

	Town of Plymouth Reclassification Study Procedure
Effective Date	Immediately
Expiration Date	None
Date Last Revised	November 16, 2006
Town Manager	<i>Wm A. S. [Signature]</i>
Selectmen Vote	<i>DECEMBER 12, 2006</i>

Reclassification Study Procedure

Originally Written: November 16 2006

Intent: The Town of Plymouth is committed to promoting a strong and viable workforce. For that reason, the Town supports the concept of conducting reclassification studies on some type of rotating basis. This would afford different employee groups' job descriptions to be studied, evaluated, and reclassified by an independent contractor/outside consultant every few years. It would assist Plymouth in understanding current salary comparability, compatibility, and market conditions in order to help with the retention of good employees and the recruitment of the best people for the jobs.

A reclassification study is not intended to upgrade or downgrade positions, but is to get a clear reading on the job description and the salary scale that should apply to those duties. The results will demonstrate where positions should fall within existing or resulting compensation plans.

The use of an outside consultant is crucial in this process as results must be nonbiased, impartial, and the job rating based solely on the job requirements and responsibilities of the position and has no relationship to the abilities, performance, or longevity of the employee currently holding the position.

Results will vary and recommendations may range from changes in job titles and organizational changes, to the identification of positions that are being over-compensated (and may result in 'red-lining'), or undercompensated and should be moved to a different classification. It may also show positions that are accurately classified and/or a combination of these recommendations.

The independent consultant who provides the reclassification services should take into consideration both existing labor market conditions and internal equity. In order to maintain the third party approach to this study, there should be an appeal procedure available to the employee directly with the consultant.

Implementation of a reclassification study is made at the Town Manager's discretion and there is no guarantee or timeline for his/her decision. The Town Manager will have to consider funding availability, the will of Town Meeting, as well as other factors prior to making any decision on implementation.

Reclassification Study Process:

1. Human Resources shall provide all employees whose positions have been targeted for reclassification review with a current job description and position analysis questionnaire. The questionnaire describes the functions, responsibilities, working environment, required qualifications, and physical demands of the position.
2. Employees should review their job description, mark it up for any changes, additions, deletions, updates etc. and complete the questionnaire.
3. Employees should meet with their supervisor(s) to review their their updated job descriptions and completed questionnaires.
4. Supervisor(s) should submit comments on both the job description and questionnaire.
5. Completed questionnaires will be provided to the consultant.
6. Updated job descriptions must be signed off by both Human Resources, the employee, and the supervisor(s) prior to submittal to the consultant.
7. During steps 1 – 4, an independent consulting firm, chosen by the Town Manager, will be selected to review the classification of these positions.
8. The consultant will agree to perform:
 - a. a full review of the job descriptions and evaluation of position content
 - b. a comparison of internal equity (relationship among positions), as well as external equity (labor market conditions).
 - c. a full review of the position analysis questionnaires completed by the employees.
 - d. a preliminary report of results that may be distributed to the employees after review by the Human Resource Department
 - e. an appeal procedure directly between the consultant and the employee based on the recommendations in the preliminary report
 - f. a final comprehensive report of recommendations that includes an explanation of methodology and the proposed classification plan.

The consultant shall not include in the final report, nor be required to provide, a detailed accounting of the specific evaluation factors, degrees or weighted numerical value assigned to the positions evaluated. It is understood that the total point value system is used as a basic framework and the application of professional judgment in evaluating the jobs is also a critical component of the study's results.
9. Upon receipt of a final report from the Consultant, the Human Resource Department and Finance Department will provide separate recommendations to the Town Manager. The Finance Department's should include a cost analysis and options for funding the recommendations of the study, including a recommendation on implementation date (see note on retroactivity below).
10. Implementation of the recommendations is decided by the Town Manager and is solely at his/her discretion.

Applying a reclassification:

Any recommendations implemented as a result of a reclassification study are not to be considered 'promotions', 'demotions', or any other type of change in position; they are strictly classifying jobs appropriately and may or may not result in a salary adjustment.

Implementation Procedures – Navigating the Procedures

1. Upon endorsement by the Town Manager, supported by the Selectmen, the reclassification implementation must be brought before the Personnel Board (if applicable) and then placed on the warrant for town meeting approval.
2. Prior to releasing the warrant, an announcement should be distributed to the union or group of employees whose job descriptions were being evaluated. Copies of the final report should be made available to any interested party, excluding the financial analysis.
3. Unless there are compelling reasons to the contrary, there should always be a July 1st implementation of a reclassification, as there was in 2006. However, this is subject to change by the Town Manager and must be balanced with fund availability and related factors.
4. Immediately following town meeting, Human Resources should arrange to meet with all staff that may play a procedural role in actual implementation (payroll, benefits, finance, accounting).
 - a. Anniversary dates do not change because of a reclassification.
 - b. Instructions should be submitted to all individuals who perform a payroll function for their division.
 - c. The actual date of implementation must be confirmed with the Town Manager (this will help in determining retroactivity).
 - d. A verification process must be established with Human Resources confirming grade/step for all employees affected by the reclassification.
 - e. Any recommendations implemented as a result of a reclassification study are not to be considered 'promotions', 'demotions', or any other type of change in position; they are strictly classifying jobs appropriately and may or may not result in a salary adjustment.

Implementation Procedures – Factoring the Changes

If the recommendation and approval is for a job title change only, that may be done without any further calculation, otherwise it will be done concurrently with a salary adjustment.

When calculating salary changes, the process below shall apply:

1. Positions that have Steps:
 - a. Adjusted to a higher classification/grade
The employee's hourly salary will move to the new salary range at the next step above his/her current rate. If the implementation is done on July 1st, the new fiscal year

rates will already include any COLA. Adjustments vary greatly and may range from no increase, to a minimal amount, to something substantial.

For example, in 2006, an A4-7 was reclassified to an A6. She moved to an A6-2 and had only a slight increase in pay. Also in 2006, an employee was reclassified from an A7-3 to an EM2, (at step 3); this was a classification change only and had no pay increase attached.

b. Adjusted to a lower classification/grade

The employee's hourly salary will not have any adjustment and will be redlined, thus his/her hourly rate shall become a personal rate applicable only to said employee while in that position. Once the position becomes vacant, it will then fall within the salary range recommended in the reclassification.

2. Positions that are Executive Level (Department Heads):

a. Adjusted to a higher classification/grade

The employee's annual salary will move to the new salary range at an amount to be determined by the Town Manager. The Town Manager has complete discretion in this area and may set a new annual salary within the new classification for the employee. In this case, rationale may be based on where the employee currently falls in the range or on past performance. Another option would be that the Town Manager does not change the annual salary, rather s/he may determine a dollar amount to be used as an incentive for the employee. The justification for this may be to have an accomplishment on which to base the monetary sum. Regardless, adjustments made to the salaries of employees at the Department Head level are determined by the Town Manager.

b. Adjusted to a lower classification/grade

The employee's annual salary will not have any adjustment and may be redlined, thus his/her annual salary shall become a personal salary applicable to only said employee while in that position. Once the position becomes vacant, the Town Manager will make the determination on where it shall fall in the classification plan.