

**TOWN OF CONCORD PERSONNEL BOARD
AGENDA
Wednesday, September 13, 2023**

5:15 p.m.

55 Church St (Human Resources) Conference Room & Zoom Video Conference

Join Zoom Meeting

<https://us02web.zoom.us/j/82511981885?pwd=c2oxaGZGNU9WOWcvM3REbDY5TVJXZz09>

Meeting ID: 825 1198 1885

Passcode: 446615

- 1. Call to Order**

- 2. Approval of Minutes**
 - July 12, 2023 Corrected Minutes
 - August 9, 2023

- 3. Interim Human Resources Director's Report**

- 4. Classification Actions**
 - Review and Approval

- 5. Discussion of Personnel Bylaw**

- 6. Discussion of Personnel Board Charge**

- 7. Schedule Report to Select Board**

- 8. Adjournment**

Meeting materials will be available at: www.concordma.gov/PersonnelBoard

- Minutes of July 12, 2023 corrected minutes
- Minutes of August 9, 2023

TOWN OF CONCORD PERSONNEL BOARD

DRAFT MINUTES

Wednesday, July 12, 2023 5:15 p.m.

Zoom Video Conference Only Join Zoom Meeting

<https://us02web.zoom.us/j/89912262198?pwd=YWRSY0UyREc5VmgyK3I2VHloa21NZz09>

Meeting ID: 899 1226 2198 Passcode: 922275

Meeting materials will be available at: www.concordma.gov/PersonnelBoard

Attendees: Personnel Board Members: Kate Ryan, Liz Cobbs, Joe Emeric [Absent: Bill Mrachek, Pamela Talbot] HR Director: Kimberly Crum, Department leads (to present on job descriptions).

1. Call to Order:

- Liz Cobbs called the Personnel Board Meeting to order at 5:23pm. Roll call was called as the meeting was held only on zoom [present: Kate Ryan, Joe Emeric]. With three members of the Board present, the quorum requirement was met.

2. Approval of Minutes:

- June 14, 2023, meeting minutes were approved, after typing mistake is rectified (note on typo: Joe Emeric and Bill Mrachek both present).
- Joe: Motion to approve; Kate: Second. Agreement with the motion: Liz, Joe, Kate.

3. Election of Officers for the Personnel Board:

- After confirmation that it was within the ByLaw and Policies, Personnel Board agreed to delay election of officers until next meeting, when it is expected that more members of the Board will be present.

4. Compensation & Classification Study Implementation Update: *discussion only*

- HR Director Kimberly Crum provided an update of the implementation of the C&C plan that was initiated as of July 1st, with first payroll under the new system sent out this week.
- Recognized that challenges to get there on time were present, but that with very hard work, long hours and very positive and collaborative support from all departments, the new plan went forward on time.
- Before July 1, each employee received a personal electronic letter outlining their new grade and pay scale. These letters were coordinated with excellent support from the HR team so that they were sent out through an electronic system to unify timing of these communications.

- Challenges included some discrepancies with earlier communications on new grades/pay in the new system, but these were rectified efficiently for each case. Also, there were challenges in the full utilization of the ADP system, but these were also managed in time.

5. Classification Actions • Review and Approval (*decision required*)

Chief Financial Officer	Building Custodian
Aquatics Manager	Media Manager
Aquatics Supervisor Programming	Network Engineer
Aquatics Supervisor Safety Services	Equipment/Line Operator
Recreation Facilities Coordinator	Lineworker - Grade 1
Public Health Nurse	Lineworker, Grade 2
Administrative Specialist	Crew Member, Water & Sewer Division
Senior Public Works Engineer	Office Assistant, Concord Free Public
Environmental Health and Safety Mgr	Library

- Under the new C&C Plan, job descriptions required updating, including the seventeen (17) job descriptions presented to the Personnel Board this evening. These positions were the most urgent, with a short timeline for review and requiring posting in order to allow for managers to hire quickly.
- Agreement that more discussion is required to understand the best method for Personnel Board to approve job descriptions (i.e. each one separately? Confirm all job descriptions presented in one vote?)
- In certain cases, draft job descriptions have been posted as drafts, pending approval from the Personnel Board. This process was confirmed to be acceptable under Town guidelines.
- We can expect that all job descriptions for non-unionized employees will be updated over the next several months.
- Presentations of all thirty job descriptions were provided by the Department leads for the respective divisions. These leaders have collaborated with the HR department to ensure the consistency and timeliness of these new positions.
- Discussion re: how the Personnel Board might be able to help with advertising town positions, e.g. highlighting the fact that town employees have discounted access to Beede center and Concord Recreation programs for children; using our networks to advertise positions.

Decision: Joe Emeric made a motion to approve all thirty (30) job descriptions presented to the Personnel Board (listed above). Kate Ryan seconded. Liz Cobbs proposed we accept the motion and Kate and Joe agreed.

6. Discussion of Personnel Board Charge:

- Concerns raised re: whether we should revise the By-Law or the Charge first? The Bylaw is more of a mandatory document by State law and can only be changed by Town Meeting. The Charge requires approval by the Select Board and can be managed more quickly, therefore. Agreement that Kate Ryan would review and monitor changes to the Charge in comparison with the Bylaw, and that the Personnel Board will keep as high priority to change the Bylaw in time to have it ratified by Town Meeting 2024.
- Agreement that there are several areas where the draft Charge is too detailed, but general agreement that the right categories of information are included.
 - In “Employee Relations” section, we don’t have to state that the Personnel Board will meet with employees XX/year, but rather to review survey data and make recommendations on how the Town government can work to change the culture to react to survey results.
 -
- Agreement that the Charge can serve as the first document for the public to read to understand the purpose and goals of the Personnel Board.
- Personnel Board to reassess the Bylaw and Charge as it relates to an advisory role in collective bargaining issues.

7. Adjournment: Joe Emeric called a motion to adjourn at 7:05pm, Kate Ryan seconded. Liz, Joe, and Kate accepted the motion to adjourn.

TOWN OF CONCORD PERSONNEL BOARD

AGENDA

Wednesday, August 9, 2023

5:15 p.m.

Select Board's Room, Town House & Zoom Video Conference

Join Zoom Meeting

<https://us02web.zoom.us/j/84378947352?pwd=NEVpaVIZUWJ4OWNzdUxQb01xbjZvQT09>

Meeting ID: 843 7894 7352

Passcode: 410528

Attendees: Personnel Board Members: Bill Mrachek, Pamela Talbot, Liz Cobbs (present). Kate Ryan (online). Absent: Joe Emeric. HR Director: Kimberly Crum. Select Board Liaison: Mark Howell.

1. Call to Order:

- Bill Mrachek called the meeting to order at 5:17pm. Roll call was held as the meeting was hybrid. With four members of the Board present, the quorum was met.

2. Approval of Minutes:

- July 12 Meeting Minutes were approved, with two changes (correction of the number of job descriptions (17 positions not 30) that were approved, clarification re: the discussion on the job descriptions).
- VOTE: Pamela: Motion to Approve with noted changes; Kate: Second Agreement with the Motion: All present.

3. Election of Officers for the Personnel Board

- Discussion re: whether this discussion should be delayed again, agreement to go ahead.
- Agreement to continue with co-Chairs (Bill Mrachek, Liz Cobbs).
- Agreement to have a person responsible for taking minutes—a per meeting basis for the role of “clerk.”
- Agreement that Liz C. will continue to support the Board by managing minutes through January 2023 (6 months). After that point, members of the Board will rotate responsibilities for keeping the Minutes. Recognition that the HR Department does not have staff to support this Board re: Minutes management presently.
- VOTE: Bill M. and Liz C. as Co-Chairs of the Concord Personnel Board. Pamela: Motion to Approve Seconded by Kate. Agreement with the Motion: All present.

4. Interim Human Resources Director's Report

- Kimberly Crum presented the data (see attached materials): Dashboard information and Compa ratio analysis. Data is now available for the first time. If you have preferences for how the data is presented or the content of the data, please let me know. The data is through July 1st (data lags 1 month).
 - Demographic data: age band by gender: 60% male, 40% female. Age bands represented in the first table.
 - Second Grid:
 - Third Grid: Race & Ethnicity: our population of workers is 84%, which is line with the population in the Town.
 - Turnover Metric: Data shows that there was higher turnover with the pandemic, but otherwise ~10%.
 - Note that the perception is that the turnover is very high—that in fact, the turnover is not higher than the common rate for Concord and other municipalities.
 - Note: if you could please include the definition of “turnover” with this data so that it is clearly understood by the public. Agreement that we should also include length of service in turnover data.
 - Exit interviews are going to be normalized so that we have a better understanding by department of any issues that may exist.
 - Resignations and Retirements—these are full time only (23 leaves/24 hires). Part-time hires/leaves are much higher—including summer-time employment and also very limited hours (e.g. Librarian support 4-hours/week only) (98 hires, and 53 leaves). There is a substantial workload to maintain the workings of the Town.
 - Hiring Budget is important to monitor: Recruiting expenses are necessary, esp. for technical skills. Town Mgr. has asked that we reconfigure how these fees are spent: Pull the hiring budget into HR Department so we can better manage this budget (now it is done by Department).
 - Request to track how the applications come through, so we know what is effective for hiring.
 - Request to look at the # of applicants as well as hires for each position.
 - Request to have a look at the form used for exit interviews.
 - Request for more information over time on race/ethnicity hires: is there a trend in any direction? More diverse hires over time?
 - Note that 2 part-time summer employees have been hired from the families in the shelter (formerly Best Western). In addition, several camp counselor positions at Concord Rec were hired, and 22 student camper positions were provided to children in the shelter.
 - Discussion re: this data included review of how age and gender interact (more women >50 years of age, more men in the <50 years old. Would like to understand how this interacts with recruitment processes/advertising processes. Would like to understand by department to see interaction with age/gender.

- Recognition that data analysis can really help the town to understand what they want to measure/what the goals for the town are. Agreement that the Select Board and Town Manager should identify what they want to have measured.
- Final table: basic information about comparison ratio—HR professionals use this practice to look at people within ranges. “1” means you are at the mid-point within the salary range. Below “1” means you are below the mid-point; Above “1” means you are above the mid-point. For our workforce in the new C&C plan it would be reasonable that we are not above the mid-point: Currently, Male average 96% compa ratio, females are at 99% compa ratio. Then within the ranges, the average age by gender: males are at 47 years of age vs. females 53.4 years of age. In the table, this is broken out by age band (see attached). This data is hard to review for race/ethnicity, as we are with very low numbers.
- Dashboard should be included in the next Select Board presentation.

5. Discussion of Personnel Board Charge

- Action: Agreement that Kate and Pamela would look at the Personnel ByLaw and ensure that the responsibilities outlined there are updated and aligned.
- Charge and the ByLaw should be aligned.
- Note that Massachusetts is a “just cause” state: we need to understand how the “just cause” policies work in Concord and what it implies for the ByLaw and the Charge for this Board.
- Request that the ByLaw also be revised to include an understanding of how the Town Manager roles and responsibilities aligns with the Personnel Board ByLaw and Charge.
- Recognition that the ByLaw and Charge need to be updated in tandem, with the timeline dictated by the Town Meeting schedule.
 - Note that the entire ByLaw requires review, while still maintaining legal requirements as mandated for ByLaws by the State.
 - Note that the revision process will require legal oversight, and input from Ruth Bauer might be useful, as a local community expert.
 - Note that policies and processes (separate documents) are also on the Town Website and might also need to be reviewed for alignment with the ByLaw and Charge.
- Agreement that Pamela and Kate will operate as a sub-committee re: ByLaw. Meeting in September, to revise the ByLaw, including meetings/confirmation with Town Manager and Ruth Lauer. Details to be worked out separately. Mark Howell to facilitate.
- Agreement that the Charge will be discussed at September Personnel Board meeting.

6. Additional Discussion: Job Descriptions presented by HR Director

- 9 job descriptions are being presented this evening. Eight of these jobs are updates of approved roles for the town. One job description—Electrical Inspector—was identified as a job that had to be elevated from a part-time (20 hours) to part-time (30 hours) role. Duties and responsibilities are the same as on the miscellaneous schedule, but just more

hours put it under the responsibility of the Personnel Board. The nurse's role is before you again, as we made a mistake in what as presented last month (this role is still not filled; the job will be shared with other towns).

- ✓ Beed Center General Manager
- ✓ Assistant Recreation Director
- ✓ Public Works Engineer
- ✓ Associate Engineer
- ✓ Local Inspector
- ✓ Electrical Inspector
- ✓ Production Manager
- ✓ Senior Producer & Education Coordinator
- ✓ Public Health Nurse

- VOTE: Pamela: Motion to approve the 9 job descriptions presented here. Liz: Second. Agreement with the Motion: All present agreed.
- Note that part-time positions are on a Miscellaneous Compensation Schedule, but the top roles were moved to the full-time position.
- VOTE: Kate: Motion to approve the miscellaneous Compensation Schedule as introduced in the Personnel Board package. Pamela: Second. Agreement with the Motion: All present agreed.
- Note that Kimberly Crum's contract as interim HR Director is with an extension through November 10th.
- Action: Board should use the Town Calendar for identifying our regular meeting times/dates and materials for meetings. Bill M. empowered to meet with Dawn McIntosh (Town employee) to update the Personnel Board webpage.

7. Adjournment:

- 7:00pm Liz: Motion to adjourn this meeting, Bill; Second. All Present: Approved the Motion to adjourn.

Town of Concord
Regular Status Hires and Terminations
YTD 2023 (through July)

Department	Hires		Terminations			
	RFT	RPT	RFT		RPT	
			Resignations	Retirements	Resignations	Retirements
Finance			3	1		
Fire	3		1	1		
Human Resources			1		1	
Human Services	2		5			
Information Technology	2				1	
Library	3		3		1	
Light Plant	2					
Planning & Land Management	1			1		
Police	5		4	1		
Public Works	8		4	2		
Town Manager's Office	3		1	1		
Grand Totals	29	0	22	7	3	0

Feedback from departing employees is very helpful to the Town in understanding how our policies and practices are affecting employees in different departments. Please feel free to only answer questions for which you have comments. Information from this questionnaire will not be included in your personnel file. Our standard practice is to share responses with the Town Manager and Department Head, and in some cases, Supervisor. If you have questions or concerns about how your responses will be shared, please contact HR to discuss.

1. Name (optional)

2. Department (optional)

3. Position Held (optional)

4. What are your reasons for leaving?

- Opportunity for advancement
- Opportunity with better pay
- Opportunity with better benefits
- New career path
- Unhappy with manager
- Unhappy with co-workers
- Family situation
- Moving out of area
- Retirement

Other (please specify)

5. Could we have done anything to prevent you from leaving?

- Yes No

Please explain:

6. Were you satisfied in your job?

- Yes No

Please explain:

7. Did you feel your salary was commensurate with the work you did?

Yes

No

Comments:

8. Were you satisfied with the Town's employee benefits?

Yes

No

Comments:

9. What specific suggestions do you have for improving the Town's benefits?

10. Name of direct supervisor:

(the person who completed your performance reviews)

11. In your opinion, did your direct supervisor:

	Always	Generally yes	Sporadically	Generally no	Never
Let you know what was expected of you	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plan and schedule your work assignments effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Effectively utilize your abilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide adequate guidance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide adequate support for you to do your job effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourage you to discuss problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treat all employees fairly and equitably	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Encourage training and development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments?

12. Name of Department Head:
(Senior Management Team member)

13. In your opinion, did your department head:

	Always	Generally yes	Sporadically	Generally no	Never
Provide clear and effective policies and procedures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Apply those policies and procedures consistently and equitably	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Plan and schedule department functions effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Direct and control department functions effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Demonstrate concern for the working conditions of the employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments?

14. Did you receive regular performance reviews?

- Yes
 No

15. Were your performance reviews discussed fully with you?

- Yes
 No

16. Did you find your performance reviews fair and constructive?

- Yes No

Comments?

17. Did you feel that your work was appreciated by management?

Yes

No

Comments?

18. How would you rate the overall morale of employees in your department?

Very high

Low

High

Very low

Neither high nor low

19. How would you rate the morale of employees in the Town overall?

Very high

Low

High

Very low

Neither high nor low

20. What are the major factors contributing to the high or low morale you perceive?

21. What do you think could be done by your department management or Town management to improve the employees' morale?

22. Please comment on what you think the Town does well and/or what is positive about working here.

23. Please comment on any problems you have perceived, or provide any suggestions for improvement that you may have.

Submit Questionnaire

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Assistant Director of CMLP- Power Supply & Energy Management

Department: Concord Municipal Light Plant (CMLP)
Reports To: CMLP Director
Appointed by: Town Manager

Salary Grade: LP-15
FLSA Status: Exempt
Date: September 2023

GENERAL SUMMARY:

Under the general administrative direction of the CMLP Director, supports the CMLP Director. As the Chief Strategy Officer, this position drives the areas of strategic planning, power supply and electric rates, while having direct responsibility for Energy Management, electrification, power supply and demand side management. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the control of the position. 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 flexibility in approach to workload.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who are or 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.

- ◆ Oversees demand response and off-peak sales.
- ◆ Assists the Director in preparing and presenting budgets, action plans, strategies, and policy recommendations to the Light Board (LB) and the Town Manager.
- ◆ Implements existing Town plans related to energy, to include those spearheaded by other Town departments.
- ◆ Performs public relations and community outreach, including promoting the benefits of the local Light Plant to prospective businesses.
- ◆ Assists the Director in developing LB agendas.
- ◆ Prepares LB meeting minutes.
- ◆ Follows up on LB action items. Performs or assigns action items.
- ◆ Regularly corresponds with each LB member (individually)
- ◆ Administers the Purchase Power Adjustment process to ensure power supply revenues are sufficient to cover power supply costs. Assists the Director in monitoring retail rates.
- ◆ Responds to major and complex customer inquiries.
- ◆ Performs special projects and related responsibilities as initiated and requested.

Assistant Director of CMLP- Power Supply and Energy Management

- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Directly supervises the activities and performance of and provides functional oversight to Energy Management and Power Supply Divisions personnel, contractors and other agents for the town. Directly supervises Power Supply and Rates Administrator and Energy Management and Electrification Coordinator. Carries out supervisory responsibilities in accordance with Concord's policies and applicable laws. Responsibilities include interviewing, hiring recommendations and training employees; planning, assigning, and directing work; appraising performance; addressing complaints and resolving problems.

EDUCATION & EXPERIENCE:

- ◆ Bachelor's Degree in Engineering or Business Administration with at least ten years of progressively responsible electric utility experience; or any equivalent combination of education and experience. Experience with a municipal electric utility a plus.
- ◆ Utility experience in cost of service, distribution, transmission, generation, rate-making, customer service, and accounting, along with an understanding of the new energy markets.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Ability to communicate effectively and tactfully with the public, coworkers, other employees, departments, officials, and other agencies.
- ◆ Makes frequent contact with others that require some persuasiveness and resourcefulness.
- ◆ Strong written communication skills.
- ◆ Ability to maintain and respect confidentiality.
- ◆ Ability to work with a high level of detail and prioritize multiple tasks. Ability to change direction and rearrange tasks according to deadlines and circumstance.
- ◆ Computer knowledgeable including experience with Microsoft Office software and email communication.
- ◆ Ability to communicate effectively and efficiently verbally and in writing at all times.

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy 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. Balancing, crouching, grasping, pulling, reaching, and stooping may also be required.

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.

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.

Assistant Director of CMLP- Power Supply and Energy Management

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.



Assistant Director of CMLP- Engineering & Operations

Department: Concord Municipal Light Plant (CMLP)
Reports To: CMLP Director
Appointed by: Town Manager

Salary Grade: LP-15
FLSA Status: Exempt
Date: July 2023

GENERAL SUMMARY:

Under the general administrative direction of the CMLP Director, plans, organizes and supervises the operation and maintenance of the Town's overhead and underground electrical transmission/distribution system. Responsible for the design, installation and modification of the system and for related engineering functions. Performs all purchasing for the plant. 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. Is called upon to handle a significant amount of details, each varying from the other in substance and content, requiring flexibility in approach to workload.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who are or 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.

- ◆ Plans, organizes, coordinates and supervises a variety of installation, maintenance and repair projects involving engineering, metering and outside line personnel.
- ◆ Oversees work in progress and takes action to ensure compliance with Plant specifications, timetables and safety regulations. Prepares and approves labor/material costs and timetables for construction projects. Prepares technical specifications.
- ◆ Reviews engineering division operating policies and systems for effectiveness and implements changes as appropriate to effect continual improvement of operations safety compliance.
- ◆ Participates in a variety of personnel actions involving engineering and line staff including selection, supervision, training and development, review of performance and disciplinary recommendations in accordance with CMLP and Town policies.
- ◆ Responsible for purchasing Plant materials, equipment and supplies. Prepares bid specifications, requests for proposals and other related documents. Reviews submitted bids and authorizes purchases within scope of authority. Directs annual inventory, approves invoices and resolves shipping/delivery problems.
- ◆ Performs substation switching operations on both 4 kV and 15 kV live station equipment and serves as a substation operator. Responsibilities include installing, operating and removing circuit breakers from the switchgear, testing feeders and distribution circuits for voltage, installing grounds, installing and removing station service and other fuses, phasing of circuits, installing and removing test devices in switchgear, operating 115 kV circuit switchers, checking 115 kV lines for voltage and installing grounds on 115 kV lines.

Assistant Director of CMLP- Engineering Operations

- ◆ Coordinates and oversees the maintenance and repair of substations and related structures and equipment. Establishes maintenance schedules, oversees activities of outside maintenance contractors and reviews operational tests and reports.
- ◆ Assists in preparing and defending Plant operating and capital budgets. Assists in establishing short- and long-term objectives and plans related to construction, maintenance projects and related equipment. Prepares annual report for state department of public utilities and other reports as required.
- ◆ Investigates and resolves complex engineering problems related to the electrical distribution/transmission system. Analyzes current system, calculates fuse and transformer sizes and designs services for new load requirements.
- ◆ Receives and responds to inquiries, requests and complaints from the public and resolves private property damage complaints within scope of authority.
- ◆ Responds to after-hour emergency calls to direct and participate in substation switching operations and other related activities to restore power and service and replace damaged equipment.
- ◆ Conducts special engineering studies; prepares and presents reports to the Light Board and/or Select Board; responds to technical inquiries and requests.
- ◆ Helps to develop, recommend and implement approved operations policies. Recommends new approaches, policies and systems to effect continual improvement and operational effectiveness.
- ◆ Fulfills the duties of the Director in his/her absence.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Directly supervises the activities and performance of and provides functional oversight to Engineering Division personnel, engineering interns, contractors and other agents for the town. Directly supervises Line Supervisor and indirectly supervises line crews, plant maintenance personnel and Utility Electrician. Carries out supervisory responsibilities in accordance with Concord's policies and applicable laws. Responsibilities include interviewing, hiring recommendations and training employees; planning, assigning, and directing work; appraising performance; addressing complaints and resolving problems.

EDUCATION & EXPERIENCE:

- ◆ Bachelor's degree and a minimum of seven years of progressively responsible experience in Electrical Engineering, including supervisory experience.
- ◆ Possession of a valid motor vehicle operator's license.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Thorough knowledge of the principles, practices and regulations relating to the general management and operation of a municipal electric utility with a working knowledge of the National Electric Code and National Electric Safety Code.
- ◆ Familiarity with OSHA work rules and EPA guidelines for hazardous waste with regard to utilities.
- ◆ Working knowledge of purchasing rules and regulations highly desirable.

Assistant Director of CMLP- Engineering Operations

- ◆ Proficiency in computer hardware and software operations to solve engineering and systems problems. Knowledge of line construction practices and techniques required. Knowledge of electric metering is beneficial.
- ◆ Ability to communicate effectively and efficiently verbally and in writing at all times.

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

Position requires extensive walking, standing, reaching, stooping and kneeling when performing functions. Frequently required to lift, move and/or push boxes and equipment weighing 60 pounds or more. Physical agility required in order to access all areas of a building/home.

Performs electric substation switching operations involving extensive physical demands to pull, push, and otherwise move heavy circuit breakers and related equipment under all types of working conditions. Occasional work in cramped, hot or cold spaces. Works near high voltage lines and equipment.

Frequently required to use hands to finger, handle or feel objects, tools or controls and reach with hands and arms.

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. 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.



Assistant Town Manager

Department: Town of Concord
Reports To: Town Manager
Appointed by: Town Manager

Salary Grade: 17
FLSA Status: Exempt
Date: July 2023

GENERAL SUMMARY:

Under the general direction of the Town Manager, and as a member of the Town's Senior Management Team, provides strategic leadership and vision to directly support the Town Manager in planning and coordinating town services and operations; supports and carries out the policy objectives of the Select Board as well as the legislative directives of the Town Meeting and the voters. Accountable for, manages, and supports the services of various departments, divisions, and operations as assigned including Human Resources, Risk Management, Recreation, Senior Services, Veterans' Services, and Community Services.

The Assistant Town Manager is responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. Performs varied and responsible duties requiring a thorough knowledge of Town 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 are or 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.

- ◆ Provides collaborative, forward thinking and responsive leadership to assist the Town Manager in the planning, development, implementation, maintenance and management of overall Town services and operations. Represents the Town Manager, when absent, in conducting business, and directs and coordinates operations of the Town. In accordance with the directives of the Town Manager and the mission and strategic priorities of the Town, acts as liaison between the Town Manager and designated town boards, committees and departments, and regularly facilitates communications between parties.
- ◆ Analyzes public service needs and changes in State and Federal laws, regulations and programs impacting the Town; recommends new and modified Town programs and services; makes recommendations to the Town Manager regarding the development of plans, objectives and priorities.
- ◆ Serves as head of departments as assigned; promotes the alignment of department and divisional goals and objectives with those of the Town Manager and Select Board; reviews, evaluates, and monitors service delivery methods and systems; keeps Town Manager informed of department activities and operations; regularly meets with management staff to coordinate and provide input into services; disseminates Town-wide management plans, strategies, initiatives, values, policies and standards of behavior.
- ◆ Develops and recommends to the Town Manager administrative controls, policies and procedures regarding Town-wide administration. Identifies and recommends the need for new or amended Town by-laws, policies, and procedures.

Assistant Town Manager

- ◆ Participates in labor relations matters including grievances and contract negotiations; serves as lead negotiator when assigned; records bargaining history and maintains official labor relations documents.
- ◆ Performs various compliance roles as designated by the Town Manager, ensuring fulfillment of requirements, investigating and resolving complaints, and serving as a point of contact for citizens, State agencies, and employees in related matters; roles include serving as the Town's ADA Coordinator and Harassment Grievance Officer.
- ◆ Prepares, negotiates administers, and maintains legal and other important Town documents including contracts, leases, Administrative Policies and Procedures and Requests for Proposals; serves as the liaison with parties to agreements; communicates terms of documents to others as needed.
- ◆ Oversees all Town and School property liability insurance matters; works with insurers, consultants, legal counsel and Town staff to ensure that the Town's risk is well managed. Serves as a point of intake and referral for requests to use Town property to ensure that concerns such as public safety and proper liability coverage are addressed. Coordinates litigation claims against the Town.
- ◆ Accountable for the management of all Town property leased to private or non-profit entities including lease negotiation and enforcement.
- ◆ May participate in Town-wide budget formulation as part of Town Manager's budget team. Develops and recommends various general, enterprise and revolving fund operating budgets to the Town Manager; monitors assigned budgets and expenses regularly and ensures approved funds are administered effectively; oversees development and management of capital replacement plans for assigned facilities and vehicles within assigned areas. Manages grants.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Directly supervises the activities and performance of and provides functional oversight to the Town Manager's Office staff and assigned division heads/professionals including those of Human Resources, Human Services and Risk Management. Carries out supervisory responsibilities in accordance with policies and applicable laws. Responsibilities include interviewing and training employees; planning, assigning and directing work; appraising performance and recommending pay increases; implementing succession plans; addressing complaints and resolving problems; and making recommendations to the Town Manager concerning employee hiring, rewards or discipline.

EDUCATION & EXPERIENCE:

Master's degree in Public Administration or related subject, more than seven years of progressively responsible experience in municipal operations, including supervisory experience; or any equivalent combination of education and experience. Education and experience in Human Resources and Human Service fields advantageous.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Excellent interpersonal skills; ability to communicate effectively both verbally and in writing; 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.
- ◆ Thorough working knowledge of municipal operations, principles and procedures; experience participating in collective bargaining, contract negotiation, litigation, legal document management, public property disposition, financial management, budget preparation, ADA and other disability rights issues, and strategic planning.
- ◆ Ability to work with a high level of detail; ability to prioritize multiple tasks and deal effectively with interruptions; ability to identify and analyze complex issues and to develop appropriate recommendations.

Assistant Town Manager

- ◆ Ability to lead diverse teams and groups; ability to observe operations and successfully develop and implement systems as needed to enhance service and efficiency.
- ◆ Ability to effectively utilize a wide variety of software platforms including MS Office, publishing, social media, and web page applications.

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

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. 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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Director of Human Resources

Department: Human Resources
Reports To: Assistant Town Manager
Appointed by: Town Manager

Salary Grade: 16
FLSA Status: Exempt
Date: July 2023

GENERAL SUMMARY:

Under the direction of the Town Manager, and as a member of the Town's Senior Management Team, provides strategic leadership and vision to plan, organize, and administer the Town's personnel programs, ensuring compliance with state, federal and local laws and regulations; working under the day-to-day direction of the Assistant Town Manager, works collaboratively and proactively with Town officials and managers, each of whom have common as well as unique/diverse personnel-related needs, to fairly, consistently, and lawfully create and administer policies and practices that contribute toward a positive and productive work environment which enables employees to provide quality service to the community. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. 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 are or 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.

- ◆ Provides collaborative, forward thinking and responsive leadership in the planning, development, implementation, maintenance, and management of the Town's human resources programs and services in accordance with the directives of the Town Manager and the mission and strategic priorities of the Town. Reviews, evaluates, and monitors service delivery methods and systems.
- ◆ Develops and recommends human resource standards to the Senior Management Team. Implements, reviews, and enforces personnel policies, procedures, and systems as necessary to ensure the lawfulness and efficiency of the Town's personnel practices and support the Town's business goals.
- ◆ Participates as a member of the Town's Senior Management Team to assist the Town Manager in designing, developing, disseminating, and implementing Town-wide management plans, strategies, initiatives, values, and standards of behavior. Keeps the Town Manager informed of department activities and operations as well as any compliance issues. Regularly meets with management staff to provide input into, and coordination of, services. Provides individual leadership and management coaching to senior managers, participates in strategic thinking and situational analysis and assists senior managers in effectuating cultural changes.
- ◆ Maintains and implements personnel bylaws, policies and procedures, ensuring consistent interpretation and application; recommends and drafts new and revised bylaws, policy and collective bargaining language for the Town Manager and the Personnel Board; writes Town Meeting presentations and warrant articles; provides personnel policy information to employees and advises on interpretation. Reviews special employee requests; makes recommendations to the Town Manager relative to special employee requests.

Director of Human Resources

- ◆ Promotes employee job satisfaction; counsels employees; advises managers; assists supervisors to effectively manage employee performance; develops techniques and coordinates resources for resolving workplace conflict or productivity issues; investigates personnel problems and disciplinary issues. Provides guidance to employees, managers and Town officials throughout disciplinary and employee appeal hearings. Represents the Town at unemployment, discrimination and other personnel-related hearings.
- ◆ Directs a variety of specialized recruitment and hiring methods to assist management in employing an effective and talented workforce.
- ◆ Monitors the Town's benefits package to ensure appropriate services and benefits are delivered with due regard to proper cost control measures. Administers health, dental, life, workers' compensation and disability insurances, as well as employee assistance programs; responsible for communication of benefit plan features to employees and for resolving problems encountered in obtaining benefits. In cooperation with the Finance Director, researches and makes recommendations regarding selection of benefit programs.
- ◆ Directs the administration of compensation and classification policies in accordance with Town bylaws, collective bargaining agreements, and federal and state statutes. Implements and oversees related salary and classification studies. Develops and recommends classifications and job descriptions to the Personnel Board. Monitors application of compensation plans and develops strategies for implementation.
- ◆ Oversees organization, maintenance, and compliance of official personnel records and systems. Ensures that systems enable preparation of periodic reports on personnel data.
- ◆ Assists the Town Manager's office in preparing and negotiating union contracts and in resolving labor relations issues, grievances, arbitrations, and disputes.
- ◆ Identifies organizational training needs and develops training plans and programs for appropriate employee development.
- ◆ Oversees Town's compliance with federal and state personnel laws and regulations including employee leaves, wage and hour, equal employment, drug and alcohol testing, work-related injuries and employee benefits.
- ◆ Prepares and recommends department budget to the Town Manager, recommends expenditures, and administers approved funds. Prepares department annual town/budget reports.
- ◆ Performs research, special projects, and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed, or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Supervises the activities and performance of and provides functional oversight to the staff within Human Resources. Carries out supervisory responsibilities in accordance with policies and applicable laws. Responsibilities include interviewing, hiring and training employees; planning, assigning and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

EDUCATION & EXPERIENCE:

Master's degree in Human Resources or related subject, plus seven years of progressively responsible experience in Human Resources in municipal operations, including supervisory experience; or any equivalent combination of education and experience.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Excellent interpersonal skills; ability to communicate effectively both verbally and in writing; 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.

Director of Human Resources

- ◆ Thorough working knowledge of the principles, practices, regulations, and applicable federal and state laws related to personnel administration. Thorough knowledge of employee classification, compensation and benefits, recruitment, selection, training and labor relations.
- ◆ Working knowledge of the principles, practices, regulations, and applicable federal and state laws related to the business operations of a working municipality. Ability to effectively participate in the design, planning, and implementation of Town-wide management plans, strategies, and initiatives.
- ◆ Ability to work with a high level of detail; ability to prioritize multiple tasks and deal effectively with interruptions; ability to identify and analyze complex issues and to develop appropriate recommendations.
- ◆ Ability to effectively operate computers and software necessary for the performance of job duties.
- ◆ Must obtain and maintain clearance to obtain Criminal Offender Records Information (CORI).

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

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. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

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Recreation Director

Department: Human Services, Recreation Division
Reports To: Assistant Town Manager
Appointed by: Town Manager

Salary Grade: 15
FLSA Status: Non-Exempt
Date: July 2023

GENERAL SUMMARY:

Under the direction and guidance of the Assistant Town Manager, develops and manages a comprehensive indoor and outdoor community-wide recreational program for children, young adults, adults, senior citizens and numerous organizations within the Town of Concord. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. 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 are or 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.

- ◆ Plans, directs and coordinates the operations, administration, and activities of the Town of Concord's Recreation Division, which includes Programs & Events, Swim & Fitness, and Childcare operations. Assists in the formulation and implementation of Division policies, ensuring they are consistent with applicable laws and regulations and with the Town's overall goals, policies, and expectations. Supervises employees and volunteers involved in the daily operation of Division programs to ensure that all work is performed in compliance with established policies and procedures.
- ◆ Plans, organizes and directs a diversified town-wide year-round recreational program for all age groups, including athletic, social and community events, that utilize parks, playgrounds, schools, recreational facilities, pools, and health center facilities. Represents the Division and encourages community/staff engagement via presence at and participation in programs and events, including those held at night and/or on weekends.
- ◆ Prepares the Division's operating and enterprise budgets for the Assistant Town Manager's consideration; provides input into capital planning requests. Expends funds as authorized and ensures that all purchasing and payrolls are in compliance with laws, regulations, and Town policies. Monitors and controls expenses while effectively communicating expenditure and revenue trends and variances to the Assistant Town Manager. Manages Revolving and Enterprise account financial records and reports.
- ◆ Implements and oversees appropriate publicity and advertisement information about the Town's recreational programs and events; manages and coordinates any marketing efforts in regard to the Beede Swim and Fitness Center operations. Develops community interest in the Town's recreational offerings and opportunities.
- ◆ Carries out various strategic plans set forth by the Town Manager and the Select Board.
- ◆ Ensures the safety of employees and program participants via staff training, facility and grounds maintenance, implementation of policies, etc.

Recreation Director

- ◆ Directs custodial and maintenance operations, including upkeep of recreational facilities and related grounds. Maintains financial records related to Beede Center and other recreational facilities' operations; prepares financial reports as required.
- ◆ Studies the long- and short-range needs of the community for recreational and leisure-time opportunities and facilities; reads market conditions and trends, including those for a self-supporting family swim and fitness center; develops appropriate programs to target needs.
- ◆ Provides support to the Recreation Commission and other citizen groups as may be assigned.
- ◆ Maintains current professional knowledge and certifications relevant to recreational services through attendance at trainings/conferences, peer association, and review of literature.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Directly supervises the Assistant Recreation Director; oversees the activities and performance of and provides functional oversight to all Division employees, including approximately 20 regular employees, a large seasonal workforce, and a large part-time/limited-status swim and fitness workforce. Carries out supervisory responsibilities in accordance with Concord's policies and applicable laws. Responsibilities include interviewing and training employees; planning, assigning, and directing work; appraising performance; addressing complaints and resolving problems; and making recommendations to the Assistant Town Manager concerning employee hiring, rewards or discipline.

EDUCATION & EXPERIENCE:

- ◆ Bachelor's Degree in recreation/physical education or a related field, plus seven to ten years of recreational management experience; or any equivalent combination of education and experience. Master's Degree and experience managing a large-scale recreation natatorium/fitness facility preferred.
- ◆ Valid motor vehicle operator's license, with a safe driving record and ability to provide personal vehicle for transportation.
- ◆ Current certifications as CPRP (Certified Park and Recreation Professional) and CPO (Certified Pool & Spa Operator).
- ◆ Lifeguard and Lifeguard Instructor certification preferred.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Excellent customer service and public relations skills. Ability to communicate effectively and efficiently both verbally and in writing. Ability to deal tactfully, patiently and appropriately with a variety of people, including children, the general public and other agencies.
- ◆ Extensive working knowledge of the principles and practices of the recreation industry, its mission, program alternatives, their benefits and requirements and group dynamics. Thorough knowledge of and proficiency in the care of recreation facilities, the use of recreation equipment, materials, tools and other department resources. Working knowledge of multi-pool aquatic facility, procedures and equipment.
- ◆ Strong marketing, financial analysis, and business management skills used in the identification, implementation and assessment of community recreational programs, their effective presentation and generation of user revenues to offset operating costs as planned. Strong ability to visualize, develop, prepare and implement long-range operational plans and goals to ensure smooth transitions into seasonal programs.
- ◆ Ability to work effectively under time constraints, to delegate responsibilities, and to motivate and work well with a large number of employees.

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

Employee is regularly required to walk, stoop, sit, talk and hear; uses hands to finger, handles, feels or operates objects, tools or controls, and reaches with hands and arms as in picking up paper, books and other common office objects. Employee may frequently lift and/or move objects weighing up to 40 pounds such as books, equipment, supplies, etc. Vision and hearing at or correctable to normal ranges.

Portion of work is performed in a normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy 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, typewriter, telephone, copier, and all other standard office equipment requiring eye-hand coordination and finger dexterity. 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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Town Engineer

Department: Public Works, Engineering
Reports To: Town Engineer
Appointed by: Town Manager

Salary Grade: 15
FLSA Status: Exempt
Date: July 2023

GENERAL SUMMARY:

Under the general supervision of the Public Works Director, manages the Town's Engineering program, which includes the survey, design and contract specifications for the construction/repair of public works projects, town property and physical systems. Provides professional civil engineering advice to boards/commissions and operating departments and assists with other projects requiring technical expertise. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under his/her direction and control. Performs varied and responsible duties requiring a thorough knowledge of engineering principles and 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 are or 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.

- ◆ Plans, organizes and administers programs and projects. Supervises the design and construction of public works projects such as roadways, parking lots, bridges, railroad crossings, traffic signs, water systems, dams, drainage systems, culverts, sewer systems, playgrounds, parks, retaining walls and municipal building facilities.
- ◆ Designs, engineers/surveys and manages construction. Participates occasionally in survey parties, construction inspections and police traffic safety inspection activities as required.
- ◆ Supervises and manages all engineering staff. Develops and implements division policies, procedures and standards.
- ◆ Provides engineering advice to the Town Manager, the Public Works Director and other department heads regarding development and maintenance of public works plans, projects and facilities. Develops, plans and monitors inter-department projects.
- ◆ Provides technical engineering consultation and service to town boards and commissions such as the preparation of plans and sketches with accompanying explanatory reports. Furnishes the Department of Planning and Land Management with engineering data and engineering review of development projects.
- ◆ Conducts research and prepares cost estimates on resident issues. Makes recommendations to the Public Works Director on future needs regarding public works projects, programs and capital development plans.
- ◆ Supervises the preparation of requests for proposals and the selection of designers and consultants for various public works projects as well as other departments.

Town Engineer

- ◆ Supervises the maintenance of town records and plans, including Assessor's plans, public works projects plans, water plans, sewer plans, drainage plans, road plans, registry plans, etc. Oversees the maintenance of records and files within the Engineering Division.
- ◆ Responsible for the leadership, operation of the programs and capital development of the town's Geographic Information System (GIS).
- ◆ Coordinates engineering functions with other municipalities and agencies. Advises local, state, county, federal and other municipal officials on technical aspects of local public works programs and projects. Coordinates local, state and federal agency funding/projects.
- ◆ Develops and monitors the division budget, capital projects budgets and Chapter 90 state aid funds, consistent with relevant statutes, regulations and town policies.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Directly supervises the activities and performance of and provides functional oversight to two Engineers, one GIS Coordinator, one Assistant Engineer, one Engineering Aide and one Administrative Assistant. Carries out supervisory responsibilities in accordance with Concord's policies and applicable laws. Responsibilities include interviewing, hiring, and training employees; planning, assigning, and directing work; appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems.

EDUCATION & EXPERIENCE:

- ◆ Bachelor's degree in civil engineering with ten years of progressively responsible related experience, including supervisory experience; Master's degree in management preferred; or any equivalent combination of education and experience.
- ◆ Possession of a valid motor vehicle operator's license.
- ◆ Registration as a Professional Engineer in MA and Soil Evaluator license or the ability to obtain within six months of hire.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Extensive knowledge in the application of civil engineering and management skills to public works projects. Considerable knowledge and experience in construction, materials and operations associated with roads, drainage, culverts, dams, sanitary landfills, water systems and sewer systems. Thorough knowledge of local, state and federal laws and regulations governing municipal infrastructure.
- ◆ Ability to recognize town-wide priorities and work cooperatively to support their accomplishment within accepted guidelines of engineering practice. Ability to establish goals and objectives for the engineering program.
- ◆ Ability to deal with the public tactfully and effectively and maintain positive public relations. Ability to communicate efficiently both verbally and in writing.
- ◆ Ability to work effectively under time constraints to meet deadlines. Ability to prepare and manage budgets and departmental finances.

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

Employee is regularly required to walk, stand, sit, talk and hear. Uses hands to finger, handles, feels or operates objects, tools or controls and reach with hands and arms as in picking up paper, files, and other common office objects. Employee may infrequently lift and/or move objects weighing up to 60 pounds such as tools, equipment, supplies, etc. Employee must be able to access all levels of a construction site and traverse uneven terrain. Vision and hearing at or correctable to normal ranges.

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy 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. 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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Assistant Town Engineer

Department: Public Works, Engineering
Reports To: Town Engineer
Appointed by: Town Manager

Salary Grade: 13
FLSA Status: Exempt
Date: July 2023

GENERAL SUMMARY:

Under the general supervision of the Town Engineer, provides municipal engineering services to the Town of Concord. Assists the Town Engineer and town boards/departments in matters relating to the design and inspection of public works construction and other related engineering matters. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. Performs varied and responsible duties requiring a thorough knowledge of engineering principles and departmental operations exercising 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 are or 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.

- ◆ Performs budget preparation, design, permitting, bidding, and construction management of various complex public works projects including the construction, maintenance and repair of roads, drainage systems, culverts, dams, buildings, bridges and traffic control devices.
- ◆ Coordinates the day-to-day activities of the Engineering Division. Assists in supervising staff and ensuring all work is performed in compliance with established policies and procedures as well as applicable safety regulations. Directs the activities of the Division in the absence of the Town Engineer.
- ◆ Develops and oversees the 5 year capital plan for the Roads Program, Sidewalk Program, ADA Improvement Program, Drainage Program and NPDES Compliance Program. Work includes developing scopes of work and cost estimates for annual capital plan bids for all programs to support Town budget preparation. Work also includes the coordination of program scopes and timings with private and public utility initiatives for Comcast, National Grid, CPW Water/Sewer and CMLP to ensure the proper phasing of all Town projects/initiatives.
- ◆ Develops and integrates ADA Improvement Program into planned bid projects to ensure compliance with American with Disability Act (ADA) standards, including but not limited to the Public ROW Accessibility Guidelines (PROWAG).
- ◆ Supervises personnel responsible for the development and implementation of the Right-Of-Way Permit Program.
- ◆ Supervises field survey crews performing data collection and construction layout for in-house design projects.
- ◆ Develops and manages public outreach for both bid and in-house public works projects through various mediums (i.e., newspaper ads, CPW Website, neighborhood meetings, door hanger notifications, etc.) ensuring consistency with messages and transparency of project status. Responds effectively to public requests and troubleshoots issues related to public works projects and programs.
- ◆ Occasionally attends meetings with Boards and Commissions to discuss various engineering and construction plans.

Assistant Town Engineer

- ◆ Provides technical review and assistance to other town departments, boards, commissions, the general public and governmental agencies.
- ◆ Performs research of legal aspects of Public Works projects to ensure compliance with all applicable laws and regulations.
- ◆ Manages bid projects finances, identifying and developing scope changes (i.e., change orders, proposed change orders) where appropriate for Town Engineer review and approval.
- ◆ Resolves design conflicts on bid and in-house construction projects, maintaining compliance with project plans and specifications, utilizing professional engineering judgment.
- ◆ Applies for appropriate local, state and federal permits (NOI, MEPA, EPA, Site Plan, Title V), on various public works and building projects, attending and presenting at meetings where appropriate.
- ◆ Assists in the resolution of claims and disputes involving contractors, the public, consultants, and/or town staff; provides assistance to the public and answers any questions regarding current Division projects.
- ◆ Assists in the development of policies for adoption by the Public Works Commission. Proposes and presents approval amendments to traffic rules and regulations.
- ◆ Performs associated engineering studies to compliment Division projects and initiatives.
- ◆ Identifies current trends and innovative products, materials and methods to improve Division proficiency and skill through attendance at professional seminars, reading technical reports, researching applicable articles.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Directly supervises the day-to-day activities and performance of four full-time employees and various co-ops and interns, providing functional oversight and monitoring work product. Carries out supervisory responsibilities in accordance with Concord's policies and applicable laws. Responsibilities include interviewing and training of new employees and providing the Town Engineer feedback on employee performance.

EDUCATION & EXPERIENCE:

- ◆ Bachelor's degree in civil engineering with seven to ten years of progressively responsible related experience, including supervisory experience; or any equivalent combination of education and experience.
- ◆ Registration as a Professional Engineer required.
- ◆ Possession of a valid motor vehicle operator's license with a safe driving record required.
- ◆ Massachusetts license in soil evaluation must be obtained within two years of hire.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Thorough knowledge of the principles, practices, regulations and laws related to civil engineering and surveying in the public sector. Considerable knowledge and experience in construction, materials and operations associated with roads, drainage, sanitary landfills, water and sewer systems, drainage systems, dams and culverts.
- ◆ Ability to communicate effectively both verbally and in writing. Ability to communicate tactfully with the public, co-workers, other employees, departments, officials and other agencies.

Assistant Town Engineer

- ◆ Ability to fairly, tactfully and impartially obtain contractor compliance with project plans, specifications, standards, schedules and budgets.
- ◆ Ability to supervise multiple CPW and private contractor work crews and to work effectively under time constraints to meet deadlines.
- ◆ Experience/proficiency in AutoCAD, Civil 3D, ArcMAP, HydroCAD, Arc View/ArcGIS and basic computer skills required.

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

Employee is regularly required to walk, stand, sit, talk and hear. Uses hands to finger, handles, feels or operates objects, tools and controls and reach with hands and arms. Employee may infrequently lift and/or move objects weighing up to 60 pounds such as tools, equipment (including survey equipment), supplies, etc. Employee must be able to access all levels of a construction site and traverse uneven terrain. Vision and hearing at or correctable to normal ranges.

While performing site inspection/observation and land surveying responsibilities, employee is frequently exposed to variable outdoor weather conditions and the hazards associated with construction sites and public works projects.

Normal office work is performed in a moderately noisy 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. 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.



Administrative Specialist- PW Engineering

Department: Public Works, Engineering
Reports To: Town Engineer
Appointed by: Town Manager

Salary Grade: 3
FLSA Status: Non-Exempt
Date: July 2023

GENERAL SUMMARY:

Under the general administrative direction of the Town Engineer, performs moderately difficult office tasks requiring typing, computer data entry, record keeping, filing and working directly with customers and other municipal personnel, requiring initiative and independent judgment in the application of prescribed policies, procedures, and methods. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under his/her direction and control. Checks, sorts, records and files various materials. 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 are or 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.

- ◆ Provides secretarial, administrative and communication support to the Town Engineer and Engineering Division Staff. Maintains division files, including Town map files.
- ◆ Procures and maintains supplies, equipment and services for the Division.
- ◆ Processes invoices, purchase orders, bill schedules, turnovers, bi-weekly payroll, changes of status and leave records for the Division. Processes petty cash for the department.
- ◆ Assists in preparation of division annual operating budget; maintains budget database to date.
- ◆ Administers right-of-way permitting process including review and process of application, collection of associated fees, and maintenance of database.
- ◆ Administers multiple, concurrent contracts for Town roads/sidewalks from document preparation, printing, advertising, distribution and award through purchase order, payments and related vendor file maintenance.
- ◆ Tracks and administers complex accounting for state aide, road construction, drainage and capital projects.
- ◆ Coordinates process for new street acceptance; sustaining strict calendar of events, by law.
- ◆ Designs, produces and maintains internet web site for division.

- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

None

EDUCATION & EXPERIENCE:

- ◆ High school diploma or equivalent and additional advanced technical training; five years of division-related construction, maintenance, and repair experience, three of which have been in a supervisory position; or any equivalent combination of education and experience.

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 helpful. Familiarity with pertinent state and local laws relating to departmental operations preferred.
- ◆ Ability to organize time, work independently and accomplish tasks despite frequent interruptions.
- ◆ Ability to maintain detailed statistics, records and clerical records and maintain confidential information.
- ◆ Ability to compose correspondence and to prepare, type and proofread reports as to form and logic flow. 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.

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy 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. 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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Crew Leader- Water and Sewer Division

Department:	Public Works, Water and Sewer	Salary Grade:	8
Reports To:	Water and Sewer Superintendent	FLSA Status:	Non-Exempt
Appointed by:	Town Manager	Date:	July 2023

GENERAL SUMMARY:

Under the general supervision of the Water & Sewer Superintendent, provides supervision in a participatory manner of skilled and semi-skilled employees working on all phases of inspection, maintenance, and repair and installation of system infrastructure assigned within the Water & Sewer Division. Identifies, prepares for and implements maintenance, construction and reconstruction schedules and projects. Monitors and tracks work projects, provides instruction to subordinates and outside contractors regarding proper work methods and undertakes appropriate corrective actions as warranted. Maintains necessary stock of materials. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. 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 are or 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.

- ◆ Participates, schedules, assigns and supervises work crews engaged in inspection, maintenance, repair and installation work for town water mains and services, sewer collectors and services and related appurtenances and structures.
- ◆ Schedules and assigns equipment for projects.
- ◆ Provides for training of staff in proper work methods and general health and safety measures.
- ◆ Plans and coordinates work assignments with other town departments and divisions as well as other public and private utilities.
- ◆ Conducts regular inspection of assigned projects and those performed by outside contractors to ensure compliance with specifications and applicable safety regulations.
- ◆ Responds to public inquiries, requests and complaints related to Division activities. Resolves complaints when possible and/or refers matters to the Assistant Water & Sewer Superintendent.
- ◆ Arranges for supplies and equipment to be used for projects; checks for proper use and operation of equipment and vehicles. Reports on damaged and non-function of parts and equipment.
- ◆ Provides input regarding performance of staff and to other related personnel actions as requested.
- ◆ Responds to after-hour water/sewer emergencies to direct and support operations as needed. May respond to snow emergencies to operate equipment.

Crew Leader- Water and Sewer Division

- ◆ May respond to any other municipally declared emergency which requires interdepartmental or intercommunity support and coordination.
- ◆ May be required to be available at any time and in all weather conditions when on-call for one week every fifth week.
- ◆ May assume operational responsibilities of the Assistant Water & Sewer Superintendent in his/her absence.
- ◆ Performs supervisory and operational duties involving the installation, repair and maintenance of water mains and services.
- ◆ Oversees the flushing of water transmission system. Supervises and participates in repair and maintenance of sewer mains and laterals and cleaning sewer chambers and lift stations.
- ◆ Prepares and submits daily records of equipment, supplies used and related time/payroll records.
- ◆ Operates a variety of heavy and light motorized construction equipment and vehicles tapping machines, backhoe, front-end loader, Vactor and Jetting machines, and hand specialized hand operating equipment and power tools.
- ◆ Maintains and monitors sewer collection system lift and pumping stations.
- ◆ May monitor and respond to SCADA system needs, via remote accessibility functions.
- ◆ Performs all duties in accordance with applicable safety regulations.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

SUPERVISORY RESPONSIBILITY:

Directly supervises the activities and performance of and provides functional oversight to the Water/Sewer System Maintainers, Senior Crew Members and Crew Members. Carries out supervisory responsibilities in accordance with Concord's policies and applicable laws. Responsibilities include interviewing and training employees; planning, assigning, and directing work; appraising performance; and addressing complaints and resolving problems.

EDUCATION & EXPERIENCE:

- ◆ High school diploma or equivalent and additional advanced technical training; five years of division-related construction, maintenance, and repair experience, three of which have been in a supervisory position; or any equivalent combination of education and experience.
- ◆ Massachusetts Class B Commercial driver's license.
- ◆ Massachusetts Hoisting Engineer license.
- ◆ Water Operator Distribution License Grade 2, within three years of hire.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Knowledge of water and sewer operations, construction and maintenance principles.
- ◆ Knowledge of state and local laws as well as OSHA safety rules and regulations related to operations.
- ◆ General knowledge of the layout of the Town. Ability to read and interpret detailed construction drawings and blueprints. Ability to carry out oral and written instructions.

Crew Leader- Water and Sewer Division

- ◆ Ability to plan, organize, assign and supervise the work of employees and equipment and to maintain good public relations.
- ◆ Proficient in operation of heavy equipment as well as power tools and hand tools.
- ◆ Ability to maintain confidential information.
- ◆ Ability to communicate effectively and tactfully with the public, co-workers, other employees, departments, officials and other agencies.
- ◆ Ability to supervise crews operating all types of related equipment and performing all related operations.
- ◆ Ability to remain calm, to concentrate and perform all responsibilities in a competent manner at all times.
- ◆ Ability to work effectively under time constraints to meet deadlines.
- ◆ Ability to read and interpret project drawings, blueprints and maps.
- ◆ Ability to communicate effectively and tactfully with the public, co-workers, other employees, departments, officials and other agencies.

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

While performing the functions of this job, the employee may be required to perform heavy manual labor under varying weather conditions for long periods of time and to drive heavy equipment for long periods of time during all types of weather conditions. Employee is required to stand, walk, sit and hear for extended periods. Employee is required to traverse uneven terrain. Employee is frequently required to use hands to finger, handle or feel objects, tools or controls; reaches with hands and arms; stoops, kneels, climbs and crawls. Specific vision abilities required include close, distance, and peripheral vision and the ability to adjust focus. Incumbent must be able to hear normal sounds, distinguish sounds as voice patterns and communicate. Frequently lifts supplies and equipment weighing 100 pounds, utilizing proper body mechanics and techniques. Routinely required to handle toxic and hazardous materials used in the daily treatment of drinking water.

Operates heavy and light equipment such as backhoes, front-end loaders, crane trucks, Vactors, dump trucks, tapping machines, weed whips, chain saws, grinders, carpenter tools, power tools, chippers and brush cutters. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

Errors in judgment may impose undue and substantial expense recovering from errors, resulting in significant time loss and delay while correcting undetected errors, cause damage to buildings and/or equipment, result in serious personal injury and injury to others.

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 Specialist- Town Clerk's Office

Department: Finance, Town Clerk's Division
Reports To: Town Clerk
Appointed by: Town Manager

Salary Grade: 4
FLSA Status: Non-Exempt
Date: July 2023

GENERAL SUMMARY:

Under the general supervision of the Town Clerk, performs moderately difficult administrative and customer service tasks in supporting vital record, license, permit, voter registration, election, and other responsibilities and services of the Division. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. 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 detail, 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 are or 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.

- ◆ Administers vital records. Processes, reviews, verifies, and maintains records for the registration of births, deaths, and marriages in the Town of Concord. Communicates with hospital registrar, funeral homes and families as needed to process registrations and affidavits. Issues burial permits. Prepares letters, reports, affidavits, permits, certifications, and related materials.
- ◆ Issues dog licenses, business certificates (DBAs), White Pond parking permits, and raffle permits. Mails out DBA renewals.
- ◆ Maintains various divisional records and databases of information, including voter registration records, census, dog licensing, Board of Appeals, Planning Board and Historic Districts Commission filings, DBAs, and marriage intentions.
- ◆ Acts as the first point of contact for public inquiries in person, by telephone and by email; provides information about municipal operations; answers questions about procedural requirements for various licenses, permits, and other official documents.
- ◆ Assists with voter and resident information management. Certifies voter deletions in Central Voter Registry (CVR); mails voter registration acknowledgement and delete letters to voters; assists Assistant Town Clerk with updating annual census returns; assists the public with census and voter questions; files voter registration cards and census returns.
- ◆ Assists the public with voter registration and absentee/early voting; supports Assistant Town Clerk with ballot mailing and other election-related tasks as needed.
- ◆ Certifies signatures on nomination papers and initiative petitions.

Senior Administrative Specialist- Town Clerk's Office

- ◆ Serves as Notary Public and Commissioner to Quality.
- ◆ Records any funds (e.g., cash, checks, or money orders) received from municipal operations via the cash register and performs cash-out at the end of each business day. Closes and secures records, equipment, and facilities upon departure.
- ◆ Attends town meetings to provide administrative support as needed.
- ◆ Performs clerical support tasks for the Division, as needed.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance at the workplace is required.

SUPERVISORY RESPONSIBILITY:

May provide functional guidance to intermittent staff.

EDUCATION & EXPERIENCE:

- ◆ High School diploma plus at least three years of experience in administrative work, preferably in a municipal environment; or any equivalent combination of education and experience.
- ◆ Notary Public appointment and Commission to Quality designation (within 3 months of hire).

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Excellent interpersonal skills; ability to communicate effectively both verbally and in writing; 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 show a high level of discretion when working with confidential records, particularly restricted vital records.
- ◆ Proficient knowledge of Microsoft Office software, particularly Excel and Word, familiarity with Microsoft Office 365 applications preferred.
- ◆ Proficient knowledge of office procedures, practices, and terminology. Basic knowledge of bookkeeping techniques. General knowledge of municipal government and its operations as well as pertinent state and local laws.
- ◆ Ability to work with a high level of detail; ability to prioritize multiple tasks and deal effectively with interruptions; ability to identify and analyze complex issues and to develop appropriate recommendations. Ability to learn and accurately utilize State birth and death registration system (VIP), Voter Registration Information System (VRIS), and online dog licensing software (permiteyes).

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

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. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

Senior Administrative Specialist- Town Clerk's Office

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 Specialist- Planning

Department: Planning & Land Management
Reports To: Town Planner
Appointed by: Town Manager

Salary Grade: 4
FLSA Status: Non-Exempt
Date: July 2023

GENERAL SUMMARY:

Under the administrative direction of the Town Planner, performs moderately difficult office tasks requiring typing, computer data entry, record keeping, filing and working directly with customers and other municipal personnel, requiring initiative and independent judgment in the application of prescribed policies, procedures, and methods. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. 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. Employee is called upon to handle a significant number of deadlines and details, each varying from the other in substance and content, requiring a flexible approach to the workload.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who are or 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.

- ◆ Produces a variety of Division documents including decisions, legal notices, postings, minutes, letters, memos, inquiries, bylaws, reports, etc. complying with all applicable laws and policies, including the Open Meeting Law and Massachusetts General Laws, in coordination with professional staff.
- ◆ Provides administrative assistance to the Board of Appeals, Historic Districts Commission, and Historical Commission. Attends meetings as required; prepares and files official meeting notices; prepares agendas and related documentation; prepares and distributes informational packets to Board members and other interested parties; takes, transcribes, and distributes meeting minutes; notifies participants of meeting dates, times, and locations. Prepares draft decisions for boards and committees as assigned, complying with prescribed timeframes as defined by law, signs, and files official decisions for the Board of Appeals and Historic Districts Commission.
- ◆ Confirms that Board of Appeals and Historic Districts Commission applications and supporting information submitted by applicants is complete through coordination with professional staff; receives direction from various professional staff that support boards and committees. Notifies applicants when the application is incomplete or additional information is required.
- ◆ Tracks schedules of meetings of committees staffed by the Division; prepares postings of meetings, including posting materials to the web, and distributes related mailings. Shares responsibility for tracking room reservations for committee and board meetings.
- ◆ Maintains a record of all cash and checks received for Board of Appeals, Historic Districts Commission and Historical Commission applications and sends turnovers to Finance Department. Creates bill schedules and purchase orders through Town's financial software.
- ◆ Shares responsibility for greeting and assisting customers entering the office and answering incoming phone calls. Gathers information, answers general questions regarding planning-related issues and directs more complicated questions to professional staff.

Senior Administrative Specialist – Planning

- ◆ Shares responsibility for creating, maintaining, and updating web pages for boards and committees associated with the Planning Division.
- ◆ Maintains filing systems including Historic Districts Commission information. Checks, sorts, records, and files various materials submitted with applications.
- ◆ Performs special projects and related responsibilities as initiated and requested.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance at the workplace is required.

SUPERVISORY RESPONSIBILITY:

None

EDUCATION & EXPERIENCE:

- ◆ Associate degree or two-year college certificate; training in secretarial science or business administration preferred.
- ◆ One or more years of experience in general clerical and secretarial work; municipal experience highly preferred, or any equivalent combination of education and experience.

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 helpful. Familiarity with pertinent state and local laws relating to departmental operations preferred.
- ◆ Ability to organize time, maintain legal timeframes, work independently, and accomplish tasks despite frequent interruptions.
- ◆ Ability to maintain detailed statistics, records, and clerical records and to maintain confidential information.
- ◆ Ability to compose correspondence and prepare, type and proofread reports, minutes, decisions, and other documents as to form and logic flow. Ability to maintain detailed budget accounts, financial records, and clerical records. Proficiency with computing and typing. A high attention to deadlines and detail is critical.
- ◆ Ability to communicate effectively and tactfully with the public, co-workers, other employees, departments, officials, and other agencies.
- ◆ Ability to coordinate and collaborate with others in day-to-day activities as well as on special projects as assigned.

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy 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. Regularly attends night meetings.

Operates computer, printer, video display terminal, typewriter, calculator, telephone, copier, facsimile machine, postage machine and all other standard office equipment requiring eye-hand coordination and finger dexterity. 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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TOWN OF CONCORD
Personnel Policy and Procedure #7-1

Miscellaneous Compensation Schedule
for Temporary and Limited-Status Classifications
Date Effective: ~~1/1/2023~~ Pending Approval

<u>JOB TITLE BY DEPARTMENT</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
General		
Intern	\$15.00	\$25.00
Office Clerk	\$15.00	\$32.00
Office Assistant	\$15.75	\$37.00
Recording Secretary	\$15.75	\$35.00
Clerk of Works	\$15.75	\$50.00
Management Specialist/Consultant	\$50.00	\$100.00
Professional Project Specialist	\$20.00	\$75.00
Project Archivist	\$15.75	\$30.00
Project Specialist	\$15.00	\$25.00
IT Program Manager	\$50.00	\$100.00
IT Project Manager	\$30.00	\$75.00
IT Project Specialist	\$30.00	\$75.00
Senior Worker	————	\$15.00
Custodian	\$15.00	\$30.00
Maintenance Custodian	\$20.00	\$35.00
Laborer	\$15.00	\$30.00
Skilled Laborer	\$20.00	\$35.00
Project Painter	\$25.00	\$40.00
Project Electrician	\$30.00	\$50.00
Project Plumber	\$30.00	\$50.00
Construction Specialist	\$30.00	\$60.00
Town Manager's Office		
Veterans' Agent	\$18.00 20.00	\$35.00 39.00
Senior Services		
Van Driver	\$17.00	\$25.00
Volunteer & Public Relations Coordinator	\$17.00	\$25.00
Finance Department		
Data Lister	\$25.00	\$30.00
Election Officer	\$15.00	\$17.00
Parking Hearing Officer	\$20.00	\$25.00

<u>JOB TITLE BY DEPARTMENT</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
Fire Department		
Call Firefighter	_____	\$15.00*
	* = plus \$400 per year stipend and \$100 per year stipend for EMT, FF1, FF2 Certifs.	
Library		
Librarian	\$22.00	\$32.00
Library Assistant	\$19.75	\$28.89
Library Page	\$15.00	\$16.25
Library Project Specialist	\$15.00	\$32.00
Reference Librarian	\$22.00	\$32.00
Light Department		
Telecommunications Specialist	\$25.00	\$100.00
Electrical/Line Specialist	\$25.00	\$100.00
PEG/Minuteman Media		
Editor	\$15.75	\$25.00
Studio Aide	\$15.00	\$17.00
Videographer	\$15.75	\$25.00
Planning & Land Management		
Assistant Local Inspector	\$30.00	\$55.00
Conservation Crew	\$15.00	\$25.00
Electrical Inspector (& Assistant)	\$30.00	\$55.00
Plumbing & Gas Inspector (& Assistant)	\$30.00	\$55.00
Public Health Nurse	\$25.00	\$50.00
Ranger	\$15.00	\$25.00
Sanitary Inspector	\$20.00	\$50.00
Sealer of Weights & Measures	\$20.00	\$45.00
Visitor Center Associate		
<i>May perform any/all of the following functions:</i>	<i>Rate varies based on function(s) performed during shift</i>	
• Ambassador	\$19.00	\$25.00
• Attendant	\$15.00	\$20.00
• Clerk	\$15.00	\$32.00
• Tour Guide	\$20.00	\$30.00
Police Department		
Lieutenant/Captain Extra Duty Assignment	_____	
• Shift Coverage & Town Detail Rate		\$83.00
• Outside Detail Rate		Same rate paid to Sergeants
Public Safety Dispatcher (Non-Union)	_____	\$30.00
School Crossing Guard	_____	\$30.00 (w/2 hrs min. pay/day)
Special Police Officer		\$30.00 for Police Department assignments; \$50.00 for Town Details Outside Details: same rate as paid to regular, full-time police officers
Mutual-Aid Detail Officer/Sergeant	\$50.00	
Parking Officer	\$19.00	\$31.00
Traffic Officer	\$20.00	\$50.00
See PPP #7-2 for "Miscellaneous Compensation Schedule – Recreation"		
See PPP #7-3 for "Miscellaneous Compensation Schedule – Human Services"		



Veterans' Agent

Department: Town Manager's Office
Reports To: Assistant Town Manager
Appointed by: Town Manager

Salary Grade: MISC-1
FLSA Status: Non-Exempt
Date: September 2023

GENERAL SUMMARY:

Under the general supervision of the Assistant Town Manager, performs administrative work required in applying for and processing Town veterans' benefits. Work is performed under the general supervision of the Assistant Town Manager and in coordination with a staff member assigned to provide clerical support to the Veteran's Agent.

This position requires judgment in administering benefits in accordance with the Massachusetts General Laws, the Rules and Regulations of the U.S. Veterans' Administration, and the Bylaws and policies of the Town of Concord.

Frequent public contact requires knowledge and communication skills in order to obtain or furnish information, explain a specific project or program, or provide technical and related assistance. Must maintain confidentiality of personal records and information reviewed.

The Veterans' Agent performs these duties in addition to regular assignments. Additional hours of work may be required on an occasional basis. On these occasions, it is understood that the employee will normally be provided with compensatory time off in lieu of overtime pay.

ESSENTIAL JOB FUNCTIONS:

External and internal applicants, as well as position incumbents who are or 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.

- ◆ Provides information, assistance and advice to Town veterans about available state and federal programs and benefits.
- ◆ Assists veterans with the completion of various forms.
- ◆ Interviews applicants and reviews all necessary records to determine whether applicants meet criteria for benefits under state and federal laws.
- ◆ Assists applicants in obtaining other types of assistance if qualified.
- ◆ Assists and provides guidance to clerical staff in preparing claims for submittal to State agencies for payments to veterans and dependents for such items as burial expenses, hospitalization and medical care, educational benefits, emergency benefits, home loans and other State-sponsored/funded veterans' benefits.
- ◆ Ensures that all necessary monthly, quarterly, and annual reports are filed with the State Office of the Commissioner of Veterans' Services, Assistant Town Manager, and the Chief Financial Officer to document activities and receive state reimbursements.

Veterans' Agent

- ◆ Prepares and monitors annual budget for veterans' services' benefits. Prepares activity/service status reports for Assistant Town Manager.

SUPERVISORY RESPONSIBILITY:

None

EDUCATION & EXPERIENCE:

- ◆ Duties require knowledge of standard office procedures and customer relations skills equivalent to graduation from high school and 2-3 years' experience processing paperwork in accordance with policies and procedures. Incumbent must also be a United States War-Era Veteran of the Armed Services, honorably discharged.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Oral and written communications skills.
- ◆ Interpersonal skills to interact effectively with veterans, their families and various town and state officials.
- ◆ Ability to read and understand Town Bylaws, state and federal laws and various regulations concerning the administration of Veterans' benefits.
- ◆ Ability to complete and maintain accurate paperwork.
- ◆ Ability to perform accurate mathematical calculations to determine veterans benefits and maintain budgets.
- ◆ Ability to maintain confidentiality of all information and records reviewed and maintained.
- ◆ Ability to read and write English and to communicate effectively and tactfully with the public, co-workers, other employees, departments, officials, and other agencies. Ability to communicate effectively and efficiently verbally and in writing.

WORKING CONDITIONS & PHYSICAL DEMANDS:

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

Operates computer, printer, video display terminal, keyboard, telephone, copier, and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping may also be required.

Normal office environment, not subject to extreme variations of temperature, noise, odors, etc. Majority of work is performed in a moderately noisy 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.

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.

Town of Concord PERSONNEL BYLAW

2022



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DEFINITIONS

As used in this bylaw, the following words and phrases shall have the meanings shown below unless a different construction is clearly required by the context or by the laws of the Commonwealth.

"Board" - the Personnel Board.

"Classification" - a group of positions whose duties and responsibilities are sufficiently similar that the same descriptive title, qualifications and compensation can be applied with equity to all positions in the classification.

"Classification Plan" - a listing of all approved position classification titles and a summary job description for each classification.

"Compensation Plan" - a listing of the minimum, maximum and intermediate wage or salary rates for each title in the Classification Plan.

"Continuous Employment" - (either full-time or part-time) year-round employment which is uninterrupted except for authorized leaves of absence.

"Department Head" - the appointed official assigned administrative jurisdiction over a functional department of the Town.

"Employee" - an employee of the Town.

"Employment Status" - a category which defines the intended terms of an employment position, as to its length and number of hours worked.

"Full-time Employee" - an employee retained in a full time position.

"Full-time Position" - a position which requires the services of an employee for 37.5 or 40 hours per week whichever is defined as full-time for that classification.

"Limited Status Position" - a position which requires the services of an employee for either uninterrupted or occasional periods for an annual average of less than 20 hours per week and does not require reappointment for each period of work. *(Rev. 4/09)*

"Limited Status Employee" - an employee retained in a limited status position.

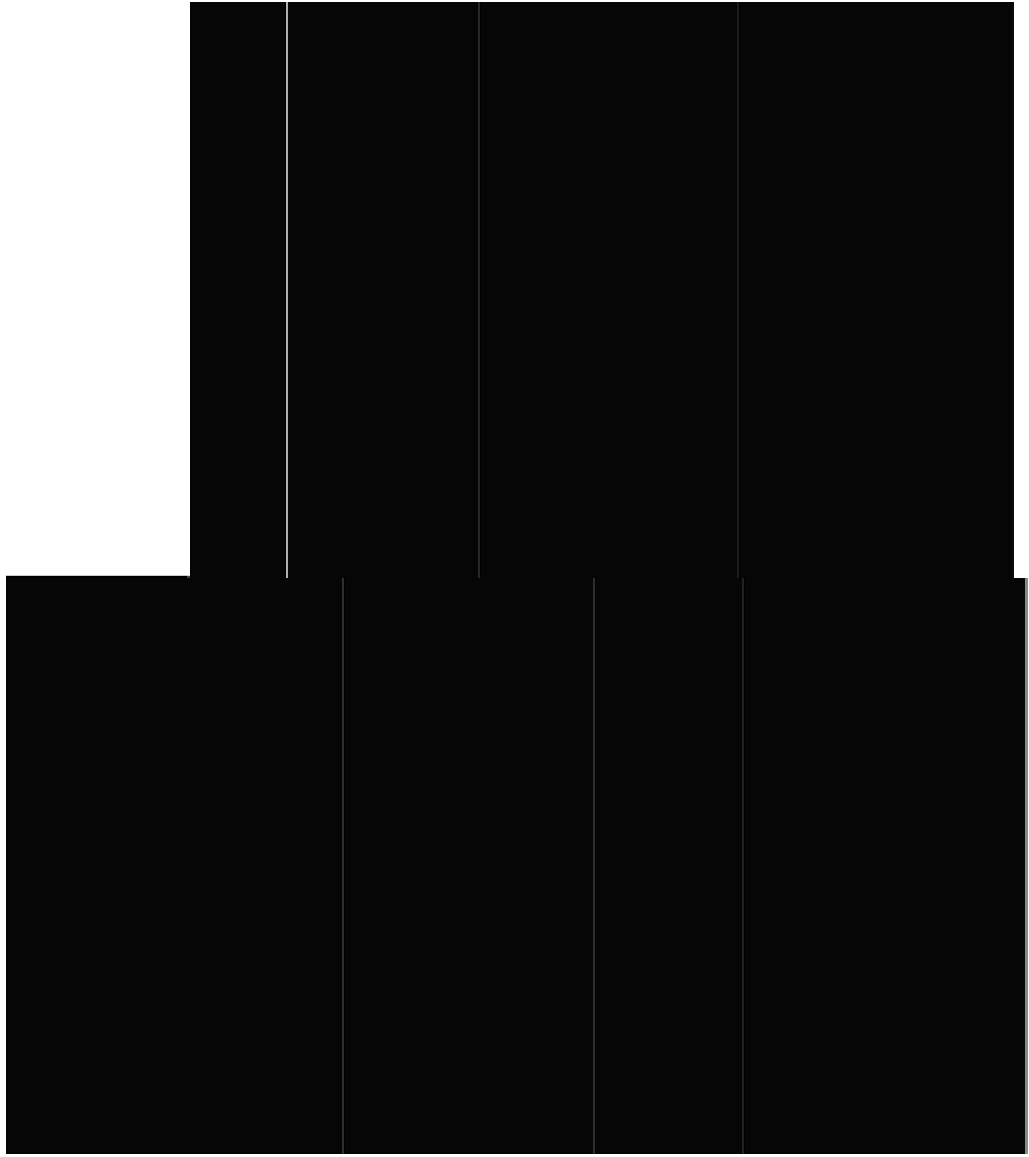
"Maximum rate" - the highest rate in a salary range.

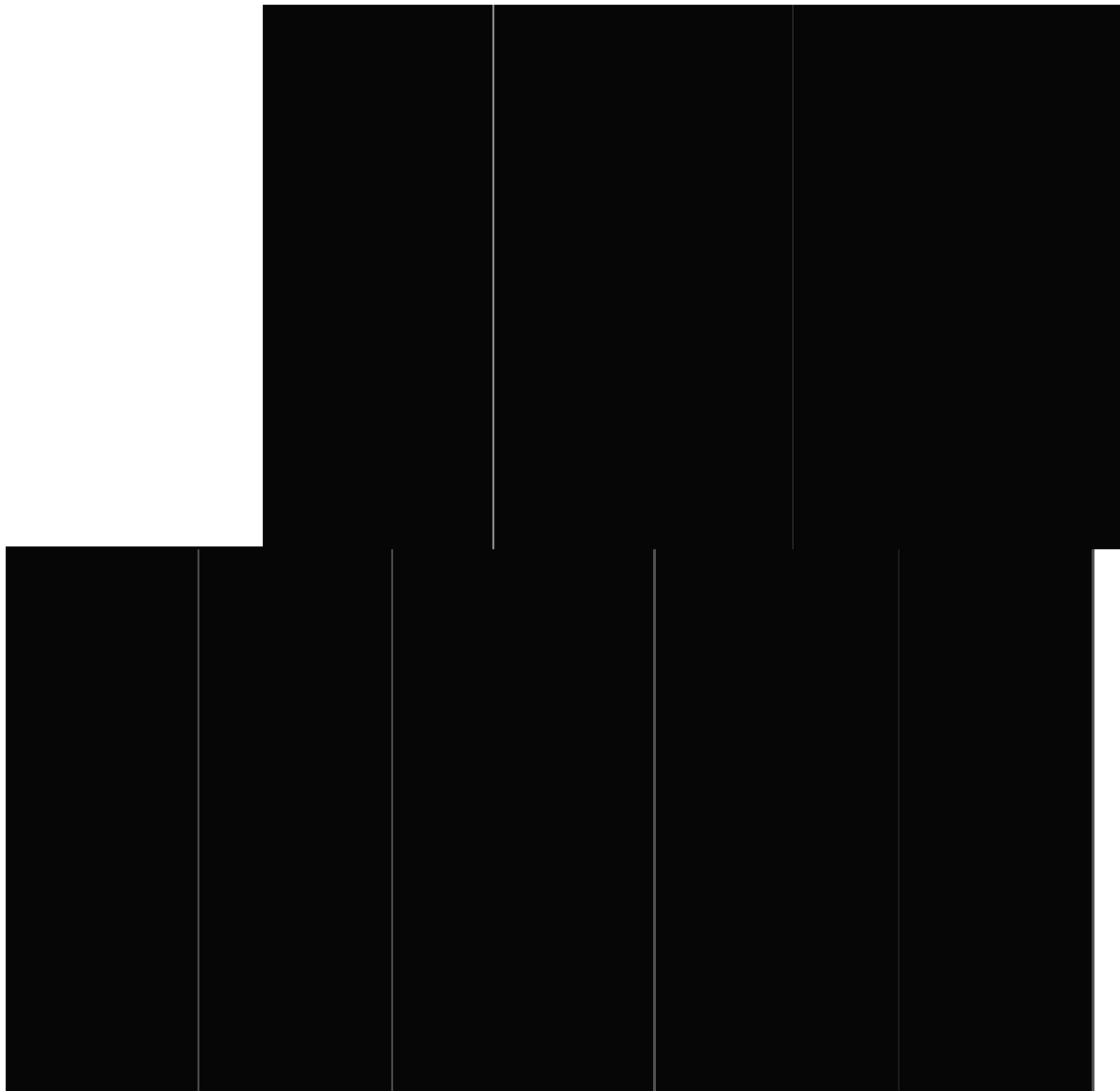
"Minimum rate" - the lowest rate in a salary range.

"Part-time Employee" - an employee retained in a part-time position.

"Part-time Position" - any position which requires the services of an incumbent for less than the 37.5 or 40 hours per week, whichever is defined as full-time for that classification.

"Personal Rate" - a salary above the maximum rate of the salary range, applicable only to a designated employee.





1

"Position" - a defined set of duties and responsibilities to which one employee is appointed to perform.

"Promotion" - the movement of an employee from one position into another position which is in a classification with a higher maximum salary.

"Rate" - a sum of money designated as compensation for personal services on an hourly, weekly, annual or other basis.

"Reclassification" - the movement of a position from one classification to another classification.

"Regular Employee" - an employee retained in a regular position, either full-time or part-time.

"Regular Position" - a year-round, full-time or part-time position of 20 hours or more per week which requires the services of an employee in continuous employment for an indefinite term.

(Rev. 4/09)

"Salary Range or Grade" - an established range of salary or wage rates included in the Compensation Plan.

"Salary Structure Movement" - Any increase or decrease in a salary range which is approved by Town Meeting.

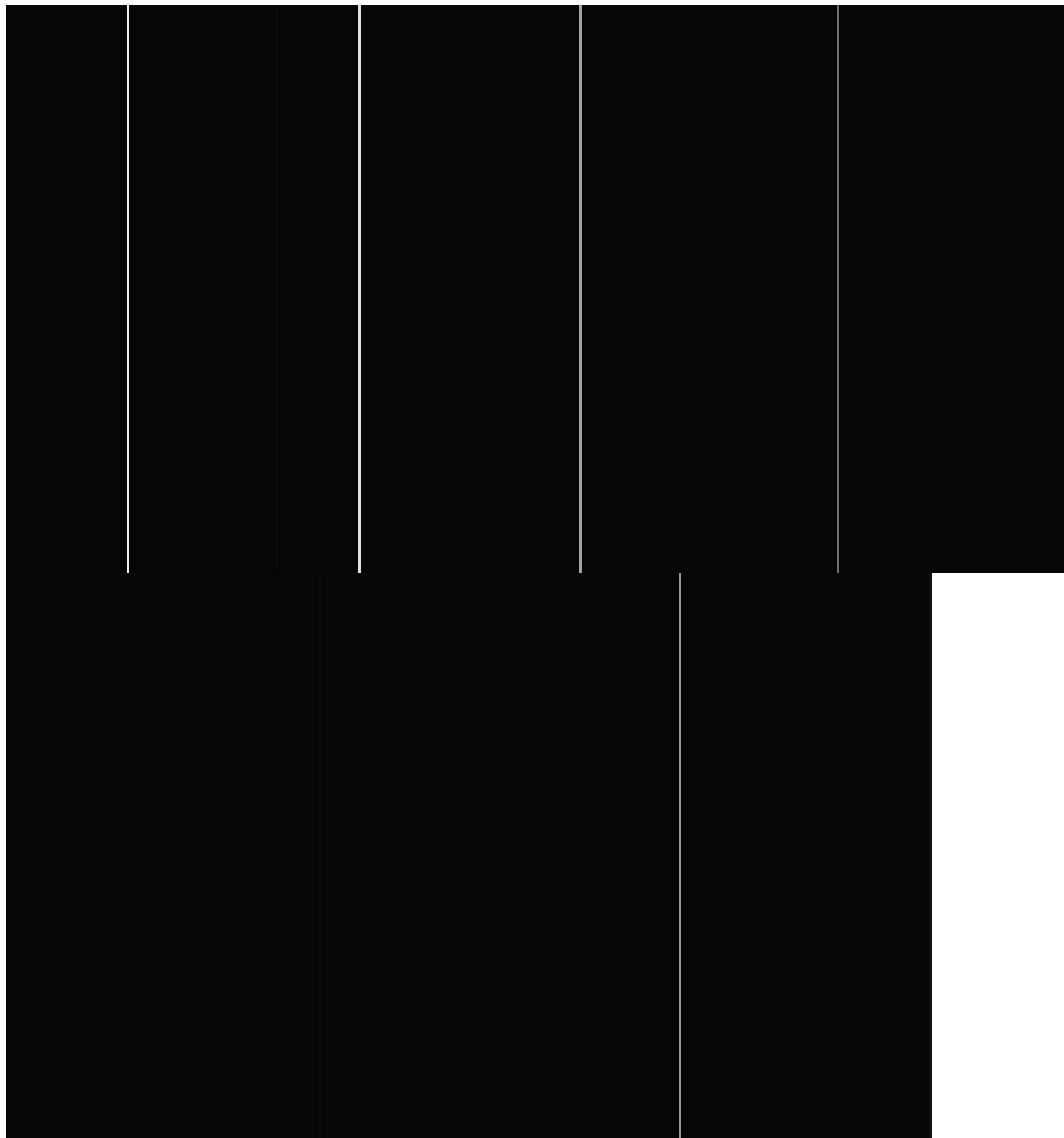
"Seasonal Position" - a position which requires the services of an employee for a designated portion of each year.

"Step" - a specific rate in a salary range or grade.

"Temporary Employee" - an employee retained in a temporary or seasonal position or in a regular position on a temporary basis.

"Temporary Position" - a full-time or part-time position which requires the services of an employee for a temporary period of time. *(Rev. 4/09)*

"Town" - the Town of Concord.



Section 1. PURPOSE AND APPLICATION OF BYLAW

This Bylaw shall be known and cited as "The Town of Concord Personnel Bylaw." Its purpose is to establish an equitable and efficient system of personnel administration for Town employees.

All Town departments and positions shall be subject to the provisions of this bylaw except elected officers, employees with personal contracts, employees covered by a collective bargaining agreement, and employees of the school department. All questions of doubt or dispute relative to interpretation of this bylaw shall be settled by the Personnel Board, in consult with the Town Manager. *(Rev. 4/97)*

If any provision or application of this Bylaw is determined to be invalid under state or federal law, such decision shall not be construed to affect the validity of any other application or provision of this Bylaw.

Section 2. PERSONNEL BOARD

This Personnel Bylaw shall be administered by a Personnel Board consisting of five (5) members. Members of the Personnel Board shall be appointed by the Board of Selectmen for three (3) year terms.

No member of the Personnel Board may be an employee of the Town nor hold Town office, whether appointed or elected, but any such member may serve on behalf of the Town on any committee negotiating with Town employees.

Members of the Personnel Board shall serve without compensation.

The Personnel Board shall meet regularly as necessary to consider such business as may be presented by Town officials, Town employees, and others.

At any meeting of the Personnel Board, action by a majority of those Board members present shall be binding. At least three (3) members of the Board shall be present in order to constitute a quorum.

Section 3. PERSONNEL POLICIES AND PROCEDURES

The Personnel Board and Town Manager shall adopt and maintain personnel policies and procedures as needed to implement and interpret the provisions of the Personnel Bylaw. *(Rev.*

4/16)

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.





Section 4. EMPLOYMENT STATUS

Each employment position in the Town of Concord shall be assigned one of the following "employment status" designations by the Town Manager. An employee shall be assigned the same employment status as the position they hold and the employee's eligibility for leave and insurance benefits shall be based on the employment status of that position as defined in this bylaw and personnel policy.

Regular, Full-Time: Continuous, year-round employment for 37.5 or 40 hours per week, whichever is defined as full-time for that classification.

Regular, Part-time: Continuous, year-round employment for less than full-time, but at least 20 hours per week. *(Rev. 4/09)*

Limited Status: Employment for uninterrupted or occasional periods for an annual average of less than 20 hours per week that does not require reappointment for each period of work. *(Rev.*

4/09)

Temporary (Full-time or Part-time): Employment in a seasonal position or for a temporary period of time, either on a full-time or part-time basis. *(Rev. 4/09)*

Each temporary or seasonal position held by an employee is considered separately in determining an employee's status. If an employee holds a series of consecutive temporary positions, he/she shall continue to be designated as a temporary employee.

Section 5. CLASSIFICATION PLAN

1. 5.1 Definition and Authority

A classification plan shall be maintained for all regular-status Town positions. The Classification Plan shall consist of a listing of all approved position classification titles

and a summary job description for each classification, both of which are hereby incorporated by reference into this bylaw. The Classification Plan shall provide a uniform system for grouping positions based on the nature and complexity of the duties assigned and the minimum qualifications required to perform those duties.

All changes to the list of job titles included in the Classification Plan must be approved by Town Meeting. No person shall be appointed or promoted to any regular-status position under a title not included in the Classification Plan.

2. 5.2 Job Descriptions

The Town Manager or their designee(s) shall prepare and maintain summary job descriptions for all position classifications in the Classification Plan. Such descriptions shall consist of a statement describing the essential nature and level of the work performed by employees in that classification; illustrative examples of typical tasks and

duties assigned; and the required or desirable qualifications for the classification. (Rev. 4/16)



These classification descriptions shall be interpreted as descriptive only and not restrictive. They shall be construed solely as a means of identifying and grouping positions and not as prescribing what the duties or responsibilities of any job shall be.

3. 5.3 Allocation of Positions to Classifications

Whenever a new position is established by the Town Manager, the Personnel Board shall review the duties and qualifications of the position and allocate it to the appropriate classification.

Whenever an existing position is assigned new duties by the Town Manager so that a new level of work exists and in effect a new position is created, the Personnel Board shall review the duties and qualifications of the position and determine if it should be reallocated (i.e., "reclassified") to another classification. (See Section 10.4 of this Bylaw for information on how such a reclassification would impact an employee's pay.)

In the event the Personnel Board determines that a new or changed position requires the establishment of a position classification not included in the Classification Plan, it may temporarily authorize the addition of a new title to the Classification Plan, subject to review by the Town Manager and ratification at the next Town Meeting.

4. 5.4 Periodic Review of the Classification Plan

It shall be a responsibility of the Town Manager to ensure that position classifications and job descriptions are reviewed at reasonable intervals, as he/she deems necessary and as resources are available. *(Rev. 4/16)*

Section 6. COMPENSATION PLAN

1. 6.1 Definition and Authority

A compensation plan shall be maintained for all regular-status Town positions. The Compensation Plan shall consist of minimum, maximum and intermediate wage or salary rates for each title in the Classification Plan, and is hereby incorporated by reference into this bylaw.

Each department head shall be responsible for having the wages and salaries for regular-status Town employees under their jurisdiction fixed in accordance with, and only in accordance with, the rates set forth in the Compensation Plan.

2. 6.2 Amendments to the Compensation Plan

All amendments to the Compensation Plan must be reviewed by the Town Manager and approved by Town Meeting. The Personnel Board shall be responsible for preparing and presenting recommended amendments to the Compensation Plan at Town Meeting.

In the event the Personnel Board determines that the establishment of a new position or the reclassification of an existing position may require a change in the compensation plan (e.g., adding or changing a salary range or reallocating an existing classification to a

different salary range), it may temporarily authorize the necessary change subject to review by the Town Manager and ratification at the next Town Meeting.

Any increase in wages or salaries under this section shall be effective only if funds are available for the purpose.

6.3 Periodic Review of the Compensation Plan

It shall be a responsibility of the Personnel Board to review rates of pay at least every three (3) years. Whenever the Personnel Board reviews the Compensation Plan, it shall take into account and give such weight as it may deem appropriate to the following:

1. Rates of pay for like positions in other Massachusetts towns considered by the Personnel Board to be comparable to Concord.
2. Rates of pay for like jobs (if any) in commercial and business establishments in the area of Concord and vicinity.
3. The current level of the Consumer Price Index for Urban Wage Earners and Clerical Workers, Boston, Massachusetts.

Section 7. SALARY SCHEDULES FOR TEMPORARY AND LIMITED STATUS POSITIONS

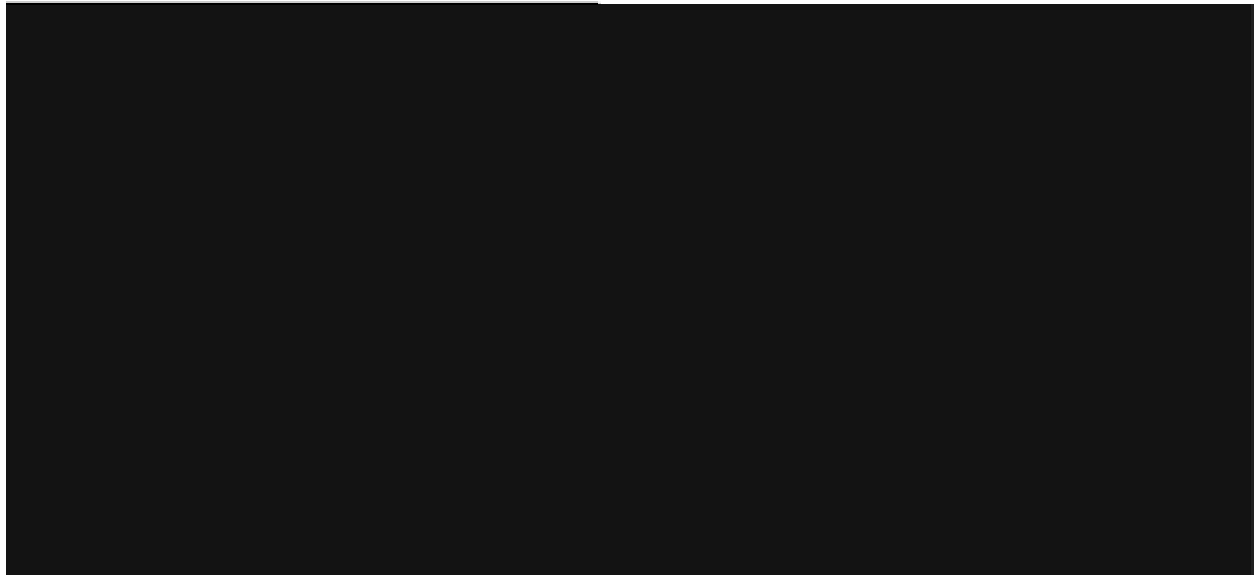
The Personnel Board, subject to the Town Manager's recommendations and review, shall be responsible for establishing and maintaining salary schedules for temporary and limited status positions. No person shall be employed in a temporary or limited status position under a title or wage rate not included in the Personnel Board's approved salary schedules for such positions or in the Town's regular Classification and Compensation Plans.

Section 8. IN-TRAINING STATUS

Regular employees shall be considered to be "in-training" during their first six months of service in a position. Employees may be released from their position at any time during the in-training period without right to appeal or request for reconsideration.

Prior to the end of the six month in-training period, each employee's job performance will be reviewed by the department head to determine if they should continue in the position. When extenuating circumstances exist, the Town Manager may extend the in-training period for up to an additional six (6) months, or more if such time is deemed by the Town Manger deems to be reasonably necessary.

Both new and promoted regular employees shall complete an in-training period.



9.1 Work Week

Section 9. HOURS OF WORK

The full-time work week for each employee shall be designated by the Town Manager as 37.5 or 40 hours in accordance with the duties and responsibilities of the position held.

(Rev. 4/97)

2. 9.2 Overtime

1. Employees determined to be non-exempt under the Fair Labor Standards Act shall receive one and a half times their hourly rate (including longevity and other special pays as required by federal law) for time worked over 40.0 hours in the work week. In addition, Personnel Policies and Procedures may provide for pay at one and a half times the hourly rate for time worked outside of an employee's regular work schedule. In lieu of overtime pay and with the mutual consent of the employee and his/her department head, these employees may receive compensatory time off at the rate of one and one half times the number of overtime hours worked. *(Rev. 4/98; 4/07)*
2. Employees whose positions are exempt under the Fair Labor Standards Act shall not receive overtime pay. These employees may receive appropriate compensatory

time off for prolonged work hours with the prior approval of the Town Manager.

(Rev. 5/01)

3. 9.3 Non-contiguous Work

Employees determined to be non-exempt under the Fair Labor Standards Act who are assigned or recalled to work for periods that are non-contiguous with their regular workday will receive a minimum of four (4) hours pay for such work when the assignment or recall was made less than eight (8) hours prior to the scheduled start time. When eight (8) hours or more notice is given the employee for such work, a minimum of two (2) hours pay will be given. *(Rev. 4/07)*

Section 10. PAY POLICIES

10.1 Appointment Rates

New employees and employees who receive a promotion will be appointed at a base rate of pay within the approved range for the position's classification; the Town Manager shall determine the starting rate based on their consideration of the individual's qualifications, available funds, market influences, internal equity and any other relevant factors. *(Rev. 4/16)*



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10.2 Increases Within the Salary Ranges

The Town Manager and Personnel Board shall adopt a plan for providing employees with salary increases within the ranges specified in the Compensation Plan. Increases within the salary ranges may only be granted when an employee's performance is found to be satisfactory. *(Rev. 4/98)*

10.3. Incentives and Reward

The Town Manager and Personnel Board may adopt programs which provide monetary and/or non-monetary incentives and rewards to recognize unusual accomplishments and

circumstances such as temporary additional duties, useful suggestions, high productivity, outstanding achievements, etc. Such incentives and rewards may provide an employee with pay which exceeds the maximum of the salary range, however, such pay may not become a permanent part of the employee's compensation. Any program adopted under this section shall be effective only if funds are available for the purpose.

(Rev. 4/97)

10.4 Reclassifications

1. Positions Reclassified to a Higher Salary Grade

An employee whose position is reclassified to a higher salary grade shall receive a rate of pay in the new salary range. The Town Manager may increase the employee's base rate of pay up to a percentage equivalent to the percent increment between the minimum pay of the former range and the minimum pay of the new range. When the position is in a step pay plan the employee will normally be paid a step in the new range which is closest to this percent. With prior review and recommendation of the Personnel Board the Town Manager may approve a salary outside of this guideline when circumstances relating to the position warrant a higher pay. In no case shall the employee receive a salary greater than the top of the salary range of the higher classification. *(Rev. 4/95)*

2. Positions Reclassified to a Lower Salary Grade

If an employee's position is reclassified to a lower salary grade, the employee's current salary shall not change. If the employee's current salary is below the new range's maximum, the employee will receive salary increases in accordance with policy until the maximum is reached. If the employee's current salary is above the new range's maximum, the employee's current salary will become a personal rate and the employee shall receive no further increases in pay (including salary structure movement) until such time as the personal rate is exceeded by the new salary range.

10.5 Acting Pay

An employee may be assigned to assume temporarily some or all of the duties of another position from which an incumbent is absent. Additional compensation shall be given for such assignments when all of the following conditions have been met:

- a. The employee is assigned to perform a majority of the significant duties of a budgeted, higher paid position from which an incumbent is absent.

2. The duties of the higher paid position are assigned to and performed by the designated employee for fifteen (15) or more consecutive work days.
3. The assignment is approved by the Town Manager.

Employees who perform the duties of a higher paid position under the above provisions, shall receive "acting" pay beginning on or retroactive to the first day of the assignment.

Acting pay shall be a rate in the salary range of the position being filled. The Town Manager may appoint an employee at an acting rate of pay up to an amount which provides the employee with a percent increase equivalent to the percent increment between the minimum pay of the employee's current range and the minimum pay of the new range. Employees who are assigned acting duties of a position in a step pay plan may be paid the step in the new range which is closest to this percent. With prior approval of the Personnel Board and when circumstances relating to the position warrant, an employee may be appointed at a rate of pay beyond this guideline. In no case shall the employee receive a salary greater than the top of the salary range of the higher classification. *(Rev. 4/95)*

Acting pay shall apply to any overtime worked in the higher classification (when eligible), but shall not apply to any paid leave taken or accrued during the acting assignment, unless authorized by the Town Manager.

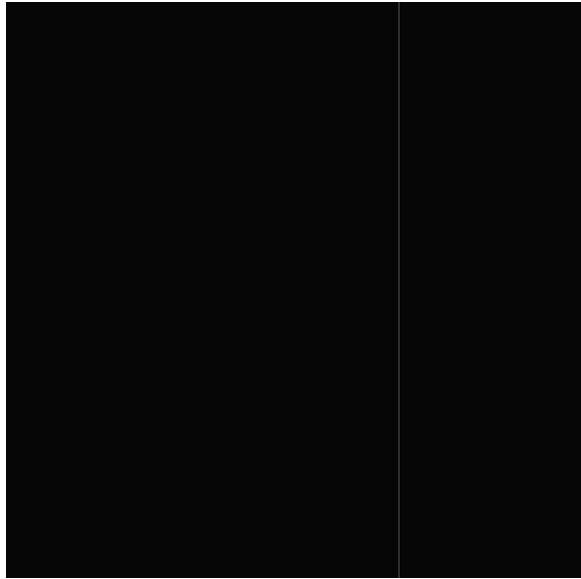
10.6 Longevity Pay

Regular, full-time employees shall be entitled to receive "longevity" pay in recognition of years of continuous service, as follows:

of Years Continuous Service 5

10 15 20

Longevity Pay \$125 per year \$250 per year \$400 per year \$600 per year



Regular, part-time employees will receive credit for years of continuous service on the same basis as full-time employees, but will receive longevity pay prorated to their average weekly work schedule.

Town Personnel Policies and Procedures may provide further definition of the calculation of continuous service and the schedule for payment of longevity pay.

10.7 Other Special Pays

The Town Manager may adopt schedules to provide employees with special pays that are consistent with the municipal employment market. Examples of such compensation that may be provided beyond the maximum base rate of pay outlined in the Compensation Plan include, but are not limited to: stand-by pay, uniform pay, education assistance, and educational incentives.

(Rev. 5/14)

10.8 Workers' Compensation

In the event a employee is incapacitated as the result of an injury or illness arising out of and in connection with his/her employment with the Town and for which workers compensation is payable, they may use first any accumulated sick and then any other accrued leave time to supplement the difference between workers compensation payments and the regular straight time rate of pay.

Section 11. SICK LEAVE

11.1 Accrual

Upon hire, each regular, full-time employee shall be credited with three (3) days of sick leave accrual. Additional sick leave will not be accrued until the employee completes three (3) months of service, at which time he/she shall begin to accrue sick leave at the rate of one day for each month of active employment. Each part-time regular employee shall accumulate sick leave on a prorated basis in proportion to the percentage of full-time hours worked. There is no maximum on the amount of sick leave that may be accumulated. *(Rev. 5/01)*

11.2 Use

Sick leave is generally granted to employees for protection against loss of pay due to their own personal illness or injury, and to attend medical appointments with health care professionals. However, the Town Manager and Personnel Board may adopt policies that permit an employee to use accrued sick leave to care for an immediate family member during an illness or injury, and for any purpose for which leave may be taken under the Family and Medical Leave Act or Small Necessities Leave Act. Such policies shall define "immediate family member" for the purposes of family-related sick leave use.

(Rev. 4/16)

Department heads may, at their discretion, require medical certification of any illness or injury for which sick leave is used.

Town Personnel Policies and Procedures may provide further definition of the accrual and use of sick leave.

11.3 Sick Leave Payoff

Unused sick leave shall not be paid off when an employee terminates employment with the Town except upon retirement, as provided below.

When an employee who was hired prior to July 1, 1992 retires from Town employment, they shall be paid for 50% of the accumulated sick leave balance they hold at the date of retirement, up to a maximum of 62 days of pay (i.e., 50% of 124 days of accumulated sick leave). Employees hired on or after July 1, 1992 shall not be eligible for sick leave payoff upon retirement.

In the event of an employee's death while on the payroll of the Town (prior to retirement), their designated beneficiary shall be paid 50% of their accumulated sick leave at the date of their death, up to a maximum of 62 days of pay (i.e., 50% of 124 days of accumulated sick leave).

"Retirement" as used in this section shall mean when an individual begins to collect a retirement pension as an active Town retiree. An employee who voluntarily takes deferred retirement is not eligible for payment of accumulated sick leave.

Section 12. HOLIDAYS

12.1 Holiday Leave

Except as noted below, one day of paid leave shall be granted to all regular status employees for each of the following days:

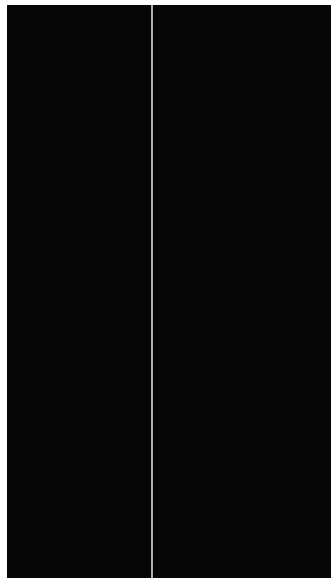


Holidays: (Rev. 5/22)

New Year's Day
Martin Luther King Day
Presidents' Day
Patriots' Day
Memorial Day
Juneteenth Independence Day Independence Day
Labor Day
Indigenous Peoples'/Columbus Day Veterans' Day
Thanksgiving Day
Day After Thanksgiving
Christmas Day

Observed On:

January 1
Third Monday in January Third Monday in February Third Monday in April
Last Monday in May
June 19
July 4
First Monday in September Second Monday in October November 11
Fourth Thursday in November Day After Thanksgiving December 25



Consistent with State Law, the Personnel Board and Town Manager may adopt policies that reduce the amount of holidays granted and/or provide alternate holidays and dates of observance for employees who work in the Beede Center or other operations that remain open when Town offices are generally closed. *(New 4/08)*

Regular, part-time employees shall receive prorated holiday leave based on the ratio of their average weekly hours to the full-time workweek for their positions.

To qualify for holiday pay, an employee must be on paid status on their last regularly scheduled work day immediately preceding the holiday and on their first regularly scheduled work day immediately following the holiday.

Town Personnel Policies and Procedures may provide further definition of the leave and/or pay granted for holidays defined above.

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12.2 Holidays Worked

Except as noted below, when an employee who is paid on an hourly basis is required to work on New Year's Day, Christmas Day or Thanksgiving Day, they shall receive two (2) times their hourly rate of pay in addition to any holiday pay for which they may be eligible. When such an employee is required to work on any other observed holiday, they shall receive one and one-half (1 1/2) times their hourly rate of pay in addition to any holiday pay for which s/he may be eligible. *(Rev. 5/01)*

The Personnel Board and Town Manager may adopt a different pay policy for holidays worked by employees in the Beede Center or other operations that maintain a different schedule than Town offices. *(New 4/08)*

The Fire Chief shall be paid for holidays worked in accordance with M.G.L. Chapter 48, Section 57E, as amended from time to time. *(New 5/01)*

The Police Chief shall be paid for holidays worked in accordance with M.G.L. Chapter 147, Section 17F, as amended from time to time. *(New 5/01)*

Section 13. VACATION LEAVE

13.1 Accrual

The Personnel Board and Town Manager shall adopt policies regarding how regular- status employees accrue vacation leave. *(Rev. 5/01)*

Regular, part-time employees shall accrue vacation on a pro-ration of the above schedule, based on the ratio of their average weekly hours to the full-time workweek for their positions.

Town Personnel Policies and Procedures may provide further definition of the accrual and use of vacation leave.

2. 13.2 Maximum Vacation Accrual

Accumulation of vacation hours is limited to a maximum of the employee's annual accrual level, plus five (5) days. In unusual circumstances approved by the Department Head and Town Manager, an employee may accumulate more than this maximum.

3. 13.3 Payoff of Vacation

When regular status employment with the Town ends, the employee shall be paid for any unused vacation earned up to the last day worked. *(Rev. 5/22)*



Section 14. BEREAVEMENT LEAVE

Up to five (5) days of paid leave may be granted by a department head to any regular employee when such leave is needed because of the death of a member of the employee's family or household. Definition of "family member" for the purposes of bereavement leave shall be determined by Town Personnel Policies and Procedures. The Town Manager may grant additional paid leave to an employee when warranted by special circumstances relating to a death. *(Rev. 4/04; 5/22)*

Section 15. PERSONAL LEAVE

Each regular employee shall accrue up to three (3) days of paid personal leave during each fiscal year; personal leave for regular part-time employees shall be pro-rated. Personal leave may be used by the employee for any personal reason; however, the scheduling of such leave must be approved by the appropriate department head. Any unused personal leave shall be forfeited upon separation of employment. Town Personnel Policies and Procedures may provide further definition of the accrual and use of personal leave. *(Rev. 4/2017)*

Section 16. MILITARY LEAVE

Employees who serve as members of a reserve component of the US armed forces shall receive their regular pay, in addition to any military pay, for up to seventeen (17) days of their annual tour of duty (per M.G.L. Chapter 33, Section 59 as adopted by Town Meeting, March, 1948). Annual tour of duty does not include orientation courses and weekend or other inactive duty drills.

A reservist employee shall receive unpaid leave to attend orientation courses and weekend or other inactive duty drills unless the employee elects to voluntarily take vacation, holiday, or personal leave time.

Section 17. JURY DUTY

Regular employees who serve on jury duty on any regularly scheduled work day shall receive the difference between their normal pay and pay received for jury duty (excluding travel allowance). An employee will report to work on any scheduled work day that his/her attendance is not required for jury duty.

For the purposes of this policy, "regular" employment shall be defined by M.G.L. Chapter 234A, Section 48.



Section 18. UNPAID LEAVES OF ABSENCE

1. 18.1 Family and Medical Leave

The Town Manager and Personnel Board shall adopt and implement personnel policies and procedures which comply with the Family and Medical Leave Act of 1993. *(Rev. 4/94)*

2. 18.2 Other Leaves of Absence

Unpaid leaves of absence not covered by the Family and Medical Leave Act of 1993 may be granted at the discretion of the Town Manager. *(Rev. 4/94)*

3. **18.3 Accruals During Leaves**

Employees may be required to use other accrued leave balances prior to being granted any unpaid leave of absence, as determined by Town Personnel Policies and Procedures. No paid leave time or seniority shall accrue to an employee beyond the thirtieth (30th) calendar day of an unpaid leave of absence.

Section 19. INTERRUPTION OF EMPLOYMENT

Any regular employee who leaves Town service while in good standing and is subsequently rehired by the Town will, upon successful completion of one year's service, be given credit for their previous years of service for the purposes of vacation accrual and longevity pay.

Section 20. LEAVE FOR TEMPORARY AND LIMITED-STATUS EMPLOYEES

Temporary and limited-status employees may be eligible for paid sick, holiday, vacation and/or personal leave when approved by the Town Manager and Personnel Board. *(New 5/01)*





Personnel Board Charge

DRAFT

Mission Statement:

The Town of Concord desires to have personnel policies and procedures, and a Personnel By Law, that support and sustain a healthy work environment for Town employees. We endeavor to become a welcoming community with a strong reputation of fair, consistent and equitable leaders who foster teamwork, embrace all employees, supporting their growth and development towards excellence in all fields of municipal governance.

[goal: condense above to one sentence]

The Personnel Board for the Town of Concord endeavors to support the development of a town that is a welcoming community, with employees who work in an environment that is fair, consistent and equitable; with leaders who foster teamwork and support the growth and development of all employees.

Purpose and Scope:

In support of this Mission, the Personnel Board is a volunteer Board that serves in an advisory role to both the Select Board and the Town Manager. The Personnel Board is also responsible for providing oversight in the administration of the Personnel Bylaw, ensuring that the Bylaw establishes an equitable and efficient system of personnel administration for Concord's non-union, regular employees.

Membership:

The Personnel Board is to consist of five volunteer members, appointed by the Select Board. Each member will serve staggered three-year terms, with a limit of 6 years (or two terms) for any one person to serve on the Personnel Board. Select Board approval of a second term is required. At least some members shall have professional or personal experience or expertise in personnel administration and/or finance, or a related field; the latter to better ascertain and understand the financial impact of proposals on both the Town and employees. Board members to elect Chair or Co-Chairs from amongst its members on an annual basis, with either a Clerk also specified or duties to manage Minutes for the Personnel Board to be outlined.

Duties and Responsibilities:

The Personnel Board shall have advisory responsibility for the administration of the Personnel Bylaw (Wage and Salary Classification Plan) of the Town, including the following:


- a) the Personnel Board will review and confirm job classifications, minimum and maximum wage brackets, and salary schedules for all non-union, regular town positions with the Town Manager and the HR Director for approval by Town Meeting, with the exception of:

1. Jobs under the direction and control of the School Committee, provided that school employees may be included in the Plan as requested by the School Committee; and
 2. Employees with personal employment contracts.
- b) In cooperation with the Town Manager and Human Resources Director, recommends non-wage provisions governing the positions under the Plan for approval by the Town Meeting consistent with applicable laws, including such items as vacations, hours, days and weeks of work, insurance benefits, leaves of absence, sick leave, military leave, jury duty, workers' compensation, overtime, etc.
 - c) Provides written recommendation to the Town Meeting about any Warrant Article pertaining to non-union employees and/or employees affected by the Personnel Bylaw.
 - d) Reviews job descriptions for all positions included in the Plan to ensure they are properly classified and align with the overall HR strategy for the Town.
 - e) At reasonable intervals, review job classification rates of pay under the Wage and Salary Classification Plan, taking into account such factors as pay rates for like jobs in comparable Massachusetts' towns, cost-of-living indexes and current rates of pay for the like jobs for unionized employees in Concord Town and School positions, and make recommendations as appropriate to the Town Meeting.
 - f) The Personnel Board will receive the appeal of any employee aggrieved by the operation of any provisions of the Classification and Compensation Plan. In addition, the Personnel Board will receive appeals for non-union regular employees related to other aspects of employment concerns. The Personnel Board will investigate and consider the disputed questions involved, holding private and/or public hearings as appropriate, rendering a recommendation to the Town Manager and the Select Board to take action relative to the dispute as may be authorized in the Classification and Compensation Plan.
 - g) Upon request of the Town Manager, provide input into the hiring and annual performance review of the Human Resources Director, who provided staff assistance to the Personnel Board.
 - h) The Personnel Board will resolve all questions and disputes relative to interpretation of the provisions of the Classification & Compensation Plan as may be referred to by the employees and officials of the Town.
 - i) Personnel Board to provide policy advice to the Town Manager on collective bargaining matters as requested.

Communication: In support of overall town governance, town citizens and town employees, the Personnel Board will be responsible for regular communications with each stakeholder group.



- The Personnel Board will serve as a key support for the Town Manager and Select Board in communicating relevant information about procedural changes (e.g. with the Bylaw).
- The Personnel Board will support the development and maintenance of an Employee Handbook.
- Working with the Town Manager and HR Director, the Personnel Board will support development of a regular communication strategy to share information on basic employment data, and recognize outstanding service by town employees.

Governance: The Personnel Board has no decision-making authority, but as specified in the Personnel Bylaw, the Town Manager, with advice from the Personnel Board, do have joint authority to adopt policies and procedures to implement and interpret the Personnel Bylaw.

-  The Personnel Board is to meet at a regular, scheduled time with meeting date/times posted on the town website consistent with the Open Meeting Law. The Personnel Board will stive to post Meeting materials on the town website at least five (5) days prior to the scheduled meeting date.
- At least three (3) members of the committee are necessary for a quorum. Under current Massachusetts public meeting law, attendees can join in person or via webcast.
- Consistent with the provision of the Massachusetts Open Meeting Law, executive sessions are allowed.
- Each year, the Personnel Board is to elect leadership positions as specified in the Personnel Bylaw.
- Any changes to the Personnel Board Charge must be approved by the Select Board.
- Any changes to the Personnel Board Bylaw must be approved by Town Meeting.

Human Resources: In support of the Town Manager and the HR Department, the Personnel Board shall work regularly, with supporting data, to identify and rectify challenges with recruitment, employee turnover, performance review processes. In all these advisory capacities, the Personnel Board shall work to stabilize a diverse, equitable and inclusive workforce.

- The HR Dashboard will be jointly designed and the cadence of updates agreed upon, between the HR Department and the Personnel Board, with approval from the Select Board and the Town Manager. Once established, the HR Dashboard will be reviewed annually to confirm ongoing relevance and updated as needed. Regular updates of the dashboard will be required.

Employee Relations: The Personnel Board will support  non-union, regular town employees in developing and maintaining a positive work culture and environment.  The Personnel Board will review regular employee surveys and make recommendations to the HR Director, Town Manager and Select Board as to how the Town might respond and improve the work culture for Town employees

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