

**TOWN OF CONCORD PERSONNEL BOARD
AGENDA**

**Wednesday, June 18, 2025
5:30 p.m.
55 Church Street & Zoom Video Conference
Join Zoom Meeting**

<https://us02web.zoom.us/j/87125395003?pwd=uxVfglSsGCyWk7tgEflSGbuH27h8al.1>

Meeting ID: 871 2539 5003

Passcode: 807652

- 1. Call to Order**
- 2. Approval of Minutes**
 - December 10, 2024
 - April 16, 2025
 - May 14, 2025
- 3. Assistant Town Manager/ Director of Human Resources Report**
- 4. Review and vote FY26 Salary Increase Plan**
- 5. Discussion and vote of amendments to PPP 15 Administration of Personal Leave**
- 6. Tracking Employee Satisfaction Discussion**
- 7. Discussion of Employee Handbook Progress**
- 8. Adjournment**

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

- Minutes of December 10, 2024
- Minutes of April 16, 2025
- Minutes of May 14, 2025

Town of Concord Personnel Board

Meeting Minutes

April 16, 2025

55 Church Street/Zoom

Present or participated remotely: Bill Mrachek, Kate Ryan, Joshua Fay, Kimberly Crum, Jessica Porter, Erin McMorrow, Mark Howell

1. Call to Order

- Meeting called to order at 5:31 p.m. at 55 Church Street. Mr. Mrachek called the meeting to order with a quorum present.
- Mr. Mracek informed the meeting that Joe Emerick's resignation from the Board was anticipated, which leaves current Board membership at three people, the minimum required for a quorum. He suggested that any Board member anticipating a conflict with a scheduled meeting raise the conflict so as to reschedule the meeting, if possible, to ensure a quorum. Mr. Mrachek raised his own conflict with the meeting scheduled for the second Wednesday in June.

2. Approval of Minutes

- Mr. Fay moved to approve the minutes of the February 12, 2025, meeting. Ms. Ryan seconded. All voted in favor.
- Minutes from the meeting of December 10, 2024, and March 12, 2025, were not yet prepared.

3. Assistant Town Manager/ Interim Human Resources Director's Report

- Ms. Porter reported that the HR Department has been busy with hiring, particularly for seasonal summer positions.
- Ms. Porter reported that Magnolia Begley, previously the HR Department's Administrative Assistant, has accepted the Human Services Generalist position that the Board recently approved and started the position several weeks ago. The HR Department is not backfilling the Administrative Assistant role, which is the elimination of a full-time position discussed recently at a public hearing.
- Two other members of the HR Department have left or are leaving, one to take a position in the Retirement Office, and the other for her own retirement. An offer has been extended for an open HR Generalist position.
- Ms. Porter shared that for the 2026 budget, her own salary will be apportioned 75% from the Human Resources budget and 25% from the Human Services budget. The HR Department has three full-time HR Generalist positions budgeted, with one current vacancy.

4. Classification Actions

- The Board reviewed changes to three job descriptions. The title Chief Technology Officer is being changed to IT Operations Manager, with no changes to the duties of position itself.

- The position Program Analyst for Public Works is being changed to Program Analyst – Public Works/Engineering. This change keeps the position in its existing classification while making it support for the engineering team explicit.
- Duties have been added to the position Administrative Specialist for Public Works. Specifically, the responsibilities “assistant with customer service” and billing activities have been added to the enumerated duties. This change reflects current responsibilities of the incumbent.
- No vote was required on these changes.

5. Review clean version of the Harassment/Sexual Harassment Policy approved during 3/12/25 Personnel Board meeting.

- Ms. Porter provided the Board with a copy of the previously reviewed policy, reflecting minor changes discussed prior to approval at the March 12, 2025, meeting.

6. Tracking Employee Satisfaction Discussion

- Mr. Mrachek asked that this issue be added to the agenda as he would like the Board to discuss whether there is a means by which the Town can capture levels of employee satisfaction. He noted that this is a topic of interest to the Select Board, which asked if the Board had recommendations on how such information could be ascertained. He noted that the Personnel Study Task Force used an extensive survey to capture employee satisfaction.
- Mr. Howell explained that this issue arose for the Select Board in connection with past evaluation cycles for the Town Manager, in that the Select Board became aware that it did not have any basis/data to use in evaluating the Town Manager in the category of “Personnel Management.” The Select Board would like the Personnel Board’s input on performance metrics in the area of Personnel Management in evaluating the Town Manager’s performance.
- The Select Board hopes for feedback in May/June of 2026
- Ms. Porter suggested that an anonymous survey of employees could provide beneficial feedback, particularly one incorporating comment boxes for free response.
- This will be a topic for future meetings.

7. Discussion of presentation on the status of the Personnel Study Task Force recommendations to Select Board on 3/17/2025

- Ms. Porter presented to the Select Board on this topic on March 17, 2025. The slides she used for this presentation were included in the meeting packet.
- The presentation highlighted that the Town HR Department and Personnel Board have taken action on nearly all of the recommendations made by the Personnel Study Taskforce.

- Mr. Mrachek commented that he was present at the March 17 Select Board meeting and felt it was a meaningful experience for members of the Select Board that have not had as much involvement with the work of the Personnel Board.
- Ms. Ryan asked if there had been any Town employees in attendance at the presentation to the Select Board, or any acknowledgement of how much has been accomplished in two years. Ms. Porter indicated there hasn't been significant employee feedback on this topic, though there has been quite a bit of feedback on the topic of employee benefits, in light of the open enrollment process happening now. She noted that there has been an increase in employee foot traffic stopping into her office than when she started her position.

8. Discussion of Employee Handbook Progress

- Ms. Crumb gave an update on the status of the drafting of the new Employee Handbook. She stated that the first half of the handbook is fully drafted and "out for review" by staff before it is presented to the Board. The second half of the Handbook is in progress and she expects it will be completed on time and circulated to the Board.
- Ms. Crumb summarized that the first half of the Handbook contains a cover page, welcome statement, a section on the town's history, an explanation of the intersection of bylaw and handbook, and chapters on equal employment opportunity, compensation (consolidated from various sources), leave policies (which had previously been scattered and now will be in one chapter) and a section on benefits, which had previously only been available on a website.
- Ms. Porter shared that she expected to bring the full draft to the Board in May or June. The board agreed that legal review should occur before the Board's review.

9. Review and Adopt Personnel Board Charge

- Mr. Mrachek shared that the Select Board discussed the draft Personnel Board Charge and gave their final edits at their meeting on March 17. The edits were minor grammatical changes.
- Ms. Ryan moved to approve the revised Charge; Mr. Fay seconded the motion. The Board voted unanimously to approve the revised Charge.

10. Non-agenda Items

- There was a brief discussion of employee goal-setting and performance reviews.
- Mr. Mrachek wanted to confirm that goal setting would occur in July 2025 for the year ahead. Ms. Porter confirmed this timing.
- Ms. Porter said that merit pay scores are due from managers by July 31. She is not aware of any employee whose performance will prevent them from receiving a step increase. She also stated that she does not expect the overarching themes of the Town Manager's goals to change significantly for FY 26, and she expects that the approaching goal setting process will be efficient.
- Ms. Porter shared that the Records Administrator had devised a tracking system for employees to input goals and all the current goals are loaded into the system. During

the month of April, each SMT member is updating the percentage complete of each employee's goals. The system will enable HR to run reports to see the progress of employee goals against Select Board goals.

- Mr. Mrachek asked how performance feedback would be delivered to employees. Ms. Proter responded that HR has a template review form with goal sheets as an appendix. Managers will meet with employees, review the goals, give a performance review, which the employee will sign-off on, and the manager will share the employee's merit amount. She explained that there is no written procedure for employees to follow if they disagree with their review. Ms. Proter said that employees will be asked to sign for receipt of their performance review and submit their own write-up expressing any disagreement, which will be attached to the review. Mr. Mrachek recommended that there be a procedure that employees know to follow in the event of disagreement over the review. Ms. Porter suggested a procedure could be described on the review form itself.
- Mr. Mrachek inquired as to how many complaints by Town employees were presently pending before the Massachusetts Commission Against Discrimination. Ms. Porter indicated there is one such complaint presently pending. Another such complaint was dismissed by the MCAD in December 2024 for lack of probable cause.

11. Adjournment

- There being no further business, Ms. Ryan moved that the meeting be adjourned at 6:37. Mr. Fay seconded the motion. All were in favor.

Town of Concord
Regular Status Hires and Terminations
YTD 2025 (May 30, 2025)

Department	5-30-2025 Headcount		YTD 2025 Hires		YTD 2025 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	20	1	6		2			
Fire	50		2			1		
Human Resources	4		2		1			
Human Services	27	3	8	1	4	1		
Information Technology	9	1	2		1			
Library	21	5	3		4		2	
Light Plant	39		5		7	1		
Planning & Land Management	21	1	6		4		1	
Police	41		10		7	3		
Public Works	64		16		12	2		
Town Manager's Office	9		1					
Grand Totals	305	11	61	1	42	8	3	

**FY2026
Salary Increase Plan**

**Adopted in accordance with PPP #10.2
Classification and Compensation Plan for Regular Status Positions Approved
at Annual Town Meeting June 2, 2025**

Effective July 1, 2025

BASE PAY INCREASES

For Fiscal Year 2026, base pay adjustments for non-union employees will follow the step pay plan as outlined in the approved Classification and Compensation Plan.

Step Increases

All non-union employees who have not yet reached the top step (Step 18) of their pay range will advance to the next step, resulting in a 2% increase to their base pay.

Non-union employees who are already at Step 18 will remain at that Step and will not receive a base pay increase. However, since there is no overall increase to the salary grid for FY2026, these employees will receive a one-time cash payment equivalent to 2% of their base pay. Employees at Step 18 also remain eligible for Merit Pay.

Eligibility Criteria

Such increases are contingent upon:

- Availability of funds;
- Successful completion of the employee's in-training period;
- A performance rating of "Satisfactory" or higher as documented in the annual performance appraisal approved by the department head.

Exceptions

- Employees with an overall performance of "Needs Improvement" as of July 1, 2025, may have their step increase delayed, reduced or withheld, pending Town Manager review.
- Employees with an overall performance rating of "Unsatisfactory" as of July 1, 2025, will not receive a step increase in FY2026.
- Employees who are in the initial six-month in-training period on July 1, 2025 will become eligible to receive a step increase upon successful completion of the in-training period.

MERIT PAY PROGRAM

Merit pay provides additional compensation for non-union employees who meet or exceed established performance goals. It is designed to reward high performance, align individual goals with organizational priorities, and enhance employee engagement and retention.

The Town added Merit Pay as recommended in the Compensation and Classification Study implemented in FY2024. Merit pay is a key differentiator for organizations, boosting motivation and engagement and fostering a culture of achievement. This additional pay opportunity attracts high performing employees and encourages existing employees to stay and grow.

During FY2025, Human Resources worked with individual Departments/Divisions to collaboratively determine appropriate criteria for measurement of specific individual and team goals, which align with the overall goals of the Town and provide optimal service delivery to Concord residents.

Eligibility Criteria

To receive Merit Pay, employees must:

- Have begun employment prior to April 1, 2025;
- Have an overall performance rating of “satisfactory” or higher;
- Have achieved all “consistent” level goals as set forth in their performance plan

Additional Merit Pay will be provided to employees who also achieve one (1), two (2) or three (3) of their “stretch” goals, assuming all “consistent” goals have been met.

Employees hired prior to April 1, 2025 who are still in their in-training period as of July 1, 2025 will be eligible for merit pay. If earned, merit pay will be awarded at the completion of the in-training period.

Awarding of Merit Pay

Merit pay for FY2026 will be a one-time payment, not added to base pay, calculated as a percentage of the employee’s base salary as of June 30, 2025, not including stipends or overtime.

<u>Performance Achievement</u>	<u>Merit Pay Amount</u>
All “consistent” level goals achieved	1.00% of Base Pay
All “consistent” level AND one (1) “stretch” level goal achieved	1.50% of Base pay
All “consistent” level AND two (2) “stretch” level goals achieved	1.75% of Base pay
All “consistent” level AND three (3) “stretch” level goals achieved	2.00% of Base pay

*Approved by Town Manager and Personnel Board on **June 18, 2025**.*

TOWN OF CONCORD
Personnel Policy and Procedure #15

Administration of Personal Leave

Date Issued: August 11, 1992
Supersedes PPP # II-6 dated 11/84
Revised: June 18, 2025

Purpose and Scope

The purpose of this document is to establish policies and procedures for the administration of ~~Section 15 of the Personnel Bylaws regarding~~ personal leave. It shall apply to personal leave granted to all regular full-time and regular part-time employees. Employees subject to collective bargaining agreements ~~with the Town are subject only to those provisions of this PPP which are not covered~~ shall refer to ~~in~~ their collective bargaining agreement for information on personal leave.

Personal Leave Award

Each regular employee shall be provided with three (3) days of paid personal leave on July 1 of each fiscal year. Personal leave for regular part-time employees shall be pro-rated.

Newly hired employees will be awarded personal leave for the current fiscal year based upon their date of hire as follows:

<u>Date of Hire Range</u>	<u>Days Awarded at Time of Hire</u>
<u>July 1 to October 31</u>	<u>Three (3) Days</u>
<u>November 1 to February 28/29</u>	<u>Two (2) Days</u>
<u>March 1 to June 30</u>	<u>One (1) Day</u>

The Town Manager may, in certain circumstances, award paid personal leave to temporary employees not otherwise entitled to leave benefits.

Personal Leave does not carry over from fiscal year to fiscal year.

Use of Personal Leave

~~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 or supervisor (if such authority is delegated to the supervisor). As specified in Section 15 of the Personnel Bylaws, "personal leave may be used by the employee for any personal reason." The scheduling of personal leave, however, must be approved by the employee's department head or supervisor (if such authority is delegated to the supervisor).~~

Each department may issue its own procedures specifying the manner in which personal leave must be requested. The department head (or supervisor) may deny personal leave requests if the employee's absence at that time would unduly disrupt departmental operations. If a request is denied, the employee and supervisor will work cooperatively to find a satisfactory alternate date for that time.

Personal Leave During the In-Training Period

~~Section 15 of the Personnel Bylaws state that "new employees may not take personal leave until they have completed their in-training period," but also that "personal leave must be used in the fiscal year earned." However, an in-training employee should not be forced to forfeit his/her accrued personal leave at the end of the fiscal year if he/she has not yet completed the in-training period by June 30. Therefore, any employee who has not yet completed the in-training period by June 30 or who completes his/her in-training period during the month of June may carry over his/her accrued personal leave into the next fiscal year, but this carry-over time is available for use only during that fiscal year.~~

There is no restriction on use of personal leave during the in-training period, although the parameters outlined in "Use of Personal Leave" above still apply.

Accrual of Personal Leave Upon Termination

Any unused personal leave shall be forfeited at the end of the fiscal year. Further, unused personal leave is also forfeited upon separation of employment.

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