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# **CLASSIFICATION AND COMPENSATION STUDY**

## **TOWN OF WHITMAN, MA**

### **JANUARY 2018**

## **INTRODUCTION**

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

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

## **METHODOLOGY**

The steps followed by the Collins Center were:

- Creation of Position Descriptions
- Discussion of Position Description Issues
- Rating of Positions for Classification and Internal Equity
- Creation of Classification Structure
- Survey of Comparable Communities
- Development of a Salary Schedule
- Implementation of and Progressing Through the Salary Schedule

## **POSITION DESCRIPTIONS**

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

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

#### **RATING OF POSITIONS FOR CLASSIFICATION AND INTERNAL EQUITY**

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

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

## RECOMMENDED CLASSIFICATION STRUCTURE

The recommended classification system is comprised 7 grades which groups positions based on similar rating and is contained in the following Table.

PROPOSED GRADE	TITLE
A	DPW Superintendent Water/Sewer Superintendent Treasurer-Collector Director of Technology Town Accountant
B	Building Commissioner/ZO Library Director Council On Aging Director
C	Principal Assessor Town Clerk Health Inspector Recreation Director Assistant Library Director Highway General Foreman
D	Youth Services Coordinator Executive Administrative Assistant Foreman - Parks & Trees Foreman - Water/Sewer Head Mechanic Social Worker WW Operator I
E	Assistant Town Accountant Assistant Treasurer/Collector Assistant Town Clerk Administrative Assistant - Building Circulation Supervisor Senior Library Technician Head Custodian HEO/Driver/Laborer/Pipefitter HEO/Driver/Laborer - Highway HEO/Driver/Laborer - W/S

PROPOSED GRADE	TITLE
F	Department Assistant - COA Department Assistant - Assessor Department Assistant - Clerk Department Assistant - DPW Department Assistant - Health Department Assistant - T/C Equip Op/Laborer/ Groundskeeper EquipOp/Laborer/Driver
G	Office Clerical - Assessor Office Clerical - COA Office Clerical - T/C Library Technician

The Collins Center recommends standardizing titles and recommends the title of Administrative Assistant be used in the E classification, Department Assistant be used in the F level and Office Clerical be used the G level.

The Collins Center has reduced the number of classifications in the Public Works department. Currently, two different classifications exist for the Heavy Equipment Operators. By combining the positions into one classification the Town will be able to better cross train and standardize functions. The Collins Center recommend eliminating additional wages for additional licenses but consider those amounts when placing employees on a new salary schedule.

**SURVEY OF COMPARABLE MUNICIPALITIES**

Once the positions were classified, a salary survey was conducted to determine the ranges within which other, similar towns compensate their employees. The criteria considered for selecting comparable municipalities included geographical proximity, as well as equalized value and average tax bill. A summary of the results is attached to this report. Obtaining survey data is one of the most challenging aspects of a classification and compensation study. The towns responding to the survey were Abington, Avon, Brockton, Hanover, Kingston, Lakeville, Stoughton and Weymouth.

In most instances, the starting salaries in Whitman are well below the average of the survey municipalities. Many salaries do fall within the range of the survey municipalities, but on the lower end of the range. Whitman’s maximum salary is almost universally below the survey municipalities. It is important to note however, that not every municipality has the same positions.

**DEVELOPMENT OF THE SALARY SCHEDULE**

When evaluating classification, it is important to remember that each municipality is different and the internal comparability within the organization is just as important, if not more so, than external comparability. In developing the recommended salary schedule for the Town, the Collins Center coalesced the position classification with the results of the salary survey in order to establish salary ranges for each of the grades. The salary ranges were established by evaluating the median and average pay with respect to the existing pay of the positions in each grade.

The Collins Center recommends a classification schedule with 7 grades, with each grade having a range of 30%, which is the industry standard. The following table represents the recommended compensation schedule.

<b>RECOMMENDED GRADE</b>	<b>RECOMMENDED MINIMUM HOURLY RATE</b>	<b>RECOMMENDED MAXIMUM HOURLY RATE</b>
A	\$41.16	\$53.99
B	\$34.30	\$45.00
C	\$28.58	\$37.49
D	\$23.82	\$31.26
E	\$22.47	\$29.49
F	\$21.20	\$27.82
G	\$20.00	\$27.82

### **IMPLEMENTATION OF AND PROGRESSING THROUGH THE PAY SCALE**

In establishing the initial placement on the scale, the Collins Center recommends employees be placed in the recommended grade at a rate granting them an increase. It is recommended the scale is implemented in FY18 and an additional step be granted for FY19. The Collins Center recommends a classification system with annual step increases of 2.5%.

### **FUTURE ADJUSTMENTS TO THE SALARY SCHEDULE**

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

### **CONCLUSION**

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

<b>DEPARTMENT</b>	<b>TITLE</b>	<b>Whitman Minimum</b>	<b>Whitman Maximum</b>	<b>Average Minimum</b>	<b>Whitman - Ave Min</b>	<b>Average Maximum</b>	<b>Whitman - Ave Max</b>
Technology	Director of Technology		\$59.54	\$44.47		\$51.50	\$8.04
Public Works	Public Works Super.		\$46.37	\$51.71		\$59.13	(\$12.76)
Water - Sewer	Superintendent		\$46.37	\$45.10		\$51.11	(\$4.74)
Town Accountant	Town Accountant		\$41.02	\$39.52		\$49.08	(\$8.06)
Treasurer/collector	Treasurer/Collector		\$42.65	\$37.10		\$46.26	(\$3.61)
Building	Building Commissioner/ZO		\$67.85	\$41.27		\$49.77	\$18.08
COA	COA Director		\$41.02	\$28.07		\$37.26	\$3.76
Library	Library Director		\$36.87	\$37.44		\$44.77	(\$7.90)
Library	Youth Services Coordinator	\$23.82	\$27.67	\$21.47	\$2.35	\$29.39	(\$1.72)
Health	Health Inspector		\$29.38	\$29.15		\$38.71	(\$9.33)
DPW - Highway	Highway General Foreman	\$23.52	\$25.46	\$25.01		\$28.65	(\$3.19)
Assessing	Principal Assessor		\$41.02	\$39.42		\$47.98	(\$6.96)
Recreation	Recreation Director		\$28.52	\$28.92		\$38.34	(\$9.82)
Town Clerk	Town Clerk		\$41.02	\$43.51		\$43.78	(\$2.76)
Water - Sewer	WW Operator I	\$22.07	\$23.23	\$22.05	\$0.02	\$27.54	(\$4.31)
Water - Sewer	Foreman - Water/Sewer	\$23.52	\$25.58	\$26.26	(\$2.74)	\$29.69	(\$4.11)
BOS	Executive Administrative Assistant		\$24.02	\$26.80		\$34.84	(\$10.82)
DPW - parks	Foreman - Parks & Trees	\$23.52	\$25.46	\$27.63		\$31.80	(\$6.34)
DPW - Highway	Head Mechanic	\$23.52	\$25.46	\$24.36		\$28.22	(\$2.76)
COA	Social Worker		\$29.73	\$20.71		\$25.78	\$3.96
Library	Circulation Supervisor	\$20.33	\$23.44	\$21.75	(\$1.42)	\$27.88	(\$4.44)
Maintenance	Head Custodian	\$20.97	\$23.62	\$21.53	(\$0.56)	\$24.97	(\$1.35)



<b>DEPARTMENT</b>	<b>TITLE</b>	<b>Whitman Minimum</b>	<b>Whitman Maximum</b>	<b>Average Minimum</b>	<b>Whitman - Ave Min</b>	<b>Average Maximum</b>	<b>Whitman - Ave Max</b>
Water - Sewer	HEO/Driver/Laborer/Pipefitter	\$21.33	\$23.23	\$21.78	(\$0.45)	\$24.16	(\$0.93)
DPW-Highway	HEO/Driver/Laborer - Highway	\$22.07	\$23.87	\$21.96	\$0.12	\$25.54	(\$1.67)
Water - Sewer	HEO/Driver/Laborer - W/S	\$22.07	\$23.98	\$23.03	(\$0.96)	\$26.31	(\$2.33)
Library	Senior Library Technician	\$20.33	\$23.44	\$20.95	(\$0.62)	\$27.21	(\$3.77)
Town Accountant	Asst. Town Accountant	\$21.25	\$23.91	\$22.44	(\$1.19)	\$29.13	(\$5.22)
Building	Administrative Assistant	\$21.25	\$23.91	\$22.42	(\$1.17)	\$27.43	(\$3.52)
Town Clerk	Asst. Town Clerk	\$21.25	\$23.91	\$25.32	(\$4.07)	\$28.91	(\$5.00)
Treasurer/collector	Asst. Treas/Collector	\$21.25	\$23.91	\$30.50	(\$9.25)	\$37.40	(\$13.49)
DPW Park and Tree	Equip.Operator//Laborer/Groundskeeper	\$20.46	\$22.05	\$20.78	(\$0.32)	\$23.74	(\$1.69)
Town Clerk	Department Assistant - Clerk	\$20.61	\$23.23	\$22.05	(\$1.44)	\$27.29	(\$4.06)
Assessor	Department Assistant - Assessor	\$20.61	\$23.23	\$25.93	(\$5.32)	\$33.64	(\$10.41)
Treasurer/collector	Department Assistant - TC	\$20.61	\$23.23	\$21.23	(\$0.62)	\$26.55	(\$3.32)
Health	Department Assistant - Health	\$21.25	\$23.91	\$21.55	(\$0.30)	\$27.19	(\$3.28)
DPW-Highway	Equipment Operator//Laborer/Driver	\$21.33	\$23.10	\$21.09	\$0.24	\$24.45	(\$1.35)
DPW	Department Assistant - DPW	\$22.06	\$23.91	\$21.19	\$0.87	\$25.88	(\$1.97)
COA	Department Assistant - COA	\$21.25	\$23.91	\$21.57	(\$0.32)	\$24.79	(\$0.88)
Library	Library Technician	\$19.23	\$22.26	\$19.14	\$0.09	\$24.12	(\$1.86)
Treasurer/collector	Office Clerical - TC	\$20.01	\$22.54	\$20.66	(\$0.65)	\$25.28	(\$2.74)
Assessors	Office Clerical - Assessor	\$20.01	\$22.54	\$21.39	(\$1.38)	\$26.07	(\$3.53)
COA	Office Clerical - COA	\$20.61	\$23.23	\$19.83	\$0.78	\$24.49	(\$1.26)