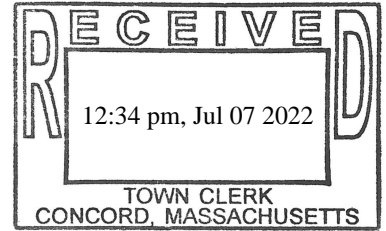


Personnel Study Task Force Agenda

July 11, 2022; **3PM Hybrid**  
141 Keyes Road or Join by Zoom Meeting



<https://us02web.zoom.us/j/82394061791?pwd=cW9nTktDYTJOeGdLK2VWMGtlcmpuUT09>

**Meeting ID: 823 9406 1791**

**Passcode: 540139**

Call to Order  
Roll Call

Approval of Minutes of June 13, 2022

Correspondence or Member Updates

Open discussion on draft recommendations and vote on their direction and specific wording

Using materials from prior agenda packets

Review of format for our final report

Consider next steps

Any New Business that came up after posting Agenda

Pending Meeting Dates

Monday, July 25 – Joint Meeting Personnel Study Task Force and Personnel Board

4:00 PM – HYBRID 141 Keyes Road 1st Floor Conference Room or Join via Zoom

Public Comment

Adjournment (by roll call)

PERSONNEL STUDY TASK FORCE – TOWN OF CONCORD, MA  
MEETING MINUTES **DRAFT**

Date: June 13, 2022 4 PM  
Location: Hybrid, 141 Keyes Rd. Conference Room

Present from the Board: Ruth Lauer (Co-Chair), Anne Rarich (Co-Chair),  
Bruce Button, Paul Macone.

Others Present: Terry Ackerman, Select Board Liaison, Ned Perry, Erin Mulcahy

**1. Call to Order**

The meeting was called to Order by Co-Chair Anne Rarich at 4 pm.

**2. Approval of Minutes**

Upon a Motion duly made and seconded, it was  
VOTED (by roll call) to approve the Minutes of May 9, 2022.

Bruce Button	Aye
Ruth Lauer	Aye
Paul Macone	Aye
Anne Rarich	Aye

**3. Correspondence or Updates**

Co-Chair Anne Rarich announced that she had corresponded with the Chair of the Personnel Board inviting them to a joint meeting with the Task Force on June 22 to discuss and entertain questions regarding the task force work in order to prepare for a public hearing on likely recommendations that would become the responsibility of the Personnel Board and others. Discussion included: not all Task Force members can be present on the 22<sup>nd</sup>; the focus needs to be on the Select Board which appointed the Task Force; the date should be pushed further out to give more time to compile Task Force recommendations so the Personnel Board has something definite to respond to; it would be difficult for the Personnel Board to learn more about the activities of the Task Force from a review of documents on the Town website as currently posted; a summary of activities and documents should be created that includes findings of Task Force--a list of all items to be included/referenced in the report, and Erin Mulcahy was asked to provide this for the next agenda packet; the Personnel Board is not currently implementing their job as codified in the bylaws; there are no future meetings scheduled at this time; we should withdraw the invitation to the Personnel Board, do more homework, and reissue the invitation later.

**4. Open Discussion regarding How we Anticipate making the Task Force Report to the Select Board, the need for a Public Hearing, and who should host**

The Task Force reviewed the draft report provided by Anne Rarich. Discussion included: listing the various items that should be included/referred to in the final report – amended Charge, annotated bylaw table, 1985 Personnel Administrative Code, Personnel Policies and Procedures, check list of activities of Personnel Board to include in employee class and comp decisions, matrix of Personnel Board activities created by Claude, intro created by Paul, data prepared by Anita Tekle regarding Personnel Board recent history. Discussion noted that accepted recommendations of the Task Force will be for the Select Board, Personnel Board, and/or Town Manager to implement, particularly if

future Town Meeting action is needed. Recommendations should usefully be crafted as measurable goals for those boards to focus on.

The process going forward is to present the final report at a Hearing, amend its recommendations if deemed necessary as a result, finally present to the Select Board and be dissolved. Discussion included: the Task Force should take the lead in the Hearing but make a special effort to include the Select Board and Personnel Board; the Task Force should take advice on the best way to include employees; Erin Mulcahy agreed to pursue likely dates and locations for the Hearing given back-to-school and religious holy day events; Anne Rarich agreed to create flyers to advertise the Hearing; Anne Rarich agree to reach out the Select Board Chair regarding likely scheduling; it would be preferable to appear before the Select Board well before the Fall Coordination Meeting so that the Task Force may participate in that meeting with an approved recommendation since the meeting is all about anticipating Town Meeting action.

**5. Any New Business that has Come Up after posting the Agenda**

As a result of this meeting, Paul Macone agreed to meld his introduction document with that drafted by Anne Rarich. Bruce Button agreed to do some work on the draft and the conclusion.

**6. Pending Meetings**

Erin Mulcahy will ensure that subsequent meetings are posted on the Town Calendar, that the room is reserved, and that Zoom is implemented.

June 22      **cancelled**  
July 11      4PM      hybrid  
July 25      4PM      hybrid      Joint meeting with the Personnel Board  
August 31    4PM      hybrid      **Tentative Public Hearing**

**7. Public Comment**

No public comment was offered.

**8. Adjournment**

The meeting was adjourned by roll call.

Upon a Motion duly made and seconded, it was VOTED (by roll call) to adjourn the meeting at 5:10 PM.

Bruce Button	Aye
Ruth Lauer	Aye
Paul Macone	Aye
Anne Rarich	Aye

Respectfully submitted,  
Ruth C. Lauer, Clerk pro temp  
Approved: xxxyyyzzz

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**1987 Memo**

4 messages

**Paul** <mac.one@comcast.net>

Fri, Jul 1, 2022 at 3:18 PM

To: Matthew Johnson <mjohnson@concordma.gov>, Terri Ackerman <tackerman@concordma.gov>, Linda Escobedo <lescobedo@concordma.gov>, Henry Dane <hdane@concordma.gov>, "mhartman@concordma.gov" <mhartman@concordma.gov>, "klafleur@concordma.gov" <klafleur@concordma.gov>

Cc: Edward Perry <nedperry10@gmail.com>, Anita Tekle <anitatekle@gmail.com>, Mark Howell <mark\_howell@mac.com>, "ruthclauer@gmail.com" <ruthclauer@gmail.com>, "anne@learning-exchange.com" <anne@learning-exchange.com>, Bruce Button <tncba@tiac.net>

June 30, 2022

From: Paul Macone

Greetings all,

Disclaimer: I am currently a member of the Personnel Study Task Force. I am **not** sending this letter in my capacity as a Task Force member. I have had no conversations or correspondence with any members of the Task Force regarding this letter or its contents. This letter should be considered sent by a resident and retiree with 30+ years of service to the town. I retired in 2010 from the police department.

This past weekend I was cleaning out some old files and I came across an old work memo dated January 09, 1987. (attached) This old coffee-stained memo has a relationship to today that is worthy of note. I read this old memo and immediately remembered the story and action taken at the time.

At this time in 1987 I was the union representative for the police department (Communication Workers of America). The issue at hand was that officers were not paid for details worked with a private party, such as contractors in a timely manner. If the contractors or non-town party didn't pay for the detail right away, the officers didn't get paid until the monies were received by the town. This created some issues of timely payments. The issue was brought to me in my capacity as the union representative. This long story brings me to my point. I called Personnel Director (then Human Resources Director) Adele Langevin and made her aware of the problem. I suggested some sort of a revolving account that could be used to make timely payments. Ms. Langevin was very receptive and expressed concern with our plight. In less than two weeks Ms. Langevin worked with Town Manager Steve Sheiffer, Town CFO Tony Logalbo and Police Chief Bill Costello to come up with a fix to the problem. I emphasize, this was done in less than

two weeks. I received a copy of the attached memo which documents the response. Ms. Langevin's idea was simply better than mine and this policy exists to this day. Problem identified; problem solved in a very timely manner. This is just one example of the non-adversarial and cooperative relationships between employees and the Personnel Department.

Citizen Ned Perry wrote a memo to the Personnel Study Task Force dated March 18, 2022. In this memo, Mr. Perry correctly speaks of the close relationship between the Personnel Board, the Personnel Director, the Town Manager and the Town employees. He attached a couple of excerpts from past Town Annual Reports that speak to this close working relationship. I can attest to this relationship as I was a town employee at the time and I had contact with the management of the town in my capacity as union steward for the police department union members. Mr. Perry's letter and attachments are on the PSTF web page. If you haven't read them, I strongly encourage you to do so. This is how business was done at the time. This was a time when "working as a team" was to everybody's benefit. Last year a highly trained, valuable veteran employee left the employ of our town after being promoted to a higher classification. This employee left us for another municipality mainly because it took five months for their pay raise to finally make it through the mud of today's town processes. This is just one example. There are many more.

Please take the current state of affairs seriously.

Paul Macone

33 Grove Street

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**2 attachments**



**Memo 1 001.jpg**  
245K

362 BEDFORD STREET  
CONCORD, MASSACHUSETTS 01742

Memorandum to: Personnel Study Task Force  
Town of Concord, MA

From: Ned Perry

Date: March 18, 2022

Subject: Personnel Board Reports  
Annual Reports, Concord, Massachusetts for 1990, and 1991

Thank you for your service to our Town by participating in the important work of the Personnel Study Task Force. Based on the Charge given to you by the Select Board, your report back to them at the conclusion of your work could have a positive impact on our Town employees and our broader Concord Community for many years into the future.

Enclosed are two reports from the Concord Personnel Board which are copied from the Annual Reports of the Town of Concord for 1990 and 1991. The reports describe a close working relationship between the Personnel Board, the Personnel Director, the Town Manager and the Town employees as reflected in the ongoing series of informal meetings with employees, the role of the Personnel Department in the recruitment of new employees, the hearing of appeals, the revision of the Town's Personnel Bylaws and a townwide study of the Town's classification and compensation system.

While it has been heard during your meetings that Personnel Boards in Massachusetts "don't do this" or "cannot do that," our history in Concord has been that the Personnel Board had a broad list of responsibilities and the members of earlier Boards worked hard with the Personnel Director to try to ensure that our Town policies & procedures, as well as our classification and compensation plans were fair and attractive to our Town employees and prospective employees.

The employee survey you recently have initiated hopefully will reinvigorate the communications between our Town government and our Town employees. A number of employees have mentioned to me that they were pleased to receive the survey and that they have filled it out and returned it.

Each Task Force member has relevant experience and has expressed good ideas during your discussions. I look forward to reading your report to the Select Board. Please consider trying to encourage the Select Board to revise the Charge to the Personnel Board to include a productive working relationship with the Human Resources Director, updating and maintaining the Personnel Bylaw, and developing of an Employee Handbook in order to retain and continue to attract a talented and engaged workforce.

Thank you, again, for the work you are doing as a Task Force.

Enclosures

**Summary of Personnel Board Meetings 2011-2021, Content per Posted and Approved Minutes**

<b>Date</b>	<b>Classification Actions Regular</b>	<b>Hiring Above Midpoint</b>	<b>Employee Benefits</b>	<b>Policies &amp; PPPs</b>	<b>Town Meeting Articles</b>	<b>Implementation of Salary Increase Plans</b>	<b>Personnel Board &amp; Personnel Bylaw &amp; Miscellaneous</b>
<b>2011 (3) Nancy Beeuwkes, Judy Walpole, Susan Bates, Judy Terry, Jim Reynolds (to Sept); Paul Kugler (starting Dec)</b>							
5.12.11		X	health ins update			HRD reported on FY12 salary increase plans	
9.8.11	X	X		PPP 10.3-1 (approved) PPP 10.7 (upcoming)	HRD asked for suggestions on changes to PBL	HRD reported on progress with perf eval form updates	
12.28.11	X		health ins update	PPP 10.7 discussion	TM Whelan discussed proposed 1.5% COL + 2% step FY13		
<b>2012 (4) Judy Walpole (to July), Judy Terry, Susan Bates, Nancy Beeuwkes, Paul Kugler; Claude Cichetti (starting Dec)</b>							
2.16.12	X	X		PPP 10.7 PPP 10.71 PPP 10.72 (approved)			Unionization Library employees announced
6.4.12	X					HRD reported on FY13 salary increase plans develpd by TM & staff; approved; minor changes to perf eval forms	
7.26.12	X	X					TM & staff provided update of Library staff concerns; goal to see uniform pol & procedures
12.20.12	X				TM discussed proposed changes to salary sched for ATM		Exec Session to discuss collective bargaining strategy

Date	Classification Actions Regular	Hiring Above Midpoint	Employee Benefits	Policies & PPPs	Town Meeting Articles	Implementation of Salary Increase Plans	Personnel Board & Personnel Bylaw & Miscellaneous
<b>2013 (2)</b>	<b>Judy Terry, Nancy Beeuwkes, Susan Bates, Paul Kugler, Claude Cicchetti</b>						
5.13.13	X					Vote to approve proposed FY14 salary increase plan	
9.24.13	X	X			Discussion of salary changes for ATM		
<b>2014 (5)</b>	<b>Judy Terry (to May), Nancy Beeuwkes (to May), Susan Bates, Paul Kugler (to May), Claude Cicchetti; Nancy Crowley (starting May)</b>						
1.9.14	X	X		PPP 10.7 amended	Vote to support ATM articles		
5.13.14	X					Vote to approve proposed FY15 salary increase plan	Heads up re: upcoming appeal of employee termination
6.12.14	Agenda included executive session—no minutes posted for either open or executive sessions						
7.7.14	Agenda included executive session—no minutes posted for either open or executive sessions						
12.18.14	X	X			Discussion of salary changes for ATM		
<b>2015 (6)</b>	<b>Susan Bates, Nancy Crowley, Claude Cicchetti; Ellen Quackenbush (starting May)</b>						
5.17.15	X			PPP 13.0 and 7.1		Vote to approve proposed FY16 salary increase plan	
6.25.15	X	X					
9.30.15	X	X	Parental Leave – heads up to discuss	PPP 27			
10.28.15	X		Parental Leave – still under review	PPP 37 rescind; adopt temp PPP 20			
11.18.15		X		PPP 10.1	Review of changes proposed by TM & HRD		Proposed changes to reduce role of PB in



							hiring decisions & reporting requirements
Date	Classification Actions Regular	Hiring Above Midpoint	Employee Benefits	Policies & PPPs	Town Meeting Articles	Implementation of Salary Increase Plans	Personnel Board & Personnel Bylaw & Miscellaneous
12.9.15	X	X			Review proposed warrant articles— vote to support		
<b>2016 (2)</b>	<b>Susan Bates, Nancy Crowley, Claude Cicchetti, Nancy Quackenbush</b>						
5.17.16	X			Temporary Additional Duties Pay PPP 7-1 PPP 7-2 PPP 13 PPP 11		Vote to approve proposed FY17 salary increase plan	HRD suggested longer appts for PB members due to infrequency of meetings
8.30.16	X			PPP 7-1, 7-3			
<b>2017 (3)</b>	<b>Susan Bates, Nancy Crowley, Claude Cicchetti, Nancy Quackenbush</b>						
2.22.17	X			PPP 7-1, 7-3	Discussion of changes proposed by HRD & TM— no vote		
5.11.17	X			PPP 7-1, 7-2, 7-3 Preview of draft overhaul of FMLP		Vote to approve proposed FY18 salary increase plan	
9.16.17	X			PPP 7-1 & 13			
<b>2018 (4)</b>	<b>Susan Bates, Nancy Crowley, Claude Cicchetti (to May), Nancy Quackenbush; Bill Mrachek (starting Dec); Jim Richardson (starting Dec)</b>						
1.3.18	X			PPP 7-1, 7-2, 13 Temporary Additional Duties Pay	Discussion of proposed ATM articles—no vote		

Date	Classification Actions Regular	Hiring Above Midpoint	Employee Benefits	Policies & PPPs	Town Meeting Articles	Implementation of Salary Increase Plans	Personnel Board & Personnel Bylaw & Miscellaneous
3.12.18	X				Voted to recommend approval of proposed ATM articles		Preview of impact of Mass Pay Equity Act; Authorized Chair to prepare motions for ATM articles & make housekeeping changes as needed
5.30.18	X			PPP 10-2 to provide TM with more discretion to set salaries w/in ranges PPP 7-1, 7-2, 7-3, & 13		Vote to approve proposed FY19 salary increase plan	
12.19.18	X			PPP 7-1, 7-2, 7-3	Broad outline of proposed ATM articles—still under review by TM—no vote		
<b>2019 (3) Ellen Quackenbush, Susan Bates (to May), Nancy Crowley, Jim Richardson, Bill Mrachek</b>							
3.13.19	X				Positions on proposed ATM articles; market data still under review; vote to recommend		Discussion of outreach to be done for recruiting personnel. Heads up to consider hiring consultant to review structure & roles of PB/HRD/TM
4.1.19	X			PPP 7-3		HRD indicated that SMT decided to not propose any changes to salary increase plan for FY20	Role of PB to be discussed at future meeting; general discussion of COL/Performance increases

Date	Classification Actions Regular	Hiring Above Midpoint	Employee Benefits	Policies & PPPs	Town Meeting Articles	Implementation of Salary Increase Plans	Personnel Board & Personnel Bylaw & Miscellaneous
5.15.19	X			PPP 7-1, 7-2, 7-3 and 13		HRD reported that SMT provides input into allocation of salary increases; vote to approve	HRD suggests move toward performance-based & bonus system in future; alternate perf review systems considered but would be difficult to maintain. Proposal from consultant to be reviewed by 2 members of PB
2020 (5)	Ellen Quackenbush, Nancy Crowley, Jim Richardson, Bill Mrachek						
1.9.20					Discussion of HRD proposal for FY21 salary incr & reduced role of PB to be brought to ATM—TM indicated not his idea, but he supports		PB members feel that they are not asked to provide input—only to approve actions proposed by others. Need for transparency. TM feels that adequate check & balance provided by employment laws.
2.13.20					Review of ATM Art 6 to reduce role of PB. Drafted by Town Counsel.		TM requested that proposed change to role of PB be presented as being responsive to employees & citizens. Not due to new TM.
7.13.20					Art 6 won't be moved since not essential. No vote taken on other articles.		5 sets of minutes approved from 2019 & 2020

Date	Classification Actions Regular	Hiring Above Midpoint	Employee Benefits	Policies & PPPs	Town Meeting Articles	Implementation of Salary Increase Plans	Personnel Board & Personnel Bylaw & Miscellaneous
12.1.20	X			Temp addendum to PPP 13 approved PPP 7-1, 7-2, 7-3		Proposed salary increase plan following ATM approved	Brief discussion of Personnel Board/Bylaw review.
12.8.20	X			HRD explained that items have moved to PPPs to provide flexibility. TM feels enough oversight w/ laws & court decns.			HRD provided history of role of PB & changes. Check & balance is valuable, but too much time taken from other projects & goals. Eliminating PB is consistent w/ goal to attract & retain new employees—more flexibility.
<b>2021 (10)</b>	<b>Ellen Quackenbush (to March), Nancy Crowley, Jim Richardson, Bill Mrachek</b>						
1.19.21							HRD concerned about balancing transparency w/ restrictions of privacy & legal issues; she questions value of proposed study of roles of PB, etc. TM prefers that PB be advisory to him. Some consensus to defer to TM & HRD to develop proposal

Date	Classification Actions Regular	Hiring Above Midpoint	Employee Benefits	Policies & PPPs	Town Meeting Articles	Implementation of Salary Increase Plans	Personnel Board & Personnel Bylaw & Miscellaneous
1.26.21					Review of proposed Art 7. Vote to move forward w/ Art 7 as proposed. Consensus to start preparing for public hearing.		PB not involved in operational & transactional decns. One PB member feels that PB should not initiate anything. Advisory capacity only, upon request. HRD struggles w/ seeing any ongoing role of PB, although she values transparency. TM questions any value from study.
2.10.21				Misc Comp Schedule	TM feels that future role of PB needn't be discussed at ATM. He is eager to get proposed bylaw approved. Continue conversation after ATM.		PB noted that survey data was anecdotal/informal rather than actual survey. HRD indicated it's a combo. TM indicated it's situational. Struggles w/ internal pay equity vs market rates noted.
3.23.21				Misc Comp Schedule	Preview of ATM articles –vote to support comp plan. Art 7 same as 2020. TM emphasized that it's not his initiation. Timing w/ his arrival coincidental. Vote to proceed w/ Art 7 as written.		HRD noted that her comments at hearing were based on anecdotal feedback & experience, and not on factual study. Discussion of accuracy of TM's report that no towns w/ Town Managers also have Personnel Boards.

Date	Classification Actions Regular	Hiring Above Midpoint	Employee Benefits	Policies & PPPs	Town Meeting Articles	Implementation of Salary Increase Plans	Personnel Board & Personnel Bylaw & Miscellaneous
5.10.21					Art 7 reviewed following 4.27 hearing. Issues raised safeguards, oversight & transparency. HRD feels issues were red herrings. Brief discussion of need for employee input/comment. Should that be an objective? Vote to move forward, deleting Sect. 3c		HRD plans to send request for employee comments out soon.
6.2.21					Report that Moderator says proposed motion beyond scope of what is in Warrant. Vote 2-1 to take no action on Art 7.		Results of employee feedback concerns raised about shift of power & resp to TM & lack of transparency. Lack of public dialog. HRD reported 70% support Art 7/15% opposed.
6.11.21					Art 5 & 6 on consent calendar. No motion on Art 7. HRD indicated that not all employees are pleased with PSTF.	HRD presented proposed FY22 salary increase plan. No plans to move w/in ranges for performance due to lack of funds. SMT provided input. Voted approval	Aim to have non-union employee increases consistent w/ unionized, but not possible this year. Discussion of PSTF—organized w/out PB input. Strong statement to be sent to SB opposing the process.

Date	Classification Actions Regular	Hiring Above Midpoint	Employee Benefits	Policies & PPPs	Town Meeting Articles	Implementation of Salary Increase Plans	Personnel Board & Personnel Bylaw & Miscellaneous
8.12.21	X			PPP 7-1, 7-2			Report on Select Board charge for PSTF
11.30.21	X		Heads up about proposed changes to vacation leave policy.	Voted to approve one-time pay incentive for non-union Police employees for dashboard/body cam program. Approval to Misc Comp Schedule	HRD presented suggested changes to Personnel Bylaw, as proposed by HRD & staff. No vote taken.	HRD announced that there have been no increases w/in ranges for non-union employees for 2 years. Merit pay increases have been suspended. Effort to rectify that this year. Approved.	Preliminary discussion of Incentive Pay proposals, above what is approved at Town Meeting. These would be adopted under a proposed amended PPP 10.3. Brief discussion of charge for PSTF. PB requests to be involved in TM search.
12.29.21				PPP 7-1, 7-2 approved.	HRD presented changes being proposed to Personnel Bylaw. No vote taken.		Draft Recreation Incentive Pay Program discussed. Responses to questions raised will be provided at future meeting. Update on PSTF provided. HRD provided update on request made by PSTF for documents & info. Request now withdrawn.
2022	As of 4.8.22, no minutes have been posted for 2022.						

April 9, 2022

**TO:** Members of Personnel Study Task Force

**FROM:** Anita Tekle

**RE:** Observations on Review of Personnel Board Minutes 2011-2021

As I mentioned at your last meeting on March 28, I have spent some time in recent weeks reviewing the minutes of the Personnel Board (PB) meetings held between 2011 and 2021, for which minutes were posted. There were 45 meetings. A summary of the content of those meetings is attached. I've split the subjects discussed at the PB meetings into categories: Classification Actions; Hiring Above Midpoint (removed from PB jurisdiction at 2016 ATM); Employee Benefits; Policies & PPPs; Personnel Board's Town Meeting Articles; Implementation of Salary Increase Plan (following the ATM); Personnel Board, Personnel Bylaw, and Miscellaneous.

Following are my observations from reading the minutes. You may find this useful in informing some of your recommendations in your Final Report.

1. Until 2016, the PB was actively involved in developing and discussing the content of the "Personnel Board's Warrant Articles," with discussions held with the Town Manager (TM) and/or Human Resources Director (HRD) prior to the close of the Warrant, with ample time to provide informed input. Beginning in 2017, that dynamic changed, so that what was presented at Town Meeting as the "Personnel Board's Warrant Articles" were in fact proposals from the TM and HRD, often with input from the Senior Management Team (SMT). The PB did not even see the proposals until after the Warrant closed, or if they heard about them, it was only in broad terms just before the close of the Warrant, since they were still under development. Often the PB wasn't even asked to vote to support the articles until just prior to the public hearing, if at all. This explains why questions made at the public hearings were often deflected to staff, since the PB member making the presentation was working from a script, without knowledge of the details. In reality, beginning in 2017, the PB's role at Town Meeting as sponsors of the Articles, was in some ways a sham. In recent years, many of the personnel-related Warrant Articles have been placed by the Moderator on the Consent Calendar, so the PB spent little or no time developing or discussing these prior to Town Meeting.
2. The minutes of the PB often do not provide sufficient detail to know what in fact was approved or discussed. References were made at times to either a document or verbal presentation which was not identified or delineated in the minutes. The "meeting packet" that did provide materials for the PB to review (and generally distributed on the afternoon of the meeting), are removed from the web site following the meeting. Even to this day, there is only one packet for the most recent meeting available to view on the web site. This is different from most other committees and boards, which make meeting materials readily available for years on the web site. This is inconsistent with the Town's and the HRD's commitment to transparency.
3. From 2011 to 2021, there was only one occasion when the HRD indicated that employee feedback on proposed changes to the Personnel Bylaw would be sought, and that was in May 2021. This was just following the public hearing when the issue of lack of employee input into



the significant proposed changes was brought up. This is in violation of both the letter and spirit of the Personnel Bylaw, which reads in part as follows: “Employees shall be provided an opportunity to review and comment on any proposed personnel policy that could have a significant impact on the conditions of their employment.” The fact that in 11 years this was only done once (and following the printing of the Warrant and public hearing), is disheartening.

4. Many of the meetings when significant changes were made to the Classification Schedule, decisions were seemingly made in a vacuum, without the benefit of data or analysis. Job descriptions were sometimes presented, but not always. The rationale for a reclassification was often made (internal equity or difficulty with recruitment) but it was anecdotal and informal. When asked the strategy on how the classifications were reached, the response was almost always a combination of “a wide variety of reasons, to stay competitive with the market and/or pay equity.” If data was collected, it was not shared with the PB.
5. There was no agenda time used between 2011 and 2021 to discuss difficulty with recruitment, employee turnover rates, employee morale, or satisfaction with employee benefits. These are all issues about which the Personnel Board could play an important role going forward.