

March 24, 2021

Personnel Committee Meeting

March 24, 2021

5:00 p.m.

Remote Meeting – GoTo Meeting

Members Present:

Chair Joan Chamberland

Reed Hillman

Joni Light

Mary Blanchard

Sarah Terwilliger

Staff Present:

Jeff Bridges, Town Administrator

Chief Grasso, Fire Department

Chris Geraghty, Town Accountant

Mr. Bridges read the following statement: Pursuant to Governor Baker's March 12, 2020 Order Suspending Certain Provisions of the Open Meeting law, G.L. c. 30A Section 18, and the Governor's March 15, 2020 Order imposing strict limitations on the number people that may gather in one place, this meeting of the Sturbridge Personnel Committee will be conducted via remote participation to the greatest extent possible. Specific information and the general guidelines for remote participation can be found on the Town's website at <https://www.sturbridge.gov/town-administrator/pages/how-access-virtual-meeting>. For this meeting, members of the public who wish to listen and or watch the meeting either online via the Town's on demand video broadcast, on cable television on channel 191, or dial into the meeting at 774-304-1455, enter 1428# for the meeting number and 12345 for the access code. (This phone number is only active for the public during public meetings). No in-person attendance of members of the public will be permitted, but every effort will be made to ensure that the public can adequately access the proceedings in real time, via technological means. In the event that we are unable to do so, despite best efforts, we will post on the Town's website an audio or video recording, transcript, or other comprehensive record of the proceedings as soon as possible after the meeting.

Chair Chamberland called the meeting to order at 5:02 p.m.

Motion: To approve the minutes of February 17, 2021 as written.

By: Ms. Blanchard

2nd: Mr. Hillman

Roll Call Vote: Joan Chamberland: YES, Reed Hillman: YES, Joni Light: YES, Mary Blanchard: YES, Sarah Terwilliger: ABSTAINED

Vote: 4-0

Discussion: Reviewing the JAQ for the proposed Deputy Fire Chief position

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Mr. Bridges said as he took this proposed position to the Board of Selectmen to set the salary, and now he is bringing it back to the Personnel Committee to put it in its grade to classify it for salary purposes. Per Mr. Bridges, before the Board of Selectmen approve the position, it needs to go through the entire process of being graded, slotted into a salary category, and then he will bring it back to the Board of Selectmen for consideration.

Joellen Cademartori, CEO of GOVHR USA, said for the Deputy Fire Chief position, the committee would want to look at the job analysis questionnaire (JAQ) and look at the job description to see if there are any changes.

Ms. Cademartori then took the committee through each factor.

Factor 1: Education & Training:

Ms. Cademartori stated for this position, the committee should look at what level is checked which in this case, was a Level 5 with a requirement for a 4-year degree. Ms. Cademartori said if the committee agrees with it, the committee would go to one of the two grading sheets (either the short or the long one) and go to Factor 1 to look at the points for Level 5.

Ms. Cademartori said she looked at the Deputy Chief and based on every level that was checked, the overall score was 685 points, saying that the committee would have to go through each factor.

Factor 2: Years of Experience:

Mr. Bridges stated that he agreed with the "more than 10 years of experience" requirement for the position as listed in the JAQ. Ms. Light asked if this was something that could be up for discussion and Ms. Cademartori said it could be, stating that the Police Chief and Fire Chief positions require more than 10 years of experience, and the Lieutenant required 7-10 years. Ms. Terwilliger asked what the industry standard was and asked if the state had any minimum guidelines. Chief Grasso said in general, in a career in the Fire Department, an employee needs a minimum of 5-6 years to test for the position of Lieutenant where they would generally have to be a Lieutenant for 2-3 years before they can test for a Captain. Per Chief Grasso, the employee would need to be a Captain for 2-3 years before they could test for the next level and based on those numbers, the employee would be at 11 years of experience before they could move to the next level of promotion based on Chief Grasso's exposure.

Mr. Hillman suggested going to 7-10 years of minimum experience to expand the pool of applicants. Ms. Terwilliger said if the committee changed the requirement to 7-10 years, that it would only change the points by 25 and Ms. Cademartori confirmed. Mr. Bridges stated it would be at a Level 4, with 100 points for experience.

Factor 3: Independent Judgement and Decision making:

Ms. Cademartori said the higher the level, the broader the scope of decision making. Ms. Cademartori also stated that part 2 of this factor, if there was an erroneous decision made is about what the consequences would be and said with public safety, it could be serious. Ms. Cademartori

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agreed that for the Deputy Fire Chief, there is a high level of discretion and if an error was made, the worst case scenario could be critical, awarding it 100 points.

Factor 4: Responsibility for Policy Development:

Ms. Cademartori stated that she believes this position to be scored too low at a Level 3. She said this factor is a good way to do a check to make sure a position should or should not be exempt under the Fair Labor Standards Act (FLSA), saying the expectation should to be at Level 4 or higher, where the Deputy would develop policies for the Chief to review. Ms. Cademartori stated that Level 5 would be Operational Department Heads and Level 6 would be Administrative Department Heads. Ms. Cademartori recommended that Level 4 should be checked at 60 points.

Factor 5: Planning:

Ms. Cademartori said Planning has to do with planning their own work day and planning others, stating that Levels 3, 4, and 5 are all supervisory levels. Ms. Cademartori said for this position, Level 4 was checked which makes sense at 80 points.

Factor 6: Contact with Others:

Ms. Cademartori said she agrees with level that was checked which was Level 5. Ms. Cademartori stated that Level 7 would be reserved for the Town Administrators position because the contact at that level would be to represent the entire organization. Level 6 would be someone who acts as a spokesperson for their department such as the Fire Chief. Ms. Cademartori said sometimes there will be someone who is not a department head who does act as a spokesperson. Ms. Cademartori stated that Factor 6 was checked off as a Level 5, and she believes it was an appropriate level at 75 points.

Factor 7: Supervision Given:

Ms. Cademartori said that when looking at the supervision factor, it is looking at if the person assigns work or supervises others. Per Ms. Cademartori, this was checked off at a Level 4 at 65 points which is 6 –15 FTE's which she agreed with since the Deputy can act in the absence of the Chief.

Factor 8: Physical Demands:

Ms. Cademartori said for this Factor, it is important to refer to the manual. She said to interpret this factor, there are five levels which range from a sedentary safe environment (Level 1) to front-line public safety (Level 5). Ms. Cademartori rated this as a Level 3 at 45 points.

Chair Chamberland said she had difficulty with this rating and Ms. Cademartori suggested bringing up questions with the person who writes the JAQ to check that it matches. Chief Grasso said with the daily operations, there is no way to predict when this person will be needed. He said the demand and condition part could happen every day based on the job description. Ms. Cademartori said since it is unpredictable, one strategy could be to keep it where it is and then if

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they find out the job is out in the field more than 50% of the time then it could be revisited. Chief Grasso said the other piece to this position is the Fire Inspector which would require someone to be out on the field on a regular basis and 50% of the time could be an easy mark. Ms. Cademartori said for the Fire Inspection piece, it would definitely be at a Level 3 at 45 points.

Factor 9: Use of Technology/Specialized Equipment:

Ms. Cademartori said Level 4 was checked off, but Level 5 carries the same weight at 65 points which was broken out to 5A or 5B. Per Ms. Cademartori, if it is Level 5A, it means the job is responsible for software with the authority to go behind the scenes to administrator things. Ms. Cademartori suggested that this be a Level 5B, where the person has to have the technological proficiency to operate equipment such as department vehicles and using medical or public safety equipment.

Ms. Cademartori reported that the total score is 680 points which would put it in Grade 9. She said the recommended salary range was from \$75,000 - \$105,000, which compared to the other salary data. Mr. Bridges said the new range with the adjustment with this year's COLA was \$76,246 - \$106,744 and those collected salaries are up in that margin.

Motion: Motion to change Factor 2 (Years of Experience) from 7 to 10 years for 100 points.

By: Mr. Hillman

2nd: Ms. Light

Roll Call Vote: Joan Chamberland: YES, Reed Hillman: YES, Joni Light: YES, Mary Blanchard: YES, Sarah Terwilliger: YES

Vote: 5-0

Motion: Motion to change Factor 4 (Policy Development) to a Level 4 for 60 points.

By: Ms. Light

2nd: Ms. Blanchard

Roll Call Vote: Joan Chamberland: YES, Reed Hillman: YES, Joni Light: YES, Mary Blanchard: YES, Sarah Terwilliger: YES

Vote: 5-0

Motion: Motion to change Factor 9 (Technology use) from a Level 4 to a Level 5B for a total points of 65.

By: Ms. Light

2nd: Ms. Blanchard

Roll Call Vote: Joan Chamberland: YES, Reed Hillman: YES, Joni Light: YES, Mary Blanchard: YES, Sarah Terwilliger: YES

Vote: 5-0

Motion: Motion for the amended levels and a total of 680 points to a Grade 9.

By: Chair Chamberland

2nd: Mr. Hillman

Roll Call Vote: Joan Chamberland: YES, Reed Hillman: YES, Joni Light: YES, Mary Blanchard: YES, Sarah Terwilliger: YES

Vote: 5-0

Mr. Hillman asked if the process going forward is that in the future, the supervisor does the draft for the committee and then the committee marks it up and Ms. Cademartori confirmed. Mr. Bridges said for every new position, the department head will fill out a JAQ and submit it to the Personnel Committee for scoring.

Discussion: JAQ for the Town Accountant position

Mr. Bridges said after the process was finished, there was a realization that there was some information that was left out of the Town Accountant JAQ. Mr. Bridges believed it would be best to go back through the process instead of doing an Administrative adjustment.

Ms. Cademartori went through each factor on the JAQ:

Factor 1: Education & Training:

Ms. Cademartori noted that this was checked off at a Level 6. Ms. Cademartori said that if the CPA is not required, then she would recommend this be a Level 5 with a Bachelor's Degree and then the 10 points for the certification. She suggested 90 points overall with 80 points for education/training and 10 points for certification by the Massachusetts Accounts and Auditors Association.

Motion: Motion to accept the change from Level 6 to Level 5 with a score of 80 points plus 10 points for the certification.

By: Ms. Light

2nd: Ms. Terwilliger

Roll Call Vote: Joan Chamberland: YES, Reed Hillman: YES, Joni Light: YES, Mary Blanchard: YES, Sarah Terwilliger: YES

Vote: 5-0

Factor 2: Years of Experience:

Ms. Cademartori said the minimum was 3-5 years but it was checked at a Level 3, which is 4-6 years and she agrees with it.

Factor 3: Independent Judgement and Decision making:

Ms. Cademartori said this position has a high level of discretion and is critical if there is an error. She stated that she believes that "High" being checked off from a financial perspective is appropriate, which is 100 points.

Factor 4: Responsibility for Policy Development:

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Ms. Cademartori suggested that this should be a Level 4 instead of a Level 6 because a Level 6 would be the Finance Director and this position is a Division Manager. Mr. Bridges suggested this be a Level 5 at 75 points since this position affects all of the other departments.

Motion: Motion to accept the change from a Level 6 to a Level 5 in Factor 4.

By: Ms. Light

2nd: Ms. Blanchard

Roll Call Vote: Joan Chamberland: YES, Reed Hillman: YES, Joni Light: YES, Mary Blanchard: YES, Sarah Terwilliger: YES

Vote: 5-0

Factor 5: Planning:

Ms. Cademartori suggested putting this at a Level 4 instead of a Level 5 because it is a Division Head level of planning not a Department Head level. Mr. Geraghty, Town Accountant said he originally marked this as a Level 3 but changed it to say that Level 5 is more appropriate due to the amount of analytical work involved with budget monitoring, projecting potential outcomes with departmental operations, and grant special revenue fund management. Mr. Geraghty also said he monitors budget performance and supports department heads in developing their own operating budgets, which impacts departments as well as town-wide.

Ms. Cademartori said the factors measure the planning of work and the scope of responsibility. She said at the discretion, it is at critical and the scope is narrower than the Finance Director which is why it is at Level 4 for 80 points. Ms. Cademartori said the committee can make up the difference with Factor 6. Ms. Cademartori said Factor 6 would be 85 points.

Motion: Change the Planning (Factor 5) to Level 4 with a score of 80 points.

By: Ms. Light

2nd: Ms. Blanchard

Roll Call Vote: Joan Chamberland: YES, Reed Hillman: YES, Joni Light: YES, Mary Blanchard: YES, Sarah Terwilliger: YES

Vote: 5-0

Factor 6: Contact with Others:

Ms. Cademartori agreed that Level 6 is appropriate at 85 points.

Factor 7: Supervision Given:

Ms. Cademartori asked Mr. Geraghty if he supervises his part-time person and Mr. Geraghty confirmed. Ms. Cademartori said because this is supervision and not assigning work, she would recommend putting this at Level 2 at 25 points instead of Level 1 since a Level 1 is reserved for people who are only assigning work and who are not supervising.

Motion: Change Factor 7 (Supervision) to a Level 2 at 25 points.

By: Ms. Light

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2nd: Ms. Terwilliger

Roll Call Vote: Joan Chamberland: YES, Reed Hillman: YES, Joni Light: YES, Mary Blanchard: YES, Sarah Terwilliger: YES

Vote: 5-0

Factor 8: Physical Demands:

Ms. Cademartori suggested putting this at Level 2 for 30 points, since the Town Accountant goes out to meetings and off-site for some town business.

Factor 9: Use of Technology/Specialized Equipment:

Ms. Cademartori said since the nature of the job is technical and the software used is specialized, it would put this at a Level 5A at 69 points which is what Mr. Geraghty checked.

Ms. Cademartori said the grand total for the position was 625 which is a Grade 8. Mr. Bridges stated the salary range was \$67,774 - \$94,884 and the Town Accountant was at \$81,695.

Motion: Accept the new Grade Level for the Town Accountant at Grade 8 at 625 points.

By: Ms. Light

2nd: Ms. Terwilliger

Roll Call Vote: Joan Chamberland: YES, Reed Hillman: YES, Joni Light: YES, Mary Blanchard: YES, Sarah Terwilliger: YES

Vote: 5-0

Ms. Light asked what Mr. Geraghty was originally graded at and Mr. Bridges said 560.

Other Business

Mr. Bridges asked the group for feedback on this new system. Both Chair Chamberland and Ms. Blanchard found it to be helpful. Ms. Blanchard expressed concern that there would be more department people coming forward with information on their JAQ's and Mr. Bridges said there are two positions in the library that might need to be looked at. Mr. Bridges said a few people have had questions with the ratings and Ms. Cademartori has spoken with them directly.

Ms. Light said she liked how this process is clearly defined and hopes that it works. Mr. Bridges explained that this system is truly about the job, not the person in the job. Ms. Terwilliger said she liked how this process was not subjective.

Motion: Motion to adjourn at 6:38 p.m.

By: Ms. Blanchard

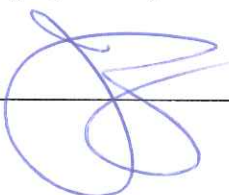
2nd: Ms. Light

Roll Call Vote: Joan Chamberland: YES, Reed Hillman: NO, Joni Light: YES, Mary Blanchard: YES, Sarah Terwilliger: YES

Vote: 4-0 (Mr. Hillman NO)

Minutes prepared by: Alex McConnon

Signed: _____



Date approved: _____

July 29, 2021