

**TOWN OF CONCORD PERSONNEL BOARD
AGENDA**

Wednesday, January 8, 2025

5:30 p.m.

55 Church Street & Zoom Video Conference

Join Zoom Meeting

<https://us02web.zoom.us/j/86334660287?pwd=XQ0dBydEajzhYkxrU7q8aDsANmulbf.1>

Meeting ID: 863 3466 0287

Passcode: 092896

- 1. Call to Order**
- 2. Approval of Minutes**
 - November 13, 2024
 - December 10, 2024
- 3. Assistant Town Manager/ Interim Human Resources Director's Report**
- 4. Classification Actions**
 - Review of updated job descriptions
 - Assistant Town Clerk
 - Customer Support Specialist - Recreation
- 5. Review of draft Annual Report**
- 6. Possible vote to approve Personnel Board charge for presentation to the Select Board**
- 7. Discussion of Non-Union Merit Pay Calculation for FY2026**
- 8. Adjournment**

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

- Minutes of November 13, 2024
- Minutes of December 10, 2024

Town of Concord Personnel Board

Meeting Minutes

November 13, 2024

55 Church Street/Zoom

Present or participated remotely: Bill Mrachek, Kate Ryan, Josh Fay, Joe Emerick, Jessica Porter Erin McMorrow (Assistant HR Director), Megan Zammuto (Concord Deputy Town Manager), Kimberly Crum (remotely), Kerry Lafleur (Town Manager, remotely), Paul Macone (remotely)

1. Call to Order

- 5:29 pm Mr. Mrachek called the meeting to order; Mr. Mrachek will be the Clerk; Mr. Mrachek, Ms. Ryan, Mr. Emerick, and Mr. Fay confirmed as a quorum

2. Approval of Minutes

- June 12, 2024

Minutes approved by Ms. Ryan, Mr. Fay, Mr. Emerick, and Mr. Mrachek

2. Assistant Town Manager Interim HR Director Report (Ms. Porter)

- Reviewed monthly dashboard data re: Headcount, Hires, Terminations
- Annual Town Report discussion (PB's year's activities, at-a-glance, to be included in the Town Report—this is an annual requirement and published on the Town's website)
 - January 10, 2025 due date
 - Decision made to combine the Concord Town HR Department with the Personnel Board into one submission for the Annual Town Report
- Merit pay program discussion
 - Two new evaluation forms reviewed for non-union employees—one for grades 15 to 18; a second for grades 1 to 14
 - Ms. Crum presented the Town's value statement—will be incorporated into the performance evaluation process
 - Town's senior leadership team has already provided input on the forms
 - Anticipated roll-out (training) date is December 2024
 - For the merit pay component, goal setting is mandatory for all employees at all levels
 - How will goals be evaluated? Step increases are really Pass/Fail, merit component is based on goal achievement
 - [An aside: there was a review of the discussion that Mr. Mrachek and Ms. Cobbs had with the two newest Select Board members—there is an interest in

the PB having more of a strategic role in the Town's organizational conversation]

- Ms. Crum mentioned that training and listening sessions (i.e., focus groups) will take place in December 2024; Grades 1 to 14 employees will have a chance to comment on the new form before the training sessions commence
- For the merit component this year, there are only two levels of performance achievement—"consistent level" performer or a "stretch level" performer
- For this year, the Town Manager indicated there is sufficient money to fund the merit program at a "stretch-level" of performance for *all* employees, but future year's available merit sum will be based on the Town's budget/financial situation
- The Town Manager asked Ms. Crum to provide information on (1) how long the Town has worked on this project, and (2) the discussions Ms. Crum has had with employees regarding this new compensation component
- [An aside: mention was made of the monthly LMT (Leadership Management Team) sessions that commenced this past summer at the bequest of the Town Manager
- Ms. Ryan indicated how Wayland was recognizing employees in a non-monetary manner; Mr. Emerick mentioned his experience in recognizing the top performers in an organization
- Mr. Macone: regarding the new performance evaluation forms, he asked how "knowledge" or "understanding" were going to be measured; furthermore, were evaluators/managers going to be trained on how to evaluate performance on the many other subjective areas; he stated that the proposed performance evaluation format contains too many subjective categories; in addition, he expressed concern about the "flat" dollar component ("it has no connection to an employee's retirement account; it's not a merit pay component, but rather a bonus payment")
- Ms. Crum and Ms. Porter provided responses to Mr. Macone's concerns
- Mr. Emerick added that any performance evaluation methodology is not going to be perfect; he reaffirmed the importance of two-way communications to minimize surprises to employees

4. Review and re-vote of PPP 12-1 (Administration of Holiday Pay for Beede Center Employees)

- Currently, Beede Center employees follow the Town holiday schedule; thus, the Beede Center is closed on all the Town holidays
- Questions raised as to the basis for closing on a holiday and thus, having to find a way to compensate the Beede employees
- This item will be deferred until the next meeting

5. Classification Actions

- Director of Community Development—new position
 - Ms. Zammuto presented the history and basis for the new position

- Previously, these responsibilities were performed by Ms. Zammuto, and over time, her responsibilities increased; and with an open FTE slot (Transportation Planner that was never filled), the Town recognized it needed another senior-level manager
- This new position will now have responsibility for the following divisions: Planning, Natural Resources, Building, and Public Health; it will report to the Town Manager
- [An aside: Mr. Emerick questioned having “director-level” positions reporting to “director-level” positions; he added that, in the future, the PB could provide feedback on this and other organizational issues, if asked]
- Motion made (by Mr. Fay) to approve this new position; approved
- Procurement Manager—new position
 - Ms. Porter provided the basis for this new position; it is not increasing FTE (it is taking an existing FTE and redefining the role and responsibilities)
 - Mr. Mrachek asked that, going forward, the meeting packet include the table that lists positions/grades/department; Mr. Fay asked that the Town’s organizational charts be made available
 - Motion made (Mr. Emerick) to approve this new position; approved
- Lead Swim Coach—new position (paid from the Beede Center Enterprise Fund)
 - Ms. Porter provided the background and basis for this new position
 - Mr. Fay presented questions about the Otter swim program and his concern about the future direction of swim programs in general
 - Decision made to table the vote on this position until next meeting
- Review of updated job descriptions (below); (no grade changes; just edits in responsibilities)—Ms. McMorrow presented update (no vote necessary since no grade changes)
 - Executive Assistant to the Town Manager
 - Executive Assistant to the Select Board
 - Office Administrator Finance
 - Program Supervisor—Childcare Services (title changed from Director to Supervisor; based on the last PB meeting)

6. Personnel Board Charge

- Based on Mr. Howell’s note that the Charge presentation to the Select Board will be delayed until after the first of the new year
 - With Ms. Cobbs absent, the final PB approval of the Charge will take place at the next meeting
- Next meeting will also include an agenda item to discuss the pros and cons of which salary to use for the employee merit pay calculation, i.e., FY 25 or the FY 26

7. Adjournment

- Meeting adjourned at 7:46 PM by unanimous vote

Respectfully submitted,

William J. Mrachek

Town of Concord
Regular Status Hires and Terminations
YTD 2024 (December 31, 2024)

Department	12-31-2024 Headcount		YTD 2024 Hires		YTD 2024 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	18		4		2			
Fire	50		2			1		
Human Resources	5		1		1			
Human Services	24	3	6	1	4	1		
Information Technology	9	1	2		1			
Library	21	6	3		4		1	
Light Plant	39		2		4	1		
Planning & Land Management	19	1	4		4		1	
Police	42		8		5	2		
Public Works	61		11		9	2		
Town Manager's Office	10		2					
Grand Totals	298	11	45	1	34	7	2	



Assistant Town Clerk

Department: Finance – Town Clerk
Reports To: Town Clerk
Appointed By: Town Manager

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

GENERAL SUMMARY:

Under the general supervision of the Town Clerk, performs professional administrative and supervisory work assisting the Town Clerk with all division functions, including board and committee administration, conducting elections, registering voters, recording and issuing vital records, conducting Annual Town Census and federal census, recording and maintaining Town Meeting records, maintaining official municipal records, issuing various licenses and documents, developing procedures and training staff in best practices, and serving as a source of public information on a wide variety of subjects relating to municipal government. In the absence of the Town Clerk, responsible for overseeing all functions of the Town Clerk's Office. 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, understanding of municipal government 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.

- ◆ Supervises front office operations, including customer service, database management, and issuance of various licenses and permits, including but not limited to dog licenses, business certificates, raffle permits.
- ◆ Assists Town Clerk with the development and implementation of office procedures, statistical analysis of data to improve operational efficiency, and budget development and tracking.
- ◆ Provides support to Town Clerk in board and committee administration; maintains board and committee database to ensure accuracy and compliance with legal requirements; follows up with members for missing compliance documents; updates the Committee Handbook; coordinates with Town Manager's Office on new committee appointments; organizes and participates in training programs; serves as a resource to Town staff and board and committee members on Open Meeting Law matters.
- ◆ Posts meeting agendas and minutes
- ◆ Serves as Notary Public and Commissioner to Qualify; administers Oath of Office to Town Officials and committee/board members.
- ◆ Oversees vital records administration, Prepares and records affidavits of correction for all marriage and death records. Accepts Marriage Intentions and serves as Burial Agent.
- ◆ Assists with or records actions taken at Annual or Special Town Meetings; serves as Clerk for the Assistant Moderator; distributes certified copies of all Town Meeting actions to departments, boards and committees as needed.

Assistant Town Clerk

- ◆ Trains office staff in providing services and in responding to customer requests for information; supervises staff and operations in the absence of the Town Clerk.
- ◆ Interprets local, state, and federal statutes, bylaws, regulations, policies and procedures that relate to town operations; maintains accurate records of all Town bylaws, rules and regulations.
- ◆ Issues a variety of state and town licenses, permits and certifications.
- ◆ Responds to questions from citizens, public officials, department heads and staff on both local bylaws and state laws; receives and responds to complaints and makes referrals as appropriate.
- ◆ Functions as Records Access Officer in the absence of Municipal Archivist/Records Manager and Town Clerk; assists with responses to public records requests as needed; assists Municipal Archivist/Records Manager and Town Clerk in advising town departments, boards and committees on records management practices.
- ◆ ~~Verifies residency and provides certified statements of residency when required for state and federal agencies and for residents who are citizens of other countries. Verifies and certifies residency for domestic and foreign governments.~~
- ◆ 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:

Oversees customer service activities at the counter. Supervises Senior Administrative Specialists' activities. Carries out supervisory responsibilities in accordance with Concord's policies and applicable laws. Responsibilities include interviewing, and recommending candidates for hire; planning, assigning and directing work; demonstrating and enforcing equitability and inclusivity; training, evaluating performance and recommending pay increases; addressing complaints and resolving problems. May assume additional supervisory duties as directed by the Town Clerk.

EDUCATION, EXPERIENCE & SPECIAL REQUIREMENTS:

- ◆ Bachelor's degree and four or more years of progressively responsible experience in municipal operations; or any equivalent combination of education and experience.
- ◆ Incumbent is expected to attend conferences and view webinars to receive and maintain current knowledge in areas of responsibility.
- ◆ Certified Municipal Clerk certification
- ◆ Position requires some work outside of normal business hours, during events such as Town Meetings and election days, as well as high-volume periods (voter registration deadlines, election preparation, etc.)

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Excellent interpersonal skills; ability to communicate effectively both verbally and in writing; ability to effectively deal with all customers in a courteous and tactful manner; ability to establish and maintain good working relationships with coworkers, department heads, subordinates, board members and citizens.
- ◆ Experience working in municipal government; thorough understanding of municipal systems and related statutes, policies and procedures; familiarity with election processes; thorough knowledge of office procedures, practices and terminology.
- ◆ 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 maintain confidentiality while working with sensitive information.
- ◆ Familiarity with Open Meeting, Conflict of Interest, and Public Records Laws.
- ◆ Familiarity with Municipal Records Retention Schedule and Records Management bylaw.

- ◆ Familiarity with Elections Laws, particularly as they apply to absentee voting.
- ◆ Familiarity with laws governing municipal operations, including town meeting process, the registration and issuance of vital records, annual street listing requirements and restrictions, dog licensing, raffle permits, flammable storage registration.

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, calculator, 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.

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 Clerk

Department: Finance – Town Clerk
Reports To: Town Clerk
Appointed By: Town Manager

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

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- ◆ 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.

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Operates computer, printer, calculator, 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.

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Customer Support Specialist- Hunt

Department: Human Services- Recreation
Reports To: ~~Assistant Management Analyst~~-Recreation
~~Director~~
Appointed By: Town Manager

Salary Grade: 2
FLSA Status: Non-Exempt
Date: ~~July 2023~~December 2024

GENERAL SUMMARY:

Under the general supervision of the ~~Office Administrator~~Management Analyst, performs administrative and customer service work in the processing of all applications for recreation center programs. 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:

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- ◆ Opens the building every weekday morning at 7:30am.
- ◆ Acts as first point of contact for public inquiries regarding all Recreation Department programs and services; answers phones, redirecting calls and emails, answers questions, provides information and directions; directs queries to other staff members and/or other sources of information as appropriate.
- ◆ ~~Processes all mail-in program applications and administers~~ Maintains Department protocols when assisting with program registrations for walk-in and/or call-in customers. Processes funds received from program registrations, including processes cancellations, and add/change requests. Maintains accurate database (MyRec software) and updates information as needed or directed. Handles cash, check and credit card payments, and furnishes receipt. Reconciles register of credit card payments at end of each day transactions, records detail of funds received on appropriate backup sheets(s).
- ◆ Processes and routes incoming mail daily, responding appropriately to matters not requiring the personal attention of management.
- ◆ Maintains and updates office area notices, brochures, and other materials, ensuring they are up to date, neatly displayed, and restocked as needed.
- ◆ ~~Records detail of departmental deposits in appropriate spreadsheet(s) and maintains accuracy of database.~~
- ◆ ~~Manages~~ Monitors declined/suspended payments for installment billing for school year programs and processes/records payments is the initial contact to resolve payment issues, bringing ~~late~~ unresolved payments to the attention of the Childcare Services Manager.
- ◆ Works with the ~~Office Administrator~~Management Analyst to ensure timely collection of accounts receivable via phone,

Customer Support Specialist- Hunt

email, and mailings, and subsequently reports discrepancies or issues ~~to supervisor~~.

- ◆ ~~Upholds accurate~~Maintains facility reservation calendars and works with Program Managers to assure that all events are scheduled and accurate.
- ◆ ~~May perform~~Monitor key control logs, office supplies logs, maintenance/communication logs, etc.
- ◆ Performs other basic office functions such as greeting visitors; typing correspondence, memorandums, and meeting notices; filing; maintaining records and databases; photocopying; scheduling; etc.
- ◆ Acts as an assistant to other Recreation Department staff as needed, performing tasks at their request.
- ◆ May fill in for Office Assistants and/or other Customer Support Specialists as necessary. May assist in the training of Office Assistants.
- ◆ 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:

- ◆ Associate's Degree or two-year college certificate plus six months of office/administrative experience; or any equivalent combination of education and experience.
- ◆ Experience working with Recreation Software (i.e MyRec) is a plus.

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.
- ◆ Working knowledge of office procedures, practices and terminology. Basic knowledge of bookkeeping techniques.
- ◆ Ability to work with a high level of detail, to prioritize multiple tasks, and to deal effectively with interruptions; ability to change direction and rearrange tasks according to deadlines and circumstance.

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, typewriter, 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.

Customer Support Specialist- Hunt

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Customer Support Specialist- Hunt

Department: Human Services- Recreation
Reports To: Management Analyst-Recreation
Appointed By: Town Manager

Salary Grade: 2
FLSA Status: Non-Exempt
Date: December 2024

GENERAL SUMMARY:

Under the general supervision of the Management Analyst, performs administrative and customer service work in the processing of all applications for recreation center programs. 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:

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- ◆ Acts as first point of contact for public inquiries regarding all Recreation Department programs and services; answers phones, redirecting calls and emails, answers questions, provides information and directions; directs queries to other staff members and/or other sources of information as appropriate.
- ◆ Maintains Department protocols when assisting with program registrations walk-in and/or call-in customers. Processes funds received from program registrations, processes cancellations, and add/change requests. Maintains accurate database (MyRec software) and updates information as needed or directed. Handles cash, check and credit card transactions, records detail of funds received on appropriate backup sheets(s).
- ◆ Processes and routes incoming mail daily, responding appropriately to matters not requiring the personal attention of management.
- ◆ Maintains and updates office area notices, brochures, and other materials, ensuring they are up to date, neatly displayed, and restocked as needed.
- ◆ Monitors declined/suspended payments for installment billing for school year programs and is the initial contact to resolve payment issues, bringing unresolved payments to the attention of the Childcare Services Manager.
- ◆ Works with the Management Analyst to ensure timely collection of accounts receivable via phone, email, and mailings, and subsequently reports discrepancies or issues.
- ◆ Maintains facility reservation calendars and works with Program Managers to assure that all events are scheduled and accurate.
- ◆ Monitor key control logs, office supplies logs, maintenance/communication logs, etc.
- ◆ Performs other basic office functions such as greeting visitors; typing correspondence, memorandums, and meeting

Customer Support Specialist- Hunt

notices; filing; maintaining records and databases; photocopying; scheduling; etc.

- ◆ Acts as an assistant to other Recreation Department staff as needed, performing tasks at their request.
- ◆ May fill in for Office Assistants and/or other Customer Support Specialists as necessary. May assist in the training of Office Assistants.
- ◆ 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:

- ◆ Associate's Degree or two-year college certificate plus six months of office/administrative experience; or any equivalent combination of education and experience.
- ◆ Experience working with Recreation Software (i.e MyRec) is a plus.

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.
- ◆ Working knowledge of office procedures, practices and terminology. Basic knowledge of bookkeeping techniques.
- ◆ Ability to work with a high level of detail, to prioritize multiple tasks, and to deal effectively with interruptions; ability to change direction and rearrange tasks according to deadlines and circumstance.

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, typewriter, 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.

Human Resources Department

Jessica Porter, M.P.A., Assistant Town Manager/Human Resources Director

The Human Resources (HR) Department provides services to approximately 700 regular, limited, and temporary employees on issues relating Personnel Bylaw administration; policies, and procedures; employee classification and compensation; managing employee recruitment and selection; coordinating orientation, training, and employee recognition activities; providing workers' compensation case management and administrative services; and designing and administering employee benefits programs. HR advises the Personnel Board and Town Manager on related issues; advises managers, supervisors, and employees on personnel matters; and assists in labor negotiations and contract administration.

Human Resources – 2024 Staffing Changes

In July, 2024, the HR Department hired its first ever Benefits Manager, Malysa Simard, who replaced Business Systems Analyst Terri Scofield who resigned in May, 2024. The HR Department also hired Erin McMorrow as Assistant HR Director, replacing Stephanie Oliver who resigned in March, 2023.

Recruitment

During 2024, the department was busy once again with recruitment efforts. HR staff posted 115 jobs and processed 2947 applications for employment. These numbers include recruitments for seasonal staff positions.

Personnel Board & Projects

The HR Department works in collaboration with the five (5) member Personnel Board. Co-Chairs Elizabeth Cobbs and William Mrachek, and members Joseph Emerick, Joshua Fay and Kate Ryan supported the HR department in 2024 with a variety of initiatives and projects. Mr. Fay joined the Personnel Board in March 2024 replacing Pamela Talbot.

HR staff worked closely with various stakeholders, including: the Select Board, through its liaison, Mark Howell; the Town Manager; and most importantly the September 2022 findings of the Personnel Study Task Force on a comprehensive proposed update to the Personnel Bylaw for non-union employees, which was overwhelmingly voted for approval at Annual Town Meeting 2024.

The Personnel Board also approved enhancements to paid leave benefits for non-union employees, to assist with recruitment and retention efforts of top talent. In addition, the existing pay plan was converted into an 18 step pay plan, to better demonstrate a salary growth plan to employees.

An updated Personnel Board charge will be presented to the Select Board for approval in early 2025.

Personnel Policy amendments for 2024 included:

- 7-2: Miscellaneous Compensation Schedule – Human Services
- 10.2: Pay Philosophy and Salary Administration
- 10.7-2: Uniform Pay
- 13: Administration of Vacation Leave
- 14: Bereavement Leave
- 15: Town Vehicle and Licensing

Classification and Compensation Structure Adjustments during 2024 included:

Additions:

- Community Engagement Manager, Grade 6
- Skilled Carpenter, Grade 6
- Management Specialist, Grade 7
- Elections and Census Manager, Grade 8
- Senior GIS Analyst, Grade 8
- Master Plumber/HVAC Technician, Grade 10
- Procurement Manager, Grade 10
- Assistant COA Director, Grade 11
- Emergency Communications Center Manager, Grade 13
- Assistant Chief Financial Officer, Grade 15
- Director of Community Development, Grade 16
- Chief Information Officer, Grade 17

Additions to the Miscellaneous Compensation Schedule:

- Program Supervisor
- Swim Aide

Deletions:

- Facilities/Landscape Maintainer, Grade 4
- Engineering Technician, Grade 6
- Assistant to the Beede General Manager, Grade 7
- Administrative and Operations Supervisor, Grade 8

Other Projects

Health Insurance Conversion

As a result of the dissolution of Minuteman Nashoba Health Group, the Town of Concord employees and retirees migrated to new health insurance plans effective July 1, 2024. The new Blue Cross/Blue Shield health insurance plans provided by the Massachusetts Interlocal Insurance Association (M.I.I.A.) provide quality plans to our subscribers. In addition, the program through M.I.I.A. provides an expanded Employee Assistance Program as well as an

extensive array of Wellness programming (in person and virtual), all at no charge to employees. The Insurance Advisory Committee is now working on exploring new and improved benefit offerings for Dental, Vision, Life and Long Term Disability for the coming fiscal year.

Performance Evaluation and Merit Pay Initiative

One of our most significant initiatives for 2024 was the rollout and implementation of a new performance evaluation and merit pay initiative for all regular, non-union staff. This initiative was part of the Classification & Compensation Plan approved at the 2023 Town Meeting.

An extensive goal setting process was undertaken to ensure that goals, collaboratively adopted with each eligible employee, were aligned with the Select Board and Town Manager objectives for FY25 and beyond. Beginning with senior leadership, the goals were appropriately cascaded throughout the organization, ensuring proper links were made to support departments, maximizing the Town's incredible employee potential. These goals will serve as the foundation for awarding merit pay.

The process was informed by individual supervisor interviews, employee focus groups and supervisor training. The updated performance evaluation process includes provisions for employees to receive a step increase effective July 1, with successful performance. Additionally, employees who achieve specific, measurable goals will be eligible for an additional one-time incentive payment based on their level of achievement.

These updates to the compensation plan enable employees to be rewarded based on their goal achievement in a manner that is affordable and sustainable to taxpayers.

DRAFT

Personnel Board Charge

Background

The Concord Personnel Board was established by Town Bylaw in 1921 and reaffirmed in the Concord Town Charter approved in May 1952. The Select Board is responsible for the appointment of the Concord Personnel Board with the number of members, the number of terms and their lengths, to be stipulated in the Personnel Bylaw. The latest revision of the Personnel Bylaw was approved at Town Meeting on April 29, 2024.

Commented [WM1]: is 1921 correct?

Commented [EC2R1]: In the PSTF report, it mentions that the Select Board was directed under the 1955 Town Charter "to appoint a number of committees, including the Personnel Board" (see Appendix A, first page).

Board Responsibilities

The Personnel Board has responsibility for the administration of Concord's Personnel Bylaw in addition to supporting the Bylaw's intention of maintaining an equitable and efficient system of personnel administration. By approval of the April 29, 2024 Personnel Bylaw, and to ensure that covered employees have the necessary understanding of non-wage benefits, the Personnel Board has both administrative as well oversight responsibilities for the Employee Handbook applying to all Concord Town positions except elected officers, employees with personal contracts, employees covered by a collective bargaining agreement, and employees of the school department.

Commented [EC3]: Bill, I can see that you have wanted to keep the Charge to one page. I'm wondering, though, that there is more focus on the Bylaw as the governing document than it does help employees to understand what we do for them. On the earlier version, we have a list of responsibilities. I'm fine to take out the categories from that version (governance, communications, employee relations), but I think this statement, and the statement in paragraph 3 re: a quick overview of the scope of the bylaw---well, it just seems to make this document redundant.

My understanding was that the Charge was more about operational responsibilities, a document that was an agreement between the Select Board and the Personnel Board?

Commented [EC4R3]: Questions answered!

The Personnel Board has both advisory and administrative responsibilities; by supporting the Town Manager in maintaining an efficient system of personnel administration for Town employees; by recommending programs and practices to ensure the Town's workforce is diverse, equitably treated, and inclusive of others; and by providing administrative oversight as specified in the Personnel Bylaw and the Employee Handbook.

~~The Personnel Bylaw is the authority in defining the duties and responsibilities of the Personnel Board. The Personnel Board Charge is intended to give Town Citizens a quick overview of the scope of the Personnel Bylaw and to give Town Citizens direction in designating and locating the various governing documents.~~

Commented [WM5]: Where to find the April 29, 2024 Personnel Bylaw?

~~By approval of the April 29, 2024 Personnel Bylaw, and to ensure that covered employees have the necessary understanding of non wage benefits, the Personnel Board has both administrative as well oversight responsibilities for the Employee Handbook.~~

Governing Documents

- 1921 Town Bylaw
- May 1952 Concord Town Charter
- April 29, 2024 Personnel Bylaw
- 2024 Personnel Board Charge

Commented [EC6]: I like the idea of having these references with links to the documents, that would make things easier for employees!

Commented [EC7]: Is there another bylaw that should be referenced?

- 2024 Employee Handbook

Personnel Board Goals and Initiative – FY 25 and beyond:

- ~~Strategy and Implementation~~ Strategize and advise on the implementation of the ~~p~~Performance and ~~a~~Appraisal ~~s~~System
- ~~Monitoring of~~ Overall ~~C~~lass and ~~c~~ompensation ~~s~~ystem ~~e~~quity and plan ~~i~~mplementation
- ~~Review and assess~~ tracking of ~~and~~ ~~Track~~ Employee morale over time
- ~~Assess and support~~ strategic ~~r~~ecruitment and ~~r~~etention

Commented [EC8]: Comments from Bill and Liz:
We like these objectives, but the PB does not have the responsibility to implement or track—we can advise on what should be implemented, what should be tracked.

(09 Sept 2024)

DRAFT

Personnel Board Charge

Background

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Board Responsibilities

The Personnel Board has responsibility for the administration of Concord's Personnel Bylaw in addition to supporting the Bylaw's intention of maintaining an equitable and efficient system of personnel administration. By approval of the April 29, 2024 Personnel Bylaw, and to ensure that covered employees have the necessary understanding of non-wage benefits, the Personnel Board has both administrative as well as oversight responsibilities for the Employee Handbook.

The Personnel Board has both advisory and administrative responsibilities; by supporting the Town Manager in maintaining an efficient system of personnel administration for Town employees; by recommending programs and practices to ensure the Town's workforce is diverse, equitably treated, and inclusive of others; and by providing administrative oversight as specified in the Personnel Bylaw and the Employee Handbook.

Governing Documents

- 1921 Town Bylaw
- May 1952 Concord Town Charter
- April 29, 2024 Personnel Bylaw
- 2024 Personnel Board Charge
- 2024 Employee Handbook

Personnel Board Goals and Initiative – FY 25 and beyond:

- Strategize and advise on the implementation of the performance and appraisal system
- Monitor overall class and compensation system equity and plan implementation
- Review and assess tracking of employee morale over time
- Assess and support strategic recruitment and retention