



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
JOHN W. MCCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

100 Morrissey Boulevard
Boston, MA 02125-3393
P: 617.287.4824
F: 617.287.5566
mccormack.umb.edu/centers/cpm
collins.center@umb.edu

CLASSIFICATION AND COMPENSATION STUDY

TOWN OF MARSHFIELD, MA

NOVEMBER 2019

INTRODUCTION

The Town of Marshfield engaged the services of the Collins Center for Public Management (Collins Center) to conduct a classification and compensation study. Working with the Town Coordinator, the project objectives were defined as:

- Evaluating and assigning all positions studied to appropriate classifications to assure internal equity; and
- Developing new descriptions for the positions studied that would include clear definitions of essential functions and requirements.
- Conducting a market survey to determine relative place in market and recommend an equitable compensation structure

POSITION DESCRIPTIONS

To create a viable classification system for the Town, the Collins Center began by evaluating the Town's current system. A comprehensive questionnaire was subsequently given to each incumbent of the positions included within the study. The questionnaire requested information concerning the amount of supervision exercised and received for each position, as well as decision-making authority, budgetary responsibilities, and other characteristics that allowed the Collins Center to evaluate the position's level of difficulty, complexity and importance to the departmental and town organization.

In addition, each incumbent was offered the opportunity for an interview with a Collins Center employee. The interviews were conducted to clarify information contained in the questionnaires. The Collins Center has found that the time spent meeting with employees prior to drafting the descriptions improves the accuracy of the drafts and helps minimize the need for edits.

The draft descriptions were then created and distributed to incumbents and department heads for comments prior to the preparation of the final descriptions. Very few edits to the drafts were requested, and those that were requested resulted in only minor changes to the draft descriptions. 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 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 successfully implemented in many public organizations in Massachusetts. Each position was assigned a point factor in a series of categories, including those listed below, and the total points determined the groupings of positions.

Supervision Required
Accountability
Complexity
Confidentiality
Experience

Supervisory Responsibility
Judgment
Nature and Purpose of Personal Contacts
Education
Work Environment

RECOMMENDED CLASSIFICATION STRUCTURE

The review of the existing classification reveals that the study positions are classified across ten grades. The Collins Center recommends consolidating the structure to seven grades. The following table contains the recommended structure.

Recommended Grade	Title	Department
G	DPW Deputy Superintendent	DPW
	Town Accountant	Accounting
F	COA Director	COA
	Engineer	DPW
	Project Engineer	DPW
	Project Engineer/Transportation	DPW
	Library Director	Library
	Principal Assessor	Assessor
	Town Planner	Planning
E	Assistant Facilities Manager	Facilities
	BOS Office Supervisor/Manager	BOS
	Human Resources Manager	BOS - HR

Recommended Grade	Title	Department
D	Assistant Director Veteran's	Veterans
	Benefits Manager	BOS - HR
	Electrical Inspector	Building
	Electrical Inspector - PT	Building
	Plumbing Inspector - PT	Building
	Plumbing Inspector	Building
	Sr. Administrative Assistant	BOS
C	Administrative Assistant	Police
	Administrative Assistant	Fire
	Asst Animal Control Officer	Police
	Beach Administrator/Supervisor	Police
	Office Manager/Asst. To Director	COA
	Project Coordinator - COA	COA
	Social Service Coord - COA	COA
A	Bus Driver	COA
	Custodian	COA

Note: No positions are currently assigned to the "B" grade

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. A summary of the results is attached to this report. Obtaining survey data is one of the most challenging aspects of a classification and compensation study. Not all municipalities have the same titles and functions which can make comparisons difficult. For example, some Human Resources positions are Directors, Managers or Coordinators. The survey results provided sufficient data to analyze the market and make recommendations. The towns used in the survey were Braintree, Bridgewater, Easton, Hanson, Kingston, Pembroke, Scituate, West Bridgewater, and Whitman.

DEVELOPMENT OF THE SALARY SCHEDULE

When evaluating classification, it is important to remember that each municipality is different and the comparability within the organization is just as important, if not more so, than external comparability. In developing the recommended salary schedule, 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. In order to provide for the addition of new positions and equalize the increase in grade, a grade "B" was created but does not have positions assigned at this point.

The industry standard for compensation ranges is 25% to 30%. Marshfield has inconsistent ranges which can contribute to falling behind in the market. The Collins Center recommends a classification and compensation schedule with seven grades with each grade having twelve steps with 2.5% increments. The following table represents the recommended schedule.

Recommended Grade	Recommended Minimum	Recommended Maximum
G	\$41.99	\$55.10
F	\$38.17	\$50.07
E	\$31.81	\$41.76
D	\$26.51	\$34.79
C	\$23.67	\$31.06
B	\$20.06	\$26.32
A	\$17.00	\$22.32

IMPLEMENTATION

The Collins Center recommends employees be placed on the step of the grade that provides for an increase. The Town may choose to adopt a policy to place employees base on longevity.

CLOSING

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.

SUMMARY OF SALARY SURVEY
(Analysis of Average and Median and Maximum Pay)

Title of Position	Department	Marshfield Minimum	Marshfield Maximum	Average Maximum	Median Maximum	Marshfield Minus Average Maximum	Marshfield Minus Average Maximum
DPW Deputy Superintendent	DPW	\$44.23	\$49.75	\$53.05	\$51.65	(\$3.30)	(\$1.90)
Town Accountant	Accounting		\$38.31	\$49.29	\$49.82	(\$10.98)	(\$11.51)
Engineer	DPW	\$44.23	\$49.75	\$51.81	\$47.50	(\$2.06)	\$2.25
Principal Assessor	Assessor	\$44.23	\$49.75	\$47.14	\$48.03	\$2.61	\$1.72
Library Director	Library	\$44.23	\$49.75	\$47.76	\$47.53	\$1.99	\$2.22
Town Planner	Planning	\$44.23	\$49.75	\$45.41	\$45.17	\$4.34	\$4.58
COA Director	COA	\$40.21	\$45.22	\$45.93	\$43.60	(\$0.71)	\$1.62
Asst. Facilities Manager	Facility	\$36.69	\$41.27	\$42.51	\$43.77	(\$1.24)	(\$2.50)
BOS Office Supervisor/Manager	BOS	\$33.36	\$37.52	\$36.96	\$33.80	\$0.56	\$3.72
Benefits Manager	BOS - HR	\$27.41	\$30.83	\$36.93	\$36.26	(\$6.10)	(\$5.43)
Assistant Director Veteran's	Veterans	\$22.53	\$25.34	\$32.90	\$33.55	(\$7.56)	(\$8.21)
Sr. Administrative Assistant	BOS	\$30.24	\$34.01	\$29.50	\$30.91	\$4.51	\$3.10
Plumbing Inspector	Building	\$22.53	\$25.34	\$31.73	\$30.90	(\$6.39)	(\$5.56)
Electrical Inspector - PT	Building	\$22.53	\$25.34	\$31.83	\$28.00	(\$6.49)	(\$2.66)
Plumbing Inspector - PT	Building	\$22.53	\$25.34	\$27.91	\$29.06	(\$2.57)	(\$3.72)

Title of Position	Department	Marshfield Minimum	Marshfield Maximum	Average Maximum	Median Maximum	Marshfield Minus Average Maximum	Marshfield Minus Average Maximum
Electrical Inspector	Building	\$22.53	\$25.34	\$34.40	\$33.36	(\$9.06)	(\$8.02)
Administrative Assistant	Police	\$25.34	\$27.95	\$31.20	\$31.79	(\$3.25)	(\$3.84)
Administrative Assistant	Fire	\$27.41	\$30.83	\$31.49	\$29.39	(\$0.66)	\$1.45
Social Service Coord - COA	COA	\$25.34	\$27.95	\$28.74	\$29.16	(\$0.79)	(\$1.21)
Asst. Director (office manager)	COA	\$27.41	\$30.83	\$28.53	\$25.40	\$2.30	\$5.43
Project Coordinator - COA	COA	\$25.34	\$27.95	\$19.66	\$20.34	\$8.29	\$7.61
Beach Administrator/Supervisor	Police	\$25.34	\$27.95			\$27.95	\$27.95
Bus Driver	COA	\$16.79	\$18.88	\$21.29	\$17.16	(\$2.41)	\$1.72
Asst Animal Control Officer	Police		\$18.00	\$27.83	\$28.34	(\$9.83)	(\$10.34)

Note: Summary of survey showing comparison of Average and Median Maximum of Ranges

Note: If sufficient data points (3) were not available, data is not included in the summary

RECOMMENDED COMPENSATION SCHEDULE

GRADE	A	B	C	D	E	F	G
Step 1	\$17.00	\$20.06	\$23.67	\$26.51	\$31.81	\$38.17	\$41.99
Step 2	\$17.43	\$20.56	\$24.26	\$27.17	\$32.61	\$39.12	\$43.04
Step 3	\$17.87	\$21.07	\$24.87	\$27.85	\$33.43	\$40.10	\$44.12
Step 4	\$18.32	\$21.60	\$25.49	\$28.55	\$34.27	\$41.10	\$45.22
Step 5	\$18.78	\$22.14	\$26.13	\$29.26	\$35.13	\$42.13	\$46.35
Step 6	\$19.25	\$22.69	\$26.78	\$29.99	\$36.01	\$43.18	\$47.51
Step 7	\$19.73	\$23.26	\$27.45	\$30.74	\$36.91	\$44.26	\$48.70
Step 8	\$20.22	\$23.84	\$28.14	\$31.51	\$37.83	\$45.37	\$49.92
Step 9	\$20.73	\$24.44	\$28.84	\$32.30	\$38.78	\$46.50	\$51.17
Step 10	\$21.25	\$25.05	\$29.56	\$33.11	\$39.75	\$47.66	\$52.45
Step 11	\$21.78	\$25.68	\$30.30	\$33.94	\$40.74	\$48.85	\$53.76
Step 12	\$22.32	\$26.32	\$31.06	\$34.79	\$41.76	\$50.07	\$55.10

* Note: Currently no positions in the "B" grade