

CONSOLIDATING TOWN AND SCHOOL HUMAN RESOURCES FUNCTIONS

Where there's a will, there's a way

The 80s: Good times: Innovative thinking and collaboration

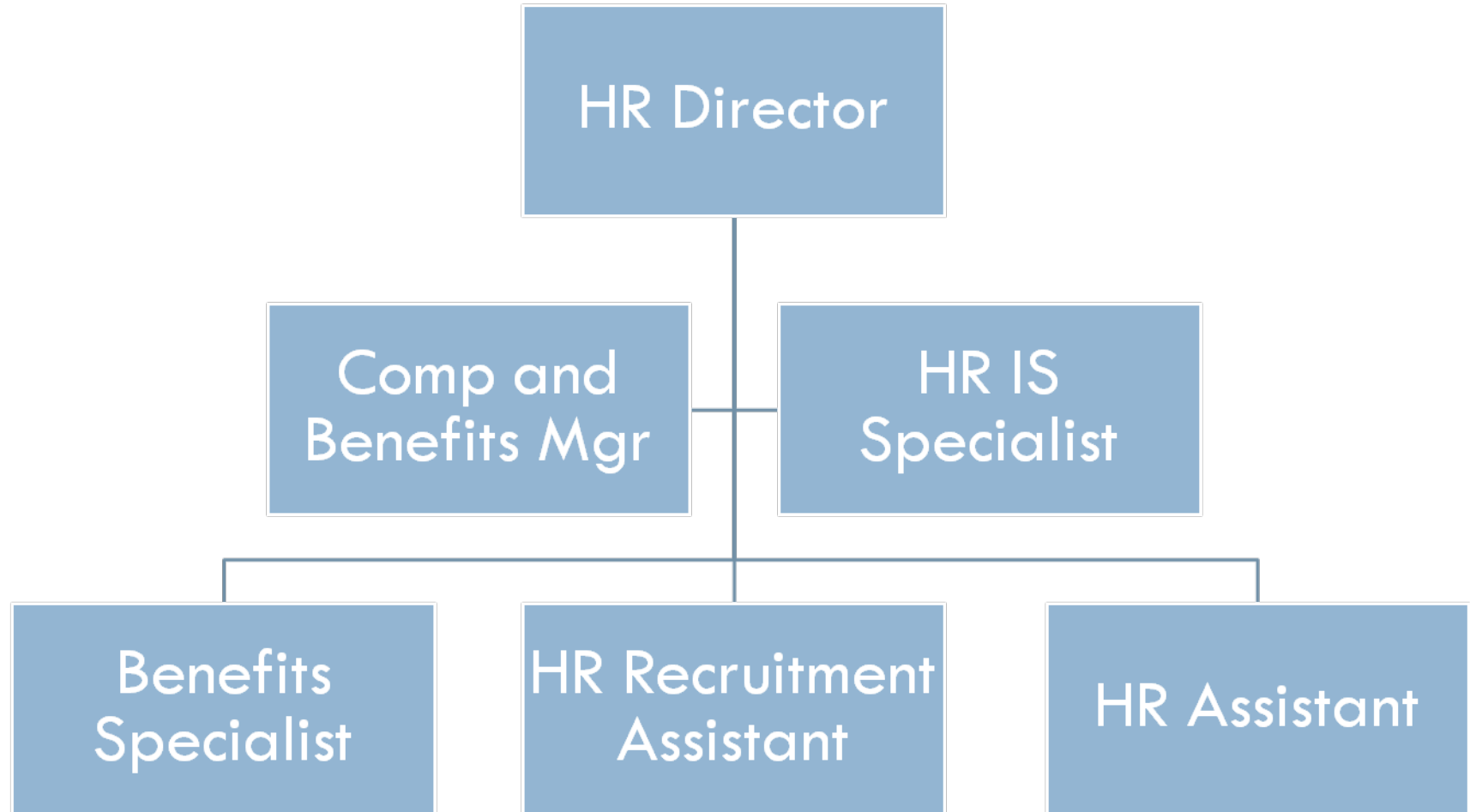
- Finance Director: Not in the HR “busy-work” business
- Secured an EOCD grant; 75%, 50%, 25% of HR Director’s salary over 3 years
- Collaboration:- Town Manager and School Superintendent had a long-standing collaborative relationship and strongly supported the notion of a joint town/school HR office
- Mary Lyman, Andover’s first professional HR manager, laid the ground work.
 - 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 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
- Benefit Administration: Health, Dental, Vision, Life, Health Reimbursement Account, Flexible Spending Account, 457 Deferred Compensation, Section 125, Wellness Program, Medicare D reimbursement, and School Retirement
- 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 on-line 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