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CLASSIFICATION AND COMPENSATION STUDY

TOWN OF WEST BOYLSTON, MA

NOVEMBER 2019

INTRODUCTION

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

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

POSITION DESCRIPTIONS

To create a viable classification system for the Town, the Collins Center began by evaluating the Town's current system. Copies of existing position descriptions were provided by the Town to facilitate this evaluation.

Position description questionnaires were given to each incumbent of the positions included within the study. The questionnaire elicits information concerning the amount of supervision exercised and received for each position, as well as decision-making authority, budgetary responsibilities, and other characteristics that allowed the Collins Center to evaluate the position's level of difficulty, complexity and importance to the departmental and town organization.

The draft descriptions were then created and provided to the Town Administrator to be distributed to incumbents and department heads for comments prior to the preparation of the final descriptions. The final recommended position descriptions are provided electronically under separate cover.

RATING OF POSITIONS FOR CLASSIFICATION AND INTERNAL EQUITY

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

Supervision Required	Supervisory Responsibility
Accountability	Judgment
Complexity	Nature and Purpose of Personal Contacts
Confidentiality	Education
Experience	Work Environment

RECOMMENDED CLASSIFICATION STRUCTURE

The review of position descriptions revealed that the core of most descriptions was accurate. However, in some circumstances, responsibilities have changed in recent years, requiring an adjustment in classification and title. The Collins Center recommends the administrative positions of “Assistant to”, and Administrative Assistant, Secretary, Clerk, Bookkeeper be standardized to clarify which title is in each grade. The Collins Center recommends the titles be standardized to the positions of Administrative Assistant, Department Assistant, Board Secretary and Clerk which are the standards used across municipalities. Additionally, the Collins Center has recommended the consolidation of the grades for department heads.

Having a standardized classification system will benefit the Town in recruitment efforts and in efforts to conduct comparisons to other municipalities for functions and compensation. The Collins Center recommends the classification structure reflected in the attached Table which modifies the existing classification structure and includes all positions in the Personnel Plan, not just those evaluated in this study.

SURVEY OF COMPARABLE MUNICIPALITIES

Once the positions were classified, a salary survey was conducted to determine the ranges within which other, similar towns compensate their employees. A summary of the results is attached to this report. Obtaining survey data is one of the most challenging aspects of a classification and compensation study. Not all town have the same titles which can make comparisons difficult. However, the survey provided sufficient data to evaluate the market and make substantiated recommendations. The towns used in the survey were Berlin, Boylston, Hubbardston, Holden, Leicester, Lunenburg, Paxton, Princeton, Spencer, Sterling, Sturbridge and Westminster.

The survey revealed the Town is below the market both in the minimum and the maximum pay. The current maximum pay of the Town's positions do fall within the market which indicates the top of the ranges, while lower than the median and average, do fall within the market. Data such as this indicates the minimum of the range or starting pay needs to be adjusted.

The Town has an inconsistent compensation schedule. The schedule has 4 steps and a 34% -40% range, which is well above the standard of 25% to 30%. Additionally, the steps within the grades are not standardized. Some step increases are 3% and some are 10% which highlights the inequity in the Town's system. While pay rates can vary, the system and structure should be consistent. Step increases of 3%, 4%, 8%, 9% and 10%, when added to an across the board increase can be cost prohibitive. The Collins Center recommends equalizing the percent increases across the steps of each grade.

DEVELOPMENT OF THE SALARY SCHEDULE

When evaluating classification, it is important to remember that each municipality is different and the comparability within the organization is just as important, if not more so, than external comparability. As mentioned above, the difference in titles used can make true comparisons difficult. In developing the recommended salary schedule, the Collins Center coalesced the position classification with the results of the salary survey to establish salary ranges for each of

the grades. The salary ranges were established by evaluating the median and average pay with respect to the existing pay of the positions in each grade.

The Collins Center recommends a classification and compensation schedule with seven grades with each grade having twelve steps with 2.5% increments. The attached table represents the recommended compensation schedule.

IMPLEMENTATION

Policy decisions about methods of step increases and cost of living adjustments will need to be made. The Collins Center recommends that the budgeted across the board increase for FY2021 be applied to the current rate of pay for each employee and that figure be used to place employees on the pay scale. Doing so provides a guaranteed increase to each employee and an incremental implementation cost. In those instances where a position is significantly below the market, the Collins Center recommends an implementation step be applied, which reduces the cost of implementation but still provides an increase. Additionally, for ease of budget and administration, the Collins Center recommends the Town adopt July 1 as the step increase dates for all employees.

CLOSING

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

SUMMARY OF SALARY SURVEY

Minimum Pay

TITLE	DEPARTMENT	West Boylston Minimum Hrly Rate	West Boylston Maximum Hrly Rate	Average Minimum	Median Minimum	WB MINUS AVE MINIMUM	WB MINUS MEDIAN MINIMUM
Town Administrator*	Town Hall - BOS		\$52.68	\$51.74	\$52.37		
Building Commissioner*	Town Hall		\$44.62	\$29.95	\$27.30		
Town Accountant*	Accounting		\$41.90	\$33.33	\$30.13		
Treasurer/Collector*	Treasurer/Collector		\$33.00	\$31.44	\$30.13		
Principal Assessor	Town Hall	\$21.51	\$30.11	\$28.25	\$28.96	(\$6.74)	(\$7.45)
Library Director	Library	\$25.06	\$35.09	\$29.47	\$27.75	(\$4.40)	(\$2.68)
Council on Aging Director	Council on Aging	\$17.67	\$24.75	\$23.34	\$24.17	(\$5.67)	(\$6.50)
Town Clerk	Town Clerk	\$21.14	\$29.58	\$29.55	\$26.49	(\$8.41)	(\$5.35)
Municipal Assistant*	Town Hall			\$22.05	\$21.38		
Library Assistant Director	Library	\$20.19	\$28.21	\$24.16	\$21.30	(\$3.97)	(\$1.11)
Children's Librarian	Library	\$20.19	\$28.21	\$21.00	\$20.17	(\$0.81)	\$0.02
Librarian - Young Adult	Library	\$15.17	\$21.28	\$19.68	\$19.63	(\$4.51)	(\$4.46)
Administrative Assistant	Accounting	\$16.39	\$23.01	\$17.75	\$17.67	(\$1.36)	(\$1.28)
Dining Manager	Council on Aging	\$12.70	\$17.78	\$15.29	\$15.29	(\$2.59)	(\$2.59)

TITLE	DEPARTMENT	West Boylston Minimum Hrly Rate	West Boylston Maximum Hrly Rate	Average Minimum	Median Minimum	WB MINUS AVE MINIMUM	WB MINUS MEDIAN MINIMUM
Library Assistant	Library	\$15.17	\$21.28	\$16.50	\$15.92	(\$1.33)	(\$0.74)
Administrative Assistant	Police; DPW	\$16.39	\$23.01	\$18.01	\$18.77	(\$1.62)	(\$2.38)
Assistant Treasurer	Treasurer/Collector	\$16.39	\$23.01	\$20.37	\$20.71	(\$3.98)	(\$4.32)
Assistant Tax Collector	Treasurer/Collector	\$16.39	\$23.01	\$19.94	\$19.45	(\$3.55)	(\$3.06)
Assistant Town Clerk	Town Clerk	\$15.17	\$21.28	\$19.81	\$18.93	(\$4.64)	(\$3.76)
Access Coordinator	Public Access TV	\$15.17	\$21.28	\$27.21	\$24.11	(\$12.04)	(\$8.94)
Custodian	Council on Aging	\$12.70	\$17.78	\$15.61	\$15.74	(\$2.91)	(\$3.04)
Department Assistant/Clerk/Secretary	various	\$15.17	\$21.28	\$17.90	\$18.43	(\$2.73)	(\$3.26)
Secretary	Zoning Board of Appeals	\$15.17	\$21.28	\$17.00	\$16.89	(\$1.83)	(\$1.72)
Receptionist	Council on Aging	\$12.70	\$17.78	\$16.81	\$16.81	(\$4.11)	(\$4.11)
Van Driver	Council on Aging	\$13.93	\$18.62	\$13.65	\$13.83	\$0.28	\$0.10
Operations Assistant (production)	Public Access TV	\$13.93	\$18.62	\$17.29	\$17.29	(\$3.36)	(\$3.36)
Clerk - data	Treasurer/Collector	\$15.17	\$21.28	\$16.78	\$18.26	(\$1.61)	(\$3.09)
Clerk/Board Secretary	Conservation Commission	\$12.70	\$17.78	\$16.99	\$17.23	(\$4.29)	(\$4.53)

* Contract position

SUMMARY OF SALARY SURVEY

Maximum Pay

TITLE	DEPARTMENT	West Boylston Minimum Hrly Rate	West Boylston Maximum Hrly Rate	Average Maximum	Median Maximum	WB MINUS Average Maximum	WB MINUS Median Maximum
Town Administrator*	Town Hall - BOS		\$52.68	\$58.12	\$59.98	(\$5.44)	(\$7.30)
Building Commissioner*	Town Hall		\$44.62	\$38.82	\$36.38	\$5.80	\$8.24
Town Accountant*	Accounting		\$41.90	\$42.37	\$39.78	(\$0.47)	\$2.12
Treasurer/Collector*	Treasurer/Collector		\$33.00	\$40.29	\$38.21	(\$7.29)	(\$5.21)
Principal Assessor	Town Hall	\$21.51	\$30.11	\$39.24	\$37.31	(\$9.13)	(\$7.20)
Library Director	Library	\$25.06	\$35.09	\$38.51	\$36.02	(\$3.42)	(\$0.93)
Council on Aging Director	Council on Aging	\$17.67	\$24.75	\$32.04	\$31.39	(\$7.29)	(\$6.64)
Town Clerk	Town Clerk	\$21.14	\$29.58	\$37.32	\$34.28	(\$7.74)	(\$4.70)
Municipal Assistant*	Town Hall			\$27.48	\$27.23	(\$27.48)	(\$27.23)
Library Assistant Director	Library	\$20.19	\$28.21	\$30.52	\$28.07	(\$2.31)	\$0.14
Children's Librarian	Library	\$20.19	\$28.21	\$27.66	\$25.74	\$0.55	\$2.48
Librarian - Young Adult	Library	\$15.17	\$21.28	\$25.65	\$25.49	(\$4.37)	(\$4.21)
Administrative Assistant	Accounting	\$16.39	\$23.01	\$23.15	\$22.92	(\$0.14)	\$0.09
Dining Manager	Council on Aging	\$12.70	\$17.78	\$21.39	\$21.39	(\$3.61)	(\$3.61)
Library Assistant	Library	\$15.17	\$21.28	\$20.75	\$21.83	\$0.53	(\$0.55)

TITLE	DEPARTMENT	West Boylston Minimum Hrly Rate	West Boylston Maximum Hrly Rate	Average Maximum	Median Maximum	WB MINUS Average Maximum	WB MINUS Median Maximum
Administrative Assistant	Police; DPW	\$16.39	\$23.01	\$24.18	\$23.42	(\$1.17)	(\$0.41)
Assistant Treasurer	Treasurer/Collector	\$16.39	\$23.01	\$27.07	\$25.98	(\$4.06)	(\$2.97)
Assistant Tax Collector	Treasurer/Collector	\$16.39	\$23.01	\$25.83	\$25.49	(\$2.82)	(\$2.48)
Assistant Town Clerk	Town Clerk	\$15.17	\$21.28	\$25.06	\$23.76	(\$3.78)	(\$2.48)
Access Coordinator	Public Access TV	\$15.17	\$21.28	\$39.97	\$28.82	(\$18.69)	(\$7.54)
Custodian	Council on Aging	\$12.70	\$17.78	\$21.39	\$19.85	(\$3.61)	(\$2.07)
Department Assistant/Clerk/Secretary	various	\$15.17	\$21.28	\$23.12	\$23.09	(\$1.84)	(\$1.81)
Secretary	Zoning Board of Appeals	\$15.17	\$21.28	\$22.07	\$22.37	(\$0.79)	(\$1.09)
Receptionist	Council on Aging	\$12.70	\$17.78	\$20.68	\$19.92	(\$2.90)	(\$2.14)
Van Driver	Council on Aging	\$13.93	\$18.62	\$17.93	\$17.47	\$0.69	\$1.16
Operations Assistant (production)	Public Access TV	\$13.93	\$18.62	\$20.25	\$20.25	(\$1.63)	(\$1.63)
Clerk - data	Treasurer/Collector	\$15.17	\$21.28	\$22.44	\$22.75	(\$1.16)	(\$1.47)
Clerk/Board Secretary	Conservation Commission	\$12.70	\$17.78	\$22.26	\$22.10	(\$4.48)	(\$4.32)

* Contract position

RECOMMENDED CLASSIFICATION AND COMPENSATION STRUCTURE

RECOMMENDED GRADE	RECOMMENDED PAY RANGE	RECOMMENDED TITLES
A	\$13.25 - \$17.38	Laborer Clerk Recreation Worker
B	\$15.11 - \$19.84	Animal Control Officer Dog Officer Clerk – Treasurer/Collector Production Assistant Custodian – (all locations)
C	\$17.23 – \$22.60 -	Board Secretary – Planning Board Secretary – Conservation Board Secretary – ZBA Dining Room Manager Van Driver
D	\$18.52 – \$24.29	Access Coordinator Department Assistant – Assessing Department Assistant – Building Department Assistant – COA Department Assistant - Fire Department Assistant - Health Library Assistant- (all divisions)
E	\$19.91 - \$26.13	Assistant Tax Collector Assistant Treasurer Assistant Town Clerk Accounting Assistant Administrative Assistant – DPW Administrative Assistant - Police Assistant Children’s Librarian Young Adult Librarian

RECOMMENDED GRADE	RECOMMENDED PAY RANGE	RECOMMENDED TITLES
F	\$24.09 - \$31.60	Assistant Library Director Assistant Town Accountant Children's Librarian Municipal Assistant
G	\$29.15 - \$38.26	COA – Senior Center Director Library Director Principal Assessor Treasurer/Collector Town Accountant Town Clerk
H	\$33.23 - \$43.59	DPW Director Building Commissioner

RECOMMENDED COMPENSATION SCHEDULE
(REFLECTED IN HOURLY RATE)

GRADE	A	B	C	D	E	F	G	H
Step 1	\$13.25	\$15.11	\$17.23	\$18.52	\$19.91	\$24.09	\$29.15	\$33.23
Step 2	\$13.58	\$15.49	\$17.66	\$18.98	\$20.41	\$24.69	\$29.88	\$34.06
Step 3	\$13.92	\$15.88	\$18.10	\$19.45	\$20.92	\$25.31	\$30.63	\$34.91
Step 4	\$14.27	\$16.28	\$18.55	\$19.94	\$21.44	\$25.94	\$31.40	\$35.78
Step 5	\$14.63	\$16.69	\$19.01	\$20.44	\$21.98	\$26.59	\$32.19	\$36.67
Step 6	\$15.00	\$17.11	\$19.49	\$20.95	\$22.53	\$27.25	\$32.99	\$37.59
Step 7	\$15.38	\$17.54	\$19.98	\$21.47	\$23.09	\$27.93	\$33.81	\$38.53
Step 8	\$15.76	\$17.98	\$20.48	\$22.01	\$23.67	\$28.63	\$34.66	\$39.49
Step 9	\$16.15	\$18.43	\$20.99	\$22.56	\$24.26	\$29.35	\$35.53	\$40.48
Step 10	\$16.55	\$18.89	\$21.51	\$23.12	\$24.87	\$30.08	\$36.42	\$41.49
Step 11	\$16.96	\$19.36	\$22.05	\$23.70	\$25.49	\$30.83	\$37.33	\$42.53
Step 12	\$17.38	\$19.84	\$22.60	\$24.29	\$26.13	\$31.60	\$38.26	\$43.59

RECOMMENDED CLASSIFICATION STRUCTURE TO BE ADOPTED BY TOWN MEETING

Note: Titles being deleted are marked with a “strikethrough”. Titles being moved to another ‘grouping’ are highlighted in red font with the proposed grade noted.

EXISTING GRADE/PAY	EXISTING TITLES	PROPOSED GRADE/PAY	RECOMMENDED TITLES
1 \$12.70 - \$17.78	Casual Laborer Clerk Typist Custodian/Maintenance Worker-(B) Dining Room Manager – -(C) Minutes Clerk (Board Secretary (C)) Recreation Worker	A	Laborer Clerk Recreation Worker
2 \$13.93 - \$18.62	Animal Control Officer Dog Officer Treasurer/Tax Collector Clerk Van Driver (C) WBPA-TV Production Assistant	B	Animal Control Officer Dog Officer Clerk – Treasurer/Collector Production Assistant Custodian – (all locations)
3 \$15.17 - \$21.28	Assistant Children’s Librarian (D) Assistant to the Program Director COA (Department. Asst) Assistant Town Clerk (E) Library Assistant (D) Secretary (Board Secretary) Secretary/Bookkeeper (Department Assistant or Board Sec) WBPA-TV Access Coordinator (D)	C	Board Secretary – Planning Board Secretary – Conservation Board Secretary – ZBA Dining Room Manager Van Driver

EXISTING GRADE/PAY	EXISTING TITLES	PROPOSED GRADE/PAY	RECOMMENDED TITLES
		D	Access Coordinator Department Assistant – Assessing Department Assistant – Building Department Assistant – COA Department Assistant - Fire Department Assistant - Health Library Assistant Children’s Librarian Assistant
4 \$16.39 - \$23.01	Administrative Assistant to the Chief of Police Administrative Assistant for the Streets and Parks – DPW Administrative Assistant to the Town Accountant Administrative Assessor (Department Assistant (D)) Administrative/Inspector for the Board of Health Assistant Tax Collector Assistant Treasurer Dispatcher	E	Assistant Tax Collector Assistant Treasurer Assistant Town Clerk Accounting Assistant Administrative Assistant – DPW Administrative Assistant - Police Assistant Children’s Librarian Young Adult Librarian
5 \$17.68 – \$24.75	Assistant Town Accountant Municipal Assistant	F	Assistant Library Director Assistant Town Accountant Children’s Librarian Municipal Assistant
6** \$17.68 - \$24.75	Council on Aging Director (G)	G	COA – Senior Center Director Library Director Principal Assessor Treasurer/Collector Town Accountant Town Clerk
7** \$21.14- \$29.58	Assistant Library Director (F) Children’s Librarian (F) Town Clerk (G)	H	DPW Director Building Commissioner

EXISTING GRADE/PAY	EXISTING TITLES	PROPOSED GRADE/PAY	RECOMMENDED TITLES
8** \$21.40 - \$29.96	Inspector of Buildings Building Commissioner (H)		
9** \$21.51- \$30.11	Assessor Principal Principal Assessor (G) Town Accountant (G)		
10** \$25.06 - \$35.09	Library Director (G) Treasurer/Tax Collector (G)		

** Currently, grades 1 – 6 are non-exempt hourly; Grades 7-10 are exempt salaried. Recommended grades A through D hourly, F through H salaried