

AQUINNAH, MASSACHUSETTS

CLASSIFICATION AND COMPENSATION STUDY

JANUARY 2008

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I. INTRODUCTION AND METHODOLOGY

MMA Consulting Group, Inc. was retained by the Town of Aquinnah to review the classification of selected Town positions. The objective of the project was to examine the classification of positions and the current compensation of positions by comparing current wages for Town positions with the general labor market.

This assignment required consultants to review current job descriptions, interview employees, meet with Town officials, analyze comparable wage information and develop a report which proposed a classification plan and a pay plan.

POSITION ANALYSIS QUESTIONNAIRES

All employees representing the positions included in the study were asked to complete Position Analysis Questionnaires (PAQs) describing the functions, responsibilities, working environment, required qualifications and physical demands of their positions. Completed PAQs were reviewed by the employees' supervisors, who were encouraged to make appropriate comments. Completed PAQs were returned to MMA Consulting Group.

INTERVIEWS

Following analysis of the PAQs, interviews of employees were conducted. The interviews provided an opportunity to clarify any issues raised by the PAQs and discuss job responsibilities in greater detail. Particular attention was paid to the areas of job responsibility, accountability, minimum qualifications, and the exercise of judgment and initiative.

POSITION EVALUATION

The consulting team evaluated each position. This process required consultants to review job descriptions, PAQs completed by incumbent employees, and other information submitted by employees. The process of job rating is based on the requirements and responsibilities of the positions, and has no relationship to the abilities, performance, or longevity of the employee currently holding the job. It should be noted that the consultants exercised a degree of judgment in analyzing positions and drawing conclusions.

COMPARABLE DATA

Comparable wage information was gathered from six towns. This wage information establishes the framework for the review, evaluation, and development of the compensation structure for the positions included in this study. Consultants attempted to compare positions similar to those in Aquinnah, notwithstanding titles used by other jurisdictions.

II. CURRENT WAGES AND WAGE SURVEY

CURRENT HOURLY WAGES

The positions included in this study are shown in Exhibit 1. The exhibit shows the current position title and current hourly wage. The Town of Aquinnah does not have a formal classification plan. For purposes of illustration, positions are listed in descending order, by rate of pay.

EXHIBIT 1
POSITIONS IN THE STUDY AND CURRENT HOURLY WAGE

| POSITION | CURRENT WAGE |
|----------------------------------|--------------|
| Police Chief | 38.42 |
| Treasurer/Collector | 36.11 |
| Town Coordinator | 31.32 |
| Accountant | 30.52 |
| Police Sergeant | 28.08 |
| Police Officer | 24.53 |
| Highway Supt./Grounds | 23.32 |
| Assistant Assessor | 23.00 |
| Library Director | 22.79 |
| Shellfish Constable/Harbormaster | 22.71 |
| Custodian/Janitor | 22.63 |
| Landfill Attendant | 18.98 |
| Library Associate | 18.00 |
| Library Technical Assistant | 14.13 |
| Administrative Clerk (Level 2) | 19.47 |
| Administrative Clerk (Level 1) | 18.72 |
| Building Inspector | |

WAGE SURVEY

As part of the classification study, wage data was collected from comparable communities. Exhibits 2 through 5 present an analysis of the wage data collected from six towns.

It should be noted that the consultants exercised a degree of judgment in analyzing data and drawing conclusions. The consultants attempted to compare positions similar to those in Aquinnah, notwithstanding titles used by other jurisdictions.

The following terms are used in the exhibits:

Median – The median is the mid–point of data. Fifty percent of the data are below this point, and 50 percent of the data are above this point. This is also known as the Second Quartile.

Mean – The mean is the average.

The following four exhibits provide an analysis of Aquinnah’s salaries in relation to the information collected from other towns.

Exhibit 2, *Wage Survey*, presents the current hourly wages in Aquinnah, medians (mid–points of all minimums and all maximums paid by respondents), and averages (averages of all minimums and all maximums paid by respondents) of the data collected, and the minimum and maximum reported wages. Data relating to each position are presented in two rows. The top row indicates the minimum wage paid for a position in each organization and the bottom number indicates the maximum wage paid for a position in each organization. Blank spaces indicate either that comparable data were not available for a particular position, or that the consultants determined that the organization did not have a comparable position grouping. Data were converted to hourly rates to establish a basis for comparison. It should be noted that the majority of the towns surveyed reported a minimum and a maximum pay range, while Aquinnah only has one wage.

Exhibit 3, *Current Wages in Relation to Median, Mean and Minimum and Maximum Wage Reported*, uses the data from Exhibit 2 to illustrate the median (midpoint), mean (average) and minimum/maximum reported wages

Exhibit 4, *Current Wages Compared to Median and Mean*, compares the current wage for a position in Aquinnah to the median (mid–point) and mean (average) of the data. The four columns to the far right of Exhibit 4 show current

salaries in relation to the minimum and maximum median and mean (average). A number of 1.0 means that a specific position is paid at the median or average; a number less than 1.0 means that a position is paid below the median or average; a number greater than 1.0 means that a position is paid higher than the median or average. Any number within the range of .9 to 1.10 (i.e., plus or minus 10 percent) indicates compensation ranges which are generally within acceptable parameters, or benchmarks. Since Aquinnah does not have a pay plan and there is one wage for each position, the consultants recommend that Town officials compare current wages with the maximum median and mean of data collected. These data suggest that Aquinnah pays somewhat less than other towns.

Exhibit 5, *Current Wage Trend in Relation to Maximum Median and Mean* (line graph), illustrates the trend of current wages and compares it to the trend of the wage data collected. Wages are sorted and displayed from the highest wage to the lowest wage. The thick red line represents the Town's current pay. The black line represents the maximum median of data collected. The maximum median trend line and the trend line representing current wages are some distance apart, with the Town's trend line below the median. The objective of a salary plan should be to bring the lines closer together, or more to the middle of the labor market.

**EXHIBIT 2
WAGE SURVEY**

| | Aquinnah | Min./Max. Median (50th Percentile) | Min./Max. Mean | Min./Max. Reported | Brewster | Chatham | Chilmark | Edgartown | Orleans | Tisbury |
|----------------------------------|----------|------------------------------------|----------------|--------------------|----------|---------|----------|-----------|---------|---------|
| Police Chief | | 33.29 | 35.83 | 30.98 | | 43.23 | 30.98 | | | 33.29 |
| Treasurer/Collector | 38.42 | 44.60 | 44.97 | 52.67 | 44.60 | 52.67 | 39.42 | | 44.80 | 43.35 |
| Town Coordinator | 36.11 | 27.86 | 27.22 | 24.38 | 28.92 | 25.88 | 24.38 | 27.86 | | 29.07 |
| Accountant | 31.32 | 33.15 | 33.27 | 37.87 | 37.60 | 30.79 | 31.01 | 35.28 | 27.06 | 37.87 |
| Police Sergeant | 30.52 | 32.39 | 32.39 | 30.98 | | | 30.98 | | 33.79 | |
| Police Officer | 28.08 | 39.42 | 39.42 | 39.42 | | | 39.42 | | | |
| Highway Supt./Grounds | 24.53 | 25.39 | 25.88 | 24.38 | | | 24.38 | 27.86 | | 25.39 |
| Assistant Assessor | 23.32 | 33.07 | 33.12 | 35.28 | | | 31.01 | 35.28 | | 33.07 |
| Library Director | 23.00 | 29.81 | 29.55 | 26.57 | 29.81 | | 26.57 | | | 32.26 |
| Shellfish Constable/Harbormaster | 22.79 | 33.80 | 34.22 | 40.52 | 31.68 | | 33.80 | 40.52 | 30.89 | 34.22 |
| Custodian/Janitor | 22.71 | 22.90 | 22.89 | 19.04 | 19.92 | | 24.38 | 28.22 | 19.04 | 22.90 |
| Landfill Attendant | 22.63 | 28.08 | 29.59 | 34.36 | 27.74 | | 31.01 | 34.36 | 26.77 | 28.08 |
| Library Associate | 18.98 | 23.08 | 23.40 | 22.75 | | | 24.38 | 22.75 | | 23.08 |
| Library Technical Assistant | 18.00 | 28.76 | 29.33 | 31.01 | | | 31.01 | 28.76 | | 28.23 |
| Administrative Clerk | 14.13 | 27.99 | 27.87 | 24.38 | 28.92 | 32.37 | 24.38 | 29.81 | 27.06 | 24.67 |
| | | 35.70 | 34.96 | 39.45 | 37.60 | 39.45 | 31.01 | 37.71 | 33.79 | 30.20 |
| | | 26.05 | 26.38 | 25.05 | 25.15 | | 26.57 | 26.05 | 25.05 | 29.07 |
| | | 32.94 | 33.72 | 37.87 | 32.70 | | 33.80 | 32.94 | 31.29 | 37.87 |
| | | 25.39 | 27.14 | 24.38 | | | 24.38 | 26.05 | 25.05 | 25.39 |
| | | 32.94 | 34.14 | 42.40 | | | 31.01 | 32.94 | 31.29 | 33.07 |
| | | 14.85 | 15.90 | 13.77 | 13.77 | 16.01 | 20.51 | | 14.37 | 14.85 |
| | | 18.19 | 19.53 | 25.09 | 18.14 | 19.61 | 25.09 | | 16.63 | 18.19 |
| | | 14.85 | 14.85 | 14.85 | | | | | | 14.85 |
| | | 18.19 | 18.19 | 18.19 | | | | | | 18.19 |
| | | 15.97 | 16.06 | 15.63 | 15.63 | | 16.66 | | 16.17 | 15.77 |
| | | 19.99 | 20.12 | 21.20 | 20.32 | | 21.20 | | 19.66 | 19.31 |
| | | 14.61 | 14.39 | 13.71 | 13.71 | | 14.61 | | | 14.85 |
| | | 18.19 | 18.20 | 18.59 | 17.82 | | 18.59 | | | 18.19 |
| | | | | | | | | | | |
| | Level 2 | 15.77 | 16.93 | 15.20 | | 19.14 | 18.99 | 15.52 | 15.20 | 15.77 |
| | | 20.95 | 21.15 | 24.17 | | 22.78 | 24.17 | 20.95 | 18.52 | 19.31 |
| | | | | | | | | | | |
| | Level 1 | 15.67 | 15.67 | 14.85 | 15.87 | 16.49 | | 15.47 | | 14.85 |
| | | 18.94 | 19.18 | 20.63 | 20.63 | 19.61 | | 18.27 | | 18.19 |
| | | | | | | | | | | |
| | | 26.05 | 27.42 | 25.05 | 34.05 | | 26.57 | 26.05 | 25.05 | 25.39 |
| | | 33.07 | 35.07 | 44.26 | 44.26 | | 33.80 | 32.94 | 31.29 | 33.07 |

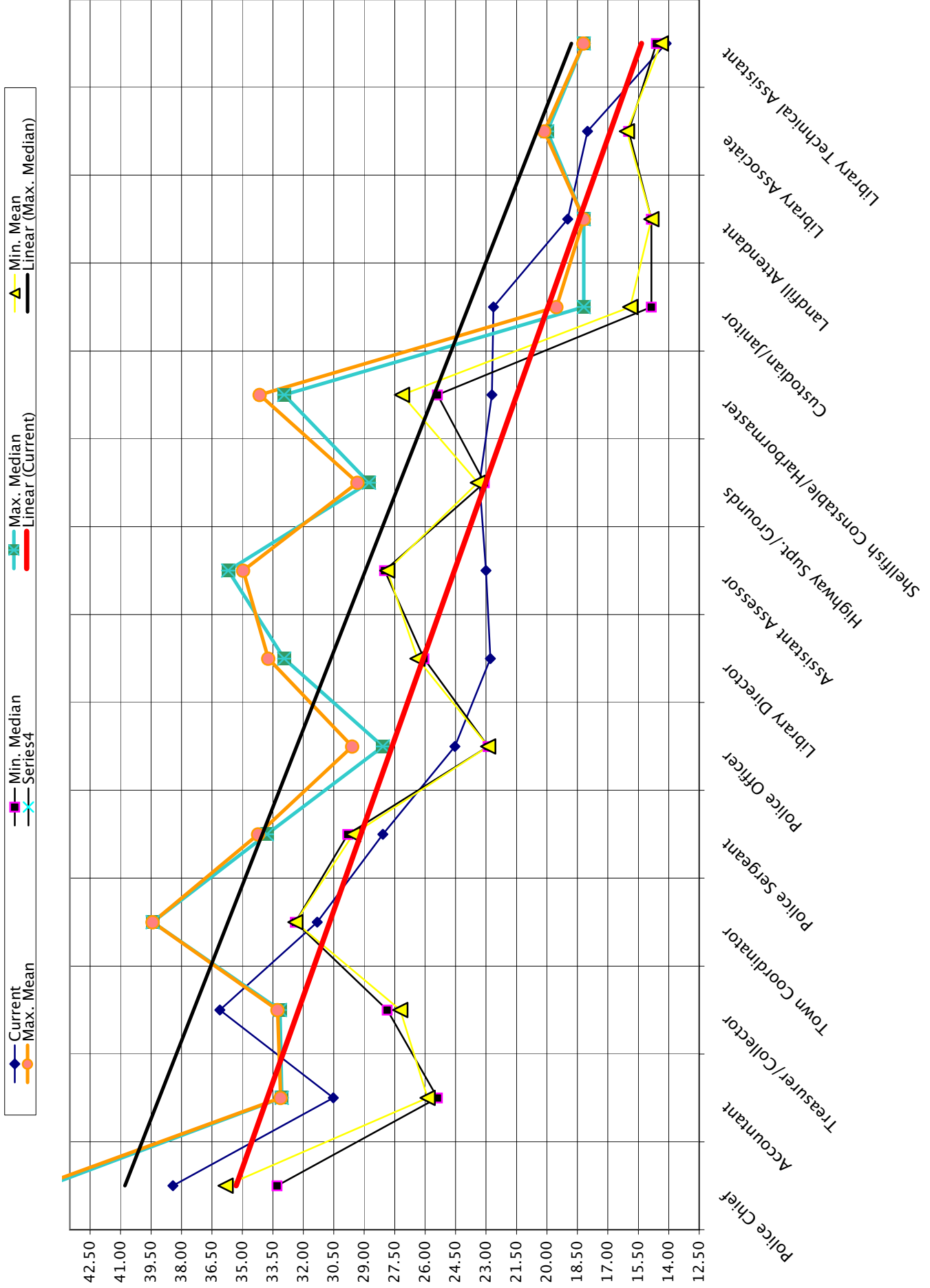
EXHIBIT 3
CURRENT WAGES IN RELATION TO MEDIAN, MEAN AND
MINIMUM AND MAXIMUM WAGE REPORTED

| | Current | Min. Median | Max. Median | Min. Mean | Max. Mean | Min. Reported | Max. Reported |
|----------------------------------|---------|-------------|-------------|-----------|-----------|---------------|---------------|
| Police Chief | 38.42 | 33.29 | 44.60 | 35.83 | 44.97 | 30.98 | 52.67 |
| Treasurer/Collector | 36.11 | 27.86 | 33.15 | 27.22 | 33.27 | 24.38 | 37.87 |
| Town Coordinator | 31.32 | 32.39 | 39.42 | 32.39 | 39.42 | 30.98 | 39.42 |
| Accountant | 30.52 | 25.39 | 33.07 | 25.88 | 33.12 | 24.38 | 35.28 |
| Police Sergeant | 28.08 | 29.81 | 33.80 | 29.55 | 34.22 | 26.57 | 40.52 |
| Police Officer | 24.53 | 22.90 | 28.08 | 22.89 | 29.59 | 19.04 | 34.36 |
| Highway Supt./Grounds | 23.32 | 23.08 | 28.76 | 23.40 | 29.33 | 22.75 | 31.01 |
| Assistant Assessor | 23.00 | 27.99 | 35.70 | 27.87 | 34.96 | 24.38 | 39.45 |
| Library Director | 22.79 | 26.05 | 32.94 | 26.38 | 33.72 | 25.05 | 37.87 |
| Shellfish Constable/Harbormaster | 22.71 | 25.39 | 32.94 | 27.14 | 34.14 | 24.38 | 42.40 |
| Custodian/Janitor | 22.63 | 14.85 | 18.19 | 15.90 | 19.53 | 13.77 | 25.09 |
| Landfill Attendant | 18.98 | 14.85 | 18.19 | 14.85 | 18.19 | 14.85 | 18.19 |
| Library Associate | 18.00 | 15.97 | 19.99 | 16.06 | 20.12 | 15.63 | 21.20 |
| Library Technical Assistant | 14.13 | 14.61 | 18.19 | 14.39 | 18.20 | 13.71 | 18.59 |
| Administrative Clerk | | | | | | | |
| Level 2 | 19.47 | 15.77 | 20.95 | 16.93 | 21.15 | 15.20 | 24.17 |
| Level 1 | 18.72 | 15.67 | 18.94 | 15.67 | 19.18 | | |
| Building Inspector | | 26.05 | 33.07 | 27.42 | 35.07 | 25.05 | 44.26 |

**EXHIBIT 4
CURRENT WAGES COMPARED TO MEDIAN AND MEAN**

| | Current | Min. Median | Max. Median | Min. Mean | Max. Mean | Current Wage as % of Min. Median | Current Wage as % of Max. Median | Current Wage as % of Min. Mean | Current Wage as % of Max. Mean |
|----------------------------------|---------|-------------|-------------|-----------|---------------|----------------------------------|----------------------------------|--------------------------------|--------------------------------|
| Police Chief | 38.42 | 33.29 | 44.60 | 35.83 | 44.97 | 1.15 | 0.86 | 1.07 | 0.85 |
| Treasurer/Collector | 36.11 | 27.86 | 33.15 | 27.22 | 33.27 | 1.30 | 1.09 | 1.33 | 1.09 |
| Town Coordinator | 31.32 | 32.39 | 39.42 | 32.39 | 39.42 | 0.97 | 0.79 | 0.97 | 0.79 |
| Accountant | 30.52 | 25.39 | 33.07 | 25.88 | 33.12 | 1.20 | 0.92 | 1.18 | 0.92 |
| Police Sergeant | 28.08 | 29.81 | 33.80 | 29.55 | 34.22 | 0.94 | 0.83 | 0.95 | 0.82 |
| Police Officer | 24.53 | 22.90 | 28.08 | 22.89 | 29.59 | 1.07 | 0.87 | 1.07 | 0.83 |
| Highway Supt./Grounds | 23.32 | 23.08 | 28.76 | 23.40 | 29.33 | 1.01 | 0.81 | 1.00 | 0.80 |
| Assistant Assessor | 23.00 | 27.99 | 35.70 | 27.87 | 34.96 | 0.82 | 0.64 | 0.83 | 0.66 |
| Library Director | 22.79 | 26.05 | 32.94 | 26.38 | 33.72 | 0.87 | 0.69 | 0.86 | 0.68 |
| Shellfish Constable/Harbormaster | 22.71 | 25.39 | 32.94 | 27.14 | 34.14 | 0.89 | 0.69 | 0.84 | 0.67 |
| Custodian/Janitor | 22.63 | 14.85 | 18.19 | 15.90 | 19.53 | 1.52 | 1.24 | 1.42 | 1.16 |
| Landfill Attendant | 18.98 | 14.85 | 18.19 | 14.85 | 18.19 | 1.28 | 1.04 | 1.28 | 1.04 |
| Library Associate | 18.00 | 15.97 | 19.99 | 16.06 | 20.12 | 1.13 | 0.90 | 1.12 | 0.89 |
| Library Technical Assistant | 14.13 | 14.61 | 18.19 | 14.39 | 18.20 | 0.97 | 0.78 | 0.98 | 0.78 |
| Administrative Clerk | | | | | | | | | |
| Level 2 | 19.47 | 15.77 | 20.95 | 16.93 | 21.15 | 1.23 | 0.93 | 1.15 | 0.92 |
| Level 1 | 18.72 | 15.67 | 18.94 | 15.67 | 19.18 | 1.19 | 0.99 | 1.19 | 0.98 |
| Building Inspector | 0.00 | 26.05 | 33.07 | 27.42 | 35.07 | | | | |
| | | | | | <i>Median</i> | 1.10 | 0.87 | 1.07 | 0.84 |
| | | | | | <i>Mean</i> | 1.10 | 0.88 | 1.08 | 0.87 |

EXHIBIT 5 CURRENT WAGE TREND IN RELATION TO MAXIMUM MEDIAN AND MEAN



III. PROPOSED CLASSIFICATION AND WAGE PLANS

PROPOSED CLASSIFICATION PLAN

Exhibit 6, *Proposed Classification Plan and Proposed Pay Plan*, displays the proposed classification plan, the current wages for Town positions, and the minimum and maximum wage for each grade in the proposed salary plan. (See Exhibit 7.)

Exhibit 7, *Proposed Salary Plan* (FY '08), presents a proposed salary plan which is designed to be reasonably competitive. The plan has seven step increments with 2.5 percent between increments. The plan is designed to represent the plan that should be in place for the current fiscal year, FY '08. Assuming there are no monies available to provide for the implementation of the salary plan in the current fiscal year, a salary plan designed for FY '09 has been prepared and presented in Exhibit 8.

Exhibit 8, *Proposed Salary Plan* (FY '09), increases the proposed salary plan shown in Exhibit 8 by 2.0 percent.

IMPLEMENTATION OF THE NEW CLASSIFICATION AND WAGE PLANS

Implementation of a new classification plan and a new wage plan generally requires planning. Placement of positions and adjusting an incumbent's compensation within the plan should, absent any other policy decision by the Town, be made by inserting the position in the proper grade and placing the incumbent in a step increment which is closest to but greater than the current wage. As this is accomplished, it is necessary to review each placement and ensure that employees are treated equitably and fairly. In some instances, it may be necessary to make *equity adjustments*.

It may be necessary to gradually implement the new plan, to minimize the impact of costs. Thus, a two or three-year plan for placing incumbents in the new plan may be developed.

EXHIBIT 6
PROPOSED CLASSIFICATION PLAN AND PROPOSED PAY PLAN

| Proposed Grade | Position Title | Current | Proposed Pay (FY '08) Min./Max. | |
|----------------|----------------------------------|---------|------------------------------------|--------|
| | | | Step 1 | Step 7 |
| 9 | Police Chief | 38.42 | 34.51 | 40.02 |
| | Town Coordinator | 31.32 | | |
| 8 | No Position Assigned | | 31.37 | 36.37 |
| 7 | Treasurer/Collector | 36.11 | 28.52 | 33.08 |
| | Accountant | 30.52 | | |
| | Assistant Assessor | 23.00 | | |
| | Library Director | 22.79 | | |
| | Building Inspector | 0.00 | | |
| | Police Sergeant | 28.08 | | |
| 6 | Highway Superintendent/Grounds | 23.32 | 24.80 | 28.76 |
| | Shellfish Constable/Harbormaster | 22.71 | | |
| | Police Officer | 24.53 | | |
| 5 | Custodian/Janitor | 22.63 | 19.84 | 23.01 |
| 4 | Library Associate | 18.00 | 18.04 | 20.92 |
| | Administrative Clerk | | | |
| | | Level 2 | 19.47 | |
| | | Level 1 | 18.72 | |
| 3 | Library Technical Assistant | 14.13 | 16.40 | 19.01 |
| | Landfill Attendant | 18.98 | | |
| 2 | No Positions Assigned | | 14.91 | 17.28 |
| 1 | No Positions Assigned | | 13.55 | 15.72 |

EXHIBIT 7
PROPOSED SALARY PLAN (FY '08)
(7 STEPS, 2.5% INCREMENTS)

| | | <i>Step %= 2.50</i> | | | | | | |
|----------|--------------|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | <i>Base = 13.55</i> | | | | | | |
| % | GRADE | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Step 7 |
| 10 | 9 | 34.51 | 35.37 | 36.25 | 37.16 | 38.09 | 39.04 | 40.02 |
| 10 | 8 | 31.37 | 32.15 | 32.95 | 33.77 | 34.61 | 35.48 | 36.37 |
| 15 | 7 | 28.52 | 29.23 | 29.96 | 30.71 | 31.48 | 32.27 | 33.08 |
| 25 | 6 | 24.80 | 25.42 | 26.06 | 26.71 | 27.38 | 28.06 | 28.76 |
| 10 | 5 | 19.84 | 20.34 | 20.85 | 21.37 | 21.90 | 22.45 | 23.01 |
| 10 | 4 | 18.04 | 18.49 | 18.95 | 19.42 | 19.91 | 20.41 | 20.92 |
| 10 | 3 | 16.40 | 16.81 | 17.23 | 17.66 | 18.10 | 18.55 | 19.01 |
| 10 | 2 | 14.91 | 15.28 | 15.66 | 16.05 | 16.45 | 16.86 | 17.28 |
| - | 1 | 13.55 | 13.89 | 14.24 | 14.60 | 14.97 | 15.34 | 15.72 |

EXHIBIT 8
PROPOSED SALARY PLAN (FY '09)
(7 STEPS, 2.5% INCREMENTS)

| | | <i>Step %= 2.50</i> | | | | | | |
|----------|--------------|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | | <i>Base = 13.82</i> | | | | | | |
| % | GRADE | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Step 7 |
| 10 | 9 | 35.19 | 36.07 | 36.97 | 37.89 | 38.84 | 39.81 | 40.81 |
| 10 | 8 | 31.99 | 32.79 | 33.61 | 34.45 | 35.31 | 36.19 | 37.09 |
| 15 | 7 | 29.08 | 29.81 | 30.56 | 31.32 | 32.10 | 32.90 | 33.72 |
| 25 | 6 | 25.29 | 25.92 | 26.57 | 27.23 | 27.91 | 28.61 | 29.33 |
| 10 | 5 | 20.23 | 20.74 | 21.26 | 21.79 | 22.33 | 22.89 | 23.46 |
| 10 | 4 | 18.39 | 18.85 | 19.32 | 19.80 | 20.30 | 20.81 | 21.33 |
| 10 | 3 | 16.72 | 17.14 | 17.57 | 18.01 | 18.46 | 18.92 | 19.39 |
| 10 | 2 | 15.20 | 15.58 | 15.97 | 16.37 | 16.78 | 17.20 | 17.63 |
| - | 1 | 13.82 | 14.17 | 14.52 | 14.88 | 15.25 | 15.63 | 16.02 |