appear in the Warrant; if additional actions are taken by the Personnel Board after the close of the Warrant, notice will be filed with the Town Clerk and details will be presented at Town Meeting.*

**RATIFY PERSONNEL BOARD CLASSIFICATION & COMPENSATION PLAN**

**ARTICLE XXX.** To determine whether the Town will amend the existing Classification and Compensation Plan for regular-status Town positions by adopting the following schedules to become effective **December 10, 2024**, or take any other action relative thereto:

**CLASSIFICATION AND COMPENSATION PLAN**

Revision Date: **December 10, 2024**

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

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



8	Assistant Assessor Assistant Town Accountant Assistant Town Clerk Assistant Treasurer Associate Financial Manager/Accountant Crew Leader Election and Census Manager Electrical Inspector HVAC Technician Land Manager Management Analyst Master Electrician/ Crew Leader Public Works Engineer Recreation Operations Manager Senior Financial Analyst Senior GIS Analyst Senior Information Systems Technician Senior Master Mechanic Senior Planner Senior Utility Electrician	Annual Hourly	\$75,899 \$36.49	\$91,073 \$43.79	\$106,246 \$51.08
7	Business Systems Analyst Aquatics Supervisor Facilities Custodial Supervisor GIS Analyst Management Specialist Production Manager Program Analyst Public Health Inspector Recreation Facilities Coordinator Recreation Supervisor Senior Facilities/Landscape Maintainer Treatment Systems Operator Utility Electrician	Annual Hourly	\$71,573 \$34.41	\$85,894 \$41.30	\$100,214 \$48.18
6	Community Engagement Manager Energy Efficiency & Electrification Specialist Executive Assistant to the Select Board Executive Assistant to the Town Manager Human Resources Generalist Information Systems Technician Membership Coordinator Office Administrator Payroll & Finance Generalist Senior Producer & Education Coordinator Skilled Carpenter	Annual Hourly	\$67,704 \$32.55	\$81,245 \$39.06	\$94,786 \$45.57

<b>5</b>	Environmental & Regulatory Coordinator Equipment/Line Operator 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	<i>Annual</i> <i>Hourly</i>	\$64,459 \$30.99	\$77,355 \$37.19	\$90,251 \$43.39
<b>4</b>	Accounts Payable Specialist Associate Engineer Customer Services Specialist Meter Technician Senior Administrative Specialist Senior Finance Specialist	<i>Annual</i> <i>Hourly</i>	\$61,402 \$29.52	\$73,684 \$35.43	\$85,966 \$41.33
<b>3</b>	Administrative Specialist Finance Specialist Fitness Trainer	<i>Annual</i> <i>Hourly</i>	\$58,490 \$28.12	\$70,190 \$33.75	\$81,890 \$39.37
<b>2</b>	<b>Program</b> Coordinator Customer Support Specialist Senior Building Custodian Senior Crew Member Senior Van Driver	<i>Annual</i> <i>Hourly</i>	\$55,702 \$26.78	\$66,841 \$32.14	\$77,979 \$37.49
<b>1</b>	Building Custodian Crew Member Finance Assistant Office Assistant	<i>Annual</i> <i>Hourly</i>	\$53,040 \$25.50	\$63,648 \$30.60	\$74,256 \$35.70
<b>LP-17</b>	Director of Concord Municipal Light Plant	<i>Annual</i> <i>Hourly</i>	\$170,955 \$82.19	\$205,140 \$98.63	\$239,325 \$115.06
<b>LP-16</b>	(No positions in grade)	<i>Annual</i> <i>Hourly</i>	\$148,637 \$71.46	\$178,370 \$85.76	\$208,104 \$100.05
<b>LP-15</b>	Assistant Director of Concord Municipal Light Plant	<i>Annual</i> <i>Hourly</i>	\$129,251 \$62.14	\$155,106 \$74.57	\$180,960 \$87.00
<b>LP-14</b>	Broadband Manager Power Supply & Rates Administrator	<i>Annual</i> <i>Hourly</i>	\$121,763 \$58.54	\$146,120 \$70.25	\$170,477 \$81.96

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

*(End of new Classification & Compensation Plan)*

*Consistent with the Personnel Bylaw's purpose of maintaining an equitable and efficient system of personnel administration, the Town engaged GovHR in August 2022 to undertake a comprehensive study and redesign of our Classification & Compensation Plan to ensure that 1) uniform salary ranges are based on responsibilities and requirements of each job; 2) equal pay is provided for equal work; and 3) employee compensation is both internally equitable and externally competitive. As part of this redesign, GovHR consultants provided the Town with a new scoring methodology for job classification which was used to evaluate and analyze positions. This scoring methodology is used consistently whenever a new position is added or when a request is made to reclassify a position, in order to maintain integrity of the plan developed by GovHR in 2022, and ensure fair and equitable pay. Pay ranges for each grade have not changed since the plan was voted by 2024 Annual Town Meeting; the only changes are those to additions/deletions of positions or reclassified positions as detailed in the Article.*



## Town of Concord Exit Interview Questionnaire

Feedback from departing employees is very helpful to the Town in understanding how our policies and practices are affecting employees in different departments. Please feel free to only answer questions for which you have comments.

Information from this questionnaire will not be included in your personnel file. Our standard practice is to share response with the Town Manager and Department Head, and in some cases, Supervisor.

If you have any questions or concerns about how your responses will be shared, please contact HR to discuss.

### About You

1. Employee Name

2. Department

3. Job Title

## Reasons for Leaving

4. What are your reasons for leaving? (Please check all that apply)

- Career advancement
- Better Compensation/Benefits
- Work-Life Balance
- Family Situation
- Relocation
- Health Reasons
- Retirement
- Colleague Issues
- Management/Supervisor Issues
- Work Environment/Culture
- Job Dissatisfaction
- Other

5. Was there a specific event that triggered your decision to leave?

6. Did you feel your salary was appropriate for the work you did? If no, please explain.

7. Were you satisfied with the Town's employee benefits? Any suggestions for improvement?

8. What could the Town of Concord have done differently to retain you as an employee?

## Job Satisfaction

9. How would you rate your overall job satisfaction during your time here?

- Very satisfied
- Satisfied
- Neutral
- Dissatisfied
- Very dissatisfied

10. What aspects of your job did you enjoy the most?

11. What aspects of your job did you find the most challenging or frustrating?

## Management & Supervision

12. Name of your direct supervisor:

13. How would you rate your relationship with your direct supervisor?

- Excellent
- Good
- Fair
- Poor
- Very poor

14. Did you feel supported by your direct supervisor? If no, please explain.

15. In your opinion, did your direct supervisor:

	Always	Generally Yes	Sometimes	Generally No	Never
Let you know what was expected of you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plan and schedule your work assignments effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively utilize your abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide adequate guidance and support for you to do your job effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourage you to discuss problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treat all employees fairly and equitably	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourage training and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

16. Any additional comments on your direct supervisor?

17. Name of Department Head (Senior Management Team Member):

18. In your opinion, did your Department Head:

	Always	Generally Yes	Sometimes	Generally No	Never
Provide clear and effective policies and procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apply those policies and procedures consistently and equitably	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plan and schedule department functions effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct and control department functions effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrate concern for the working conditions of employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Any additional comments on your Department Head?

## Work Environment & Culture

20. How would you describe the overall work environment and culture at the Town of Concord?

21. Did you feel valued and respected as an employee? If no, please explain:

22. Were there any issues or concerns regarding workplace safety, ethics, or diversity? If yes, please describe:

23. How would you rate the overall morale of employees in your department?

24. How would you rate the morale of employees in the Town overall?

## Future Considerations

25. Please let us know what you think the Town does well and/or what is positive about working here.

26. Do you have any additional comments or suggestions for improvement?

---

This content is neither created nor endorsed by Microsoft. The data you submit will be sent to the form owner.

 Microsoft Forms