CONSOLIDATING TOWN AND SCHOOL HUMAN RESOURCES FUNCTIONS

Where there’s a will, there’s a way
The 80s: Good times: Innovative thinking and collaboration

- Finance Director: Not in the HR “busy-work” business
- Secured an EOCD grant; 75%, 50%, 25% of HR Director’s salary over 3 years
- Collaboration: Town Manager and School Superintendent had a long-standing collaborative relationship and strongly supported the notion of a joint town/school HR office
- Mary Lyman, Andover’s first professional HR manager, laid the groundwork.
  - 2 secretarial support staff
  - Consolidated all Personnel records in one location
  - Brought consistency to many HR functions: Hiring processes, benefit administration, personnel policy and contractual implementation
  - Credited with doing the heavy lifting of setting employee and management expectations for HR Office
Human Resource Functions expand over the next two decades

- 25 years later, we are slowly, but purposefully making the transition from transactional work to the role of a strategic partner with town and school leadership teams

- Expanded service functions to include training and development, IT functions, etc.

- Overriding focus has been our emphasis on providing services to employees and managers

- From 2 support personnel to a dedicated staff of human resource professionals
HR Org Chart

- HR Director
- Comp and Benefits Mgr
  - Benefits Specialist
  - HR Recruitment Assistant
- HR IS Specialist
  - HR Assistant
HR Budget

- Personal Services: $302,208
- Expenses: $124,501
- Total: $426,709

Employee Population:
- Town: 365
- School: 980
- Total: 1,345
Employee & Retiree Support Services

- A resource for employment related issues
- Payroll: Salary placement, updates and mandated verifications
- Employee Orientation
- Employee Recognition
- Employee Development and Training
- Employee Relations counseling (EAP through MIIA)
- Employee Separation Services (counseling to insurance)
- Retiree services: 900 town retirees
Management Services

- A resource to help with employee-related issues
- Hiring and recruitment process, including assistance with interview preparation and reference checking, CORIS, I-9s, new hire paper work
- Job description and classification reviews
- Performance appraisals
- Employee counseling and coaching/progressive discipline
- Negotiations and Labor relations: from research to actual contract negotiations (7 town unions and 8 school unions)
- Technology supported services: automated attendance and application process (just getting started!)
- Web-based communication platform: policies and procedures, forms and online compulsory training
Management list cont.

- Management Training: - succession planning and performance metrics (Center for Performance Measurement)
- Labor Contract and Civil Service administration
- Wellness Initiatives and Health Insurance Education
- Risk Management:
  - Workers compensation case management
  - Health and safety committee
  - Occupational Health Services
  - FMLA monitoring
  - ADA compliance
  - Unemployment claims monitoring
Plusses and Minuses

- On the plus side:
  - Builds organizational capacity and collaboration
  - Establishes consistency in policy and contractual implementation
  - Establishes operational efficiencies by centralizing all human resource activities
  - Mitigates legal liability through monitoring culture and training staff
  - Provides a dedicated team of professional support to managers and employees
  - Allows HR staff to respond to organizational issues through the complex lens of understanding the whole organization, rather than relying on particular set of interests
Plusses and Minuses

On the minus side:

- Emotional toll: When times are financially tough or politically divisive, human resources staff suffer the consequence of being seen as favoring one side or the other
- Not a cheaper model: It takes investment of resources to build a proactive and professional human resource team
- Timeliness is a challenge: competing agendas and timetables
- Neutral housing of operations is important
- Nothing is more important than the endorsement and support of the Town Manager and Superintendent