

**TOWN OF CONCORD PERSONNEL BOARD
AGENDA**

Wednesday, September 11, 2024

5:30 p.m.

55 Church Street & Zoom Video Conference

Join Zoom Meeting

<https://us02web.zoom.us/j/88014360769?pwd=8cZfpTMkHQK1JmbSWQdWaudg9nE5SI.1>

Meeting ID: 880 1436 0769

Passcode: 538532

- 1. Call to Order**
- 2. Approval of Minutes**
 - June 12, 2024
 - July 10, 2024
 - August 14, 2024
- 3. Assistant Town Manager/ Interim Human Resources Director's Report**
- 4. Review and (re-vote) PPP 10.2 Pay Philosophy and Salary Administration**
- 5. Classification Actions**
 - Review and vote proposed new job description and classification
 - Program Coordinator
 - Review and vote exemption status correction
 - Senior GIS Analyst
 - Program Analyst – Public Works
- 6. Discussion of Personnel Board Charge and Timeline**
- 7. Adjournment**

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

- Minutes of June 12, 2024
- Minutes of July 10, 2024
- Minutes of August 14, 2024

Town of Concord Personnel Board

Meeting Minutes

July 10, 2024

28 Monument Square/Zoom

Present or participated remotely: Bill Mrachek, Elizabeth Cobbs, Kate Ryan, Joshua Fay, Kimberly Crum, Jessica Porter, Kerry Lefleur

1. Call to Order:

- 5:30 at the Town House, 28 Monument Square. Mr. Mrachek called the meeting to order with a quorum present

2. Approval of Minutes

- No meeting minutes were ready for review at this meeting. Ms. Porter noted that she had received draft minutes for the May 8, 2024, meeting, but had not yet circulated them to the Board members.

3. Discussion and Vote FY25 Salary Increase Plan

Ms. Crum and Ms. Porter reported that they had led several meetings with Town employees and shared a presentation at each regarding the Town's pay philosophy and the plan to move toward a salary step plan which makes clear to employees the salary increases they can expect in the future, which was in response to the Task Force's recommendation that there be predictable advancement through any relevant paygrade. Ms. Crum reported that the total number of attendees at the two meetings combined represented two-thirds of the total number of town employees. She shared with the Board the slides that had been shown at each meeting with employees, and a separate meeting with managers.

Ms. Porter reported that there was an effort to make clear that the merit element to pay increases are made as a cash payment not included in base pay. There was discussion of how merit standards will be established and Ms. Lefleur discussed the intention for all employees to work with their managers to set specific goals and plans for achieving them.

a. Amendments to PPP #10.2

- Ms. Porter introduced the proposed changes to PPP 10.2, previously titled "Increases Within the Salary Ranges," now proposed to be called "Pay Philosophy and Salary Administration." Ms. Porter summarized that the revised policy reiterates much of what was contained in the slides shared with employees, content discussed earlier in this meeting.

- The revised policy establishes the step increase plan and explains how employees advance within their pay grades. It also establishes the merit component of any increase, providing that it is a one-time payment for exceptional performance, not included in base pay.
- Ms. Crum noted that under the revised policy, new employees completing the training period may advance one step under the step increase plan. Previously, employees could expect a 1% adjustment upon completion of training. There was some discussion of how this change will impact employees currently in their training period, and Ms. Crum explained that their pay rates would be increased 1% immediately, prior to placing them on the step plan, which is the administratively most convenient way to handle the few employees currently in an in-training status.
- Mr. Mracheck proposed that the first paragraph of the Pay Philosophy section of the new policy be reworded to add the word “retain and recruit...” to emphasize that retention of current employees is a primary goal. Ms. Cobbs recommended adding language to the policy that would incorporate the Town’s goal of fostering an employment culture of mutual trust and support.
- Rather than make changes to the revised draft of PPP # 10.2 at this meeting, the Board determined that it could approve the as-drafted revision at this meeting and revisit further edits at the next meeting.
- Ms. Ryan moved to approve PPP # 10.2 as presented, and Ms. Cobbs seconded. The motion passed with unanimous support.

b. Approve FY25 Salary Increase Plan

- Ms. Porter presented the FY25 Salary Increase Plan. The document included in meeting materials describes how the Town will place employees on the new step increase plan effective retroactively to July 1, 2024.
- Ms. Cobbs moved to approve the FY25 Salary Increase Plan as proposed. Ms. Ryan seconded the motion. Approval was unanimous.
- Vote to Eliminate PPP # 10.6 – Ms. Porter explained that, in light of the now-approved step plan, there is no longer a need for longevity pay, which is covered in PPP 10.6. Ms. Cobbs moved to eliminate PPP 10.6; Ms. Ryan seconded the motion. The Board voted unanimously in favor.

4. Amendments to Policies Carried Over at the time of 2024 Personnel Bylaw Approval
PPP #43

The Board discussed updating PPP #43 to remove reference to topics that have been addressed in new policies. PPP #43 was established to contain the policies previously outlined in the Town's Personnel Bylaw, which was updated in April. Since then, the board has voted to approve new PPPs covering Vacation Leave, Bereavement Leave, and Longevity Pay. Removal of Vacation Leave Section 13. As such, there is no longer a need to include prior policy language in PPP #43.

Mr. Fay moved that the Board vote to remove language concerning Vacation Leave (section 13), Bereavement Leave (Section 14) and Longevity Pay (Section 10.6) from PPP # 43. Ms. Cobbs seconded the motion. There was unanimous approval by the Board.

5. Discussion of Personnel Board Charge and Timeline

Mr. Mrachek reported that he and Ms. Cobbs met with Select Board member Mark Howell to discuss the draft Board Charge. Mr. Mrachek described Mr. Howell's input as helping to focus the Charge on describing the Board's goals and initiatives for FY25 and beyond, suggesting that the charge enumerate five specific goals.

Mr. Mrachek circulated a copy of the revised draft that came out of the meeting with Mr. Howell. Ms. Cobbs stated that in light of all that was covered in recent meetings, the HR department might like a little time to review the objectives identified and determine if they are in line with the Town's goals and highest priorities.

Mr. Mrachek stated that the Board would defer this agenda item to the next meeting and invite comments from HR in advance.

6. Adjournment

Mr. Fay moved that the meeting adjourn at 7:37 p.m. Ms. Cobbs seconded. The Board voted unanimously to adjourn.

Town of Concord Personnel Board

Meeting Minutes

August 14, 2024

55 Church Street/Zoom

Present or participated remotely: Bill Mrachek, Joe Emerick, Joshua Fay, Kimberly Crum, Jessica Porter, Kerry Lafleur

1. Call to Order:

- 5:30PM at 55 Church Street. Mr. Mrachek called the meeting to order with a quorum present.

2. Approval of Minutes – May 8th, June 12th, June 25th of 2024

- Mr. Mrachek called the meeting order. Mr. Fay, Mr. Emerick and Mr. Mrachek confirmed as a quorum.
- Mr. Fay motioned approval of the minutes for May 8th and June 25th and it was seconded by Mr. Emerick. The minutes for June 12th are not included in the packet; therefore they will be presented in the next meeting.
- Ms. Porter introduced the new Assistant Town HR Manager (Erin McMorrow). Ms. McMorrow's first day of employment with the town is Monday, August 19th.

3. Assistant Town Manager/Interim HR Director's Report

- Ms. Porter stated the number of resignations has decreased (noted as an educated guess) and recruitment volume has lowered in the last 8-12 months. She noted changes to benefits and other engagement actions as possible reasons why.
- Mr. Mrachek commented that tracking data and employee reporting is important to measure progress.
- Mr. Mrachek asked about how the annual pay increase process went for 2024. Ms. Porter commented that more automation would have been helpful, but there were not any major surprises. Some explanation in 1-1 meetings was necessary following the larger group meetings. No major issues were noted. There was general discussion related to the process for approving negotiated Union wage increases.
- Mr. Mrachek invited public comment and lessons learned related to the merit process to improve the next year's process. No comments from the public were noted.

4. Presentation on Market Rate Adjustments for CMLP Staff (Jason Bulger)

- Ms. Crum commented about the challenges hiring Concord municipal light workers. The recommendation is to increase pay to 6% in three steps. Other light employees will receive 2%.
- Mr. Mrachek asked about the reasons 3 employees resigned from the light plant. The Town is unsure without researching possible exit interviews.
- Mr. Mrachek asked about why the rates have changed since the Gov HR study was finalized within the last 6 months. Mr. Bulger commented the Gov HR data was from

2023 and outdated. Ms. Crum commented that it was about 18 months between current timing and prior benchmarking report.

- Mr. Bulger commented that no changes were made in the organizational structure at the Concord light plant.
- Mr. Emerick asked whether there are any other areas within the Town they are concerned about regarding compensation. Ms. Porter commented there are some individual requests, but no large groupings like the light plant that are concerning.

5. Discussion and vote PPP 7-1 Miscellaneous Compensation Schedule

- Ms. Porter requested increasing the maximum rates of the Laborer position and Snow Plow.
- Mr. Fay motioned to approve the increases; Mr. Emerick seconded and the increases as noted in the packet were approved.

6. Review and (re-vote) PPP 10.2 Pay Philosophy and Salary Administration

- Mr. Mrachek commented that this topic should be tabled until Ms. Cobbs is present. The minutes reflect a vote will be held in the next meeting with minor edits.

7. Classification Actions

- Mr. Daniel Petitt requested hiring of the Assistant Council on Aging Director role. This position was eliminated by the prior Director, and is therefore not considered to be a new position.
- Mr. Emerick motioned to approve the position; Mr. Fay seconded and the position was approved.
- Mr. Fay moves to accept the change of the Emergency Communications Center Manager from non-exempt to exempt. This was a typing error and misclassification. Mr. Emerick seconded and the change was approved.
- Ms. Emily Smith noted a full time Office Coordinator position is different than the part-time temporary position that has existed in the past. Ms. Porter noted this will likely be filled externally, but internal candidates would be considered if interested.
- Ms. Porter noted two positions are being upgraded from Administrative Specialist to Sr. Administrative Specialist positions. These are both promotions for internal employees.
- Ms. Porter noted the Program Analyst is moving from a Grade 6 to a Grade 7. This role will support water and sewer. This is a promotion for an internal employee in the role.
- Ms. Porter noted the need for a Payroll Manager vs an Analyst. This person will be responsible for leading the new software implementation. This will be posted externally, and internal candidates will be considered if interested.
- Ms. Porter noted a need for the Management Analyst – Recreation.
- Ms. Porter commented that the majority of promotions should happen during the merit cycle, but there are situations throughout the year that require other timing.
- Ms. Porter commented that people in the roles are doing the work and most qualified, which is why certain roles will not be posted for internal applicants. Mr. Emerick

commented it might worth the town's consideration to post all roles for a minimum period of time (i.e. 5 days) to avoid the perception of favoritism and to give all employees the opportunity to apply for roles.

8. Discussion of Personnel Board Charge and Timeline

- Mr. Howell made comments. For those in person at 55 Church St. the Zoom was frozen and audio/video was not working. Upon resuming, Mr. Howell asked the personnel board what goals and objectives are expected for the Select Board. Mr. Howell suggested considering strategy for performance appraisal, classification and compensation, employee morale and recruiting/retention.
- Mr. Mrachek suggested an agenda topic for the Personnel Board in the upcoming meeting for goals and objectives for the personal board in 2025. These goals, in addition to the Personnel Board Charge, should be included in an upcoming Select Board meeting. Mr. Howell commented this would be part of the Town Manager's performance evaluation and help develop the Town Manager's goals for the next year. It was noted that September 26th is the targeted date for the Town Manager's performance evaluation.
- Mr. Howell is interested in hearing from the personnel board what it would like to be responsible for and how we can measure progress against these goals and objectives.
- Mr. Howell suggested drafting a final version of the Personnel Board Charge and goals and objectives within 1-2 meetings following the September meeting.

9. Adjournment

- Mr. Mrachek opened the meeting to any public comments. Line Supervisor, Mr. Allen Hoogendoorn commented that it has been difficult to recruit lineman and retain them in the current market and appreciates consideration of the compensation increases discussed in the meeting.
- Mr. Fay made a motion to adjourn the meeting at 6:41PM. Mr. Emerick seconded and the meeting was adjourned after approval.

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

Department	8-31-2024 Headcount		YTD 2024 Hires		YTD 2024 Terminations			
	RFT	RPT	RFT	RPT	RFT		RPT	
					Resignations	Retirements	Resignations	Retirements
Finance	19		3					
Fire	51		12					
Human Resources	5		1		1			
Human Services	24	2	6		4	1		
Information Technology	10	1	2		1			
Library	19	6	1		3			
Light Plant	38		1		3	1		
Planning & Land Management	20	1	5		3			
Police	44		5		1	1		
Public Works	59		8		7	1		
Town Manager's Office	10		2					
Grand Totals	299	10	36		23	4		

TOWN OF CONCORD
Personnel Policy and Procedure #10.2

Pay Philosophy and Salary Administration

*Adopted by the Town Manager & Personnel Board
Last Revision Effective: ~~July 10, 2024~~ August 14, 2024*

Purpose and Scope

The purpose of this document is to establish salary administration policies and procedures based on the Town's adopted Pay Philosophy and regarding salary increases within the salary ranges specified in the Compensation Plan.

Town of Concord Pay Philosophy

~~The Town of Concord strives to retain qualified, experienced employees, thereby maximizing the investment it has made in developing the skills, institutional and community knowledge acquired during their tenure and further strives to consistently recruit the most capable employees and to develop those employees to their fullest potential in service to Concord residents. The Town of Concord strives to consistently recruit the most capable employees to serve Concord residents and to retain those qualified experienced employees, thereby maximizing the investment it has made in developing the skills, institutional and community knowledge acquired during their tenure.~~

The Town acknowledges its Pay Philosophy plays a key role in these efforts and reflects its aim to compensate all employees at a competitive rate for their level and experience at the time of hire and to account for potential variations in the level of contribution, skill and experience where necessary. The Town strives to foster a culture of trust and mutual respect for all employees, including transparent compensation plans that include predictable advancement as well as the opportunity to earn additional pay, as we work together to serve our residents.

One of the key building blocks of Pay Philosophy is a Classification and Compensation Plan that is based on establishing internal equity among employees across Departments in the Town as well as external equity or competitiveness by comparing the compensation of Concord employees against market data for comparable Towns. As part of the FY24 Classification and Compensation Study the Town established that the minimum pay rates for each position would be set at the 85th percentile of those surveyed, in recognition of the Town's expectation of exceptional service delivery. Additionally, the midpoint pay rates for each position are set at full market rates, allowing employees who make a long-term commitment to the Town to earn a base pay of over market rates.

In order to remain competitive, the Town commits to a periodic review of market conditions in comparable communities, and to make adjustments as needed, subject to availability of funding.

Further, it is anticipated that employees will start at the minimum pay rate for their classification, except for these situations:

- A candidate who possesses an exceptional background and qualifications.
- In a labor market where it is not possible to attract qualified candidates at the minimum rate

- As a result of a promotion where the employee's current compensation is higher than the minimum of the new range.

Salary advancement between the hiring rate and the maximum of the pay range occurs throughout the employee's tenure with the organization, through:

- Annual advancement through the steps assigned to their pay range
- Merit pay through a criteria-based evaluation system, with larger increases for those with exceptional performance.

Salary increases received through step progression are added to base salary. Any salary adjustments for employees who have reached the maximum of their pay grade will be awarded as a one-time payment not included in base pay.

Merit pay increases will be awarded as a one-time payment not included in base pay.

Policy

The permanent base-salary for all employees holding a position in the Town's Classification and Compensation Plan must always be within the approved salary range for that position (note that base-salary does not include other special pays granted in accordance with Town Policy). Subject to available funds, an employee may be granted salary increases in the situations detailed below, up to the maximum of the approved salary range of the position:

1. Completion of In-Training Period

Upon successful completion of an employee's in-training period and when an employee's salary is below Step 5 of the pay range assigned to their position, the Town Manager may increase that individual's base-salary by one step based on performance, available funds, or any other relevant factors.

2. Step Increase

Where available, a Step Pay Plan provides for predictable annual advancement through the pay grade. The Town Manager and Personnel Board will issue a plan at the beginning of each Fiscal Year that specifies the amounts of these increases, how they are obtained, and when they will be granted.

3. Merit Pay

Merit pay is based on an employee's achievement using a criteria-based evaluation system specific to the employee's role, division and/or department. Merit pay provides a one-time payment, not included in base pay for exceptional performance. The Town Manager and Personnel Board will issue a plan at the beginning of each Fiscal Year that specifies the amounts of these increases, how they are obtained, and when they will be granted.

4. Structure Movement

There are two types of Structure Movement increases that may occur:

- 1) Town Meeting approves an across-the-board increase to the salary ranges contained in the Classification and Compensation Plan.
- 2) Town Meeting approves the adoption of a new or modified Classification and Compensation Plan.

When the salary range for one or more positions changes due to the circumstances listed above, the Town Manager and Personnel Board may issue a plan to provide employees

with salary increases that recognize that “Structure Movement.” Such increases are contingent upon the employee achieving satisfactory performance, except that no employee’s salary shall go below the minimum of the range for the position. The plan for providing Structure Movement increases will be issued as one or more attachments to this policy and may be combined with the plan for Step increases.

5. Additional Duties

At any time during the fiscal year, the Town Manager may increase an individual employee’s base salary (permanently or temporarily) when a significant change has been made in the duties and responsibilities assigned to that employee, but such changes would not justify a reclassification or Acting Pay. When such an adjustment is temporary, the employee’s pay may exceed the salary range of their position;¹ however, prior approval of the Personnel Board must be obtained in order for an individual employee’s base-salary to exceed the maximum of the range by more than 10%.

6. Salary Inequities

At any time during the fiscal year, the Town Manager may increase an individual employee’s base salary when an internal or market salary inequity exists.

7. Other Miscellaneous Adjustments

The Town Manager may grant other temporary or permanent salary adjustments when deemed appropriate due to circumstances not contemplated in this policy. With prior approval of the Personnel Board, the employee’s pay may exceed the salary range of their position when such an adjustment is temporary.²

¹ Adopted in accordance with Section 10 of PPP #43.

² Adopted in accordance with Section 10 of PPP #43.

TOWN OF CONCORD
Personnel Policy and Procedure #10.2

Pay Philosophy and Salary Administration

*Adopted by the Town Manager & Personnel Board
Last Revision Effective: August 14, 2024*

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In order to remain competitive, the Town commits to a periodic review of market conditions in comparable communities, and to make adjustments as needed, subject to availability of funding.

Further, it is anticipated that employees will start at the minimum pay rate for their classification, except for these situations:

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Program Coordinator

Department:	Human Services	Salary Grade:	23
Reports To:	Council on Aging Director	FLSA Status:	Non-Exempt
Appointed By:	Town Manager	Date:	July 2023

GENERAL SUMMARY:

Under the general administrative direction of the Council on Aging Director, performs administrative work in planning, promoting and executing activities for Concord seniors. 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 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.

- ◆ Develops, plans, promotes and implements COA trips, activities and special events.
- ◆ Coordinates and directs the provision of a weekly luncheon for up to 100 people.
- ◆ Schedules and supervises volunteers assigned to help with activities and events.
- ◆ Keeps an inventory of program supplies.
- ◆ ~~Coordinates and gathers information from vendors, programs, and other stakeholders to prepare, edit, and distribute the monthly newsletter, ensuring inclusion of a detailed calendar of events. Writes the Program pages of the monthly newsletter to include a detailed calendar of events.~~
- ◆ Works in collaboration with the Volunteer and Public Relations Coordinator to publish press releases with activities details and posts on social media.
- ◆ Works within approved budget for individual events.
- ◆ Evaluates and documents success of programs/events for future enhancement.
- ◆ 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:

~~May routinely oversee volunteers. None.~~

EDUCATION, EXPERIENCE & SPECIAL REQUIREMENTS:

- ◆ High School Diploma, and one or more years of experience developing and implementing programs for seniors; or any equivalent combination of education and experience.
- ◆ ServSafe Certification, or ability to obtain within six months of hire.
- ◆ Occasional evening and weekend work is required.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Excellent interpersonal skills; ability to communicate effectively both verbally and in writing; ability to effectively deal with all members of the public in a courteous and tactful manner; ability to establish and maintain good working relationships with coworkers, ability to maintain confidentiality and sensitivity in conversations.
- ◆ Thorough working knowledge of office procedures, practices, and terminology. High level of technological skill in the use of office and data processing equipment and software. Knowledge of bookkeeping techniques. Proficiency in utilizing a variety of computer software systems, including word-processing, spreadsheet, and database applications.
- ◆ Ability to work with high level of detail; ability to prioritize multiple tasks and deal effectively with interruptions; ability to work independently and accomplish tasks despite frequent 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 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, 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.



Senior GIS Analyst

Department: Information Technology
Reports To: GIS Program Manager
Appointed By: Town Manager

Salary Grade: 8
FLSA Status: ~~Non~~-Exempt
Date: June 2024

GENERAL SUMMARY:

Under the general supervision of the GIS Program Manager, performs GIS, analytical, and administrative work primarily in the office supporting the daily operation of the Town of Concord's departments. Primary duties include designing maps and applications with geographic data and various other data sets, using ArcGIS and associated software; implementing innovative GIS analyses and applications for the Town; and assisting the GIS Program Manager in advancing the reputation of the GIS Team. 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 GIS, departmental operations and the exercise of judgment and initiative in completing tasks, particularly in situations not clearly defined by precedent or established procedures. Incumbent is called upon to handle a significant amount of details, each varying from the other in substance and content, requiring flexibility in approach to workload.

ESSENTIAL JOB FUNCTIONS:

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

- ◆ Provides advanced project and program support to various departments through the use of GIS and databases, including but not limited to: data maintenance, verification of data accuracy, maintenance of metadata, and maintenance of websites.
- ◆ Creates and maintains maps for the Town, primarily using a combination of ArcGIS Desktop software (ArcCatalog, ArcMap, and ArcGIS Pro) and ArcGIS Online.
- ◆ Runs various spatial analyses as required using both vector and raster datasets, potentially including 3D analyses, with guidance from the GIS Program Manager
- ◆ Uses online GIS platforms (primarily ArcGIS Online) to create custom web maps and applications for various Town projects. Maps and applications used in ArcGIS Online may include Field Maps Designer, Experience Builder, Story Maps, etc. Applications may need to be used by staff in the field.
- ◆ Leads efforts to automate processes using programming languages such as Python, Javascript, HTML, Arcade expressions, etc.
- ◆ Trains employees in ArcGIS Desktop or online GIS systems and provides guidance and assistance in the continual use of these programs. Provides guidance to employees in starting new data collection projects.
- ◆ Reviews current GIS maps & applications and proposes and implements strategies to innovate products created by the GIS Team.
- ◆ Works with IT Department staff to ensure all data and metadata is maintained in formats consistent with adopted Town-wide standards.

Senior GIS Analyst

- ◆ Provides technical review for GIS components and receives digital data submissions for data maintenance.
- ◆ Under direction of the GIS Program Manager, develops procedures regarding data and mapping protocols to be used by the division and other departments.
- ◆ Serves as IT liaison working with Town of Concord Departments on various GIS initiatives.
- ◆ Assists with the hiring and training of GIS interns.
- ◆ Attends and represents IT at various GIS seminars, meetings, and events in order to keep the Town's management staff abreast of new and innovative GIS technological advancements.
- ◆ 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:

- ◆ Provides functional oversight to GIS interns, GIS Technicians, and GIS Analysts. Carries out supervisory responsibilities in accordance with Concord's policies and applicable laws. Responsibilities include interviewing and recommending candidates for hire; demonstrating and enforcing equitability and inclusivity; planning, assigning and directing work; addressing complaints and resolving problems; training, evaluating performance and making recommendations concerning employee rewards or discipline.

EDUCATION, EXPERIENCE & SPECIAL REQUIREMENTS:

- ◆ Bachelor's degree in geography/cartography, GIS, civil engineering, land surveying, or a related field, plus 5 years of progressively responsible experience in the creation or maintenance of a Geographic Information System or in civil engineering; or any equivalent combination of education and experience. Municipal experience preferred.
- ◆ Valid motor vehicle operator's license.

KNOWLEDGE, SKILLS & ABILITIES:

- ◆ Proficiency in ESRI software products, including ArcMap, ArcGIS Pro, and ArcGIS Online, is required.
- ◆ Knowledge of programming languages (Python, Javascript, HTML) is desirable.
- ◆ Computer literate, including experience with MS Word, Excel, Access, and related software, and ability to troubleshoot computer systems and software. Experience with website development and maintenance and/or various proprietary GIS software products is desirable.
- ◆ Ability to interface and communicate effectively and professionally with the public, coworkers, Division Managers, etc. Ability to speak and give presentations to large groups.
- ◆ Ability to work with a high level of detail and prioritize multiple tasks. Ability to change direction and rearrange tasks according to deadlines and circumstance.

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.

Performs site inspection/observation and survey responsibilities outdoors and is occasionally exposed to variable weather conditions and hazards associated with construction sites and facilities projects.

Regularly required to walk, stand, sit, talk, and hear. Uses hands to finger, handles, feels or operates objects, tools, or controls and reaches with hands and arms as in picking up paper, files, and other common offices objects. May infrequently lift and/or move objects weighing up to 30 pounds such as tools, equipment, supplies, etc. Regularly operates an

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automobile/light truck. Must be able to access all levels of a construction site and traverse uneven terrain. Vision and hearing at or correctable to normal ranges.

Administrative work is generally performed in a normal office environment, not subject to extreme variations of temperature, noise, odors, etc. 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, 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.



Program Analyst – Public Works

Department: Public Works - Administration
Reports To: Director of Public Works
Appointed By: Town Manager

Salary Grade: 7
FLSA Status: ~~Non~~-Exempt
Date: August 2024

GENERAL SUMMARY:

Under the general supervision of the Director of Public Works, administers the Water/Sewer utility billing program, and performs a wide variety of complex and routine administrative tasks that aid in the efficient operation of the Director's Office. Duties require a high level of competence in utilizing technology and communicating verbally and in writing. Responsible for maintaining and improving upon the efficiency and effectiveness of all areas under the direction and control of the position. Performs varied and responsible duties requiring a thorough knowledge of town-wide 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 and efficiency.

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.

- ◆ Acts as a point of contact for unusual customer inquiries, requests and complaints regarding water and sewer use and meter Rules Regulations, policies, and practices.
- ◆ Serves as primary point-of-contact with the Concord Municipal Utilities Customer Service Group (CSG).
- ◆ Manages customer service activity including but not limited to analysis of unusual customer billing activity and reconciliation of associated errors and adjustments.
- ◆ Identifies needs and generates work orders for meter service group to ensure meters are operating reliably and in accordance with established policies and procedures.
- ◆ Greets and assists customers; answers and routes phone calls; handles unusual or difficult situations, which may involve assisting distraught, angry, or otherwise upset individuals. Assists in the support of other public works divisions, as assigned. Regularly attends after hour Public Works Commission meetings as needed to provide technical and administrative support.
- ◆ Assists the Public Works Director with multiple projects and continually provides organization and assistance to help maintain efficient operations within the Department.
- ◆ Takes a lead role in the preparation and implementation of special projects in coordination with Town staff and outside vendors. Makes detailed preparations for projects, attends, and conducts meetings, and prepares minutes and follow-up.
- ◆ Coordinates Public Works Commission meetings and prepares agenda, information packets, and postings. Attends evening meetings, takes and transcribes minutes, and performs related administrative follow-up.
- ◆ Takes a lead role in writing and editing various Concord Public Works communications for publication, including the

Program Analyst – Public Works

Annual Report, Six Month Report, and weekly updates to the Concord Journal.

- ◆ Maintains the Public Works website and coordinates input from all divisions, including posting of emergency notifications, as needed. Provides town-wide website guidance and assists with questions, issues, photography, graphic design, etc.
- ◆ Prepares and prints employee badges for building access and maintains and troubleshoots Concord Public Works system for electronic access management.
- ◆ Coordinates the flow of information and materials within the department among five divisions; maintains department files, rosters, and personnel records, and formats and edits division reports.
- ◆ Coordinates the processing of accounts payable, payroll, and administrative personnel functions for the department. Provides back-up support, as needed. Assists with the preparation of accounting reports.
- ◆ Coordinates and leads regular meetings of the CPW's administrative staff to ensure uniformity and consistency in administrative procedures, processes, and practices across the CPW's divisions.
- ◆ 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:

May provide functional oversight to support staff.

EDUCATION, EXPERIENCE & SPECIAL REQUIREMENTS:

- ◆ Bachelor's degree in related field plus four or more years of increasingly responsible experience in a related administrative capacity, including customer service, website/design work, communications, etc.
- ◆ Municipal experience, and education or training in website development, graphic design, or other technological processes, preferred.
- ◆ Experience preparing and reviewing complex account information, payrolls and accounts payable 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 officials, volunteers, and coworkers. Ability to apply discretion to communications and to maintain confidential information.
- ◆ Thorough working knowledge of office procedures, practices and terminology. High level of technological skill, including those skills related to website design. Familiarity with photo editing software, HTML and .PDF conversion techniques.
- ◆ Knowledge of Water/Sewer programs and customer billing.
- ◆ Ability to work independently and with a high level of detail, prioritize multiple tasks, and deal effectively with interruptions; ability to identify and analyze complex issues and 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 moderately noisy work environment, with constant interruptions. Frequently subjected to the demands of

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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.

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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 a~~Assess tracking of ~~and~~ ~~T~~rack ~~e~~mployee morale over time
- ~~Assess and s~~upport 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)