

**TOWN OF CONCORD PERSONNEL BOARD
AGENDA**

Wednesday, December 10, 2025

4:30 p.m.

55 Church Street & Zoom Video Conference

Join Zoom Meeting

<https://us02web.zoom.us/j/88435807091?pwd=t0BCfayoyPDJXp2iMhJnJAlvzVhXLP.1>

Meeting ID: 884 3580 7091

Passcode: 423751

- 1. Call to Order**
- 2. Approval of Minutes**
 - October 8, 2025
 - November 12, 2025
- 3. Assistant Town Manager/ Director of Human Resources Report**
 - Employee Events
 - Handbook Update
 - Personnel Reporting
- 4. Classification Actions**
 - Miscellaneous Compensation Schedule for Temporary and Limited-Status Classifications
 - Update to Public Safety Dispatcher (Non-Union) Pay Rate
 - Update to Seasonal Snow Plow Driver Pay Rate
 - Seasonal Snow Plow Driver w/CDL Pay Rate
- 5. Tracking Employee Satisfaction Discussion**
- 6. Personnel Board Membership**
- 7. Adjournment**

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

- Minutes of October 8, 2025
- Minutes of November 12, 2025

Town of Concord Personnel Board

Meeting Minutes
October 8, 2025
55 Church Street/Zoom

Present: Bill Mrachek, Kate Ryan, Joshua Fay, Jessica Porter, Erin McMorrow

1. Call to Order

- The meeting was called to order at 6:32 p.m. at 55 Church Street. Mr. Mrachek called the meeting to order with a quorum present.

2. Approval of Minutes

- Mr. Fay moved that the Board approve the minutes of the meeting on December 10, 2024; Ms. Ryan seconded the motion. Board approval was unanimous
- Mr. Fay moved that the Board approve the minutes of the meeting on June 18, 2025; Ms. Ryan seconded the motion. Board approval was unanimous

3. Assistant Town Manager/ Director of Human Resources Report

- Ms. McMorrow stated that she looked into the average time to fill open positions with the Town and reported that, on average, it takes 66 days from posting a new position for a candidate to accept an offer, and 90 days from posting for the new hire to begin employment. Ms. Porter explained that these averages include openings in the police and fire departments, which have a longer hiring practice due to the need to conduct a more robust background check. Ms. Porter summarized the average as three months: one to post; one to interview and select a finalist; one to get the candidate to a start date.
- Ms. McMorrow also shared data regarding employee turnover since July 2025.
- Mr. Mrachek suggested that turnover statistics be shared for the Town overall, and not broken down by department. He further suggested that the data include resignations but exclude retirements. He also asked if turnover statistics are shared with managers as the information might be of interest to them. Ms. McMorrow said it has not been, but could be shared.
- Ms. Porter shared an update on the progress of the new employee handbook. She stated that Ms. McMorrow has completed her review of the draft handbook and Ms. Porter needs to complete hers. She stated that HR is waiting on an update to the technology policy and wants the new Chief Technology Officer to review it before it is finalized.

4. Goal Setting

- Following the close of the FY25 merit cycle, Ms. Porter and Ms. McMorrow shared that they distributed an anonymous survey to gain feedback on the goal setting/merit process. Of the 174 employees who participated in the FY25 merit process, 77 responded to the survey.
- Among the main themes in the comments providing feedback were the (1) issue of fairness relating to different departments taking different approaches to the merit

process; and (2) a desire to receive merit pay as an increase to pensionable base pay and not as a non-pensionable lump sum.

- There was some discussion on the cost to the Town of increasing base pay, which would also increase pensions, which was previously considered and determined not to be sustainable. Employees do have the option of having the merit payment made to a 457 retirement account to accrue for use in retirement.
- Other key findings of the survey were that communication could have been smoother and that check-in meetings with supervisors should have been required for all participants.
- Mr. Mrachek shared his view that he did not believe it made sense for non-exempt employees to set goals as part of the process. He stated he believes there might be alternatives to requiring individuals in non-exempt roles to set their own goals and thought team goals or group goals with manager input might be more appropriate.
- To improve the process for FY 2026, Ms. Porter said that she is working on putting on two trainings for supervisors, having supervisors work with the new employee development and engagement specialist on the goal-setting process, rebranding merit pay to incentive pay, reducing the number of goals from three to two, and not having consistent goals and stretch goals as separate categories.
- Ms. McMorrow reported that 61% of eligible employees received the full 2% payment.

5. Classification Actions

- The Board reviewed changes to the job description for Public Health Nurse. Ms. McMorrow explained that there had been no change in the position's grade, but a few changes had been proposed by the Health Director. The Board asked about whether the Public Health Nurse has responsibility for dispensing vaccines and Ms. Porter replied that the position does not do this.

6. Tracking Employee Satisfaction Discussion

- Ms. Porter stated that she and Ms. McMorrow have discussed the HR Department initiating an employee satisfaction survey sometime in early 2026. Ms. Porter believes this will be a good time to commence a survey as it aligns with her second anniversary in her position, the HR department is now fully staffed, and the goal-setting process will be complete. Her approach would be to use the survey as feedback on the performance of the HR Department. She has discussed the possibility with the Town Manger.
- Mr. Mracheck stated that the Board would be interested in the feedback of the survey, though he would prefer a more formal climate survey. He recommended the HR Department discuss this with the Town Manager and determine the timeline and questions to include in the survey, as well as the potential frequency of future surveys.

7. Personnel Board Membership

- The board noted that its current membership constitutes the minimum number required for a quorum and the need to find an additional one or two members has been an ongoing issue. Ms. Porter suggested the possibility of submitting a letter to the Concord Bridge inviting anyone with interest to make contact.
- Ms. Porter noted that the conference room at 55 Church Street will be moved to the basement of the building and the November meeting will be in the new space.

8. Adjournment

- Mr. Fay moved to adjourn the meeting at 7:43 p.m. Ms. Ryan seconded the motion. The motion passed unanimously.

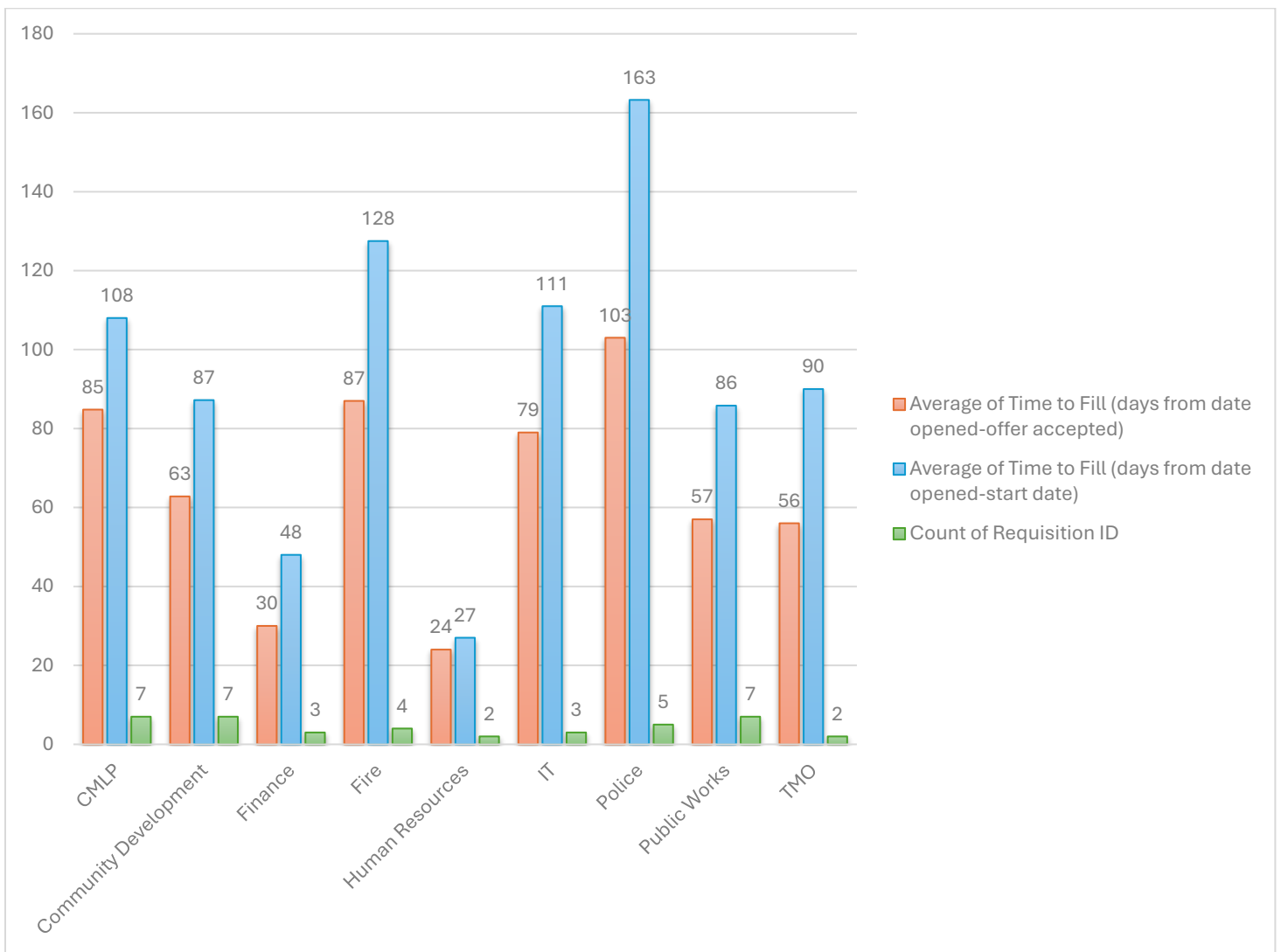
Turnover Regular Status

November 2025			
	Type of Separation		
Location	Resignation	Separation	Grand Total
COA	1		1
Town Clerk		1	1
Water/Sewer	1		1
Grand Total	2	1	3

Cumulative July - November 2025				
	Type of Separation			
Location	Resignation	Retirement	Separation	Grand Total
CMLP		3		3
COA	1			1
CPW		1		1
Building	1			1
Health	4			4
Finance			1	1
Fire	1	2		3
HW&G	1			1
IT	1			1
Library	1			1
TMO	1			1
Town Clerk			1	1
Water/Sewer	1			1
Grand Total	12	6	2	20

YTD 2025 Hiring (Regular Status)

Location	Average of Time to Fill (days from date opened-offer accepted)	Average of Time to Fill (days from date opened-start date)	Count of Requisition ID
CMLP	85	108	7
Community Development	63	87	7
Finance	30	48	3
Fire	87	128	4
Human Resources	24	27	2
IT	79	111	3
Police	103	163	5
Public Works	57	86	7
TMO	56	90	2
Grand Total	70	103	40



2025 YTD (Calendar) Hiring

Row Labels	FULL TIME	LIMITED STATUS	TEMPORARY	Grand Total
BEEDE SWIM & FITNESS CENTER	1	35	9	45
BOARD OF HEALTH DIVISION	2			2
BUILDING INSPECTOR DIVISION	2	1		3
CONCORD FIRE DEPARTMENT	3			3
CONCORD POLICE DEPARTMENT	6	6	1	13
CONCORD PUBLIC WORKS	2		1	3
ELECTION WORKERS		4		4
FACILITIES DIVISION	2			2
FINANCE DEPARTMENT	3			3
HIGHWAY & GROUNDS DIVISION	3			3
HUMAN RESOURCES DEPARTMENT	2			2
IT DEPARTMENT	1			1
LIBRARY	1	6	1	8
MINUTEMAN MEDIA NETWORK	1			1
MUNICIPAL LIGHT PLANT	7		1	8
NATURAL RESOURCES DIVISION	1		1	2
PARKS AND TREES	2			2
PLANNING DIVISION	1			1
RECREATION DEPARTMENT	1	3	45	49
TOWN ENGINEER	2			2
TOWN MANAGER'S OFFICE	2			2
TREASURER-COLLECTOR DIVISION	1			1
WATER & SEWER	2			2
Grand Total	48	55	59	162

TOWN OF CONCORD
Personnel Policy and Procedure #7-1

Miscellaneous Compensation Schedule
for Temporary and Limited-Status Classifications
Date Effective: 8/15/2024 12/10/2025

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

<u>JOB TITLE BY DEPARTMENT</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
Fire Department		
Call Firefighter	————	\$15.00*
	* = plus \$400 per year stipend and \$100 per year stipend for EMT, FF1, FF2 Certifs.	
Library		
Librarian	\$22.00	\$32.00
Library Assistant	\$19.75	\$28.89
Library Page	\$15.00	\$16.25
Library Project Specialist	\$15.00	\$32.00
Reference Librarian	\$22.00	\$32.00
Light Department		
Telecommunications Specialist	\$25.00	\$100.00
Electrical/Line Specialist	\$25.00	\$100.00
PEG/Minuteman Media		
Editor	\$15.75	\$25.00
Studio Aide	\$15.00	\$17.00
Videographer	\$15.75	\$25.00
Planning & Land Management		
Assistant Local Inspector	\$30.00	\$55.00
Conservation Crew	\$15.00	\$25.00
Electrical Inspector (& Assistant)	\$30.00	\$55.00
Plumbing & Gas Inspector (& Assistant)	\$30.00	\$55.00
Public Health Nurse	\$25.00	\$50.00
Ranger	\$15.00	\$25.00
Sanitary Inspector	\$20.00	\$50.00
Sealer of Weights & Measures	\$20.00	\$45.00
Visitor Center Associate		
<i>May perform any/all of the following functions:</i>	<i>Rate varies based on function(s) performed during shift</i>	
• Ambassador	\$19.00	\$25.00
• Attendant	\$15.00	\$20.00
• Clerk	\$15.00	\$32.00
• Tour Guide	\$20.00	\$30.00
Police Department		
Lieutenant/Captain Extra Duty Assignment	————	
• Shift Coverage & Town Detail Rate		\$83.00
• Outside Detail Rate		Same rate paid to Sergeants
Public Safety Dispatcher (Non-Union)	————	\$30.00 \$34.00
School Crossing Guard	————	\$30.00 (w/2 hrs min. pay/day)
Special Police Officer		\$30.00 for Police Department assignments; \$50.00 for Town Details Outside Details: same rate as paid to regular, full-time police officers
Mutual-Aid Detail Officer/Sergeant	\$50.00	
Parking Officer	\$19.00	\$31.00
Traffic Officer	\$20.00	\$50.00
See PPP #7-2 for "Miscellaneous Compensation Schedule – Human Services Recreation"		
See PPP #7-3 for "Miscellaneous Compensation Schedule – Human Services"		

TOWN OF CONCORD
Personnel Policy and Procedure #7-1

Miscellaneous Compensation Schedule
for Temporary and Limited-Status Classifications
Date Effective: 12/10/2025

<u>JOB TITLE BY DEPARTMENT</u>	<u>MINIMUM</u>	<u>MAXIMUM</u>
General		
Intern	\$15.00	\$25.00
Office Clerk	\$15.00	\$32.00
Office Assistant	\$15.75	\$37.00
Recording Secretary	\$15.75	\$35.00
Clerk of Works	\$15.75	\$50.00
Management Specialist/Consultant	\$50.00	\$100.00
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Construction Specialist	\$30.00	\$60.00
Town Manager's Office		
Veterans' Agent	\$20.00	\$39.00
Senior Services		
Van Driver	\$17.00	\$25.00
Volunteer & Public Relations Coordinator	\$17.00	\$25.00
Finance Department		
Data Lister	\$25.00	\$40.00
Election Officer	\$15.00	\$17.00
Parking Hearing Officer	\$20.00	\$25.00

JOB TITLE BY DEPARTMENT**MINIMUM****MAXIMUM****Fire Department**

Call Firefighter

\$15.00*

* = plus \$400 per year stipend and
\$100 per year stipend for EMT, FF1, FF2 Certifs.**Library**

Librarian

\$22.00

\$32.00

Library Assistant

\$19.75

\$28.89

Library Page

\$15.00

\$16.25

Library Project Specialist

\$15.00

\$32.00

Reference Librarian

\$22.00

\$32.00

Light Department

Telecommunications Specialist

\$25.00

\$100.00

Electrical/Line Specialist

\$25.00

\$100.00

PEG/Minuteman Media

Editor

\$15.75

\$25.00

Studio Aide

\$15.00

\$17.00

Videographer

\$15.75

\$25.00

Planning & Land Management

Assistant Local Inspector

\$30.00

\$55.00

Conservation Crew

\$15.00

\$25.00

Electrical Inspector (& Assistant)

\$30.00

\$55.00

Plumbing & Gas Inspector (& Assistant)

\$30.00

\$55.00

Public Health Nurse

\$25.00

\$50.00

Ranger

\$15.00

\$25.00

Sanitary Inspector

\$20.00

\$50.00

Sealer of Weights & Measures

\$20.00

\$45.00

Visitor Center Associate

*May perform any/all of the following functions:**Rate varies based on function(s) performed during shift*

- Ambassador

\$19.00

\$25.00

- Attendant

\$15.00

\$20.00

- Clerk

\$15.00

\$32.00

- Tour Guide

\$20.00

\$30.00

Police Department

Lieutenant/Captain Extra Duty Assignment

- Shift Coverage & Town Detail Rate

\$83.00

- Outside Detail Rate

Same rate paid to Sergeants

Public Safety Dispatcher (Non-Union)

\$34.00

School Crossing Guard

\$30.00 (w/2 hrs min. pay/day)

Special Police Officer

\$30.00 for Police Department assignments;

\$50.00 for Town Details

Outside Details: same rate as paid to regular, full-time
police officers

Mutual-Aid Detail Officer/Sergeant

\$50.00

Parking Officer

\$19.00

\$31.00

Traffic Officer

\$20.00

\$50.00

See PPP #7-2 for "Miscellaneous Compensation Schedule – Human Services"