



Town of Concord, MA
Employee Classification and Compensation Study

Draft Classification and Compensation Plan Presentation
Personnel Board - March 8, 2023

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Outline

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

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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

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Job Evaluation - Overview

- ▶ A Classification Study groups positions together based on factors such as duties, level of responsibility, qualification requirements and work environment.
- ▶ Every employee was asked to complete a Job Analysis Questionnaire or JAQ.
- ▶ JAQs were completed electronically (where possible) or via hard copy and then were submitted to the supervisor for review.
- ▶ Employees were instructed to complete the JAQ based on what the position requires, not what the incumbent possessed – winning the lottery and the Town is going to have to fill the vacated position!

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Job Analysis Questionnaire (JAQ) - Instructions

- ▶ The identification section is the only section of the JAQ where personal information was entered.
- ▶ The remainder of the JAQ was filled out from the perspective of the position – not the person.
- ▶ Tab through the JAQ to either type responses or check boxes.
- ▶ If completed electronically – save the JAQ as follows: JobTitle.LastName.FirstName – and then email it to your supervisor.
- ▶ If completed on paper – make a copy and then give to supervisor.

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JAQ – Introduction

IDENTIFICATION INFORMATION

NAME: <input type="text"/>	DATE: <input type="text"/>
YEARS OF EXPERIENCE WITH THIS AGENCY: <input type="text"/>	JOB TITLE: <input type="text"/>
YEARS OF EXPERIENCE ON THIS JOB: <input type="text"/>	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD: <input type="text"/>	YOUR EDUCATION: <input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR: <input type="text"/>	HIS/HER TITLE: <input type="text"/>

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JAQ – General Summary/Job Description

- ▶ Briefly summarize your job:

General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

- ▶ If you have a job description to review, complete the first section:

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

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JAQ – Job Description

- ▶ If you have changes to your job description, make the changes on the job description or add changes to the JAQ in this section. If you do not have a job description, complete this section.

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group "like" tasks together (e.g., "clerical duties including word processing, opening mail, filing, etc." or "front desk responsibilities including greeting visitors, answering telephones and routing calls, etc."). Job duties:

1.

2.

3.

4.

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JAQ – Factor #1: Education & Training

FACTOR 1. Education & Training: In your opinion, what kind of education and training is necessary to perform your job?

- LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- LEVEL 2: High school diploma (GED) or equivalent.
- LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
- LEVEL 5: Completion of four-year college degree program.
- LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

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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

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Job Evaluation

- ▶ Positions were evaluated based on the information received by the Town Employees and Supervisors, using 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 – 18 Grades
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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 – 18 – Leadership Team and Senior Managers

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Compensation and Benefits Survey - Development

- ▶ Determine a group of “like” communities.
- ▶ Design a survey with benchmark positions.
- ▶ Survey is sent to comparable communities.
- ▶ Short job descriptions are included with job titles to ensure relevant data – “apples” to “apples”.

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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

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Comparable Communities

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

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Comparable Communities

- ▶ **Municipal Light Plant**
 - ▶ Danvers
 - ▶ Groton
 - ▶ Hingham
 - ▶ Ipswich
 - ▶ Marblehead
 - ▶ Mansfield
 - ▶ Shrewsbury
- ▶ **Water**
 - ▶ Lincoln
 - ▶ Littleton

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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.

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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 – 18: Leadership Team and Senior Managers

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Proposed Compensation Plan - Town

- ▶ 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 5% gradation.
- ▶ Grades 15 – 18 have a 7% gradation.
- ▶ All Grades have a 40% spread from minimum salary to maximum salary – Table 3.

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Proposed Compensation Plan - CMLP

- ▶ 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 7.5% gradation.
- ▶ Grades 11 – 14 have an 7% gradation.
- ▶ Grades 15 – 18 have a 10% gradation.
- ▶ All Grades have a 40% spread from minimum salary to maximum salary – Table 3 - CMLP.

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Reconsideration Process

- ▶ **Reconsideration Steps**
 - ▶ Reconsideration Forms were emailed employees.
 - ▶ Review the Job Analysis Questionnaire (JAQ) as submitted.
 - ▶ Reconsideration Forms were completed, and employees explained what has changed from what was originally submitted.
 - ▶ Completed forms were forward form to Human Resources with copies to Department Heads.
 - ▶ Completed forms were due to Human Resources by March 3rd.

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Reconsideration Process – Status Update

- ▶ **Reconsideration Status**
 - ▶ Fifty-five requests were received by employees.
 - ▶ All requests have been reviewed and are in process.
 - ▶ Reasons for Reconsideration fall into the following categories:
 - ▶ Compensation Range is too low based on current range;
 - ▶ Position is classified too low;
 - ▶ Title change.

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Next Steps

- ▶ Next Steps
 - ▶ Finalize Classification and Compensation Plans
 - ▶ Meet with Department Heads to review final draft on March 13
 - ▶ Develop Draft Final Report
 - ▶ Present Draft Final Report to the Personnel Board on March 22
 - ▶ Public Hearing – March 27
 - ▶ Town Meeting Consideration
 - ▶ Update Job Descriptions
 - ▶ Conduct Benefits Survey

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Questions?

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