



HUMAN RESOURCE BOARD Town of Chilmark

February 2, 2023 **APPROVED** MEETING MINUTES

Board Members Present: Jennie Greene - Chair, Bruce Golden, Don Leopold and Alison Kisselgof – Administrator.

Jim Malkin, Tim Carroll, Jeremy Bradshaw, Cathy Thompson, Ann Wallace, Kara, Ellen Biskis, Bob Rosenbaum, Katie Carroll, Bill Rossi, Pam Bunker and Jennifer Christy were also in attendance.

Irene Ziebarth was not present.

Meeting called to order at 8:30 AM via ZOOM remote platform, Meeting ID 837 9782 0662

Fire Dept. Administrative Assistant Compensation Discussion ~ Chief Bradshaw Request:

- Jeremy recounted that Katie starting working in the administrative assistant position because the previous assistant Martina stopped didn't show up for work in the off-season. He said that he thought the position's rate was Grade 6 Step 8 as Martina had been getting paid but Katie was being paid at Grade 6 Step 3. Jeremy asked if it was possible to increase Katie's rate to Grade 6 Step 8.
- Jennie offered that Martina had been employed for a long time. Dawn added that Martina's rate went through all the Steps prior to 8 during her employment.
- Bruce asked how long Katie has been performing the administrative assistant duties. Jeremy said that it has been a few years.
- Don mentioned that there doesn't seem to be a question of the Grade, just the Step. He said that Step level usually reflects years someone has been in a position. He went on to say that a person hired for a position would not start at the outgoing employee's rate.
- Katie said that the Grade of the position is actually in question as well. She offered that other administrative positions are at higher Grades.
- Jim mentioned that there had been some discussion in the joint meetings of the Select Board and the Financial Committee about how Grades and Steps are decided. There was a question about Steps 1-3 since most employees were starting higher.
- Dawn said that she would like to understand the process by which Grades and Steps get changed and how this information gets communicated from Department heads to her office.
- Jim offered that the issue is there are different rates for administrative assistants versus board administrators. He said there was a process to consider re-grading a position if the responsibilities have changed.
- Jeremy said it the same job but the amount of work has increased.
- Don summarized that the question is a Grade question since the job appears to have changed. If so, the HRBC has a procedure to evaluate the position for Grade.
- Bruce agreed with Don and said that the position should be re-evaluated if responsibilities have changed and that in the meantime perhaps an adjustment could be made to the Step.
- Don asked if it would be appropriate to evaluate just one position at this time or it should be done in cycle with the upcoming compensation study.



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- Jennie said that, if Jeremy could provide changes to the position to the HRBC, a review could be performed at this time.

New Staff Coordinator Position ~ Don Leopold Update:

- Don shared his Chilmark Organizational Review PowerPoint presentation, updated on 2/2/23 and went over the process of the Review, which included confidential interviews with 17 staff members.
- Don mentioned there were some shared themes mentioned by substantial number of staff:
 - Town structure in relation to roles is unclear or inconsistent
 - Town Administrator has too broad a set of tasks and responsibilities
 - Lack of fundamental processes so tasks are being performed last minute or repeated
- Don presented conclusions from the Review:
 - The Town of Chilmark is very fortunate to have a dedicated staff
 - Town Administrator role is too broad
 - The Town needs basic processes put in place to prevent staff frustration and inefficiency
- Jim asked if staff frustrations continue and Don said that frustration still exists and he felt it would get worse if no issues were addressed. Jim went on to say that he has heard there is agreement on issues identified but disagreement about the conclusion. Don confirmed.
- Don mentioned a study done in Aquinnah in 2016 which came to some of the same conclusions as this Review. He went over recommendations from the Review:
 - Refine Town Administrator role to generate greater value
 - Add new role to assist Town Administrator and human resource needs
 - Create financial calendars and schedules to increase efficiency and effectiveness of staff
 - Develop management and human resource processes
 - Clarify individual and collective roles in a Phase II Review
- Don talked about how the title and role of the new position evolved during the Review and from feedback of staff. He said that there is a need for human resource support, which could alleviate some staff issues.
- Don went over other recommendations for the new position and the next steps for the Review.
- Bill offered that this may not be the perfect solution to current issues but something needs to be tried.
- Tim agreed it would be good to have human resource support but wanted to go over the changes in recommendations since the original presentation with Don. Don said that this role is the same as originally discussed with Tim and Bill but the title has changed and human resource aspects added.
- Tim asked if he would be relieved of any direct reports with the addition of this position. Don said yes and went on to say that the position is to help manage the staff with coordination and support. Tim said that this would be a great improvement to the Town.
- Tim mentioned that the staff isn't represented at the Human Resource Board meetings and, even if there was an employee rep, this person would not be able to vote. He hoped that this new coordinator would be a voting member in these meetings. Don agreed and will talk on this topic further with Tim.



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- Bruce wondered if this position would need to be a 40 hours a week position and would like to discuss further with Don to understand the task assigned.
- Jim offered that the Town has grown considerably bigger and there are more regulations & laws since Tim started as Town Administrator. He said the coordinator position would help Tim make operations more efficient and get things done in a timelier fashion.
- Jennie asked that a job description be developed so it can be discussed further.
- Don asked if staff members present want to comment and offered to listen privately if people felt more comfortable.
- Dawn and Ellen both expressed that the changes presented to the job position were moving in the right direction. Ellen also said that the lack of consistency has been a source of a lot of problems and she supports ways of dealing with this issue.
- Don said that he would work with Bill & Tim to write the job description and bring it back to the Board.

Draft Facilities Manager Job Description ~ Tim Carroll Update:

- Tim recounted that, at the last meeting, additional duties were discussed for the Facilities Manager job description and are now included. He hopes to attract more applicants in the next advertisement since the job has expanded and the pay has increased.
- Bill offered that the new job description looks a lot like the position held by Rodney Bunker. He also wondered if the person would be able to do all the cleaning responsibilities.
- Tim said that making sure the cleaning is performed is the responsibility of the facilities manager but that the work could be contracted out. He added that this position includes more supervision, planning and buildings to manage than Rodney's job entailed.
- Alison shared the job description on screen and Tim went over sections of the description line by line.
- Jen asked about help with setting up for town meetings and elections, which is something that Rodney did but she did not see it in this job description. Tim said that a reference to this work would be added.
- Dawn commented on the fact that Rodney was performing many tasks that were not included in his position but are now included in the new job description. She suggested that the Town analyze all positions to make sure necessary tasks are included.
- Jennie asked Tim to update the job description with the missing tasks discussed and bring it to the next meeting for the Board to approve.
- Bill was concerned the job included too many tasks for one person to accomplish. Tim said that the facilities manager would be able to hire contractors to assist them.

Review of 2022 Annual Report:

- Jennie asked if any members had comments on the Annual Report for 2022. No comments were offered. Alison will submit the report submitted as written.

Review and Approval of Draft Meeting Minutes:

- A motion was made and seconded to accept the minutes from the 1/5/23 meeting as written.
Vote: Bruce – aye, Jennie – aye, Don – aye = PASSED



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Topics not reasonably anticipated by the Chair at the time of posting:

- Tim asked if a vehicle stipend could be added to the budget for the facilities manager as was done for the shellfish constable since they would have to use their personal vehicle.
- Jennie asked if this would be mileage reimbursement. Tim answered that this would be a different from a reimbursement.
- Ellen offered that this would be inconsistent with other departments. Tim said that permission was given for a stipend to the shellfish constable and the fire department.
- Bruce said that it appeared a number of Town positions use their personal vehicles like the Highway Superintendent.
- Tim mentioned that the Highway Superintendent no longer uses his own vehicle and that the Town does reimburse for mileage to anyone who submits their usage. Tim said that he didn't need an answer today but wanted to make the Board aware of the request.

Next Possible Meeting: Thursday, March 1, 2023 at 8:30 AM

Meeting adjourned at 10:03 AM

Documents:

- Draft minutes from 1/5/23
- Email from Katie Carroll to Jeremy Bradshaw dated 1/14/22 forwarded to HRBC on 1/18/23
- Chilmark Organizational Review updated 2/2/23
- Draft Facilities Manager job description
- 2022 Human Resource Board Annual Report

Minutes Respectfully Submitted by Alison Kisselgof, Board Administrator