

TOWN OF CONCORD PERSONNEL BOARD
AGENDA

November 9 2022

5:15 p.m.

Select Board's Room, Town House

The public may also attend via Zoom video conference:

<https://us02web.zoom.us/j/88685491370?pwd=Nkl4aGRhR1phc1dabTNDUndhcU1HQOT09>

One tap mobile: +13017158592,,88685491370# US (Washington DC)
Dial by your location: 877 853 5257 US Toll-free OR 888 475 4499 US Toll-free
Meeting ID: 886 8549 1370
Passcode: 152911

1. **Call to Order**
2. **Continuation of Employee Appeal**
 - Deliberation and decision – identify remaining questions, agree on Board's role in this matter, come to conclusion
3. **Classification Actions**
 - Economic Vitality Manager
 - Communications Manager
 - Senior Administrative Assistant (Library)
4. **Discussion of Personnel Study Task Force Report & Recommendations**
 - Prioritize items, discuss approach, plan for discussion w/Select Board
5. **Preparation for Town Meeting**
 - Consider Personnel Bylaw and articles to present
6. **Meeting Schedule**
 - 11/14/2022 or 11/28/2022 (TBD, w/Select Board)
 - Wed, 11/30/2022 @ 5:15 p.m.
7. **Public comment**
8. **Adjournment**

Materials will be available at: <https://concordma.gov/452/Personnel-Board>

Other documents that may be referenced:

- Employee Appeal Procedure PPP #25
- Employee Appeal of Classification & Compensation Plan Submitted 8/5/2022 (9/7/2022 packet)
- PSTF Final Report, available at: <https://concordma.gov/2954/Personnel-Study-Task-Force>

Proposed Motions for Actions Requested
November 9, 2022 - Personnel Board Meeting

- 1. Call to Order**
 - Chair: Call the meeting to order at _____
 - Roll call vote of members present

- 2. Continuation of Employee Appeal**
 - *(No proposal – motions will be based on Personnel Board’s deliberations)*

- 3. Classification Actions**
 - Move to add the title “Economic Vitality Manager” to Grade MP-4 of the Classification & Compensation Plan effective 11/9/2022

 - Move to add the title “Communications Manager” to Grade MP-3 of the Classification & Compensation Plan effective 11/9/2022

 - Move to allocate the Library administrative support position to the existing “Senior Administrative Assistant” title in Grade AC-5 effective 11/9/2022

- 4. Discussion of Personnel Study Task Force Report & Recommendations**
 - *(No proposal – motions will be based on Personnel Board’s deliberations)*

- 5. Meeting Schedule**
 - n/a

- 6. Public Comment**

- 7. Adjournment**
 - Move to adjourn

Economic Vitality Manager

Department: Town Manager's Office, General Administration Salary Grade: **MP-4 Recommended**
Reports To: Town Manager FLSA Status: Exempt
Appointed by: Town Manager Date: **DRAFT 11/7/2022**

GENERAL SUMMARY:

Under the general direction of the Town Manager/designee, provides professional, technical and administrative work in support of economic development efforts for the Town of Concord by promoting the preservation and growth of Concord's business districts and tourism-related development opportunities. This work includes research and analysis related to the attraction, recruitment and retention of new businesses, commercial entities and related activities.

The Economic Vitality Manager is responsible for maintaining and improving upon the efficiency and effectiveness of all areas under their direction and control. Performs varied and responsible duties requiring a thorough knowledge of municipal operations, requiring the exercise of sound judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant amount of details, each varying from the other in substance and content, requiring incumbent to approach workload with flexibility.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans with Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

- ◆ Develops and implements short- and long-term economic development strategies, public/private partnerships for development, and business assistance programs for existing and prospective businesses.
- ◆ Recommends adjustments in programs, activities, policies and procedures to further economic development goals.
- ◆ Works with Town departments and the Town Manager/designee to streamline and increase the accessibility, transparency and knowledge regarding the Town's permit and licensing processes.
- ◆ Develops and implements marketing strategies for business attraction, expansion, and retention.
- ◆ Establishes and updates a community profile and real estate inventory to include, but not limited to, gathering data on businesses and community demographics, sites available for development, industrial and commercial buildings, business ownership, traffic counts, land costs and lease rates, transportation facilities, labor market, long and short-term financing and other related community information.
- ◆ Researches and develops economic trends and identify business to target and implement creative methods to recruit businesses and stimulate locally owned new businesses to reduce vacancy rates in various parts of the community.
- ◆ Identifies economic development issues, problems, and alternatives; represents the Town in informal meetings with the general public, planning agencies, attorneys, and developers; and serves as a resource to businesses and the general public regarding permitting and zoning processes, explaining provisions governing site plans and special permits.
- ◆ Meets with developers to review projects, plans and materials; helps coordinate the permitting process with other boards, officials and administrators.

Economic Vitality Manager

- ◆ Meets with Town staff and officials to develop, formalize and communicate strategic initiatives, goals and economic development objectives that promote business-friendly operations and a welcoming environment for prospective business owners and commercial representatives.
- ◆ Gathers, interprets, and prepares data for studies, reports, and recommendations related to economic development and use of land; schedules meetings, prepares agendas, and develops summaries of proposals being considered by the Council of Economic Advisors or other groups.
- ◆ Attends all meetings and serves as senior-level, technical staff support to the Town's Economic Vitality Committee; serves as the EVC's staff liaison to the Select Board, Planning Board, Conservation Commission, Public Works Department, Planning and Land Management Department, and other departments as needed.
- ◆ Develops and prepares marketing materials for the Town's economic development activities; prepares and analyzes a variety of socioeconomic and research studies, statistical reports, and related information for policy decisions on long range, comprehensive and strategic planning, including composing and conducting surveys, research, reports, and recommendations for the Economic Vitality Committee, other Town departments and consultants on proposed Bylaw changes requiring town meeting approval related to economic development.
- ◆ Develops and recommends strategies, programs, activities materials for effective economic development programs and projects.
- ◆ Develops and maintains a permitting guide for "One-Stop Shopping" and "concierge-type" services for existing and prospective businesses and commercial agents.
- ◆ Researches the availability of, applies for, and administers grants to achieve goals and objectives according to the Town's and funding authority's guidelines and regulations.
- ◆ Provides input from the business community to Town Boards and Departments early in the discussion and planning process to better shape, improve and support proposed regulation that affects local business.
- ◆ Regularly participates in meetings of local business groups such as the Concord Business Partnership and the Concord Chamber of Commerce in order to: identify and advance the needs of Concord's business districts; gather and monitor the pulse of Concord's business community; and liaise between the business community and the Town to create a more open channel of dialogue.
- ◆ Coordinates with and collects best practices from economic development professionals from neighboring and peer towns.
- ◆ Meets with property owners and prospective business and commercial representatives to market the Town and its business districts to prospective businesses.
- ◆ Maintains a database of available space for rent in Town and key relevant information.
- ◆ Coordinates and monitors key Town Department initiatives that affect the business community. Gathers data and provides input to the Planning Board, Board of Health, Zoning Board of Appeals, and other Town officials to bring awareness of how initiatives impact the business community.
- ◆ Attends economic development-related workshops as well as business tradeshow on behalf of the Town; establishes and maintains partnerships with local, state, and federal agencies and groups that can help facilitate and implement economic development programs and activities; and coordinates efforts with businesses and community organizations, and educational and research institutions.
- ◆ Reports progress and general program status to the Town Manager/designee on a regular basis.
- ◆ Maintains files of economic development records, maps, reports, plans and other materials; performs general office duties; drafts reports, correspondence, presentations and other written materials; performs other related duties as required or directed.

SUPERVISORY RESPONSIBILITY:

None.

EDUCATION, EXPERIENCE, & SPECIAL REQUIREMENTS:

- ◆ Any combination of education and experience that provides the ability to perform functions is qualifying. A typical example of this is:
 - Bachelor's degree in business administration, public relations, planning, or a related field, plus
 - at least 5 years of experience in economic development or a related field.

- ◆ Valid motor vehicle operator's license, with a safe driving record and ability to provide own transportation.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Knowledge of the principles and practices of:
 - planning, zoning, state and local land use,
 - environmental legislation, procedures, codes and standards,
 - and business and industry attraction and retention strategies.

- ◆ Excellent writing, communication and presentation skills, and knowledge of federal, state and local programs and resources for economic development and business assistance, and business, finance, real estate, and market dynamics.

WORKING CONDITIONS & PHYSICAL DEMANDS:

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a quiet work environment, with regular interruptions, with some work at meetings and events. Frequently subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished.

Operates computer, printer, video display terminal, keyboard, calculator, telephone, copier, facsimile machine and all other standard office equipment requiring eye-hand coordination and finger dexterity. Employee is regularly required to walk, stoop, sit, and communicate in-person; balancing, crouching, grasping, pulling, reaching and stooping may also be required.

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

This job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer, as the needs of the employer and requirements of the job change.

Communications Manager

Department: Town Manager's Office
Reports To: Town Manager
Appointed By: Town Manager

Salary Grade: MP-3 Recommended
FLSA Status: Exempt
Date: DRAFT November 2022

GENERAL SUMMARY:

Working under the supervision of the Town Manager, the Communications Manager (CM) directs the activities and functions of the Town's integrated communication team. The CM performs technical and skilled duties to provide public and internal information, town-wide news, event announcements, and other operational and general community interests of the Town and its employees. Work includes conceptualizing, developing, and implementing internal and external communications, including media and advertising campaigns, marketing programs, and various special projects that positively represent the Town of Concord's operations, departments and business. The CM's focus shall be on improving internal and external communications, and increasing knowledge of Town business through a variety of outlets.

The CM is responsible for maintaining and improving upon the efficiency and effectiveness of all areas under their direction and control. Performs varied and responsible duties requiring a thorough knowledge of municipal operations. The CM must exercise sound judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant amount of details, each varying from the other in substance and content, requiring incumbent to approach workload with flexibility.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans with Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

- ◆ Cultivates relationships and maintains contact with area public relations representatives, news outlets and media forums. Regularly works with members of the public and business communities to promote the Town as a premier community to live, work, travel/visit and start a business.
- ◆ Provides information and communication to internal and external stakeholders in cooperation with all Town departments; responsible for the creation, distribution and promotion of various town reports including, but not limited to: Town Manager's reports, employee newsletters, and all others as assigned. Ensures all Town outreach and information is conveyed in a consistent and professional manner.
- ◆ Attends various meetings, public forums, events, celebrations and press conferences to gather, communicate, and promote information relevant to the Town.
- ◆ Serves as point of contact and webmaster for Town's website, and other related sub-sites. Organizes training sessions for staff related to content updates and site management; provides functional oversight to administrative staff regarding the creation and posting of content to/within the Town's websites. Ensures that all Town outreach and information is conveyed in a consistent and professional manner.
- ◆ Manages edits, promotes and maintains content for the Town's official social media and outreach accounts. Ensures current and pertinent information is available for citizens and employees; responds to questions

Communications Manager

and comments when applicable. Monitors the Town's social media postings to ensure compliance with established guidelines and uniformity in messaging.

- ◆ Conveys information and provides education and awareness to internal and external stakeholders regarding various Town department initiatives and efforts through the creation and distribution of press releases, advertisements, editorials, media kits, calendars, brochures, public service announcements, articles, flyers, award submissions, resolutions/proclamations, and other forms of communication. Prepares and publishes advertising campaigns in cooperation with local, regional, and state departments, or associations, to promote the Town of Concord.
- ◆ Assists with ensuring that time-sensitive and/or emergency information is conveyed to residents and employees as needed by updating the Town's website and/or social media accounts and responding to events both inside and outside of regular business hours. Works closely with the Police Department to maintain, update and improve-upon the Town's automated Emergency Notification Systems.
- ◆ Promotes community participation through online marketing efforts. Increases knowledge of Town business through partnerships and world-wide media outlets.
- ◆ Provides status updates and participation reports to the Town Manager's Office regarding outreach endeavors, media outlet followers, and website subscriptions or account registrations. Keeps the Town Manager abreast of current and projected concerns of the citizenry and employees.
- ◆ Serves as member of the Town Meeting Management Team assisting with the compilation, coordination and distribution of all Article materials and information. Attends all sessions of Town Meeting and relevant Public Hearings.
- ◆ Takes photographs for website, press releases, slide shows, the Annual Town Report, staff communication materials, and other media. Performs special projects, related responsibilities and duties as required, directed or as the situation dictates.
- ◆ Regular attendance at the workplace is required.

SUPERVISORY RESPONSIBILITY:

None.

EDUCATION & EXPERIENCE:

Any combination of education and experience that provides the ability to perform functions is qualifying. A typical example of this is:

- ◆ Bachelor's Degree in communications, journalism, marketing, business administration or related field, plus
- ◆ more than five years of experience providing broad expertise in communications, social marketing, and website administration. Experience in a municipal or government setting preferred.

KNOWLEDGE, SKILL & ABILITIES:

- ◆ Mastery of grammar, and excellent writing ability, with above average ability to communicate effectively both verbally, in writing, and via internet media outlets. Strong interpersonal skills with high level of social perceptiveness; ability to engage and form relationships with all stakeholders in a wide variety of settings;

Communications Manager

ability to effectively deal with all members of the public in a courteous and tactful manner; ability to establish and maintain good working relationships with coworkers. Ability to use and apply discretion in order to maintain a high level of confidentiality while determining how and when dissemination of information is appropriate.

- ◆ Understanding, familiarity and skill with publishing/graphic design software and digital photography. Acute understanding, familiarity, and skill regarding maintenance and outreach with all social media business outlets and websites. Familiarity with local government functions. Ability to comprehend Town-wide operations and goals and develop effective ways to relay Town business through a wide variety of media outlets.
- ◆ Strong time management and organizational skills; attention to detail; ability to multi-task, self-motivate, and regularly reassess priorities. Ability to work under pressure and manage stress. Competency in working independently and in handling assignments with high degree of flexibility.

WORKING CONDITIONS & PHYSICAL DEMANDS:

Majority of work is performed in a normal office environment with regular interruptions, not subject to extreme variations of temperature, noise, odors, etc. Also attends events and is occasionally required to be on location of emergency events with exposure to weather, noise, crowds, etc. Frequently subjected to the demands of other individuals and the volume and/or rapidity with which tasks must be accomplished.

Operates computer, printer, video display terminal, keyboard, camera, calculator, telephone, copier, facsimile machine and all other standard office equipment requiring eye-hand coordination and finger dexterity. Employee is regularly required to walk, stoop, sit, talk and hear; balancing, crouching, grasping, pulling, reaching and stooping may also be required.

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

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Senior Administrative Assistant

Department: Library
Reports To: Library Director
Appointed By: Town Manager

Salary Grade: AC-5 Recommended
FLSA Status: Non-Exempt
Date: DRAFT 11/2022

GENERAL SUMMARY:

Under the direct supervision of the Library Director and Assistant Director, the Senior Administrative Assistant is responsible for a wide range of administrative office activities and financial functions. Provides direct support to the Director and Assistant Director, and works collaboratively with Library leadership, staff, Library Committee, Library Corporation and Friends. Maintains a high degree of confidentiality in all aspects of work. Processes and maintains financial and administrative records and reports. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under their direction and control. Performs varied and responsible duties requiring a thorough knowledge of departmental operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant amount of details, each varying from the other in substance and content, requiring incumbent to approach workload with flexibility.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who become disabled as defined under the Americans with Disabilities Act, must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation to be determined by management on a case-by-case basis.

- ◆ Monitors operations and personnel services budgets, as well as petty cash and gift funds. Reconciles monthly revenue/expenditure reports, including appropriate adjustments as necessary. Processes invoices, codes expense categories, submits weekly warrants.
- ◆ Maintains accounts receivable and accounts payables including soliciting bids, obligating purchase orders, processing warrant schedules; prepares bank deposits for cash acquired; reconciles bank statements; collaborates with auditor annually to complete audit.
- ◆ Maintains and updates important records requiring the careful organization, recording, classification and compilation of information. Follows state and local records retention schedule and records management procedures.
- ◆ Maintains department and personnel files; processes biweekly payroll, including adjustments as necessary for retroactive pay; maintains related confidential records; prepares change of status forms; maintains employee leave records; tracks employee anniversary dates and performance review dates.
- ◆ Supports preparation of financial reports, including ARIS and State Aid reports for Massachusetts Board of Library Commissioners, monthly budget reports, and annual accrued leave balance reports for personnel.
- ◆ Monitors inventory of office supplies and orders additional supplies as necessary.
- ◆ Assists with Human Resources related matters, including recruitment, arranging interviews, processing hiring documentation, timesheets and salary adjustments according to collective bargaining agreements.

Senior Administrative Assistant, Library

- ◆ Oversees the library's busy meeting room schedule including facilitating approval of new users, handling room bookings and coordinating set-up needs with custodial and technology staff.
- ◆ In collaboration with the Library Director, helps manage the library's daily facility needs, working with custodial staff, outside vendors and contractors, and the Library Corporation.
- ◆ Assists in organizing Library Administration or Library Committee sponsored events.
- ◆ Performs special projects, related responsibilities, and other duties as required, initiated, requested, or as the situation dictates.
- ◆ Regular attendance at the workplace is required.

SUPERVISORY RESPONSIBILITY:

None.

EDUCATION, EXPERIENCE & SPECIAL REQUIREMENTS:

Any combination of education and experience that provides the ability to perform functions is qualifying. A typical example of this is:

- ◆ two to three years of college, plus
- ◆ one to three years of experience in accounting and administrative support.

Experience with Microsoft Office 365 (or equivalent) and municipal accounting software system (MUNIS or equivalent) preferred.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Thorough knowledge of office procedures, practices and terminology. Complete knowledge of the use of office and data processing equipment, business arithmetic, American business English and spelling. Familiarity with rules, laws, procedures, regulations, etc. pertinent to the operations of the department helpful. Basic knowledge of bookkeeping techniques. General knowledge of local government and its operations is helpful. Familiarity with pertinent state and local laws relating to departmental operations preferred.
- ◆ Ability to maintain detailed statistics, records and clerical records and to maintain confidential information. Ability to compose correspondence and to prepare, type and proofread reports as to form and logic flow. Intermediate level computer skills; ability to operate wide spectrum of office equipment including telephone, copier, etc.
- ◆ Ability to organize time, work independently and accomplish tasks in a multi-tasking environment with frequent interruptions. Strong attention to detail; ability to prioritize and multi-task; ability to meet deadlines.
- ◆ Knowledge of basic financial/accounting practices and procedures. Ability to maintain detailed budget accounts, financial records and clerical records.
- ◆ Ability to communicate effectively and tactfully with the public, co-workers, other employees, departments, officials and other agencies. Ability to communicate efficiently both verbally and in writing.

WORKING CONDITIONS & PHYSICAL DEMANDS:

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a quiet work environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished.

Operates computer, printer, video display terminal, keyboard, calculator, telephone, copier, facsimile machine and all other standard office equipment requiring eye-hand coordination and finger dexterity. Standing, walking, balancing, crouching, grasping, pulling, reaching, crawling and stooping are required.

The above statements are intended to describe the general nature and level of work being performed by people assigned to do this job. The above is not intended to be an exhaustive list of all responsibilities and duties required. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

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Personnel Board Member's thoughts on priority items from Personnel Study Task Force report and how to tackle them.

From Bill Mrachek

11/3/2022

PERSONNEL STUDY TASK FORCE

A. General overview

1. Overall quality of PSTF report
2. Some areas of disagreement with facts and conclusions
3. In future employee and citizen surveys, a need for greater understanding of the dos and don'ts

B. First priority—establish a plan, i.e., how to determine the priority of tasks to complete?

1. Who makes this determination! SB; SB with input, i.e., Town Manager, PB, PSTF, citizens?
2. Need a structure to set a baseline; who does this?
3. Understand resources required to execute a plan and identify present limitations

C. Secondly, set goals

1. What is the end goal or objective of each major task, and what are the milestones including timelines? Who sets the goals/milestones? The SB; the SB with input, i.e., Town Manager, PB, PSTF, citizens?
2. What are the present limitations in setting timelines?

D. Who manages the tasks?

1. SB
2. SB delegates to?

See attached PSTF Worksheet, also submitted by Bill Mrachek

From Nancy Crowley

11/3/2022

Several items that are important moving forward

- Communication
- Leadership
- Support of employees
- Transparency
- Classification and Compensation Review

Communication- More interaction with employees. They are feeling left out, not appreciated and the work environment is stressful. Many have said that they do not feel valued for what they do.

Transparency- Employees need to be aware of the issues with the town and their own departments. They need to know what is going to be discussed at meetings ahead of time to be prepared.

Classification and Compensation Plans- Presently being reviewed by a private company using data that will come from surrounding towns to help evaluate our plans and compare out Class and Comp with them. We are hoping that this will help us in addressing our current plans.

Leadership- The employees need positive reinforcement within the work place in order to move forward in their job. They need a friendly work environment, and recognition for work well done.

Some ideas moving forward.

Begin with a review of the Personal Board By-Laws. They need to be updated as they are long overdue and will help us make changes that will be necessary.

Communication is critical for the issues mentioned above to be resolved. We need to start with encouraging employees to go to the HR department when working with their manager fails. We could consider an Ombudsman to help work with employees that do not feel comfortable talking to the HR department or anyone else in the system. We should have monthly updates from the HR department and increase our annual meeting with employees to bi-annual or more if necessary. I think that there should be an Employee Handbook.

Transparency – Documents for the PB need to be available several days prior to the scheduled meeting. I also feel that a newsletter or some kind of update regarding “Town Happenings” would be a nice addition and help employees feel more inclusive.

From Liz Cobbs

11/3/2022

Elizabeth Cobbs
Personnel Board
Review Comments: Personnel Study Task Force Report

I would like to thank the members of the Personnel Study Task Force for their efforts to address a challenging area of town government. There are likely several reasons that the role of the Personnel Board has changed over time and it is a reasonable necessity to review and assess what the role of the Personnel Board should be in the 21st century. In the broadest terms, I understand that the Personnel Study Task Force was put into place to investigate why and how the Personnel Board might best support the town government and most importantly, the non-unionized town employees.



In terms of the recommendations of the Personnel Study Task Force, I am in general agreement with the recommendations put forth. The recommendations are well organized and thorough and there are only a few recommendations where I would like to add further comment:

1. At this point in time, the procedures and policies that guide the work of the Personnel Board require updating. There is urgency to update these materials so that non-unionized town employees can have confidence in the transparent and open community support for their work. The employee survey well supported the need for increased transparency by Town officials and the Personnel Board.
2. Currently the Personnel Board is not integrated at the appropriate levels of town government and will not succeed in the recommended updates without the full support of the Town Manager, the Select Board liaison, and the HR department. Regular and timely meetings to progress the business of the Personnel Board must be integrated better into the flow of town business. The Personnel Board needs to be better informed of the data and rationale before making decisions and recommendations that affect employees.
3. With recent pandemic-related challenges to our town’s non-unionized workforce, there is concern that we have higher retirement and turnover than normal. To best assess the problem, the Personnel Board requires more systematic reporting from the Town Manager and HR Department, with shared understanding of the challenges we face and shared goals to address these challenges. Once these issues are clear (and data-driven), the Personnel Board can support implementation of hiring and retention planning.

Finally, in the spirit of a Personnel Board for the 21st Century, I would like to reach agreement regarding how the Personnel Board should be involved in supporting a positive work culture in Concord for our non-unionized employees.

PSTF WORKSHEET—PREPARED 3 NOVEMBER 2022

| Major Item | Elements | Cited Deficiencies | Actual Situation | End Goal | Priority Code |
|-------------------------|--|--|-----------------------|---|---------------|
| Communication | SB PB TM HR Dir Citizens | 1) Lack of SB & PB interface; no joint meeting in last 10 years 2) Employees not informed of proposed Bylaw changes 3) HR not providing monthly reports 4) Employees lack of understanding or knowledge of: a. Roles of TM and PB b. Compensation and benefit plans c. Personnel policies in general d. How to file a grievance 5) PB not being advised of employee complaints or issues 6) Minimal reporting to Citizens of basic employment data 7) PB information packets longevity issue on Town website | | | |
| Governance | Personnel Bylaw PB Charge PPP | 1) PB meeting irregularly and no set meeting date/time 2) Job description shortcomings 3) Job classifications and reclassification shortcomings 4) Frequency of classification system and elements review not being met 5) PB not meeting PB charge—reviewing benefits and recommending changes 6) PB failure to be engaged in reviewing Bylaw | | | |
| PB Role | Rubber stamp issue Redefine/update role Decisions made in vacuum | 1) PB member recruiting problem 2) PB not playing necessary role in monitoring or updating Personnel Bylaw 3) PB not consistently receiving meeting material in advance | | | |
| HR | Personnel Policies & Procedures Comp and benefits | 1) PPP clarity and accessibility issues 2) Need for employees to feel their opinions/input is sought on comp, benefits, and policies affecting them | | | |
| Employee Relations | Responsiveness Performance feedback Work-related issues | 1) Timelines of addressing employee concerns 2) A high percentage of employees possessing lack of trust in HR 3) Timelines and quality of performance feedback to employees | | | |
| Compensation & Benefits | Competitiveness Classification plan | 1) Perception of lack of competitiveness with other municipalities 2) Perception that turnover and vacancies attributable to lack of competitiveness | | | |
| Definitions | | | | | |
| Major Item | —primary focus area identified by PSTF | | | | |
| Elements | —specific items, governance documents, etc mentioned in PSTF details | | | | |
| Cited Deficiencies | —from the PSTF report | | | | |
| Actual Situation | —Town's position on a deficiency | | | | |
| End Goal | —what to achieve, i.e., what result do we want? | | | | |
| | | | Priority Code: | | |
| | | | High | —to be completed in the next 6 months | |
| | | | Moderate | —to be completed in the next 6 to 12 months | |
| | | | Low | —to be completed in next 12 to 24 months | |

Town of Concord
Town Manager's Office & Human Resources Department

MEMO

TO: Chair William Mrachek and Members of the Personnel Board
CC: Amy Foley, Human Resources Director
Kerry LaFleur, Town Manager
FROM: Kellie A. Hebert, Interim Assistant Town Manager/HR Management Specialist
DATE: Monday, November 7, 2022
RE: **PROJECT UPDATE: CLASSIFICATION & COMPENSATION STUDY**



The following is an update regarding the status of the Town's Classification and Compensation Study.

Kick-Off Meetings: Three informational Kick-Off Meetings were held for employees. On Aug. 31st, the meeting was held remotely. Two other meetings on Sept. 7th and 8th were hybrid with Consultant Joellen Cademartori presenting in person. The sessions were recorded and shared with employees so that all staff would have the opportunity to learn about the job evaluation tool and analysis methodology.

Comparative Communities: Lists of 20 "general" peer communities and 12 "Light Plant" communities were finalized with GovHR based on key financial criteria, proximity to Concord, feedback from the Personnel Board, and public comments regarding the Town's previous benchmark communities.

Job Analysis Questionnaires ("JAQ"): All eligible employees received a copy of their job description and completed a JAQ. All materials were reviewed and signed by managers before information was submitted to the GovHR consulting team in preparation for the employee interviews.

Staff Interviews: Last week, from Oct. 31st to Nov. 4th, we worked with GovHR and all Department Heads to coordinate approximately 179 remote interviews with 191 Town staff in 26 divisions within 11 town departments. There were ten interviewers, including President Joellen Cademartori, who conducted interviews with each of our Regular Status non-union employees.

Comparison Communities: Market Data from 28 comparable communities was requested for the market survey, including 20 "general" and 8 "Light Plant" job titles. This data is being compiled by GovHR, and while data entry is being completed, we will continue to reach out to communities that have not yet responded to our request for salary information.

Upcoming activities with GovHR include:

- Market compensation data to be compiled from 28 responsive communities
- Analysis of market data by GovHR for all benchmark job titles
- Preliminary analysis of data to form recommendations and key findings for the final report.
- Development of a proposed Classification Plan by GovHR.
- GovHR's collaboration with staff and Personnel Board as necessary.
- Review and updates to job descriptions for fifty (50) "benchmark" titles
- Additional job descriptions will be updated as part of the supplemental project scope
- Review of the Town's Employee Benefits package and development of recommendations

As always, please let me know if you have questions or need more information. I can be reached at 978-318-3013 or via email at khebert@concordma.gov. Thank you.