

D. I. Jacobs Consulting Company

90 Twinbrooke Drive, Holden, MA 01520 (508) 829-6754 CELL (508) 797-2211
E-mail dijacobs@aol.com

October 2018

Mr. Howard Bronstein, Chairperson
Board of Selectmen
Town of Plainfield
Town Hall, 304 Main Street
Plainfield, MA 01070

RE: Classification and Compensation Study Final Report

Dear Mr. Bronstein:

I am pleased to submit a Classification and Compensation Study Report for regular General Government positions in the Town of Plainfield ("Town"). The purpose or goal of this study was to establish a consistent process providing the Town with the flexibility to pay employees in a competitive manner *internally*, based on what the Town requires an employee to do and what the Town establishes as the minimum qualifications to carry out their job duties; and *externally*, competitive with the market place by establishing salary ranges that are market driven and include a hiring, market equity, and a growth pay band within each grade level.

Recommendations

The compensation of positions may differ from the market for many reasons, including the organizational structure, geographical location, organizational performance as well as specific responsibilities of an employee and the performance of individual position incumbents. The Town of Plainfield is a unique organization. A comparison with similar organizations and similar positions in the market place should be viewed only as a reference point for comparison purposes. It would be a mistake to directly adopt and maintain compensation levels without carefully analyzing and establishing a compensation process that includes the classification factors or characteristics that makes each position in the Town unique.

The proposed Classification and Compensation Plan reflects an alignment or classification of positions consistent with the organizational structure within each department. Salary ranges for each grade level have been developed in a consistent manner by establishing a "benchmark" market salary that is based on the average market mean base salary for positions surveyed within each grade



level. The minimum and maximum salary levels for each grade level are based on a fixed percentage of the benchmark salary.

Please note that as a market equity and not a cost of living study, it is recommended that salary ranges be adjusted by the Town as necessary in order to be competitive with the market place on a position by position basis within each grade or classification level.

This report also includes a set of Classification and Compensation administrative policies that are recommended for adoption by the Town in support of the proposed Classification and Compensation Plan. This will enable the Town to ensure that the classification and compensation process is managed in a consistent, competitive manner enabling employees to be hired, retained and motivated within the fiscal constraints of the Town.

The out come of this study should be viewed as one step in the development of a Town-wide, integrated personnel system that establishes a direct linkage between the classification of a position and the level of compensation for an employee.

As a next step, it is recommended that the Town establish a fair and equitable salary adjustment process to pay employees based on *competitiveness, merit and years of service in a position*. In addition, it is recommended that the Town develop a consistent method of paying police and fire positions based on an hourly rate of pay and not a stipend.

I would like to take this opportunity to express my appreciation to yourself, other members of the Board of Selectmen, and employees of the Town for the support and cooperation that was provided to me throughout the course of this study.

Please do not hesitate to contact me if you require any additional information or have any questions regarding this report. We would be pleased to schedule a meeting with yourself, town officials, and employees at your convenience to discuss the recommendations of this report in more detail.

Sincerely,
D.J. Jacobs Consulting Company


Donald I. Jacobs, Principal

CC Enclosure



Classification and Compensation Study General Government Positions Summary Report



Town of Plainfield, MA

D.I. Jacobs Consulting Company

October, 2018



GOAL OR PURPOSE OF THE STUDY

1

To establish a Classification and Compensation Plan in a *fair* (consistent) and *equitable* (competitive) manner *internally* within the Town, and *externally* in comparison with the market place & the fiscal constraints of the Town.



Classification Plan Objectives

2

- Job descriptions have been written consistent with what the Town requires an employee to do (essential functions) and the minimum qualifications (knowledge, ability and skill) required to carry out job duties.
- Classification plans have been developed for each group of positions based the application a universal rating criteria consistent with the organization structure of the Town.
- Compensation Plans (salary ranges) have been developed that are competitive with the market place on a position by position.

COMPENSATION PLAN OBJECTIVES

3

- Market studies have been conducted based on demographic and operational criteria
- Salary ranges have been developed based on market salary data where the market mean base salary for each grade level becomes the mid-point of each salary range
- The minimum and maximum of each salary range has been developed linked to the “bench mark” of each salary range.



Competitive Pay Policy

4

The following guidelines have been used by D.I. Jacobs Consulting as a recognized and accepted compensation practice to determine the competitive nature of current pay practices:

- Competitive: +/- 15%
- Possible Market Misalignment: +/- 16 to 25%
- Significant Market Misalignment: Greater than 25%

Please see the Proposed Salary Ranges to
FY 2019 Survey Charts for details



Proposed Non-Union Class and Comp Plan

5

- Establish a Classification Plan consisting of 6 grade levels
- Proposed salary ranges are competitive with market place:
Survey Avg. Min Survey Avg. Mid-Point Survey Avg. Max
-16.74% -1.31% 17.39%
- Overall, current employee salaries are competitive with the salary survey benchmarks (average mid-point): -7.18%



NEXT STEPS

6

- Establish a process to pay employees in a fair (consistent) and equitable (competitive) manner based on years of service, competitiveness with the market place, and/or performance.
- Approve job descriptions consistent with the proposed Classification Plan.
- Establish Hiring Range and Market Equity Range pay bands within each salary range.
- Approve Class and Comp Administrative Policies.



Classification and Compensation Study Project Methodology

Equal Pay Act of 2018

The following scope of service has been developed in compliance with the Massachusetts Equal Pay Act of 2018.

Task I. Development of Accurate Job Descriptions

This task involves the development of "accurate" Job descriptions that describe:

1. **Essential Functions:** where an employee spends the bulk of their time; and
2. **Minimum Qualifications:** the minimum knowledge, ability, and skill that is required to have in order to carry out all job duties;

The process of developing and maintaining accurate job descriptions in a consistent manner enables the Town to classify positions based primarily on what the Town requires an employee to do (essential functions) and what the Town establishes as the minimum qualifications (knowledge, skill and ability) and not the market data.

Task II. Development of a Classification Plan (Internal Equity)

The second work product contained in this study is the proposed Classification Plan by functional group (General Government, Police, Fire and Wastewater Utility)

Position classification is the process whereby positions are analyzed and compared to one another based on the application of a universal or common set of criteria.

Position analysis produces five (5) basic kinds of information about a position:

1. Information about the nature of the work (e.g., duties, responsibilities);
2. The level of the work (e.g., degree of responsibility and complexity);
3. Position requirements (e.g., the knowledge, skills, abilities and other



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Classification and Compensation Study Project Methodology

- characteristics needed to perform work efficiently and effectively);
4. Position qualifications (e.g., minimum education and experience needed to qualify for consideration for the position); and
 5. Working conditions (e.g., the psychological, emotional and physical demands placed on employees by the work environment).

Please see the *Proposed Classification Plan Characteristic Chart* for an outline of the characteristics that define each proposed grade level within the Classification Plan. The survey data as described in the following section was used as a guide to establish a market driven compensation plan in order to determine a competitive salary range for positions within each grade level.

The proposed hierarchy of each Classification Plan is designed to match the organizational structure of each Town department. As changes occur regarding the provision of municipal services the question asked is how any changes effect a specific position. The classification process is designed to react to these changes in a timely manner in order to maintain internal equity by determining whether a proposed change is significant enough to warrant a change in classification or compensation.

Task III. Development of a Compensation Plan (External Equity)

Each salary range has been developed enabling the Town to recruit and retain employees in a competitive manner on a position by position basis. Salary ranges should not be adjusted automatically by an arbitrary across the board % or cost of living increase. Each salary range is market driven and therefore changes should be made as necessary in order to ensure competitiveness with the market place.

It is recommended that an annual "benchmark" salary survey be conducted of selected positions within each grade level on a regular basis. Comparable communities should be selected based on both operational and demographic criteria.



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Classification and Compensation Study Project Methodology

The Compensation Plan is structured with three (3) progressive pay bands within each salary range: Hiring, Market and Growth.

Pay bands within each Classification Level are defined as follows:

- a) **Hiring Pay Band** – Hiring range for a new employee who meets the minimum qualifications of a position consistent with the job description and has the minimum knowledge, ability and skill required to perform the essential functions of the position. Reflects lower quartile of each salary range.
- b) **Market Equity Pay Band** – Competitive range or “going rate” for employees who are experienced and fully qualified to perform the essential functions of their job. Reflects the middle quartiles of the salary range.
- c) **Growth Pay Band** – Reflects the upper quartile of each salary range and an employee's movement or growth within the salary range based upon an employee's performance and/or market equity and therefore should not be considered an automatic progression.

An employee's growth or movement within a salary range should be based on competitiveness with the market place, performance and/or years of service in a position. If steps are desired, they should be structured as an equal dollar differential between steps and should not enable an employee to automatically reach the maximum of a salary range.



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Classification and Compensation Study Project Methodology

Classification Plan Appeal Process

Employee appeals regarding a position's classification or compensation level is to be administered in accordance with the Town's Personnel Bylaw or the grievance procedure contained in a collective bargaining contract.

In accordance with the grievance procedure currently in effect, an employee is required to notify their respective department head of any concern regarding their job description and the position classification and/or compensation level.

The Town has established an Employee Classification Appeal Form that must be completed by both the employee and his/her Department Head before being submitted to the Town Manager for review. It is understood that the basis for a classification appeal is a change(s) to an employee's job description. Based on the application of the Town's Position Rating System's the Town will determine whether a change(s) is significant enough to warrant a change in classification or compensation level.

Upon receipt of a Classification Appeal Form, the Town will conduct a hearing with the employee and his/her department head at a time and place that is convenient for all parties. The Town will notify the department head and employee of a final decision as to whether the change in duties or responsibilities should result in the reclassification of the position.

Conclusion

The proposed Classification and Compensation Plan should be viewed as one step in the development of a Town-wide, integrated personnel system.

The classification and compensation process as described in this report strives to establish and maintain both internal and external equity in compliance with the Massachusetts Equal Pay Act of 2018. Internal equity requires that compensation be related to what an employee is required to do (essential functions) and the minimum qualifications (evaluation criteria) of each position. External equity requires employees to be paid to what comparable positions are paid by other organizations in the Town's labor market area.

The proposed Classification and Compensation Plan reflect a significant internal realignment in terms of the number of grade levels, and the establishment and maintenance of competitive salary ranges where employees do not have to be at the top of their salary range in order to be paid competitively with the market place.



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Classification and Compensation Study Project Methodology

The Town has committed itself to maintaining a market driven competitive Classification and Compensation Plan in order to provide equal pay for equal work.

As a next step, it is recommended that the Town establish a consistent method of paying employees based on competitiveness with the market place, years of service in a position and merit.



Municipal Management Consultant Services

Town of Plainfield, Massachusetts

Proposed Classification Plan Characteristic Chart

Grade Level I

- Minimum education/knowledge: High School diploma or an apprentice level of trade knowledge
- Minimum years of prior work experience: 1-3 years
- Works under the general supervision of a department head: numerous standardized operating practices, rules/regulations govern the work and in some cases may require addition interpretation.
- Frequent contact with co-workers and the public
- No regular level of supervisory responsibility (Non-Exempt position)

Grade Level II

- Minimum education/knowledge: Associate's or a journeyman's level of trade knowledge
- Minimum years of prior work experience: 1-3 years
- Works under the general supervision of a department head: numerous standardized operating practices, rules/regulations govern the work and in some cases may require addition interpretation.
- **Regular exposure to adverse work environment**
- Frequent contact with co-workers and the public
- No regular level of supervisory responsibility (Non-Exempt position)



Town of Plainfield, Massachusetts

Grade Level III

- Minimum education/knowledge: **Bachelor's degree** or master craftsman level of trade knowledge
- Minimum years of prior work experience: 1-3 years
- Works under the **general direction** of a major department head– required to analyze and evaluate to determine the work methods.
- Frequent contact with co-workers and the public
- No regular supervisory responsibility: (Non Exempt position)

Grade Level IV

- Minimum education/knowledge: Bachelor's degree or a master craftsman level of trade knowledge
- Minimum years of prior work experience: **3-5 years**
- Works under the **administrative/policy direction of the Board of Selectmen**– responsible for the performance of a department of the Town.
- **Spokesperson** of a department of the Town.
- **Manager's level of supervisory responsibility**: Responsible for the performance of employees and/or the department (**Exempt position**)



Town of Plainfield, Massachusetts

Grade Level V

- Minimum education/knowledge: Bachelor's degree or a master craftsman level of trade knowledge
- Minimum years of prior work experience: 3-5 years
- Works under the administrative/policy direction of the Board of Selectmen— responsible for the performance of a **major department** of the Town.
- **Spokesperson** of a **major department** of the Town with frequent conflict and regular contact with state and/or federal agencies on behalf of the Town.
- **Manager's** level of supervisory responsibility of a **major department** with work operations subject to uncontrollable or unplanned circumstances and employees supervised dispersed to widely separate locations (Exempt position)

Grade Level VI

- Minimum education/knowledge: Bachelor's degree or a master craftsman level of trade knowledge
- Minimum years of prior work experience: 3-5 years with at least 1 year as a supervisor
- Works under the **administrative and policy direction of the Board of Selectmen**— responsible for the performance of a major department and all of the department's employees.
- Spokesperson of a **major department** on a regular basis of the Town with frequent conflict and regular contact with state and/or federal agencies on behalf of the Town.
- **Frequent exposure to adverse, life threatening work environment.**
- **Managerial** level of supervisory responsibility of a **major department** with work operations subject to uncontrollable or unplanned circumstances and employees supervised dispersed to widely separate locations (**Exempt position**).



Town of Plainfield, MA

Draft Classification Plan

Proposed Grade Levels	Position Title
I	Secretary (Health)
II	Laborer/Equipment Operator
III	Administrative Secretary (BOS)
	Assistant Manager (Light)
IV	Tax Collector
	Treasurer
	Council on Aging Director
	Assistant Assessor
	Building Commissioner
	Library Director
	Town Clerk
V	Accountant
	Manager (Light)
	Highway Superintendent
VI	Police Chief

Town of Plainfield, MA Draft Classification Plan

Proposed Grade Levels	Position Title	Point Total
I 0 - 250	Secretary (Health)	185
II 251 - 300	Laborer/Equipment Operator	265
III 301 - 350	Administrative Secretary (BOS)	305
	Assistant Manager (Light)	315
IV 351 - 500	Tax Collector	365
	Treasurer	385
	Council on Aging Director	385
	Assistant Assessor	410
	Building Commissioner	435
	Library Director	490
	Town Clerk	490
V 501 - 725	Accountant	605
	Manager (Light)	505
	Highway Superintendent	705
VI 726 +	Police Chief	755

Town of Plainfield, MA Summary Point Rating Chart

Position	1	2	3	4	5	6	7	8	9	10	11	12	13	13a	13b	13c	13d	Point
Title	Education Knowledge	Experience	Accountability	Judgment	Complexity	Supervision Required	Personal Contacts	Work Environment	Physical Demands	Motor Skills	Occupational Risks	Confidentiality	Supervision Responsibility	Staff Size	Complexity	Stability	Workforce Dispersion	Total
Grade Level I																		
Secretary (Health)	20	30	10	20	10	10	25	10	10	10	10	20	0	0	0	0	0	185
Grade Level II																		
Laborer/Equipment Operator	20	30	20	20	10	10	10	40	40	35	30	0	0	0	0	0	0	265
Grade Level III																		
Administrative Secretary (BOS)	60	30	20	50	15	20	50	10	10	10	10	20	0	0	0	0	0	305
Assistant Manager (Light)	60	30	30	50	15	20	25	25	10	10	20	20	0	0	0	0	0	315
Grade Level IV																		
Tax Collector	60	50	40	75	20	30	50	10	10	10	10	20	0	0	0	0	0	385
Treasurer	60	50	40	75	20	30	50	10	10	10	10	20	0	0	0	0	0	385
Council on Aging Director	60	50	40	75	20	30	50	10	10	10	10	20	0	0	0	0	0	385
Assistant Assessor	60	50	40	75	20	30	50	25	10	10	20	20	0	0	0	0	0	410
Building Commissioner	60	50	40	75	20	30	75	25	10	10	20	20	0	0	0	0	0	435
Library Director	60	50	40	75	20	30	50	10	10	10	10	20	75	5	15	5	5	490
Town Clerk	60	50	40	75	20	30	50	10	10	10	10	20	75	5	15	5	5	490
Grade Level V																		
Town Accountant	60	50	60	75	20	40	100	10	10	10	10	20	20	5	5	5	5	605
Manager (Light)	60	50	60	75	20	40	100	25	10	10	20	20	75	5	25	5	5	605
Highway Superintendent	60	50	60	75	20	40	100	40	40	35	30	20	75	5	25	15	15	705
Grade Level VI																		
Police Chief	60	50	60	75	20	40	100	45	45	35	65	20	75	5	25	20	15	765

Town of Plainfield, Massachusetts
Proposed Classification and Compensation Salary Range Schedule

Grade	Proposed				
	Hire Range		Market Equity Range		
	Min	Max	Min	Benchmark	Max
I	\$12.82	\$14.42	\$14.42	\$16.02	\$20.51
II	\$16.02	\$18.03	\$18.03	\$20.03	\$24.04
III	\$17.69	\$18.67	\$18.67	\$19.65	\$26.53
IV	\$18.06	\$20.31	\$20.31	\$22.57	\$27.99
V	\$19.26	\$21.67	\$21.67	\$24.08	\$28.90
VI	\$20.95	\$22.12	\$22.12	\$23.28	\$31.43

Town of Plainfield, MA
Proposed Salary Ranges to FY 2019 Survey Data

Position Title	FY 2019 Employee Salary	Proposed Salary Range Minimum	Proposed Salary Range Benchmark	Proposed Salary Range Maximum	FY 2019 Survey Min	FY 2019 Survey Mid-Point	FY 2019 Survey Max	Proposed Salary Range To Survey Avg. (Per Cent Variance)			Current Employee Salary To Benchmark	Years In Position
								Min	Mid-Point	Max		
Grade Level I		\$12.82	\$16.02	\$20.51								
Admin Assistant (Health)					\$15.00	\$16.02	\$17.04	-17.04%	0.00%	16.90%		
Grade Level II		\$16.02	\$20.03	\$24.03								
Laborer/Equipment Operator	\$22.07				\$18.81	\$20.03	\$21.24	-17.42%	0.00%	11.61%	9.27%	23
	\$20.28										1.26%	1
	\$18.76										-6.74%	Vacant
Grade Level III		\$17.69	\$19.65	\$26.53								
Administrative Secretary (BOS)	\$27.47						\$19.65			25.93%	28.47%	12
Assistant Manager (Light)	\$3,000											2
Grade Level IV		\$18.06	\$22.57	\$27.99								
Tax Collector	\$12,159				\$20.00	\$22.69	\$25.38	-10.77%	-0.54%	9.31%		5
Treasurer	\$12,159				\$20.00	\$22.54	\$25.07	-10.77%	0.15%	10.42%		3
COA Director					\$20.00	\$20.35	\$20.70	-10.77%	9.83%	26.03%		Vacant
Assistant Assessor	\$23.70						\$21.85			21.92%		16
Building Commissioner	\$40.00				\$25.00	\$27.00	\$28.99	-38.46%	-19.61%	-3.59%	43.58%	7
Library Director	\$15.32						\$18.02			35.61%	-47.32%	30
Town Clerk	\$12,159				\$20.00	\$21.00	\$21.99	-10.77%	6.97%	21.42%		4
Grade Level V		\$19.26	\$24.08	\$28.89								
Town Accountant	\$16.32						\$22.51			22.08%	-47.52%	29
Light Department Manager	\$3,000						\$23.56			18.45%		2
Highway Superintendent	\$23.86				\$25.00	\$26.16	\$27.31	-29.80%	-8.64%	5.47%	-0.90%	6
Grade Level VI		\$20.95	\$23.28	\$31.43								
Police Chief	\$16.09				\$22.00	\$23.28	\$24.56	-5.00%	0.00%	21.85%	-44.69%	1
Overall Average								-16.76%	-1.31%	17.39%	-7.18%	

Town of Plainfield, MA
Proposed Hiring Pay Bands to FY 2019 Survey Data

Position Title	FY 2019 Employee Salary	Proposed Hiring Range Minimum	Proposed Hiring Range Mid Point	Proposed Hiring Range Maximum	FY 2019 Survey Min	FY 2019 Survey Mid-Point	FY 2019 Survey Max	Proposed Hiring Range To Survey Avg. (Per Cent Variance)			Current Employee Salary To Hiring Range Max	Years In Position
								Min	Mid-Point	Max		
Grade Level I		\$12.82	\$13.62	\$14.42								
Admin Assistant (Health)					\$15.00	\$16.02	\$17.04	-17.00%	-17.62%	-18.17%		
Grade Level II		\$16.02	\$17.03	\$18.03								
Laborer/Equipment Operator	\$22.07				\$18.81	\$20.03	\$21.24	-17.42%	-17.62%	-17.80%	18.31%	23
	\$20.28										11.09%	1
	\$18.76										3.89%	Vacant
Grade Level III		\$17.69	\$18.18	\$18.67								
Administrative Secretary (BOS)	\$27.47						\$19.65			-5.25%	33.82%	12
Assistant Manager (Light)	\$3,000											2
Grade Level IV		\$18.06	\$19.19	\$20.31								
Tax Collector	\$12,159				\$20.00	\$22.69	\$25.38	-10.74%	-18.27%	-24.96%		5
Treasurer	\$12,159				\$20.00	\$22.54	\$25.07	-10.74%	-17.46%	-23.44%		3
COA Director					\$20.00	\$20.35	\$20.70	-10.74%	-6.07%	-1.92%		Vacant
Assistant Assessor	\$23.70						\$21.85				14.30%	16
Building Commissioner	\$40.00				\$25.00	\$27.00	\$28.99	-38.43%	-40.71%	-42.74%	49.23%	7
Library Director	\$15.32						\$18.02			11.28%	-32.57%	30
Town Clerk	\$12,159				\$20.00	\$21.00	\$21.99	-10.74%	-9.43%	-8.27%		4
Grade Level V		\$19.26	\$20.47	\$21.67								
Town Accountant	\$16.32						\$22.51			-3.88%	-32.78%	29
Light Department Manager	\$3,000						\$23.56			-8.72%		2
Highway Superintendent	\$23.86				\$25.00	\$26.16	\$27.31	-29.80%	-27.80%	-26.03%	9.18%	6
Grade Level VI		\$20.95	\$21.54	\$22.12								
Police Chief	\$16.09				\$22.00	\$23.28	\$24.56	-5.01%	-8.10%	-11.03%	-37.48%	1
Overall Average -16.74% -18.12% -13.92% 3.70%												

Town of Plainfield, MA
Proposed Market Equity Pay Bands to FY 2019 Survey Data

Position Title	FY 2019 Employee Salary	Proposed Market Equity Minimum	Proposed Market Equity Mid Point	Proposed Market Equity Maximum	FY 2019 Survey Min	FY 2019 Survey Mid-Point	FY 2019 Survey Max	Market Equity Range To Survey Avg. (Per Cent Variance)			Current Employee Salary To Market Equity Max	Years In Position
								Min	Mid-Point	Max		
Grade Level I		\$14.42	\$17.47	\$20.51	\$15.00	\$16.02	\$17.04	-4.02%	8.27%	16.92%		
Admin Assistant (Health)												
Grade Level II		\$18.03	\$21.04	\$24.04								
Laborer/Equipment Operator	\$22.07				\$18.81	\$20.03	\$21.24	-4.33%	4.80%	11.65%	-8.93%	23
	\$20.28										-18.54%	1
	\$18.76										-28.14%	Vacant
Grade Level III		\$18.67	\$22.60	\$26.53								
Administrative Secretary (BOS)	\$27.47						\$19.65			25.93%	3.42%	12
Assistant Manager (Light)	\$3,000											2
Grade Level IV		\$20.31	\$24.15	\$27.99								
Tax Collector	\$12,159				\$20.00	\$22.69	\$25.38	-10.93%	-7.87%	9.32%		5
Treasurer	\$12,159				\$20.00	\$22.54	\$25.07	1.53%	6.69%	10.43%		3
COA Director					\$20.00	\$20.35	\$20.70	1.53%	15.73%	26.05%		Vacant
Assistant Assessor	\$23.70						\$21.85				-18.10%	16
Building Commissioner	\$40.00				\$25.00	\$27.00	\$28.99				30.03%	7
Library Director	\$15.32						\$18.02			35.62%	-82.70%	30
Town Clerk	\$12,159				\$20.00	\$21.00	\$21.99	1.53%	13.06%	21.44%		4
Grade Level V		\$21.67	\$25.29	\$28.90								
Town Accountant	\$16.32						\$22.51			22.11%	-77.08%	29
Light Department Manager	\$3,000						\$23.56			18.48%		2
Highway Superintendent	\$23.86				\$25.00	\$26.16	\$27.31	-15.37%	-3.44%	5.50%	-21.12%	6
Grade Level VI		\$22.12	\$26.78	\$31.43								
Police Chief	\$16.09				\$22.00	\$23.28	\$24.56	0.54%	13.05%	21.86%	-95.34%	1
Overall Average												
								-3.69%	6.29%	18.78%	-31.65%	

Town of Plainfield, Massachusetts

FY 2019 Salary Survey

Summary

Position Title	Current Employee Salary	Survey Average Minimum	Survey Average Mid-Point	Survey Average Maximum	Employee Salary To Survey Average Minimum	Employee Salary To Survey Average Mid-Point	Employee Salary To Survey Average Maximum	# of Survey Responses
Administrative Secretary (15 hrs)	\$27.47			\$19.65			28.47%	9
Administrative Assessor (35 hrs)	\$23.70			\$21.85			7.81%	9
Town Clerk	\$12,235	\$20.00	\$20.99	\$21.99				10
Town Treasurer	\$12,159	\$20.00	\$22.53	\$25.07				10
Tax Collector	\$12,159	\$20.00	\$22.69	\$25.38				10
Fire Chief	\$5,000	\$25.00	\$27.58	\$30.17				9
Call Firefighter	\$0.00			\$14.32				4
Council on Aging Director	\$2,500	\$20.00	\$20.35	\$20.70				4
Police Chief	\$16.09	\$22.00	\$23.28	\$24.56	-36.73%	-44.70%	-52.67%	9
Patrolman	\$16.08	\$17.66	\$18.12	\$18.59	-9.79%	-12.69%	-15.58%	7
Highway Superintendent (40 hrs)	\$23.86	\$25.00	\$26.15	\$27.31	-4.78%	-9.62%	-14.46%	10
Foreman	\$0.00	\$20.00	\$21.19	\$22.38				5
Equipment Operator (40 hrs)	\$22.07	\$18.81	\$20.02	\$21.24	14.76%	9.27%	3.78%	10
Transfer Station Attendant (6 hrs)	\$14.32	\$12.66	\$13.43	\$14.21	11.63%	6.21%	0.79%	8
Library Director (15 hrs)	\$15.32			\$18.02			-17.64%	5
Building Commissioner	\$40.00	\$25.00	\$27.00	\$28.99	37.50%	32.51%	27.53%	5
Town Accountant (15 hrs)	\$16.32			\$22.51			-37.93%	6
Administrative Assistant		\$15.00	\$16.02	\$17.04				8
Light Department Manager	\$3,000			\$23.56				1
Light Department Asst Manager	\$3,000							0
Overall Average					2.10%	-3.17%	-6.99%	

Town of Plainfield, Massachusetts FY 2019 Salary Survey Detail Chart

Position Title	Employee		Ashfield		Conway		Chester		Cummington		Hawley		Middlefield		Savoy		Sturtebury	
	Current		Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max	Min	Max
Administrative Secretary (15 hrs)	\$27.47			17.98		18.45		26,474		18.00		14.78		16.00		16.50		29.09
Administrative Assessor (35 hrs)	\$23.70			19.02		21.81				10,600		27.06		20.76		7,500		20.60
Town Clerk	\$12,235			21.07		18.50		6,478		8,000		\$9,120		19.87		3,100		23.18
Town Treasurer	\$12,159			26.05		22.92		10,876		11,000		27.06		6,200		6,700		23.88
Tax Collector	\$12,159			24.31		20.46		18,650		11,000		\$6,024		30.77		5,750		23.88
Fire Chief	\$5,000			8.415		26.27		4,900				\$2,500		500		1,100		31.25
Call Firefighter				12.44		14.74						11.00						19.08
Council on Aging Director	\$2,500							10,034		15.00								
Police Chief	\$16.09			30.59		33.84		18.00		19.00		\$1,000				1,100		34.51
Patrolman	\$16.08			18.21		18.95		18.50		15.00							17.81	19.47
Highway Superintendent (40 hrs)	\$23.86			29.86		31.07		24.97		19.00		25.84		24.55		23.66		31.43
Foreman				22.22										21.60		20.28		
Equipment Operator (40 hrs)	\$22.07			20.93		18.00		21.52		19.25		20.50		21.00		20.28		19.74
	\$20.28																	
	\$18.76																	
Transfer Station Attendant (6 hrs)	\$14.32			15.46		12.81		14.31		13.00				15.00		12.00		
Library Director (15 hrs)	\$15.32			22.84				15.45						13.20		200		20.60
Building Commissioner	\$40.00							6,531		9,270				25.00				
Town Accountant (15 hrs)	\$16.32							15,427		11,000				10,000		4,000		22.51
Administrative Assistant				17.36		16.57		17.00				14.78		15.00		16.50		19.29
Light Department Manager	\$3,000							23.56										
Light Department Asst Manager	\$3,000																	

**Town of Plainfield, Massachusetts
FY 2019 Salary Survey Detail Chart**

	Windsor		Worthington		Survey		Survey		Survey		Current Employee Salary to Survey Average			Survey Responses
Position Title					Average	Average	Average		Survey Avg %	Survey Avg %	Survey Avg %			
	Min	Max	Min	Max	Min	Mid	Max	Min	Mid	Max				
Administrative Secretary (15 hrs)		3,068	20.00	26.40			19.65			28.47%	9			
Administrative Assessor (35 hrs)		20,956					21.85			7.81%	9			
Town Clerk		8,180	20.00	26.40	20.00	20.99	21.99				10			
Town Treasurer		15,000	20.00	26.40	20.00	22.53	25.07				10			
Tax Collector		10,185	20.00	26.40	20.00	22.69	25.38				10			
Fire Chief		3,524	25.00	32.98	25.00	27.58	30.17				9			
Call Firefighter							14.32				4			
Council on Aging Director		535	20.00	26.40	20.00	20.35	20.70				4			
Police Chief	19.00	19.00	25.00	32.98	22.00	23.28	24.56	-36.73%	-44.70%	-52.67%	9			
Patrolman		16.50	17.50	23.09	17.66	18.12	18.59	-9.79%	-12.69%	-15.58%	7			
Highway Superintendent (40 hrs)		29.73	25.00	32.98	25.00	26.15	27.31	-4.78%	-9.62%	-14.46%	10			
Foreman		21.22	20.00	26.40	20.00	21.19	22.38				5			
Equipment Operator (40 hrs)	20.50	21.22	17.50	23.09	18.81	20.02	21.24	14.76%	9.27%	3.78%	10			
								7.24%	1.26%	-4.72%				
								-0.28%	-6.74%	-13.20%				
Transfer Station Attendant (6 hrs)		5,878	12.50	16.51	12.66	13.43	14.21	11.63%	6.21%	0.79%	8			
Library Director (15 hrs)							18.02			-17.64%	5			
Building Commissioner		8,808	25.00	32.98	25.00	27.00	28.99	37.50%	32.51%	27.53%	5			
Town Accountant (15 hrs)		15,000					22.51			-37.93%	6			
Administrative Assistant			15.00	19.79	15.00	16.02	17.04				8			
Light Department Manager							23.56				1			
Light Department Asst Manager											0			

Fair Labor Standards Act (FLSA)

I. BACKGROUND OF FAIR LABOR STANDARDS ACT (FLSA)

The Fair Labor Standards Act (FLSA) was first enacted in 1938. The purpose of the act was to encourage employers to hire additional employees by making it more costly to pay extra hours to existing workers.

Elements of FLSA:

Provides for:

- Minimum wage requirements
- Overtime requirements
- Child labor restrictions
- Equal pay for equal work
- * Governed by state law

Does not provide for:

- Sick vacation, personal time off
- How often an employee is paid*
- How soon after termination employee is paid*

II. EXEMPT EMPLOYEE CATEGORY

What does "Exempt" Mean?

Exempt employees must be paid the same amount of pay per workweek, regardless of the number of hours they work or the quality of their work.

Exempt Employees:

- Have a pre-determined weekly salary.
- Are not subject to overtime.
- Compensation time for overtime work may be offered to exempt employees without affecting their salary basis of their pay.

Exemption Categories:

If certain salary and duty requirements are met, the following employee statuses are exempt from the overtime provisions of the FLSA:

- Executive
- Administrative
- Professional
- Highly Compensated

Executive Employees

Salary: Minimum of \$913 per week (\$47,476/year (effective 12/1/2016))

Duties:

1. The primary duty is the management of the enterprise or a recognized department or subdivision.
2. An executive customarily and regularly directs the work of two or more other employees.
3. An executive has authority to hire or fire employees (or recommendations for hiring, firing, promotion or other change of employment status).



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Fair Labor Standards Act (FLSA)

Administrative Employees

Salary: Minimum of \$913 per week

Duties:

1. The primary duty (more than 20% of time) must be the performance of office or non-manual work directly related to the management or general business operations of the employer or the employer's customers.
2. The employee's primary duty includes the exercise of discretion and independent judgment with respect to matters of significance.

Professional Employees

Salary: \$913 per week

Duties:

1. The employee's primary duty must be the performance of work requiring advanced knowledge, defined as work that is predominantly intellectual in character and which includes work requiring the consistent exercise of discretion and judgment.
2. The advanced learning must be in a field of science or learning.
3. The advanced knowledge must be customarily acquired by a prolonged course of specialized intellectual instruction.

Computer Employees

Salary: \$913 per week or \$27.63 per hour (only position that can be paid hourly)

Duties:

1. Primary duty is (A) the application of systems analysis techniques and procedures, including consulting with users, to determine hardware and software or system functional applications; or (B) the design, development analysis, creation, testing, or modification of computer systems or programs, including prototypes based on and related to user or system design specifications; or (C) the design, documentation, testing, creation or modification of computer programs related to machine operating systems; or (D) a combination of duties as described in (A), (B) and (C), the performance of which requires the same level of skills.
2. The computer employee is employed as a computer systems analyst, computer programmer, software engineer or other similarly skilled worker in the computer field.

Highly Compensated Employees

Highly compensated employees performing office or non-manual work and paid total annual compensation of \$100,000 or more (which must include at least \$913 per week on a salary or fee basis) are exempt from the FLSA if they customarily and regularly perform at least one of the duties of an exempt executive, administrative, or professional employee that is identified in the standard test for exemption as outlined above.



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Fair Labor Standards Act (FLSA)

III. NON-EXEMPT EMPLOYEE CATEGORY

Basic Rules

- Must be paid at time and a half for all hours physically worked over 40 in a work week.
- Must be paid either hourly or salary
- Must keep a record of all time worked
- There is no such thing as "unauthorized" overtime. If an employee works, even without the permission of the employer, they must be paid. This includes any time worked at home if the employer knows or has reason to believe that the work is being performed. A rule against work is not enough. This is a disciplinary issue.
- The principles of the FLSA are applicable even though there is a custom, contract or agreement not to pay for the time an employee spends "working".
- Travel time home to work and back is non-compensable time whether an employee works at a fixed location or at different job sites.
- Once the workday has begun, any travel between work sites is counted as physical hours worked regardless of contract, custom or practice.
- All travel away from home with an overnight stay is counted as physical hours worked when it coincides with an employee's workday hours, even if the travel occurs on non-work days.
- Emergency Situations: If an employee is "called out" after a day of completing work on an emergency for the organization, this time is compensable and counts as physical hours worked. If an employer "restricts the personal freedom" of an employee (i.e. on-call), the time is counted as physical hours worked.
- If an employee is required to be on-call and is available via a pager or cell phone and can effectively use the time for his or her own purposes, on-call time is not compensable. If the employer requires the employee to stay on premises or so close as to not be able to use time effectively, then the on-call time must be paid as physical hours worked.
- Meal periods are not time worked. The employee must be completely relieved of all duty during this time period.
- Lectures, meetings, training programs: not counted as physical hours worked if all 4 requirements are met:
 1. Attendance outside of employee's regular work hours
 2. Attendance is voluntary
 3. Not directly related to an employee's job
 4. Employee does not perform any productive work during such attendance



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Fair Labor Standards Act (F.L.S.A.) Check List to Determine Exempt or Nonexempt Status

It is up to employers to determine whether to classify an employee as exempt or nonexempt under the Fair Labor Standards Act (FLSA). The key consideration: Exempt workers aren't eligible for overtime pay. Rather, they're paid for the job they do, not the hours they work.

To comply with the FLSA, employers need to regularly review their employee classifications. Generally, two requirements must be met to classify an employee as exempt: 1) they must earn a salary and 2) hold a position with duties that the U.S. Labor Department designates as appropriate for exempt positions. Those positions generally fall into six categories: executive, administrative, learned professional, computer professional, creative professional and outside sales.

The following checklist can be used as a guide to determine whether an employee is exempt from the provisions of the FLSA.

Executive Employee

- | | Yes | No | Don't Know |
|--|--------------------------|--------------------------|--------------------------|
| 1. Is the employee's primary duty managing the department or division of the organization? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Does the employee customarily direct the work of two or more other employees or their equivalent? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Does the employee have the authority to hire or fire, and do his/her recommendations carry significant weight if unauthorized to make the final decision? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Is the employee paid the equivalent of at least \$913 per week on a salary basis? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you answered "No" to any of these questions, you may have misclassified the employee as an exempt executive.



Administrative Employee

- | | Yes | No | Don't Know |
|---|--------------------------|--------------------------|--------------------------|
| 1. Is the employee's primary duty performing office or non-manual work directly related to the management of a Division or Department of the municipality? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Does the employee exercise discretion and independent judgment with respect to matters of significance? That is does he/she evaluate and compare possible course of action and then make decision or recommendation after considering the various possibilities? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Is the employee paid the equivalent of at least \$913 per week on a salary basis? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you answered "No" to any of these questions, the employee may be misclassified as exempt administrative.

Learned Professional Employee

- | | Yes | No | Don't Know |
|---|--------------------------|--------------------------|--------------------------|
| 1. Is the employee's primary duty to perform work requiring knowledge of an advanced type in a field of science or learning customarily acquired by a prolonged course of specialized intellectual instruction? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Is the advanced knowledge obtained by completing an academic course of study resulting in a four-year college degree or leading to certification? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Is the employee paid the equivalent of at least \$913 per week on a salary basis? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you answered "No" to any of these questions, the employee may be misclassified as an exempt learned professional.



Creative Professional Employee

- | | Yes | No | Don't Know |
|--|--------------------------|--------------------------|--------------------------|
| 1. Is the employee's primary duty to perform work requiring invention, originality or talent in a recognized field of Artistic endeavor such as music, writing, acting and the graphic arts? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Does the work require more than intelligence, diligence And accuracy (i.e. does it require "talent")? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Is the employee paid the equivalent of at least \$913 per week on a salary basis? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you answered "No" to any of these questions, you may have misclassified the employee as an exempt creative professional.

Computer Professional Employee

- | | Yes | No | Don't Know |
|---|--------------------------|--------------------------|--------------------------|
| 1. Is the employee's primary duty: | | | |
| . Application of system analysis techniques and procedures, including consulting with users to determine hardware, software or system functional specifications; or? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| . Design, development, documentation, analysis creation, testing, or modification of computer systems or programs, including prototypes, based on and related to user or system design specifications; or | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| . Design, testing, documentation, creation or Modification of computer programs related to Machine operating systems; or | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| . A combination of the aforementioned duties requiring The same level of skills? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 4. Is the employee paid the equivalent of at least \$913 per week on a salary basis? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you answered "No" to #1 or were unable to answer "yes" to any parts under #2, you may have misclassified the employee as an exempt computer professional.



Outside Sales Employee

- | | Yes | No | Don't Know |
|--|--------------------------|--------------------------|--------------------------|
| 1. Is the worker's primary duty making outside sales? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 2. Does the employee regularly work away from the organization's place of business? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 3. Does the employee sell tangible or intangible items such as goods, insurance, stocks, bonds, or real estate, or obtain orders or contracts for services or the use of facilities? | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

If you answered "No" to any of these questions, you may have misclassified the employee as an exempt outside sales employee.

Here are the Department of Labor's definitions for some of the key phrases used above:

1. **"Primary Duty"** This means the principal, main, major or most important duty that an employee is required to perform.
2. **"Management"** Generally management includes but is not limited to activities such as interviewing, selecting, and training of employees; setting and adjusting their rates of pay and hours of work; directing the work of employees or appraising employees' productivity and performance for the purpose of recommending promotions or other changes in employment status.
3. **"Customarily and Regularly"** The phrase "customarily and "regularly" means greater than occasional but less than constant; it includes work normally done every work week, but does not include isolated or one-time tasks.
4. **"Two or more"** The phrase "two or more" other employees means two full-time employees or their equivalent.



Classification & Compensation Plan

Position Rating Manual



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RATING MANUAL INSTRUCTIONS

Position evaluation is the formal procedure of appraising the value of each job in relation to other positions in an organization based on an analysis of job content. While not an exact science, the procedure introduces an element of objectivity into the evaluation process. A position is rated without consideration to the qualifications of the present employee and the salary or wage rate being paid.

This Position Rating Manual is a "*point factor method*" which is a quantitative method of position evaluation. Thirteen factors form the basis of the analysis. The factors include:

▶ Education and Basic Knowledge	▶ Experience
▶ Accountability	▶ Judgment
▶ Complexity	▶ Supervision Required
▶ Nature and Purpose of Personal Contacts	▶ Work Environment
▶ Physical Demands	▶ Motor Skills
▶ Occupational Risks	▶ Confidentiality
▶ Supervision Exercised	

Positions are evaluated for each job factor (e.g., complexity) with a descriptive measurement scale. The process is repeated for all other factors. Each scale contains degree levels describing increasingly higher levels of the relevant factors. Each degree level carries with it a specific number of points. An evaluator (or rater) determines which degree level definition best describes the content of the job. Points awarded on each factor scale are then added together to determine the job's overall point score. The total score determines the pay grade to which a job will be assigned.

In evaluating positions, the rater uses the points assigned to the factor degree. Partial points are not assigned. Any deviation from consistent application of the manual compromises the validity of the process.

Ideally, position evaluation should be performed by more than one person. A human resource director and a department head are good choices because one has intimate knowledge of the position and the other has a comprehensive knowledge of all positions in the organization. An outside job rating analyst is also useful because the analyst's perceptions are not affected by knowledge of incumbent employees. In any event, the final rating should be the result of pooled judgments.

The use of this manual is a four step process:

1. Prepare a copy of the position Point Factor Evaluation Worksheet for each position to be rated. A copy of this sheet appears in the back of the manual. The best source of information on each job is a position description which is the culmination of a recent job analysis. Position descriptions should be standardized among all the municipal positions.
2. In each of the thirteen rating categories select the paragraph (degree level) that most closely matches the position's requirements. Some selections are easier to make than others because each descriptive paragraph is a general statement intended to cover a broad range of positions. Certain elements in the particular paragraph may not apply to the position. Use judgment in making a selection based upon the overall intent of the paragraph as it applies to the position being rated. Even if a single clause or an entire sentence does not apply, that does not by itself rule out selection of that paragraph and the corresponding degree level. There is a level of discretionary judgment used throughout the entire process by the rater. This is appropriate as long as the judgment of the rater is applied in a consistent manner. Once the "best fit" paragraph is selected, enter the number of the corresponding degree into the matching box on the rating sheet.
3. Once all the degree levels have been selected and assigned, use the Point Factor Rating Worksheet to translate the factor/degree selected to a corresponding number. When two or more raters are evaluating a position they should discuss their reasons for making different degree level choices. Usually it is possible to come to an agreement. Each rater should work to achieve consensus with the others. Oftentimes a difference in degree assignment will result from a different interpretation of the position description. Rating differences are discussed and resolved, and a preliminary assignment of positions to point total ratings is made.

4. Sort the positions by their individual point total and compare these point totals to the current grade assignment and/or compensation schedule.
5. Once position point ratings are agreed upon, establish a Position Grade Schedule. Dependent upon the number of points between grades, there may be several positions grouped into each grade.
6. The Position Grade Schedule is used as the basis to develop a new Compensation Schedule.
7. In rating positions for the first time, the grades help form the basis for a pay structure. In maintaining a pay and classification structure, the Position Grade Schedule indicates where a new position should be placed and whether a current position should be upgraded or downgraded on the Position Grade Schedule.
8. Make sure that as the rating process proceeds, the raters are concerned only with the duties and responsibilities of the position, and not the abilities, performance, or longevity of the employee currently holding the position.

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EDUCATION/BASIC KNOWLEDGE

Education and Basic Knowledge measures the knowledge acquired through either formal education and/or specialized training that is essential to successfully performing the essential functions of the position.

1st Degree

Requires basic knowledge of arithmetic, English and grammar. Ability in simple bookkeeping including payroll and accounts payable, posting and filing functions. Operational ability with office equipment such as typewriters, computers, adding machines and calculators. Ability to operate a motor vehicle. Apprenticeship (entry level) knowledge of crafts or trades. Equivalent to a high school degree received through a diploma or an equivalency examination.

2nd Degree

Duties involve application of semi-complex procedures requiring special knowledge or ability, e.g., advanced booking or billing procedures, transcription and stenography; ability to operate specialized heavy motor equipment such as a snowplow, grader, backhoe, etc. and include water or wastewater operation licensing. Equivalent to high school plus additional training equal to one to two years of college, attainment of Associates level of post-secondary education. Journeyman ability in trades or crafts.

3rd Degree

Intensive knowledge of a specialized field (e.g., civil engineering, public health, library science, specific trade) as well as general knowledge of related fields; or broad knowledge of major municipal function activities. Equivalent to a Bachelor's degree or a Master Craftsman knowledge level in a professional field or trade.

4th Degree

Work requires advanced theoretical or technical knowledge of a broad-based professional field (e.g. business administration, engineering, or public administration). Equivalent to a Master's degree.

5th Degree

Duties demand knowledge equivalency of a doctoral degree such as a lawyer or a CPA.



EXPERIENCE

Experience measures the length of time usually required by someone with the specified education background or knowledge, to learn to perform the duties effectively under normal supervision. The length of time required to become proficient at a job includes previous qualifying experience from related work or lesser jobs as well as on-the-job training.

1st Degree

Up to and including one year of prior work experience.

2nd Degree

More than one year, up to and including three years.

3rd Degree

More than three years, up to and including five years.

4th Degree

More than five years, up to and including seven years.

5th Degree

More than seven years, up to and including ten years.

6th Degree

More than ten years.



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ACCOUNTABILITY

Accountability measures the degree to which the employee is responsible for preventing errors and the magnitude of those potential errors. In applying this rating factor please consider the following: the likelihood of errors; the possibility of error detection; and the probable effect of errors based on the degree to which the work is checked, either by the procedures themselves, by supervision, or by succeeding operations. Consequences of errors, missed deadlines or poor Judgment can be measured in damage to buildings and equipment, labor and material costs or correction, jeopardy to municipal programs, monetary loss, personal injury, danger to public health and safety, etc.

There should be a correlation between this factor and the factor of Supervision Required.

1st Degree

The nature of work means that errors can be easily detected, usually by the employee. Consequences of errors, missed deadlines or poor judgment may result in confusion, involving minimal time and expense for correction, such as bookkeeping, data entry or failure to follow established departmental guidelines or practices.

2nd Degree

The nature of work assures that errors are usually detected in succeeding operations. Consequences of errors, missed deadlines or poor judgment may include time loss caused by back checking by others and slowdowns in the processing of the work. Errors are generally confined to a single department such as billing or accounting errors.

3rd Degree

The nature of work or the operation of large, complex, or potentially dangerous equipment increases the probability that errors could be serious. Consequences of errors, missed deadlines or poor judgment may include *significant* monetary losses, waste of materials, damage to buildings, equipment.



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4th Degree

The nature of the *professional* or technical work means that errors in analysis, techniques or recommendations would probably be difficult to detect. Consequences of errors, missed deadlines or poor judgment could result in excessive costs, delays of service or legal repercussions to the municipality.

5th Degree

Duties include *department level responsibility* for technical processes, service delivery, and contribution to municipal wide plans and objectives and fiscal responsibility for the department including buildings, equipment and staffing utilization. Consequences of errors, missed deadlines or poor judgment could severely jeopardize department operations or have extensive financial and/or legal repercussions to the municipality and danger to public safety.

6th Degree

Duties include all of the responsibilities as outlined above in the 5th Degree but for a *major functional segment of the municipality*. Consequences of errors, missed deadlines, or poor judgment could have a continuing adverse effect on a department as well as the municipality.

7th Degree

Duties involve primary responsibility for the *operation of the municipality*. Consequences of errors, missed deadlines or poor judgment could have far reaching effects on the municipality's ability to deliver services and the public's confidence.



JUDGMENT

Judgment considers the degree of independent Judgment and involves consideration of how much discretion and application of professional knowledge and experiences an employee exercises in carrying out work assignments. To the extent that guidelines are available and relevant, the requirement of Judgment is reduced.

There is a direct correlation between this factor and the Complexity factor.

1st Degree

Well defined or detailed rules, instructions and procedures cover all aspects of work. Judgment involves choosing the appropriate practices, procedures, regulations or guidelines to apply in each case.

2nd Degree

Numerous standardized practices, procedures, or general instructions govern the work and in some cases, may require additional interpretation. Judgment is needed to locate, *select and apply the most pertinent practice, procedure, regulation or guideline.*

3rd Degree

The work requires the employee to examine, analyze and evaluate facts and circumstances surrounding individual problems, situations or transactions that may not be covered by current laws/regulations in order to determine the appropriate actions to be taken within the limits of standard or established operating practices, rules, regulations, ordinances, or laws. Guidelines include a large body of administrative policies, which may be complex or conflicting, at times. Independent judgment is required to analyze or evaluate specific situations to determine appropriate actions. Employee is expected to weigh the efficiency of various actions and the relative priorities in conjunction with established goals and objectives. The employee is required to understand, interpret and apply applicable local, state, or federal regulations.



4th Degree

Guidelines provide limited guidance to perform the essential functions of the position. They may be in the form of administrative or organizational policies, general principals, legislation or directives that pertain to a specific department or functional area. Extensive Judgment and ingenuity are required to develop new or adapt existing methods and approaches for accomplishing objectives or to deal with new or unusual requirements within the limits of the guidelines or policies. The employee is recognized as the department or functional area's authority in interpreting the guidelines, in determining how they should be applied, and/or in developing department standard operating policies and/or practices.

5th Degree

Same as the 4th Degree level as stated above but in addition, the employee is required at times on a regular basis to direct the overall activity of the municipality or more than one (1) department/functional area of the municipality by accepting responsibility for short and long-term planning, administration, and oversight.



COMPLEXITY

Complexity considers the degree to which the duties are complicated or involved. Jobs are made more complex by the range and variety of assignments and the availability of specific guidelines, laws or regulations governing regular essential functions of the position.

1st Degree

The work consists of *routine or repetitive tasks* and/or operations with few variations in well known or established procedures.

2nd Degree

The work consists of a variety of duties which follow *established practices, procedures, regulations, or guidelines*. The sequence of work and/or the procedures followed vary according to the nature of the transaction and/or the information involved, or sought, in a particular situation.

3rd Degree

The work consists of the practical application of a variety of concepts, practices and specialized techniques relating to a *professional or technical field*. Assignments typically involve evaluation and interpretation of factors, conditions or unusual circumstances; inspecting, testing or evaluating compliance with established standards or criteria; gathering, analyzing and evaluating facts or data using specialized fact finding techniques; or determining the methods to accomplish the work.

4th Degree

The work consists of employing many different concepts, theories, principles, techniques and practices relating to an *administrative or professional field*. Assignments typically concern such matters as studying trends in the field for application to the work; assessing the effectiveness of services and recommending improvements.

5th Degree

The work consists of managerial functions and processes such as short and long-term planning, organizing, controlling, coordinating, evaluating, integrating activities and programs for *more than one (1) department or functional service area within the municipality*.



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SUPERVISION REQUIRED

Supervision required measures the degree to which an employee's immediate supervisor outlines the methods to be followed or the results to be attained, checks the progress of work, and handles exceptional cases. Controls are exercised by the supervisor in the way assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined. Responsibility of the employee depends upon the extent to which the employee is expected to develop the sequence and timing of various aspects of the work, to deviate from instructions and to participate in establishing priorities and defining objectives.

1st Degree

Under direct supervision, where clear, detailed and specific instructions govern the work or are explained with each assignment. The employee works as instructed and consults with the supervisor as needed on all matters not specifically covered in the guidelines or instructions. The supervisor maintains control by reviewing the work in progress or upon completion of work tasks.

2nd Degree

Under general supervision, the employee is familiar with the work routine and uses initiative in carrying out recurring assignments independently with specific instruction. The supervisor provides additional, specific instruction for new, difficult or unusual assignments, including suggested work methods. The employee is expected to recognize instances which are out of the ordinary and which do not fall within existing instructions; the employee is then expected to seek further advice and/or instruction. Reviews and checks of the employee's work are conducted to the extent sufficient to keep the supervisor aware of work in progress, and to insure that completed work and the methods used are technically accurate and in accordance with established local, state, and/or federal laws, regulations and or policies.



3rd Degree

Under general direction, the employee plans and carries out the regular work in accordance with standard practices and previous training, with substantial responsibility for determining the sequence and timing of action and substantial independence in planning and organizing the work activities, including determining the work methods. The employee is expected to solve through experienced judgment most problems of detail or unusual situations not covered by existing rules or regulations by adapting methods or interpreting instructions to resolve the particular problem. Instructions for new assignments or special projects usually consist of statements of desired objectives, deadlines and priorities. Technical and policy problems or changes in procedures are discussed with supervisor, but ordinarily the employee plans the work, lays it out and carries it through to completion independently. The work performed is generally reviewed only for technical adequacy, appropriateness of actions or decisions, and conformance with policy or other requirements; the methods used in arriving at the end result are not usually reviewed in detail.

4th Degree

Under administrative direction, working from municipal policies, goals, and objectives the employee establishes the department's short and long-range objectives, own performance standards, and assumes direct accountability for department results; employee may if applicable act as an independently elected official over a department. Consults with supervisor only where clarification, interpretation, or exception to municipal policy may be required. The employee is responsible for the development and implementation of departmental policies, goals, objectives and budgets. The employee is expected to take the initiative to resolve conflicts which arise and coordinate with others as necessary.



5th Degree

Same as the fourth degree but supervisory responsibility is over a major department of the municipality. Employees at this level are expected to exercise whatever means are necessary in order to resolve conflicts that cannot be addressed at the departmental level.

6th Degree

Under policy direction, exercises authority over total the operation of the municipality in conformance with general directives, policies, and objectives as set forth by the governing body or regulatory authority. Seeks counsel of governing body on matters of policy interpretation or when required by law.



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NATURE AND PURPOSE OF PERSONAL CONTACTS

Nature and Purpose of Personal Contacts measures the interpersonal skills required in work Contacts and their importance to the success of the work. Contacts with supervisors are not considered here. This factor also measures the degree of human interaction and the responsibility which goes with the job for meeting, dealing with and influencing other persons. In rating this factor, consider how often the contacts are made and whether they involve furnishing or obtaining information only, or whether they involve influencing others. Please note that the higher degrees include those contacts listed in the lower degrees.

1st Degree

Contacts are primarily with co-workers incidental to the purpose of the work involving giving and receiving factual information about the work. Ordinary courtesy and tact are required. Contacts with the public may occur on an occasional basis.

2nd Degree

Contacts are primarily with co-workers and the public involving frequent explanation, discussion or interpretation of practices, procedures, regulations or guidelines in order to render service, plan or coordinate work efforts, or resolve operating problems. Other regular contacts are with service recipients and employees of outside organizations such as vendors, banks, property developers, or contractors. More than ordinary courtesy, tact and diplomacy may be required to resolve complaints or to deal with uncooperative or uninformed persons. Employee may furnish news media with routine information such as meeting agendas or departmental procedures.

3rd Degree

Contacts are constantly with co-workers, the public, groups and/or individuals such as civic leaders, peers from other organizations, representatives of professional organizations, and /or the news media. The employee serves as a spokesperson or recognized authority of the department in matters of substance or considerable importance. The employee on behalf of a department communicates departmental practices, procedures, regulations or guidelines. The employee is required to discuss controversial matters where tact is required in order to attempt to avoid friction and to obtain cooperation.



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4th Degree

Contacts are constantly with co-workers, the public, and with groups and/or individuals who have conflicting opinions or objectives, diverse points of view or differences where skillful negotiating and achieving compromise is required to secure support, concurrence and acceptance or compliance; OR one-on-one contact with a person who may be under severe stress, where gaining a high degree of persuasion may be required in order to obtain the desired result. The employee may represent to the public a functional area or department of the municipality on matters of procedures or policy where perceptiveness is required to analyze circumstances in order to act appropriately.

5th Degree

Duties involve constant contact with local, state and federal government officials, community leaders and any other individuals to protect and promote not only a department's but also the municipality's overall interest. Employees must possess a high degree of diplomacy and judgment and must be able to work effectively with and influence all types of persons. The employee must have a well-developed sense of strategy and timing in representing the department and the municipality which may influence the well-being of the municipality.



WORK ENVIRONMENT

Work Environment measures the surroundings or environmental conditions under which the job must be done and the extent to which they make the job unpleasant. Consider the elements which hinder the employee's ability to perform assigned essential functions of the position.

1st Degree

The work environment involves *everyday discomforts typical of an indoor environment in a municipal setting*, with *infrequent exposure to outside elements*. Noise or physical surroundings may be distracting, but conditions are generally not unpleasant.

2nd Degree

Working conditions involve *occasional exposure* to intermittent machine or related noise or a combination of unpleasant elements such as odors, chemical fumes, dust, smoke, heat, cold, oil, dirt or grease. Includes work under typical shop conditions or outdoor work which is suspended when weather conditions are poor. Work may involve general cleaning, occasional work at heights or in confined, cramped quarters, or work around machinery and its moving parts.

3rd Degree

The nature of duties may involve *continuous presence of unpleasant or irritating elements*, such as considerable noise, odors, chemical fumes, traffic, bio hazards, electricity, dust, smoke, heat, cold, oil, dirt or grease. Work is continually performed outdoors, regardless of weather conditions. Work generally contains one or more constant elements of stress such as being on call for 24 hours or being under prolonged pressure during emergency situations.

4th Degree

Work requires a high degree of individual tolerance to combinations of extremely unpleasant elements, such as those listed above or mental stress from constant conflicting urgent time and attention demands of the utmost priority. The nature of the physical environment may be such that the *employee's personal well-being and/or safety may be compromised* such as Fire or Police personnel.



PHYSICAL DEMANDS

Physical Demands measures the degree of physical effort required in the performance of essential functions of the position.

1st Degree

Little or no physical demands are required to perform the work. Work effort principally involves sitting to perform work tasks, with intermittent periods of stooping, walking, and standing. There may also be some occasional lifting of objects such as ledger books, photocopy and computer paper.

2nd Degree

Work requires some agility and physical strength, in order to move in or about construction sites or over rough terrain, or standing or walking most of the work period. Occasionally, work may require lifting heavy objects and carrying them. There may be need to stretch and reach to retrieve materials. The work will often require extended physical effort over a significant portion of the work day.

3rd Degree

Work requires moderate intermittent physical strength and effort daily, such as, lifting heavy objects, carrying the object(s) and stacking them or placing them in a vehicle or storage area. In addition, pulling, pushing, standing or walking for the full work day may also be involved. A great deal of physical effort must be exerted at this level. Travel, particularly during adverse weather conditions and troublesome road conditions and at times during the evening, is required.

4th Degree

Essential functions involve frequent and recurring assignments requiring strenuous effort and endurance or quick reflexes to perform the work, such as lifting and carrying on a continuous basis for extended periods of time, or regular travel on foot or bicycle over rough terrain or barriers, or the potential need to subdue or restrain violent persons or animals.



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MOTOR SKILLS

This factor measures the degree to which the job requires motor coordination and the coordination of manual dexterity with mental and/or visual attention. Consider the degree of manual, hand/eye motor coordination applied in work situations of varying lengths of concentration.

1st Degree

Duties are largely mental rather than physical, but the job may occasionally require minimal motor skills for activities such as moving objects, operating a personal computer, office equipment, keyboarding and/or word processing, filing, sorting of papers, or operating a motor vehicle.

2nd Degree

Duties may involve assignments requiring application of hand and eye coordination with finger dexterity and motor coordination. Examples may include using power tools, operating trucks, or climbing a ladder.

3rd Degree

Essential functions involve close hand and eye coordination and physical dexterity. Manipulation and motor control under conditions which may require extreme accuracy may be critical. The manual skills required are comparable to those which might be needed in making repairs to delicate electronic instrument, conducting laboratory tests, administering injections, firing a gun, operating marine vessels, operating *Class B vehicles or public safety vehicles on a regular basis at high rates of speed, often at night or day, during inclement weather or poor road conditions*.

4th Degree

Duties may involve a high degree of intense mental concentration together with hand and eye coordination and visual attention for long periods of time in performing activities such as the operation or repair of a Class A vehicle or Class C hydraulic equipment.



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OCCUPATIONAL RISKS

Occupational Risks measures the relative degree of exposure to hazards which may threaten or cause injury on the job. In rating this factor, consider both the probability of injury as well as the severity of injuries, if an accident actually occurred.

1st Degree

Duties of the job present little potential for personal injury. Risk exposure is similar to that found in a municipal office setting.

2nd Degree

Duties generally do not present occupational risk with occasional exposure to personal injury. Personal injury could occur, however, through employee failure to properly follow safety precautions or procedures. Examples of injury include bruises from falls, cuts or burns, exposure to traffic, or muscular strains from lifting, pushing or carrying equipment or work materials.

3rd Degree

Essential functions regularly present potential risk of injuries from improper exposure which could result in the loss of time from work. Examples of personal injury include but are not limited to exposure to extreme weather conditions, burns from chemicals, steam or fire, traffic, bio hazards, severe muscular strains from working with extremely heavy material, falls from heights in excess of three feet and illness from exposure to communicable diseases. Special safety precautions, training, or protective clothing such as gowns, coats, gloves, glasses, hard hats or boots is required.

4th Degree

Duties may involve frequent, recurring exposure to hazardous conditions, such as working at heights in excess of thirty feet or operating dangerous equipment, being exposed to toxic chemicals or high voltage sources. Job frequently entails the possibility for serious injury or exposure to conditions which could result in total permanent disability or loss of life. For example, danger of physical attack or work at heights in excess of thirty feet during extreme weather conditions. Extreme care and following established safety precautions is required at all times.



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CONFIDENTIALITY

Confidentiality measures the discretion and integrity required by those employees with access to confidential information handled or obtained in the normal performance of duties. Confidential information includes: official personnel files, collective bargaining negotiations, law suits and criminal records and investigations. In rating this factor, consider the nature of the information, the degree to which the full significance and meaning of the information is apparent to the employee, and whether disclosure would compromise the position of the municipality or the public, or constitute a breach of security. The factor of Confidentiality does not apply to all employees.

1st Degree

Access to confidential information, not department-wide that is obtained during the performance of essential functions of the position.

2nd Degree

Regular access at the departmental level to a wide variety of confidential information, including personnel records, client records, criminal investigations, court records, financial records.

3rd Degree

Access to any and all confidential information on a municipal or organization-wide basis.



SUPERVISORY RESPONSIBILITY

Supervisory Responsibility measures the extent and nature of supervisory and managerial responsibilities in terms of the degree of involvement in work planning and organization, work assignment and review, and personnel functions. Positions are classified as work leaders, supervisors or managers. Points associated with Supervision Exercised will be based on how the positions are classified in this factor.

*1st Degree: **Work Leader***

Employee, as a regular and continuing part of the job, leads other workers in accomplishing assigned work and also performs non-supervisory work that is usually of the same kind and levels as is done by the group led. The work leader is responsible to his/her supervisor for assuring that the work assignments of other workers are carried out by performing duties which typically consist of most of the following: distributes and balances workload among employees in accordance with established workflow and job specialization; assures timely completion of work; instructs employees in specific tasks or explains work methods to be employed and indicated applicable reference material and guidelines; checks work progress and reviews completed work to see that instructions have been carried out; answers questions and resolves problems that arise in the work; provides on-the-job training to new employees; reports to the supervisor on disciplinary problems, performance and training needs of employees; resolves simple, informal complaints of employees and refers others to the supervisor; may approve leave for a few hours or for emergencies.

*2nd Degree: **Supervisor***

Employee, as a regular and continuing part of the job, is accountable for the quality and quantity of work done by subordinates and assures the accomplishment of the assigned work in the prescribed manner. Supervisory functions typically consist of most of the following: plans, schedules and coordinates work operations to meet schedules, deadlines and priorities; revises work schedules to meet changes in workload or availability of manpower; recommends and justifies to higher levels of management changes in the organization of work, work methods or assignment of functions to positions that may affect staffing patterns, costs, work standards, etc.; assigns work based on varying capabilities of employees; assures that completed work meets the required standard of quality, timeliness and cost, taking



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corrective actions as necessary, including rejecting the work; recommends promotions, reassignments, pay increases or other personnel actions; oversees attendance and leave, typically including approval of ordinary sick and vacation schedules; advises employees of performance requirements and prepares formal evaluations of performance; gives advice and instruction on both administrative and work matters; informs subordinates of organizational policies, goals and procedures; resolves employee complaints and effects disciplinary actions, such as oral warnings and reprimands; has substantial responsibility for technical soundness of subordinates' work.

*3rd Degree: **Manager***

Employee is accountable for the direction and success of all department programs accomplished through others. The manager is responsible for analyzing program objectives, determining the various work operations needed to achieve them, *estimating the financial and staff resources required*, allocating the available funds and staff, reporting periodically on the achievement and status of the program objective; and recommending new goals. The manager typically formulates or recommends program goals and develops plans for achieving short and long-range objectives; determines organizational structure operating guidelines and work operations; formulates, prepares and defends budget and manpower requests and accounts for effective use of funds and staff provided; coordinates program efforts within the division and with other departments; delegates authority to subordinate supervisors and holds them responsible for the performance of their unit's work; reviews work in terms of accomplishment of program objectives and progress reports, approves standards establishing quality and quantity of work; and assists or oversees the personnel function, including or effectively recommending hiring, training, and disciplining of employees.



SUPERVISION EXERCISED

Supervision Exercised serves to differentiate levels of difficulty required to supervise and manage program operations. Further, it evaluates the demands placed upon the incumbent due to differences in staff size, diversity of functions or activities overseen, stability of work operations, and workforce dispersion.

A. Staff Size: Full time, year-round employees

1st Degree

More than 1 up to and including 5 full –time employees or up to 15 part-time or seasonal employees.

2nd Degree

More than 5 up to and including 15 full-time employees, or up to 30 part-time or seasonal employees.

3rd Degree

More than 15, up to and including 30 full-time employees, or up to 50 on call, part-time or seasonal employees.

4th Degree

More than 30, up to and including 50 full-time employees, or up to 100 part-time or seasonal employees.

5th Degree

More than 50, up to and including 100 full-time employees, or more than 100 up to 150 part-time or seasonal employees.

6th Degree

More than 100 full time employees or more than 150 part-time or seasonal employees.



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B. Complexity of Subordinate Operation

1st Degree

May provide immediate functional or technical supervision over other employees in the same department where the work of the supervised employee(s) is essentially the same as the work of the supervisor.

2nd Degree

Provides immediate supervision over a functional unit, section, or department with time spent assigning, checking and reviewing work which has standardized procedures. Supervisory responsibility includes direct accountability for work results. May provide input when subordinates are evaluated, disciplined or trained by the department head. May act as the department head during absences.

3rd Degree

Provides direct management or supervision of a department, including service delivery, training, evaluating and disciplining of subordinates, and budget development and control. May provide functional supervision over a large and/or highly technical section of a major department.

4th Degree

General supervisory responsibility for a major department, or several smaller departments with supervisors who are responsible for supervision over individual departments, including service delivery, training, evaluation and disciplining of subordinates, budget development and control.

5th Degree

Directs and coordinates the operation of two or more departments through subordinate supervisors who are responsible for supervision over individual departments. May assume temporary responsibility for entire municipality in the chief executive's absence.

6th Degree

Directs, coordinates, plans and organizes the overall operation of the municipality in conformance with general objectives and directives established by the governing body.



C. Stability of Subordinate Operations

1st Degree

Functions, programs, work processes and staff size are well established and relatively stable.

2nd Degree

Work operations are subject to cyclical or seasonal fluctuations that results in changes to work procedures which are (or can be) reasonably anticipated and planned for in advance, e.g., tax billing, elections, recreational activities or fiscal year end.

3rd Degree

Work operations are subject to substantial changes in work procedures, activities, volume and products. While the timing of these fluctuations can not be anticipated, the procedures to be used including added staffing through emergency hiring or contracting that can be planned in advance, e.g., handling storm emergencies.

4th Degree

Work operations are subject to frequent, abrupt, and unexpected changes in deadlines, and/or volume of work due to uncontrollable or unpredictable circumstances, e.g., police or fire emergencies, litigation.



D. Workforce Dispersion

1st Degree

Employees work at the same location and the same work shift, a few may be dispersed.

2nd Degree

Large numbers of employees are physically separated from work leader, supervisor or manager a substantial portion of the time due to multiple shifts or concurrent work.

3rd Degree

Same as second degree level above but substantial numbers of employees are dispersed to many widely separated locations throughout the municipality on a regular basis.



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Point Factor Rating Worksheet **Classification Manual**

Factors	Degree Level	1st	2nd	3rd	4th	5th	6th	7th	Maximum Points
1. Education or Minimum Level of Trade Knowledge	20	40	60	80	100				100
2. Experience	10	30	50	70	90	100			100
3. Accountability	5	10	20	30	40	60		80	80
4. Judgment or Independence	10	20	50	75	100				100
5. Complexity	5	10	15	20	25				25
6. Supervision Required	5	10	20	30	40	60			60
7. Nature and Purpose of Personal Contacts	10	25	50	75	100				100
8. Work Environment	10	25	40	45					45
9. Physical Demands	10	25	40	45					45
10. Motor or Hand/Eye Coordination	10	20	35	40					40
11. Occupational Risks	10	20	30	65					65
12. Confidentiality	10	20	30						30
13. Supervisory Responsibility	20	40	75						75
14. Supervision Exercised:									
A. Number of employees regularly supervised	5	10	15	25	30	35			35
B. Complexity of supervision exercised	5	10	15	20	25	30			30
C. Stability of supervision exercised	5	10	15	20					20
D. Workforce dispersion	5	10	15						15
Total Points									965

Position Analysis Questionnaire

Employee Title:

Department/Division:

Date Appointed to Position:

Employee Name:

Supervisor's Name and Title:

- 1. STATEMENT OF DUTIES:** Give a one or two sentence summary of the primary purpose for your POSITION. (Example: The Accountant provides administrative, supervisory work with responsibility for maintaining the financial records and overseeing and monitoring the expenditures of funds in accordance with applicable local, state, and federal laws and regulations).



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3. EDUCATION AND BASIC KNOWLEDGE: What is the minimum level of Education and/or specialized training needed to fill the position?
(Check the minimum level that is required)

- ☐ High School diploma (apprentice level of trade knowledge); or equivalent
- ☐ 2 Year Degree (Associates or Journeyman's level of trade knowledge); or equivalent
- ☐ 4 Year Degree (Bachelors or Master Craftsman level of trade knowledge); or equivalent
- ☐ Master's Degree; or equivalent
- ☐ Doctoral Degree; or equivalent

4. EXPERIENCE: How many years of related work experience are needed to perform this job? Also indicate the number of years and what types of experience are needed to perform this job

- ☐ Up to 1 Year
- ☐ 1 to 3 Years
- ☐ 3 to 5 Years
- ☐ 5 to 7 Years
- ☐ 7 to 10 Years
- ☐ More than 10 Years

4a. What special licenses are required at the time of hire (Example: Drivers License)?

4b. What special knowledge, skill, and/or ability do you feel is required to perform this job?



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6. JUDGMENT: (The degree to which independent judgment and/or the application of professional knowledge and experience is required, and the extent to which guidelines or established procedures are adhered to). Check one of the following definitions that best apply based on the primary duties of this position:

- ☐ Well-defined or detailed rules, instructions, and procedures cover all aspects of work. Judgment involves choosing the appropriate practices, procedures, regulations, or guidelines to apply in each case.
- ☐ Numerous standardized practices, procedures, or general instructions govern the work and in some cases, may require additional interpretation. Judgment is needed to locate, select, and apply the most pertinent practice, procedure, regulation, or guideline.
- ☐ Work requires the employee to examine, analyze, and evaluate facts and circumstances surrounding individual problems, situations or transactions, and determining actions to be taken within the limits of standard or accepted practices. Guidelines include a large body of policies, practices, and precedents which may be conflicting, at times. Independent judgment is used to analyze or evaluate specific situations to determine appropriate actions.
- ☐ Work is performed based on administrative or municipal policies, general principles, legislation, or directives that pertain to a specific department or functional area. Extensive judgment and ingenuity are required to develop new or adapt existing methods and approaches to accomplish objectives and/or to deal with new or unusual requirements within the limits of established guidelines, practices, or policies. The employee is recognized as the department or functional area's authority in interpreting the guidelines, in determining how they should be applied, and in developing operating policies.
- ☐ Same as above, but the employee is required to direct the overall activity of the Company by accepting responsibility while exercising authority for planning, operation, and oversight of all departments.



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8. SUPERVISION REQUIRED: (The degree to which an employee's immediate supervisor outlines the methods to be followed or the results to be attained, checks the progress of work and handles exceptional cases.) Check the definition that best applies to this position:

- _____ Clear, detailed, and specific instructions govern the work or are explained with each assignment. Questionable situations are referred to the supervisor. The supervisor reviews the work in progress or upon completion as necessary.
- _____ The employee is familiar with the work routine and uses initiative in carrying out recurring assignments independently with specific instruction. The supervisor provides instruction for new or unusual assignments. Unusual situations are referred to the supervisor for advice and further instructions. Supervisor reviews work to remain aware of progress, work methods, and technical accuracy. In many cases, the work is self-checking, for example, requiring accounts to balance before proceeding.
- _____ The employee plans, prioritizes, and carries out the regular work in accordance with standard practices and previous training. The employee interprets instructions and/or adapts methods to resolve particular problems. Instructions for new assignments usually consist of statements of desired objectives, deadlines, and priorities. Technical and policy problems or changes in procedures are discussed with supervisor. Work is generally reviewed only for technical adequacy, appropriateness of actions or decisions, and conformance with policy, or other requirements.
- _____ The employee works from municipal policies and state and federal regulations, establishing short and long-range goals and objectives, personal performance standards, and assumes direct accountability for department results. Employee consults with supervisor only where clarification, interpretation, or exception to municipal policy may be required. The employee is also expected to resolve all conflicts that arise and coordinate with others as necessary.
- _____ Same as above, but the employee manages a major department of the Town. Employees at this level are expected to exercise whatever means are necessary to resolve conflicts that cannot be addressed at the departmental level.
- _____ Employee works under policy direction exercising authority over the operations of the Company in conformance with general directives and objectives as set forth by the governing body. The employee seeks counsel of governing body on matters of policy or where required by law, regulation, or ordinance.



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10. WORK ENVIRONMENT: (The physical environment and psychological conditions under which the job must be done). Check all that apply:

_____ General office environment

_____ Outdoor work

_____ Confined spaces/high places

_____ Toxins or fumes

_____ Equipment/machinery

_____ Traffic

_____ Electricity

_____ Explosive materials

_____ Radiation

_____ Biohazards

_____ Loud noises

_____ Risk of personal injury

_____ Other (please explain



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12. MOTOR SKILLS: (The degree to which the job requires motor coordination and the coordination of manual dexterity with mental and/or visual attention). Check the definition that best applies to this Position:

- _____ Duties require minimal motor skills for activities such as moving objects, operating a switchboard, computer and/or most other office equipment, typing and/or word processing, filing, sorting, working with hand tools such as a hammer, screw driver or shovel.
- _____ Duties may involve assignments requiring application of hand and eye coordination with finger dexterity and motor coordination. Examples include operating a motor vehicle, using a personal computer or climbing a ladder.
- _____ Duties may involve close hand and eye coordination and physical dexterity. Manipulation and motor control under conditions that may require extreme accuracy may be critical. The manual skills required are comparable to those which might be needed such as making repairs to delicate electronic instruments or complex equipment, conducting laboratory tests, performing microscopic experiments, administering injections, firing a gun, or operating Class B vehicles or safety vehicles at high rates of speed.
- _____ Duties may involve a high degree of intense mental concentration together with hand and eye coordination and visual attention for long periods in performing activities such as the operation or repair of a Class A vehicle or Class C hydraulic equipment.

13. OCCUPATIONAL RISKS: (The relative degree of exposure to hazards which may threaten or cause injury on the job). Please check the definition that best applies to your Position:

- _____ Risk exposure is similar to that found in a public office setting.
- _____ Duties generally do not present occupational risk to the employee. Personal injury could occur, however, through employee failure to properly follow safety precautions or procedures. Examples of injury may include bruises from falls, cuts or muscular strains from lifting or carrying equipment or materials.
- _____ Duties regularly present potential risk of injuries from improper exposure that could result in loss of time from work. Examples of injury include burns from chemicals, steam, or fire, severe muscular strains from working with extremely heavy material, falls from heights more than three feet. Special safety precautions, training, or protective clothing such as gowns, coats, gloves, glasses, hard hats, or safety boots is required.



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15. CONFIDENTIALITY: (The discretion and integrity required by those employees with access to confidential information handled or obtained in the normal performance of duties, and in accordance with the State Public Records law). Do you have regular access to any of the following confidential information?

_____ Official personnel files

_____ Collective bargaining negotiations (on behalf of the Company)

_____ Law suits

_____ Criminal records/investigations

_____ Client records

_____ Department records

_____ Other (please explain):

16. SUPERVISION RESPONSIBILITY: (Supervisory and managerial responsibility in terms of the degree of involvement in work planning and assignment of work assignments and performance review, and personnel functions). Check the definition that best applies to your position:

_____ Employee is not required to regularly supervise any employees.

_____ Employee, as a regular part of the job, is required to lead other employees to assist them in completing their assigned work. Employee also performs non-supervisory work that is of the same kind and level as is done by the employee(s) being supervised. The employee is not responsible for taking any disciplinary action nor is the employee involved in the hiring process.

_____ Employee is accountable for the quality and quantity of work done by subordinates and assures the accomplishment of the assigned work in the prescribed manner. Plans, schedules and coordinates work operations to meet schedules, deadlines and priorities; revises work schedules to meet changes in workload or availability of manpower.

_____ Employee is accountable for the direction and success of programs accomplished through others. Analyzes program objectives, determines work operations, estimates and allocates the financial and staff resources required. Prepares budget and related reports. Assists or oversees the personnel function, including or effectively recommending hiring, training, and disciplining of employees.



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c. Stability of Subordinate Operations. Check the definition that best applies:

- ☐ Functions, programs, work processes and staff size are well established and relatively stable throughout the year.
- ☐ Work operations may be subject to substantial cyclic or seasonal fluctuations, or substantial changes in work procedures, volume, or products, which are (or can be) reasonably anticipated and planned for in advance, e.g., tax billing, elections, recreational activities, or fiscal year end.
- ☐ Work operations are subject to substantial changes in work procedures, activities, volume, and products. While the timing of these fluctuations can not be anticipated, the procedures to be used including added staffing through emergency hiring or contracting can be planned in advance, e.g., handling storm emergencies.
- ☐ Work operations are subject to frequent, abrupt, and unexpected changes in deadlines, volume of work, sudden emergencies, and goals due to uncontrollable or unpredictable circumstances, e.g., police or fire emergencies, and litigation. May have long-term, adverse impacts on the operation of the department.

d. Workforce Dispersion: Check the definition that best applies:

- ☐ Employees supervised work at the same location and the same work shift, a few may be dispersed to other locations.
- ☐ Large numbers of employees are physically separated from their supervisor for a substantial portion of the time due to multiple shifts or concurrent work.
- ☐ Substantial numbers of employees are dispersed to many widely separated locations on a continuing basis.

18. COMPENSATION SCHEDULE: Please answer the following:

- a. Are you paid on a hourly _____ or on a salary _____ basis?
- b. What is your current annual salary? _____
- c. Are you eligible for overtime? Yes _____ No _____
- d. How many years have you been in your current position? _____



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20. COMMENTS OF THE DIRECTOR:

Supervisor's Additional Comments:

Please add any exceptions or additions to the information that has been provided by the employee. Please do not change any of the employee's responses.

Please list any additional duties that are not listed by the employee.

Supervisor Signature: _____ **Date:** _____



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**Town of Plainfield, Massachusetts
Job Description Acknowledgement Form**

Employee: _____ **Position Title:** _____

Please find attached a draft copy of your draft job description. Please feel free to make any changes to the attached job description that you feel are necessary so that it accurately describes the essential functions and the minimum qualifications of your position.

In reviewing the revised job description, we would like to mention several important points:

- A job description is **not** intended to be a comprehensive statement of every task or duty that you perform. It is intended to describe a position's primary or essential functions and the minimum qualifications and requirements of the position as they exist today.
- Your job description is intended to serve as the basis to compare your position to other positions within the organization based on the essential functions of each position.
- Please note that the job description is not intended to describe your personal qualifications.
- Please note that further changes may be made to your job description during the course of this study.
- Once your job description has been approved you will be provided with a final copy.

When you have finished reviewing the attached job description, please sign this form at the bottom of the page and forward both documents to your Department Head for his/her review and signature.

Please return the form to the Board of Selectmen with your signature and that of your Department Head or Appointing Authority on one of the signature lines below.

- 1. By my signature, I certify that I have received the attached job description and that it accurately describes the minimum qualifications and essential functions of the position.**

Employee Signature: _____ Date: _____

Department Head Signature: _____ Date: _____

- 2. By my signature, I certify that I have received the attached job description, and I have suggested additional changes to the minimum qualifications and/or essential functions of my job description.**

Employee Signature: _____ Date: _____

Department Head Signature: _____ Date: _____

Thank you for your cooperation.

Classification and Compensation Plan Employee Appeal Form

Who is requesting this appeal? _____

Print Name: _____

Town of Plainfield, Massachusetts

B. Additional Comments : [If additional space is needed, please attach a separate sheet]

C. Organizational Information: [*To be completed by Department Head of Board Chairman*]

1. Have there been any organizational changes that affected this position in the last six months(i.e. retirements, terminations, layoffs, new responsibilities) ☐ Yes ☐ No

If Yes, please detail:

2. Does the organization chart of your department still reflect the current structure?

Yes ☐ No ☐

If No, please submit a revised chart.

D. Department Head Comments: [If additional space is needed, please attach a separate sheet]

Department Head Signature: _____ Print Name: _____

Town of Plainfield, Massachusetts

E. Position Rating Criteria. [To be completed by the Town]

1. Are the evaluation factors rated accurately? Yes ☐ No ☐

2. If No, in what way do they differ from the current position rating?

3. Should more or less weight be given to any factor? [Please describe]

F. Hearing & Decision:

Date Completed Form was received by the Board of Selectmen's Office: ____ / ____ / ____

Date of Hearing: ____ / ____ / ____

Date Hearing Closed: ____ / ____ / ____

Decision: ☐ Granted ☐ Denied

If approved, indicate the new Classification Title, Grade, Salary and implementation date.

New Classification Title: _____

Grade: _____ Step: _____ Implementation Date: ____ / ____ / ____

Signature of Board of Selectmen

Date

Print Name

Additional Comments:
