

Tuesday, December 4, 2007

SALARY AND WAGE POLICY

Policy Statement

- ◎ The Town of Acton will pay non-union workers at parity with other comparable communities.
- ◎ In order retain productive employees, beginning in the third year the Town will pay 5% above parity.

Objectives of the Policy

- ◎ Provide Market Wage for Non-Union Employees.
 - Adjust Current Wage to Market
 - Increase the Ability to Attract Trained, Professional Staff
 - Retain Highly-Productive, Trained Professional Staff

The Need: Past-Year Budget Messages

FY08	<i>“We fear it is only a matter of time before we experience a major failure in one or more of our service areas.”</i>
FY07	<u>Extraordinary (Staff) Workloads</u> <i>“Today, more than ever, I fear that one or more of our systems will fail, with catastrophic consequences.”</i>
FY06	<i>“Rather, they are warnings of severe underfunding of municipal services. They depict a service provider on the brink of disaster. Municipal services can not continue to survive at this rate.”</i>
FY05	<i>“In order to squeeze this budget into the available funding, we have had to resort to significant cuts in all of the departments that provide for the safety and welfare of the public. That includes the Police, Fire, Highway, Building and Health Departments.”</i>
FY04	<i>“This fact is driven home by the irony of the necessity to reduce our already-insufficient force in order to fund new costs that must be accommodated.”</i>

Acton Below Market Examples

Non-Exempt Jobs Below Market

JOB TITLE	Midpoint Market Position
Program Coordinator, COA	81%
Home Health Aide	82%
Cemetery Crew Chief	84%
Secretary	84%
Clerk	92%
Police Dispatcher	93%
Principal Clerk	93%

Exempt Jobs Below Market

JOB TITLE	Midpoint Market Position
Highway Superintendent	94%
Public Health Director	94%
Town Planner Assistant	94%
Director of Human Resources	93%
Town Planner	91%
Building Commissioner	90%
Assistant Library Director	89%
Director of Municipal Property	88%
Library Director	84%
Fire Chief	83%
Deputy Fire Chief	83%
Engineering Assistant	83%
Recreation Director	78%
Town Clerk	77%
Director, Council on Aging	77%

The Need

- Non-Union Employees Have Received Increases that are 25% Less than Granted by Social Security for Last Three Years

	SSA	Town	Delta
2006	4.10%	4.04%	0.06%
2007	3.30%	1.25%	2.05%
2008	2.30%	2.00%	0.30%
3-Yr. Total	9.70%	7.29%	2.41%

Productivity

Memorial Library	24%-51% above average in Workload per FTE
Conservation	50% less staff and maintains twice as much Conservation Land
Recreation	73% less full-time staff, 50% less part-time staff
Police & Dispatch	Lost 14 Employees over the last two years, and handles 10% more 911 calls per officer

Methodology

- ◎ Hired a Human Resource Consultant
 - Segal Corporation
 - Provided Independent Professional Opinion
- ◎ Comparable Community Determination
 - Multiple Factors
 - Those Communities the Town looks for when judging Experience in new Applicants.
 - Those Communities to where employees have been leaving.
 - Arbitration Comparable Communities (JLMC)

Methodology, Cont.

- ◎ Issued a Concise Description of Responsibilities to Insure Comparable Job Duties.
- ◎ Based Results upon Job Requirements, not Individual Occupants/Personalities.

Finance Committee Questions

- ◎ Those individuals, who currently are paid in excess of parity.
- ◎ School Secretaries
- ◎ Union Personnel
- ◎ Health Insurance Contributions

**SURVEY DATA BY JOB TITLE AND RESPONDENT
EXEMPT JOBS**

Pay in Excess of Parity

Police Chief

SURVEYED EMPLOYERS	# of Positions	OT?	Minimum	Midpoint	Maximum	Max Hiring Salary	Yrs to Max
Acton-A/B Regional School							
Acton Water District							
Acton Employer Average							
MUNICIPALITIES							
Town of Andover	1	N	\$76,522	\$90,408	\$104,294	\$104,294	10
Town of Bedford	1	N	\$72,126	\$87,453	\$102,780	\$87,453	V
Town of Belmont	1	N	\$74,603	\$89,524	\$104,444	NR	NR
Town of Brookline	1	N	\$112,661	\$122,685	\$132,709	NR	11
Town of Burlington	NR	NR	\$75,646	\$87,031	\$98,415	NR	NR
Town of Chelmsford	1	N	\$83,082	\$96,354	\$109,625	\$93,563	15
Town of Concord	1	N	\$72,840	\$89,229	\$105,618	\$89,229	NR
Town of Danvers	1	NR	\$78,806	\$93,330	\$107,853	NR	NR
Town of Hingham	1	N	\$81,440	\$92,022	\$102,603	NR	6
Town of Lexington	1	N	\$77,560	\$87,849	\$98,138	NR	7
Town of Newton	1	N	\$79,656	\$99,570	\$119,484	\$101,783	10
Town of Sudbury	1	N	\$77,717	\$87,801	\$97,884	\$87,220	7
Town of Wayland	1	N	\$86,261	\$99,407	\$112,552	NR	10
Town of Wellesley	1	N	\$151,412	\$151,412	\$151,412	NR	NR
Town of Weston	1	N	\$81,389	\$93,690	\$105,990	\$93,688	8
Municipality Average	--	--	\$85,448	\$97,851	\$110,253	\$93,890	--
OVERALL AVERAGE	--	--	\$85,448	\$97,851	\$110,253	\$93,890	--
Town of Acton	1	N	\$100,600	\$100,600	\$100,600	NR	N/A
Acton as a Percent of Overall Average			118%	103%	91%	--	--

Salary and Wage Policy: Board of Selectmen's
Presentation to Finance Committee

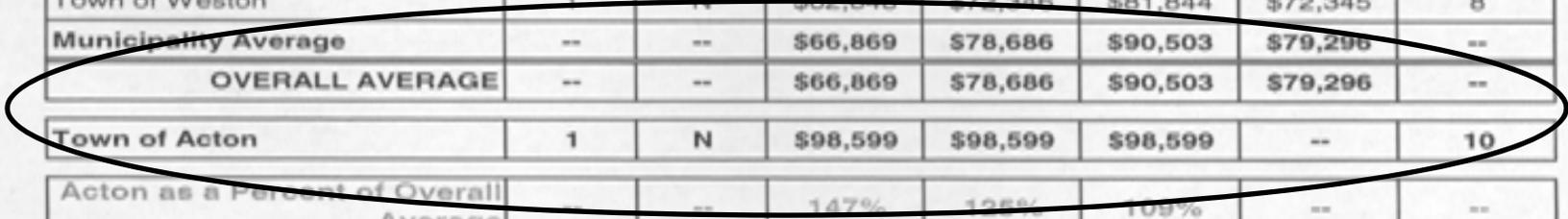
**APPENDIX B
SURVEY DATA BY JOB TITLE AND RESPONDENT
EXEMPT JOBS**

Pay in Excess of Parity

Town Engineer

SURVEYED EMPLOYERS	# of Positions	OT?	Minimum	Midpoint	Maximum	Max Hiring Salary	Yrs to Max	
Acton-A/B Regional School								
Acton Water District								
Acton Employer Average								
MUNICIPALITIES								
Town of Andover	NR	N	\$66,534	\$76,444	\$86,353	\$84,627	25	
Town of Bedford	1	N	\$58,339	\$69,277	\$80,215	\$69,277	V	
Town of Belmont	1	N	\$51,070	\$61,284	\$71,498	NR	NR	
Town of Brookline	1	N	\$90,270	\$98,302	\$106,333	NR	11	
Town of Burlington	NR	NR	\$66,049	\$75,990	\$85,931	NR	NR	
Town of Chelmsford	1	N	\$83,082	\$96,354	\$109,625	\$83,563	15	
Town of Concord	1	N	\$58,979	\$72,250	\$85,520	\$72,250	NR	
Town of Danvers	1	NR	\$73,309	\$84,759	\$96,208	NR	NR	
Town of Hingham			----NO MATCH----					
Town of Lexington	1	N	\$59,664	\$76,700	\$93,736	NR	14	
Town of Newton	1	N	\$63,211	\$79,389	\$95,567	\$77,869	10	
Town of Sudbury	1	N	\$70,186	\$77,626	\$85,066	\$75,797	6	
Town of Wayland			----NO MATCH----					
Town of Wellesley	1	N	\$65,760	\$82,200	\$98,640	\$98,640	NR	
Town of Weston	1	N	\$62,848	\$72,345	\$81,844	\$72,345	8	
Municipality Average	--	--	\$66,869	\$78,686	\$90,503	\$79,296	--	
OVERALL AVERAGE	--	--	\$66,869	\$78,686	\$90,503	\$79,296	--	
Town of Acton	1	N	\$98,599	\$98,599	\$98,599	--	10	
Acton as a Percent of Overall Average			147%	126%	109%	--	--	

Town Engineer



School Secretaries

- © School Response Did Not Represent Comparable Jobs

Acton Public Schools Acton-Boxborough Regional Schools		
6/18/2004		
<u>New</u>	<u>Current</u>	<u>Positions</u>
<u>Grade</u>	<u>Grade</u>	
1	12/13	Switchboard Operator TRC Office Support Assistant Special Project Assistant Elem School Office Support Assistant SH Records Assistant Admin Assistant to Food Services <u>Athletic Dir/Performing Arts Dir Admin Assistant</u>
2	14	JH Attendance Office Support HS Office Support JH Counseling Office Support HS Attendance Office Support Central Office Assistant HS Faculty Office Support HS Counseling Office Support Facilities Office Support
3	15	- none -
4	16	SPED Admin Assistant HS Registrar APS Accounts Payable/Receivable
5	18	Elem School Admin Assistant JH Admin Assistant CE Registrar AB Account Pay/Rec/Processor Admin Assistant to Director of Business HS Accounts Payable
6	19	Admin Assistant to Asst. Supt/Curriculum & Instruction Facilities Admin Assistant
7	20/21	- none -
8	22	APS Payroll Clerk Benefits Administrator/Registrar

School Secretaries

- ◎ Many School Clerical Jobs are Comparable to Town Clerical Jobs

Title	Minimum	Midpoint	Maximum
School	\$14.00	\$17.17	\$20.34
Town Average Clerical Wage	\$15.29	\$17.18	\$19.08
Town as a Percent of Schools	109%	100%	94%

No Expected Effect Upon Union Personnel

- ◎ Union Contracts contain financial benefits, which are Not Available to Non-Union personnel
 - Mandatory Compensation Arbitration – Police & Fire Unions
 - 90-day (24-Hour Shift) Work Year: Fire Union
 - 10%–25% Bonus for College Degrees: Police Union
 - Longevity Payment: Highway/Municipal Prop. Union
 - Specialty Stipends: All Units

Health Insurance Contributions

◎ Total Monthly Cost

- Indemnity Plan equal to Survey Average Cost
- HMO Plan
 - Individual 1% Above Study Average
 - Family 11% Below Study Average

◎ Percent Paid by Employer

- Indemnity - Acton 85% vs. Study Average of 65%
- HMO – Acton 85% vs. Study Average of 74%

Off-Sets to Health Insurance Contributions

- ◎ Longer Work week – 8% more than Study
- ◎ Dental Insurance
 - Acton 0%
 - 10 of the 15 Study Respondents Contribute at Least 50%
- ◎ Longevity Payments
 - Acton – None
 - 12 out of 15 Study Respondents make Longevity Payments

Implementation Cost

Total FY09 Cost to Obtain Parity	\$ 473,000
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Conclusion

◎ Fair Market Compensation is a Necessity for:

- Maintaining a Professional Staff
- High Productivity
- Efficient Service Delivery
- Cost Containment



**CITIZEN
WINS**