

Personnel Board Meeting Minutes
May 15, 2013
First Floor Meeting Room, 9am

The meeting was convened on Wednesday, May 15, 2013 at 9am

Present: Flo Stern, Charles Scherpa, Chris Hoffmann and Ron Bell

Excused Absent: Tony Butterfield

Others: Diana Stein, Select Board Liaison, Deborah Radway, Director of Human Resources & Human Rights and Kay Zlogar, Trust Administrator

Personnel Board Chair Ms. Stern opened the meeting with a review of the agenda. There were no changes.

OLD BUSINESS:

Minutes

The Minutes of the April 17, 2013 meeting were reviewed and unanimously accepted.

New Business:

1. COLA DISCUSSION WITH SELECT BOARD

Ms. Stern expressed concern that the Town Manager presented the Personnel Board's recommendation for COLA to the Select Board without the Personnel Board present. She said that most of the Board members attend that meeting each year, and this year they were not notified when it was going to occur. Ms. Stein stated that she did not think it was an intentional omission, that the Town Manager had a lot on his plate. She recommended that the Personnel Board remind the Town Manager each year, with a cc to Debra Roussel that they would like to attend the meeting when their recommendation is conveyed. Ms. Radway stated that as the staff liaison to the Personnel Board, she will assume responsibility for conveying the Personnel Board's request to participate at future Select Board meetings.

2. REVIEW OF DRAFT COMPENSATION STUDY SCOPE OF SERVICES

The Personnel Board reviewed the 3rd draft of a scope of services for a classification and compensation study for non union personnel. Revisions to the consultant's proposed meeting and presentation schedule were recommended to include a meeting with the Personnel Board at the beginning of the consultants work with the project, and a second meeting to present its draft recommendations. The Board also recommended the consultant attend a meeting to present the final recommendations to the non-union employee group.

The Personnel Board recommended removing the Veterans Agent from the list of jobs to be included in the study, and several members also stated that contractual employees should not be included in the study, but agreed to seek the consultant's advice on whether to include them. Ms. Stern requested that Cambridge and Brookline be included as comparable external communities, and Mr. Scherpa recommended that Storrs, Connecticut be included.

The Chair recommended moving ahead with the scope of services, as amended. All concurred.

3. EMPLOYEE EXITS AND NEW HIRES REPORT

The Human Resources Director reported one exit (resigned to relocate to Boise, Idaho) and one New Hire (Amherst resident to Administrative Assistant Town Managers Office/HR Department) since the last meeting.

4. **SUMMER MEETING SCHEDULE**

The next meeting will occur on Wednesday, June 19, with a decision on summer meetings made at that time. A meeting may be needed in July or August to meet with the Compensation study consultant. Mr. Bell cannot make July 17 meeting, Ms. Stein and Mr. Scherpa are unlikely for July 17.

Meeting was adjourned at 10:20am.

Deborah Radway
Note taker

Attachment: Draft scope of services for compensation study

DRAFT SCOPE OF SERVICE- TOWN OF AMHERST

I. Classification and Compensation Study

Town of Amherst seeks an independent review and update of its Classification and Compensation Plan for all non-union positions and DPW supervisory and professional positions in a variety of municipal operations in the Town of Amherst, Massachusetts. In general, results of this study should include the following:

- Recommendation for an Updated Classification Plan.
- Recommendation for an Updated Compensation Plan.
- Updated job descriptions for specific positions (estimated maximum of 10).
- Development of a detailed salary analysis for all positions included in this study. The analysis will include both internal equity and external market comparisons to the Town of Amherst's salaries and pay rates.
- Recommendations of a valid process, methodology, contemporary pay structure and policy to determine pay levels for positions.

II. SPECIFIC OBJECTIVES

- a. For fewer than ten (10) of the job descriptions, it will be necessary to complete positions analysis questionnaires, interview the employees, and revise existing job descriptions.

For all of the positions included in the study the Consultants will:

- b. Conduct a custom compensation survey to ensure that positions are paid competitively in comparison to other communities within the Amherst target labor market (external competitiveness).
- c. Evaluate the positions through "position rating", a point-factor rating system used to evaluate and rank positions.
- d. Develop a contemporary classification plan to ensure positions are paid fairly (internal equity).
- e. Review/update or develop a contemporary salary schedule and assign each position to a salary grade within the classification plan.
- f. Develop the Town's internal capacity to maintain the classification and compensation plan over time.
- g. Prepare a fiscal impact analysis of the study's implementation

III. SCOPE OF SERVICES

1. **Apply Position Rating Factors/Classification Plan Developed.**

The majority of job descriptions are current or will be updated by the Town prior to the beginning of the process. Up to 10 will require major revision and the consultant may be asked to assist in this process. With the identification and description of all of the positions, the consultants will evaluate each position to create a classification plan. An **employee assignment schedule** will be developed to show the assignment of individual employees to position titles and the assignment of positions to grade. A **classification plan** will be developed to show the assignment of position titles and the assignment of positions to grades.

The consultants should apply the job evaluation criteria to all positions and develop a recommended ranking of positions based on *internal comparability*. The use of a point factor rating system should be used to integrate the concept of comparable worth into a classification plan. The rating system should compare such factors as required knowledge, ability, and skill, education and experience, accountability, access to confidential information, scope and character of supervision, physical demands, problem solving, and work environment.

The rating system should be designed in such a way that the Town can, in subsequent years, use it as a tool to update the classification plan, evaluate requests for reclassifications, and classify new positions.

2. **Conduct a Salary Survey.**

The consultants will collect and analyze comparative salary/wage data from target labor market and comparable communities. A set of at least six target labor market or comparable communities will be identified and presented to the town prior to data collection. The survey data will provide the consultant team with the basic parameters to construct a salary structure. When analyzing the market data, the consultants will consider job titles, work schedules, job duties, span of control, educational licensing / requirement and responsibilities and sources of pay including base pay, longevity, stipends and total pay.

3. **Constructs a Compensation Plan/Salary Schedule.**

The consultant will construct a salary schedule based on the comparative data and the Town's compensation policies. The **compensation plan** will show pay ranges. The compensation plan will then be linked to the classification plan. After meeting with Personnel Board and Town Manager as scheduled in §4 below, the consultant will develop a final compensation and classification plan, including guidelines for initial implementation and continuing maintenance.

The resulting compensation plan will reflect the Town's pay policies, the comparable market place and internal job values.

4. **Meet with Town Officials.**

A minimum of 4 meetings/presentations will be scheduled:

- a. The consultant will meet with the Personnel Board at the beginning of the contract to review the scope of services, timeline and work plan.
- b. The consultant will meet with the Personnel Board to present its draft recommendation.
- c. The consultant will present the final report with all of required components to the Town Manager.
- d. The consultant will present its final report to the non-union employee group.

There will be work sessions during the contract period to review draft reports for the classification plan, salary schedule(s), comparative data, job descriptions, etc. with the Town Manager and Human Resources Director.

Interviews

The consultant will conduct interviews with employees as needed to clarify responsibilities, review and/or update job descriptions. In some cases group interviews may be conducted where appropriate. When necessary, the consultants will interview department heads, supervisors, and other key officials.

IV. FINAL REPORT

The final report will be remitted in both electronic and hard copy format. The final report shall include, but not be limited to:

- Updated **job descriptions** for those positions requiring them (Scope of Services III, Item #1)
- A **classification plan** showing the assignment of position titles and the assignment of positions to grades.
- An **employee assignment schedule** showing the assignment of individual employees to position titles and the assignment of positions to grades.
- A **compensation plan** showing pay ranges. The precise nature of the plan depends upon various policy decisions made by the Town.
- An analysis of **comparable salary data** from the labor market. This data will be presented in narrative, spreadsheet and graphic chart format.
- An analysis of the **fiscal impact** of implementation of the recommendations.
- A **project report** and **methodology** which will assist in the day-to-day administration and updating of the plan.
- Documentation of study **procedures, findings, and recommendations**; this would include preparation of standards and procedures for implementing the compensation schedule(s).
- **Guidelines, tools** and a **Rating manual** for updating the classification plan, accepting new classes, and evaluating reclassification requests.

- all materials (salary/wage data, compensation schedules, classification plan, job descriptions, rating forms, etc.) will be presented to the Town in electronic format- **Microsoft Office compatible.**

V. TIMETABLE AND DELIVERY PLAN-2013

June	Internal HR work with Departments to review job descriptions and evaluate those requiring significant review by consultant.
July	RFP/solicitation of quotes for work
August	Interview consultants/award Contract
July –October	Consultant work
November	Deliver Report to Town Manager

Positions to be included in Study:

Administrative Assistant (Police, Town Manager)
 Network Analyst
 Associate Planner (vacant)
 Assistant Collector
 Assistant Treasurer
 Crew Supervisor I (Conservation, Facilities, Golf)
 Assistant to Comptroller
 Librarian I (vacant)
 Payroll & Benefits Coordinator
 Librarian II (Head of Collections/Adult Services, Children's Librarian, Circulation, Head of Program/Outreach, Reference/Head of Information Services, Curator of Special Collections, Head of Technical Services)
 Assistant Director (Health, Inspections- both vacant)
 Network Systems Analyst
 Sanitarian
 Division Supervisor (LSSE, Assistant to Town Manager, Dispatch)
 Program Director (COA, LSSE)
 Senior Planner
 Budget & Software Analyst
 Division Director (Electrical, Highway, Trees & Grounds, Water, Wastewater)
 Assistant LSSE Director
 GIS Administrator
 Asst IT Director
 Assessor
 Building Commissioner
 Town Clerk
 Trust Manager (Health and Safety)
 Comptroller
 Health Director
 Human Resources & Human Rights Director

LSSE Director
Planning Director
Senior Center Director
Treasurer/Collector
Director of Conservation and Development
IT Director
Library Director* (contractual)
Finance Director
Assistant Town Manager
Superintendent of Public Works
Fire Chief* (contractual)
Police Chief* (contractual)

Additional Non Union/Amherst DPW Association staff to be included:

Crew Supervisor I (Sign & Paint Technician)
Crew Supervisor II (Sewer, Solid Waste, Tree)
Supervisor Mechanic (WWTP)
Supervisor/Operator (WWTP)
Crew Supervisor III (Parks, Highway, Equipment Maintenance)
Division Supervisor (Wastewater, Water)
Environmental Technician
Engineering Tech II
Engineering Tech I (vacant)
Division Director (Electrical, Highway, Waste Water, Water, Trees & Grounds)
Civil Engineer
Assistant Superintendents of Public Works – (Operations; Engineering & Environmental Science)