

Personnel Board Meeting Minutes
December 19, 2012
Bangs Community Center, 09:00am

The meeting was convened on Wednesday, December 19, 2012 at 9am.

Present: Flo Stern, Charles Scherpa, Chris Hoffmann, Tony Butterfield & Ron Bell

Absent:

Others: Diana Stein, Select Board Liaison, Deborah Radway, Director of Human Resources & Human Rights, Kay Zlogar, Trust Administrator, John P. Musante, Town Manager

Personnel Board Chair Ms. Stern opened the meeting with a review of the agenda, and thank you to Mr. Hoffmann for attending the Town Holiday Party on behalf of the Board.

OLD BUSINESS:

Minutes

The Minutes of the November, 2012 meeting were reviewed and unanimously approved by all members present. (Scherpa motion, Hoffmann second, so voted).

New Business:

- **TOWN MANAGER REPORT:** The Town Manager presented a request to add a classification to the non union salary chart for a new position of Assistant Town Manager/Director of Conservation and Development (DCD). He reviewed changes to the 2008 Director of Conservation & Development job description that have occurred as the result of adding functional responsibility for Inspections, Sustainability, Community Development, and Public Information Officer, cross functional project management leadership, and increasing collaboration with Public Health inspections. Mr. Musante acknowledged the leadership role that Direction of Conservation & Development assumes in town government and compared the scope and breadth of level of responsibility to that of the Finance Director, a level P on the classification chart. There ensued discussion of the appropriateness of the title of the position, and that the ATM role could be attributed to either the current Finance Director or Director of Conservation & Development. It was determined that a new position should be added to the salary chart, leaving the existing Director of Conservation & Development position as a Level O, should a future DCD not be qualified for the Assistant Town Manager designation. Ms. Stein was asked if the Select Board had been consulted on the matter, and she affirmed they had and were in agreement.
- **A motion was made to create the position of Assistant Town Manager/Director of Conservation & Development and place it at Level P on the non union salary chart effective January 1, 2013. After discussion to leave the existing position at Level O, the motion (by Mr. Scherpa, Mr. Butterfield second) was unanimously approved by all members present.** Mr. Musante indicated his intention to then promote Mr. Ziomek to the position effective that date.
- **The Board also noted that the Fire Chief and Police Chief salaries are set by contract, and should be so designated with an asterisk on the salary chart.** Director will make appropriate changes to non union chart.
- **EXIT INTERVIEWS:** The Director distributed blank copies of the Exit Interview form. Mr. Butterfield commented that the form included recommended questions. There were no other comments regarding content. Discussion ensued regarding who should conduct exit interviews with departing employees. It was decided that there should be 3 progressive means of offering exit

interviews. First is that the HR Director should request a 1:1 exit interview. If the departing employee is uncomfortable meeting with the HR Director alone, the HR Director can ask if the employee would be more comfortable meeting together with the HR Director and a representative of the Personnel Board. If the departing employee does not want to meet with the HR Director at all, they can request to meet with either the Town Manager or a Personnel Board representative. HR Director will relay to Personnel Board any concerns of note brought up in exit interviews.

- **DRUG & ALCOHOL TESTING:** As requested by the Board, the Director reviewed the current status of pre employment, reasonable suspicion and/ or random drug and alcohol testing policies and programs in the Town of Amherst. It was noted that DPW has begun pre-employment testing and also has a DOT required random testing for both drugs and alcohol. Other department protocols are governed by contract, department rules and regulations, or the Town of Amherst Alcohol & Drug Testing Program.
- **ALL NON-UNION EMPLOYEE MEETING W/PERSONNEL BOARD:** Board tentatively set a date of Thursday April 4, 2013 at 10am for the all non union employee meeting. Personnel Board will meet at 9am to conduct business. HR Director and Town Manager to provide coffee and donuts. *NOTE: Meeting date has subsequently been changed to March 20, 2013 at 10am, in the Town Room, with Board to meet prior at 9am for any regular business. Change made to accommodate room availability and Town Manager schedule, with note to try to keep to Thursday schedule in future.*
- **NEW HIRES AND EXITS REPORT:** Director reported two employee departures (Police, Library) since November meeting and 2 new hires (DPW). Total of 6 departures and 9 hires since beginning of fiscal year.

Adjournment

The meeting was adjourned at 10:40 a.m. Next meeting is at 9am on January 16, 2013 in the First Floor Meeting Room of Town Hall

Respectfully submitted,
Deborah Radway

Handouts: Minutes of the November 2012 meeting, Town Manager report, Drugs and Alcohol Testing status summary, Exit Interview Form

TO: Town Manager John P. Musante
FR: Deborah Radway, Director of Human Resources
DT: December 3, 2012

At your request, I have reviewed the existing job description and classification for the Director of Conservation and Development position. A copy of the 2008 description is attached. Much has changed within the overall administration of the town, and much has changed within the functional area described in this position description.

I have completed a position description review with incumbent David Ziomek and make the following observations:
Changes already made since 2008 include:

1. Addition of the entire Inspections, Sustainability and Community Development functions and their staffing within the Conservation and Development functional area;
2. Request of previous Town Manager for position to assume responsibility of Public Information Officer for the Town;
3. Decrease of position's responsibility for day to day land conservation management responsibilities. Simply put, the day to day conservation function has decreased from 75% of the job is now 30% of the job;
4. Responsibility for collaborative management of multi-functional area programs and special projects such as the Safe and Healthy Neighborhoods initiative and the War Memorial Pool rehabilitation. Leadership of cross functional programs such as these are commonly assigned to Assistant Town Managers.

Additional changes proposed:

As we move towards electronic inspections permitting and coordinated scheduling of inspections, a strong relationship between the leader of the Inspections and Permitting and the leader of Public Health is important. It makes sense to add a functional dotted line of responsibility for Public Health as it relates to their inspections function *only*. The Safe & Health Neighborhoods Initiative has already proven that Public Health inspections coordination and efficiency can be improved by an alliance with Conservation and Development.

External to this position but impacting it:

1. Reorganization of the entire financial management structure of the town under a central Director of Finance.

Survey data research:

I have compared the revised position to that of other positions within the Town. With the breadth of responsibility now assigned to the position, you can make a direct parallel to the Finance Director position, with its consolidation of Assessing, Treasurer, Collector and Accounting functions. It is an easy comparison to make. We are fortunate that either of the incumbents in this position can capably act on your behalf and/or in your absence.

I have also compared the revised position with comparable progressively managed communities such as Arlington and Lexington in Massachusetts, and Durham, NC and Annapolis MD. All have Deputy or Assistant Manager positions with either a Community Development or Finance focus.

Recommendation:

With a goal of having position descriptions updated to broadly reflect actual responsibilities, I propose a new position description for Assistant Town Manager/ Director of Conservation & Development. The proposed description is attached.

I also recommend a classification that is fair, equitable and competitive, and this would require an upgrade from a Level O to a Level P. The Level P position currently also includes Finance Director, Fire Chief, Police Chief and the Superintendent of Public Works. Attached is the current non union Salary and Classification structure for your consideration. Any changes to the classification structure would need to be considered and approved by the Personnel Board. Their next meeting is scheduled for December 19, 2012.

I would be pleased to discuss this further with you at your convenience.

POSITION DESCRIPTION

Non Union Level O
Planning/Conservation/Inspections
Director of Conservation & Development

Job Summary

Performs professional, technical and administrative duties in overseeing the Planning, Conservation, and Inspections departments of the Town. Serves as staff liaison to boards and committees and Conservation Commission and Director of Town conservation activities.

Supervision Received

Serves under the general broad administrative supervision of the Town Manager. Performs regular duties independently.

Supervision Exercised

Responsible for overall supervision of Zoning, Planning, Inspections, and Conservation departments. Establishes and maintains office policy.

Major Duties

1. Investigates and recommends specific plans for the development and management of conservation areas and Town land acquisition. In cooperation with Conservation Commission, Town Manager, Planning Board and Town Planner formulates long range plans for the Town, including open space plans. Assists Commission and Town Manager in land acquisition activities.
2. As staff liaison to Conservation Commission, attends meetings; and advises Commission on Wetland Act Hearings; land acquisition; planning; Commission policy and procedures and Town conservation activities.
3. Implements Commission policies; plans, directs and coordinates conservation activities, supervising employees, volunteers and employees from other Town departments. Plans and coordinates a variety of conservation activities.
4. As representative of the Conservation Commission, prepares and presents demonstrations, tours, programs on conservation activities to interested school and community groups. Plans, prepares and disseminates literature and materials on conservation activities. Oversees scientific research on town owned lands related to rare and endangered species, invasive species, water quality and other related topics.
5. Serves as liaison to Town committees and boards. Assists in planning studies and land acquisition activities. In coordination with other Town departments, reviews development proposals; advises Conservation Commission, Planning Board, and Zoning Board of Appeals of effect on wildlife, water resources, natural land features, and environmental impact.
6. Serves as liaison with State and Federal agencies. Monitors State and Federal legislation; conservation activities; and land acquisition program; informs Commission of same; and transmits official Commission and Town policy. Assists State and Federal officials on Commission-approved projects within the Town. Prepares applications for State and Federal grants, and follows progress of application until approved.
7. Oversees management not of conservation areas including trail maintenance; marking of new trails, development of wildlife areas; clearing of brush; and posting of signs. Collaborates with Water Resources in acquisition and management of watershed lands.
8. Prepares operating and capital program budgets for the Planning/Conservation/Inspections functional area. Prepares and presents various reports and other documents related to the functional area.
9. Seeks grants by staying abreast of potential sources. Responsible for complete process including writing and administering any grant awards.
10. Serves on staff committees and performs other duties as assigned.

Desired Minimum Qualifications

Master's degree in Environmental Science and/or related field and demonstrated ability to administer conservation programs or any combination of experience and education demonstrating above knowledge and ability to perform duties.

Thorough knowledge of conservation related activities including resource planning, land acquisition and forestry or wildlife management. Ability to effectively manage and supervise departments and staff in Planning, Zoning, Inspections, and Conservation. Ability to communicate effectively orally and in writing with architects, contractors, developers, owners, supervisors, employees, and the general public; and ability to establish and maintain effective working relationships.

Special Requirements

Must possess a valid State driver's license or have the ability to obtain one prior to employment. Must be physically capable of moving about on conservation land and under adverse field conditions.

Tools and Equipment Used

Personal computer, including various software programs; power tools, mowers, etc.; motor vehicle; phone; and mobile radio.

Physical Demands

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Some outdoor work is required in the supervision of conservation lands

While performing the duties of this job, the employee is required to stand; walk; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to sit; climb or balance; stoop, kneel, crouch, or crawl; talk or hear; and smell.

The employee must occasionally lift and/or move up to 50 pounds and occasionally move up to 100 pounds. Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.

Work Environment

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Work is performed in the field and in the office. Some outdoor work requires the inspection of various land areas. Hand-eye coordination is necessary to operate instruments, computers and various pieces of office equipment.

While performing the duties of this job, the employee occasionally works in outside weather conditions. The employee occasionally works near moving mechanical parts and is occasionally exposed to wet and/or humid conditions, fumes or airborne particles, toxic or caustic chemicals, risk of electrical shock, and vibration.

The noise level in the work environment is usually quiet to moderate.

Selection Guidelines

Formal application; rating of education and experience; oral interview and reference check; job related tests may be required.

The duties listed above are intended only as illustrations of the various types of work that may be performed. 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.

The 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.

Responsible for execution of commission decisions and policies; coordination commission activities with Town committees and boards, state and federal agencies and citizen groups. Implements commission policies; maintains conservation areas; enforcement of applicable town, state and federal regulations; specialized planning studies; and assists Commission in land acquisition.

11/2008

POSITION DESCRIPTION

Non Union Level P

Assistant Town Manager/Director of Conservation & Development
Planning/Conservation/Inspections/Community Development/Sustainability

Job Summary

Directs administration of multiple departments in the Functional Area related to community development, planning, zoning, conservation, Sustainability and community development to support effective implementation of strategic and operating initiatives of the Town. As Assistant Town Manager, plans, organizes, develops and implements budgets, policies, research efforts, grants, special projects and other administrative activities in cooperation with the Town Manager. This position serves as a key member of the Town's leadership team and directs projects, programs and initiatives of the Town Manager. May act on behalf of the Town Manager and serve as Acting Town Manager.

Supervision Received

Serves under the general broad administrative supervision of the Town Manager. Performs regular duties independently. Work requires sensitivity to the needs of the total municipal organization, collaboration with and support to the Town Manager for research and budgetary tasks, and use of sound judgement and decision making.

Supervision Exercised

Responsible for overall management of Planning, Conservation, Sustainability, Community Development & Inspections and serves liaison between these functions and the Health Department. Also responsible for assigned special projects involving other departments, appointed boards, commissions, working groups, task forces and community groups. Encourages innovation and collaboration among departments and outside agencies. Stays abreast of state-of-the-art practices in public administration and private enterprise related to assigned functions. Promotes activities that encourage innovation and supports agents of positive change. Uses sound judgement in maintaining confidentiality. Establishes and maintains office policy.

Major Duties

1. Anticipates community needs and guides assigned Department Heads across the organization toward meeting those needs. Creates and recommends specific plans for community development with a broad understanding of the affordable housing, conservation, health and economic development goals of the Town. Uses guiding principles of the Amherst Master Plan and other approved town planning documents in all aspects of work.
2. Responsible for preparation of operating and capital program budgets for the Functional Area. Prepares and presents various reports and other documents related to the annual, capital and year-to-date budgets. Oversees all facets of supervision, management, hiring and personnel management for the Functional Area
3. Serves as primary liaison to assigned committees and boards while assisting in all planning studies and land acquisition activities for the Town. In coordination with other Town departments, reviews development proposals, grants, and town initiatives that have a broad impact on the community. Advises the Town Manager, Planning Board, Conservation Commission, Zoning Board of Appeals,

Board of Health, Agricultural Commission, Community Preservation Act Committee, Town Meeting and other boards and committees regarding community development in Amherst.

4. Responsible for establishment and delivery of inspection and permitting program for entire Functional Area.
5. Serves as Public Information Officer for the Town. Works closely with the Town Manager to project a positive image for the Town at local, regional and state events. Coordinates media and outreach efforts before, during and after major town/regional emergencies. Represents the Town Manager, boards and committees at events to present programs, tours, and demonstrations on municipal activities to interested community groups and governmental agencies. Plans, prepares and disseminates materials and literature on municipal/planning activities of the Town.
6. Acts as a liaison between Town departments; monitors activities within various departments and assists with planning, special projects and problem solving. At the direction of the Town Manager, coordinates Town efforts relative to major new projects initiated by the private sector and/or UMass or the colleges. Participates in staff and strategic meetings. Establishes and maintains effective working relationship with Department Heads and staff throughout the organization.
7. Serves as liaison with State and Federal agencies and monitors State and Federal legislation; planning and conservation activities; and land acquisition programs; works with individual Department Heads to inform board and commission of same; and transmits official Town policy.
8. Manages robust grant program for the Functional Area. Responsible for all aspects of application, submittal, follow up and administration.
9. Work with the Conservation Commission to be responsible for overall land management and policy development for all the Town of Amherst Conservation Areas including wildlife management, rare and endangered species monitoring, research, trail maintenance and competing uses. Work with Department of Public Works to acquire land for watershed and aquifer protection and management of watershed forest in Amherst, Belchertown, Pelham and Shutesbury.
10. Performs other duties as assigned.

Desired Minimum Qualifications

Master's degree in Planning, Public Administration, Environmental Science and/or related field and demonstrated ability to administer planning and community development programs or any combination of experience and education demonstrating above knowledge and ability to perform duties.

Thorough knowledge of community development, planning and conservation related activities including resource planning, land acquisition and forestry or wildlife management. Ability to effectively manage and supervise staff in multiple functional areas. Ability to communicate effectively orally and in writing with architects, contractors, developers, owners, supervisors, employees, and the general public; and ability to establish and maintain effective working relationships.

Special Requirements

Must possess a valid State driver's license or have the ability to obtain one prior to employment. Must be physically capable of moving about on conservation land and under adverse field conditions.

Tools and Equipment Used

Personal computer, including various software programs; power tools, mowers, etc.; motor vehicle; phone; and mobile radio.

Physical Demands

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Selection Guidelines

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Report RE: Status of drug and alcohol testing for town employees- December 2012

Amherst	Pre Employment	Reasonable Suspicion	Random
<u>Non Union & SEIU</u>	Applicants known to have violated Drug Free Workplace Policy may reapply after one year and must then pass pre employment drug screen.	May be required to enter rehab through town EAP for violation of drug free workplace policy. Employee must sign and abide by terms of RTW agreement that includes follow up drug screenings.	May be conducted a part of followup RTW agreement with EAP. Otherwise, not conducted.
<u>DPW</u>	All AFSCME employees submit to pre employment physical, drug and alcohol screen (11 panel) and driving background check.	Yes, CDL holders may be tested for reasonable suspicion when a supervisor or manager observes behavior or appearance that suggests alcohol or drug use.	YES, US Department of Transportation requires all holders of Commercial Drivers Licenses to undergo random alcohol & drug testing. Annually, minimum of 25% drivers tested for alcohol and 50% for drugs. Administered locally by AEIOU on University Drive.
<u>Fire</u>	None currently other than non-union policy above. New Firefighters have a required medical exam and physical agility test.	None currently other than non-union policy above	None currently other than non-union policy above
<u>Police</u>	All Police Department employees receive pre employment background checks and law enforcement personnel receive drug and alcohol screens and physicals	When there are reasonable grounds for believing or suspecting an employee may be under the influence of either alcohol or illegal drugs.	None currently other than non-union policy above

Amherst Human Resources Department

Town of Amherst

NAME _____ **DATE** _____ **EXIT DATE** _____

MANAGER _____ **DEPARTMENT** _____

What prompted you to seek alternative employment?

- Type of work Quality of supervision Compensation
- Work conditions Lack of recognition Family circumstances
- Self-employment Poor health, medical Other reasons (Please specify)
- Better job opportunity (Please describe)

Exit Interview Questions

1. What is your primary reason for leaving?

2. What did you find most satisfying about your job?

3. What did you find most frustrating about your job?

4. What would you change about your job?

5. Did you receiving enough training for your job?

6. Did you receive adequate support from your supervisor(s)?

7. Were there any Department policies and procedures that made your work more difficult?

8. Do you feel you could have done your job better if you were provided different or better resources or equipment?

9. Do you have any suggestion for improving employee motivation within the Department?

10. How would you describe the level of morale within the Department?
11. Did your supervisor(s) adequately resolve or investigate conflicts or grievances?
12. Did your supervisor(s) encourage teamwork & cooperation?
13. How would you rate the Department in keeping employees informed regarding important issues?
14. Did your supervisor(s) encourage feedback and suggestions to improve department and individual performance?
15. Did the Department help you fulfill your career goals?
16. What suggestions do you have to make the Department better or to retain talented employees?
17. Do you believe the Town embraces its diversity policy statement of : *It is the policy of the Town of Amherst to provide equality of opportunity in employment to all Town employees and applicants for employment. This policy prohibits discrimination because of ethnicity, race, color, religion, creed, sex, national origin, ancestry, age, disability, economic status, lifestyle, gender identification, sexual orientation, or other non-merit factors in all aspects of the employment procedures and personnel practices. Applications for employment shall be based solely on individual merit and on the fitness of applicants or employees for specific jobs. This policy applies to all terms, benefits, and conditions of full-time, part-time, or temporary employment. The policy shall be clearly communicated to all present and prospective Town of Amherst employees and applicants for employment. **It is the responsibility of every department head, supervisor, and all town employees to cooperate in its implementation.***