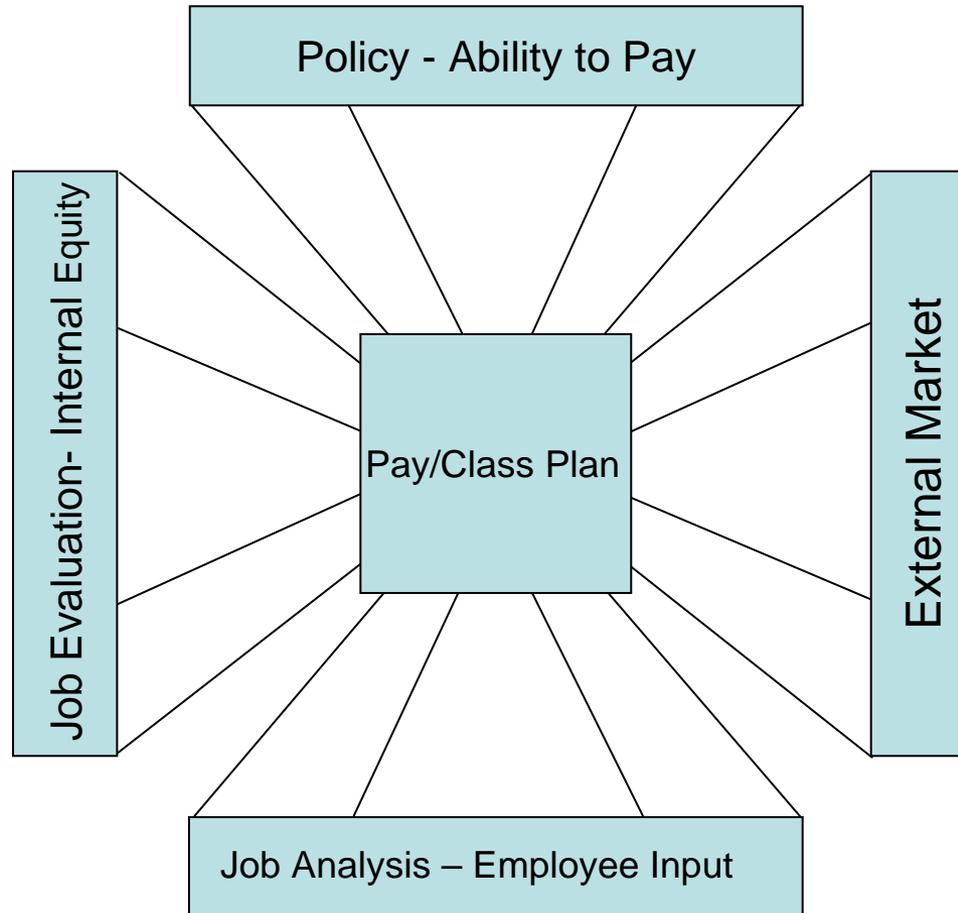


## HRS Report Components will Include:

Introduction/Methodology/Process  
Project Report and Findings  
Classifying and Compensating Positions  
Implementation and Other Recommendations  
Job Descriptions  
Rating Manual and Ratings  
Position Analysis Questionnaire  
Proposed Compensation Plan  
Proposed Classification Plan  
Compensation Comparisons Chart  
Salary Market Data  
Limited Benefits Market Data  
Pay for Performance System  
Compensation Policies and Trends from other communities  
Web-based Tools

Human Resources Services, Inc.

# Building the Plan



## SAMPLE POLICY QUESTIONS TO PONDER

1. How Competitive does Holyoke want to be?
2. What will the City's Implementation strategy be; how much can it afford?
3. What will be the design of the final pay grid(s); steps, ranges, pay for performance.
4. How will the City maintain the system into the future?
5. Development of clear compensation policies and procedures on a city-wide basis.
6. Definitions of salaried, seasonal, part-time, hourly, temporary.
7. Levels of administrative positions required.
8. Roles of Personnel, Executive, Department Heads, and Employees in the management of the system developed.
9. What are some of the obstacles for implementation; political, policy, management, union? How can we overcome?
10. How do we handle the elected and contract positions in the plan?

# The Consultants' Charge

Modernize the current compensation and classification plan. Consider alternatives to current system.

Develop a system that is externally equitable and internally equitable as well.

Conduct a thorough market survey and benchmark against the wages and certain benefits for Holyoke.

Develop a method and procedure for employees to move through the pay ranges and also for the pay ranges to be updated.

# ....Continued

Ensure that job descriptions are updated, and legally compliant and procedures are in place for the City to maintain into the future.

Ensure a concrete classification methodology that is easily maintained by the City. Provide the necessary tools for future maintenance.

Ensure that there are sound policies for the compensation administration program. Samples will be provided by HRS.

Do not cut the pay of “red-circle” employees; however maintain the lower rates of pay for the grade ranges when hiring new employees.

# ....Continued

Remedy internal compensation inequities among employees when comparing non-union positions to union positions. Bring the compensation of the non-union aligned employees in ranges comparable to their counterparts in union positions.

Ensure there is a process in place so when a vacancy develops, there is proper review mechanism for the position through job analysis, job description, and market pricing. Provide tools to the City.

Review FLSA status for borderline positions.

Ensure a study process whereby there is adequate input from employees, supervisors, department heads, executive, personnel, and other boards.

# Discussion?