

## **Eliot Select Board**

**Dec. 1, 2016 at 5:30 pm at Town Hall**

### **Workshop Minutes**

Chairman Rebecca Davis, Roland Fernald, Jack Murphy Bob Pomerleau and Brad Hughes; also Dana Lee, Town Manager and from the public, Jim Tessier

1. Roll Call: The Chair opened the meeting at 5:30 pm and announced all Select Board members present. She asked the Town Manager to introduce tonight's topic and guest.
2. Introduction of Don Jacobs – Compensation Study Consultant. The Town Manager introduced Don Jacobs and the issue of conducting a compensation study and what to expect.
3. Overview of Process: Don proceeded to advise the Select Board on how hard it is to develop a compensation plan. He said the top issue is communication about the process of how compensation is established. Is there a sensible system? He said that currently our employees are the same as the positions. The positions themselves do not have ranges. He said that we will be starting by updating all job descriptions via a 17 question survey instrument that he is sharing with employees. He said the most important thing in the job descriptions is the minimum skill set required. He said supervisors will review submitted job descriptions for accuracy and completeness. All have to sign off.

He then spoke to a classification rating system that he uses. It has 13 universal evaluation criteria. The greatest of those criteria is level of responsibility or independence.

He said that the 3<sup>rd</sup> step is to gather compensation data from towns that are similar in demographics, but more importantly, comparable in the operations. He will be seeking 6 to 8 towns to survey for their compensation scales. He has asked staff and now, the Select Board for input. He said that through this data you can then explain how and to what extent the Town wants to be "competitive" in the external market. He also noted though, that internal equity is often more important to employees. He said the market survey of compensation does not lock the SB into an expense. He said that he has usually found that employees are within the ranges that he ends up developing. He said he does manipulate the external survey data to account for wide variations.

He said that the Select Board will decide how to use the data and said that they should consider adopting administrative policies that support and enhance classification system / pay scale. May consider incentives, merit pay, longevity steps, etc.

The Town Manager reviewed the timeline for the project. See below.

The Chair had a list of questions she presented. The Board largely agreed that most of the questions were “management” in nature and not a part of the study.

Roland motioned to adjourn the meeting. This was seconded by Jack and was so voted 5 – 0 at 7:45 pm

*Process:*

- a. Do we understand / agree to the process?*
- b. Why are we doing the study? What to Expect?*
- c. Questionnaire – leads to draft Job Descriptions*
- d. Job Descriptions lead to Classification*
- e. Classification leads to acquiring external Compensation Data to determine “the “market” for that “position” in operationally similar towns*
- f. Placing the “employee” within the pay plan by years of service / experience*

*Schedule of Compensation Study*

- d. Kick off meetings: Nov. 28 – Dec. 9*
  - e. Start gathering external pay data from operationally similar towns (ASAP and concurrent)*
  - f. Questionnaires / Draft Job Descriptions Dec. 12 – Jan 13*
  - g. Develop / Review Classification System Jan 14 – Feb 14 (external pay data fully received by now)*
  - h. Review of Draft Plan / Training in Implementation Feb 14 – March 14*
- 4. Select Board Roles:*
- a. Approve administrative policies that reinforce / support the compensation plan*
  - b. Plan for Implementing*
  - c. Money for the pay study to implement it, if necessary*