

HUMAN RESOURCES SERVICES, INC.

MANAGEMENT CONSULTANTS TO LOCAL GOVERNMENT

9 BARTLET ST.
SUITE 186
ANDOVER, MA 01810
TEL: 978.474.0200
FAX: 978.475.7925

www.hrsconsultinginc.com

October 3, 2014

Mr. Timothy Carroll
Town Administrator
Town of Chilmark
P.O. Box 119, 401 Middle Road, Beetlebung Corners
Chilmark, MA 02535-0119

Dear Mr. Carroll:

It was a pleasure talking with you today about technical personnel assistance to the Town of Chilmark, MA in the area of compensation and classification. Such a study will enhance the Town's ability to achieve equitable and competitive pay levels and will expand your organization's personnel management capacity.

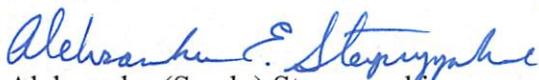
For thirty years, the sole focus of my work has been personnel management consulting to Massachusetts local governments. For this reason, I believe that Human Resources Services, Inc. is particularly well suited to assist the Town of Chilmark in this consulting engagement. More recently, HRS has developed a strategic alliance with Municipal Resources, Inc. of Meredith, NH to provide expanded and enhanced services to our clients. We have completed hundreds of similar compensation and classification studies in Massachusetts and throughout New England.

The fee for services to develop/update a compensation and classification plan for *approximately* twenty (20) positions for the Town of Chilmark is **\$8,000.00**. This translates into **\$400.00** per position studied. This fee represents all costs associated with completing the specified services, including all consulting fees, clerical support, travel costs, printing costs, telephone costs, and other incidental costs associated with the project completion.

I am available to discuss our services and the benefits of an updated compensation and classification plan. Our scope of services is attached for your review. As I mentioned on the phone, we would not be able to begin this study under next year, probably February 2015; but it sounds like that meets your schedule and budget timeline as well. I look forward to the prospect of working with the Town of Chilmark, Massachusetts in the near future.

Thank you for your interest in our services, please call if you need anything else.

Sincerely,



Aleksandra (Sandy) Stapczynski
President, HRS

Human Resources Services, Inc. is a Massachusetts certified WBE Corporation

Specific Goals and Objectives of Consulting Engagement – Compensation and Classification Services for the Town of Chilmark, MA

For all of the positions studied, the Consultant Team will:

1. Analyze position responsibilities and requirements.
2. Revise and update uniform position descriptions as needed.
3. Complete a comprehensive labor market survey by analyzing salary/wage data from other comparable communities.
4. Evaluate the positions through “position rating”, a point-factor rating system developed by Human Resources Services, Inc. to rank/grade positions.
6. Develop an updated classification plan.
7. Develop an updated compensation plan.
8. Develop the Town’s internal capacity to maintain the classification and compensation plan, including procedures and policies for future maintenance.
9. If required, prepare a fiscal impact analysis of the study’s implementation. (within the Town’s fiscal policies)
10. FLSA review of exempt/non-exempt status for certain positions as needed.

1. Orientation Process/Meeting.

The Consultant Team conducts one group orientation meeting with department heads, employees, personnel board, and other town officials to explain the purpose and the methodology of the entire study. This group orientation session gives employees, department heads, and officials an overview of the process, and describes to them the role they play in the process.

2. Job Analysis Questionnaire.

Job analysis questionnaires are developed and provided to the Town and will be utilized as needed. This is especially helpful in analyzing a position’s essential functions and requirements when the job has changed significantly.

3. Interviews Conducted.

The Consultants will interview all employees included in the study. Each interview will not last more than 30 minutes; in some cases the interviews may only be 20 minutes. Group interviews will be conducted when appropriate.

- 4. Position Descriptions Prepared.**
The Consultant Team will determine whether the duties performed by each employee actually reflects the duties of the job title/classification assigned to that employee, and, if not, the Consultants will recommend the appropriate job title and job description for the employee. Job descriptions will updated as needed. The Town Administrator, Department Heads and Employees will have an opportunity to review draft job descriptions.
- 5. Apply Position Rating Factors/Classification Plan Developed.**
Having identified and described all of the positions, the Consultant Team then evaluates each position to create an updated classification plan. The Consultant Team applies job evaluation criteria to all positions, as described by the approved job descriptions, and develops a tentative ranking of positions based on *internal comparability*. The rating system compares such factors as required knowledge, ability, and skill, education and experience, accountability, access to confidential information, scope and character of supervision, physical demands, problem solving, and work environment.
- 6. Conduct a Salary Survey.**
The Consultant Team analyzes comparative salary/wage data from other comparable Towns. HRS will also utilize its current database of information as needed. The survey data provides the Consultant Team with the basic parameters to update the salary structure. When analyzing the market data, the Consultants will consider job titles, work schedules, job duties and responsibilities. HRS will propose a list of comparable Towns to be surveyed, with confirmation made by the Town.
- 7. Constructs a Compensation Plan/Salary Schedule.**
The Consultants construct a salary schedule within the parameters of the comparative data and the Town's compensation policies. The compensation plan is then linked directly to the classification plan.

The Consultant Team then develops the final compensation and classification plan, including guidelines for initial implementation and continuing maintenance.

The resulting compensation plan will reflect the Town's pay policies, the market place, internal job values, and the financial ability of the Town to pay at a given level.
- 8. Meet with Town Officials.**
The Consultants will review all draft reports (classification plan, salary schedule(s), comparative data, job descriptions, etc.) with the Town Administrator and Town officials, prior to their final presentation in the final report. Several work sessions may be necessary. HRS will also meet with the personnel board and/or union representatives as needed; however, the primary contact will be the Town Administrator.

Final Report

Human Resources Services, Inc. will submit one (1) copy of the final report in hard copy and one (1) copy of the final report in electronic copy, which will include:

- a complete set of updated **job descriptions** for all positions included in the study, including position purpose, scope of supervision, job environment, essential functions, qualifications, and physical requirements of the position.
- a **classification plan** showing the assignment of position titles and the assignment of positions to grades.
- an **employee assignment schedule** showing the assignment of individual employees to position titles and the assignment of positions to grades.
- a **compensation plan** showing pay ranges. The precise nature of the plan depends upon various policy decisions made by the Town.
- an analysis of **comparable salary data** from the labor market. This data will be presented in spreadsheet format.
- if required, an analysis of the **fiscal impact** of implementation of the recommendations (the analysis may include an employee-by-employee estimate of implementation costs, depending upon the method of implementation intended by the Town.)
- a **project report** and **methodology** which will assist in the day-to-day administration and updating of the plan.
- documentation of study **procedures, findings, and recommendations**; this would include preparation of standards and procedures for implementing the compensation schedule(s).
- **guidelines and tools** for updating the classification plan, accepting new classes, and evaluating reclassification requests.
- all materials (salary/wage data, compensation schedules, classification plan, job descriptions, rating forms, etc.) will be presented to the Town on **computer disk in PC compatible format and online through a secure website.**