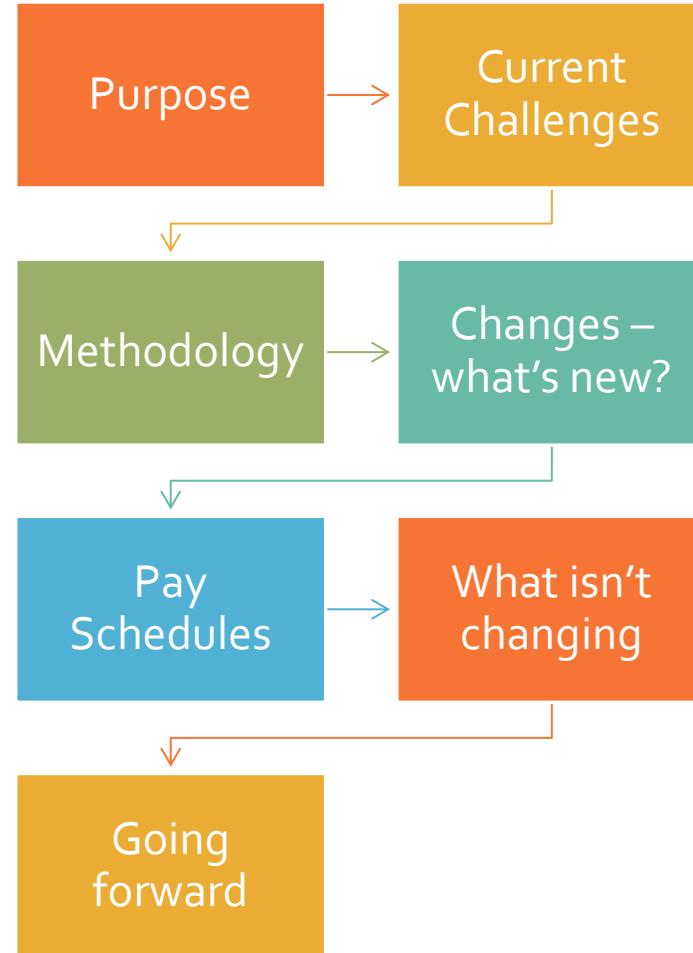


# **Human Resources Board**

## Town of Wellesley

### Classification and Compensation

# Key Objectives



A hand is shown from the bottom, holding a wooden gavel in the foreground. A magnifying glass is held behind the gavel, focusing its lens on a large black question mark inside a white speech bubble. The background is a solid yellow color.

# Why Conduct a Classification and Compensation Study?

# Evaluated Needs

A complete study hadn't been done in over 20 years.

The need for a complete Classification and Compensation study had been discussed for the last several years.

The Executive Director applied for and received a grant for \$50k to conduct the study.

A procurement process consistent with M.G.L. Ch. 30B was conducted and MTG was the successful bidder.



**50 years of community IMPACT and performance.**

**Katy Yee, Project Manager**

**Classification and Compensation Study**

Over 25 years of experience in the public sector, focusing on human resources and administrative management.

The cornerstone of Katy's career is with DuPage County, IL where she coordinated several agency-wide compensation studies utilizing and applying the Korn-Ferry (formally Hay Group) methodology.

# Classification and Compensation Study

## Attract and Retain Strong Talent

Appropriate  
Classifications

Externally  
Competitive

Internal  
Equity

Attract High  
Quality  
Candidates

Retain High  
Performers

Become an  
Employer of  
Choice

# Wellesley as an Employer of Choice

## Competitive wages allow:

- Recruitment of Top Candidates
- Fill Vacancies in less time
- Retain High Performers
- Maintain a Productive Environment
- Keep an Engaged and Efficient Workforce

# Current Challenges

## Turnover

- In Wellesley, turnover was 13% in 2024
- Average turnover for government employees nationwide was 7.6% in 2022\*
- Cost of turnover in 2024 = 1/3 of employees' salaries
- Cost of Wellesley turnover for 2024 was \$973,092

\* Partnership for Public Service, 2022

# Factors Contributing to Turnover

- Non-competitive compensation compared to our comparable communities and the private sector, particularly Finance and Information Technology.
- Limited opportunities for advancement, small departments, only one senior manager. More opportunities in larger departments.
- Work-life balance – irregular schedules, customer facing staff, lack of flexibility with schedules.

# Current Challenges

## Hiring

- Starting pay ranges are too low
- Low unemployment – 3.9% (Norfolk County)
- Since January of 2024, 13 of 19 non-union, full-time, permanent employees, or 68.4%, were hired at or above the midpoint
- This required HR Board approval, delaying hiring and potential loss of the candidate

### Featured Job Opportunities

#### [Benefits Coordinator \(HR\)](#)

[Posted February 12, 2025 8:00 AM | Open Until Filled](#)

Benefits Coordinator | Human Resources This position qualifies for our Sign-On Bonus The Town of Danvers welcomes applicants for the full-time, benefited... [Full Description](#)

# Current Challenges

## Succession Planning

- Difficult to promote from within due to compression of salary schedules:

### Supervisory Union

Step 1 to Step 10

\$71,994 to \$103,009

### Assistant Superintendent

	Min	Midpoint	Max
--	-----	----------	-----

\$72,175	\$91,369	\$109,633
----------	----------	-----------

- Current union members are on high steps earning \$96,153 to \$103,009 and can earn overtime. In a management position there is no overtime but work similar hours with significantly more responsibilities.

# Impact on Local Government

- Reduced service delivery - staff shortages cause delays and may reduce quality of service.
- Increased staff turnover – other staff covering vacancies become overworked and leave.
- Increased cost – generally paying more for the new employee who needs to be trained.
- Loss of institutional knowledge – loss of valuable knowledge and expertise.

# Where Have Our Employees Gone?

**Exit Interviews over the last 18 months reveal:**

Arlington

Brookline

Dover

Franklin

Needham

Bolton

Newton

Reading

Whitinsville

Sudbury

Commonwealth of Massachusetts

# Focus on Retention

- Maintain competitive compensation and benefits to attract and retain talent.
- Consider work-life balance whenever possible to be flexible.
- Identify career development opportunities and encourage participation.
- Engage employees by creating a positive and supportive work environment.

# Classification & Compensation

## Study Methodology

A consultant spearheaded the compensation survey:

- 40 plus Benchmark positions were used for comparison
- 22 comparable communities identified - 18 responded
- Change in method – market is the ***lower third*** of the range
- Hiring range depends on education and experience or equivalent combination of the two
- Hiring ranges had fallen behind market range
- Midpoint had become equal to the hiring range
- Lower end of the ranges had become \$6,000 to \$10,000 too low to hire

# FY 25 Comparable Communities

Municipality	Population	DOR Income	DOR Income Per Capita	EQV	EQV Per Capita
Arlington	45,522	4,037,248,000	88,688	13,535,163,100	297,332
Belmont	26,710	3,763,630,000	140,907	10,384,380,400	388,782
Burlington	25,966	1,715,507,000	66,067	9,008,541,100	346,936
Concord	17,954	4,071,649,000	226,782	7,337,635,800	408,691
Dedham	24,997	1,947,076,000	77,892	6,593,838,900	263,785
Foxborough	18,488	1,381,591,000	74,729	3,825,226,800	206,903
Framingham	70,963	3,380,098,000	47,632	12,640,216,800	178,124
Franklin	33,656	2,160,179,000	64,184	6,739,455,100	200,245
Milton	28,364	2,853,979,000	100,620	7,603,573,400	268,071
Natick	36,272	2,912,473,000	80,295	10,516,104,300	289,923
Needham	32,114	5,455,217,000	169,870	12,307,796,200	383,253
Newton	87,381	20,914,273,000	239,346	36,300,210,300	415,425
Norwood	31,317	1,654,999,000	52,847	7,062,039,200	225,502
Sudbury	18,965	2,949,482,000	155,522	5,513,521,800	290,721
Waltham	64,065	3,212,439,000	50,143	17,215,737,300	268,723
Watertown	35,022	2,188,001,000	62,475	11,132,886,300	317,883
Wayland	13,664	3,111,517,000	227,716	4,401,061,600	322,092
Wellesley	30,524	10,216,671,000	334,709	14,471,634,900	474,107
Weston	11,661	6,431,334,000	551,525	7,192,996,000	616,842
Westwood	16,231	2,527,880,000	155,744	5,479,184,600	337,575
Winchester	22,640	3,980,223,000	175,805	9,544,700,800	421,586
Woburn	41,248	2,222,985,000	53,893	10,155,637,600	246,209

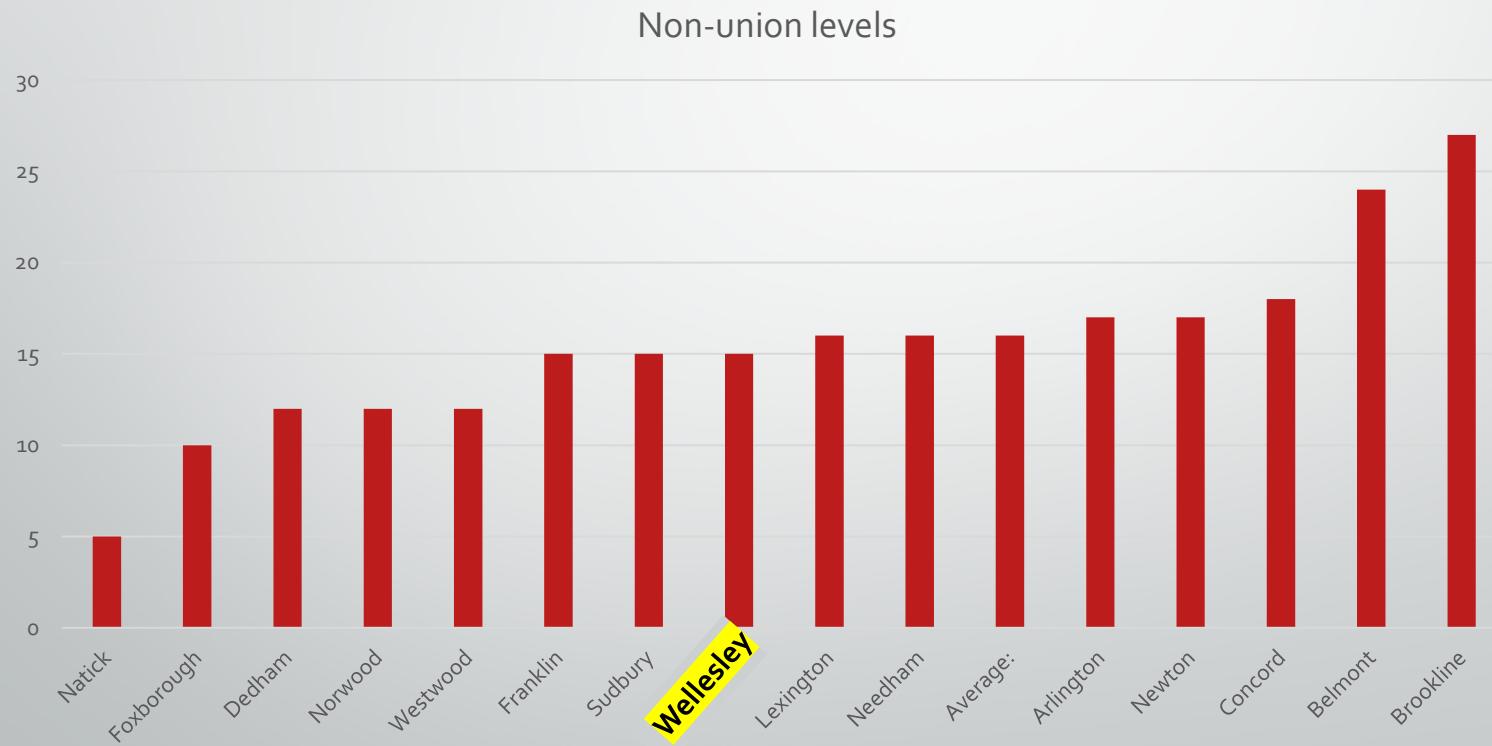
# Comparable Communities

## Total Assessed Values FY 25

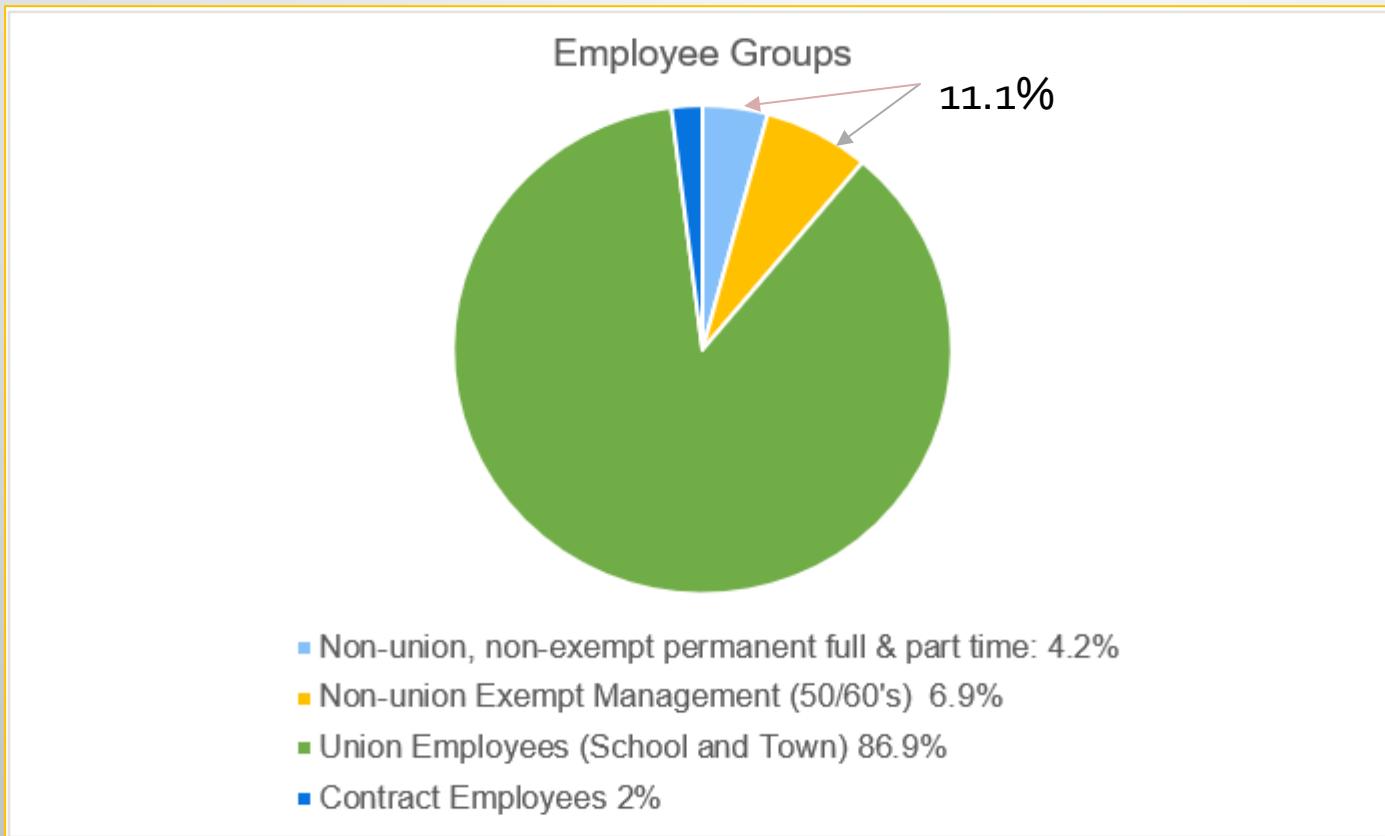
Municipality	Residential	Commercial	Industrial	Personal Property	Total
Newton	38,643,809,347	2,556,400,353	231,494,300	608,274,200	42,039,978,200
Brookline	29,951,077,622	2,609,331,135	20,916,000	410,196,417	32,991,521,174
Waltham	13,073,469,020	5,354,230,429	1,016,065,734	742,711,330	20,186,476,513
Lexington	15,977,353,073	847,945,410	1,255,775,000	406,689,050	18,487,762,533
<b>Wellesley</b>	<b>15,677,785,000</b>	<b>1,673,322,000</b>	<b>8,530,000</b>	<b>172,881,960</b>	<b>17,532,518,960</b>
Needham	14,002,216,972	1,499,785,024	174,726,704	429,826,950	16,106,555,650
Framingham	12,568,817,087	2,091,401,624	486,688,490	500,953,570	15,647,860,771
Arlington	14,620,586,615	558,650,253	29,121,000	225,953,800	15,434,311,668
Watertown	9,192,683,019	1,033,281,083	2,248,030,588	408,961,360	12,882,956,050
Natick	10,089,106,457	1,735,967,243	66,654,000	272,232,070	12,163,959,770
Woburn	8,784,546,184	1,222,396,948	1,207,951,089	708,113,200	11,923,007,421
Belmont	11,010,749,600	472,850,888	31,370,000	118,884,880	11,633,855,368
Winchester	10,878,761,569	328,565,531	43,189,700	118,393,770	11,368,910,570
Burlington	6,383,275,340	3,043,316,176	293,327,424	295,621,930	10,015,540,870
Concord	8,741,097,979	533,969,063	29,985,204	74,664,390	9,379,716,636
Weston	8,336,321,555	218,901,545	11,414,500	128,812,500	8,695,450,100
Chelmsford	7,387,480,005	544,650,949	515,328,800	244,853,180	8,692,312,934
Franklin	6,815,474,305	549,397,557	786,260,180	260,129,870	8,411,261,912
Norwood	5,892,565,082	1,205,831,005	510,784,021	186,768,390	7,795,948,498
Dedham	6,371,804,025	1,024,307,835	59,891,990	249,599,520	7,705,603,370
Sudbury	6,790,843,084	276,917,020	41,374,300	183,553,167	7,292,687,571
Westwood	6,104,197,147	618,896,464	139,991,600	138,351,370	7,001,436,581
Wayland	5,473,686,856	160,110,739	5,321,900	74,590,400	5,713,709,895
Foxborough	3,595,707,092	664,065,519	84,694,200	183,434,340	4,527,901,151

# Comparable Communities

## FY 26 New Levels/Grades



# Positions Reviewed in Classification Study



**Total Town and School: 1398 employees**

**155 employees in study**

# Current salary ranges start too low

Example: M 55

**\$59,284 to \$89,859**

## Employee A

- DOH: 1/02/2024
- Limited experience
- Starting Salary: \$70,999
- Resigned: 9/13/2024
- Ending Salary: \$72,212

## Employee B

- DOH: 1/27/2025
- Newer graduate
- Starting salary: \$69,000
- Midpoint \$74,572

# Old vs. New Salary Ranges

## Hay System Ranges:

Level 55		
Min	Midpoint	Max
\$59,285	\$74,572	\$89,859

## MGT System Ranges:

Level 8	
Min	Max
\$70,000	\$94,500

# Director of Veterans Services

## Old Pay Schedule

### Level: 55

Pay Schedule: \$59,285 to  
\$89,859

Hiring Range: \$59,285 to  
\$74,572

Hired at \$89,859

FY 26 2% COLA    \$1,797

FY 26 Cost            \$91,656

## New Pay Schedule

### Level: 8

New Schedule \$81,034 to  
\$109,396

Hiring Range: \$81,034 to  
\$90,488

Hired at \$89,859

FY 26 2% COLA    \$1,797

FY 26 Cost            \$91,656

# Advantages of a Cost of Living Adjustment (COLA)

Counteracts the effects of inflation for employees

Increases employee retention

Boosts employee morale

Maintains market competitiveness

Not giving a COLA is equivalent to a pay cut

# FY 26 Cost of Living Increases Comparable Communities

Municipality	County	Population	Cost of Living Increase FY 26
<b>Arlington</b>	MIDDLESEX	45,617	3.0%
<b>Belmont</b>	MIDDLESEX	26,838	3.0%
<b>Brookline</b>	NORFOLK	62,726	2.0%
<b>Dedham</b>	NORFOLK	25,240	3.0%
<b>Dover</b>	NORFOLK	6,279	3.0%
<b>Foxborough</b>	NORFOLK	16,693	2.0%
<b>Franklin</b>	NORFOLK	31,635	3.0%
<b>Lexington</b>	MIDDLESEX	34,071	2.0%
<b>Medfield</b>	NORFOLK	12,904	3.0%
<b>Milton</b>	NORFOLK	28,388	2.5%
<b>Natick</b>	MIDDLESEX	36,426	2.0%
<b>Needham</b>	NORFOLK	32,048	3.0%
<b>Newton</b>	MIDDLESEX	87,453	3.0%
<b>Sudbury</b>	MIDDLESEX	19,059	3.0%
<b>Walpole</b>	NORFOLK	25,209	2.0%
<b>Wayland</b>	MIDDLESEX	13,724	3.0%
<b>Westwood</b>	NORFOLK	16,213	2.5%
Average:			<b>2.69%</b>

Average COLA for  
FY 2026 2.69%

# Town and School Union

## Cost of Living Increases

Town:	7/1/2023	7/1/2024	7/1/2025
Police	6%	3%	3%
Fire	4%	3%	3%
Public Works	5%	3%	2%
Production			
Supervisors	5%	3%	1%
Library	4%	3%	3%
MLP		4%	4%
FMD	4%	3%	2%
40 series	3%	4%	3%
50-60 series	2%	2.50%	2%
Average:	4.13%	3.17%	2.56%
<b>School:</b>	<b>7/1/2023</b>	<b>7/1/2024</b>	<b>7/1/2025</b>
Unit A Teachers/Nurses	2.50%	2.75%	3.00%
Unit B: Administrators	2.50%	2.75%	3.00%
Unit C: Instructional Support	2.50%	2.75%	3.00%
Unit D: Administrative Support	2.50%	2.75%	3.00%
Average:	2.50%	2.75%	3.00%

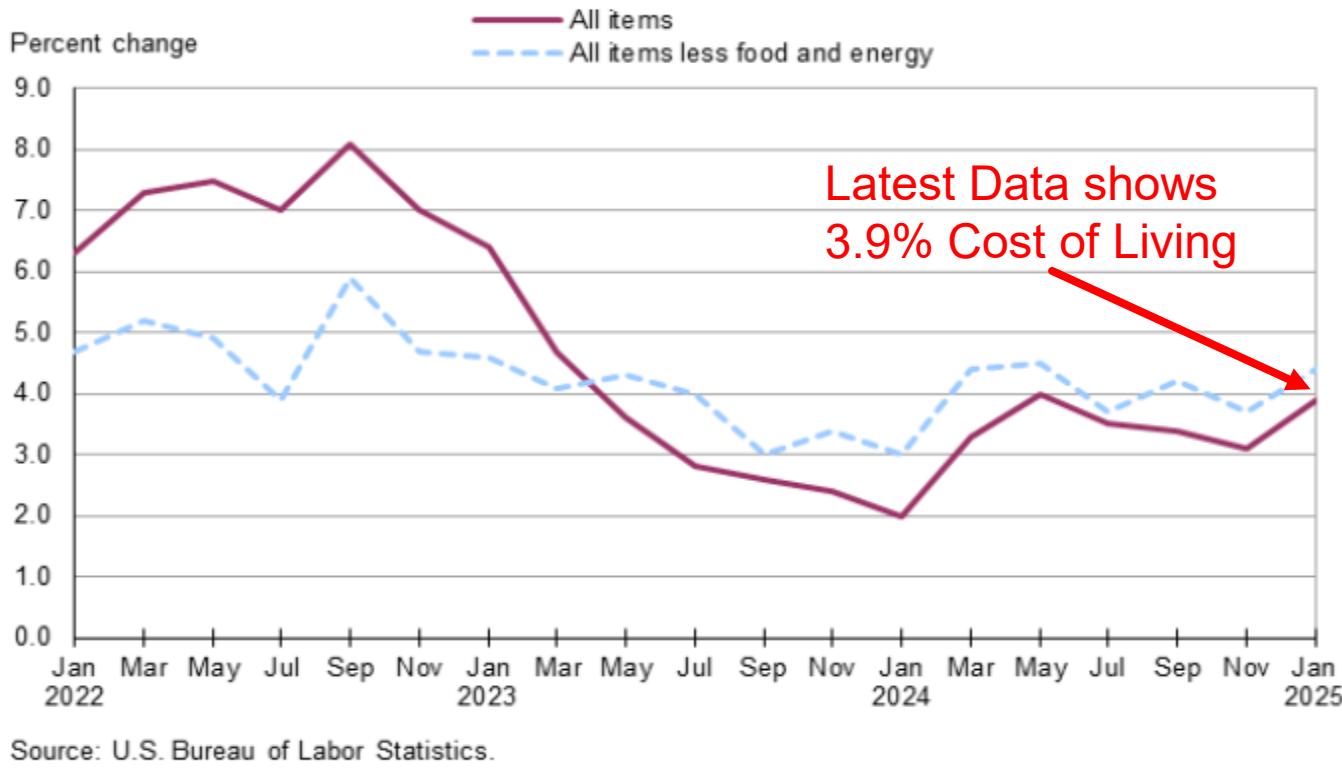
**Town Average  
COLA 2.56%**

**School Average  
COLA 3.00%**

# Cost of Living

## Boston-Cambridge-Newton

**Chart 1. Over-the-year percent change in CPI-U, Boston-Cambridge-Newton, MA-NH, January 2022–January 2025**



# New Class and Comp System

Bottom third is new hiring range for employee with limited experience, learning on the job, and requires supervision; starting rate \$70,000 to \$78,167

Middle of range is for experienced in field, familiar with municipal processes, works independently, fine tuning skills; starting rate of \$78,167 to \$86,333

Maximum for expert in field, recognized by peers in other towns, mentor for others in field and in town, demonstrated knowledge; starting range \$86,333 to \$94,500

# Compensation Percentile used by our Comparable Communities

- **New pay schedule is the 75<sup>th</sup> percentile of the minimum of the average survey range and 75<sup>th</sup> percentile of the maximum of the average survey range.**

Community	Percentile
Arlington	75
Belmont	75
Brookline	75
Burlington	75
Concord	85
Foxborough	60
Franklin	75
Needham	75
Norwood	75
Sudbury	75
Watertown	75
Wayland	75
Weston	75
Westwood	75
<b>Average</b>	<b>74.6</b>

# **ARTICLE: 5**

# **MOTION: 1**

That the Salary Plan as established at the 1950 Annual Town Meeting as amended, be further amended effective July 1, 2025, as recommended by the Human Resources Board, by striking the existing pay schedule for the non-bargaining unit, non-management personnel (Job Groups 40-49) and inserting the new schedule as follows:

# Non-Exempt Pay Ranges

## (formerly the 40 series)

Level	Min Step One	Two	Three	Four	Five	Six	Seven	Eight	Nine	Ten	Eleven	Max Step 12
1	43,260	44,450	45,672	46,928	48,219	49,545	50,907	52,307	53,745	55,223	56,742	58,302
	23.77	24.42	25.09	25.78	26.49	27.22	27.97	28.74	29.53	30.34	31.18	32.03
2	47,586	48,895	50,239	51,621	53,040	54,499	55,998	57,538	59,120	60,746	62,416	64,133
	26.15	26.87	27.60	28.36	29.14	29.94	30.77	31.61	32.48	33.38	34.29	35.24
3	52,345	53,784	55,263	56,783	58,344	59,949	61,597	63,291	65,032	66,820	68,658	70,546
	28.76	29.55	30.36	31.20	32.06	32.94	33.84	34.78	35.73	36.71	37.72	38.76
4	57,579	59,162	60,789	62,461	64,179	65,944	67,757	69,621	71,535	73,502	75,524	77,601
	31.64	32.51	33.40	34.32	35.26	36.23	37.23	38.25	39.31	40.39	41.50	42.64
5	63,337	65,079	66,868	68,707	70,597	72,538	74,533	76,583	78,689	80,853	83,076	85,361
	34.80	35.76	36.74	37.75	38.79	39.86	40.95	42.08	43.24	44.42	45.65	46.90
6	72,100	74,083	76,120	78,213	80,364	82,574	84,845	87,178	89,576	92,039	94,570	97,171
	39.62	40.70	41.82	42.97	44.16	45.37	46.62	47.90	49.22	50.57	51.96	53.39
7	75,705	77,787	79,926	82,124	84,382	86,703	89,087	91,537	94,054	96,641	99,299	102,029
	41.60	42.74	43.92	45.12	46.36	47.64	48.95	50.30	51.68	53.10	54.56	56.06
8	79,490	81,676	83,922	86,230	88,602	91,038	93,542	96,114	98,757	101,473	104,263	107,131
	43.68	44.88	46.11	47.38	48.68	50.02	51.40	52.81	54.26	55.75	57.29	58.86

# New Classification

## Non-Exempt Wage Schedule

**The 40 Series employees are now the non-exempt employees:**

- Non-union Town support and administrative staff
- Non-exempt hourly employees subject to overtime rules
- Compensation using a “step” system, with each job group having “steps”
  - ***Examples:***
    - Senior Office Assistant
    - Assessor Technician
    - Administrative Assistant
  - ***Changes:***
    - Increase from 6 steps to 12 steps
    - 2.75% between steps

# **ARTICLE: 5**

# **MOTION: 2**

That the Salary Plan as established at the 1950 Annual Town Meeting as amended, be further amended effective July 1, 2025, as recommended by the Human Resources Board, by striking the existing pay schedule for the exempt managerial, professional and technical employees who are in the Merit Pay Plan (Job Groups 50-69) and inserting the new schedule as follows:

# SCHEDULE B

## SALARY PLAN – NEW PAY SCHEDULES

*Salary rates effective as of July 1, 2025*

<b>FY 26 Managers, Supervisors &amp; Advanced Technical</b>		
<b>Level</b>	<b>Minimum</b>	<b>Maximum</b>
<b>7E</b>	74,970	101,210
<b>8E</b>	78,719	106,270
<b>9</b>	82,654	111,583
<b>10</b>	86,787	117,163
<b>11</b>	91,127	123,021
<b>12</b>	95,683	129,172
<b>13</b>	110,160	148,716
<b>14</b>	126,684	171,023
<b>15</b>	145,687	196,677

# Information Technology Employees Wage Schedule

HR Board is proposing a 2% COLA increase – similar to results from compensation study

Add 2.5% to the midpoint

Given the current demands in the IT market, it is more effective to continue a separate pay schedule

Job Group	Minimum	Midpoint	Maximum	Range
61	102,428.87	130,068.40	157,707.94	78.75% - 121.25%
60	96,248.50	121,833.55	147,418.60	79% - 121%
59	89,826.38	113,704.28	137,582.17	79% - 121%
58	86,078.19	108,959.73	131,841.28	79% - 121%
57	81,090.18	102,000.23	122,910.28	79.5% - 120.5%
56	75,989.63	95,584.44	115,179.25	79.5% - 120.5%
55	72,185.82	90,799.78	109,413.73	79.5% - 120.5%
54	68,814.26	86,558.82	104,303.38	79.5% - 120.5%
53	65,941.30	82,426.63	99,324.08	79.5% - 120.5%
52	62,896.52	78,620.65	94,737.88	79.5% - 120.5%
51	59,938.73	74,923.41	90,282.71	79.5% - 120.5%

# New Exempt Employees Pay Schedules

## No Change to Merit Pay and Matrix:



Performance Merit pay plan remains in place.



Cost of Living increase remains in place.

**Human Resources Board continues to recommend a COLA and the Performance Matrix for:**

- Professional, non-union Town Department Heads, including Directors and specialized/technical employees
- Salaried / FLSA Exempt employees
- Performance-based merit increases

# **Advantages of Merit Pay Plan Matrix**

- Allows the Town to keep current and competitive in the municipal job market.
- Retains employees in a tight labor market with low unemployment.
- Rewards employees with high levels of performance.
- Guidelines limit “performance inflation” or employees receiving high marks regardless of performance.
- Annual comparable community surveys to include cost of living increases to prevent falling behind in the future.

**ARTICLE 5, MOTION 3 - Merit pay and Salary adjustments for Exempt employees, (includes IT) moved to Article 8, Motion 2.**

# Minimum Cost to Implement New Classification Plan

## Non-union

<b>Title:</b>	<b>(Exempt Staff 50-60's)</b>	<b>Hay Level</b>	<b>MGT Level</b>	<b>FY 25 Annual</b>	<b>New Minimum</b>	<b>Total Cost</b>	<b>FY 26 Budgeted COLA</b>	<b>Cost of new Level</b>
Director of Information Technology	61	15	15	140,652	145,686	5,034	2,824.00	2,210.00
Director of Assessing	60	14	14	110,956	126,684	15,728	2,228.00	13,500.00
Planning Director	60	14	14	115,241	126,684	11,443	2,314.00	9,129.00
Deputy Director of Recreation	58	12	12	89,730	95,683	5,953	1,808.00	4,145.00
Deputy Director of Recreation	58	12	12	90,038	95,683	5,645	1,801.00	3,844.00
Principal Assessor	53	7	7	72,960	74,970	2,010	1,684.00	326.00
Recreation Program Coordinator	53	7	7	69,168	74,970	5,802	1,389.00	4,413.00
Workers' Compe & Leave Manager	53	7	7	70,993	74,970	3,977	1,389.00	2,588.00
<b>Title:</b>	<b>(Non-exempt Staff 40's)</b>							
Envi. Ed/Outreach Compliance Coordinator	53	6	6	67,559	72,100	4,541	1,356.00	3,185.00
Executive Secretary, ZBA	51	6	6	66,801	72,100	5,299	1,341.00	3,958.00
Licensing & Elections Administrator	49	5	5	60,479	63,337	2,858	1,821.00	1,037.00
Administrative Assistant	48	5	5	60,697	63,337	2,640	1,537.00	1,103.00
Senior Activities Coordinator	47	5	5	51,032	63,337	12,305	1,748.00	10,557.00
						83,235	23,240.00	<b>59,995.00</b>

# Implementation of New Schedules Service Adjustment

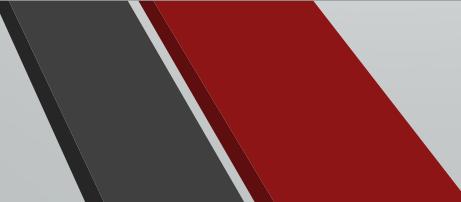
## Non-union

<b>Years of Service as of 7/1/2025</b>	<b>Percent Adjustment</b>
0 - less than 1 years	0.00%
1 - less than 5 years	0.50%
5 - less than 10 years	1.00%
10 - less than 15 years	1.50%
15 - less than 20 years	2.00%
20 - less than 30 years	2.50%
30 plus years	3.00%



# Cost of Service Adjustments for Non-union Employees

Employee Group:	Total Employees:	Cost:
<b>Adjustments for the Non-Exempt (40's)</b>		
Full-time permanent	35	64,200.00
Part-time permanent	24	10,800.00
<b>Adjustments for the Exempt (50-60's)</b>		
Full-time permanent	96	122,000.00
<b>Total COLA Cost:</b>	<b>155</b>	<b>197,000.00</b>



Covered in  
Article 8

# Thank you!