

Article 6
Personnel Bylaw Amendment

Presenter: After recognized by Moderator, state name, street address, and role

----- (Slide 1 – Text of Article) -----

Article 6, as reflected in the Warrant reads: “To determine whether the Town will vote to strike the text of the Personnel Bylaw in its entirety and replace it with the following, or take any other action relative thereto:

Please refer to the Warrant for the full wording of this Article.

----- (Slide 2) -----

The goal of this article is to support a personnel system that is:

- Efficient, optimizing the use of time of the Personnel Board and Town Meeting, as well as the Human Resources Department and Town Manager
- Responsive to changing operational needs, employment law and workforce trends
- Effective in the recruitment and retention of high-quality employees
- And is consistent with the current strong Town Manager form of government

----- (Slide 3) -----

As background to this article, one might ask “what is the content and scope of the Personnel Bylaw”?

- The Bylaw defines the Wage and Salary Classification program for non-union, Town staff
- It addresses details such as job titles, wages, and paid leave
- It does not apply to school and unionized employees. Hence, it applies to approximately 25% of the Town and Concord Public School regular workforce
- The Town Manager and Personnel Board have administrative authority for the Bylaw. All changes must be approved by a vote at Town Meeting. Over time the Personnel Bylaw items have been included on the Consent Calendar.

Let me explain some of the challenges of the current personnel system.

If there is a need for mid-year changes to the Classification & Compensation Plan, which is one section of the Personnel Bylaw, the process is as follows:

1. The Town Manager, consistent with his authority, decides to modify the duties of a position.
2. The HR Director evaluates the duties in light of internal equity, market factors, and relevant laws, and recommends a job title and salary range.
3. The Personnel Board reviews the recommendation and, upon Board approval, the changes take effect.
4. As much as a year later, Town Meeting vote determines whether the implemented action should be made official.

This is an inefficient process that leaves the employee and management in an uncertain and vulnerable position for an extended period of time.

The length of time needed to change the paid leave provisions of the Personnel Bylaw is another concern.

For example, if the Town Manager creates a new position and wishes to offer a competitive compensation package that requires modification to the non-union paid leave benefits, it could take more than 14 months to get Town Meeting approval to offer such a benefit. That is a significant delay that could impact the Town's ability to hire or retain employees.

The changes proposed in Article 6 should improve both the efficiency and effectiveness of the personnel system.

----- (Slide 4) -----

The proposed Bylaw defines the required elements, rather than the full details, of the personnel system. These elements include:

- A lawful, equitable, and efficient system of personnel administration
- Personnel policies about employee rights, obligations, and benefits
- A job classification plan
- A compensation plan
- A method for appointing employees based on merit principles
- A record-keeping system

----- (Slide 5) -----

The impacts of this article are to:

- Centralize employee compensation decisions so that the Town Manager is the authority for all Town employees
- Eliminate the need to bring these issues to the Personnel Board and, subsequently, to Town Meeting
- Reduce the Personnel Board from 5 to 3 members, appointed by the Selectboard for three-year terms
- Retain the Personnel Board in an advisory role

----- (Slide 6) -----
What then is the future role of the Personnel Board?

At the Town Manager's request, the Personnel Board may advise the Town Manager on key HR issues.

Some of the topics that the Personnel Board, and the Town Manager, have suggested include:

- Workforce employment trends. What do millennials, versus more traditional employees, want in a town job?
- What are the non-compensation components of employment that Concord might offer? For example, flex time to avoid congested Concord center traffic; work from home to accommodate child or elder parent care; on the job learning or special assignments to further an employee's career potential
- Concord citizens often have high expectations of town employees. How does this change the type of employee Concord wants to attract?
- Retention strategies for key position. More and more, Concord is competing with the private sector for talent. How do we up our game?

----- (Slide 7) -----
Why now?

Concord has been a leader in offering innovative services. For example:

- Concord Municipal Light Plant (and its carbon-neutral goals)
- Broadband telecommunications
- Beede Center

For all town services, Concord citizens are demanding ever-increasing levels of service.

Employment laws are changing rapidly. Many, such as the Massachusetts Equal Pay Act, must be applied consistently across the non-union and union workforce, making it increasingly difficult to have multiple authorities and processes for establishing compensation and benefits.

There is an increasing need for Concord's personnel systems to be creative, responsive, and competitive; our current system makes that difficult.

Furthermore, Concord's form of government has changed over time.

In the fifties, Concord had an administer form with the Personnel Board performing personnel administration functions. Over time, Concord has migrated to a strong Town Manager and centralized, professional Human Resources Department.

----- (Slide 8 – Text of Article) -----
Given the constantly shifting landscape of employment law and trends, the Personnel Board believes it is time to reconsider the Town's approach to establishing a personnel administration system for non-union employees and give that authority to the Town Manager by approving Article 6.



ARTICLE 6: Personnel Bylaw Amendment

ARTICLE 6. To determine whether the Town will vote to strike the text of the Personnel Bylaw in its entirety and replace it with the following, or take any other action relative thereto:

The Town of Concord Personnel Bylaw
 (See *proposed Bylaw printed in Warrant*)

1



ARTICLE 6: Personnel Bylaw Amendment

What is the Personnel Bylaw?

- The Bylaw is the Wage & Salary Classification Plan for Non-Union, Town staff
- It addresses details such as job titles, wages & paid leave
- It doesn't apply to School and Unionized employees
 - Applies to ~1/4 of our Town & CPS regular workforce
- Town Manager & Personnel Board have administrative authority for the Bylaw; all changes are voted by Town Meeting (historically on Consent Calendar)

3



ARTICLE 6: Personnel Bylaw Amendment

What is the goal of this article?

To support a personnel system that is:

- Efficient
- Responsive to changing operational needs, employment laws, & workforce trends
- Effective for the recruitment & retention of high-quality employees
- Consistent with a strong Town Manager form of government

2



ARTICLE 6: Personnel Bylaw Amendment

What is the concept of the proposed Bylaw?

- Sets forth required **elements**, rather than details. Requires:
 - A lawful, equitable & efficient system of personnel administration
 - Personnel policies about rights, obligations, and benefits
 - A job classification plan
 - A compensation plan
 - A method for appointing employees based on merit principles
 - A record-keeping system

4



ARTICLE 6: Personnel Bylaw Amendment

What is the impact of this article?

- Centralize employee compensation decisions so Town Manager is the authority for all Town employees
- Eliminate the need to bring these issues to the Personnel Board and, subsequently, Town Meeting
- Reduce the Personnel Board from 5 to 3 members, appointed by the Select Board for three-year terms
- Retain the Personnel Board in an advisory role

5



ARTICLE 6: Personnel Bylaw Amendment

Why are we asking for this action now?

- Concord has been a leader in offering innovative services
 - Concord Municipal Light Plant (and its carbon-neutral goals)
 - Broadband Telecommunications
 - Beede Center
- Citizens are demanding ever-increasing levels of service
- Employment laws are regularly increasing and changing
- Our HR systems must be creative, responsive, competitive
- Concord's form of government has developed
 - Town Manager w/centralized Human Resources Department

7



ARTICLE 6: Personnel Bylaw Amendment

What is the future role of the Personnel Board?

At the Town Manager's request, the Personnel Board may advise the Town Manager on key HR issues, such as:

- Workplace employment trends
- Non-compensation components of employment
- Citizen expectations of town employees
- Retention strategies for key positions

6



ARTICLE 6: Personnel Bylaw Amendment

ARTICLE 6. To determine whether the Town will vote to strike the text of the Personnel Bylaw in its entirety and replace it with the following, or take any other action relative thereto:

The Town of Concord Personnel Bylaw
 (See proposed Bylaw printed in Warrant)

8