

SAMPLE DECISION CHART – REVIEW OF AUTHORITY & ROLES RELATIVE TO ADMINISTRATION OF TOWN’S PERSONNEL SYSTEM

Topic	Current	Drivers/Goals	Restrains/Challenges	Questions	Options to Consider
Town Charter	Key Elements: <ul style="list-style-type: none"> • Select Board (SB) shall appoint a Personnel Board • Town Manager (TM) has broad executive power • TM has authority to appoint on merit and fitness alone • TM may remove employees for cause • TM is governed by the provisions of the "Wage and Salary Classification Plan" (Personnel Bylaw), so long as it remains in force 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	
Personnel Bylaw	<ul style="list-style-type: none"> • The “Wage and Salary Classification Plan”; does not apply to: <ul style="list-style-type: none"> ○ Union ○ School ○ Personal Contract ○ Elected 	<ul style="list-style-type: none"> • Purpose is to “establish an equitable and efficient system of personnel administration for Town employees.” 	<ul style="list-style-type: none"> • Efficiency • Ability to be responsive to needs/changes 	<ul style="list-style-type: none"> • Why citizen involvement for this group of employees? • How are needs for these positions different than those excluded? • Should role of PB be defined in Personnel Bylaw? 	
Personnel Board	<ul style="list-style-type: none"> • Established by Town Charter & Personnel Bylaw • 5 members • Appointed by Select Board • 3-year terms • Select Board’s 1985 outline of PBrd responsibilities is outdated & not reflective of current 	<ul style="list-style-type: none"> • Administer the Personnel Bylaw 	<ul style="list-style-type: none"> • Knowledge of municipal operations • Interest 	<ul style="list-style-type: none"> • How does SB want to go about reassessing the PB’s charge? • Do non-union employees have needs that PBrd can meet? • Any role in strategic workforce planning; personnel governance; assessing recruitment & retention? How does this align w/Charter & TM authority? 	<ul style="list-style-type: none"> • Reduce # of members • Change to advisory role • Address current restraints first; define new role of PBrd after priorities addressed • Define new role for PBrd before changing current

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<p>Town Manager – job description</p>	<ul style="list-style-type: none"> • Chief Executive Officer of the Town, responsible for its resources, its operations, and the general conduct of its affairs • Shall continually work with the Senior Management Team and other staff to hire, train, motivate, review, promote, discipline and dismiss employees. • One of the Manager’s highest priorities shall be to develop an enthusiastic, motivated and well-trained staff committed to serving the Town’s citizens and its policy-making boards and committees with respect and without personal bias or preference. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Does Personnel Board have a role to play in assisting the TM in these responsibilities? • Does PB have role in assessing TM’s plans and accomplishments related to personnel?
<p>Classification & Compensation Plan (titles, grades, salary ranges for regular-status)</p>	<ul style="list-style-type: none"> • Recommendations by Town Manager, via HR Director (Senior Managers give input) • Personnel Board approval • Town Meeting ratification 	<ul style="list-style-type: none"> • Transparency • Equitable • Strategic • Fiscal Control 	<ul style="list-style-type: none"> • Efficiency • Flexibility 	<ul style="list-style-type: none"> • How ensure transparency? • What level of input is needed by various stakeholders? • How can those stakeholders get the information needed? • How can authorities get info need to make decisions? 	<ul style="list-style-type: none"> • Keep as is • Town Manager approval only • Eliminate Town Meeting steps; Personnel Board approval only • Post Plan on web, in Fin Com report, TM budget
<p>Miscellaneous Comp (titles & ranges for temporary & limited-status)</p>	<ul style="list-style-type: none"> • Personnel Board approves; no Town Meeting ratification required 	<ul style="list-style-type: none"> • Transparency • Equitable • Strategic • Fiscal Control 	<ul style="list-style-type: none"> • Efficiency • Flexibility 		
<p>New Position</p>	<ul style="list-style-type: none"> • Town Manager has authority to create within approved budgets; 			<ul style="list-style-type: none"> • Does Personnel Board have information needed to determine 	

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	<ul style="list-style-type: none"> • Personnel Board assigns to classification; • Town Meeting ratifies 			classification? <ul style="list-style-type: none"> • Is this an effect and efficient method? • What are the needs of the stakeholders? 	
Personnel Bylaw – As whole	<ul style="list-style-type: none"> • Town Manager, via HR Director makes recommendations to Personnel Board • Personnel Board makes recommendations to Town Meeting 				<ul style="list-style-type: none"> • Keep as is • Shorten Bylaw considerably and move majority of content to policy • Bylaw Committee consisting of SBrd, Fin Com, and ? when needs arise
Policies & Procedures	<ul style="list-style-type: none"> • Those that implement the Bylaw are adopted jointly by TM & PBrd; otherwise, TM 				
Appeals <ul style="list-style-type: none"> • policy application • employment actions 	<ul style="list-style-type: none"> • Town Manager is final authority, but Personnel Board has advisory role • Per Town Charter, Town Manager has authority to remove for cause • Public employees have due process rights 	<ul style="list-style-type: none"> • Fairness • Due Process • Avoid litigation • Check/balance on TM actions 	<ul style="list-style-type: none"> • Knowledge/training of appeals board • Privacy • Costs 	<ul style="list-style-type: none"> • Does process help prevent/defend litigation and claims outside org create? 	<ul style="list-style-type: none"> • Keep as is • Town Manager • Appeals committee appointed when needed (might include reps from Select Board, FinCom, SMT) • Outside prof'l
TOPICS OF PERSONNEL BYLAW:					
Employment Status					
In-training Status					
Workweek					
Overtime					
Non-contiguous Work					
Pay - Appointment Rates					
Pay - Increases w/in Ranges	<ul style="list-style-type: none"> • TM & PBrd adopt plan annually, after Town Meeting approves budget 				
Pay - Incentives & Rewards	<ul style="list-style-type: none"> • TM & PBrd may adopt 				

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Pay - Reclassification	<ul style="list-style-type: none"> • TM to threshold; then PBrd must approve 				
Pay – Acting	<ul style="list-style-type: none"> • TM to threshold; then PBrd must approve 				
Pay – Longevity	<ul style="list-style-type: none"> • 				
Pay – Other Special	<ul style="list-style-type: none"> • TM may adopt when consistent with municipal employment market 				
Pay – Workers’ Comp	<ul style="list-style-type: none"> • 				
Sick Leave	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • Flexible/Responsive 	<ul style="list-style-type: none"> • (e.g., pandemic) 	
Holidays	<ul style="list-style-type: none"> • 		<ul style="list-style-type: none"> • Legal changes • Flexible/Responsive • Inclusive 	<ul style="list-style-type: none"> • Juneteenth? • Columbus v Indigenous People’s Day? 	
Vacation Leave	<ul style="list-style-type: none"> • 				
Bereavement Leave	<ul style="list-style-type: none"> • 				
Personal Leave	<ul style="list-style-type: none"> • 				
Military Leave	<ul style="list-style-type: none"> • 				
Jury Duty	<ul style="list-style-type: none"> • 				
Unpaid Leave	<ul style="list-style-type: none"> • 				
Interruption of Employment	<ul style="list-style-type: none"> • 				
Leave for Temp & Limited-Status	<ul style="list-style-type: none"> • 				

Factors the Influence Retention Include:

- Respectful treatment of all employees at all levels
- Trust between employees and senior management
- Job security
- Sense of ownership; impact on others
- Opportunities to use their skills and abilities
- Recognition & rewards; incentives for top performers
- Personal development; growth opportunities

- Compensation
- Inclusiveness
- Work-life balance
- Management & leadership team
- Onboarding & training
- Organization’s culture/climate
- Work schedule flexibility
- Cohesiveness/teamwork
- Justice/fairness
- Health & wellness benefits
- Perks
- Satisfaction/commitment

Desired Outcomes Include:

- Lawful
- Strategic
- Transparency
- Efficiency
- Accountability
- Fiscal Responsibility
- Inclusivity
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