

TOWN OF DOVER, MA

Personnel Board Meeting Minutes

June 6, 2022

Location/Time: Zoom Meeting 1:00 pm

Personnel Board Present: Mary Carrigan, Chairman, Juris Alksnītis, Mary Hornsby, Sue Geremia, Chris Dwelley, Town Administrator, *ex officio*, and Katelyn O'Brien, Asst. Town Administrator.

Contractor present: Don Jacobs, Principal, DIJ Management Consultant Services

1. Acceptance of Minutes. The Board reviewed and approved its May 3, 2022 minutes.

2. Review of DIJ Classification and Compensation Plan, Option 1. At direction of the Town Administrator, DIJ prepared Option 1 for Board review and discussion. Option 1 is described in the following tables:

- *Town of Dover, Mass., Proposed Classification and Compensation Salary Range (General Government Positions)*
- *Town of Dover, Mass., Proposed Salary Ranges to FY2022 Survey Data (General Government Positions)*
- *Town of Dover, Mass., Draft Classification and Compensation Plan, General Government Employee Compensation Plan: Option 1*

D. Jacobs explained that key features of Option 1 included the previously noted 5-level grading system based on job characteristics, FLSA, and Mass. Pay Equity statutory equal pay for equal work considerations, a narrower compensation range closer to actual current market, and a 10-step structure utilizing equal dollar value annual increases per respective grade level. Option 1 applies to FLSA exempt and non-exempt non-union employees. During discussion, it was learned the Option 1 version no longer includes a "Hiring Band" and "Growth Band". C. Dwelley noted that as a number of employees are approaching step 10, provisions will be made to enhance retention by developing a policy and criteria for additional "merit pay" based on longevity and accomplishment. This piece will be submitted to the Personnel Board when ready for review. Nearly all members of the workforce would experience a modest increase in wages based on the Option 1 schedule which is benchmarked to the most current 2022 market survey data. In addition, K. O'Brien indicated that a one-time adjustment is planned for pay increases to those employees whose current wages are found to be below the competitiveness threshold to be defined in the Competitive Practice Policy.

3. Adoption of Option 1 for the Town of Dover. Following departure of D. Jacobs, the Town Administrator, Assistant Town Administrator and the Personnel Board discussed Option 1 further, and

whether it made sense to move in this direction for the Town. K. O'Brien's reach-out calls to other Mass. towns which may have considered similar plans did not receive any meaningful responses. The overall sense of the Board was that while not a "perfect" plan it had benefits for the workforce as well as for the Town. If adopted, and issues arise which need correction, these would need to be addressed along the way. The annual step calculations may need additional explanation inasmuch as the equal dollar amounts between steps vary from grade level to grade level, and also increase from step to step (not level) in grade 5. Good communication with the workforce and department managers before implementation will be key. The Board made the following decision:

- Consistent with Personnel By-Law 44-6C. and D. and Personnel Rules and Regulations, Section 3.1 Classification and Compensation Plan, a motion was made and seconded to approve the proposed Classification Plan and Compensation Plan, as reflected in the table titled *Town of Dover, Mass., Draft Classification and Compensation Plan, General Government Employee Compensation Plan: Option 1.*

VOTE: The Personnel Board voted unanimously to approve the motion.

The above vote does not apply to the rewritten job descriptions part of the Classification work, as these will be submitted to the Board for review and approval in the near future. Upon review, the Board may see situations potentially requiring adjustment with regard to proposed placement of a position within a particular Grade Level and reserves the opportunity to finalize as needed pursuant to Personnel Rules and Regulations, section 3.1-3a Wage and Salary Administration Regulations, para. 4.

It is anticipated that the Town Administrator/Assistant Town administrator will work with the Personnel Board to undertake such procedural steps as may be necessary to meet any applicable public meeting requirement under Personnel By-Law 44-7. The Town Administrator plans to make a presentation to the Board of Selectmen in the near future.

4. Adoption of Competitive Practice Policy parameter. The Personnel Board has historically sought to achieve equitable pay and a competitive level of compensation for the Town workforce. Applying a market based approach going forward, this would mean the average market benchmark rate applicable to a grade level located within a defined range. The Personnel Board and Town Administrator agree that a reasonable range would be plus or minus 10%. The Board made the following decision:

- A motion was made and seconded to adopt the parameter of +/- 10% in conjunction with the principle that a Town pay rate within this range is considered competitive when calculated from the market benchmark for each respective grade level. This applies to non-union governmental positions and employees.

VOTE: The Personnel Board voted unanimously to approve the motion.

A Competitive Practice Policy will need to be articulated, including the technical details and steps for calculation of applicable market benchmarks and calculation of the competitive range for rates of pay

within the Option 1 schedule (and future schedules of compensation). This policy will need to be duly incorporated into the Personnel Rules and Regulations, Part 3.1 Classification and Compensation Plan.

5. Maintaining competitiveness of compensation plan. It is anticipated that in late summer 2022, the Personnel Board will be required to provide a recommendation to the Warrant Committee (WC) and Board of Selectmen (BOS) for economic adjustments to the compensation plan in preparation of the FY 2024 budget. The Town Administrator will provide for Board review and approval a list of nearby and comparable towns which will be surveyed by Town staff regarding their intentions for compensation plan increases. The data will be provided to the Board for consideration in developing their recommendation to the WC and BOS. It was also agreed that the Personnel Board and Town Administrator will undertake a compensation survey every three years in order to ensure a current and competitive compensation system for the Town workforce on an ongoing basis.

6. Transition of workforce to new pay schedule. Next steps will include a presentation of Option 1 to the Board of Selectmen (BOS) to be discussed with the Personnel Bd. at our next meeting. The transition proposal to the BOS will include a one-time equity adjustment in pay for those employees with current pay rates found to be below -10% per the Competitive Practice Policy (see para 4., above). The goal would be to implement Option 1 pay rates for FY2023, effective as of July 1, 2022, or retroactive to that date. C. Dwelley anticipates that funding necessary to achieve the transition would need to be voted at the upcoming Special Town Meeting this Fall.

7. Next Board Meeting: June 13, 2022, 1PM via Zoom.

Meeting was adjourned at 2:35 pm.

Respectfully submitted,

Juris Alksnītis