



## CITY OF NEW BEDFORD

JONATHAN F. MITCHELL, MAYOR

December 1, 2016

City Council President Linda M. Morad and  
Honorable Members of the City New Bedford City Council  
133 William St.  
New Bedford, MA 02740

Re: Unit C Reclassification

Dear Councillor Morad and Honorable Members of the City Council:

I am submitting for your consideration an ordinance amending Sec. 19-7 of the Code of Ordinances: "Establishment of Unit C Classification and Salary Plan; procedures for advancement."

The enclosed memorandum from Personnel Director Sandra Vezina provides details regarding the rationale and process for developing the amended Ordinance.

Thank you for your consideration.

Sincerely,

Jonathan F. Mitchell

JFM/cro



# City of New Bedford

DEPARTMENT OF LABOR RELATIONS & PERSONNEL

**SANDRA VEZINA**  
Personnel Director

## MEMORANDUM

DATE: November 28, 2016

TO: Mayor Jonathan F. Mitchell

FROM: Sandra Vezina, Personnel Director

RE: Unit C Reclassification Study

Attached is the order and ordinance to amend Chapter 19, Sections 19-7 and 19-7.1, (Establishment of Unit C Classification and Salary Plan) for your submission to the City Council. This version replaces the initial ordinance which was submitted to the City Council on April 28, 2016.

In FY 16, the City funded a study of the Unit C classification system to address the City's consistent difficulties with recruitment and retention of Unit C positions. The Unit C study was the first reclassification study in over 25 years. The purpose of the study was to review the existing classification and compensation plan, which contained numerous unused and antiquated titles, and to determine if these positions are internally equitable and externally competitive. The Unit C classification study was overseen by a committee that consisted of a member of the City Council and several Unit C employees. The study was conducted by Segal Waters Consulting, and included an analysis of 180 Unit C positions and 165 job titles.

The study consisted of the following:

- Stakeholder interviews between Segal Waters and Department Heads to discuss Unit C recruitment issues.
- Meetings with Unit C employees to discuss the classification process and to distribute the job description questionnaire (JDQ) to be completed by each employee.
- JDQ's submitted to Segal Waters for review.
- Development of proposed job titles and descriptions.
- Implementation of a compensation benchmark survey, which was distributed to ten public sector employers with similar demographics. The salary results were adjusted using geographic wage and salary differentials. Additionally, Segal Waters referenced published market data, representative of the private sector.

- Development of a recommended pay structure.
- Appeal Process to determine whether employee compensation was internally equitable and externally competitive to the recommended grade and salary.

Upon completion of the study, the Chief Financial Officer and I met with a group of City Councillors to discuss the final pay structure. The final product incorporates their suggestions to produce a program that reflects the compromise approach produced by that effort.

The CFO and I have collaborated to develop an eight-step system that utilizes the consultant's recommendations and maintains overall affordability. The proposed pay plan, which is included with this memorandum, would replace the current, four-step payscale and place starting and ending salaries in a more competitive configuration. In addition, the number of Unit C job titles would be reduced by 30%, which will enhance the classification system's effectiveness as a management tool.

The proposed Unit C plan maintains affordability by ensuring that implementation consists of placing existing employees at the step nearest to their current compensation and introducing a more sustainable interval between steps. The FY 2017 budget includes funding for implementation of the reclassification program.

I respectfully request that you and the City Council consider the attached ordinance to implement the Unit C Classification Study. Thank you for your consideration.



# CITY OF NEW BEDFORD

In the Year Two Thousand and Sixteen

## AN ORDINANCE

Amending Chapter 19, Personnel

31- 509

Be it ordained by the City Council of the City of New Bedford as follows:—

### SECTION 1.

Chapter 19, Section 19-7 is hereby amended by striking the subsection in its entirety and inserting the following in place thereof:

#### **Sec. 19-7. – Establishment of Unit C Classification and Salary Plan; procedures for advancement**

(a) There is hereby adopted a Unit C Classification and Salary Plan, effective January 1, 2017 amending all prior rates of compensation under this Salary Plan by establishing the minimum and maximum salaries to be paid to employees in positions so classified in the Unit C Classification Plan as follows:

(b) Salary Schedule:

#### **UNIT C SCHEDULE EFFECTIVE AS OF 1/1/17; ANNUAL**

| Grade | Step 1   | Step 2   | Step 3   | Step 4   | Step 5   | Step 6   | Step 7   | Step 8   |
|-------|----------|----------|----------|----------|----------|----------|----------|----------|
| Year  | 1        | 2        | 3        | 4        | 5        | 6        | 8        | 10       |
| M-01  | \$40,050 | \$41,252 | \$42,489 | \$43,551 | \$44,640 | \$45,979 | \$47,956 | \$50,066 |
| M-02  | \$41,652 | \$42,902 | \$44,189 | \$45,293 | \$46,426 | \$47,818 | \$49,875 | \$52,069 |
| M-03  | \$43,318 | \$44,618 | \$45,956 | \$47,105 | \$48,283 | \$49,731 | \$51,870 | \$54,152 |
| M-04  | \$45,051 | \$46,402 | \$47,794 | \$48,989 | \$50,214 | \$51,720 | \$53,944 | \$56,318 |
| M-05  | \$46,853 | \$48,258 | \$49,706 | \$50,949 | \$52,223 | \$53,789 | \$56,102 | \$58,571 |
| M-06  | \$49,195 | \$50,671 | \$52,191 | \$53,496 | \$54,834 | \$56,479 | \$58,907 | \$61,499 |

|              |           |           |           |           |           |           |           |           |
|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| M-07         | \$51,655  | \$53,205  | \$54,801  | \$56,171  | \$57,575  | \$59,303  | \$61,853  | \$64,574  |
| M-08         | \$54,238  | \$55,865  | \$57,541  | \$58,980  | \$60,454  | \$62,268  | \$64,945  | \$67,803  |
| M-09         | \$56,950  | \$58,658  | \$60,418  | \$61,929  | \$63,477  | \$65,381  | \$68,193  | \$71,193  |
| M-10         | \$59,797  | \$61,591  | \$63,439  | \$65,025  | \$66,651  | \$68,650  | \$71,602  | \$74,753  |
| M-11         | \$63,385  | \$65,287  | \$67,245  | \$68,927  | \$70,650  | \$72,769  | \$75,898  | \$79,238  |
| M-12         | \$67,188  | \$69,204  | \$71,280  | \$73,062  | \$74,889  | \$77,135  | \$80,452  | \$83,992  |
| M-13         | \$71,220  | \$73,356  | \$75,557  | \$77,446  | \$79,382  | \$81,763  | \$85,279  | \$89,032  |
| M-14         | \$75,493  | \$77,758  | \$80,090  | \$82,093  | \$84,145  | \$86,669  | \$90,396  | \$94,373  |
| M-15         | \$80,022  | \$82,423  | \$84,896  | \$87,018  | \$89,194  | \$91,869  | \$95,820  | \$100,036 |
| M-16         | \$85,624  | \$88,193  | \$90,838  | \$93,109  | \$95,437  | \$98,300  | \$102,527 | \$107,038 |
| M-17         | \$91,618  | \$94,366  | \$97,197  | \$99,627  | \$102,118 | \$105,181 | \$109,704 | \$114,531 |
| M-18         | \$98,031  | \$100,972 | \$104,001 | \$106,601 | \$109,266 | \$112,544 | \$117,383 | \$122,548 |
| M-19         | \$104,893 | \$108,040 | \$111,281 | \$114,063 | \$116,915 | \$120,422 | \$125,600 | \$131,127 |
| M-20         | \$112,236 | \$115,603 | \$119,071 | \$122,048 | \$125,099 | \$128,852 | \$134,392 | \$140,306 |
| M-21         | \$121,214 | \$124,851 | \$128,596 | \$131,811 | \$135,107 | \$139,160 | \$145,144 | \$151,530 |
| M-22         | \$130,912 | \$134,839 | \$138,884 | \$142,356 | \$145,915 | \$150,293 | \$156,755 | \$163,652 |
|              |           |           |           |           |           |           |           |           |
| MPT-4        | \$22,525  | \$23,201  | \$23,897  | \$24,495  | \$25,107  | \$25,860  | \$26,972  | \$28,159  |
| MPT-8        | \$27,119  | \$27,933  | \$28,771  | \$29,490  | \$30,227  | \$31,134  | \$32,473  | \$33,901  |
| MPT-12 (50%) | \$33,594  | \$34,602  | \$35,640  | \$36,531  | \$37,445  | \$38,568  | \$40,226  | \$41,996  |
| MPT-12 (75%) | \$50,391  | \$51,903  | \$53,460  | \$54,797  | \$56,167  | \$57,851  | \$60,339  | \$62,994  |
| MPT- 18      | \$98,031  | \$100,972 | \$104,001 | \$106,601 | \$109,266 | \$112,544 | \$117,383 | \$122,548 |

(c) The following positions are classified by assigning each of them to a pay grade and salary step in the Unit C Classification Plan:

| Job Title                             | Grade |
|---------------------------------------|-------|
| Administrative Assistant to Assessors | M-15  |
| Administrative Coordinator            | M-04  |
| Administrative Manager                | M-07  |
| Airport Manager                       | M-15  |
| Art Curator                           | M-09  |
| Assessment Specialist                 | M-04  |
| Assistant Airport Manager             | M-11  |

|   |      |
|---|------|
| Assistant City Assessor                                   | M-11 |
| Assistant City Auditor                                    | M-11 |
| Assistant City Planner                                    | M-11 |
| Assistant City Solicitor                                  | M-12 |
| Assistant City Treasurer                                  | M-11 |
| Assistant Director of EMS                                 | M-12 |
| Assistant Director of Human Resources                     | M-13 |
| Assistant Director of MIS                                 | M-14 |
| Assistant Director of Public Health                       | M-13 |
| Assistant Director of Zoological Services                 | M-12 |
| Assistant Procurement Officer and Buyer                   | M-06 |
| Assistant Project Manager                                 | M-04 |
| Assistant Superintendent, Industrial Pretreatment Program | M-12 |
| Assistant Water Superintendent                            | M-12 |
| Associate City Solicitor                                  | M-12 |
| Audit Supervisor  | M-06 |
| Branch Manager  | M-09 |
| Building Official   | M-12 |
| Chief Financial Officer                                   | M-22 |
| Chief of Staff/Admin Assistant                            | M-18 |
| Chief Videographer  | M-07 |
| City Arborist   | M-05 |
| City Auditor  | M-17 |
| City Clerk  | M-17 |
| City Engineer   | M-15 |
| City Planner  | M-15 |
| Civil Engineer  | M-09 |
| Collection Supervisor                                     | M-05 |
| Commissioner of Public Infrastructure                     | M-18 |
| Community & Historic Preservation Planner                 | M-05 |
| Community Energy Coordinator                              | M-09 |
| Community Relations Specialist                            | M-06 |
| Compliance Officer  | M-06 |
| Conservation Agent  | M-11 |
| Constituent Services Coordinator                          | M-05 |
| Construction Superintendent                               | M-09 |
| Curator of Aquatics                                       | M-09 |
| Curator of Education                                      | M-06 |
| Deputy City Treasurer                                     | M-13 |
| Deputy Commissioner Public Infrastructure                 | M-16 |
| Director of Community Development & Planning              | M-18 |
| Director of Community Services                            | M-13 |
| Director of Council on Aging                              | M-11 |

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|--|------|
| Director of Emergency Management         | M-10 |
| Director of EMS                          | M-15 |
| Director of Environmental Stewardship    | M-14 |
| Director of Facilities & Fleet           | M-16 |
| Director of Grants & Finance             | M-09 |
| Director of Human Resources              | M-17 |
| Director of Inspectional Services        | M-16 |
| Director of Leash Law                    | M-10 |
| Director of Licensing                    | M-10 |
| Director of MIS                          | M-16 |
| Director of Public Health                | M-16 |
| Director of Purchasing                   | M-14 |
| Director of Recreation & Parks           | M-13 |
| Director of Tourism & Marketing          | M-11 |
| Director of Veterans Services            | M-10 |
| Director of Zoological Services          | M-16 |
| Election Commissioner                    | M-10 |
| Electrical Inspector                     | M-08 |
| EMS Training / Quality Assurance Officer | M-09 |
| Energy Manager                           | M-12 |
| Energy Office Manager                    | M-05 |
| Engineering Supervisor                   | M-13 |
| Environmental Project Manager            | M-12 |
| Executive Aide                           | M-13 |
| Executive Secretary/ Parking Clerk       | M-13 |
| Facilities Superintendent                | M-11 |
| Finance & Operations Mngr.               | M-11 |
| Financial Analyst                        | M-05 |
| First Assistant City Solicitor           | M-16 |
| Garage Foreman                           | M-11 |
| Garage Superintendent                    | M-13 |
| GIS Specialist                           | M-09 |
| Grants Auditor                           | M-06 |
| Grants Manager                           | M-07 |
| Head of Reference                        | M-12 |
| Head of Special Collections              | M-10 |
| Health & Safety Officer                  | M-06 |
| Highway Superintendent                   | M-14 |
| HR Generalist                            | M-06 |
| Human Services Coordinator               | M-07 |
| Industrial Pretreatment Engineer         | M-08 |
| Lead Water Treatment Plant Operator      | M-09 |
| Legal Services Coordinator               | M-07 |
| Library Director                         | M-15 |

|  |      |
|--|------|
| Library Specialist                       | M-07 |
| Management Analyst                       | M-09 |
| Marine Resource Officer                  | M-07 |
| Marketing Assistant                      | M-04 |
| Neighborhood Liaison                     | M-05 |
| Park Maintenance/Forestry Superintendent | M-10 |
| Pre Professional Librarian               | M-06 |
| Program Director                         | M-09 |
| Public Access Director                   | M-08 |
| Public Health Program Manager            | M-01 |
| Public Information Officer               | M-11 |
| Recreation & Parks Manager               | M-04 |
| Sealer of Weights & Measures             | M-07 |
| Senior Branch Manager                    | M-12 |
| Senior Systems Analyst                   | M-13 |
| Staff Planner                            | M-05 |
| Station Manager                          | M-11 |
| Superintendent of Wastewater             | M-14 |
| Superintendent of Water                  | M-14 |
| Supervising Civil Engineer               | M-11 |
| Supt. of Facilities Construction & Mngt. | M-15 |
| Systems Analyst                          | M-09 |
| Tourism & Marketing Manager              | M-04 |
| Treasurer Collector                      | M-16 |
| Veterinarian                             | M-11 |
| Water Construction Superintendent        | M-14 |
| Water Registrar                          | M-07 |

**PART-TIME**

|                                 |        |
|---------------------------------|--------|
| Assistant City Solicitor        | MPT-12 |
| Associate City Solicitor        | MPT-12 |
| City Solicitor                  | MPT-18 |
| Clerk of Committees             | MPT-04 |
| Legislative Counsel             | MPT-12 |
| Supervising Public Health Nurse | MPT-08 |

(d) The annual rates of compensation established in section 19-7(a) above shall be amended by multiplying the percentage rate of increase for municipal employees represented by Local 851, American Federation of State, County and Municipal Employees (AFSCME) made from time to time, to each grade and step of the Classification and Salary Plan effective on the date of adjustment made for municipal employees, which shall be on or after the effective date established in section 19-7(a) above.



Section 2. Chapter 19, Section 19-7.1(b) is hereby amended by striking the subsection in its entirety and inserting the following in place thereof:

(b) On original appointment, an employee appointed to a position in the Unit C Classification Plan shall be paid at the minimum rate (Step 1) for the pay grade to which the appointment is made. Notwithstanding the provisions of section 19-7.1(c), advancement from the minimum to maximum rate within a pay grade shall be by step rate increase upon completion of a satisfactory evaluation of the employee's performance which shall be conducted at least annually prior to the completion of each year of creditable service; and provided further, that step advancement prior to completion of one year of service shall be subject to available appropriations. Creditable service shall be based on a period of fifty-two (52) weeks of actual service. No step rate increase shall be implemented if an employee eligible for such step rate increase receives an overall performance rating of "Not Met". Upon issuing a "Not Met" overall performance evaluation to a Unit C employee, the Department Head shall recommend to the Mayor, in writing with reasons therefore and with a copy to the employee, that the employee received an overall performance rating of "Not Met" and a step rate increase is not warranted or justified upon review of the employee's performance. The employee shall have ten days from receipt of said reasons to submit supplemental information to the Mayor. The Mayor shall decide to grant or disapprove a step rate increase and his decision shall be final.

Section 3. This ordinance shall take effect in accordance with the provisions of Chapter 43 of the General Laws.