

# **WORKSHOP MATERIAL**



# TOWN OF KITTERY

Office of the Town Manager

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Carol M. Granfield  
Town Manager

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## INTEROFFICE MEMORANDUM

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**TO:** TOWN COUNCIL  
**FROM:** CAROL M. GRANFIELD, INTERIM TOWN MANAGER  
**SUBJECT:** ADDITIONAL BUDGET INFORMATION  
**DATE:** MAY 18, 2016  
**CC:**

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This year's budget format followed the same as last year due to the status of transition between Town Manager's in the middle of the budget process. The Departments were requested by the Town Council to prepare budgets indicating what their needs are. The Town Manager's job is to review the department budgets presented and make modifications necessary to provide the Town Council with a reasonable budget that continues to provide excellent town services that are cost effective and maintains a stable tax rate. The Town Manager met individually with department heads to discuss changes made. Departments are in agreement with the modifications that were made in the operations and maintenance portions of the budgets. Of course, they could always do more with any additional funding. There are, however some potential additional personnel costs the Town Council may want to consider to add to the budget if warranted. The following information is provided in the area of Personnel items.

1. Town Manager Secretary – This is a confidential, non-union position that had previously been full-time, was changed to part-time and subsequently eliminated. The position would assist the Town Manager with many administrative, confidential tasks to include maintaining the website, answering and screening phone calls (currently calls come in direct to the Town Manager and can range from very general questions, to specific questions that need to be transferred to department. This is not a very productive use for a Town Manager position. Organization of key documents and contracts, which currently are not readily available, coordination of meetings, confidential administrative work to include spreadsheets, preparation of correspondence, and analysis and research work on varied projects. This position was not included in the budget, however due to input received from some members of Town Council regarding the need for more efficiency in Administration, along with initial review during my interim basis, a position would greatly

The following represents costs of a part time position at 28 hours as well as a full-time position with benefits.

PART TIME COST

\$33,845

FULL TIME COST

\$78,031

Tax Rate Impact: \$0.02

\$0.05

- 2. Shoreland/Environmental Resource Officer – This is a shared position between the Planning and Public Works Departments (currently hours in Planning and hours in Public Works). In order to meet current and additional demands of this position it was proposed to go from part time to full time which was not included in the budget. A salary review or thorough analysis was not conducted by the Town and this is a union position and it had not be discussed with the union. This position has not had a salary increase in three years and at minimum should receive the 2.25% increase other positions are receiving July 1. A through study of this positon and others should be conducted in the future. The following information is provided:

PART TIME COST

\$0.00 cost already budgeted

FULL TIME COST

\$40,521 less part-time cost already budgeted

Tax Rate Impact: \$0.00

\$0.03

- 3. Status of other positions – Interest on changing the Administrative Assistant shared part time position to full time in police will be evaluated by the new Chief, so no action taken at this time. Additional needs to assistance with utility billing in Sewer will be addressed using some alternative resources at this time.
- 4. The Human Resources Manager position - Questions have arisen in the past pertaining to this position. No changes are recommended at this time, however I have provided some information that the Town Council may not be aware of. Attached is the job description that has been in place for some time along with an additional listing of responsibilities. Additionally, this position is provided for in the Town Code in Section2.3.15.4. In my review of the code there are many changes that should ultimately be looked at as it is not a consistent document and in some cases include information that should be listed elsewhere and not part of the code. I hope this information is helpful.

Attachments

## **Job Description**

**Position Title:** Human Resources Manager

**Classification:** Exempt

**Reports To:** Superintendent of Schools and Town Manager

### **General Purpose:**

The Human Resources Manager is a department head position, providing management and direction of all Human Resources activities for the Kittery School Department and the Town of Kittery. This position plans and coordinates a variety of functions including employee relations efforts, staff planning, recruitment and selection, state and federal employment compliance standards, staff training, grievance resolution, participation in labor negotiations and contract administration and employee safety and wellness.

### **Main Job Tasks and Responsibilities**

- Provide an orientation and benefit enrollment process for all new hires, including the completion of all required paperwork
- Assure adherence to all federal and state regulations relating to employment
- Assure adherence to municipal ordinances, school policies and procedures and labor agreements
- Prepare and maintain updated job descriptions
- Determine employee job classifications and compensations according to policies and/or negotiated agreements
- Manage salary and benefit program for all employee groups
- Perform benefit analyses to determine appropriateness of programs and costs
- Provide leadership and direction in the development of short and long range plans for human resource planning; gather, interpret and prepare data for studies, reports and recommendations regarding human resources issues
- Assist the school and town in the resolution of employee grievances and disputes arising out of personnel actions
- Develop and maintain employee handbooks
- Provide staff training/education related to personnel/employment/safety issues
- Oversee and participate in school and town safety committee to develop effective safety programs
- Serve as a member of senior management on task forces and committees participating in strategic planning efforts and management issues
- Represent the school and town in administrative hearings such as unemployment, workers' compensation and human rights with support and participate of legal counsel when needed.
- Complete other tasks assigned by the Superintendent and Town Manager

### **Minimum Qualifications**

- Post-secondary degree/training preferred
- Minimum of three (3) years in Human Resources Management preferred
- Minimum of three (3) years in benefits administration preferred
- Successful background, criminal records, fingerprinting and reference check

### **Required Knowledge, Abilities and Skills**

- Honesty, integrity, confidentiality
- Thorough knowledge of the principles and practices of public human resources administration and the techniques employed in this field
- Skill in developing positive relations with all departments
- Effective communication - oral and written
- Knowledge of standard software applications
- Composure in stressful situations
- Time management skills to organize and prioritize work
- Ability to work independently

### **Physical Demands**

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- The employee frequently is required to stand, walk, sit, climb stairs, stoop, kneel, and crouch.
- The employee must occasionally lift and/or move up to 30 pounds.
- Prolonged sitting and computer use

*The responsibilities outlined above cannot totally encompass or define all tasks which may be required by this position. The outline of responsibilities given above may, therefore, vary from time to time without changing the level of responsibility.*

*Employees must look after their own health, safety and welfare and be mindful of other persons who may be affected by their acts. Employees must cooperate and comply with management instructions regarding Health and Safety issues and report all accidents, incidents and problems as soon as practicable to their supervisor.*

### **Chairperson for Safety Committee**

- Investigates and handles all WC claims
- Files all paperwork, monitors light duty, liaison between supervisor, employee and MMA
- If L/T, maintains communication with employee while they are out of work, works with supervisor/manager to get employee back to work
- Follows up with appropriate personnel to determine how injury could have been prevented – ensures that any inadequacies or deficiencies are repaired in a timely manner
- Attends quarterly claims reviews with MMA to discuss losses and determine ways to prevent future injuries
- Point person for Department of Labor for all Departments
- Posts all minutes and agendas
- Maintains all OSHA 300 logs
- Conducts or coordinates all safety training
- Maintains Risk Management Manual and ensures all monthly audits, etc. required by each department are provided to MMA representative to continue our “Leader” status for WC premium credit
- Meets quarterly with MMA Risk Manager to inspect all aspects of safety as part of our “Leader” program
- Train for the new Global Harmonization Program and ensure all Departments are compliant by 1-1-15

### **New Employee Orientation – see attached for further details**

- Meets with employees and goes over all payroll paperwork
- Review Benefits
- Provides new employees with appropriate training
- Completes necessary forms online
- Scans and e-mails all forms to payroll
- Completes checklist

### **Employment Verifications**

#### **Training**

- Provide yearly required training:
  - Sexual Harassment – school & town
  - Bloodborne Pathogen – school & town
  - FERPA - school
  - Bullying - school
  - Restraint – school
- Maintains “Target Solutions” – School
  - Assign new training

- Monitor completions
- Run reports to provide proof of training
- Create tests to verify knowledge of subject matter
- Add new employees and inactive employees who leave
- Participate in monthly webinars for enhancements
- Attend trainings to keep updated with HR laws, training, etc.
- Member of HR Group and attends quarterly meetings
- Conducts Management Training for Department heads

Creates and updates Employee Handbooks

Creates and updates job descriptions

FMLA

Participates in contract negotiations

Handles all employee personnel issues

Mediates conflicts

Maintains personnel files

Attends meetings

Open Enrollment

Conducts meetings and does presentations at multiple locations

Answers questions concerning benefits

Collects all forms and updates specific companies online

Social Committee

Health and Welfare

Affordable Care Act

Performance Reviews

Creates and updates policies

Works with attorneys to resolve issues