



PUBLIC NOTICE

2021 APR 12 PM 12: 21 MILFORD PERSONNEL BOARD

Wednesday, April 14, 2021 – 6:30 P.M. (via ZOOM Meeting)

Invitation to Speak access now requires advanced registration. Please register online here: <https://bit.ly/3uJgTSu> Any member of the public may now register to access the zoom webinar as an attendee. Public attendees will be able to view the zoom LIVE and request to speak at the "Invitation to Speak."

AGENDA

1. **CALL TO ORDER**
2. **INVITATION TO SPEAK**
3. **APPROVAL of CLERK PAYROLL**
4. **APPOINTMENTS**
 - a. Town Administrator, Rick Villani Re: HR Director
5. **SALARY CLASSIFICATION AND COMPENSATION PLAN (Director, Human Resources)**
 - a. The compelling problems that can be solved with an updated Salary Compensation and Classification Plan
 - b. The steps and timeline, from current to March 1, 2022, to complete an updated Salary Compensation and Classification Plan
 - c. Steps to Update Existing Job Descriptions
6. **OLD BUSINESS**
 - a. Personnel Updates – New Hires; Open Positions
7. **NEW BUSINESS**
8. **FUTURE AGENDA ITEMS**
 - a. Performance Review System
 - b. Performance Awards for Article 2 Employees
 - c. Out-of-Cycle Change in Level
 - d. Adoption Policy
9. **APPROVAL OF MINUTES – March 10, 2021**
10. **ADJOURNMENT**

Matters listed on this Agenda are those reasonably anticipated by the Chair to be discussed at the meeting. Not all items listed may, in fact, be discussed, and other items not listed may also be brought up for discussion to the extent permitted by law.

Signature:

Harold Rhodes, Chairman

Date:

April 12, 2021



MILFORD SELECT BOARD

Room 11, Town Hall, 52 Main St. (Route 16), Milford, Massachusetts 01757-2679
Phone 508-634-2303 Fax 508-634-2324

William E. Kingkade, Jr., Chairman
Michael K. Walsh
Thomas J. O'Loughlin, Esq.

Richard A. Villani
Town Administrator

TO: William E. Kingkade, Jr., Chairman
Michael K. Walsh
Thomas J. O'Loughlin

FROM: Richard A. Villani, Town Administrator

RE: Human Resources Director Position
Salary Increase Recommendation

DATE: March 29, 2021

This Memo is to provide a recommendation to the Board to increase the salary for Human Resources Director Kristin Melpignano pursuant to Section 3.10 of the Personnel Bylaws.

As the Board knows, at the January 6, 2021 Special Town Meeting, the members approved an amendment to Section 3.10 which permits "under special circumstances, upon the recommendation of the department head, and with approval of both the appointing authority and the Personnel Board, such a person may: ...be advanced to a higher pay rate, but not in excess of the maximum, without regard to normal pay review schedules, periods or cycles."

It is clear to me that in the case of Ms. Melpignano, "special circumstances" exist to justify advancement to a higher pay rate. The role of Human Resources Director has expanded exponentially since the position was established in the past two years. The Human Resource Director is responsible for handling any Personnel matter for all Town Departments with the exception of the Schools. Kristin has been solely involved in handling both routine and highly sensitive matters for the Town. She has been invaluable to all Department Heads in providing guidance on any issue involving personnel. She has also counseled Department Heads in making management decisions as well as Town employees having any problems within their daily job duties.

A review of area salaries for Human Resource Directors shows that we are not properly compensating for this position. (See attached Salary Sheet). Presently, the position is at Grade 2 with a maximum salary of \$89,891.00. Kristin's current salary is \$86,061.00. Attached is the Job Description for the Human Resources Director.

Based on the foregoing, I am recommending that the position be moved to Grade 4 subject to Personnel Board and Town Meeting Vote. I am further recommending that Ms. Melpignano be moved to Grade 4, Step 5, with an annual salary of \$94,972.00.

TOWN OF MILFORD

HUMAN RESOURCES DIRECTOR

| | | | |
|------------------------|--------------------------|---------------------|------------|
| Position Title: | Human Resources Director | Grade Level: | II |
| Department | Human Resources | Date: | 2018 |
| Reports to: | Town Administrator | FLSA Status | Non-exempt |

Under the direction of the Town Administrator, the Human Resources Director provides professional and administrative management and direction for all aspects of Human Resources administration in accordance with applicable federal and state laws, Town By-laws, policies and procedures.

The Human Resources Director reviews, evaluates and makes recommendations to the Town Administrator regarding a wide variety of Town related issues; performs strategic, planning, coordination and administrative duties on various functions including, but not limited to; Human Resources, employee benefits, blanket insurance, budgets, purchasing and procurement, legal matters and special projects.

The Human Resources Director handles highly confidential information and performs varied and responsible duties requiring independent judgment in ensuring conformance with applicable laws, regulations, collective bargaining agreements, and departmental policies. The Human Resources Director is required to work independently in formulating decisions regarding procedures and plans at the municipal-wide level.

The basic work week shall consist of thirty-five (35) hours, provided however that the employee shall be required to attend meetings of the Board of Selectmen and of other Town Boards and Committees as reasonably required or necessary for the proper performance of the employee's duties.

Principal Responsibilities:

The Human Resources Director serves as a Town representative in a variety of forms and venues, including grievance hearings, mediations, fact-findings and arbitrations.

Assesses the climate for effective performance, training and development needs, employee relations and organizational structure as it affects employee motivation and interdepartmental relations.

The Human Resources Director develops and recommends to the Town Administrator administrative controls, policies and procedures concerning Town-wide Human Resources administration; implements and enforces policies and procedures as directed; advises on the effectiveness of policies and procedures; and keeps senior management informed on relevant personnel issues.

Provides direction on all Human Resources functions for Town personnel, with the exception of school personnel, to include, but not limited to, wage and salary administration, position descriptions and classifications, policy administration, grievance procedure administration, program administration, performance evaluations.

Oversees the maintenance of centralized personnel files.

Advises Town Administrator, Boards and Committees on a wide variety of personnel issues, ensures compliance with applicable federal and state laws, Town by-laws, policies and procedures.

Mediates employee disputes; works to improve communication within Departments; provides advice and counsel to Department Heads on personnel related issues.

Develops recruitment procedures and directs recruitment efforts; advertises and posts vacancies; reviews applications, works with department head to interview candidates and makes recommendations in accordance with established guidelines and ensures legal compliance during the interview process.

Under the direction of the Town Administrator and in conjunction with the Benefits Coordinator, develops procedures for and oversees orientation of new employees; maintains and revises employee handbook.

Conducts exit interviews with departing employees and uses information to improve the operation, organization and culture of the individual department, administrative policies and the Town as a whole.

Develops, conducts or provides training for Town officials and employees as needed or required by federal, state or local statutes, policies, procedures, and by-laws related to Human Resources Issues; develops training topics and conducts training for the professional development of the staff.

Administers workers compensation, MGL C. 41 §111f compensation, property and casualty insurance, general liability insurance, unemployment compensation, and all other insurance for the Town, including day-to-day administration and payment of invoices, under the direction of the Town Administrator.

Creates, implements and manages an effective employee wellness program.

Serves as the Town EEOC (Equal Employment Opportunity Commission) in the areas of hiring and other employment activities; acts as the Privacy Officer in HIPAA (Health Insurance Portability & Accountability Act) matters.

Attends meetings of the Personnel Board, conveys all relevant issues to the Personnel Board for policy direction, advice and recommendations; prepares all necessary supporting data for Personnel Board members.

Maintains and disposes of departmental records in accordance with Massachusetts Public Records Law.

Oversees the planning of employee appreciation events.

Performs other duties as assigned by the Town Administrator.

QUALIFICATIONS

To be considered qualified/or this position, candidates must have the following:

7-10 years of progressively more responsible Human Resources administration and management experience.

Deep knowledge of Human Resources principles, practices and methods as applicable to a municipal setting.

Thorough knowledge of all applicable federal and state statutes, as well as regulations affecting Human Resources activities.

Ability to exercise a high degree of diplomacy and judgment to influence all types of persons.

Strong interpersonal, verbal and written communication skills.

Ability to work with all levels of the organization, i.e., appointed and elected boards, department heads, and front line staff, as well as legal counsel, consultants and the general public and display sensitivity to the issues and concerns of the above mentioned people.

Ability to administer and interpret regulations, policies and procedures firmly, tactfully, and impartially, while maintaining flexibility to compromise and reach consensus.

Ability to serve in an advisory capacity during union negotiations.

Computer literate with strong working knowledge of Microsoft Office.

Strong organizational and budgetary skills.

Ability to develop policies and procedures to ensure equity within the organization.

Education, Training, Special Licensure/Certification Requirements.

Bachelor's Degree in Human Resources, Public Administration, or Business Administration with a Master's Degree preferred. Professional Human Resources (PHR) or Senior Professional Human Resources (SPHR) certification.

The Town of Milford does not discriminate on the basis of race, color, religion, national origin, age, gender, sexual orientation, genetic information, or disability in admission to, access to, employment in, or treatment in its programs and activities. The Town of Milford is an equal opportunity employer, committed to diversity in our workplace.

**Town of Milford
Salary Comps
HR Director Position**

| | Hours/Week | Salary Range | Actual Salary | Comments/Notes | # of Residents |
|------------|------------|----------------------|---------------|--|----------------|
| Marlboro | 40 | \$93,593 - \$105,402 | | | 39,825 |
| Pittsfield | | \$68,687 - \$89,294 | | | 42,533 |
| Methuen | | \$81,000 - \$97,500 | | | 50,698 |
| Chelmsford | | \$84,613 - \$105,671 | | | 35,313 |
| Andover | | | \$147,900 | Town and School | 36,403 |
| Milton | | | \$117,000 | | 27,616 |
| Tewksbury | | \$79,177 - \$98,877 | | | 31,388 |
| Ashland | | | \$100,959 | | 17,739 |
| Burlington | | \$84,250 - \$112,026 | | | 28,742 |
| Upton | | \$72,274 - \$94,302 | | | 8,012 |
| Danvers | | \$94,325 - \$125,924 | | Combined with Asst Town Mgr | 27,727 |
| N. Reading | | | \$118,675 | | 15,710 |
| Newton | | | \$143,941 | | 88,904 |
| Southboro | | \$80,790 - \$113,106 | | Combined with Asst. Town Administrator | 10,169 |
| Reading | 37.5 | \$79,739 - \$101,129 | | | 25,337 |
| Ludlow | | \$82,720 - \$110,295 | | | 21,478 |
| Beverly | | | \$93,000 | | 42,312 |
| Westwood | | \$99,946 - \$124,817 | | | 16,127 |
| Sandwich | | \$81,309 - \$121,964 | | | 20,226 |
| Franklin | 35 | | \$103,535 | | 33,230 |

Milford Personnel Board – Articles for Town Warrant

May 24, 2021

1. Article 2
 - a. Amend the current Wage and Salary Schedule of the Wage and Salary Administration Plan with a cost-of-living adjustment at 2.5% for all Article 2 employees, excepting records-keepers and committee clerks.
 - b. Amendments:
 - i. Adjust the position of Director of Public Health to Level IV from Level III
 - ii. Remove the position of Senior Custodian from Level II
 - iii. Adjust the position of Clerk, Zoning Board of Appeals to Level 3 from Level 2
2. Definitions: Personnel By-law 1.6 – Appointing Authority
3. Personnel By-law 3.5 – Service Records
4. Personnel By-law 3.13 – Advancement to Next Step
5. Request for \$40,000 to Update the Existing Six-Year-Old Salary and Wage Schedule

ADDENDUMS

1. Draft – Wage and Salary Schedule of the Wage and Salary Administration Plan
2. Draft – Compensation and Classification Initiative
3. Draft – Worksheet Schedule to Review all Article Job Descriptions

1. Article 2 – Cost-of-Living Adjustment

To see if the Town will vote to provide a Cost-of-Living adjustment of 2.5% for all Article 2 employees, excepting records-keepers and committee clerks.

To see if the Town will vote to amend Article 2 by adjusting the position of Director of Public Health to Level IV (from Level III); by adjusting the position of Clerk, Zoning Board of Appeals to Level 3 (from Level 2); and, by removing the position of Senior Custodian in Level II.

or take any other action related thereto.

2. Definitions: Personnel By-law 1.6 – Appointing Authority

To see if the Town will vote to amend Personnel By-Law 1.6 by defining the appointment authority for various positions as follows:

Appointing Authority: The Appointing Authority for town departments shall be:

| | Department | Appointing Authority |
|----|--|--|
| 1 | Animal Control Department | Select Board |
| 2 | Benefits Department | Select Board |
| 3 | Building & Inspections Department | Select Board |
| 4 | Finance Department | Select Board |
| 5 | Human Resources Department | Select Board |
| 6 | Information Technology Department | Select Board |
| 7 | Legal Department | Select Board |
| 8 | Milford Fire Department | Select Board |
| 9 | Planning & Engineering Department | Select Board |
| 10 | Sealer of Weights & Measures Department | Select Board |
| 11 | Senior Center Department | Select Board |
| 12 | Tax Collector Department | Select Board |
| 13 | Town Administrator & Select Board's Office | Select Board |
| 14 | Veterans' Services Department | Select Board |
| 15 | Assessors' Office | Board of Assessors |
| 16 | Health Department | Board of Health |
| 17 | Milford Police Department | Chief of Police |
| 18 | Highway Department | Highway Surveyor |
| 19 | Transfer Recycle Station | Highway Surveyor |
| 20 | Milford Town Library | Library Trustees |
| 21 | Milford Youth Center | Milford Youth Commission |
| 22 | Milford Parks Department | Parks Commission |
| 23 | Milford Retirement Board | Retirement Board |
| 24 | Milford Public Schools | Superintendent of Milford Public Schools |
| 25 | Sewer Department | Sewer Commission |
| 26 | Town Clerk | Town Clerk |

or take any other action related thereto.

3. Personnel By-law 3.5 – Service Records

To see if the Town will vote to amend Personnel By-Law 3.5 service records by deleting the current Personnel By-Law 3.5 in its entirety and inserting in its place and stead the following new By-Law 3.5:

Service Records shall be established and maintained for all employees who are subject to the provisions of the Classification and Compensation Plan. The Director of Human Resources shall determine the contents of the Service Record and shall maintain the non-financial portion of the Service Record. The Town Treasurer shall maintain the benefits and financial portion of the Service Record.

or take any other action related thereto.

4. Personnel By-law 3.13 – Advancement to Next Step

Amend Personnel By-Law 3.13:

To see if the Town will vote to amend Personnel By-Law by deleting the current Personnel By-Law 3.13 in its entirety and inserting in its place and stead the following new By-Law 3.13:

Beginning January 1, 2022, all employees who are under the maximum wage or salary rate for the positions in which they are employed shall be advanced to the next grade annually (one year from the date of employment or date of advancement to present grade), provided that the employee's Department Head submits in writing to the Director of Human Resources, in a format provided by the Director of Human Resources, that such employee:

- a. Has rendered satisfactory service;
- b. Is not currently subject to a Performance Improvement Plan; and,
- c. Has not been subject to a Performance Improvement Plan for any six-month period in the prior twelve-month period.

The Personnel Board shall review for accuracy all changes in salaries, wages, and annual cost of living adjustments whose positions are included in the Classification and Compensation Plan prior to entering said changes on the Town's payroll.

or take any other action related thereto.

Note for Clarification:

- (1) *For clarification, the deleted paragraph from Personnel By-law 3.5 – Service Record beginning, "The Personnel Board shall review for accuracy ...," is now included in Personnel By-law 3.13 – Advancement to Next Step.*
- (2) *For further clarification, to correct a longstanding error, the existing language has been updated from:
"... other than general annual cost of living adjustments ...".
To
"... and annual cost of living adjustments ...".*

6. Request for \$40,000 to Update the Existing Six-Year-Old Salary and Wage Schedule

To see if the Town will vote to expend \$40,000 to be spent under the direction of the Personnel Board to make current the existing six-year-old salary and wage schedule.

or take any other action related thereto.

Article 2: To see if the Town will vote to amend the Wage and Salary Schedule of the Wage and Salary Administration Plan by establishing new , as recommended by the Personnel Board for the Fiscal Year beginning July 1, 2021, as follows:

A POSITION LEVELS – SALARIED POSITIONS

| LEVELS | POSITION TITLE |
|--------|--|
| I | Assistant Town Counsel Community Development Director Paralegal/Office Manager |
| II | Network Administrator IT Manager System Administrator Town Accountant* Benefits Coordinator Local Building Inspector Tax Collector* Town Treasurer* HR Director |
| III | Highway Supervisor Senior Center Director Town Planner Assessor/Administrator Youth Center Director Parks and Recreation Administrator Police Lieutenant Director of Public Health |
| IV | Town Engineer Director, Sewer Operations Deputy Police Chief Building Commissioner Facilities Director Assistant Town Administrator Director of Public Health (proposed level change) |
| V | Town Counsel* Town Administrator* Police Chief* Fire Chief* Finance Director* Information Technology Director |

*denotes contract

B COMPENSATION SCHEDULE – SALARIED POSITIONS

| STEP LEVELS: | <u>I</u> | <u>II</u> | <u>III</u> | <u>IV</u> | <u>V</u> |
|--------------|----------|-----------|------------|-----------|----------|
| 1 | 54,165 | 64,659 | 66,722 | 76,414 | 96,444 |
| 2 | 57,454 | 68,584 | 70,773 | 81,054 | 102,300 |
| 3 | 60,743 | 72,510 | 74,823 | 85,692 | 108,156 |
| 4 | 64,033 | 76,435 | 78,875 | 90,333 | 114,012 |
| 5 | 67,320 | 80,361 | 82,925 | 94,972 | 119,867 |
| 6 | 70,608 | 84,288 | 86,976 | 99,611 | 125,723 |
| 7 | 73,897 | 88,213 | 91,026 | 104,251 | 131,578 |
| 8 | 77,187 | 92,138 | 95,056 | 108,890 | 137,434 |

B1 COMPENSATION SCHEDULE – “MAXED” SALARIED POSITIONS

| <u>LABOR GRADE</u> | <u>SALARY</u> | <u>POSITION TITLE</u> | <u>EMPLOYEE NAME</u> |
|--------------------|---------------|----------------------------|----------------------|
| III | 97,926 | Town Planner | Larry Dunkin |
| III | 96,957 | Assessor/Admin. | Jennifer Sclar |
| III | 95,056 | Sr. Center Director | Susan Clark |
| IV | 108,890 | Director, Sewer Operations | John Mainini |

C POSITION LEVELS – HOURLY RATED POSITIONS

LEVELS POSITION TITLE

I Clerk, Community Development PT/FT
Clerk/Receptionist, Senior Center
Building Custodian
Legal Secretary
Planning Assistant
Van Driver/Senior Center
Volunteer Services Coordinator/Senior Center
Program Coordinator, Youth Center FT

II Admin. Services Coordinator
Admin. Asst. to Town Administrator
Asst. Animal Control Officer
Admin. Asst. to Senior Center Director
Asst. Director, Youth Center
Asst. Zoning Enforcement Officer PT/FT
Asst. to Fire Chief
Asst. to Police Chief
Client Services Coordinator/Senior Center PT
Deputy Wiring Inspector
Deputy Plumbing/Gas Inspector
Dispatcher PT
Health Inspector FT
Health Inspector PT
Human Resources Coordinator
Lister/Data Collector
Outreach Coordinator/Senior Center PT
Plumbing/Gas Inspector
Program Coordinator/Community Development PT/FT
Program Coordinator/Senior Center PT
Property Rehab. Specialist/Community Development PT
~~Senior Custodian~~ (Position to be removed)
Technology Support Technician
Transportation Coordinator/Senior Center
Wiring Inspector

III Animal Control Officer
Asst. Town Accountant
Asst. Town Treasurer
Financial Analyst PT
Maintenance Supervisor
Assistant Director of Public Health

D COMPENSATION SCHEDULE – HOURLY RATED POSITIONS

| STEP LEVELS: | <u>I</u> | <u>II</u> | <u>III</u> |
|--------------|----------|-----------|------------|
| 1 | 18.69 | 23.36 | 24.55 |
| 2 | 19.71 | 24.62 | 25.88 |
| 3 | 20.72 | 25.89 | 27.20 |
| 4 | 21.73 | 27.15 | 28.53 |
| 5 | 22.74 | 28.42 | 29.85 |
| 6 | 23.76 | 29.68 | 31.17 |
| 7 | 24.77 | 30.94 | 32.49 |
| 8 | 25.77 | 32.22 | 33.84 |

D1 COMPENSATION SCHEDULE – “MAXED” HOURLY RATED POSITIONS

| <u>LABOR GRADE</u> | <u>HOURLY SALARY</u> | <u>POSITION TITLE</u> | <u>EMPLOYEE NAME</u> |
|--------------------|----------------------|---------------------------|----------------------|
| I | 26.29 | Building Custodian | Lester Simmons |
| I | 26.29 | Recept. Clerk/Sr. Ctr. PT | Claudia Cormier |
| II | 32.22 | Asst. to Police Chief | Jeanne Davoren |
| II | 32.22 | PT Dispatcher | Renee M. Masiello |
| II | 32.22 | Asst. to Fire Chief | Paula O’Brien |
| II | 32.85 | Lister/Data Collector | Rebecca Alger |
| II | 32.85 | Health Inspector | Lisa Tamagni |
| II | 32.85 | Plumbing/Gas Inspector | Joseph Zacchilli |
| II | 32.85 | Wiring Inspector | Michael Mancini |
| III | 34.50 | Asst. Town Treasurer | Janet Ferreira |

| E | HOURLY NON-RATED POSITIONS | PER HOUR |
|----------|---|-----------------|
| | Assistant Pool Manager PT | 17.82 |
| | Call Firefighter \$100 Stipend (plus) | 15.06 |
| | Cemetery Groundskeeper | 18.89 |
| | Cemetery Working Foreman | 26.02 |
| | Clerk of Works/Senior Center PT (temporary) | 28.45 |
| | Clerks/Seasonal – All Departments | 18.89 |
| | Clerks/Substitute – All Departments | 18.89 |
| | Dental Health Specialist | 18.89 |
| | Highway Seasonal Heavy Equipment Operator | 29.88 |
| | Highway Seasonal Light Equipment Operator | 25.88 |
| | Laborers/Seasonal PT: Parks, Cemetery, Other | 13.50 |
| | Laborers/PPT: Parks, Cemetery, Etc. | 18.89 |
| | Matrons/Police | 18.89 |
| | Milford Youth Center: Activities Supervisor PT | 13.50 |
| | Milford Youth Center: Activities Facilitator PT | 13.50 |

| | |
|--|-------|
| Milford Youth Center Concession Equipment Monitor PT | 13.50 |
| Milford Youth Center: Front Desk Monitor PT | 13.50 |
| Milford Youth Center: Health Coordinator PT | 21.72 |
| Milford Youth Center: Program Coordinator PT | 20.08 |
| Milford Youth Center: Program Facilitator PT | 13.50 |
| Milford Youth Center: Seasonal Camp Counselor | 13.50 |
| Milford Youth Center: Summer Camp Counselor | 18.21 |
| Mosquito Spray Applicator/Control | 18.22 |
| Pool Lifeguard PT | 16.10 |
| Pool Manager PT | 19.25 |
| School Nurse PT | 20.30 |
| Soil Testing Assistant | 16.78 |
| Student Police Officer | 24.69 |
| Transfer Station Attendant | 18.22 |
| Transfer Station Supervisor | 18.89 |
| Veterans Agent | 37.86 |

| | | |
|----------|------------------------------------|----------------|
| F | MISCELLANEOUS POSITIONS | ANNUAL |
| | Assistant Health Agent PT | 8257 |
| | Board of Health Physician PT | 7223 |
| | Burial Agent | 1138 |
| | Board of Registrars Chairperson | 2985 |
| | Board of Registrars Members PT (2) | 2388 |
| | Fair Housing Director PT | 2272 |
| | Foreign Language Translator | 617 |
| | Inspector of Animals | 2646 |
| | Municipal Hearings Officer | 3071 |
| | Pest Control Officer PT | 3579 |
| | Sealer of Weights and Measures | 9162 |
| G | ELECTION WORKERS | STIPEND |
| | Wardens and Clerks | 214 |
| | Deputies | 188 |
| | Checkers Full Day | 161 |
| | Checkers ½ Day | 108 |
| | Election Custodian (per election) | 176 |

H CLERKS, VARIOUS BOARDS AND COMMITTEES (PT) ANNUAL

Level

| | | |
|---|---|---------|
| 1 | Ad Hoc Clerk | \$2,050 |
| 1 | Minutes Recorder/Industrial Development Committee | \$2,050 |
| 1 | Minutes Recorder/Library Board of Trustees | \$2,050 |
| 1 | Minutes Recorder/Commission on Disability | \$2,050 |
| 1 | Minutes Recorder/Board of Selectmen | \$2,050 |
| 2 | Clerk, Planning Board | \$4,100 |
| 2 | Clerk, Conservation Commission | \$4,100 |
| 2 | Clerk, Board of Health | \$4,100 |
| 2 | Clerk, Zoning Board of Appeals | \$4,100 |
| 2 | Clerk, Vernon Grove Cemetery Trustees | \$4,100 |
| 3 | Clerk, Finance Committee | \$6,150 |
| 3 | Clerk, Personnel Board | \$6,150 |
| 3 | Clerk, Park Commission | \$6,150 |
| 3 | Clerk, Zoning Board of Appeals (proposed move) | \$6,150 |

PT: Part Time, FT: Full Time, PPT: Permanent Part Time

Any employee whose base rate of pay effective as of June 30, 2021 meets or exceeds the maximum pay authorized for his/her level set forth above shall continue to receive his/her current rate of pay for Fiscal Year 2022, but increased by a factor of two and a half (2.5%) percent.

Any employee hired on or after 7/1/2016 will have an anniversary/step date of their date of hire. Employees hired before 7/1/2016 will have their step date as July 1 of each year.

(Personnel Board)

ARTICLE 2
JOB DESCRIPTION REVIEW
COMPENSATION CLARIFICATION INITIATIVE

| Position | Department | Appointing Authority | 1. Department Head Updates Job Description per New Format | 2. Appointing Authority Reviews Job Description from Department Head | 3. Department Head, H.R. Director, Appointing Authority, and Personnel Board Confirm Job Description | 4. Finance Department and Finance Committee Review Confirmed Job Description | 5. Personnel Board Approves Job Description | 6. H.R. Director Reviews Approved Job Description with Employee's Manager | 7. Employee Signs Job Description |
|---|------------------|----------------------|---|--|--|--|---|---|-----------------------------------|
| Asst. Animal Control Officer | Animal Control | Select Board | | | | | | | |
| Animal Control Officer | Animal Control | Select Board | | | | | | | |
| Assessor/Administrator | Assessor | Board of Assessors | | | | | | | |
| Assessor/Data Collector | Assessor | Board of Assessor | | | | | | | |
| Local Building Inspector | Bldg/Inspections | Select Board | | | | | | | |
| Building Commissioner | Bldg/Inspections | Select Board | | | | | | | |
| Asst. Zoning Enforcement Officer PT/FT | Bldg/Inspections | Select Board | | | | | | | |
| Deputy Wiring Inspector | Bldg/Inspections | Select Board | | | | | | | |
| Deputy Plumbing/Gas Inspector | Bldg/Inspections | Select Board | | | | | | | |
| Plumbing/Gas Inspector | Bldg/Inspections | Select Board | | | | | | | |
| Wiring Inspector | Bldg/Inspections | Select Board | | | | | | | |
| Tax Collector* | Collector | Select Board | | | | | | | |
| Community Development Director | Comm. Dev. | Select Board | | | | | | | |
| Clerk, Community Development PT/FT | Comm. Dev. | Select Board | | | | | | | |
| Program Coordinator/Community Development PT/FT | Comm. Dev. | Select Board | | | | | | | |
| Property Rehab. Specialist/Community Development PT | Comm. Dev. | Select Board | | | | | | | |
| Town Engineer | Engineering | Select Board | | | | | | | |
| Facilities Director | Facilities | Select Board | | | | | | | |
| Building Custodian | Facilities | Select Board | | | | | | | |
| Maintenance Supervisor | Facilities | Select Board | | | | | | | |
| Town Accountant* | Finance | Select Board | | | | | | | |
| Benefits Coordinator | Finance | Select Board | | | | | | | |
| Finance Director* | Finance | Select Board | | | | | | | |
| Asst. Town Accountant | Finance | Select Board | | | | | | | |
| Financial Analyst PT | Finance | Select Board | | | | | | | |
| Fire Chief* | Fire Dept. | Select Board | | | | | | | |
| Asst. to Fire Chief | Fire Dept. | Select Board | | | | | | | |
| Director of Public Health | Health | Board of Health | | | | | | | |
| Health Inspector FT | Health | Board of Health | | | | | | | |
| Health Inspector PT | Health | Board of Health | | | | | | | |
| Assistant Director of Public Health | Health | Board of Health | | | | | | | |
| Highway Supervisor | Highway | Hwy. Surveyor | | | | | | | |
| HR Director | HR | Select Board | | | | | | | |
| Human Resources Coordinator | HR | Select Board | | | | | | | |
| Network Administrator | IT | Select Board | | | | | | | |
| IT Manager | IT | Select Board | | | | | | | |
| System Administrator | IT | Select Board | | | | | | | |
| Information Technology Director | IT | Select Board | | | | | | | |
| Technology Support Technician | IT | Select Board | | | | | | | |
| Assistant Town Counsel | Legal | Select Board | | | | | | | |
| Paralegal/Office Manager | Legal | Select Board | | | | | | | |
| Town Counsel* | Legal | Select Board | | | | | | | |
| Legal Secretary | Legal | Select Board | | | | | | | |
| Parks and Recreation Administrator | Parks | Parks Commission | | | | | | | |
| Town Planner | Planning | Select Board | | | | | | | |
| Planning Assistant | Planning | Select Board | | | | | | | |
| Police Lieutenant | Police | Police Chief | | | | | | | |
| Deputy Police Chief | Police | Police Chief | | | | | | | |
| Police Chief* | Police | Select Board | | | | | | | |
| Asst. to Police Chief | Police | Select Board | | | | | | | |
| Dispatcher PT | Police | Police Chief | | | | | | | |
| Assistant Town Administrator | Select Board | Select Board | | | | | | | |
| Town Administrator* | Select Board | Select Board | | | | | | | |
| Admin. Services Coordinator | Select Board | Select Board | | | | | | | |
| Admin. Asst. to Town Administrator | Select Board | Select Board | | | | | | | |
| Director, Sewer Operations | Sewer | Sewer Commission | | | | | | | |
| Senior Center Director | Sr. Center | Select Board | | | | | | | |
| Clerk/Receptionist, Senior Center | Sr. Center | Select Board | | | | | | | |
| Van Driver/Senior Center | Sr. Center | Select Board | | | | | | | |
| Volunteer Services Coordinator/Senior Center | Sr. Center | Select Board | | | | | | | |
| Admin. Asst. to Senior Center Director | Sr. Center | Select Board | | | | | | | |
| Client Services Coordinator/Senior Center PT | Sr. Center | Select Board | | | | | | | |
| Outreach Coordinator/Senior Center PT | Sr. Center | Select Board | | | | | | | |
| Program Coordinator/Senior Center PT | Sr. Center | Select Board | | | | | | | |
| Transportation Coordinator/Senior Center | Sr. Center | Select Board | | | | | | | |
| Town Treasurer* | Treasurer | Select Board | | | | | | | |
| Asst. Town Treasurer | Treasurer | Select Board | | | | | | | |
| Program Coordinator, Youth Center FT | Youth Ctr. | Youth Commission | | | | | | | |
| Asst. Director, Youth Center | Youth Ctr. | Youth Commission | | | | | | | |
| Youth Center Director | Youth Ctr. | Youth Commission | | | | | | | |



TOWN OF MILFORD

COMPENSATION & CLASSIFICATION INITIATIVE



WHAT PROBLEM ARE WE SOLVING/FIXING?

- The Town of Milford Initiative is a multiphase, yearlong project to build a new compensation foundation that enables the town to effectively attract, retain, and develop staff, and to make better-informed pay decisions.
- The following slides will demonstrate the issues that, together, compel us to request that a Compensation Study be launched.

HOW WE MOVE FORWARD:



- Jodie Nosiglia, MPA, of the Personnel Board, is a senior member of her HR Department at MIT; she is a member of SHRM with 30+ years of experience and has worked with compensation specialists over the years.
- Kristin Melpignano, HR Director for the Town, has a Master's in HR and a SHRM – CP certification, in addition to many years of experience.
- **This knowledge and experience will be used to complete the job descriptions necessary for the study, saving the town thousands of dollars in consulting fees.**



WHAT IS THE CURRENT STATUS?

- Six years since last study; 7th if adopted. Industry standard is two (2) years between reviews.
- Last version scaled down the pay classifications.
- Expect greater transparency and improved methodology and protocols.
- Market and Internal Equity have eroded over the years.



WHAT IS THE CURRENT STATUS?

- This study is NOT being conducted to provide blank checks or pay raises to all. It is designed to:
 - Establish a proper, up to date pay scale structure &
 - Correctly classify employees, keeping both internal and external equity in mind

The only time a salary change would have to be implemented is if the employee falls below the minimum of their corrected range.



WHY CONSIDER THIS IN 2021?:

- From the January, 2019 minutes:
“Maureen Giffin pointed out that the majority of employees will be maxed out of the compensation pay scale in two years...this could be the opportunity to change the pay scale. We would like to work on that over the next year or two as it will take time to review all of Article 2...it will be put on future agendas for review.”
- This was delayed again last year as the FinComm requested fiscal restraint during Covid in 2020.



MAXING OUT:

- 25% of Article 2 employees at levels 2, 3 or 4 are maxed out
- Another 38% will max out this year or next
- An additional 19% will be maxed out one year later
- Total of 82% maxing out in the near future

FROM THE LAST STUDY:



- Classification Issues
 - Position placements; Example: Town Treasurer
 - Exempt/Non-Exempt status; Example: HR/Town Treasurer



EXCEPTIONS ARE THE NORM:

- Alternate mechanisms are used to attract quality candidates and retain them.
- Each exception skews the internal inequity over time.

WHAT EMPLOYEES ARE SAYING:



“Needs to be re-vamped; too much compression”

“Myriad of problems; illogical categories of employees; gaps don’t make any sense”

“Pathetic; structure is inaccurate, company did a poor job last time; methodology suspect; outdated. Job classifications are inaccurate/outdated for our budget”

“**** Plan – took a long time and the steps make no sense”

“Contract employees treated differently, creating inequity. Also, mid-year adjustments to correct are an administrative nightmare.”



WHAT IS THE PERSONNEL BOARD'S ROLE?

- The Personnel Board is charged in Section 2.4 of the bylaws to “review annually the wage and salary schedule...and recommend to the Town any action which it deems necessary to maintain fair and equitable wage and salary rates.”
- In addition, Section 3.10 of the bylaws reads– “the starting rate shall be the minimum of the rate for the position as classified...”this is not regularly enforced but is an exception to the rule.



UNINTENDED CONSEQUENCES

- Mass Equal Pay Act
 - Updated on 7/1/18 as An Act to Establish Pay Equity
 - Purpose is to eliminate gender bias in salaries and wages
 - Intent not required for liability
 - Employer defense based on being proactive



THE COMP STUDY PROCESS (MUST BE COMPLETED BY 3/1/22):

- Internal evaluation of Job Descriptions
- Develop a compensation philosophy based on the Town's needs
- Establish logical progression levels
- Audit all positions & compare to market value (comparable cities/towns)
- Identify policies & procedures for compensation that reflect best practices



THE COMP STUDY PROCESS:

- Prepare salary & classification plans and documents
- Evaluate positions
- Train staff in the methodology & provide implementation guidelines



UPDATING JD'S (APPROXIMATE COMPLETION DATE, AUG. 2021):

1. Instruct Department heads to update applicable job descriptions using new template. This may involve going over the new format, providing examples and general coaching on what information is needed. This can be an interactive process until a solid draft is produced for each description in each department.
2. Job description is reviewed by Appointing Authority.
3. Director, H.R. and Department Head answer any questions from Appointing Authority and make any agreed upon refinements suggested by Appointing Authority.



UPDATING JD'S:

4. Director, H.R. forwards latest job description to Director, Finance, and Chairman, Finance Committee, with time allowed to suggest updates.
5. Any updates suggested in step 4 must go back to Department Head/HR for review.
6. Personnel Board suggests updates, if desired; any changes suggested must be returned to Department Head and HR for review.
7. Personnel Board votes on final drafts of job description.
8. Manager reviews Personnel Board approved job description with employee.
9. Employee signs job description.



THE PROCESS/MORE DETAIL:

- Input from Department Heads and other key employees will be encouraged throughout the process.
- An extensive review of the current system & market comparisons will be made.
- **Relevant info and records will be analyzed; the Mass Employment Pay Act will be considered**



THE PROCESS/MORE DETAIL:

- A structured, proven methodology will be utilized, which will be verified by Jodie, Kristin and Liz.
- All recommendations will be specific, practical and cost-conscious, taking into account political, economic and functional implications.



THE WORK PLAN

- Orientation sessions with town officials, HR, Dept. heads and key staff.
- Conduct project meetings with HR, Town Management, Finance and other key Dept heads to discuss JD's/relevant information
- Review & analyze position responsibilities & requirements for all jobs.
- Complete a labor market analysis



THE WORK PLAN

- Review Milford's salaries with peer communities
- Evaluate & rate the position descriptions through position rating process
- Develop & update classification & compensation plans as required
- Develop the Town's internal capacities to maintain the comp and class plan
- Assist with implementation



THE WORK PLAN PARTICIPANTS

- Personnel Board
- Select Board
- Finance Committee
- All Department Heads
- Appointing Authorities
- Human Resources