



To: Town of Concord Employees  
From: GovHR USA, LLC (GovHR)  
Date: Wednesday, August 24, 2022  
Subject: Upcoming Classification and Compensation Study

The Town of Concord is beginning a review of its Classification and Compensation Plan for regular-status, non-union positions. The Town is conducting this Study 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) the Compensation Plan is both internally equitable and externally competitive.

There are several things that this Study is **not** concerned with:

- 1) It does **not** represent an attempt to tell managers how to organize the work of their departments.
- 2) It does **not** represent an attempt to evaluate whether the Town is staffed adequately.
- 3) It does **not** represent an attempt to determine whether individual employees are performing their job function to expectations, or are qualified for their jobs.

At the end of the Study, GovHR will provide recommendations for creating a new Compensation and Classification Plan with updated salary ranges, into which each position in the Town can be assigned.

There are several steps in the development of the Classification Plan. A Classification Plan groups similar positions together based on various factors including duties, responsibilities, qualification requirements, and physical demands. To document these factors for each position, employees will receive a Job Analysis Questionnaire (JAQ) and a copy of the current job description for reference. In the JAQ, each individual employee will describe job duties, the education and experience needed to carry out the job, supervision given and received, and other pertinent information needed to perform an analysis of the job. The completion of the JAQ is an important step in the development of the Classification Plan. When completing the JAQ, please tab through the word document and fill out each section. Be sure to check the box that indicates the minimum requirement necessary to perform your job. Think of it this way, you have won the lottery and no longer need to work, the Town is going to replace your position, what are the minimum requirements needed to fill your vacated position.

GovHR will host three (3) separate Zoom Meetings to go over the process described above. You only need to attend **one** meeting. The meetings will be on **Wednesday, August 31<sup>st</sup> at 2:00 p.m., Wednesday, September 7<sup>th</sup> at 2 p.m. or Thursday, September 8<sup>th</sup> 10:00 a.m. (EST)**. The meeting will last approximately 45 minutes and includes a short presentation with time for questions. Please click this link to access the meeting: <https://zoom.us/j/5837146700>.



If you are unable to attend one of the meetings, there is a short YouTube video that explains the JAQ: <https://www.youtube.com/watch?v=yIk8OJ64Ww8>

After JAQs are completed by employees, reviewed by supervisors, and read by GovHR, we will interview individual employees about their positions to verify and expand upon the information on the questionnaires. We will talk to at least one (1) employee in each position represented in the Study. After we have interviewed employees, we will assign each position a numerical value and group them into classifications. We look at this Study as a cooperative endeavor and will review our findings with Town Administration.

During the development of the Classification Plan, GovHR will also be working to prepare the Compensation Plan. In developing the Compensation Plan, we will evaluate how jobs compare with one another from an internal equity standpoint (based on the findings of the above process) as well as salaries being paid by other "like" communities. GovHR will design and send out a salary survey to a group of comparable communities established through our broad-based cohort group methodology. It is on this basis that we will prepare a Compensation Plan that is internally equitable and externally competitive.

If you have any questions on the JAQ form, or regarding the study, please feel free to contact Joellen Cademartori, Project Manager, at 847-380-3238 or at [jcademartori@govhrusa.com](mailto:jcademartori@govhrusa.com).

We appreciate your assistance and look forward to working with you on this project.

#### **IMPORTANT DATES:**

**Employee Kick-Off Meetings:** Wednesday, August 31<sup>st</sup> at 2:00 P.M.  
- OR -  
Wednesday, September 7<sup>th</sup> at 2:00 P.M.  
- OR -  
Thursday, September 8<sup>th</sup> at 10:00 A.M.

#### **Key Project Milestones:**

**September 19<sup>th</sup>:** Employees complete and submit the JAQs to their Supervisors. Please save file as follows: JobTitle.LastName.FirstName

**October 3<sup>rd</sup>:** Supervisors and Department Heads review and then submit the JAQs to Human Resources.

**October 19<sup>th</sup>:** Human Resources reviews and then submits the JAQs to GovHR USA.

**Week of October 31<sup>st</sup>:** GovHR USA conducts virtual interviews with employees.