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Town of Concord, MA

Employee Classification and Compensation Study

Draft Classification and Compensation Plan Presentation

February 21, 2023

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Outline

- ▶ Scope of Work
- ▶ Job Evaluation
- ▶ Proposed Classification Plan
- ▶ Compensation and Benefits Survey
- ▶ Proposed Compensation Plan
- ▶ Employee Reconsideration Process
- ▶ Next Steps and Important Dates
- ▶ Questions

Scope of Work and Process

- ▶ **Job Evaluation Analysis and Job Classification System**
 - ▶ Study preparation and project meetings
 - ▶ Determination of comparable municipalities
 - ▶ Distribution of materials and employee meetings
 - ▶ Job evaluation analysis and establishment of job classification system
- ▶ **Compensation and Benefits Analysis**
 - ▶ Calculate new pay ranges and benefits review
- ▶ **Draft and Final Report Preparation**
 - ▶ Presentation to Town regarding Draft Report
 - ▶ Finalize report

Job Evaluation

185 Positions were reviewed using the following nine job factors to establish Internal Equity:

- ▶ Education – Required Preparation and Training
- ▶ Work Experience – Years of Experience Needed to Perform Job
- ▶ Decision Making and Independent Judgment
- ▶ Responsibility for Policy Development
- ▶ Planning of Work
- ▶ Contact with Others
- ▶ Work of Others (Supervision Exercised)
- ▶ Working Conditions
- ▶ Use of Technology/Specialized Equipment

Job Evaluation

- ▶ Positions were evaluated based on the information received by the Town Employees and Supervisors, through the use of a Job Analysis Questionnaire (JAQ) and as a result of virtual interviews with at least one employee in each position (Appendix A).
- ▶ The Classification Plan was developed based on Internal Equity – meaning how positions related to one another in Concord.
- ▶ New position titles were recommended in some instances.
- ▶ Table 1 – Classification Plan – 17 Grades

Proposed Classification Plan

- ▶ The proposed Classification Plan has 17 Grades assigned to four bands:
 - ▶ Grades 1 – 6 – Administrative and Technical Positions
 - ▶ Grades 7 – 10 – Program Managers, Supervisors and Advanced Technical Positions
 - ▶ Grades 11 – 14 – Division Directors, Managers and Advanced Technical Leaders
 - ▶ Grades 15 – 17 – Leadership Team and Senior Managers

Compensation and Benefits Survey

- ▶ Establishment of comparable communities (Appendix B):
 - ▶ The following eight criteria were used:
 - ▶ Population
 - ▶ Per Capita Income
 - ▶ Equalized Assessed Value Per Capita
 - ▶ Total Assessed Value
 - ▶ Tax Levy
 - ▶ Total Budget
 - ▶ State Aid
 - ▶ Proximity to Concord

Comparable Communities

- ▶ Acton
- ▶ Andover
- ▶ Bedford
- ▶ Belmont
- ▶ Burlington
- ▶ Chelmsford
- ▶ Dedham
- ▶ Hopkinton
- ▶ Lexington
- ▶ Lynnfield
- ▶ Needham
- ▶ Reading
- ▶ Sudbury
- ▶ Wakefield
- ▶ Wayland
- ▶ Wellesley
- ▶ Westford
- ▶ Weston
- ▶ Westwood
- ▶ Winchester

Comparable Communities

▶ Municipal Light Plant

- ▶ Danvers
- ▶ Groton
- ▶ Hingham
- ▶ Ipswich
- ▶ Marblehead
- ▶ Mansfield
- ▶ Shrewsbury

▶ Water

- ▶ Lincoln
- ▶ Littleton

Salary and Benefits Survey

- ▶ Data is collected by reviewing pay plans of the comparable communities and through the use of a survey.
 - ▶ When using a survey, each position is defined to assist in gathering accurate data.
 - ▶ Salary data are reviewed to determine if information gathered is appropriate for the position surveyed.
 - ▶ Salary ranges are the preferred method to gather salary data.
 - ▶ Salary data gathered is the current market for the positions.
- ▶ Benefits data will be gathered, reviewed and comparative observations made.

Proposed Compensation Plan

- ▶ Compensation rates are calculated at the 85th and 95th percentiles of the salaries of the comparable communities – Table 2.
- ▶ Seventeen compensation grades/ranges established across four bands:
 - ▶ Grades 1 – 6: Administrative and Technical Positions
 - ▶ Grades 7 – 10: Program Managers, Supervisors and Advanced Technical Positions
 - ▶ Grades 11 – 14: Division Directors, Managers and Advanced Technical Leaders
 - ▶ Grades 15 – 17: Leadership Team and Senior Managers

Proposed Compensation Plan

- ▶ Pay ranges are calculated using two tools to match the market data collected – Gradation and Range Spread.
 - ▶ Gradation is the difference in starting pay.
 - ▶ Range Spread is the difference between minimum and maximum pay for a pay range.
- ▶ Grades 1 – 6 have a 5% gradation
- ▶ Grades 7 - 10 have a 6% gradation.
- ▶ Grades 11 – 14 have an 7.5% gradation.
- ▶ Grades 15 – 17 have a 12% gradation.
- ▶ All Grades have a 35% spread from minimum salary to maximum salary – Table 3.

Reconsideration Process

▶ Reconsideration Steps

- ▶ Reconsideration Form will be emailed to you or request the form from Human Resources.
- ▶ Review the Job Analysis Questionnaire (JAQ) as submitted.
- ▶ Fill out the Reconsideration Form and explain what has changed from what was originally submitted.
- ▶ Once completed forward form to Human Resources with a copy to your Supervisor and Department Head.
- ▶ Completed forms are due to Human Resources by March 3rd.

Next Steps

- ▶ **Next Steps**
 - ▶ Finalize Classification Plan
 - ▶ Review Final Drafts of Classification and Compensation Plans with Department Heads and the Personnel Board
 - ▶ Town Meeting Consideration



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Questions?

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