

DATE: SEPTEMBER 5, 2017
TO: BOARD OF SELECTMEN
FROM: NAN BALMER, TOWN ADMINISTRATOR
RE: TOWN ADMINISTRATOR'S OFFICE ORGANIZATION

PROVIDE DIRECTION ON THE TOWN ADMINISTRATOR'S PROPOSED REQUEST TO THE PERSONNEL BOARD TO CREATE THE NEW STAND-ALONE POSITIONS OF HUMAN RESOURCE DIRECTOR AND ASSISTANT TOWN ADMINISTRATOR

SUMMARY

Assistant Town Administrator / HR Director John Senchyshyn will retire in February 2018 and Executive Assistant Mary Ann DiNapoli will retire at the end of September 2017. John and Mary Ann are highly valued and long serving employees with 16 and 18 years of service to Wayland respectively. Below is a plan for reorganization of the Town Administrator's Office and an effective transition. The plan below advises the Selectmen Board about how the position of Executive Assistant will be filled and requests the Selectmen to approve a request to the Personnel Board to classify and approve job descriptions for the new stand-alone positions of Human Resources Director and Assistant Town Administrator. The cost to implement the plan will be less than or equal to the cost of current staffing. This may include additional costs for Labor Counsel to support a new Human Resources Director.

EXECUTIVE ASSISTANT:

The position of Executive Assistant will be filled by David R. Porter. David has a Master's Degree from Harvard's Kennedy School of Government and has worked as a management and communications consultant for several years. David's ambition is to become a Town Administrator and he plans to commit at least 18 months to the Executive Assistant position. The position of Executive Assistant is an excellent way to learn how town government operates and is an excellent opportunity for the Town to improve communications with our residents and volunteers. David voluntarily prepared and will present a Wayland Communications Plan to the Board on September 18th and seek your input to guide his work.

David is available to begin transitioning on a part time basis beginning September 11th and will begin full time October 2nd. David is excited about and understands the detailed nature of the position. David will also provide support to the Zoning Board through the 40 B Hearings beginning September 7th. The Executive Assistant job description was recently updated and includes new or increased duties for website development, communications and volunteer training. As time permits, there will be increased emphasis on documentation of office

procedures, document management, maintenance of a library of legal opinions, and development of board policy with the Assistant Town Administrator.

HUMAN RESOURCES DIRECTOR

John Senchyshyn has served as the Town's Human Resources Director for 16 years in the position of Assistant Town Administrator / Human Resources Director. Among John's achievements are the development of consistent labor and employment contract terms and adherence to job classification plans, making day to day town administration easier and bolstering employee morale through John's efforts to promote fairness. This year, John negotiated the Town's withdrawal from police civil service. John played a key role in the Metro-West region as a member of the West Suburban Health Group Steering Committee, greatly benefitting the Town through a series of health care cost reductions. I believe John's expertise has kept employment litigation and labor counsel costs to a minimum.

➤ Town Administrator's Recommendation to Board of Selectmen:

I recommend to the Selectmen that the Personnel Board be asked to approve and classify the stand alone position of Human Resources Director including all human resource job duties in the existing ATA / HR job description. The Human Resources Director would also administer the Town's risk management and property, liability, workers compensation and other insurances. Our objective will be to begin advertisement for a Human Resources Director in early to middle October to fill the position in January 2018 allowing for a transition prior to John's retirement.

The position of Human Resources Director is referenced in Chapter 60.2.3 of the Town Code which states:

60.2.3 The Town Administrator shall have the power and authority to..... (b) Appoint on the basis of merit and fitness alone, subject to ratification by a majority vote of the full membership of the Board of Selectmen then serving and evaluate, discipline and, for cause remove without the ratification of the Board of Selectmen, a Human Resources Director.

Although John's institutional knowledge cannot be replaced, the effects of his departure can be mitigated through: 1) increasing the FY 19 operating budget request for Labor Counsel and, 2) increasing the role of the Town Administrator in the human resource function. John and I enjoy a strong collegial relationship; a new Human Resources director will require and expect more direction from the Town Administrator to be successful. The Town is fortunate to have the expertise of labor attorneys on its Personnel Board to support the transition.

FY 18 – 19 priorities for a new Human Resource Director will be to:

- Complete contract negotiations with the support of the Town Administrator and Labor Counsel and approval of the Personnel Board and Board of Selectmen,
- Maintain consistency in labor agreements and contracts,
- Maintain a strong, pro-active approach to the administration of employee benefits / health insurance,
- Implement staff development and employee evaluation programs for all departments,
- Evaluate and improve time and attendance system
- Develop increased opportunities for inter-departmental meetings, training and communication at all levels especially around increasing resident satisfaction with town services , and
- Maximization of use of MUNIS or another human resource database.

ASSISTANT TOWN ADMINISTRATOR

Assistant Town Administrator: Role in Most Towns:

The most significant part of the ATA job is to share the workload of the Town Administrator generated by the priorities of the Board of Selectmen. The role of Assistant Town Administrator is especially important within Wayland's decentralized governance structure through which departments, boards and committees generate projects and policy initiatives independent of the priorities set by the Board of Selectmen.

Most towns employ one or more Assistant Town Administrators ("ATA"). These positions are structured in various ways to provide both general support to the Town Administrator and oversight of departmental groups (For example: Land Use, Finance, or Community Services are common groupings). Depending on the needs of the Town at any given time, the ATA job may include specific responsibility for a combination of public procurement and contracting, IT, human resources, special projects including financial analysis and and the development of operating and capital budgets. In some towns, the ATA attends all meetings of the Board of Selectmen and provides a report.

The ATA may also serve as Acting Town Administrator during the Town Administrator's absence due to vacation or short term illness. For longer term absences of the Town Administrator, Selectmen generally assess whether to appoint the Assistant Town Administrator or an outside Interim Town Administrator to fulfill the role of Acting Town Administrator. It is rarely assumed that an Assistant Town Administrator will step into the job of Town Administrator on a permanent basis. Unlike the position of HR Director, the position of Assistant Town Administrator is not referenced in the Town Code and an appointment to the position does not require ratification of the Board of Selectmen.

Assistant Town Administrator Accomplishments: Since 2014:

During the past three years in Wayland, the ATA provided logistical support for town meetings, established a new system for compliance with the Public Records requests, served as point person on the Sudbury / Wayland Inter-Municipal Agreement, provided leadership to the Finance Team in implementing the first Collins Center Report, negotiated an interdepartmental agreement on maintenance of recreational facilities, served as Acting Treasurer and solved day to day operational problems.

Role of the Financial Administrator:

The Town of Wayland also employs Elizabeth Doucette as Financial Administrator with duties that are usually included by Towns in the jobs of Assistant Town Administrator, Finance Director or Town Administrator. Since 2014, these duties and projects have included acting as procurement / contracting officer including development of the procurement system, development of detailed and consistent operating budgets for all departments resulting in a strong business decision-making tool for management, provision of oversight of the IT Department during reorganization, including project management of technical projects, system stabilization and cyber-security training, development of a low cost approach to adopt of electronic board packets, and problem solving around finance issues including development and implementation of the Revolving Fund By-law.

The position of Financial Administrator was originally called Financial Analyst and was intended to provide analytical support to both the town and schools. Responsibility for public procurement, requiring state certification was added to the job description upon the retirement of John Moynihan, former Facilities Director and comprises 50% of the job. Due to the needs of the Town and Elizabeth's skills, Elizabeth's responsibilities increased beyond the original job description.

➤ **Town Administrator's Recommendation to Board of Selectmen:**

I recommend to the Selectmen that the Personnel Board be asked to approve and classify the position and job description for Assistant Town Administrator, combining the non HR duties of the existing Assistant Town Administrator with the procurement function and special projects included in the Financial Administrator position. Priority projects for the ATA position for FY 18 – 19 include:

- Continued development of procurement and purchase order system / Real estate transactions / Surplus property
- Preparation of detailed operating, revolving / enterprise fund and capital budgets
- Development of a comprehensive, documented departmental fee schedule
- Board policy development in collaboration with the Executive Assistant

- Departmental oversight where required including Information Technology, Finance Team and Land Use Team in order to provide resources and assistance to keep projects moving forward including land use software / customer service, Collins Center financial procedures, cyber-security training
- Special projects including providing staff support for Cable Committee during negotiations with Comcast and Verizon

My intent would be to ask Elizabeth Doucette to fill the position of Assistant Town Administrator. The position of Financial Administrator would not be filled.

Elizabeth Doucette's credentials exceed the credentials of the current ATA position and include:

- 12 years of municipal experience, including procurement, finance, payroll integration and customization, community development and business systems analysis
- Bachelor of Science in Business Administration from Boston University
- Graduate level course work in Business, IT and Urban Planning
- Certified Massachusetts Public Procurement Officer
- Certified Federal Grant Administrator
- 20+ years' experience as Principal Software Engineer, including project management of large and small project teams distributed geographically
- Supervisory experience

I look forward to the Board's discussion and direction. Thank you for your consideration.