

**TOWN OF CONCORD PERSONNEL BOARD**

**AGENDA**

**Monday, December 18, 2023**

**4:30 p.m.**

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

Join Zoom Meeting

<https://us02web.zoom.us/j/89603811139?pwd=eFE3c2ZiQ1J1cDc3WG81aFBjZDhMQT09>

Meeting ID: 896 0381 1139

Passcode: 447537

1. **Call to Order**
  
2. **Interim Human Resources Director's Report**
  
3. **Classification Actions**
  
4. **Preparation of Warrant Articles for 2024**  
Review drafts and further develop articles:
  - Ratify Personnel Board Classification Actions
  - Ratify Personnel Bylaw
  - Employee/Public Comment
  
5. **Discussion of Personnel Board Charge**
  
6. **Adjournment**

Meeting materials will be available at: [www.concordma.gov/PersonnelBoard](http://www.concordma.gov/PersonnelBoard)



## **Town Accountant**

Department: Finance/ Accounting  
Reports To: Chief Financial Officer  
Appointed by: Town Manager

Salary Grade: 14  
FLSA Status: Exempt  
Date: December 2023

### **GENERAL SUMMARY:**

Under the general supervision of the Chief Financial Officer (CFO), performs professional and administrative work to ensure the efficiency of the municipal accounting function of all town departments; Responsible for maintaining and improving the efficiency and effectiveness of all areas under the direction and control of the position. Performs varied and responsible duties requiring the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures, and a thorough knowledge of departmental operations, Mass General Laws, GASB and UMAS. 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.*

- ◆ Performs and/or supervises performance of the municipal accounting functions of all town departments and the Concord Retirement System. Ensures the efficiency of all department operations and the accuracy of all department work products.
- ◆ Manages complex computerized accounting systems.
- ◆ Maintains all financial records; posts to general ledger and subsidiary ledgers; prepares, coordinates or reviews more complex accounting transactions and entries such as tax Recap sheets, certification of Free Cash, Schedule A and fixed assets. Prepares and analyzes monthly operating statements and other internal statistical and financial reports as required. Serves as primary contact with external auditor in all phases of the annual audit; prepares all audit schedules and supplementary schedules and work papers as may be required for efficient conduct of the audit examination.
- ◆ Develops Accounting Division budget request for submission to CFO and approval by the Town Manager.
- ◆ Works to ensure expenditures of town and public school funds are in compliance with town policies and legal authority to spend; supervises the preparation of payable and payroll warrants; reviews and approves all payments made by the town. Maintains custody of all contracts entered into by the town.
- ◆ Compiles and submits accounting reports as required by state and federal laws and regulations and by town bylaws. Prepares periodic and annual financial statements. Prepares periodic enterprise fund, capital project and other special reports and analysis.
- ◆ Develops and implements comprehensive policies and procedures regarding town-wide accounting controls and processes.

## *Town Accountant*

- ◆ Serves ex officio as a member of the Concord Retirement System Board.
- ◆ Supervises billing operations and maintenance of water/sewer/stormwater/septage and electric utility receivable systems.
- ◆ Performs and oversees monthly reconciliation of cash, receivables and other balance sheet accounts for all funds on a monthly basis. Prepares and submits all required periodic federal and state grant accounting reports and maintains all grant accounting records.
- ◆ Responsible for internal audit functions; reviews financial and control procedures of operating departments.
- ◆ Researches and provides information to town staff and general public as needed.
- ◆ 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:**

Supervises the activities and performance of and provides functional oversight to the Assistant Town Accountant, Senior Account Clerk and Utility Account Clerk. 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:**

- ◆ Bachelor's degree in Accounting, Master's preferred or related field, plus seven years of progressively responsible experience in municipal government finances and accounting operations, including supervisory experience; or any equivalent combination of education and experience. Massachusetts Certified Governmental Accountant designation by the MMAAA preferred.

### **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 accounting principles and practices and fund accounting. Specialized knowledge and experience in the application of state or municipal accounting and applicable laws and regulations. Extensive knowledge of municipal government relating to finances and retirement systems.
- ◆ 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.

### **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 office environment, with constant interruptions. Frequently subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished.

*Town Accountant*

Operates computer, printer, audio-visual equipment, calculator, telephone, copier and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping is also intermittently 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 Accountant**

Department: Finance/ Accounting  
Reports To: Town Accountant  
Appointed by: Town Manager

Salary Grade: 8  
FLSA Status: Exempt  
Date: December 2023

### **GENERAL SUMMARY:**

Under the general supervision of the Town Accountant, performs skilled accounting and administrative work in assisting the Town Accountant in the management of detailed financial records for the Finance Department and other related tasks. 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.*

- ◆ Assists the Town Accountant with the day-to-day operations of the Accounting Division.
- ◆ Assists the Town Accountant in preparing complex accounting calculations and entries, such as tax recap sheet, certification of free cash, monitoring capital project accounts, maintaining records related to betterments, and other financial reporting.
- ◆ Prepares monthly journal entries for approval by the Town Accountant.
- ◆ Reviews, reconciles, and verifies monthly utility billing system reports for Enterprise Funds (Water and Sewer) for input to the general ledger.
- ◆ Reconciles and verifies that month-end tax related receivable account balances from Treasury agree with the General Ledger. Reconciles month-end cash balances in the General Ledger with Treasury.
- ◆ Assists with the Internal Audit function, including, but not limited to, cash receipt monitoring, budget vs actuals monitoring, ensuring compliance with Mass. General Laws, Town policies, Federal/State grant policies and procedures.
- ◆ Assist with the development of accounting policies and procedures.
- ◆ Assists with the preparation of various annual state reports for review and final approval by the Town Accountant.
- ◆ Assists in the administration of the Town's financial reporting software application.

## *Assistant Town Accountant*

- ◆ Serves as backup to the Town Accountant. Assumes the role of primary department liaison for administrative and technical accounting support during the Town Accountant's absence, including approval of the Accounts Payable warrants, vendor contracts, and other items.
- ◆ Researches and provides information as needed on a broad variety of matters. May provide explanation and interpretation of town, state, and federal laws or regulations pertaining to accounting functions to the public and other employees.
- ◆ Performs special assignments as assigned by the Town Accountant and other 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:**

This person will be responsible for overseeing the administrative operations of the office in the absence of the Town Accountant.

### **EDUCATION & EXPERIENCE:**

- ◆ Bachelor's degree in accounting or a related field with 3-5 years of progressively responsible experience in municipal financial reporting, or administrative support work in a municipal finance office; or any equivalent combination of education and experience.

### **KNOWLEDGE, SKILLS & ABILITIES:**

- ◆ Working knowledge of municipal government, municipal finance, and governmental fund accounting. Knowledge of the standard principles, procedures, records, and forms related to computerized financial systems. Ability and willingness to learn UMAS accounting, GAAP, GAAFR, and GASB.
- ◆ Excellent computer skills and proficiency in utilizing a variety of computer and financial software systems, including word-processing, spreadsheet, and database applications.
- ◆ Ability to maintain complex financial records and to provide information and prepare reports from such records, especially computer reports.
- ◆ Strong organizational skills and attention to detail. Ability to identify and analyze complex issues and to develop appropriate recommendations. Ability to work within strict deadlines.
- ◆ Ability to communicate effectively and tactfully with the public, co-workers, other employees, departments, officials, and other agencies, including strong written communication skills.

### **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 office 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, audio-visual equipment, calculator, telephone, copier and all other standard office equipment requiring eye-hand coordination and finger dexterity. Balancing, crouching, grasping, pulling, reaching and stooping is also intermittently required.

*Assistant Town Accountant*

***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 Facilities Manager**

Department: Public Works / Facilities Division  
Reports To: Facilities Manager  
Appointed by: Town Manager

Salary Grade: 12  
FLSA Status: Exempt  
Date: July 2023

### **GENERAL SUMMARY:**

Under the guidance of the Facilities Manager, assists in the oversight and management of maintenance and repair for all Town owned buildings, systems operations, building, elevator and fire equipment inspections, and improvement projects. Administrator for the Facility Dude work order system, tracks hours and costs, maintains repair and maintenance records of all elements of the physical plant and equipment, and responsible for the management of automated building control systems and building access. Working knowledge of MGL Chapters 7, 30, 30B, and 149 to develop Request for Proposals, specifications, and related bid documents, review and make recommendations for the selection and retention of vendors, supervise, evaluate, and monitor vendor performance. Assist in the oversight of all Town building projects, work with the designer/project manager, inspect work performed by contractors, review and approve change orders and payment applications, and facilitate turnover of projects to Facilities operations. Assists in the preparation of the annual operations and capital budget.

### **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.*

- ◆ Assists the Facilities Manager in developing, improving and maintaining administrative systems and procedures to ensure and improve upon the operational effectiveness of the Facilities Division, including work order, inventory, budgeting, purchasing, planning and other management systems.
- ◆ Responsible for the overall operation, maintenance and cleanliness of Town recreational facilities and extension sites, including the Beede Swim and Fitness Center, and all related equipment and vehicles.
- ◆ Maintains all Town-owned swimming pools, therapy pools and related equipment. Operates pool and surrounding natatorium in accordance with all state and local bathing code provisions. Arranges for immediate corrections of any violations or hazards detected.
- ◆ Maintains Town-wide electronic work order system and facilities asset database. Inputs equipment and mechanical information, relative HVAC systems data and building usage measurements into appropriate formats for use in Town budget and capital forecasting efforts.
- ◆ Ensures proper operation of all Recreation Division mechanical systems and equipment. Provides overall coordination of facilities maintenance and cleanliness in a timely manner including planning and developing preventative maintenance schedules, system monitoring programs, mechanical system efficiency plans and schedules weekly inspections of high-performance equipment.

## *Assistant Facilities Manager*

- ◆ Inspects Town playgrounds, providing written inspection reports twice annually and documentation of walkthrough inspections a minimum of biweekly high volume months.
- ◆ Makes informed decisions and recommendations based on logic, data and facility management best practices and principles. Executes superior technical skills for this role.
- ◆ Assists members of the Recreation Management Team with training lifeguards in procedures related to water quality management. Provides facility management training to Town staff as needed or requested.
- ◆ Assists Facilities Manager in the development, advertisement and review of project bids and/or outside maintenance contracts. May interview and recommend potential contractors and/or firms for hire.
- ◆ Ensures all Recreation buildings and grounds (including open play spaces, park properties and park equipment) are maintained in accordance with ADA, NRPA and OSHA standards and fitness industry benchmarks and principles.
- ◆ Provides written maintenance reports inclusive of risk management concerns, upcoming projects, contract renewals and a summary of facilities to the Facilities Manager and the Recreation Director on a minimum of a quarterly basis. Updates work-order system relative to improvements and project completions.
- ◆ Updates Recreational facility plans as needed including aiding in the development of facilities and recreational Annual and Capital budgets. Develops capital recommendations and requests consistent with Recreation's Master Plan and the Town's Strategic Plans.
- ◆ Participates in Recreation Division in assisting Department wide events and operations to include multiple nights and/or weekends. May participate in Recreation and Facilities Division team meetings; provides updates and information regarding facilities to team.
- ◆ Performs special projects and other related duties as required, directed, or as the situation dictates.
- ◆ Performs other related duties as required, directed or as the situation dictates.
- ◆ Regular attendance and punctuality at the workplace is required.

### **SUPERVISORY RESPONSIBILITY:**

Provides functional oversight to cleaning vendors and staff working in the Beede Center. May assist the Facilities Manager with coordination and oversight of independent contractors and vendors.

### **EDUCATION & EXPERIENCE:**

- ◆ Bachelor's Degree or equivalent in facilities management or related field plus five or more years' experience working in commercial and/or public facilities management; or any equivalent combination of education and experience, municipal experience, preferred.
- ◆ Certified Facilities Manager (CFM), preferred.
- ◆ MA Certified Public Purchasing Officer (MCPPO), preferred.
- ◆ Certified Playground Safety Inspector preferred.
- ◆ Certified Pool & Spa Operator License preferred.
- ◆ Valid Driver's License.

## *Assistant Facilities Manager*

### **KNOWLEDGE, SKILLS & ABILITIES:**

- ◆ A high level of competency in utilizing computer and electronic systems. Working knowledge of computers and PC-based software – word processing, spreadsheets and desktop publishing.
- ◆ Working knowledge of mechanical, electrical, pool, HVAC, plumbing systems, carpentry, general repair and other maintenance related areas.
- ◆ Ability to read and create architectural drawings and specifications, know public procurement and be able to project and work within budgetary constraints
- ◆ Ability to listen and express self effectively and in a manner that engages, inspires and builds commitment to the Facilities and is consistent with the Town of Concord's standards of conduct.
- ◆ Skilled in contract supervision, budget and project management. Ability to respond safely and efficiently in emergency situations.
- ◆ Ability to work a flexible schedule, including some nights and weekend hours. Ability to respond to emergency situations both in-person and over the telephone.

### **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.*

Requires regular physical effort in the form of sitting, standing, walking, bending, reaching with arms and hands, hearing/vision, climbing and descending ladders and stairs regularly and lifting/moving materials and equipment up to fifty pounds. Required to drive to other facilities and locations to conduct business, pick up supplies or attend meetings.

Work is performed in an environment subject to extreme variations in temperature, noise, odor, humidity, etc. Portions of work are performed in a moderately noisy environment with frequent interruptions. Regularly subjected to the demands of other individuals and the volume and /or rapidity with which tasks must be accomplished.

Operates electronic systems, hand tools, measuring instruments, and other standard office equipment requiring eye-hand coordination and finger dexterity.

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***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.***

**DRAFT WARRANT ARTICLE – Print as the 1st article from the Personnel Board**

**RATIFY PERSONNEL BOARD CLASSIFICATION ACTIONS**

**ARTICLE \_\_.** To determine whether the Town will vote to ratify the Personnel Board's actions to amend the Classification and Compensation Plan as follows, or take any other action relative thereto:

1. Add the title "Electrical Inspector" to Grade 8 effective August 9, 2023.
2. Add the title "Senior Producer and Education Coordinator" to Grade 6 effective August 9, 2023.
3. Delete the title "Education Coordinator" Grade 4 effective August 9, 2023.
4. Updates to the Miscellaneous Compensation Schedule – Recreation were made effective August 9, 2023.
5. An update to the Miscellaneous Compensation Schedule for Temporary and Limited Status Classifications was approved on September 13, 2023.
6. Change the title "Facilities Director" in Grade 15 to "Facilities Manager" effective October 11, 2023. Subsequently adjusted qualifications effective November 8, 2023.
7. Change the title "Assistant Facilities Director" in Grade 12 to "Assistant Facilities Manager" effective XX, 2023.
8. Make all other changes to the Classification and Compensation Plan voted by the Personnel Board between January 2, 2024 and the date the 2024 Annual Town Meeting concludes.

*The Town Manager has authority to create and modify positions throughout the fiscal year. Titles and salary ranges are determined using the Town's established classification system. Under the Personnel Bylaw, the Personnel Board is authorized to approve temporary changes in the Classification and Compensation Plans, pending ratification of such actions at the next Town Meeting. Actions already taken appear in the Warrant; if additional actions are taken by the Personnel Board after the close of the Warrant, notice will be filed with the Town Clerk and details will be presented at Town Meeting.*

TOWN OF CONCORD MASSACHUSETTS

PERSONNEL BOARD BYLAW

DRAFT D

### **Section 1: Establishment of the Personnel Board**

There is hereby established a Personnel Board consisting of 5 members. Members of the Personnel Board shall be appointed by the Select Board for three (3) year terms. No member shall serve more than 9 years (three terms). Members shall have professional or personal experience and/or expertise in personnel administration. One member shall preferably have professional or personal experience in finance, or a related field, to provide expertise on the financial impact of personnel-related proposals.

Members shall elect a Chair or Co-Chairs from among its members on an annual basis. A clerk is to be assigned on a rotating basis for each meeting, to take responsibility for the minutes of that meeting.

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. The agenda, time and place of all meetings will be posted on the Town Website in accordance with the Massachusetts State Open Meeting Law.

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 to constitute a quorum.

### **Section 2: Duties and Responsibilities**

The Personnel Board shall advise the Town Manager, or their designee-(s) and shall make recommendations on establishing and maintaining 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 collective bargaining agreement and employees of the school department.

The Personnel Board shall also provide advice and recommendations to the Town Manager, or their designee(s) for the following areas of personnel administration:

- a) The Personnel Board shall propose, review, approve and adopt any changes to personnel policies and procedures, in consultation with the Town Manager, or their designee(s) as needed.
- ~~b)~~ The Personnel Board shall provide advice and support for the development of an Employee Handbook. The Town Manager or their designee(s) is responsible for regular

revisions to the Personnel Handbook. The Personnel Board shall also review the Employee Handbook, providing advice and support regarding any changes.

b)

c) The Personnel Board ~~is responsible to~~ shall review and approve the Classification Plan ("Plan") and present the Plan to Town Meeting. The Classification Plan is defined as a listing of all approved position classification titles and a summary job description for each classification for all Town employees covered by this Bylaw. The Plan includes, but is not limited to, the following:

- i. Classification of Grade, which ~~is~~ defined as a group of positions whose duties and responsibilities are sufficiently similar that they share the same description, title, qualifications, and compensation can be applied with equity to all positions in the classification; and
- ii. Compensation Plan, defined as a listing of the minimum and maximum wage or salary rates for each title in the Classification Plan.

d) ~~The Personnel Board shall have oversight~~ Oversight of the Plan includinges, but ~~is not~~ limited to the following:

~~iii.i.~~ iii.i. The Town Manager and their designee(s) shall provide recommendations to the Personnel Board with revisions regarding the Plan.

~~iv.ii.~~ iv.ii. The Town Manager and their designee(s) ~~should~~ shall recommend to the Personnel Board on a regular basis any factors, such as cost of living or comparable municipal wage rates, that may affect the Classification and Compensation Plan.

~~d)e)~~ e) The Personnel Board ~~shall consult with the Town Manager~~ will have consultation ~~responsibilities~~ regarding any revisions and/or updates to existing non-wage provisions including, but not limited to, the following list (see below). The Personnel Board ~~shall~~ will provide advice and recommendations ~~as to how these revisions and updates will be altered in~~ the Personnel Policies and Procedures on non-wage provisions, including but not limited to the following: ~~Town Meeting will not be required to approve revisions and updates to the following:~~

- i. Employment status
- ii. In-training status for new or promoted employees
- iii. Hours of work, including standard hours, work weeks, overtime administration and non-contiguous work
- iv. Sick Lleave accrual, use and payout provisions (if applicable)
- v. Holiday Leave and Holidays Wworked
- vi. Vacation Leave accrual, ~~use~~ and payout provisionoff
- vii. Bereavement Leave
- viii. Military Leave
- ix. Jury Duty Leave
- x. Unpaid Lleaves of Absences, including the Family Medical Leave Act (FMLA), other Leave and Absences and Accrual during Leaves
- xi. Interruption of Employment

~~e)f)~~ The Personnel Board ~~is responsible for~~shall prepare Articles for Town Meeting that may affect Town employees covered by this Bylaw. The Town Manager ~~is responsible for~~shall reviewing and discussing with the Personnel Board regarding these Articles.

~~f)g)~~ The Personnel Board shall review job descriptions for new and existing jobs covered by this Bylaw and provide recommendations to the Town Manager.

~~g)h)~~ The Personnel Board ~~will~~shall support the Town Manager, or their designee(s), in identifying human capital trends and internal HR programs and practices, and provide recommendations to ensure the Town's workforce is diverse, equitably treated, and inclusive of others.

~~The Personnel Board will support the Select Board by providing input into the annual evaluation of the Town Manager related to Personnel Management and Recruiting responsibilities. The annual evaluation parameters will be specified by the Select Board~~

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TOWN OF CONCORD MASSACHUSETTS

PERSONNEL BOARD BYLAW

DRAFT E

### **Section 1: Establishment of the Personnel Board**

There is hereby established a Personnel Board consisting of 5 members. Members of the Personnel Board shall be appointed by the Select Board for three (3) year terms. No member shall serve more than 9 years (three terms). Members shall have professional or personal experience and/or expertise in personnel administration. One member shall preferably have professional or personal experience in finance, or a related field, to provide expertise on the financial impact of personnel-related proposals.

Members shall elect a Chair or Co-Chairs from among its members on an annual basis. A clerk is to be assigned on a rotating basis for each meeting, to take responsibility for the minutes of that meeting.

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. The agenda, time and place of all meetings will be posted on the Town Website in accordance with the Massachusetts State Open Meeting Law.

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 to constitute a quorum.

### **Section 2: Duties and Responsibilities**

The Personnel Board shall advise the Town Manager, or their designee(s) and shall make recommendations on establishing and maintaining an 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 collective bargaining agreement and employees of the school department.

The Personnel Board shall also provide advice and recommendations to the Town Manager, or their designee(s) for the following areas of personnel administration:

- a) The Personnel Board shall propose, review, approve and adopt any changes to personnel policies and procedures, in consultation with the Town Manager, or their designee(s) as needed.
- b) The Personnel Board shall provide advice and support for the development of an Employee Handbook. The Town Manager or their designee(s) is responsible for regular

revisions to the Personnel Handbook. The Personnel Board shall also review the Employee Handbook, providing advice and support regarding any changes.

- c)** The Personnel Board shall review and approve the Classification Plan (“Plan”) and present the Plan to Town Meeting. The Classification Plan is defined as a listing of all approved position classification titles and a summary job description for each classification for all Town employees covered by this Bylaw. The Plan includes, but is not limited to, the following:

  - i.** Classification of Grade, which is defined as a group of positions whose duties and responsibilities are sufficiently similar that they share the same description, title, qualifications, and compensation can be applied with equity to all positions in the classification; and
  - ii.** Compensation Plan, defined as a listing of the minimum and maximum wage or salary rates for each title in the Classification Plan.
  
- d)** The Personnel Board shall have oversight of the Plan including, but not limited to the following:

  - i.** The Town Manager and their designee(s) shall provide recommendations to the Personnel Board with revisions regarding the Plan.
  - ii.** The Town Manager and their designee(s) shall recommend to the Personnel Board on a regular basis any factors, such as cost of living or comparable municipal wage rates, that may affect the Classification and Compensation Plan.
  
- e)** The Personnel Board shall consult with the Town Manager regarding any revisions and/or updates to existing non-wage provisions including, but not limited to, the following list (see below). The Personnel Board shall provide advice and recommend to update the Personnel Policies and Procedures on non-wage provisions, including but not limited to the following:

  - i.** Employment status
  - ii.** In-training status for new or promoted employees
  - iii.** Hours of work, including standard hours, work weeks, overtime administration and non-contiguous work
  - iv.** Sick Leave accrual, use and payout provisions (if applicable)
  - v.** Holiday Leave and Holidays Worked
  - vi.** Vacation Leave accrual, use and payout provisions
  - vii.** Bereavement Leave
  - viii.** Military Leave
  - ix.** Jury Duty Leave
  - x.** Unpaid Leaves of Absences, including the Family Medical Leave Act (FMLA), other Leave and Absences and Accrual during Leaves
  - xi.** Interruption of Employment

- f) The Personnel Board shall prepare Articles for Town Meeting that may affect Town employees covered by this Bylaw. The Town Manager shall review and discuss with the Personnel Board regarding these Articles.
- g) The Personnel Board shall review job descriptions for new and existing jobs covered by this Bylaw and provide recommendations to the Town Manager.
- h) The Personnel Board shall support the Town Manager, or their designee(s), in identifying human capital trends and internal HR programs and practices, and provide recommendations to ensure the Town's workforce is diverse, equitably treated, and inclusive of others.

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# 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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