



Recommended FY19 Personnel Plan and Pay Changes

Finance Committee
February 8, 2018

Overview of FY18 Personnel Plan Changes

Goal

Create a comprehensive, clearly defined compensation structure that is cost effective, incremental, competitive and consistent, detailing pay practices and defining pay terminology.

Objectives

- Conducted a market pay survey, confirming actual pay and pay ranges for similar positions in similar, surrounding and responding Towns: Carver, Cohasset, Dennis, Hingham, Kingston, Marshfield, Pembroke, Rockland, Sandwich, Scituate, West Bridgewater, and Westwood
- Audited existing Personnel Plan pay ranges and pay structure, not individual jobs, compared to benchmark results
- Revised pay ranges as necessary for conformance with audit results, Fair Labor Standards Act (FLSA) and Massachusetts Equal Pay Act requirements
- Eliminated piecemeal or individual pay adjustments, which undermine the overall pay system
- Compared Personnel Plan to other internal employment documents and made related adjustments
- Created “Pay Guidelines” to replace “Salary Administration Guidelines”

Next Steps

- Examine individual jobs, pay, compression
- Audit results for conformance with Fair Labor Standards Act (FLSA) and Massachusetts Equal Pay Act
- Redefine and simplify the merit pay and performance review process
- Seek ATM approval, to remove policies/procedures from Personnel By-Law, have authority rest instead with BOS after recommendation from HR Dir., Labor Counsel Finance Dir., and Town Mgr., FinCom, with pay funding remaining under the authority of ATM during budget deliberations
- Budget equity and/or merit pay annually, or as necessary
- Link performance review ratings to Town's Mission and specific merit pay results
- Identify an automated, easy to use and customize, performance review tool
- Provide pay guidelines and performance evaluation training for supervisor audience and employee audience
- Create service recognition program celebrating 10 or more years of service for ALL Town employees
- Going forward, every three years (and as required by the Massachusetts Equal Pay Act), re-examine the pay structure and pay practices, conduct market pay surveys to ensure internal and external equity, make adjustments to pay ranges as necessary for greater internal and external equity and provide employees with relational equity pay to ensure individual pay falls within new pay ranges