

**HUMAN RESOURCES OPERATIONS AND PRACTICES AUDIT REPORT  
PRESENTED BY  
THE COLLINS CENTER FOR PUBLIC MANAGEMENT  
November 22, 2011**

The Collins Center for Public Management was engaged by the Town of Longmeadow to conduct an audit of human resources operations and practices (Audit). The objective of the Audit was to perform:

- A comprehensive review of the Town's Human Resources framework and core functions;
- A review of the payroll processes and procedures;
- A review of the overall Human Resources organizational structure, responsibilities and practices;
- An assessment regarding specific compliance with federal and state employment laws; and
- The identification of procedures and practices which if modified would result in improved operations and/or direct time and cost savings to the Town while ensuring legal compliance.

The methodology utilized was interviews with key personnel including the Finance Director, the Human Resources Manager, the Senior Human Resources Specialist, Fire Chief, Police Chief, Department of Public Works Director, Recreation Director, Assistant Superintendent of Schools for Finance and Operations, Assistant to the School Business Manager and the Administrative Assistant to the Superintendent of Schools. In addition to the interviews, there was an extensive review of existing policies and procedures, along with a physical audit of selected personnel files and records. Finally, information was gathered from other comparable communities relating to human resources functions and operations.

## **HUMAN RESOURCES DEPARTMENT OVERVIEW**

The Human Resources Department serves all of the Town's departments, including the School Department. The Department is staffed by a Human Resources Manager, a Sr. Human Resources Specialist, a part time Human Resources Specialist and a part time Human Resources Assistant.

Longmeadow has approximately 900 full and part time employees and approximately 350 benefited retirees. While some departments may perform various departmental human resources functions, all core human resource functions are the responsibility of the Human Resources Department. Some of these include:

- Recruitment of new employees
- New hire processing and orientation
- Payroll processing
- Pay and classification plan calculations and administration
- Job descriptions
- Data management

- Maintenance of confidential personnel files
- Administration and management of benefit programs
- Tracking of employee certifications and salary advancement credits for teachers
- Administration and tracking of School Department leave
- Administration of collective bargaining agreements and personnel policies
- Compliance with federal and state employment laws
- Policy development and training
- Administration and management of Workers Compensation and Unemployment

While it is easy to read the bullets listed above, it is difficult to fully explain the reaches of the Human Resources Department. The Town, including the School Department is a business with approximately 900 employees, all of whom are served by the Human Resources Department.

Keeping in mind the above-described structure and responsibilities in Longmeadow and to compare the human resources functions and services provided, information was sought from other communities that report a centralized Human Resources Department for Town and School Departments. The towns of Andover, Burlington, Northampton and Canton were compared.

In Andover, much of the work done is similar to the structure in Longmeadow. However, payroll and leave administration functions are done by other departments. The Andover Human Resources Department consists of 6 staff members, including:

- |                                |                                      |
|--------------------------------|--------------------------------------|
| 1 FT Director                  | 1 FT Benefits & Compensation Manager |
| 1 FT Hr Recruitment Assistant  | 1 FT Benefits Specialist             |
| 1 FT HR Information Specialist | 1 FT HR Assistant                    |

Additionally, the Town Accountant's Office is responsible for Town Payroll and the School Business Office performs the School Payroll. Andover has approximately 1800 employees and retirees.

In Burlington, while they report having a consolidated Human Resources Department, many of the functions are performed in the Treasurer's Office. The Human Resources Department is comprised of 1 FT Director and 2 PT clerical positions. However, the Treasurer's Office has the following staff dedicated to payroll and benefits:

- 1 FT Payroll Administrator
- 1 FT Benefits Administrator
- 1 FT Benefits Clerk
- 2 PT Benefits Clerks

Additionally, the Principals in the Burlington School Department are responsible for all hiring in the Schools. Burlington has approximately 1200 employees and retirees.

In Northampton, there are four full time employees in the HR Department but City and school payroll are done by other departments. Northampton has 900 employees and 600 retirees.

- 1 FT Director of Human Resources
- 1 FT Benefits Specialist
- 1 FT Employment Specialist
- 1 FT Department Secretary

In Canton, which is reported as having a consolidated HR Department, one has not yet been fully implemented due to staffing changes and levels. The HR Department is staffed with 1 FT HR Director and no other staff. The Accounting Department processes payroll and no personnel files are centralized at this time. Canton has a total of 1000 employees and retirees.

The following table summarizes the information gathered from the other study communities. It represents the functions performed by the HR Departments, with variances being noted.

	Longmeadow	Andover	Burlington	Northampton	Canton
<b>Staff of HR Department</b>	<b>2 FT &amp; 2 PT</b>	<b>6 FT</b>	<b>1 FT &amp; 2 PT</b>	<b>4 FT</b>	<b>1 FT</b>
<b>Payroll Town</b>	X	A	T	A	A
<b>Payroll School</b>	X	SBO	SBO	SBO	SBO
<b>Benefits Health</b>	X	X	T	X	X
<b>Insurance (life, dental)</b>	X	X	T	X	X
<b>Deferred Comp. - 457 Plan</b>	X	X	T	X	A
<b>Deferred Comp - 403B Plan</b>	X	SBO	T	X	SBO
<b>Workers Compensation</b>	X	X	X	X	X
<b>Central Personnel Files Town</b>	X	X	X	X	
<b>Central Personnel Files School</b>	X	X	X	X	SBO
<b>Leave Administration</b>	X	X	X	X	X
<b>Tracking of Leave Town</b>	D	T	X	X	X
<b>Tracking of Leave School</b>	X	X	X	X	SBO
<b>Unemployment</b>	X	X	T	X	A
<b>Liaison with Teachers Retirement</b>	X	SBO	SBO	SBO	SBO
<b>Calculating Pay Scales Town</b>	X	X	T	X	A
<b>Calculating Pay Scales School</b>	X	X	SBO	X	SBO
<b>CORI Town Employees</b>	X	X	X	X	X
<b>CORI School Employees</b>	Super.*	X	X	X	SBO
<b>CORI School Interns/Volunteers</b>	Super.*	Super.	SBO	X	SBO
<b>Conditional Employment Offers Town</b>	X	X	X	D	X
<b>Conditional Employment Offers Schools</b>	Super.	X	Super.	D	SBO
<b>I-9 Verification</b>	X	X	X	X	X
<b>Pre-employ. Phys Town</b>	X	X	X	X	X
<b>Pre-employ. Phys. School</b>	X	X	X	X	SBO

Guide: X= HR; SBO = School Business Office; T= Treasurer; A= Accounting; Super.= Superintendent's Office; D=Departments  
 \* In Longmeadow, initial paperwork is provided by HR, but processed by the Superintendent's Office

Looking at numbers alone, it is clear that Longmeadow does more with less. Burlington is fairly comparable with respect to number of employees, retirees and human resources staffing levels, however, payroll and benefits are managed by other staff in other departments. The equivalent work is done by 4 full time and 4 part time employees in 2 different departments for a total of 6 full time equivalent employees (FTEs). In Longmeadow there are 3 FTEs responsible for similar functions, as well as some functions performed by the Burlington School Department.

In Canton, the citizens voted 8 years ago to consolidate the Town and the School Department human resources functions. It is an ongoing process and only a few functions are truly centralized, making it difficult to compare.

Andover has a centralized HR Department with 6 staff people. However, payroll functions, including retirement are the responsibility of the Accounting Office and the Retirement Office. Even without payroll, which accounts for 1.5 FTEs in Longmeadow, Andover has 3 more FTEs than Longmeadow. While Andover serves 50% more individuals than Longmeadow, the staff dedicated to the functions is more than double that of Longmeadow.

In Northampton, the human resources functions are primarily centralized in a department with 4 full time staff. Payroll for City employees is not done by the Human Resources department and the School Department has a dedicated staff person for payroll.

## **HUMAN RESOURCES STRUCTURE, RESPONSIBILITIES AND PRACTICES**

In 2004, Longmeadow residents adopted a Charter which consolidated the financial functions, including Human Resources under a Finance Director, who reports to the Town Manager. As a result of consolidating the human resources functions into one department, one staff person from the School Department was transferred to the centralized Human Resources Department. Since that time, through many changes, ideas, modifications and compromises, the Human Resources Department is as described above, a centralized department responsible for all Human Resources functions for all departments.

One of the challenges in having a consolidated Human Resources Department is having Appointing Authorities who do not report to the Town Manager, such as School Principals. Additionally, while it is clear the Human Resources Manager has authority, organizationally, the position is not at a level of a department head, which can make it challenging when policies, procedures and practices need to be enforced.

## **COMPLIANCE ASSESSMENT**

Extensive review was done of Longmeadow's policies and procedures for all aspects of human resources, with particular attention being paid to issues surrounding compliance with state and federal laws. As a rule, Longmeadow meets or exceeds the requirements and standards for compliance with employment laws and sound human resources practices.

The Collins Center used an Audit Checklist of over 100 items to analyze the Human Resources functions in Longmeadow. “Attachment A” contains the detailed checklist. The following is a summary of findings by category.

### **Job Descriptions & Classification**

Longmeadow has consistently good job descriptions and a comprehensive classification plan and pay scale based on a point factor system. The classification plan has grades and steps and is uniformly administered and the job descriptions are in compliance with applicable law. However, because the system as a whole has not been reviewed in approximately ten years, it is recommended that a review of positions is repeated in the next few years.

### **Internal & External Job Posting & Advertising Requirements**

The systems and procedures of job postings are extremely organized and efficient. Postings contain the required Equal Employment Opportunity language and welcome any and all applications. One area that could be improved is actual outreach to people who may not see advertisements on postings or in usual places. An effort could be made to post positions with various organizations that help promote diverse workforces, such as job and career centers, Veteran’s centers, and community organizations. The School Department uses School Spring which is a web-based program utilized by many communities to advertise positions.

### **Employment Applications**

Longmeadow has excellent applications which contain all the required statements pertaining to lie detectors, criminal records and volunteer history credit. A statement regarding an employee’s “At Will” status should be added with the qualification that it applies to non-union employees.

### **Screening Applicants**

Positions that are filled with the assistance of the Human Resources department are clearly in compliance with respect to interviews. It is less certain that is the case when departments perform the screening and interviews on their own. The processes followed by the Police, Library and School Departments are not as standardized as they should be. For example, while interviews in these departments may be standardized, there is no documentation of such, which may expose the Town to liability if a future claim is made. To avoid possible litigation and liability, it is critical that interviews for positions be standardized and documented.

Additionally, training should be done in the area of interviewing so that everyone and anyone who conducts interviews is taught about what can and cannot be asked in an interview. Records of interview questions should be maintained by Human Resources.

Reference check forms are utilized by the Human Resources Department. While it is understandable that department heads want to conduct reference checks because of the familiarity of the positions, it is critical that anyone checking a reference uses a standardized

questionnaire and documents the reference and that documentation is kept with the selection file. This is not being done in many cases, and should be.

In the Department of Public Works, DOT drug testing records should be obtained from previous employers. During the course of this Audit, it was discovered this was not being done. A system is now in place to do so for the next hiring process of a CDL Driver.

### **Conditional Offers of Employment**

The Human Resources Department has created a standardized letter and packet of information that comprises the conditional offer of employment and is utilized for most departments. It should be used as an example for other communities. It contains all the necessary information and makes the hiring process extremely clear to the selected candidate. The School Department and the Recreation Department also have their own conditional offer of employment letters, which are very good. Once issued, the letters are forwarded to the Human Resources Department and no employee is allowed to begin work unless or until all requirements are met.

### **New Hire Procedures**

Likely because of the exceptional conditional offer of employment, the new hire procedures are excellent. Because Human Resources handles payroll, benefits, insurance, deductions and policy distribution, newly hired employees have one-stop shopping and are able to begin work with as little red-tape as possible. However, because of the volume handled by the staff, delays do occur.

### **Central File Retention**

All official personnel files are housed in the Human Resources Department, which is as it should be. The Human Resources Department does a good job of having all the necessary personnel information for the employees, but needs to improve the filing of that information. Items such as medical records and I-9 information must be kept in separate files. The Human Resources Department has implemented this system for new hires, but has not yet completed the time-consuming task of going through the files to reorganize each one. This should be made a priority.

Of concern is the fact that many departments keep folders on each of the employees. It is recommended that training or instruction is provided to ensure that any records kept by the department are also forwarded to Human Resources. There can be only one "official" file and it must be all inclusive. Department heads and supervisors should be made aware of personnel record requirements, particularly when it deals with medical information, discipline and/or grievances.

### **Performance Evaluation**

The Town Manager has adopted a performance appraisal system for managers and appointed employees. Employees below the professional level do not participate in a performance

appraisal system. The School Department also has a performance appraisal system that is utilized for supervisory and professional employees.

The Town Manager asked the Collins Center to comment and make a recommendation regarding a merit based performance appraisal system. A variety of performance appraisal and merit systems exist throughout the commonwealth. Merit Pay is very challenging in the public sector environment. Many systems are put in place and then fail because of lack of funding, lack of follow through and lack of fairness. Because of the nature of public sector work, providing services to the citizenry, it is difficult to argue a case for merit pay.

Some positions fit nicely with a merit based or performance management system. Examples could be Fire Departments, which can measure response time, which can be a true measure of success. Others are not as easy to measure, such as the Town Clerk's office. One can measure how many marriage licenses are issued, but the qualitative measurement is difficult to compare. Even if an organization establishes an intricate performance measurement system, which requires a large investment in human capital, training and time, municipalities typically do not have the funds to incentivize people to go beyond what they would do anyways in their jobs. Municipal salaries are often set at Town Meetings and are the sources of much disagreement, which does not lend itself to a sustainable merit pay system.

Many communities modify a true merit pay system with a performance appraisal system tied to movement through a pay grade in a classification system. This is frequently referred to as "getting your step increase" if you do well enough in your job. Other communities build in a system of a "bonus step" if you truly are exceptional in your job. The common practice is to deny a step increase if you do not meet the expectations of your job. Such a system is predictable and can easily be planned for in the budget. A system like this works best when the employees are supervised by the same person, such as a Town Manager or Town Administrator. Many communities use this system for evaluating department heads and employees in a supervisory role.

It is very common for public sector unionized personnel not to participate in performance appraisals. It is almost impossible to put a merit system in place with the constraints of collective bargaining, step increase requirements, morale, and most importantly, funding. Any performance appraisal system that is tied to pay is a mandatory subject of collective bargaining and would need to be bargained with each union separately. A larger challenge with implementing a system throughout the community for all employees is the training, the tracking and the follow through. Department managers would need to be trained in whatever system is created. An employee of the Human Resources Department would have to be given the responsibility to monitor the system for compliance and making sure the department managers are adhering to the standards. Finally, a system that is not run well can be a liability. A faulty performance appraisal system can hurt a community in discipline cases where a performance appraisal record may not reinforce discipline and may even compromise a disciplinary case.

Based on all the above, it is recommended that a merit or performance step system be put in place for those employees reporting directly to the Town Manager. It is also recommended that employees to be evaluated are trained along with the Town Manager on the methods to be utilized and the goals and expected outcomes of the program. The Town could consider using

a similar system for the next “rung” of non-union personnel, such as supervisors and professionals, but only after the system for the direct reports to the Town Manager is put in place and all participants are trained.

### **Policies & Training**

Longmeadow does a great job at policy creation distribution and documentation. The Town has all the required discrimination policies and has done training on those policies. However, training is an area for improvement. Training should be done regularly, particularly for supervisors. Even though employees and supervisors sign off on policies, it is recommended to train all employees when new policies are implemented and all supervisors at least biannually.

### **Benefits**

Longmeadow has centralized benefit administration and is in compliance with all laws relating to the benefits. Recently, an audit of each enrollee was performed to ensure proper documentation was in place for employee and dependents. While it is not a requirement or a liability, it is recommended the Town review its cafeteria and deferred compensation plans.

The Workers Compensation Program has a detailed procedure and is managed consistently through the Human Resources Department. A concern is that medical information is shared, perhaps with the wrong people in various departments and issues such as placing employees on Family Medical Leave are not managed effectively. Additionally, no medical records should be kept by anyone other than the Human Resources Department. It is important to reinforce that medical information and Workers Compensation cases should be coordinated through the Human Resources Department. It is recommended that a flow chart for claims processing be created and managers be trained in the procedures for managing work place injuries, with particular attention to privacy concerns.

Injured on Duty claims are administered according to Statute by the Public Safety Chiefs. It is important for Chiefs to be trained in proper procedures and documentation of work related injuries, particularly in light of privacy concerns and the sharing of medical information.

### **Fair Labor Standards Act**

While there does not appear to be issues with the designation of exempt and non-exempt employees, an analysis has not been done in recent history. Therefore, it is recommended that all positions are reviewed with respect to being exempt or non-exempt from overtime. Additionally, meal and break periods should be reviewed for consistency and compliance with the law.

### **Leave Administration**

The Human Resources department is responsible for leave administration coordination. For example, FMLA, Maternity Leave, etc. However, the tracking and accrual of leave is done inconsistently. The Human Resources staff tracks the School Department leave, while other Town departments track their own leave. It is recommended that leave usage be submitted to

and tracked by the Human Resources Department, preferable through an automated system, such as the Munis system.

The Family Medical Leave Act was recently changed to provide for FMLA leave for military family members. The policy needs to be updated. The Town needs to implement a Small Necessities Leave Act (SNLA) policy.

### **Termination Procedures**

Longmeadow has a standardized procedure for processing terminations which notifies people of their rights and available benefits. It is recommended that a process for exit interviews be created.

## **PAYROLL PROCESSES AND PROCEDURES**

Payroll processing in Longmeadow is performed primarily by one full time and one part time employee in the Human Resources Department. The full time employee is dedicated to processing the School Department payroll, which is complex. The School Department payroll is primarily a payroll by exception in the Munis system, with the payroll for substitutes being generated through the Aesop program and transferred to the Human Resources Department. The Sr. Human Resources Specialist also tracks all leave accumulation and usage for School Department employees. New pay scales must be generated each year and individual calculations are done by employee if that employee begins after the start of the contract year or has any other change requiring a pro-ration of pay.

School department employees spend a considerable amount of time checking and re-checking the work of the Human Resources Department with respect to pay scales, pay rates and processing. Much of this work is a duplication of effort. It is recommended that the School Department submit suggested pay rates to the Human Resources Department for verification for both the full year pay scales and in any instance that the rate is different than the full year rate, for example, when an employee starts after the school year. Such a practice will be consistent with other Town departments.

The payroll for Town departments is processed by the part time Human Resources Specialist. Town departments do not submit payroll through the Munis or any other automated system, but do use standardized format created by the Human Resources Department.

Additionally, some departments spend a great deal of time entering and processing payroll information before it even reaches the Human Resources Department. For example, the Recreation Department enters and re-enters the payroll data from the three divisions within the Recreation Department into three different reports, re-keying the data each time. It is clear time is lost in the inefficiency of this practice.

It is recommended that the Town move towards utilizing a standardized exception payroll system, with the goal of moving towards utilizing the functions already contained with the Munis system. The Town needs to evaluate the staff time and effort dedicated to processing payroll by the departments.

Leave usage is not being tracked by Human Resources for the Town departments. A benefit of moving toward utilizing the functions within Munis would be to also centralize the tracking of leave.

Changes to payroll or employee pay status or rates are consistently done well by using a standardized "Change Form". Such a system provides clear information for adjusting pay rates and other information in the payroll system.

On the whole, the Human Resources Department does a good job processing the payroll for both the Town and the School. Improved universal procedures would improve efficiencies and accuracy.

During the review, the Collins Center was asked about the efficiency of outsourcing payroll to a private company. While some communities may outsource payroll, it is not a common practice, particularly in communities as complex as Longmeadow. Longmeadow, like most communities, has a complex payroll that includes teachers, firefighters, police officers, part time employees, monthly employees and seasonal employees. Because there are so many unique factors with each type of employee, such as stipends, education credits, shift differentials, detail pay, etc., it would be cumbersome to document and then forward this information to a vendor. Furthermore, since there are so many changes in payroll, it may be more inefficient to have to call a vendor for every single change. This report recommends some of the ways payroll processing at the departmental level could be improved, not the actual processing of the payroll by the Human Resources Department and the issuance of checks by the Treasurer, which runs well.

## **SCHOOL - TOWN CHALLENGES**

The School Department is the largest department within the Town. One of the challenges observed and discussed at length revolves around the human resources responsibilities relating to the School Department. Both Town and School personnel speak of the issue with passion. Many changes in staffing and positions have occurred since the time the consolidation was voted by the citizens. It is debatable if enough staff was transferred at the time from the School Department to perform all the human resources functions that are now being asked of the Human Resources Department. While that may be worth a debate, it will not move the community further. The following is a discussion of the areas of concern.

Some of the issues that need to be addressed are:

- What defines a human resource function?
- Is it anything that relates to an employee?
- Should the Human Resources Department perform tasks for one department and not another?
- Are employees of vendors the responsibility of the Human Resources Department?
- Are unpaid volunteers or interns the responsibility of the Human Resources Department?

- Do human resources functions include collective bargaining administration responsibilities?
- Who ultimately decides if an issue is the responsibility of the Human Resources Department?
- Who decides which staff person is to perform those functions?

The Finance Director and the Assistant School Superintendent for Finance and Operations have met a number of times with the Human Resources Manager and impacted School Department personnel in an attempt to work out the unresolved issues of the consolidation of the human resources functions. However, no real resolutions have been achieved.

Some of the specific issues at the core of the problems are the establishment and maintenance of seniority lists and the issuance of Statement of Salary Agreements, both of which are collective bargaining requirements; the maintenance of a separate Access Data Base specific to the School Department, yet transferred to the Human Resources Department, Tuberculosis testing of contract employees, and the lack of updates on the personnel jackets (folders).

It is clear that more than one full time person performed the functions that were transferred to the Human Resources Department after the consolidation. That was then, this is now. A determination needs to be made if it makes sense to have the School Department retain some of the functions with existing staff, or if it is better for the Human Resources Department to perform the functions, with or without additional staff.

As mentioned earlier in this report, one of the challenges of the consolidation is that there is not only one Appointing Authority. The Town Manager and the School Superintendent should meet after receiving the recommendations in this Audit Report to finalize any outstanding issues regarding human resource function responsibilities, come to an agreement, and implement that final decision.

## **RECOMMENDATIONS**

### **General Recommendations**

Areas of suggested improvements are mentioned throughout the report and summarized here.

<b>ITEM</b>	<b>RECOMMENDATION</b>
Job Description Review	The classification plan was created quite some time ago. It should be done again
Job Postings & Advertisements	An effort to specifically reach out to diverse populations should be made
Job Applications	“At Will” language should be added to all applications
Standardized Interviews	An effort should be made for all departments and hiring managers to conduct and document standard interviews

Interview Training	Training should be conducted regarding proper methods of interviewing, legal issues and reference checks
DOT Drug Testing Results	DPW should obtain prior to hiring a CDL Driver
Centralized Personnel Files	Departments should not keep personnel records
Personnel File Contents	Personnel files need to be cleaned up (currently being done) so that only appropriate records are kept in the file and that medical records and other records such as I-9 forms are kept separately
Policy Training	Training needs to be conducted more frequently and at least biannually for supervisors
Benefits	Cafeteria Plan and Deferred Compensation Plans are recommended to be reviewed and perhaps updated
Workers Compensation	A processing flow chart should be created and distributed so that all supervisors and managers are aware of proper procedures. Training on injury management should be conducted
Injured on Duty	Chiefs should be trained on proper procedures for injured on duty claims, with a focus on medical and privacy information requirements
Fair Labor Standards Act	A review of positions should be conducted, as should a review of breaks and meal periods
Leave Administration	Human Resources should track leave usage
Family Medical Leave Act	Must be updated to include provisions for military FMLA
Leave Policies to be Created	Small Necessities Leave Act (SNLA)
Exit Interviews	A policy and procedure for exit interviews should be created and implemented
School Pay Rates (pro-rated)	School Department should submit accurate rate of pay for HR verification when an employee is hired after the start of the contract year or any other time when pay is to be pro-rated
Payroll Submission	Improvements should be made to the way the Town departments submit payroll, with a goal of automating in Munis

### **School -Town Recommendations**

With respect to the issues unresolved with the School Department since the consolidation, it is recommended that with the appropriate addition of staff that the Human Resources Department absorb the functions listed above, including the seniority lists and Statement of Salary Agreements. The information maintained in the Access Database should be maintained by the Human Resources Department, perhaps on a shared drive so that reports can be run by the School Department. It may make sense to keep the information in a different or modified database, perhaps in Munis, which is a decision for the Human

Resources Department, so long as the information, data and report capabilities are consistent with the needs of the School Department.

With respect to the Tuberculosis testing of contract employees, the vendor should be required to document to the School Department that such tests were conducted. Such compliance is a purchasing service agreement issue, not a Human Resources Department issue. Having said that, if it is more cost effective for Longmeadow to facilitate the testing, such testing should be coordinated by the School Department and the Board of Health. Since it is a Board of Health requirement, it is recommended that the Health Department provide the School Department with the necessary paperwork for the TB testing and that the School Business Office staff responsible for administering the Food Service Contract be responsible for tracking and coordinating with the Health Department on the issue. Any TB tests required for volunteers or interns should be handled in the same way, by the School Department.

**Staffing Recommendation**

Longmeadow is a well-run community with a modern Human Resources Department. However, it is clear that the Human Resources Department does not have sufficient staff to perform efficiently and effectively all of its current responsibilities, not including the additional responsibilities recommended in this Audit Report. Many of the findings contained in this report are a result of not getting to things or lack of follow through or timeliness, likely because of the minimal staffing levels in the Human Resources Department.

Thus, the following is the recommendation for appropriate staff, which would increase the current staffing level by 2 full time equivalents.

<b>CURRENT</b>	<b>PROPOSED</b>
FT Human Resources Manager	FT Human Resources Director
<i>Note: The HR Manager performs most of this function</i>	FT Human Resources Generalist – Benefits, Workers Compensation, Retirement
FT Sr. Human Resources Specialist (School Payroll)	FT Human Resources Generalist – School Payroll
PT Human Resources Specialist (Town Payroll)	FT Human Resources Generalist – Payroll, Leave, Classification Administration
PT Human Resources Assistant (filing, reception)	FT Human Resources Assistant – Reception, clerical assistance, employee paperwork, filing

The salaries of the current positions and proposed positions were not reviewed as part of this project. A study of comparable salaries should be conducted when job descriptions are formed. While the term “Manager” indicates the supervisor, it is clear that the current Human Resources Manager is a Director. The scope and scale of responsibilities are far-reaching. The Town needs a dedicated benefits administrator. The title of Human Resources Generalist is recommended so that positions can be cross-utilized and trained. When filled, the duties can be modified to fit the needs of the department and the strengths of the individuals being hired.

Obviously, there will need to be a time of transition which will require flexibility while staffing and appropriate funding is finalized. It will be important for the impacted personnel and departments to work together throughout the transition.

## **CLOSING**

Thank you for inviting the Collins Center for Public Management into your community. We appreciate all the time given by the people interviewed during this process. We would be remiss if we did not acknowledge the assistance received from Human Resources Manager, Erica Gelinas, who was extremely gracious with her time and support. Please do not hesitate to contact us for clarification or discussion of this report.

## ATTACHMENT

### HUMAN RESOURCES AUDIT CHECKLIST

Terms: Y = Yes; N= No; I= Inconsistently

#### **Recruitment & Hiring**

Job Descriptions	Y
Position Classification System	Y
Internal Job Posting Requirements & Procedures	Y
External Job Posting Requirements & Procedures	Y
Collective Bargaining Agreement Requirements	Y
CORI requirements	Y
EEO requirements	Y
Drug Testing	Y
Pre-employment Physicals	Y
License Verification	Y
Job-related Testing	Y
Person/People Responsible for each function	Y
External Advertisements	Y
Discriminatory language in job descriptions, postings and advertisements	Y
Advertising to reach people of diverse populations, including disabled	I
Employment Applications	Y
Standard Employment Application (SEA)	Y
Reference checks	I
Omissions & Inaccuracies on applications /resumes	Y
Lie Detector Statements	Y
Volunteer history included on SEA	Y
Commercial Drivers License requirements	Y
Employment at Will	I

#### **Screening Applicants & Offer Letters**

Established criteria for screening candidates	I
Verification of information on applications/resumes	I
Standard job related interview questions in a standard format	I
Non-discriminatory questions	I
Records of applications, interviews	I
Standard rejection letters	Y
Conditional Offers of employment	Y
Requirements prior to employment	Y
I-9	Y
License	Y
Direct deposit	Y
Temporary positions	Y
Union vs. Non-Union wages, working conditions	Y

**Policies & Training**

Records of current and prior policies	Y
Distribution schedule of policies	Y
Records of receipt and/or training on policies	Y
Sexual Harassment Prevention	Y
State Ethics Commission Conflict of Interest Law	Y
Issuance of municipal equipment and property and receipts	Y
Personal use policy	Y
Training on discrimination	I

**Training of Department Heads/Managers**

Complaint Handling	I
Prevention of Discrimination & Harassment	I
Supervisory Training	I
Performance Evaluations	I
Progressive Discipline	I
Reasonable Suspicion of Drug & Alcohol Abuse	I

**Central File Retention**

I-9	Y
Personnel Files	Y
Medical Files	Y
Workers Compensation Files	Y
CORI files	Y
Proper Maintenance of Personnel files and Records	I
Grievance Files	Y
Complaint Files	Y
Litigation Files	Y

**Performance Evaluations**

Training	I
Records Retention	Y
Attachment of Rebuttals or Statements	Y

**Benefits**

Benefit Election Forms	Y
Dependent Coverage & Documentation of Such	Y
HIPPA	Y
COBRA	Y
Unemployment	Y

<b>Life Insurance requirement of offering basic life insurance</b>	Y
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**Fair Labor Standards Act (FLSA)**

Review of all positions for exempt or non-exempt status	N
7 day cycle or 28 day cycle	N
School and Town employees working more than a total of 40 hours	I
Tracking of Hours Worked	I
Accurate Meal and Break Periods'	I

**Pay issues**

Pay scales & Classification Plan	Y
Schedule of Payment of Wages	Y

<b>Workers Compensation &amp; Injured on Duty</b>	Y
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<b>Discharge, non-renewal &amp; layoff procedures</b>	I
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**Leave Administration**

Family Medical Leave Act (FMLA)	Y
Sick Leave	Y
Personal Leave	Y
Small Necessities Leave Act	Y
Vacation Leave	Y

**Discrimination**

Sexual Harassment	Y
Disability Discrimination (ADA)	Y
Race, Gender, Religious Belief Discrimination	Y