



# Chilmark Town Offices

## Staffing Plan - CAS Replacement

*Board of Selectmen's Meeting*  
*December 15, 2020*

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# Timeline for the replacement of CAS

- Create **Interview Committee** by 1/1/21
  - Chairman or designee of ConCom – Pam Goff
  - Chairman or designee of ZBA
  - Committee member (HRB, Historical, Cemetery, Housing, CPC)
  - Chairman Board of Selectmen – Bill Rossi
  - Town Administrator
- Create **Job Descriptions** by 1/1/21 – with chairmen
- **Grade** the Defined Jobs by 1/1/21 - HRB
- Post and **advertise** positions 1/1/21 – (deadline December 29<sup>th</sup> noon)
- **Deadline** for applications 1/14/21
- Interviews begin 1/15/21
- Recommendations to Selectmen no later than 1/29/21
- On-boarding/training 2/15/21-3/1/21
- Chuck's retirement 3/1/21



# Considerations

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- The multiple roles filled by the retiring CAS, Chuck Hodgkinson, are not replaceable with one person.
- Some of the roles he fills require “professional-level” skills, others are more administrative skills.
  - Ideally roles could be identified/staffed as either professional or admin, but other considerations may be more important (e.g., increased Committee needs, logically connected Committee assignments, labor market availability, other)
- There is a limited pool of people with relevant professional skills on the island, and a limited pool of people interested in jobs with fewer than 20 hours and no benefits

# Considerations - continued

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- There are concurrent staffing roles that could be beneficially addressed as part of this process – e.g.,
  - the increasingly complexity of and demands on the **Town Clerk** and the resulting need to assign more hours to that role;
  - filling the **current administrative assistant shortfalls**, and providing additional future capacity
- It is urgent to hire and train at least one new hire before Chuck's March 1<sup>st</sup> 2021 departure



# Recommendations

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- Increase **Town Clerk** weekly hours from 21 to 30
  - Increase total weekly hours from 39 to 40
    - Town Clerk - 30 hours
    - Planning Board - 10 hours
- Reassign *Administrative Assistance* to the HRB (2 hours) and Cemetery Committee (2 hours) with new hire(s) as proposed in Option 1 or Option 2 below

# Recommendations

We have considered two options to replace the CAS and accommodate admin shortfalls

- **Option 1 - Two Equal, Grade 8, Administrator Positions**
- **Option 2 – One Professional at Grade 9, & One Administrative Assistant at Grade 6**

<b>Option 1: Two Equal Level 8 Roles</b>	<b>Option 2: Distinct Professional (Level 9) and Administrator (Level 6) Roles</b>
<ul style="list-style-type: none"><li>• More likely to recruit from island</li><li>• Balances hours for existing operations</li><li>• Growth potential in both roles for future town needs</li></ul>	<ul style="list-style-type: none"><li>• Provides higher skill staff (if available)</li><li>• Allows potential for Administrative Admin to grow in role</li><li>• DOES NOT attract qualified candidates to existing Administrative Assistant positions</li></ul>



# Recommendations

- **Option 1: Create Two Equal, Level 8, Administrator Positions**

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- **Position A (24 hours/week)**

- ZBA Administrator

- Site Review Committee – Administrative Assistant
- Housing Committee - Administrative Assistant
- Human Resources Board - Administrative Assistant
- Historical Commission - Administrative Assistant

- **Position B (22 hours/week)\***

- Conservation Committee Administrator

- Conservation Officer/Agent (\* +Possible \$5,000 stipend or additional hours – with training)
- Community Preservation Committee - Administrative Assistant
- Cemetery Commission - Administrative Assistant
- Park and Recreation Committee- Administrative Assistant



# Recommendations

- **Option 2: Create One Professional (Level 9) & One Administrative Assistant (Level 6) Positions**

- **Position A (Professional)** – 40 hours/week
  - Administrator for ZBA, ConCom, and Site Review Committee (32 hours/week)
  - Administrative Assistant for Community Preservation Committee 5 hour/week
  - CSA/Special Projects at approximately 2 hours (but highly variable)
  - ❖ Professional skills: ability to learn technical content quickly; management skills; organization skills; maturity and interpersonal skills
- **Position B (Administrative)** – 8-10 hours/week to start, with likelihood of increasing over time
  - Committee Administrator for Cemetery (2 hours/week)
  - Committee Administrator for HRB (2 hours/week)
    - Note: Position B replaces the Town Clerk's 4 hours/week
  - Committee Administrator for Historical Commission and Parks and Rec at approximately 1 hour/week
  - Provide additional admin capacity to allow for increased town need (4 hours/week?)
    - Current shortfall falling on current staff, precluding non-immediate tasks, or not being done

# Play the Team you Have Available

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- Post and advertise for **Administrator** positions;
  - Select Option A or B based on applicant pool
  - Be flexible in the total hours assigned - based on applicant pool
  - Consider moving the funding for each function from individual committee budgets to Department 192 – Town Offices or Dept 122
  - Consider these as **two positions**, with additional assignments to provide administrative support to committees – not multiple jobs.