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CLASSIFICATION AND COMPENSATION STUDY

TOWN OF BOYLSTON, MA

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INTRODUCTION

Because of a Community Compact grant, the Town of Boylston engaged the services of the Collins Center for Public Management (Collins Center) to conduct a classification and compensation study. Working with the Town Administrator, the project objectives were defined as:

- Evaluating and assigning all study positions to appropriate classifications to assure internal equity
- Conducting a salary survey of comparable Massachusetts municipalities to develop appropriate compensation levels for the Town, and to assure the external equity
- Developing new position for the study positions with clear definitions of essential functions and requirements
- Recommending the implementation of the new system and processes for movement through the salary schedule in the future

POSITION DESCRIPTIONS

To create a viable classification system for the Town, the Collins Center began by evaluating the state of the current systems. Information about existing position descriptions was obtained.

Comprehensive questionnaires were given to the incumbents of the study positions. The questionnaire requested information regarding the position's responsibilities related to supervision, decision-making authority, budgetary responsibilities, and other characteristics that allowed the Collins Center to evaluate its level of difficulty, complexity and importance to the departmental and town organization. Interviews were offered to each employee. The interviews were conducted to clarify information contained in the questionnaires. The Collins Center has found that the time spent prior to drafting the descriptions improves accuracy of drafts and helps minimize the need for edits. The draft descriptions were created and were distributed to incumbents and department heads for comments and final descriptions were created. Very few edits were requested to the drafts and of those comments received most were minor changes. None of the comments and edits warranted significant changes to the

draft description. The final recommended position descriptions are provided electronically under separate cover.

RATING OF POSITIONS FOR CLASSIFICATION AND INTERNAL EQUITY

Once descriptions were drafted, the Collins Center used a point factor rating method to objectively evaluate the positions. The application of an objective position evaluation system that is consistently applied to each position is critical in assuring the internal equity of the classification plan. The evaluation system utilized by the Collins Center is one that has been applied successfully in many public organizations in Massachusetts. Each position was assigned a point factor in the categories listed below, which determined the groupings of positions.

- | | |
|----------------------|---|
| Supervision Required | Supervisory Responsibility |
| Accountability | Judgment |
| Complexity | Nature and Purpose of Personal Contacts |
| Confidentiality | Education |
| Experience | Occupational Risks |
| Work Environment | Physical Requirements |

RECOMMENDED CLASSIFICATION STRUCTURE

The recommended classification system is comprised 6 grades which groups positions based on similar rating and is contained in the following Table.

PROPOSED GRADE	TITLE
A	Library Assistant Housekeeper
B	Data Collector Program Coordinator COA Coordinator Administrative Assistant Administrative Assistant Administrative Assistant Administrative Assistant Asst. Treasurer/Collector Operator/Laborer Library Associate

PROPOSED GRADE	TITLE
C	Mechanic Children's Librarian Executive Assistant Assistant Assessor
D	Assistant Library Director Working Foreman Facilities Technician HR Administrator
E	Treasurer/Collector Health Agent/Director Library Director Town Clerk Building Inspector
F	DPW Director

SURVEY OF COMPARABLE MUNICIPALITIES

Once the positions were classified, a salary survey was conducted to determine the ranges within which other, similar towns compensate their employees. The criteria considered for selecting comparable municipalities included geographical proximity, as well as equalized value and average tax bill. A summary of the results is attached to this report. The towns responding to the survey were Barre, Harvard, Lancaster, Leicester, Paxton, Petersham, Princeton, Spencer, Sterling, Sturbridge, West Boylston, West Brookfield, Westminster.

In most instances, the salaries in Boylston are below the average of the survey municipalities. Many salaries do fall within the range of the survey municipalities, but on the lower end of the range. Boylston's maximum salary is almost universally below the survey municipalities.

DEVELOPMENT OF THE SALARY SCHEDULE

When evaluating classification, it is important to remember that each municipality is different and the internal comparability within the organization is just as important, if not more so, than external comparability. In developing the recommended salary schedule for the Town, the

Collins Center coalesced the position classification with the results of the salary survey to establish salary ranges for each of the grades. The salary ranges were established by evaluating the median and average pay with respect to the existing pay of the positions in each grade.

The Collins Center recommends a classification schedule with 6 grades, with each grade having a range of 30%, which is the industry standard. The following table represents the recommended compensation schedule.

GRADE	MINIMUM	MAXIMUM
A	\$14.00	\$18.40
B	\$17.50	\$22.97
C	\$20.13	\$26.41
D	\$23.15	\$30.37
E	\$25.47	\$33.44
F	\$28.02	\$36.75
G	\$30.82	\$40.44

IMPLEMENTATION OF AND PROGRESSING THROUGH THE PAY SCALE

In establishing the initial placement on the scale, the Collins Center recommends employees be placed in the recommended grade at a rate granting them an increase. It is recommended the scale is implemented in FY19. The Collins Center recommends a classification system with annual step increases of 2.5%.

FUTURE ADJUSTMENTS TO THE SALARY SCHEDULE

The recommended classification plan provides for a sufficient range of salaries and will not need to be adjusted on an annual basis. It is recommended that a market survey be conducted by the Town every 3 to 5 years and an appropriate across the board increase be applied. to the entire scale.

CONCLUSION

Thank you for allowing the Collins Center to work with the Town on this project. We believe the recommended position descriptions and classification plan will serve the Town well for many years to come.

SUMMARY OF SALARY SURVEY

TITLE	Boylston Min.	Boylston Max.	Average Min	Boylston - Median Min.	Boylston - Average Min.	Average Max	Boylston - Average Max	Boylston-Average Med
Library Page	\$10.22	\$10.54	\$11.59	(\$1.37)	(\$1.37)	\$13.02	(\$2.48)	(\$3.84)
Library Associate	\$13.79	\$18.73	\$14.99	(\$1.20)	(\$1.11)	\$19.66	(\$0.93)	(\$0.82)
Library Assistant	\$13.79	\$18.73	\$13.86	(\$0.07)	\$0.61	\$18.95	(\$0.22)	(\$0.09)
Children's Librarian	\$16.06	\$21.71	\$18.44	(\$2.38)	(\$2.11)	\$25.08	(\$3.37)	(\$4.89)
Assistant Director	\$18.78	\$25.33	\$19.56	(\$0.78)	(\$0.70)	\$27.58	(\$2.25)	(\$2.51)
Library Director	\$25.57	\$34.47	\$25.36	\$0.21	\$1.39	\$34.79	(\$0.32)	\$0.61
Assessor's Clerk	\$16.06	\$21.71	\$16.38	(\$0.32)	(\$0.76)	\$23.44	(\$1.73)	(\$0.40)
Admin Asst. to BOA	\$18.78	\$25.33	\$14.59	\$4.20	\$4.20	\$21.16	\$4.17	\$4.17
Admin Asst. to Highway Superintendent	\$18.78	\$25.33	\$15.79	\$2.99	\$3.55	\$20.94	\$4.39	\$4.97
Equipment Operator / Laborer	\$17.36	\$23.48	\$18.29	(\$0.93)	(\$1.44)	\$23.55	(\$0.07)	(\$0.44)
Equipment Operator / Mechanic	\$18.78	\$25.33	\$21.47	(\$2.69)	(\$3.78)	\$26.38	(\$1.05)	(\$1.41)
Working Foreman	\$20.23	\$27.37	\$21.90	(\$1.67)	(\$0.26)	\$28.10	(\$0.73)	(\$0.69)
Highway Superintendent	\$27.55	\$37.20	\$31.96	(\$4.41)	(\$2.43)	\$42.23	(\$5.03)	(\$4.94)
Housekeeper	\$11.59	\$12.36						
Facilities Technician	\$17.36	\$23.48	\$17.24	\$0.13	\$0.13	\$24.80	(\$1.32)	(\$1.31)
Administrative Assistant	\$18.78	\$25.33	\$16.39	\$2.39	\$3.30	\$19.92	\$5.41	\$4.97
HR Administrator		\$18.91	\$27.02			\$37.85	(\$18.94)	(\$15.72)
Town Administrator		\$50.93	\$48.58			\$49.04	\$1.89	\$0.17

TITLE	Boylston Min.	Boylston Max.	Average Min	Boylston - Median Min.	Boylston - Average Min.	Average Max	Boylston - Average Max	Boylston-Average Med
Town Clerk		\$25.85	\$23.86			\$32.41	(\$6.56)	(\$6.39)
Town Accountant		\$43.94	\$25.20			\$33.19	\$10.75	\$9.96
Admin Assistant to Health / Conservation		\$20.23	\$16.86			\$23.49	(\$3.26)	(\$1.14)
Health Inspector		\$40.40	\$24.48			\$37.36	\$3.04	(\$3.32)
Assistant Treasurer / Collector	\$17.36	\$23.48	\$17.56	(\$0.20)	\$0.36	\$23.49	(\$0.01)	\$0.22
Treasurer / Collector	\$21.89	\$29.52	\$26.93	(\$5.04)	(\$2.29)	\$39.05	(\$9.53)	(\$5.09)
Council on Aging Coordinator	\$16.06	\$21.71	\$14.14	\$1.92	\$1.34	\$18.42	\$3.30	\$3.14
Admin Asst. to the Planning Board	\$18.78	\$25.33	\$15.54	\$3.24	\$4.07	\$21.24	\$4.09	\$4.70
Admin Asst. to the Building Comm.	\$18.78	\$25.33	\$15.76	\$3.02	\$3.43	\$21.09	\$4.24	\$4.42
Building Commissioner	\$23.64	\$31.93	\$25.22	(\$1.58)	(\$1.21)	\$33.62	(\$1.69)	(\$2.00)
Parks & Recreation Program Coordinator	\$16.06	\$21.71	\$16.73	(\$0.67)	(\$0.67)	\$19.63	\$2.08	\$2.08
Admin Asst to the Police Department	\$18.78	\$25.33	\$16.26	\$2.52	\$3.16	\$22.11	\$3.22	\$3.98