

APPENDIX A
JOB CONTENT QUESTIONNAIRES

Job Content Questionnaire Response

Job Title: Director of Administrative Services
Department: Central Administration
Supervisor's Name: Mary A. Glassman
Supervisor's Title: First Selectman
Completed By: Thomas F. Cooke
Date Completed: March 14, 2014

Basic Function/Purpose:

As stated in the job description, primary areas of responsibility include "development and administration of the Town's human resources program" and "providing assistance to the First Selectman in managing the general government operations of the Town." I serve as the primary staff interface to the Board of Selectmen and staff other committees as well (I serve as Administrative Chair of the Retirement Plan Sub-Committee). I am the primary information officer to the Emergency Operations team. I draft correspondence, statutes and contracts. In short, my responsibilities are far-reaching and driven by the current needs of the Town and the First Selectman.

Primary Responsibilities

% of Time	Responsibilities
15%	Union contact negotiation and administration: Research and preparation of proposals, attendance at negotiations, finalization of contracts, preparation for arbitration, contract interpretation issues, grievance meetings.
5%	Human resources program development and administration: Development and annual maintenance of compensation plan/plan components; oversight of performance review process; development of performance measures in connection with review process.
10%	Employee benefits: Pension plan and Retirement Plan Sub-Committee administration, benefits issues
15%	General employment matters: litigation, counseling of Department heads, meetings with individual employees
5%	Recruitment: Participation in recruitment process for management level positions
15%	Board of Selectmen: Preparation for board meetings/meeting follow up; preparation of hearing notices and special minutes; draft materials on behalf of Board of Selectmen; preparation and oversight of RFP process
25%	Management and administration: Work with Board sub-committees on wide variety of issues (Performing Arts Center, low income housing, Town technology, etc.); draft contract and other documents; liaison to Board of Education staff on shared services matters; preparation of Town budget; represent Town at CRCOG, CCM, CIRMA, Farmington Valley Health District

	meetings
10%	Miscellaneous projects: Primary Information Officer for emergencies; primary respondent for OSHA inspections; responsible for oversight of preparation of Small Cities grants; responsible for administration of fair housing, affirmative action and civil rights compliance policies; responsible for coordination of Freedom of Information Act requests

Formal Education

The position requires extensive knowledge of human resources, employment law and labor relations – my legal background has resulted in considerable savings in legal fees and the position responsibilities have expanded to utilize my training and skillsets. A replacement performing the same scope of work would require either legal training or extensive human resources experience. In addition, extensive knowledge of municipal government and excellent communication skills are required. Using the questionnaire's categories, I believe a master's degree is required at a minimum. Examples of job duties that require these skills:

- Handling union grievances: years of arbitration experience allow me to assess grievances and craft appropriate Town positions
- Representation of clients in OSHA proceedings help me to represent the Town in OSHA investigations
- A wide background in human resources allows me to chair the Town's Retirement Plan Sub-Committee
- Contract drafting experience helped me to draft a Facilities Operation Agreement between the Town and the Performing Arts Center, Inc. and to revise the Town's contract with the Hartford Symphony Orchestra (subject to review by counsel)
- Collective bargaining experience permits me to be the lead negotiator for the Town in collective bargaining, minimizing reliance on outside counsel.
- Management of a human resources budget in excess of \$80 million helped me to be an effective leader in preparation of the Town's budget proposals

Contacts and Communications

Key job contacts are primarily with manager or director level employees outside of my immediate work unit.

Contacts Outside the Organization

Contacts are primarily with prominent persons (e.g. community, business and industry leaders), officials of government agencies, financial agencies, as well as media representatives.

Typical contacts include:

Who	Communicate About What	How Often
Town Counsel	I work closely with Town Counsel on a wide variety of policy and legal matters	Several times a week
Other legal and financial advisors	I have regular contact with other counsel (bond counsel, labor counsel, pension counsel), with financial advisors (Pension plan investment advisors, the Town's actuary, the Town's financial advisors)	From once a week to several times a week

Board and Commission leadership	I work closely with Board and Commission leaders on policy and program initiatives (for example, management of the Performing Arts Center)	Several times a week
Media	I regularly issue press releases and during emergency operations I am the primary contact for the media	From rarely to constantly!
Governmental and organizational leaders	I work closely with the Town's state senator and state representative; I work closely with representatives of CRCOG, CIRMA and other municipal organizations; I am the primary contact for leadership of the Simsbury Housing Authority, the Hartford Symphony Orchestra, the Community Farm and many other organizations who have relationships with the Town of Simsbury	Weekly to several times a week

Work Experience

At least seven years of experience are required, either working as an Assistant Manager in Town government, practicing labor and employment law or working at a policy-making level in a human resources organization. While the specifics of operating in a municipal government context can be learned, the learning curve is steep.

Decision Making

I make decisions regarding policies, procedures and projects. My decisions are typically made within the confines of business plans or objectives established by the Board of Selectmen and the First Selectman. Major project or policy changes require Board or First Selectman approval.

Examples include:

- Collective bargaining and union grievance settlements
- Disciplinary action
- Employee benefit decisions (i.e. terms of implementation of health plans)
- Project assignments to Department heads

Problem Solving

My work is governed by broad directions, objectives and policies. Because conditions change frequently, I must use creativity and judgment. I am given considerable latitude in resolving problems.

Examples include:

- Settlement of grievances
- Handling matters with significant legal exposure (e.g. pension plan issues, employee discharge matters)
- Collective bargaining agreements

Supervision

This is a nuanced question. I share supervisory responsibility for two positions: the Secretary to the First Selectman and the Deputy Director of Administrative Services.

Because I work directly for the First Selectman and represent her explicitly or implicitly in a number of areas, I have "dotted line" authority of a much broader nature.

While I can be seen to act with the authority of the First Selectman, success in my position almost universally requires me to reach consensus with others. On the one hand, I have conducted performance reviews for those who would otherwise be considered my peers. On the other, I have no explicit authority to direct them.

Budget Management

I establish the budget for a department and am responsible for authorizing expenditures. My responsibilities also include assisting the First Selectman in finalizing her budget for the Town.

Physical/Mental Demands

My position is not physically demanding. I am at liberty to move around, although a great deal of time is spent at my desk working on the computer. Hours are long and weekend/holiday work is frequent. I do travel from my primary place of work and "unpredictable deadlines or demands for work product" describes my normal workday.

Your Comments

More than 90% of all of the Town's human resources functions are performed by two positions – the Director of Administrative Services and the Deputy Director of Administrative Services (the remaining functions, such as payroll, are conducted by the Finance Department). The function includes all collective bargaining, benefits design and administration, employee relations, discipline and safety, policy design and implementation, performance evaluation and employee compensation. The Deputy Director of Administrative Services is responsible for assisting employees with individual issues (such as pension plan elections, new hire orientation, review of benefit options, etc.). In the background is a highly complex legal and contractual structure that continues to grow in complexity – at the same time that we are moving to consolidate our health care plan under one administrator (moving from ConnectiCare and CIGNA to CIGNA only), we must start to plan for the likely impact of the new federal health care law. As noted above, human resources takes approximately half of my time and I imagine that the Deputy will have a similar breakdown of functions. In short, between the two of us there is an equivalent of one to one-and-a-half person(s) working full-time on human resources.

At this time the Deputy is functioning as the Interim Director of Finance. We have hired a consultant to help with the basic HR functions and to assist with the transition to a single carrier while Sean is working with Finance. Sean has not been able to pass the entire HR function to our consultant given the high level of complexity of some of his functions and the time it would take to train and transition them. As we move forward, retaining the consultant as a full-time employee – perhaps working jointly for the Town and the Board of Education on benefits matters – should be seriously considered.

Job Content Questionnaire Response

Job Title: Deputy Director of Administrative Services
Department: Central Administration
Supervisor's Name: Thomas F. Cooke
Supervisor's Title: Director of Administrative Services
Completed By: Sean M. Kimball
Date Completed: April 28, 2014

Basic Function/Purpose:

As stated in the job description, primary areas of responsibility include "development and administration of the Town's human resources program"; "supporting the First Selectman and the Board of Selectmen with Town initiatives and operations"; and administration of the Town's Risk Management program. Over time, the "initiatives and operations" supported by my position have expanded to include: budget analysis; presentation and document production; project management for new initiatives; and serving as the town's Veteran's Point of Contact. My responsibilities have tended to evolve and expand rapidly based on the needs of the First Selectman and the varied skill sets I bring to the position.

Primary Responsibilities:

% of Time	Responsibilities
15%	Recruitments: I have primary responsibility for managing the Town's recruitment program including: working with department directors to plan for vacant positions; revising and updating job descriptions; posting jobs to the online job portal; advertising in local papers; scheduling interviews; designing and administrating employment tests; serving on all selection panels; negotiating employment terms and drafting offer letters; organizing pre-employment drug screenings and background checks.
15%	Benefits Administration: I have primary responsibility for managing all aspects of employee benefits, the major components of which include: two medical plans for active employees, a retiree health insurance plan; a dental plan for both current and retired employees; a long-term disability and life insurance plan; and a 457 deferred compensation plan. I process all enrollments/changes/terminations for all of the plans above. I also manage employee accrued leave and FMLA/sick leave issues. I conduct audits of insurance plan participation and accrued leave documentation. I perform new employee orientations to explain the details of all of the benefits listed above and manage an annual open enrollment process and health fair. I also serve as the primary point of contact for the Town's wellness program.

15%	Union Contract Negotiations: I serve as one of two primary members of the Town's bargaining team, directly supporting the Director of Administrative Services who is the lead negotiator. I attend all bargaining sessions, help develop new proposals and evaluate union offers. I have primary responsibility for costing out proposals and performing background research, surveys and analysis to support negotiations and, when necessary, mediation or binding arbitration proceedings.
15%	Risk Management: I serve as the sole risk manager for the Town which involves managing worker's compensation cases; performing annual OSHA reports; working with our insurance company to update property schedules; consulting on the risk potential for proposed events or initiatives; serving as the chair of the Management-Employee joint safety committee; coordinating safety audits and making safety recommendations.
10%	Disciplinary Actions and Terminations: I serve as the initial point of contact for most circumstances involving disciplinary action on employees. I draft informal and formal write ups on behalf of department directors and represent the town management at disciplinary meetings with employees. I work with department directors to evaluate performance management options. I meet with outgoing employees to review their compensation options and file necessary paperwork for work separation.
10%	Pension Plan Administration: I am the sole administrator for the Town's general government and police pension plans. I meet with retiring employees to discuss their pension options, I collect the necessary information to send to our actuaries to calculate the defined benefit pension amounts; I work with the Finance office to determine appropriate deductions for retiree health insurance; I input and process all necessary paperwork and initiate lump sum payments and monthly payments through the bank's online system; I work with the Director of Administrative Services and pension counsel to examine pension issues and, when necessary, take corrective action on retiree payments.
10%	Budget Analysis: Due to my background in finance and budgeting, I began providing recurring budget analysis support to the First Selectman particularly during the annual budget process. I provide the First Selectman with analysis of her budget proposals and potential impact. I create the First Selectman's budget PowerPoint presentations and accompanying charts and graphs. I also sit in on budget meetings with department heads, draft budget letters on behalf of the First Selectman and attend night budget meetings and hearings. I also have primary responsibility for coordinating the development of the Capital Improvement Program in consultation with the Town Engineer. I
10%	Miscellaneous Projects / Veteran's Point of Contact / Front Office Staffing: I often serve as First Selectman's first choice for the management of new ideas, projects or initiatives, particularly when involving the Town website or other technology. I created and still manage the Town's Twitter account used to communicate Town events and for emergency communications. I was appointed the Veteran's Point of Contact for the Town per CGS Public Act 13-42 through which I meet with veterans and hold open houses to help veterans access relevant state and federal benefits. I manage an online database of potential volunteers as part of a Volunteer Initiative in 2013. As a member of the "front office" (along with the First Selectman, the Executive Secretary to the First Selectman and Director of Administrative Services) I answer the main office telephone line and provide information or services to members of the

public who visit our office.

Formal Education

Response Selected:

- Requires a Masters degree in a discipline directly related to the job. This includes, for example, MS, MBA and MPA.

My job description requires the following:

Masters of Public Administration or equivalent public and/or private sector employment experience which includes training and/or experience with finance, human resources and collective bargaining. Experience with human resources and benefit administration is beneficial.

My position requires extensive knowledge of human resources, risk management and finance techniques and procedures. A formal education in the management theories and best practices of municipal managers and public finance officers is absolutely critical. Courses in municipal human resource management; public financial management; negotiations; and budgeting are essential.

Examples of job duties that require these skills:

- Performing complex functions in Microsoft Excel to analyze budget impacts or to track and report on retiree health benefits.
- Negotiating union contracts and evaluating the short and long term impact of proposals.
- Understanding complex legal terms surrounding pension plans and QDRO agreements and working with complex finance software to initiate pension payments.
- Evaluating the risks involved in new events or initiatives and determining the proper level of oversight and insurance protection.

Contacts and Communications

Key job contacts are primarily with manager or director level employees outside of my immediate work unit.

Contacts Outside the Organization

Contacts are primarily with mid-level representatives, guests and professional contacts with other organizations

Typical contacts include:

Who	Communicate About What	How Often
Benefits support personnel	I work closely with client management representatives from our health insurance, retirement plan and Workers Comp and Liability/Auto/Property insurance vendors to resolve issues.	Multiple times per week
Peer managers in other municipalities	I belong to a group of Assistant Town Managers who meet fairly often to review our experiences and discuss new ideas. We email often to compare	Once a week

	notes on a variety of municipal management topics.	
Town Counsel	From time to time I work with Town Counsel on a wide variety of policy and legal matters	From once a week to once a month
Other legal and financial advisors	I have regular contact with other counsel (bond counsel, labor counsel, pension counsel), with financial advisors (Pension plan investment advisors, the Town's actuary, the Town's financial advisors)	From once a week to once a month

Work Experience:

My job description does not provide for a minimum number of years of experience. That being said, I can't imagine anyone being successful in this position without at least 2-3 years of experience with at least a majority of the key functions of the job.

Decision Making

I make decisions regarding policies, procedures and projects. My decisions are typically made within the confines of business plans or objectives established by the Board of Selectmen and the First Selectman. Major project or policy changes require Board or First Selectman approval.

(While the above statement is probably the most accurate based on the choices available in the questionnaire, there are certainly many times that the first two choices are applicable).

Examples include:

- Collective bargaining and union grievance settlements
- Disciplinary action
- Employee benefit decisions (i.e. terms of implementation of health plans)
- Selecting a preferred candidate to fill a position

Problem Solving

I deal with many unique problems in my work. Judgment is required to meet new conditions and to select from precedents, policies and procedures. Other individuals are available to me for advice in solving problems.

(I would note that the issues I deal with rarely have easily identifiable precedents or clear policies and procedures. Often, I am using my creativity and judgement to develop solutions to problems. The "other individuals available to me" are the Director of Administrative Services and the First Selectman.

Examples include:

- Processing enrollment paperwork / initiating job postings
- Managing risk exposure for practices or events

- Handling matters with significant legal exposure (e.g. pension plan issues, employee discharge matters)
- Collective bargaining agreements

Supervision

Technically my position does not supervise any other full time staff as the functions outlined above are managed by me and the Director of Administrative Services without lower level support staff. From time to time I supervise department interns and at times direct the work of the Executive Secretary to the First Selectman.

Budget Management

This is an interesting question. Technically I would select "I establish the budget for a department and am responsible for authorizing expenditures" because I do so for the benefits and recruitment expenses of our department's budget. As stated earlier, I also have some budget development responsibilities for the entire municipal budget and the Capital Improvement Plan.

Physical/Mental Demands

My position is not physically demanding. I am at liberty to move around, although a great deal of time is spent at my desk working on the computer. Hours are long and evening meetings are required from time to time. I do travel from my primary place of work and "unpredictable deadlines or demands for work product" describes my normal workday. I often do work from home on nights and weekends by logging in virtually from my home computer. I also respond to emails on my smartphone at all hours.

Your Comments

When I started at Simsbury in January of 2011, my newly established position title was Human Resources/Risk Manager. My position was funded through a 50/50 split with the Finance Department, implying a 50% responsibility to risk management. In reality, the core human resources functions of recruiting/hiring employees, managing benefits, processing pensions, negotiating contracts, and supporting disciplinary actions took up a majority of my time.

From even those early months it was clear that the physical location of my office and my reporting relationship to the First Selectman and the Director of Administrative Services would result in many unanticipated requests, tasks and responsibilities on a near daily basis and that I would be performing many functions outside my job description. I was able to use my analytical skills and my writing ability to perform tasks above and beyond basic human resources tasks. That being said, my position is likely unique in that I perform a large amount of fairly tedious data inputting and processing while at the same time being asked to provide professional policy advice and recommendations on significantly important issues.

Within a year my position was upgraded to the title of Deputy Director of Administrative Services to more accurately reflect some of the additional budget, technology, and project management

duties. Although this broad and ambiguous title has also allowed for the addition of even more responsibilities in practice than were probably originally intended (see Veteran's Point of Contact and Volunteer Database Coordinator).

APPENDIX B
PRIMARY RESPONSIBILITIES CHART

TOWN OF SIMSBURY PERSONNEL STUDY
PRIMARY RESPONSIBILITIES CHART

PRIMARY RESPONSIBILITIES	TOM	SEAN
Union contract negotiation & administration	15.0	15.0
Human resources program development & adm.	5.0	
Employee benefits/Pension plan adm.	10.0	25.0
General employment matters	15.0	10.0
Recruitment	5.0	15.0
Management & administration/Budget analysis	25.0	10.0
Board of selectmen	15.0	
Risk management		15.0
Miscellaneous	10.0	10.0
TOTAL	100.0	100.0

APPENDIX C

PERSONNEL PRIMARY RESPONSIBILITIES WORKSHEET

TOWN OF SIMSBURY PERSONNEL STUDY
PERSONNEL PRIMARY RESPONSIBILITIES WORKSHEET

TOWN _____

NUMBER OF FULL TIME EQUIVALENT POSITIONS _____

PERSON COMPLETING THIS FORM _____

PERS. PRIMARY RESP. POSITIONS INVOLVED/PERCENT OF TIME
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union contract neg. & adm.
(preparation, attendance, grievances)

HR program dev. & adm
(compensation plan, perf. review)

empl. benefits/pension plan adm.
(health, pension, life, deferred comp.)

general employment matters
(litigation, counseling)

recruitment
(recruitment, testing, training)

other _____

For each position involved in the personnel primary responsibilities above, please indicate the position, such as town manager(TM), assistant town manager(ATM), assistant to the town manager(ATTM), human resources director(HRD), executive assistant(EA), 1st selectman(1STSEL), chief administrative officer(CAO), etc and the percent of that position's time spent on each personnel primary responsibility such as 5%, 10%, etc. Please use more than one form if necessary.

For each position identified, please provide a written job description and a current salary range.

Please also indicate the name of the comprehensive human resources software(recruitment, personnel action forms, etc) and its approximate cost if your community uses such software:

Name _____
Cost _____

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