



GovHR USA

GovTEMPS USA

Town of Duxbury, MA
Classification and Compensation Study

Employee Kickoff Meeting

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Presentation Outline

- ▶ Salary Survey
- ▶ Job Analysis Questionnaire (JAQ)
- ▶ Employee Interviews
- ▶ Development of a Classification Plan (Internal Equity)
- ▶ Development of a Compensation Plan (External Equity)
- ▶ Report and Presentations of Finding
- ▶ Timeline

Salary Survey

- ▶ Determine a group of “like” communities.
- ▶ Design a survey with benchmark positions.
- ▶ Survey is sent to comparable communities.
- ▶ Short job descriptions are included with job titles to ensure relevant data – “apples” to “apples”.

Job Analysis Questionnaire (JAQ)

- ▶ A Classification Study groups positions together based on factors such as duties, level of responsibility, qualification requirements and work environment.
- ▶ Every employee will complete a JAQ.
- ▶ JAQs should be completed electronically (if possible) or via hard copy and then submitted to the supervisor for review.
- ▶ JAQs should be completed based on what the position requires, not what the incumbent possesses – think of winning the lottery and Town is now going to have to fill your vacated position!

Job Analysis Questionnaire (JAQ)

- ▶ The identification section is the only section of the JAQ where personal information should be entered.
- ▶ The remainder of the JAQ should be filled out from the perspective of the position – not the person.
- ▶ Tab through the JAQ to either type responses or check boxes.
- ▶ If completed electronically – save the JAQ as follows: JobTitle.LastName.FirstName – and then email it to your supervisor.
- ▶ If completed on paper – make a copy and then give to supervisor.

JAQ – Introduction

IDENTIFICATION INFORMATION

NAME: <input type="text"/>	DATE: <input type="text"/>
YEARS OF EXPERIENCE WITH THIS AGENCY: <input type="text"/>	JOB TITLE: <input type="text"/>
YEARS OF EXPERIENCE ON THIS JOB: <input type="text"/>	YOUR JOB IS: FULL TIME <input type="checkbox"/> PART TIME <input type="checkbox"/>
YOUR YEARS OF EXPERIENCE IN THIS FIELD: <input type="text"/>	YOUR EDUCATION: <input type="checkbox"/> High Sch. <input type="checkbox"/> Assoc. Deg. <input type="checkbox"/> Bach. Deg. <input type="checkbox"/> Mas. Deg.
NAME OF IMMEDIATE SUPERVISOR: <input type="text"/>	HIS/HER TITLE: <input type="text"/>

JAQ – General Summary/Job Description

- ▶ Briefly summarize your job:

General Summary: In three or four sentences, please summarize the major purpose or primary function of your job.

- ▶ If you have a job description to review, complete the first section:

Please indicate if you have reviewed your current job description.

If you have any changes to your current job description, please mark them on the JD and attach it to this JAQ, or indicate changes here:

JAQ – Job Description

- ▶ If you have changes to your job description, make the changes on the job description or add changes to the JAQ in this section. If you do not have a job description, complete this section.

If you do not have a job description available to review, please list your job duties. Try to place your duties in order of importance and group “like” tasks together (e.g., “clerical duties including word processing, opening mail, filing, etc.” or “front desk responsibilities including greeting visitors, answering telephones and routing calls, etc.”). Job duties:

1.

2.

3.

4.

JAQ – Factor #1: Education & Training

FACTOR 1. Education & Training: In your opinion, what kind of education and training is necessary to perform your job?

- LEVEL 1: Level of knowledge that is below what is normally attained through high school graduation.
- LEVEL 2: High school diploma (GED) or equivalent.
- LEVEL 3: High school, plus elementary technical training, acquired on the job or through one year or less of technical or business school.
- LEVEL 4: Extensive technical or specialized training such as would be acquired by an Associate's Degree or two years of technical or business school.
- LEVEL 5: Completion of four-year college degree program.
- LEVEL 6: Additional professional level of education beyond a four-year college program, such as a CPA or Professional Engineer (P.E.) training.
- LEVEL 7: Completion of graduate coursework equal to a Master's Degree or higher.

What specific degree/coursework is NECESSARY?

What specific degree/coursework is PREFERRED?

If a specific certificate or license is mandated by an outside agency to perform your duties, name the certificate or license:

What special skills, knowledge, and abilities are required to perform your job? Please list:

JAQ – Factor #2: Years of Experience

FACTOR 2. Years of Experience: How much previous work experience do you feel is necessary to perform your job?

LEVEL 1:

Less Than 1 Year

LEVEL 2:

1 to 3 Years

LEVEL 3:

4 to 6 Years

LEVEL 4:

7 to 10 Years

LEVEL 5:

More than 10 Years

What is the minimum number of years required?

What specific experience is necessary?

JAQ – Factor #3a: Decision Making

FACTOR 3. Independent Judgment and Decision Making

Part 1: How much discretion do you have in making decisions with or without the input or direction of your supervisor?

- LITTLE: Little discretion or independent judgment exercised.
- SOME: Some discretion or judgment exercised, but supervisor is normally available.
- OFTEN: Job often requires making decisions in absence of specific policies and/or guidance from supervisors, but some direct guidance is received from supervisors.
- HIGH: High level of discretion with decisions restricted only by Departmental policies and little direct guidance from supervisors.
- VERY HIGH: Very high level of discretion with decisions only restricted by the broadest policies of the Organization.

JAQ – Factor #3b: Decision Making

Part 2: If you make an erroneous decision, what impact would this decision have on your work unit, department, and/or the Organization?

- MINOR:** Some inconvenience and delays but minor costs in terms of time, money, or public/employee good will.
- MODERATE:** Moderate costs in time, money, or public/employee good will would be incurred. Delays in important projects/schedules likely.
- SERIOUS:** Important goals would not be achieved and the financial, employee, or public relations posture of the Organization would be seriously affected.
- CRITICAL:** Critical goals and objectives of the Organization would be adversely and very seriously affected. Error could likely result in critical financial loss, property damage, or bodily harm/loss of life.

JAQ – Factor #4: Responsibility for Policy

FACTOR 4. Responsibility for Policy Development: Does your job require you to participate in the development of policies for your unit/division/department/the Organization?

- LEVEL 1: Position involves only the execution of policies or use of existing procedures.
- LEVEL 2: May provide some input to supervisor when policies and procedures are updated.
- LEVEL 3: Position involves some development of policies/procedures for the Department and/or the interpretation or explanation of departmental policies for others in the organization or residents.
- LEVEL 4: Position involves significant or primary responsibility for the development of policies and procedures for a division or organizational component of a department, as well as the interpretation, execution and recommendation of changes to department policies.
- LEVEL 5: Position involves significant or primary responsibility for the development of policies and procedures for an entire department, plus occasional participation in the development of policies which affect other departments in the organization.
- LEVEL 6: Position involves the primary responsibility for the development of departmental policies and procedures and regular participation in the development of policies that affect other departments and occasionally involves participation in the development of organization-wide policies.

Give some examples of the types of policies you've written or been a part of creating:

JAQ – Factor #5: Planning

FACTOR 5. Planning: How much latitude do you have to set your own daily work schedule and priorities for a given workday?

- LEVEL 1: Position requires that my daily work load and activities are assigned to me by my supervisor.
- LEVEL 2: Position requires that I plan my own daily work load and work independently according to established procedures or standards.
- LEVEL 3: Position requires that I plan my own daily work load and those of others in the department (first-level supervision).
- LEVEL 4: Position requires an above average ability to analyze data and develop departmental plans, including plans where a number of difficult, technical and/or administrative problems must be addressed (Manager/Division level planning).
- LEVEL 5: Position requires a high level of analytical ability to develop plans for a department or complex situation, including plans that involve integrating/involving/impacting other departments (Department Head level planning).

JAQ – Factor #6: Contacts with Others

FACTOR 6. Contacts with Others: In the course of performing your job, what contacts with people in your department, other departments within the organization, and/or people from outside the organization are you required to make?

- LEVEL 1: Position involves interaction with fellow workers on routine matters with relatively little public contact.
- LEVEL 2: Position involves frequent internal and external contact, but generally on routine matters such as furnishing or obtaining information.
- LEVEL 3: Position involves frequent internal contact and regular contact with outsiders generally on routine matters, including contacts with irate outsiders which require some public relations skill for taking complaints for others to follow up upon.
- LEVEL 4: Position involves frequent internal and external contacts which require public relations skills in handling complaints. Contacts involve non-routine problems and require in-depth discussion and/or persuasion in order to resolve the problem. Handles more difficult contacts that are referred by front line employees.
- LEVEL 5: Position involves frequent internal and external contacts which require skill in dealing with, and influencing others, and initiating changes in policy/procedures to address the issue so as to avoid having to deal with the issue again in the future.
- LEVEL 6: Position involves frequent internal and external contacts in which I act as the spokesperson for the department and am authorized to make commitments of significant resources on behalf of the department.
- LEVEL 7: Position involves frequent internal and external contacts where I represent the entire organization and am authorized to make commitments in matters of broad or critical interest to the entire organization.

With which internal individuals or groups do you have the most contact?

With which external individuals or groups do you have the most contact?

JAQ – Factor #7: Supervision Given

FACTOR 7. Supervision Given:

Do you supervise or assign work to other employees? Yes No

If yes:


- LEVEL 1: Position is regularly responsible for assigning work to an employee or employees, without acting in a supervisory role. To whom does this position assign work?
- LEVEL 2: Position is responsible for the supervision of one full time or several part time employees.
- LEVEL 3: Position is responsible for the supervision of two to five full time (or full time equivalent) employees.
- LEVEL 4: Position is responsible for the supervision of six to 15 full time (or full time equivalent) employees.
- LEVEL 5: Position is responsible for direct and/or indirect supervision of 16 to 29 full time (or full time equivalent) employees.
- LEVEL 6: Position is responsible for direct and/or indirect supervision of 30 to 50 full time (or full time equivalent) employees.
- LEVEL 7: Position is responsible for direct and/or indirect supervision of more than 51 full time (or full time equivalent) employees.

Actual number of full-time (or full-time equivalent) employees supervised:



JAQ – Factor # 8a: Physical Demands

FACTOR 8. Physical Demands: Please describe any physical demands required to perform your job.

Demand	No	Yes	How often? (Rarely, Occasionally or Daily)
Lifting to 20 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 20-50 pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Lifting 50+ pounds	<input type="checkbox"/>	<input type="checkbox"/>	
Climbing	<input type="checkbox"/>	<input type="checkbox"/>	
Walking	<input type="checkbox"/>	<input type="checkbox"/>	
Kneeling	<input type="checkbox"/>	<input type="checkbox"/>	
Crouching	<input type="checkbox"/>	<input type="checkbox"/>	
Crawling	<input type="checkbox"/>	<input type="checkbox"/>	
Bending	<input type="checkbox"/>	<input type="checkbox"/>	
Sitting	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Standing	<input type="checkbox"/>	<input type="checkbox"/>	
Prolonged Visual Concentration	<input type="checkbox"/>	<input type="checkbox"/>	

JAQ – Factor # 8b: Work Environment

Unpleasant or Hazardous Conditions: Please describe any unpleasant or hazardous conditions you are exposed to in performing your job and how often you are exposed to those conditions. Include only those conditions which are directly related to your work rather than specific work area conditions.

Condition	No	Yes	How Often? (Rarely, Occasionally or Daily)
Lighting-dimness or brightness	<input type="checkbox"/>	<input type="checkbox"/>	
Dust	<input type="checkbox"/>	<input type="checkbox"/>	
Heat	<input type="checkbox"/>	<input type="checkbox"/>	
Cold	<input type="checkbox"/>	<input type="checkbox"/>	
Odors	<input type="checkbox"/>	<input type="checkbox"/>	
Noise	<input type="checkbox"/>	<input type="checkbox"/>	
Vibration	<input type="checkbox"/>	<input type="checkbox"/>	
Wetness/Humidity	<input type="checkbox"/>	<input type="checkbox"/>	
Toxic Agents	<input type="checkbox"/>	<input type="checkbox"/>	
Electrical Currents	<input type="checkbox"/>	<input type="checkbox"/>	
Heavy Machinery	<input type="checkbox"/>	<input type="checkbox"/>	
Violence	<input type="checkbox"/>	<input type="checkbox"/>	
Disease	<input type="checkbox"/>	<input type="checkbox"/>	
Smoke	<input type="checkbox"/>	<input type="checkbox"/>	
Other	<input type="checkbox"/>	<input type="checkbox"/>	

JAQ – Factor # 9: Use of Technology

FACTOR 9. Use of Technology/Specialized Equipment: Please check the level of technology or specialized equipment use needed for you to perform your job.

- LEVEL 1: Position has no responsibility for, or use of, technology.
- LEVEL 2: Position has some basic use of computers for data entry and some use of the telephone, copier, etc.
- LEVEL 3: Position has daily use of computers for data entry and use of the telephone, fax machine, copier, etc.
- LEVEL 4: Position has daily use of computers, the Internet, Smartphones, etc. to create databases, spreadsheets, or reports. Position designs and creates customized reports, presentations, and/or documents using advanced software skills.
- LEVEL 5A: Position provides routine consultation and technology support for everyday computer programming and/or software requests/questions to others in the organization; is an applications super user; or uses specialized software such as GIS, SCADA or telecommunications software.
- LEVEL 5B: Position uses, troubleshoots, and/or repairs various pieces of specialized equipment such as HVAC, lighting, gas flares, blowers, engines, heavy equipment, diagnostic equipment, large vehicles (vacuum trucks, street sweepers, fire apparatus) and/or medical or public safety equipment.
- LEVEL 6: Position is responsible for advanced computer programming, system security, maintenance, training, and purchasing of items such as computers, printers, scanners, etc., for the computer system for the organization (IT personnel).
- LEVEL 7: Position is responsible for the overall direction and supervision of the staff that are responsible for the computer and technology needs of the organization, including responsibility for developing technology policies for the organization (IT personnel).

Employee Interviews

- ▶ At least one employee from each position will be interviewed to verify and expand upon the information shared in the JAQ.
- ▶ If there is only one employee in a position, that employee will be interviewed.
- ▶ If there is more than one employee in a position, employees that want to be interviewed should notify their supervisor - up to three or four employees in a position will participate in a group interview.

Development of a Classification Plan

- ▶ Based on an analysis of the job factors listed in the questionnaire, each position will be assigned a numerical value.
- ▶ Positions will be grouped into classifications based on these numerical values.

Development of a Compensation Plan

- ▶ Salary data received from comparable communities will be analyzed.
- ▶ New Compensation Plan developed to promote:
 - ▶ Internal equity – based on the job factor analysis of positions.
 - ▶ External competitiveness – based on the salary data from other communities.
- ▶ GovHR will NOT recommend a pay cut if an employee's current salary is above the new pay range maximum, rather a freeze until the market catches up.

Report/Presentation of Findings

- ▶ Recommended Classification and Compensation Plan and a draft report are reviewed with Town Administration.
- ▶ Revised recommendations and report are presented to the Town, after which the recommendations will be finalized.

Timeline

- ▶ **May 28th**: Employees submit JAQs to Supervisors – please save file as follows: JobTitle.LastName.FirstName.
- ▶ **June 7th**: Supervisors review and submit JAQs to Town Administration.
- ▶ **June 16th**: Town Administration reviews and submits JAQs to GovHR.
- ▶ **Week of June 21st**: GovHR conducts virtual interviews with employees.



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QUESTIONS?