

**PERSONNEL STUDY**

**TOWN OF SIMSBURY, CT**

**COMPLETED BY**

**LEE C. ERDMANN**

**NOVEMBER 10, 2014**

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## ASSIGNMENT

The assignment is to examine the roles and responsibilities of the positions involved in the Personnel function in the town of Simsbury, CT and to recommend any appropriate changes in these roles and responsibilities in light of the town charter provision providing for the delegation of the Personnel functions to administrative staff. This study recognizes that, pursuant to Section 501 of the Charter of the Town of Simsbury, the 1<sup>st</sup> Selectman serves as the full-time Chief Executive and Chief Administrative Officer of the Town. The recommendations herein are designed to ensure that any changes to the assignment of the personnel functions remain consistent with this mandate.

## APPROACH

The approach to this study has been to have the Director and Deputy Director of Administrative Services complete Job Content Questionnaires, prepare a summary of Personnel Primary Responsibilities, interview the 1<sup>st</sup> Selectman, the Director and Deputy Director of Administrative Services, conduct a comparative analysis of up to twelve comparative towns, develop a set of draft findings, options and recommendations, prepare a draft report, review the draft report with the Director of Administrative Services, and make any corrections, deletions and additions needed, prepare a final draft report, review the final draft report with the Personnel subcommittee of the Board of Selectmen and with the full Board of Selectmen and submit a final report to the Director of Administrative Services.

## COMPARATIVE ANALYSIS

I have collected full information from nine and partial information from three of the twelve comparative towns identified by the town of Simsbury's Personnel Sub-Committee for use in preparation of market reference ranges and other compensation purposes. As only one of those towns utilizes the 1<sup>st</sup> Selectman form of government, ten additional towns have been included, with full information for nine of them and partial information for the other two. Hence, the draft report is based on full information collected from Simsbury and from seventeen comparative towns. The final report includes the same information.

COMPARATIVE ANALYSIS  
PERSONNEL POSITIONS

TOWN	POP	FTEs	HR FTE's	POSITIONS INVOLVED IN PERSONNEL FUNCTION	COMPREHE HR SYSTEM
AVON	18,283	105	2.0	HR DIRECTOR SR. ADMIN ANALYST	AUC
BLOOMFD	20,602		3.0	HR DIRECTOR HR GENERALIST HR SPECIALIST	-
BRISTOL	60,603	499	4.0	PERSONNEL DIRECTOR ASSISTANT PERS DIR PERSONNEL ANALYST SR. ADMIN ASST	-
CANTON	10,351	69	1.0	CHIEF ADMIN OFFICER FINANCE DIRECTOR 2 ADMIN ASSTS	-
DARIEN	21,114		1.0	HR DIRECTOR	-
EAST HAV	29,190	225	2.5	CHIEF EXAMINER CSC ASST DIR ADM & MGMT STAFF ACCOUNTANT	-
FAIRFLD	60,450	706	4.0	HR DIRECTOR BENEFITS MANAGER RISK MANAGER HR ADMIN ASST	-
FARMTN	25,529	167	2.0	TOWN MANAGER ASST TOWN MANAGER DIR FINANCE & ADM ADM ASST	-
GLASTBY	34,698	141	3.0	TOWN MANAGER DIR HR HR GENERALIST	MUNIS

			ADM SECRETARY	
GRANBY	11,316 56	1.2	TOWN MANAGER HS DIR, ADM FIN DIR	-
GREENWH	62,256		HR DIRECTOR	
HAMDEN	60,863 438	4.0	PERS & CS DIRECTOR HR OFFICER ADMIN SECRETARY BENEFITS TECHNICIAN	-
NW CANA	20,110 180		HR DIRECTOR PAYROLL & BENEFITS COOR PENSION ADM	-
NEWINGT	30,602			
ROCKY HL	19,729			
SIMSBURY	23,620	1.1	DIR ADM SERVICES DEP DIR ADM SVS	NEOGOV
SO WINDS	25,835 177	1.3	TOWN MANAGER ASST TO THE T. M.	ADP
SOTHINGT	43,434			
STRATFD	52,077 439	4.0	HR DIRECTOR 2 HR GENERALISTS JR HR GENERALIST	-
WALNGFD	45,179 464	7.0	PERSONNEL DIRECTOR ASST PERS DIRECTOR RISK MANAGER EXECUTIVE SEC SECRETARY PERS TECHNICIAN PERS CLERK	-
WEST HTFD	63,274 442	6.5	HR EXEC DIR ASST DIR EMPL SVS EXEC ASST	ABRA SUITE

2 HR SPECIALISTS

WESTPORT	27,068 286	3.3	PERSONNEL DIRECTOR PERSONNEL ADMIN PAYROLL & BEN COOR ACCTS PAYABLE CLERK	-
WETHSFD	26,710	.4	TOWN MANAGER EXEC SECRETARY	-



**COMPARATIVE ANALYSIS-SALARY RANGES OF POSITIONS INVOLVED IN THE PERSONNEL FUNCTION  
POSITIONS AND SALARY RANGES**

<u>TOWN</u>	<u>POP</u>	<u>TM/CH AO</u>	<u>ATM/DEPUTY CAO</u>	<u>ASSIST TO THE TM</u>	<u>MAYOR/ 1<sup>ST</sup> SELECT</u>	<u>DIR ADM SVS</u>
AVON	18,283	143,816	82,082			
BRISTOL	60,603				100,445	
BLOOMFD	20,602	140,000	68,526-105,775			
CANTON	10,351					122,286
DARIEN	21,114	159,625				
EAST HAV	29,190	75,000				
FAIRFLD	60,450		62,050		127,600	
FARMGT	25,529	148,065	84,553-95,223			
GLASTBY	34,698	169,595				
GRANBY	11,316	148,500				
GREENWH	62,256	117,372	102,230		120,300	
HAMDEN	60,863	90,000	70,000			

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NW CANA	20,110		130,397		130,333
NEWGTON	30,602	139,000			
ROCKY HL	19,729	148,386			
SIMSBURY	23,620				104,508
SO WINDS	25,835	157,259		65,183-115,542	
SOUTHGT	43,434	151,900	146,343		
STRATFD	52,077	120,000			101,530
WALNGFD	45,179				73,140
WEST HTFD	63,274	150,000			
WESTPORT	27,068				101,050
WETHSFD	26,710	123,600	87,562		

**COMPARATIVE ANALYSIS-SALARY RANGES OF POSITIONS INVOLVED IN THE PERSONNEL FUNCTION  
POSITIONS AND SALARY RANGES**

<u>TOWN</u>	<u>POP</u>	<u>DEP DIR ADM SVS</u>	<u>HR DIRECTOR</u>	<u>HR ASST DIR</u>	<u>DIR FIN &amp; ADM</u>	<u>RISK MANAGER</u>
AVON	18,283		98,354			
BRISTOL	60,603		122,970			90,697
BLOOMFD	20,602		79,287-122,380			
CANTON	10,351					
DARIEN	21,114		119,000			
EAST HAV	29,190					69,910
FAIRFLD	60,450		115,299			93,050
FARMGT	25,529				113,048-128,114	
GLASTBY	34,698		80,886-109,219			
GRANBY	11,316		88,152			
GREENWH	62,256		167,517	119,203		
HAMDEN	60,863		90,000	35,000		75,000
NW CANA	20,110		112,370			

NEWGTON	30,602		
ROCKY HL	19,729		
SIMSBURY	23,620	65,000-95,000	
SO WINDS	25,835		
SOTHGTON	43,434		
STRATFD	52,077	96,063	
WALNGFD	45,179	125,663	
WEST HTFD	63,274	80,990-143,988	92,196-114,244
WESTPORT	27,068	117,700	
WETHSFD	26,710		

**COMPARATIVE ANALYSIS-SALARY RANGES OF POSITIONS INVOLVED IN THE PERSONNEL FUNCTION  
POSITIONS AND SALARY RANGES**

<u>TOWN</u>	<u>POP</u>	<u>HR GENERALIST</u>	<u>HR SPEC/ASST</u>	<u>ADM ASST/ADM SEC 11/EXEC ASST</u>	<u>BEN COOR</u>
AVON	18,283				
BRISTOL	60,603			53,263	
BLOOMFD	20,602	56,111-70,252	39,803-49,832		
CANTON	10,351			49,500	
DARIEN	21,114				
EAST HAV	29,190				
FAIRFLD	60,450			45,600	
FARMGT	25,529			56,233-63,328	
GLASTBY	34,698	54,424-68,074		42,646-53,371	
GRANBY	11,316				
GREENWH	62,256			74,055	
HAMDEN	60,863			55,000	
NW CANA	20,110			60,752	

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NEWGTN 30,602

61,251

ROCKY HL 19,729

70,000

SIMSBURY 23,620

SO WINDS 25,835

SOTHGTN 43,434

51,146

WALNGFD 45,179

73,474

WEST HTFD 63,274

71,786-95,966

45,564-58,682

WESTPORT 27,068

52,000

WETHSFD 26,710

55,773

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## FINDINGS

1. The five primary responsibilities in the personnel function are union contract negotiations and administration, human resources program development and administration, employee benefits and pension plan administration, general employment matters, and recruitment.
2. In Simsbury, the Director of Administrative Services spends 50% of his time and the Deputy Director of Administrative Services spends 65% of his time on the five primary responsibilities in the personnel function. This represents 1.15 full time equivalent (FTE). This is the third lowest of the comparable towns and is inadequate to properly handle these responsibilities.
3. In Simsbury, the Deputy Director of Administrative Services spends 25% of his time and the Director of Administrative Services spends 10% of his time on employee benefits/pension plan administration. The town has hired a consultant to assist in this area to provide relief to the Deputy Director who also temporarily served as Acting Finance Director.
4. In Simsbury, the 1<sup>st</sup> Selectman provides oversight and policy direction to the personnel function and retains final authority with respect to personnel decisions. The 1<sup>st</sup> Selectman is responsible for the supervision and review of department heads and supervisors. The Director of Administrative Services, who has extensive background and practiced labor and employment law for many years, has oversight of the day-to-day human resources and personnel function. The addition of this skill set and the addition of a Deputy Director of Administrative Services with an MPA have professionalized the human resources function.
5. Simsbury has fewer FTE's devoted to the personnel function than all but three of the comparative towns.
6. Eleven of the expanded list of twenty-two comparative towns have the Mayor/Council or the Selectmen/Town Meeting form of government.
7. In Simsbury, the Director of Administrative Services and the Deputy Director of Administrative Services positions have evolved into top-level professional positions with significant responsibility for day-to-day management of town affairs.
8. In Simsbury, over the past six years, the 1<sup>st</sup> Selectman has placed emphasis on professionalizing the town staff. As a result, the town has benefitted from cost savings and program improvements in the human resources and benefits areas such as the following:
  - a. Union contract negotiations are being conducted by in-house staff with minimal use of outside labor counsel, resulting in a reduction in legal fees and more timely favorable contract terms.
  - b. Internal insurance and pension plan audits have been conducted, identifying and correcting discrepancies.

- c. Defined contribution plans have been introduced and changes have been made to pension plan administration to ensure pension plan viability.
  - d. A specific risk management function has been introduced.
  - e. Health insurance plans have been consolidated resulting in cost savings and avoidance totaling \$500,000.
  - f. OSHA, workers compensation and safety committee functions have been upgraded.
  - g. An on-line hiring process has been instituted resulting in considerable time and cost savings.
9. In Simsbury, the town administration currently conducts performance appraisals.
10. Section 502 of the Town of Simsbury's Charter provides that:  
The First Selectman shall be the Personnel Director for the Town, and shall have the responsibility for developing job descriptions for all administrative officers, subject to the approval of the Board of Selectmen; and all advertising for, hiring, and dismissal of Town employees, except Board of Education employees, shall be under the First Selectman's direct control, subject to the approval of the Board of Selectmen, provided, however, that the appointment and removal of officers and employees of the Police Department shall be governed by the provisions of Section 707 of this Charter. **Notwithstanding the foregoing, the First Selectman may, with the consent of the Board of Selectmen, appoint another Town officer to the position of Personnel Director. Upon such appointment, the appointed Town officer shall perform the duties of the personnel director as described in this section.**

Full delegation of the human resources function is therefore permissible under the terms of the Charter, according to the Director of Administrative Services after conferring with counsel.

11. The positions of Director of Administrative Services and Deputy Director of Administrative Services are not identified in the Town of Simsbury's Charter. These positions serve at the discretion of the 1<sup>st</sup> Selectman.
12. The Charter of one comparable community provides for the delegation of the personnel function to staff.



## OPTIONS ANALYSIS

<u>OPTION</u>	<u>ADVANTAGES</u>	<u>DISADVANTAGES</u>
1.Full delegation of final personnel decisions	<ul style="list-style-type: none"><li>- provided for in charter</li><li>- day to day functions are delegated</li><li>- provides further professionalization</li><li>-1<sup>st</sup> Selectman not required to be a trained professional or to have human resources experience</li><li>-shortens decision making process and timeline</li><li>-potential to retain professional staff</li></ul>	<ul style="list-style-type: none"><li>- lessens responsibility of 1<sup>st</sup> Selectman</li></ul>
2. Partial delegation of final personnel decisions	<ul style="list-style-type: none"><li>-provided for in charter</li><li>-day-to-day functions are delegated</li><li>-provides further professionalization</li><li>-1<sup>st</sup> Selectman typically not a trained professional</li><li>-somewhat shortens decision making process and timeline</li><li>-potential to retain professional staff</li><li>-1<sup>st</sup> Selectman receives recommendations and makes final decisions</li></ul>	<ul style="list-style-type: none"><li>-somewhat lessens responsibility of 1<sup>st</sup> Selectman</li></ul>
3.No delegation of final personnel decisions	<ul style="list-style-type: none"><li>-maintains status quo</li><li>-maintains final personnel decision making authority with 1<sup>st</sup> Selectman</li></ul>	<ul style="list-style-type: none"><li>-burden on 1<sup>st</sup> Selectman</li><li>-does not shorten decision making process and timeline</li><li>-may lose highly trained professional staff</li></ul>

### **OPTION 1**

Full delegation of the personnel function to professional staff would be a very important step forward for the town of Simsbury. Full delegation would effectively mean that authority currently invested in the 1<sup>st</sup> Selectman for hiring, firing, conducting performance appraisals and determining raises and discipline would be formally delegated to the director and Deputy Director of Administrative Services. The 1<sup>st</sup> Selectman would continue to have oversight and provide policy guidance in these areas but would no longer have final decision-making authority in these areas. As required by Charter, the 1<sup>st</sup> Selectman would continue to function as the Chief Operating Officer responsible for the direction of the business of the town. All of the town's department heads, including the Director of Administrative Services would continue to report to the 1<sup>st</sup> Selectman. As the Chief Operating Officer the 1<sup>st</sup> Selectman would prepare the annual performance review for the Director of Administrative Services. The director of Administrative Services would perform the role of Personnel Director at the pleasure of the 1<sup>st</sup> Selectman and the Board of Selectmen,

### **OPTION 2**

Partial delegation of the personnel function to professional staff would essentially represent delegation of some of the final decisions currently made by the 1<sup>st</sup> Selectman. Perhaps the conducting of performance appraisals, determining raises and determining discipline could be delegated to the Director and Deputy Director of Administrative Services but other decisions such as hiring and firing would continue to be made by the 1<sup>st</sup> Selectman.

### **OPTION 3**

No delegation of the personnel function to professional staff would mean continuation of the status quo. Final decision making authority for hiring, firing, conducting performance appraisals, determining raises and determining disciplinary action would remain with the 1<sup>st</sup> Selectman.

## RECOMMENDATIONS

1. The 1<sup>st</sup> Selectman should partially delegate the personnel function to the Director and Deputy Director of Administrative Services. This would be another step in the direction of professionalizing the town administration and would fully recognize the capabilities of the professional staff. Although this would lessen the authority and responsibility of the 1<sup>st</sup> Selectman, it would further the professionalization of the town staff, help to retain the existing professional staff and speed up the decision making process. The salary ranges of the Director and Deputy Director of Administrative Services should be increased appropriately. The salary range of the 1<sup>st</sup> Selectman could be adjusted downward as appropriate.
2. The town of Simsbury should create a third position having responsibilities in the personnel function. Responsibilities in the area of employee benefits and pension plan administration are currently handled by a temporarily full time consultant. Although the consultant was hired initially to provide relief to the Deputy Director of Administrative Services who temporarily served as Acting Finance Director, this area is very complex and deserves considerably more attention than the Director and Deputy Director of Administrative Services have been able to devote to it. Appropriate titles range from Employee Benefits Specialist to Employee Benefit Generalist to Employee Benefits Coordinator or Administrator with a salary range of \$55,000 to \$75,000. This would give the town 2 FTE's in the personnel function which is more in line with comparable communities.
3. While the Town Charter permits the delegation of the personnel function by the 1<sup>st</sup> Selectman and thereby makes professionalization of town staff possible, the town's human resources staff members are not included in or identified by the Charter and currently serve at the discretion of the 1<sup>st</sup> Selectman. Further Charter revisions should be considered to make the proposed delegation permanent provided that the delegation remains subject to the approval of the 1<sup>st</sup> Selectman and the Board of Selectmen. This will ensure that the town's commitment to professionalism is permanent and cannot be undone at the whim of future 1<sup>st</sup> Selectmen; and that both existing and future staff can be assured of the stability of the function which will help the town to recruit and retain the best candidates.

**APPENDIX A**  
**JOB CONTENT QUESTIONNAIRES**

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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%	<b>Union contact negotiation and administration:</b> Research and preparation of proposals, attendance at negotiations, finalization of contracts, preparation for arbitration, contract interpretation issues, grievance meetings.
5%	<b>Human resources program development and administration:</b> Development and annual maintenance of compensation plan/plan components; oversight of performance review process; development of performance measures in connection with review process.
10%	<b>Employee benefits:</b> Pension plan and Retirement Plan Sub-Committee administration, benefits issues
15%	<b>General employment matters:</b> litigation, counseling of Department heads, meetings with individual employees
5%	<b>Recruitment:</b> Participation in recruitment process for management level positions
15%	<b>Board of Selectmen:</b> 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%	<b>Management and administration:</b> 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%	<b>Miscellaneous projects:</b> 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%	<b>Recruitments:</b> 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%	<b>Benefits Administration:</b> 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%	<p><b>Union Contract Negotiations:</b> 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.</p>
15%	<p><b>Risk Management:</b> 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.</p>
10%	<p><b>Disciplinary Actions and Terminations:</b> 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.</p>
10%	<p><b>Pension Plan Administration:</b> 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.</p>
10%	<p><b>Budget Analysis:</b> 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</p>
10%	<p><b>Miscellaneous Projects / Veteran's Point of Contact / Front Office Staffing:</b> 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</p>

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**

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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  
-----                      -----                      -----                      -----

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), 1<sup>st</sup> 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 \_\_\_\_\_

Lee Erdmann, 860-308-4832, verdm105@aol.com

**APPENDIX D**  
**JOB DESCRIPTIONS**

## TOWN OF AVON

**Title:** Human Resources Director

**Department:** General Government

**Position Definition:** Plans, organizes and administers the personnel, benefits, labor relations, occupational safety, and Risk Management programs of the Town and provides related consultative services to Department Heads.

**Supervision Received:** Works under the general direction and supervision of the Town Manager, who assigns general work areas and specific work as necessary; work is carried out with considerable independence and judgment to reach desired results.

**Supervision Exercised:** Provides general supervision to assigned secretarial staff.

**Examples of Essential Duties:** Plans, organizes and administers personnel programs including: recruitment, examination, classification, compensation, orientation, employees benefits and employee development and training. Administers equal employment, affirmative action, workplace safety, and the practical application of state and federal laws pertaining to employment practices, such as the Americans with Disabilities Act.

Is responsible for the Town's Risk Management program, including analysis, procurement, implementation and administration of liability, property, and casualty insurances. Reviews, implements, and monitors Risk Management programs as necessary.

Is responsible for Town labor relation's activities, including negotiation and administration of collective bargaining agreements with Town employee groups. Coordinates the gathering of information for negotiations, grievance and/or workers compensation hearings. May serve as principal representative of the Town in grievance, arbitration, workers or unemployment compensation hearings. Works with Town Attorney as necessary.

Provides consultation and administrative assistance to department heads in personnel and labor relations matters. Organizes procedures to monitor, collect, and analyze employee relations' experiences of departments. Prepares training for executive and supervisory staff in labor-management relations to assure workplace harmony. Participates in analysis of Town department work methods and procedures, and in the development of systems and methods of operations. Advises and counsels department heads on employee training and development programs to improve work methods and procedures and workplace safety. Develops external employee training programs and improvement opportunities in educational institutions and at professional conferences.

Analyzes employee benefits program, including all forms of insurance, retirement matters, and various forms of paid leave. Works closely with the Finance Office in administering salary and benefit programs, including annual budget preparation. Advises employee groups, employees, both active and retired, regarding benefit and retirement programs. Assists employees, retirees, and dependents by providing general information, application, and claim assistance on benefit and retirement programs.

Participates in near-term and long-range planning with the Town Manager and Town executives to meet the personnel needs of the Town. Prepares complex statistical and narrative reports for the Town Manager in the monitoring of Town employer-employee relations. Prepares reports to state and federal agencies regarding Town employment information as necessary.

**Examples of Incidental Duties:** Assists supervisors in the preparation of reports and materials and reports for the Town Council. May make presentations to the Council and Boards and Commissions as directed by the Town Manager.

Participates in professional public administration, and public personnel organizations to stay abreast of developments in human resources administration.

**Minimum Qualifications Required:** The skills and knowledge required would generally be acquired with a Bachelor's degree in Human Resources Management, Personnel or Labor Relations Administration, Public Administration or Business Administration or its equivalent, and two years of increasingly responsible experience in human resources, personnel and/or labor relations, or an equivalent combination of education and experience which demonstrates possession of the required knowledge, skills, and abilities.

**Knowledge, Skills and Abilities Required:** A thorough knowledge of the principles and practices of public personnel administration including labor relations, personnel selection, classification and compensation is required. A working knowledge of state and federal laws pertaining to employment opportunities affirmative action, occupational safety and health, and related workplace matter is necessary. A working knowledge of computer technology, operations, and capabilities is necessary. Must be able to acquire skill to understand various benefits and retirement programs and to advise employees of various program options and responsibilities. An ability to apply principles of personnel management to solve practical problems, and to deal with a variety of concrete variables in situations where only limited standardization exists is required. A basic understanding of Risk Management principles, practices and techniques, including insurance administration, claims management and risk reduction strategies. Must be able to interpret a variety of instructions furnished in written, oral, or schedule form. The ability to establish effective working relationships with other employees, department heads, labor representatives and the public is essential.

**Physical Exertion/Environmental Conditions:** Performs duties in an office environment. Routinely and intermittently exposed to computer screen, and must take periodic breaks from the screen. There is some highway driving to other town facilities and off-site conferences and meetings. There is a degree of stress in public contact.

**License or Certificate:** A Connecticut Motor Vehicle Operator's license.

**Note:** The above description is illustrative of task and responsibilities. It is not meant to be all-inclusive of every task and responsibility. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential duties.

## TOWN OF AVON

**TITLE:** Senior Administrative Analyst

**DEPARTMENT:** Human Resources

**POSITION DEFINITION:**

Performs administrative, analytical and technological work of a confidential, complex and responsible nature for the Director of Human Resources, and manages various Human Resources programs as assigned. Also performs secretarial and clerical administrative work as assigned.

**ESSENTIAL DUTIES:**

Determines priority of work tasks.

Assigns work to subordinates.

Relieves supervisor of administrative detail.

Transmits and explains supervisor's directions to proper persons, and follows up for compliance, completeness, and conformance with deadlines.

Manages personnel and benefits programs.

Performs analytical budget functions including maintenance of wage administration and various budget narratives.

Manages the recruitment program including preparation of job announcements; processing of applications; monitoring personnel tests; setting up interview panels; and notifying applicants of employment status.

Participates in Department Head interviews of candidates ensuring policy compliance. Manages benefits administration program.

Provides administrative and technical support of the Town Budget. Screens telephone calls or greets visitors, ascertains nature of business, and refers to appropriate person/office when possible.

Meets the public and provides information on subjects such as department or town services.

Updates and maintains Classification and Pay Plan for all Departments.

Composes and types routine and more complex correspondence and reports including graphs and tables.

Performs special assignments, studies, and complex administrative functions as directed.

Liaison with various boards in preparation of Power Point Presentations as necessary.

Attends training conferences to keep current on labor relations issues in the State of Connecticut.

Assists in the training of administrative analysts

Coordination of Benefits (COB) Designee

Analyzes office procedures, schedules, workloads, and related tasks, and develops recommendations for change to improve the efficiency of the office.

Coordinates the updating of Human Resources files, and assists in the task of maintaining the files that are in storage in an organized manner. Generates requests to State Librarian for the destruction of records. Serves on Records Management Committee.

Maintains list of retirees, resignations and part-time/ summer laborers in compliance with State of Connecticut Retention Schedule.

Assists supervisors in the preparation of various reports and manages EEOC reporting and file maintenance. Coordinates information received from Departments.

Responsible for salary administration and prepares personnel action sheets as necessary.

Responsible for new employee orientation program.

Organizes and conducts competitive interview process at direction of Human Resources Director.

Needs ability to coordinate with Accounting/Payroll to resolve issues.

Knowledge of Freedom of Information – confidentiality.

**GENERAL DUTIES:**

Receives general, oral or written instructions from the Director of Human Resources. Plans and organizes work according to established or standard administrative procedures. Arranges meetings and schedules appointments for Human Resources Director. Keeps record of Voluntary Information sheets for mandatory recording to the U.S. Department of Commerce and other State Agencies. Completes salary surveys. Develops and maintains confidential and complex records and files. Enters and retrieves information from a data base using a computer terminal. Maintains purchasing, personnel, or other administrative records. Reports work accomplished to Human Resources Director.

Prepares various reports to state and federal agencies from materials provided by supervisors or departments.

Maintains First Report of Injury files. Coordinates Safety Committee information and prepares meeting minutes.

Manages Retiree Health program including BC/BS canvassing and Medicare Part D annual notifications.

Serves a liaison with ICMA concerning employee vesting.

Manages probationary period reporting.

**SUPERVISED BY:**

Receives general supervision from the Director of Human Resources.

**QUALIFICATIONS PROFILE:**

The skills and knowledge required would generally be acquired with a Bachelor's degree in Sociology, Psychology, Business Management, or closely related field and two years of increasingly responsible secretarial or administrative work; or graduation from high school with course work in Business English and Commercial Arithmetic and seven years of increasingly responsible secretarial or administrative work. Ability to apply working knowledge of regulations and legal requirements of assigned department activities. Ability to work independently. Ability to manage programs. Ability to transcribe from

transcription equipment or from rough notes. Ability to type with speed and accuracy. Ability to accurately process large amounts of paperwork. Ability to develop and maintain complex electronic (computer) and paper records and files. Ability to perform complex arithmetic calculations including ratios, rates and decimals. Ability to keep accurate records. Ability to relate positively to staff members and the general public. Ability to transmit information to public in a clear and concise manner. Ability to operate office equipment including data and word processing equipment, personal computers, scanners, printers, fax machines and copiers.

**LICENSE OR CERTIFICATION:**

Connecticut Motor Vehicle Operator's License may be required.

**NOTE:** The above description is illustrative of tasks and responsibilities. It is not meant to be all-inclusive of every task or responsibility.



TOWN OF BLOOMFIELD  
DIRECTOR OF HUMAN RESOURCES

Department: Human Resources

Exempt

Grade: M10

Position Purpose:

The purposes of this position are to develop, manage, administer, supervise and direct the programs and activities of the Human Resource Department in the functional areas of recruitment and termination practices, labor relations, workers compensation, retirement, employee benefits, performance evaluation process, compensation and classification systems, human resources policies and procedures, etc. The Director of Human Resources is required to exercise considerable independent judgment in administering and managing the department and is responsible for maintaining and improving upon the efficiency and effectiveness of all areas under his/her direction and control.

Supervision:

*Supervision Scope:* Performs varied and responsible professional, supervisory and administrative duties requiring the thorough knowledge of human resource operations, local, state and federal laws; and a substantial exercise of judgment and initiative to effectively and efficiently manage the Department

*Supervision Received:* Works under the general direction of the Town Manager following professional standards, procedures and policies.

*Supervision Given:* Supervises the Human Resources Assistants; developing job direction, assigning tasks, providing instructions as needed and monitoring performance.

Job Environment:

Administrative work is performed in a moderately noisy office with regular interruptions during the day from the public or employees via telephone or in person; occasionally required to drive to other town offices under possible adverse weather conditions, including extreme hot and cold .

Requires the operation of a motor vehicle, cellular and other telephones, personal computers, copiers, facsimile machines, and other standard office equipment.

Makes frequent contact with employees, applicants, Town staff, Attorneys, occasional contact with vendors, state and federal agencies, other municipalities, insurance companies, doctor's offices, and employee benefit providers. Communication is frequently in person, by telephone, mail, and in writing and e-mail. Contacts require a high level of courtesy and confidentiality.

Errors in judgment or omissions could result in rework, delay in service and legal ramifications.

Has access to extensive confidential information such as personnel records and collective bargaining issues.

**Essential Job Functions:**

*(The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.)*

- Plans, organizes, administers and directs the operations of the Human Resource department which includes: employment issues, classification and compensation, labor relations issues, employee benefits, retirement benefits, workers compensation, human resource polices and procedures, etc.
- Develops, evaluates and administers human resource policies and procedures for all departments including Early Learning Center; reviews and evaluates the effectiveness of programs and services provided by department
- Supervise and oversee workers compensation claims by: working with appropriate insurance company; follow up with employee and insurance company to insure claims are closed quickly and employees are assisted with recovery to return to work; oversees and manages all paperwork related to a workers compensation claim
- Supervise, oversee, and perform recruiting services including: placing advertising, revising job descriptions, receive and record applications, reviewing applications for minimum standards, conduct and monitor written or oral testing procedure for administrative and clerical positions, schedule interviews, insure background investigations are complete, inform applicants of status of their applications through letters, set up and schedule oral panel.
- Develop, supervise and conduct employee orientation sessions and enroll employees for various employee benefits such as health insurance, retirement, flexible spending accounts, etc. May input new or promoted employees into payroll system with proper compensation and insure all forms are completed
- Supervise, administer and assist with paper work for employees who resign, retire or are terminated such as: cobra benefits, Medicare supplements, final compensation, etc.
- Administer classification and compensation systems; may conduct employee salary and benefit surveys as needed by contacting surrounding towns or oversee consultants.
- Manages personnel records, forms and gathers various information about personnel issues and may set up excel worksheets with data for various reports
- Assist other departments with resolving personnel issues or questions related to Town Personnel Policy or Union Contract Administration; assist department heads and Town Manager with grievance and union negotiations.
- Develops Department policies and procedures and assigns, trains and supervises staff. Consults with Town Manager on such personnel actions as hiring, termination, and discipline and obtain final approval from Town Manager for such personnel actions.
- Prepares and administers operating budget for department; presents budget to the Town Manager.

- Direct activities of Diversity Committee, including assignment of members and town wide activities.
- Attend various administrative meetings such as safety committee, employee committees, department head meetings, etc.
- Submits oral and written reports to Town officials and state agencies as required
- Conduct various training workshops for staff members such as sexual harassment prevention, etc.

**Other Functions:**

- Performs similar or related work as required, directed or as situation dictates.
- Continue professional development
- Assists other department staff as needed to promote a team effort to serve the public.

**Minimum Required Qualifications:**

**Education, Training and Experience:**

The qualifications required would generally be acquired with a Bachelor's Degree in Public Administration, Human Resources or related field and over seven years increasingly responsible work experience including three years in a supervisory capacity; or an equivalent combination of experience, education and training.

**Special Requirements:**

Must have and maintain: Valid CT Drivers License.

**Knowledge, Ability and Skill:**

*Knowledge:* Thorough knowledge of the principles and practices of municipal human resources and recruiting methods.; thorough knowledge of State and Federal Statutes related to personnel administration, labor relations, union contracts, workers compensation, unemployment, etc.; thorough knowledge of employee benefits; knowledge of appropriate computer systems; working knowledge of all municipal operations.

*Ability:* Ability to deal effectively and maintain working relationships with applicants, town employees and state and regional agencies, etc.; ability to develop policies and procedures and to be able to explain them; ability to multitask and prioritize; ability to work independently and as part of a team; ability to maintain confidential records; ability to prepare reports in oral and written form; ability to utilize data processing applications as they relate to the functions of the Human Resources Department; ability to assign, train, and supervise programs and staff; ability to prepare and administer an operating budget for the whole department.

*Skill:* Excellent verbal and written communication skills; aptitude for working with and explaining policies and procedures to people; aptitude for working with people and maintaining effective working relationships with various groups; problem solving skills; aptitude for working with paperwork and details; skill in using the above mentioned equipment and computer systems; skills associated with the supervision and training of staff; skills associated with handling numerous projects at one time.

**Physical and Mental Requirements:**

**Work Environment**

	None	Under 1/3	1/3 to 2/3	Over 2/3
Outdoor Weather Conditions		X		
Work in high, precarious places	X			
Work with toxic or caustic chemical	X			
Work with fumes or airborne particles	X			
Non weather related -extreme heat/cold	X			
Work near moving mechanical parts	X			
Risk of electrical shock	X			
Vibration	X			
Other-				
Other-				
Other-				

**Physical Activity**

	None	Under 1/3	1/3 to 2/3	Over 2/3
Standing			X	
Walking			X	
Sitting				X
Talking & Hearing				X
Using hands/fingers to handle/feel				X
Climbing or balancing	X			
Stooping, kneeling, crouching, crawling		X		
Reaching with hands and arms		X		
Tasting or smelling		X		
Bending, pulling, pushing		X		
Other-Driving		X		
Other-Describe				

**Lifting Requirements**

	None	Under 1/3	1/3 to 2/3	Over 2/3
Up to 10 pounds		X		
Up to 25 pounds		X		
Up to 50 pounds	X			
Up to 75 pounds	X			
Up to 100 pounds	X			
Over 100 pounds	X			

### Noise Levels

	None	Under 1/3	1/3 to 2/3	Over 2/3
Very Quiet (forest, isolation booth)	X			
Quiet (library, private office)		X		
Moderate noise (computer, light traffic)				X
Loud Noise (heavy equipment/traffic)	X			
Very Loud (jack hammer work)	X			

### Vision requirements

- Close vision (i.e. clear vision at 20 inches or less)
- Distance vision (i.e. clear vision at 20 feet or more)
- Color vision (i.e. ability to identify and distinguish colors)
- Peripheral vision (i.e. ability to observe an area that can be seen up and down or left and right while the eyes are fixed on a given point)
- Depth perception (i.e. three dimensional vision, ability to judge distances and spatial relationships)
- No special vision requirements

### Competencies:

To perform the job successfully, an individual should demonstrate the following competencies

**Design** - Generates creative solutions; Translates concepts and information into images; Uses feedback to modify designs; Applies design principles; Demonstrates attention to detail.

**Problem Solving** - Identifies and resolves problems in a timely manner; Gathers and analyzes information skillfully; Develops alternative solutions; Works well in group problem solving situations; Uses reason even when dealing with emotional topics.

**Project Management** - Develops project plans; Coordinates projects; Communicates changes and progress; Completes projects on time and budget; Manages project team activities.

**Technical Skills** - Assesses own strengths and weaknesses; Pursues training and development opportunities; Strives to continuously build knowledge and skills; Shares expertise with others.

**Customer Service** - Manages difficult or emotional customer situations; Responds promptly to customer needs; Solicits customer feedback to improve service; Responds to requests for service and assistance; Meets commitments.

**Interpersonal Skills** - Focuses on solving conflict, not blaming; Maintains confidentiality; Listens to others without interrupting; Keeps emotions under control; Remains open to others' ideas and tries new things.

**Oral Communication** - Speaks clearly and persuasively in positive or negative situations; Listens and gets clarification; Responds well to questions; Demonstrates group presentation skills; Participates in meetings.

**Written Communication** - Writes clearly and informatively; Edits work for spelling and grammar; Varies writing style to meet needs; Presents numerical data effectively; Able to read and interpret written information.

**Teamwork** - Balances team and individual responsibilities; Exhibits objectivity and openness to others' views; Gives and welcomes feedback; Able to build morale and group commitments to goals and objectives.

**Visionary Leadership** - Inspires respect and trust; Provides vision and inspiration to peers and subordinates.

**Change Management** - Develops workable implementation plans; Communicates changes effectively; Builds commitment and overcomes resistance; Prepares and supports those affected by change; Monitors transition and evaluates results.

**Delegation** - Delegates work assignments; Matches the responsibility to the person; Gives authority to work independently; Sets expectations and monitors delegated activities; Provides recognition for results.

**Leadership** - Inspires and motivates others to perform well; Accepts feedback from others; Gives appropriate recognition to others.

**Managing People** - Includes staff in planning, decision-making, facilitating and process improvement; Takes responsibility for subordinates' activities; Makes self available to staff; Provides regular performance feedback; Develops subordinates' skills and encourages growth; Solicits and applies customer feedback (internal and external); Improves processes, products and services.

**Quality Management** - Looks for ways to improve and promote quality; Demonstrates accuracy and thoroughness.

**Cost Consciousness** - Works within approved budget; Develops and implements cost saving measures; Conserves organizational resources.

**Diversity** - Demonstrates knowledge of EEO policy; Shows respect and sensitivity for cultural differences; Educates others on the value of diversity; Promotes a harassment-free environment; Builds a diverse workforce.

**Ethics** - Treats people with respect; Keeps commitments; Inspires the trust of others; Works with integrity and ethically; Upholds organizational values.

**Organizational Support** - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values; Supports affirmative action and respects diversity.

**Strategic Thinking** - Understands organization's strengths & weaknesses; Adapts strategy to changing conditions.

**Judgment** - Exhibits sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions.

**Motivation** - Demonstrates persistence and overcomes obstacles; Measures self against standard of excellence.

**Planning/Organizing** - Prioritizes and plans work activities; Uses time efficiently, Sets goals and objectives; Organizes or schedules other people and their tasks; Develops realistic action plans.

**Professionalism** - Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments.

**Quality** - Demonstrates accuracy and thoroughness; Looks for ways to improve and promote quality; Monitors own work to ensure quality.

**Quantity** - Completes work in timely manner; Works quickly.

**Safety and Security** - Observes safety and security procedures; Reports potentially unsafe conditions; Uses equipment and materials properly.

**Adaptability** - Adapts to changes in the work environment; Manages competing demands; Changes approach or method to best fit the situation; Able to deal with frequent change, delays, or unexpected events.

**Attendance/Punctuality** - Is consistently at work and on time; Ensures work responsibilities are covered when absent; Arrives at meetings and appointments on time.

**Dependability** - Follows instructions, responds to management direction; Keeps commitments; Commits to long hours of work when necessary to reach goals.

**Initiative** - Looks for and takes advantage of opportunities; Asks for and offers help when needed.

**Innovation** - Displays original thinking and creativity; Generates suggestions for improving work.

*(This job description does not constitute an employment agreement between the employer and employee. It is used as a guide for personnel actions and is subject to change by the employer as the needs of the employer and requirements of the job change.)*

**TOWN OF BLOOMFIELD  
HUMAN RESOURCE GENERALIST**

Department: Human Resources

Non-Exempt

Grade: NU-9

**Position Purpose:**

The purposes of this position are to provide administrative support to the Director of Human Resources by assisting with the administration of employee benefits, workers compensation, recruitment, etc. The Human Resources Generalist is required to exercise good judgment in administering the office to relieve the Department Head of administrative details. The Human Resources Assistant is responsible for maintaining and improving upon the efficiency and effectiveness of all areas under his/her direction and control.

**Supervision:**

*Supervision Scope:* Performs varied and responsible clerical and administrative duties requiring the exercise of judgment to interpret guidelines and carry out assignments independently; work at this level requires a working knowledge of departmental operations, local, state and federal laws; incumbent is called upon to handle a significant amount of detail

*Supervision Received:* Works under the general direction of the Director of Human Resources following professional standards, procedures and policies.

*Supervision Given:* May instruct and supervise interns, or part-time temporary clerks

**Job Environment:**

Administrative work is performed in a moderately noisy office with regular interruptions during the day from the public or employees via telephone or in person; occasionally required to drive to other town offices under possible adverse weather conditions, including extreme hot and cold.

Requires the operation of a motor vehicle, cellular and other telephones, personal computers, copiers, facsimile machines, and other standard office equipment.

Makes frequent contact with employees, applicants, Town staff, occasional contact with vendors, state agencies, insurance companies, doctor's offices, newspapers, enforcement agencies, charities, and employee benefit providers. Communication is frequently in person, by telephone, mail, and in writing and e-mail. Contacts require a high level of courtesy and confidentiality.

Errors in judgment or omissions could result in rework, delay in service and legal ramifications.

**Essential Job Functions:**



*(The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.)*

- Receives, process and reports workers compensation claims to appropriate insurance company; follows up with employee and insurance company to insure claims are closed quickly and employees are assisted with recovery to return to work; investigates rejected claims, manages all paperwork related to a workers compensation claim
- Perform recruiting services including: placing advertisements, revising job descriptions, receive and record applications, reviewing applications for minimum standards, conduct and monitor written or oral testing procedure for administrative and clerical positions, schedule interviews, insure background investigations are complete, inform applicants of status of their applications through letters, set up and schedule oral panel.
- Conduct employee orientation sessions and enroll employees for various employee benefits such as health insurance, retirement, flexible spending accounts, etc. Input new or promoted employees into payroll system with proper compensation and insure all forms are completed
- Assist with paper work for employees who resign, retire or are terminated such as: cobra benefits, Medicare supplements, final compensation, etc.
- Conduct employee salary and benefit surveys as needed by contacting surrounding towns.
- Maintains personnel records, forms and gathers various information about personnel issues and may set up excel worksheets with data for various reports
- Orders office supplies for Town, maintains inventory of office supplies
- Performs a variety of routine office tasks such as filing, distributing mail, track budget expenditures, etc.
- Assist other departments with resolving personnel issues or questions related to Town Personnel Policy or Union Contract Administration under the direction of Director.
- Attend various administrative meetings such as safety committee, employee committees, etc.
- Submits oral and written reports to Town officials and state agencies as required

**Other Functions:**

- Performs similar or related work as required, directed or as situation dictates.
- Continue professional development
- Assists other department staff as needed to promote a team effort to serve the public.

**Minimum Required Qualifications:**

Education, Training and Experience:

Must have an Associates' degree in human resources or related degree from an accredited college or program and have over three (3) years of experience in human resource office or related work experience or any equivalent combination of education, training and work experience

Special Requirements:

Must have and maintain: Valid CT Drivers License.

Knowledge, Ability and Skill:

*Knowledge:* Working knowledge of the principles and practices of municipal human resources and recruiting methods.; general knowledge of State and Federal Statutes related to personnel administration, union contracts, workers compensation, unemployment, etc.; general knowledge of employee benefits and payroll systems ; knowledge of appropriate computer systems.

*Ability:* Ability to deal effectively and maintain working relationships with applicants, town employees and state and regional agencies, etc.; ability to understand policies and procedures and to be able to explain them; ability to multitask; ability to work independently; ability to maintain confidential records; ability to prepare reports in oral and written form; ability to utilize data processing applications as they related to the functions of the Human Resources Office.

*Skill:* Excellent verbal and written communication skills; aptitude for working with and explaining policies and procedures to people; aptitude for working with people and maintaining effective working relationships with various groups; problem solving skills; aptitude for working with paperwork and details; skill in using the above mentioned equipment and computer systems.

Physical and Mental Requirements:

Work Environment

	None	Under 1/3	1/3 to 2/3	Over 2/3
Outdoor Weather Conditions		X		
Work in high, precarious places	X			
Work with toxic or caustic chemical	X			
Work with fumes or airborne particles	X			
Non weather related -extreme heat/cold	X			
Work near moving mechanical parts	X			
Risk of electrical shock	X			
Vibration	X			
Other-				
Other-				
Other-				

### Physical Activity

	None	Under 1/3	1/3 to 2/3	Over 2/3
Standing			X	
Walking			X	
Sitting				X
Talking & Hearing				X
Using hands/fingers to handle/feel				X
Climbing or balancing	X			
Stooping, kneeling, crouching, crawling		X		
Reaching with hands and arms		X		
Tasting or smelling		X		
Bending, pulling, pushing		X		
Other-Driving		X		
Other-Describe				

### Lifting Requirements

	None	Under 1/3	1/3 to 2/3	Over 2/3
Up to 10 pounds		X		
Up to 25 pounds		X		
Up to 50 pounds	X			
Up to 75 pounds	X			
Up to 100 pounds	X			
Over 100 pounds	X			

### Noise Levels

	None	Under 1/3	1/3 to 2/3	Over 2/3
Very Quiet (forest, isolation booth)	X			
Quiet (library, private office)		X		
Moderate noise (computer, light traffic)				X
Loud Noise (heavy equipment/traffic)	X			
Very Loud (jack hammer work)	X			

### Vision requirements

- Close vision (i.e. clear vision at 20 inches or less)
- Distance vision (i.e. clear vision at 20 feet or more)
- Color vision (i.e. ability to identify and distinguish colors)
- Peripheral vision (i.e. ability to observe an area that can be seen up and down or left and right while the eyes are fixed on a given point)
- Depth perception (i.e. three dimensional vision, ability to judge distances and spatial relationships)
- No special vision requirements

### Competencies:

To perform the job successfully, an individual should demonstrate the following competencies

**Analytical** –Synthesizes complex or diverse information; Collects and researches data; Uses intuition and experience to complement data; Designs work flows and procedures.

**Design** – Generates creative solutions; Translates concepts and information into images; Uses

feedback to modify designs; Demonstrates attention to detail.

**Problem Solving** – Identifies and resolves problems in a timely manner; Gathers and analyses information skillfully; Develops alternative solutions; Works well in group problem solving situations; Uses reason even when dealing with emotional topics.

**Project Management** – Develops project plans; Coordinates projects; Communicates changes and progress; Completes projects on time and budget; Manages project team activities.

**Technical Skills** – Pursues training and development opportunities; Strives to continuously build knowledge and skills; Shares expertise with others.

**Customer Service** – Manages difficult or emotional customer situations Responds promptly to customer needs; Solicits customer feedback to improve service; Responds to requests for service and assistance; Meets commitments.

**Interpersonal Skills** - Focuses on solving conflict, not blaming; Maintains confidentiality; Listens to others without interrupting; Keeps emotions under control; Remains open to others' ideas and tries new things.

**Oral Communication** – Speaks clearly and persuasively in positive or negative situations; Listens and gets clarification; Responds well to questions; Demonstrates group presentation skills; Participates in meetings.

**Written Communication** – Writes clearly and informatively; Edits work for spelling and grammar; Varies writing style to meet needs; Presents numerical data effectively; Able to read and interpret written information.

**Teamwork** – Balances team and individual responsibilities; Exhibits objectivity and openness to others' views; Gives and welcomes feedback; Contributes to building a positive team spirit; Puts success of team above own interests; Able to build morale and group commitments to goals and objectives; Supports everyone's efforts to succeed.

**Leadership** – Inspires, respect and trust: Provides vision and inspiration to peers and subordinates.

**Change Management** – Develops workable implementation plans; Communicates changes effectively; Monitors transition and evaluates results.

**Delegation** – Delegates work assignments; Matches the responsibility to the person; Provides recognition for results.

**Leadership** – Exhibits confidence in self and others; Inspires and motivates others to perform well; Accepts feedback from others; Gives appropriate recognition to others.

**Managing People** – Includes staff in planning, decision-making, facilitating and process improvement; Takes responsibility for subordinates' activities; Makes self-available to staff; Provides regular performance feedback; Develops subordinates' skills and encourages growth; Solicits and applies customer feedback (internal and external); Improves processes, products and services; Continually works to improve supervisory skills.

**Quality Management** – Looks for ways to improve and promote quality; Demonstrates accuracy and thoroughness.

**Business Acumen** – Understands business implications of decisions.

**Cost Consciousness** – Works within approved budget; Develops and implements cost saving measures; Conserves organizational resources.

**Diversity** - Shows respect and sensitivity for cultural differences; Educates others on the value of diversity; Promotes a harassment-free environment.

**Ethics** - Treats people with respect; Keeps commitments; Inspires the trust of others; Works with integrity and ethically; Upholds organizational values.

**Organizational Support** - Follows policies and procedures; Completes administrative tasks correctly and on time; Supports organization's goals and values; Supports affirmative action and respects diversity.

**Strategic Thinking** – Develops strategies to achieve organizational goals; Understands organization's strengths & weaknesses; Adapts strategy to changing conditions.

**Judgment** – Displays willingness to make decisions; Exhibits sound and accurate judgment; Supports and explains reasoning for decisions; Includes appropriate people in decision-making process; Makes timely decisions.

**Motivation** – Demonstrates persistence and overcomes obstacles;

**Planning/Organizing** – Prioritizes and plans work activities; Uses time efficiently; Sets goals and objectives; Organizes or schedules other people and their tasks.

**Professionalism** – Approaches others in a tactful manner; Reacts well under pressure; Treats others with respect and consideration regardless of their status or position; Accepts responsibility for own actions; Follows through on commitments.

**Quality** – Demonstrates accuracy and thoroughness; Looks for ways to improve and promote quality; Applies feedback to improve performance; Monitors own work to ensure quality.

**Quantity** - Completes work in timely manner; Works quickly.

**Safety and Security** - Observes safety and security procedures; Reports potentially unsafe conditions; Uses equipment and materials properly.

**Adaptability** - Adapts to changes in the work environment; Manages competing demands; Changes approach or method to best fit the situation; Able to deal with frequent change, delays, or unexpected events.

**Attendance/Punctuality** - Is consistently at work and on time; Ensures work responsibilities are covered when absent; Arrives at meetings and appointments on time.

**Dependability** - Follows instructions, responds to management direction; Takes responsibility for own actions; Keeps commitments; Commits to long hours of work when necessary to reach goals. Complete tasks on time or notifies appropriate person with an alternate plan

**Initiative** – Undertakes self-development activities; Asks for and offers help when needed.

**Innovation** – Generates suggestions for improving work.

*(This job description does not constitute an employment agreement between the employer and employee. It is used as a guide for personnel actions and is subject to change by the employer as the needs of the employer and requirements of the job change.*

# Bristol

## Sec. 16. The mayor; powers and duties.

(a)

The mayor shall be the chief executive officer of said city, and, ex officio, a council member. The mayor shall preside at all meetings of the city council. The mayor shall have power to preserve the peace of said city, and may suppress all tumults and riots with force if necessary, and, in the performance of said duty, may, at all times, require the aid of any sheriff, deputy sheriff, constable or police officer, or all of them together, or of any elector of said city, or may call upon the governor for the assistance of the state militia.

(b)

The mayor shall exercise general supervision over the official acts and conduct of all officers of said city, and may, at any time, require any such officer to report to the mayor concerning any matter within the mayor's charge and shall take action to cause any such officer to be punished for violation or neglect of duty.

(c)

The mayor may, at any time, summon before the mayor any officer of said city for information, consultation and advice upon the affairs of the city.

(d)

The mayor shall sign all contracts, bonds or deeds or other instruments requiring the assent of the city and shall take care that the terms of the same are fully performed.

(e)

The mayor shall, annually, and from time to time, communicate to the city council such information concerning the affairs of the city, and such suggestions and recommendations relating thereto, as the interest of the city shall, in the mayor's judgment, require.

(f)

Immediately upon taking the oath of office, the mayor shall, in writing to the city clerk, designate one of the council members to be acting mayor for the balance of their term in office. The mayor may from time to time revoke such designation and appoint some other council member to be acting mayor, which appointment shall then remain in place for the balance of their term in office. The acting mayor shall have all of the powers and discharge all of the duties of the mayor during the absence of the mayor from the city or during the period of time the mayor is unable to perform the duties of the office except as otherwise specifically provided. In the event both the mayor and the acting mayor are absent from the city or unable to perform the duties of the office, then, by vote of the majority of the remaining city council members a

successor acting mayor shall be selected to serve in such capacity only until the mayor or acting mayor shall return to perform the duties of the office.

(g)

For the purpose of Section 16 the definition of unable to perform the duties of the office shall mean:

(1)

Court ordered finding;

(2)

Any time the mayor is admitted to an acute medical care facility, unless or until the treating physician for the admitted elected official provides certification, in writing to the personnel director who shall notify the town clerk, that the official is able to perform the duties of the office; or

(3)

Any time the mayor shall undergo a medical procedure which shall require the administration of sedation or general anesthesia, unless or until the treating physician for the elected official provides certification, in writing to the personnel director who shall notify the town clerk, that the official is able to perform the duties of the office.

(h)

The mayor shall cause annual written performance appraisals to be conducted for all non-elected department heads.



# Darien

## Sec. 15. First selectman.

(a)

The first selectman, on behalf of the board of selectmen and subject to its direction, shall supervise and direct the administration of all departments, agencies and offices in the charge of persons, boards or commissions appointed by the board of selectmen, except the police commission. He shall be the purchasing agent of the town, subject to the rules of procedure contained in section 46 <sup>121</sup> of this act.

(b)

The first selectman shall keep full and complete records of the doings of his office and shall report to the board of selectmen thereon at least quarterly or more often if requested, and shall recommend to the board from time to time such measures for their [its] adoption as he deems necessary or expedient.

(c)

In case of the illness or temporary absence of the first selectman, the remainder of the board by three (3) affirmative votes may designate one of their [its] number to serve as acting first selectman or as acting chairman of any meeting of the board.

*(Amd. of 9-24-1979)*

## Sec. 16. Administrative officer.

There shall be an administrative officer of the town, appointed by the board of selectmen, and serving at the pleasure of said board. The administrative officer shall have had training and experience in municipal government. The administrative officer shall perform such duties as the board of selectmen may from time to time determine. These duties may include administrative and supervisory responsibilities within the authority of the board of selectmen and under the supervision of the first selectman in respect to any and all personnel and management functions provided for in the approved budget of said board, but reserving always to the board of selectmen the final responsibility for policy and for review of viewpoints which department heads or other members of the staff may desire to bring before the first selectman or the full board of selectmen.



## PERSONNEL OFFICE

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### POSITION DESCRIPTION

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#### **Administrative Officer**

**Reporting to:** First Selectman

#### **Purpose**

As chief administrative officer:

1. Assists in developing the strategic and operating plans for the Town of Darien.
2. Provides support, direction, guidance, supervision and professional management to staff and line agency administrators.
3. Provides support and information resources to the Board of Selectmen, the First Selectman and other officials in developing the mission and strategic direction of the Town of Darien.

#### **Responsibilities**

Assure that financial planning, administrative processes, record keeping and reporting meet the highest legal and professional standards and support the mission of the Town of Darien.

Assure that the Town of Darien is appropriately organized and staffed to fulfill its mission.

Oversee the operations of staff agencies and such line departments, as may be assigned by the First Selectman.

Provide guidance, direction and consultation to department managers on matters relating to finance, personnel, organization, process improvement and other areas of management and administration.

Develop the Town's strategy and lead negotiations in collective bargaining with unionized employees.

Foster effective union management, communications and relations.

Develop and implement a risk management program including, evaluating exposure, implementing loss control measures and transferring risk by purchasing insurance and other means.

Plan and implement the information technology strategy for the Town.

Manage the procurement of commodities, equipment and other major purchases.

Provide programs, guidance and encouragement to staff in professional development.

Foster a cooperative and collegial environment among department managers.

Provide guidance, consultation and administrative support to not-for-profit agencies whose services support the mission of the Town of Darien.

Provide liaison to other municipalities as well as state and federal agencies as necessary.

### **Performance Standards**

Manage the flow of the Board of Selectmen's business and prepare agenda including, the drafting of motions, resolutions, reports, correspondence, presentations, etc.

In collaboration with the Town Counsel, initiate and draft regulations and ordinances; review legislation proposed by others.

Develop the format of annual department operation plans and assist department managers in completing them.

Prepare annual operating and capital budgets for the Board of Selectmen.

Prepare annual Six-year Capital Projects Plan.

Collaborate with the Financial Officer and Treasurer in developing long and short-term financial plans that conform to the strategic and tactical objectives of the Town of Darien.

Periodically review the current and projected financial status of the Town with the Financial Officer and the Treasurer.

Collaborate with the Personnel Officer in developing long and short-term plans relating to human resources that conform to the strategic and tactical objectives of the Town of Darien.

Periodically review the current and projected status of personnel with the Personnel Officer.

Monitor the progress of departments toward meeting objectives and provide staff assistance as required.

Consult with department managers on interpreting and applying work rules embodied in collective bargaining agreements.

Assist in developing and implementing the Emergency Management Plan.

Manage the preparation of the Annual Town Report.

### **Education and Experience**

Education preferred: Bachelor Degree in Public Administration.

Experience preferred: 10 years of municipal management in the State of Connecticut, with five years at the Town Manager level. Proven ability to function effectively in a collective bargaining environment. Adequate proficiency in MicroSoft Office Suite to support one's own needs.

### **Personal Characteristics**

Excellent analytical and communications skills. Imaginative and quick to find alternatives. Excellent interpersonal skills. Relates well to superiors, peers and subordinates.

Town of Farmington

Title: Town Manager  
Department: Town Manager's Office

Date: October 2011  
EEO Class: 1

**POSITION SUMMARY:**

The Town Manager is the Chief Executive Officer of the Town. Responsible for directing and reviewing the functions and performance of all Town departments.

**GENERAL DUTIES:**

The Town Manager shall direct and is directly responsible to the Town Council for the administration of departments, agencies, offices or boards appointed by him/her. Assures that all laws and ordinances governing the Town and all Town Council policies are faithfully executed and followed. Provides a report to the Council at each meeting with full right to participate in the discussion but without the right to vote. Recommends to the Council for adoption such items as may be necessary or expedient. Keeps the Council advised concerning the financial condition of the Town. May transfer funds as needed within the same department. Prepares and submits to the Council an annual Town budget. Functions as the Town's Director of Public Safety, Director of Personnel and Purchasing Agent. As Director of Personnel, appoints and removes town employees who receive compensation from the Town.

**SUPERVISION RECEIVED:**

Works under the general direction of the Town Council.

**SUPERVISION EXERCISED:**

Provides general supervision to all Town of Farmington employees.

**KNOWLEDGE, SKILLS AND ABILITY:**

Comprehensive knowledge of local and state government functions, practices, procedures and problems as each relates to a Council/Manager form of government.

Comprehensive knowledge and skill in the application of management theory and techniques. Extensive ability in personnel administration and evaluation, organization, direction and resource application.

Extensive ability in oral and written communication with associates, the public, State employees and Legislators and the Town Council.

Extensive knowledge of technical and practical municipal activities at the operating department level, e.g., Finance, Public Safety, Public Works, Parks and Recreation, Health and Social Services, and Planning and Zoning.

Ability to quickly and efficiently respond to requests from citizens and Legislators.

Ability to effectively negotiate with collective bargaining units.

**QUALIFICATIONS:**

Graduation from an accredited college or university with a degree in government, public administration or business administration. Prefer Master's Degree in Public Administration.

Minimum of ten years' experience in responsible administrative position in municipal government.

Any equivalent combination of experience, academic achievement and training as determined by the Town Council.

**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. While performing the duties of this job, the employee is regularly required to use hands to handle, feel operate office equipment, or controls and reach with hands and arms. The employee is frequently required to sit. The employee is occasionally required to walk; talk or hear; sit; and smell. Specific vision abilities required by this job include close vision, and the ability to adjust focus.

**WORK ENVIRONMENT:**

The work environment characteristics described here are representative of those an employee may encounter while performing the essential function of this job. Reasonable accommodations may be made to enable individual with disabilities to perform the essential functions. While performing the duties of this job, the employee will work in outside weather conditions. The employee occasionally is exposed to wet and/or humid conditions. The employee occasionally works in cold or adverse conditions.

**LICENSE OR CERTIFICATION:**

Valid Connecticut Driver's License

Town of Farmington

Title: Assistant Town Manager  
Department: Town Manager's Office

Date: October 2011  
EEO Class: 1

**POSITION SUMMARY:**

This is very responsible municipal management work involving the provision of staff assistance and management analysis for the Town Manager.

Work involves responsibility for acting as Personnel Director, and staff management analyst. Duties include personnel recruitment, budget preparation and the supervision of information technology building maintenance and custodial personnel. This work requires that the employee have considerable knowledge, skill and ability in municipal management.

**GENERAL DUTIES:**

Performs personnel management duties, including recruitment and screening, position classification studies, staffing analysis, EEO reporting, assisting in contract interpretation and union negotiations and benefits administration. Monitors all employee issues.

Manage labor relations, including grievances and arbitrations. Serves as labor negotiator as assigned by Town Manager. Primary contact with Labor Attorney for Human Resources and Labor Relations.

Maintain a training program for staff. Retain a qualified work force for the Town of Farmington. Investigate benefit options and alternatives.

Supervises the maintenance of Town Hall and related buildings. Supervises assigned custodial and maintenance personnel. Supervises receptionists and other administrative personnel in the Town Manager's office.

Maintain high levels of customer service for residents, businesses, and visitors.

Supervises the Information Technology personnel and oversees budgeting and purchasing for IT.

Seeks grants and manages grant programs such as Small Cities.

Implements town initiatives as assigned.

Conducts research into policy options and makes policy recommendations to the Town Manager. Provides Management Analysis to Town Manager and other Town Departments.

Participates in the overall preparation, planning, and review of the budget.

Manages the production of and edits the annual report and Town Letter.

Serves on Town committees and community and civic groups as the Town representative.

Attend regional and professional organization meetings to keep current on issues of importance.

Acts as Town Manager as assigned in the Town Manager's absence.

Performs related work as required.

**SUPERVISION RECEIVED:**

Works under the general direction of the Town Manager

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**SUPERVISION EXERCISED:**

Provides general supervision to administrative staff, custodial personnel and receptionists.

**KNOWLEDGE, SKILLS AND ABILITY:**

Considerable knowledge of local government management principles and practices.

Considerable knowledge of public administration principles and practices as applied to a moderate sized municipality.

Considerable knowledge of data processing and computer operations.

Considerable knowledge of public personnel management principles and practices.

Considerable ability to communicate orally and in writing and to coordinate technical and specialized operational and administrative activities.

Good ability to administer policies and procedures including scheduling, budgetary work, day-to-day problem solving and report writing.

Good ability to lead a work group directly.

Considerable ability to establish and maintain effective working relationships with co-workers, department heads, other agencies, and the general public.

**QUALIFICATIONS:**

A Master's degree from a recognized college or university in public or business administration or a related field plus five years of progressively responsible municipal administration experience, or an equivalent combination of education and qualifying experience substituting on a year-for-year basis.

**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. While performing the duties of this job, the employee is regularly required to use hands to handle, feel operate office equipment, or controls and reach with hands and arms. The employee is frequently required to sit. The employee is occasionally required to walk; talk or hear; sit; and smell. Specific vision abilities required by this job include close vision, and the ability to adjust focus.

**LICENSE OR CERTIFICATION:**

Valid Connecticut Driver's License



Town of Farmington

Title: Director of Finance & Administration  
Department: Finance & Administration

Date: October 2011  
EEO Class: 1

**POSITION SUMMARY:**

This is critically responsible financial management and executive work involving the direction of the budget, accounting, debt, treasury, purchasing, and insurance operations of a governmental entity.

**GENERAL DUTIES:**

Work involves responsibility for the timely and accurate execution of Town financial activities. Duties include supervising the assigned financial management functions, overseeing information technology as it relates to financial operations, and preparing a variety of financial statements. This position also has the responsibility for making very difficult financial management operational decisions involving budgeting, cash management, investments, and debt issuance. This work requires that the employee have thorough knowledge, skill and ability in budgeting, accounting, cash and debt management, and employee benefits administration.

**ADDITIONAL DUTIES:**

Plans and directs the goals, objectives and operations of a department in managing the Town's accounting, payroll, investment, cash management, grant management, debt management, purchasing, risk management and employee benefits programs.

Coordinates town-wide operating and capital budget preparations and oversees the preparation of budget documents. Oversees the calculation of budget estimates. Prepares financial statements for state and federal authorities. Prepares a variety of financial reports. Coordinates with external auditors. Prepares and coordinates submissions of official statements for the purpose of issuing debt instruments and evaluates the Town's financial position.

Supervises the tax collection, and property assessment operations.

Analyzes information on department effectiveness and efficiency, determines operating policies and procedures and recommends department administrative and governing policies. Oversees report preparations.

Oversees operating and capital budget development for own department and presents budget requests. Controls department expenditures within fund allocations and approves fund transfers for Town Manager consideration. Counsels employees and directs training. Administers union contract language and discipline. Appoints job candidates from approved eligibility lists. Approves employee performance evaluations and recommends reclassifications. Assures safe work practices.

Coordinates department goals, objectives and activities as a member of the top management team. Coordinates department with government agencies, contractors, and interest groups. Oversees coordination of operations within the Town department.

Performs related work as required.

**SUPERVISION RECEIVED:**

Works under the general direction of the Town Manager.

**SUPERVISION EXERCISED:**

Provides supervision to Finance Department employees, including the Tax Collector, and Assessor.

**KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of governmental financial management principles and practices.

Considerable knowledge of public administration principles and practices as applied to a municipal financial management operation.

Considerable knowledge of governmental purchasing practices and risk management principles.

Considerable knowledge of governmental accounting principles and practices.

Considerable ability to communicate orally and in writing and to lead others in the department.

Considerable ability to administer policies and procedures at the departmental level including goals, objectives, planning, financial management, decision-making, and report development and writing.

Considerable ability to supervise the work of a Town department.

Thorough ability to establish and maintain effective working relationships with coworkers, banks, vendors, contractors, consultants, other governmental agencies, and the general public.

**QUALIFICATIONS**

A Master's degree from a recognized college or university in finance, accounting, business or public administration, or a related field plus eight years of progressively responsible governmental financial management experience including at least four years in a supervisory capacity.

**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. While performing the duties of this job, the employee is regularly required to use hands to handle, feel and operate office equipment, or controls and reach with hands and arms. The employee is frequently required to sit. The employee is occasionally required to walk; talk or hear; sit; and smell. Specific vision abilities required by this job include close vision, and must also be able to see objects far away as in driving and the ability to adjust focus.

**LICENSES OR CERTIFICATION:**

Valid Connecticut Driver's License  
Ability to be bonded.

Town of Farmington

Title: Administrative Assistant I  
Department: Town Manager

Date: October 2011  
EEO Class: 6

**POSITION SUMMARY:**

This is critically responsible administrative work involving the performance of administrative and secretarial assistance in the Town Manager's office and the handling of confidential information.

**GENERAL DUTIES:**

Work involves responsibility for timely and accurate completion of administrative duties and administrative procedures in confidence. Assists in the management of personnel and human resources. Duties include carrying out administrative procedures, typing, filing, receiving visitors and calls, scheduling appointments, and handling confidential information. This position also has the responsibility for making very difficult decisions including decisions on the divulgence of confidential information and personnel. This work requires that the employee have thorough knowledge, skill and ability in personnel and human resource office procedures.

**ADDITIONAL DUTIES:**

Word processes correspondence, information on forms, documents, reports, and statistics from copy, rough draft or own compiled information. Types confidential material.

Maintains files and filing systems; files documents. Maintains personnel, labor and other confidential files.

Produces the annual report and town newsletter. Assists the Assistant Town Manager in the publication of the Town Budget.

Responsible for the day-to-day Worker's Compensation reporting, as well as the annual reporting for OSHA.

Answers telephone and directs callers, takes messages, including those in confidence, or answers procedural questions. Screens, greets, directs and announces visitors.

Processes forms and documents within generally established procedures. Checks for adherence to requirements and accepted administrative practice. Prepares materials for meetings and legal requirements, including confidential materials. Compiles activity reports.

Maintains event calendars and calendars or logs of own tasks. Schedules routine and special meetings, including confidential meetings.

Composes routine and specialized correspondence and documents from notes, verbal instructions or standard text, including correspondence and documents of a confidential nature.

Researches, analyzes and edits data required, completes special projects, reports and assignments, under deadline pressure, with speed and accuracy.

Schedules and coordinates various training seminars, various employee programs, or special events for Town employees, or Town Manager's Office. Coordinates the employee DOT drug testing program.

Assists in contract negotiations and human resource activities through data collection and other report writing. Assists in the preparation of excel spreadsheets to determine contract steps and salary increases.

Oversees work of lower clerical classifications, as assigned. Responsible for organization of Town Hall Reception area.

Works closely with Information Technology Manager on Town website updates. Functions as tech support in absence of Information Technology Manager. Responsible for keeping Town Manager's Office notifications current on the Town's website.

Performs related work as required.

**SUPERVISION RECEIVED:**

Works under the general supervision of the Assistant Town Manager and other managerial staff.

**KNOWLEDGE, SKILLS AND ABILITIES:**

Thorough knowledge of general office procedures.

Considerable ability to organize, implement and coordinate complex, multi-phase projects and tasks.

Considerable skills of advanced word processing, desktop publishing, spread sheet design and data base applications and ability to learn human resources software applications.

Thorough knowledge of the operation of standard office machines, including a personal computer keyboard.

Thorough knowledge of business English. Skill in typing at the net rate of 70 wpm.

Considerable skill in transcribing from a machine, as assigned.

Considerable ability in oral communications and written communications.

Thorough ability to follow oral and written instructions and to maintain information in confidence.

Thorough ability to perform administrative procedures and to coordinate the activities of an administrative official.

Thorough ability to learn the operations of Town Manager's office and the personnel function.

Considerable ability to establish and maintain effective working relationships with coworkers, Town officials, representatives of other agencies, and the general public.

**QUALIFICATIONS**

An Associates Degree or equivalent in office/secretarial science or business plus six years of progressively responsible clerical experience including public contact and at least four years of experience as a secretary/administrative assistant, or an equivalent combination of education and qualifying experience substituting on a year-for-year basis. Bachelor's degree preferred.

**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. While performing the duties of this job, the employee is regularly required to use hands to handle, feel and operate office equipment, or controls and reach with hands and arms. The employee is frequently required to sit. The employee is occasionally required to walk; talk or hear; sit; and smell. Specific vision abilities required by this job include close vision, and must also be able to see objects far away as in driving and the ability to adjust focus.

**LICENSES OR CERTIFICATION:**

Valid Connecticut Drivers License

**TOWN OF GLASTONBURY  
JOB DESCRIPTION**

**TITLE:** Director of Human Resources  
**DEPARTMENT:** Human Resources  
**REPORTS TO:** Town Manager

**GENERAL DESCRIPTION:**

Major functions include: Administers and directs recruiting, testing, staffing, position classification and compensation; labor relations and contract negotiation; staff development and training, performance evaluations, employee assistance program, and Town Affirmative Action Plan; directs employee benefits programs including health insurance, dental, prescription drug plans, life insurance, pension programs, and other employee benefits related to the Human Resource function; Workers' Compensation; employee relations; safety programs; maintains and administers personnel policies and procedures; represents Town Manager in employer-employee related matters.

**ESSENTIAL JOB FUNCTIONS:**

Plans, organizes and coordinates all activities of the human resources department. Supervises and directs human resources staff and programs.

Prepares and administers the department budget; set goals and objectives and monitor for implementation

Serves as Chief Spokesperson in labor negotiation and related labor matters; develops strategies, makes cost estimates, conducts surveys and handles step three grievance hearings; and participates in mediation and arbitration hearings as the Town Manager's representative.

Works with unions in a labor/management setting to attempt to resolve work place issues

Administers and oversees employee benefits plan; pension calculations and estimates as required  
Acts as the Town's Affirmative Action Officer and works with the Human Relations Commission in updating the annual utilization review and revising the Affirmative Action Plan and goals.

Maintains the Town's job classification plan by conducting or establishing the process for conducting studies of new or changed jobs and recommending revised job descriptions

Provides advice and direction to supervisors and department heads on personnel policies, disciplinary action and employee problems

Provides benefit information to employees, resolves problems with insurance companies and develops cost estimates and alternate benefit plans.

Establishes training needs, conducts training when practical and oversees training programs for town employees

Recommends new and revised personnel guidelines to the Town Manager; conducts research. Provides staff assistance to Town committees, such as the Strategic Planning Committee or the Human Relations Commission, as assigned

Maintains and updates all employment policies and procedures and investigate complaints/alligations regarding the violation of such policies

Handles citizen's inquiries and complaints directed to the Town Manager's office.

**OTHER JOB FUNCTIONS:**

Performs other duties as required.

**QUALIFICATIONS PROFILE:**

Considerable knowledge of the principles and practices of public personnel administration, including job classification and compensation, recruitment and selection, benefits administration, affirmative action and labor relations.

Considerable knowledge of labor relations and the art of contract negotiations and mediation process

Considerable ability to supervise and maintain good employee relations

Considerable knowledge of public administration principles and practices as applied to a Town personnel management function.

Considerable ability to administer policies and procedures, including planning, research, decision-making and report development and writing

Considerable ability to establish and maintain effective working relationships with coworkers, union officials, other governmental agencies and the general public

Excellent oral and written communication skills

**PHYSICAL/MENTAL REQUIREMENTS:**

The work is generally performed in an office environment. Typically the employee may sit comfortably to do the work. However, there may be some walking, standing, stooping, carrying of light items such as books, or small parts, or driving an automobile. No special physical demands are required to perform the work.

The work environment involves everyday risks or discomforts which require normal safety precautions. Use of safe work practices with office equipment, avoidance of trips and falls are required.

**MINIMUM TRAINING AND EXPERIENCE:**

Masters Degree in Public Administration, Human Resources, Personnel Administration, Business Administration, or combination of relevant training and experience. Seven (7) years progressively responsible experience in Human Resource management and employee relations experience, including five (5) years of supervisory responsibility.

**LICENSE OR CERTIFICATION:**

None

**NOTE:** *The above description is illustrative of tasks and responsibilities. It is not meant to be all inclusive of every task and responsibility.*

Updated January 2012

**TOWN OF GLASTONBURY  
JOB DESCRIPTION**

**TITLE:** Human Resources Generalist  
**DEPARTMENT:** Human Resources  
**REPORTS TO:** Director of Human Resources

**GENERAL DESCRIPTION:**

Performs personnel administrative work of a complex and responsible nature. Much of the work is confidential, requiring initiative and considerable independent judgement.

**ESSENTIAL JOB FUNCTIONS:**

Coordinates and initiates recruitment activities. Creates job notice/advertisement, and plans, organizes and administers testing process. Performs reference checks.

Creates and maintains job descriptions.

Assists in the preparation and updating of the Town's Newsletter and Annual Report.

Conducts internal and external benefit and salary surveys. Responds to surveys received from other agencies.

Performs research as assigned by the Director in connection with collective bargaining agreements, hearings, grievances, and other personnel related matters.

Updates the town's health insurance programs and responds to inquiries from employees and retirees regarding health insurance and dental benefit plans.

Maintains human resource information system (HRIS) and creates detailed and complex reports and provides technical training and assistance to staff.

May provide advice and direction to supervisors on personnel related matters.

Completes special projects as assigned by the Director.

**OTHER JOB FUNCTIONS:**

Assists in processing of worker's compensation, property and liability claims administration.

May greet the public and employees and provide information on various town services and resources.

Performs other duties as required.

**QUALIFICATIONS PROFILE:**

Knowledge of the principles and practices of personnel administration and the ability to handle confidential information and situations appropriately.

Considerable ability to relate positively to staff members and the general public.

Considerable ability to create and maintain records of a complex nature and to organize data and prepare reports in a clear and concise manner.

Excellent organizational and problem solving skills and the ability to prioritize tasks.

Ability to work independently, comprehend complex information and make recommendations.

Proficiency in the utilization of personal computers, human resource information systems, a variety of software, and other office equipment.

**PHYSICAL/MENTAL REQUIREMENTS:**

Must be able to push/pull/lift objects of less than twenty (20) pounds and sit for prolonged periods. Able to perform manipulative skills which require hand-eye coordination such as keyboard skills.

**PHYSICAL/MENTAL REQUIREMENTS (CONTINUED)**

Must be able to see objects closely as in reading and typing a document.

Must be able to hear normal sounds with background noise, distinguish voice patterns and communicate with speech as in using a telephone.

Must be able to pay attention to detail and concentrate for sixty (60) minutes or more with constant interruptions, remember multiple assignments given over long periods of time, and understand the theories behind several related concepts.

**MINIMUM TRAINING AND EXPERIENCE:**

Bachelor's degree in Business Administration, Psychology, Sociology or a closely related field and two years of progressively responsible human resources experience or an equivalent combination of education and/or experience. Must be proficient in computerized HR systems, word processing and budget spreadsheet applications.

**LICENSE OR CERTIFICATION:**

None.

**NOTE:** The above description is illustrative of tasks and responsibilities. It is not meant to be all inclusive of every task and responsibility.



**TOWN OF GLASTONBURY  
JOB DESCRIPTION**

**TITLE:** Administrative Secretary II  
**DEPARTMENT:** Human Resources  
**REPORTS TO:** As Assigned

**GENERAL DESCRIPTION:**

Performs secretarial and administrative work of a complex, confidential and responsible nature

**ESSENTIAL JOB FUNCTIONS:**

Types and transcribes routine correspondence, reports, and meeting minutes.

Transmits and explains supervisor's directions to proper persons, and follows up for compliance, completeness, and conformance with deadlines.

Screens telephone calls, greets the public, and provides information relating to the division/department as well as information pertaining to various town services and resources.

Provides technical or regulatory information to the public and assists the public in completing applications or in understanding regulations; receives and records fees.

Verifies bills, prepares invoices and purchase requisitions; keeps inventory of division/department supplies and makes purchases when necessary

Prepares copies and/or distributes reports, correspondence, work orders and other documentations;

Maintains records, files reports and other pertinent documents necessary in division/department operation

Prepares packets of document for distribution

Arranges meetings and schedules appointments for supervisor

Prepares and processes the department payroll

Compiles and coordinates data and prepares reports of some complexity; assists in preparation of department or division budget.

Performs special assignments and routine administrative functions as directed

**OTHER JOB FUNCTIONS:**

Develops and maintains confidential and complex records and files.

Maintains purchasing, personnel, or other administrative records

Performs other duties as required

**QUALIFICATIONS PROFILE:**

Ability to acquire working knowledge of regulations and legal requirements of assigned departmental activities

Ability to relate positively to staff members and the general public; excellent customer service skills

Ability to create and maintain records of a complex nature and to organize data and prepare reports in a clear and concise manner; ability to process large amounts of paperwork; ability to multi-task

Ability to transmit information to public in a clear and concise manner

Ability to operate office and computer equipment

Ability to type with speed and accuracy (45 wpm), add, subtract, multiply and divide all units of measure, and to compute ratios, rates and decimals.

**PHYSICAL/MENTAL REQUIREMENTS:**

The work is generally performed in an office environment. The work environment involves everyday risks or discomfort which requires normal safety precautions.

Typically the employee may sit comfortably to do the work. However, there may be some walking, standing, stooping, reaching, carrying items such as papers, books, or small parts, or driving an automobile.

Must be able to push/pull/lift objects of less than twenty (20) pounds and sit for prolonged periods. Able to perform manipulative skills which require hand-eye coordination such as keyboard skills

Must be able to see objects closely as in reading and typing a document

Must be able to hear normal sounds with background noise, distinguish voice patterns and communicate with speech as in using a telephone.

Must be able to pay attention to detail and concentrate for sixty (60) minutes or more with constant interruptions, remember multiple assignments given over long periods of time, and understand the theories behind several related concepts

Must be able to push/pull/lift objects of less than twenty (20) pounds and sit for prolonged periods. Able to perform manipulative skills which require hand-eye coordination such as keyboard skills

Must be able to see objects closely as in reading and typing a document

Must be able to hear normal sounds with background noise, distinguish voice patterns and communicate with speech as in using a telephone or communicating with customers.

**PHYSICAL AND MENTAL REQUIREMENTS CONTINUED:**

Must be able to pay attention to detail and concentrate for forty-five (45) minutes or more with constant interruptions, remember multiple assignments given over long periods of time, and understand the theories behind several related concepts.

**MINIMUM TRAINING AND EXPERIENCE:**

High school diploma or equivalent plus three (3) years increasingly responsible secretarial or office administrative work or an equivalent combination of education and/or experience.

**LICENSE OR CERTIFICATION:**

None.

**NOTE:** The above description is illustrative of tasks and responsibilities. It is not meant to be all inclusive of every task or responsibility.

# TOWN OF GRANBY

## TOWN MANAGER

### NATURE OF WORK

This is the chief executive office and highest administrative position of the town government, with responsibility for the operations, policies and financial affairs of town departments, offices and agencies. In those instances where the Charter has assigned administrative authority to other officials, the Town Manager still retains responsibility for financial control and support services. The Town Manager coordinates all departments, offices and agencies, and assures adherence to laws and Charter provisions and implementation of Board of Selectmen directives and policies. The Manager has Charter authority to appoint department heads, and administrative authority is exercised through them. The Manager is appointed and serves at the discretion of the Board as provided in the Town Charter, and while exercising administrative judgment in the administration of municipal affairs, is accountable to and subject to review by the Board.

### ILLUSTRATIVE EXAMPLES OF WORK

Prepares the annual town operating and capital budgets for submission to the Board; reviews budget components with various department officials and makes appropriate modifications.

Submits the proposed town budget to the Board, answers questions and defends challenged items and makes directed alterations.

Implements the approved budget; reviews and approves or denies transfer requests; directs and participates in securing federal and state funds and other alternate sources of revenue.

Appoints and evaluates the performance of department heads.

Directs negotiation of employee association contracts and the adherence to and administration of contract provisions by town executives and the administration of the town personnel system, including all appointments through designated officers.

Collaborates with town executives to provide required direction and coordination and to obtain comments and suggestions relative to town programs, operations, plans and policies.

Develops long and short term goals for town operations, finances, services and organization; submits those requiring approval to the Board and oversees and participates in implementation, making modifications as circumstances require.

Attends meetings of the Board and of Board committees and boards and commissions as necessary to present information, opinions and suggestions, to answer questions, to discuss programs and problems and to obtain police guidance

and direction; implements Board policies and directives; carries out special assignments and conducts studies as directed by the Board.

Maintains liaisons and conducts town affairs with other public jurisdictions, community organizations and companies doing business with the town.

Answers public inquires and complaints; conducts public and media relations; appears before civic groups to explain town programs and policies and to keep informed of community needs and preferences.

Keep abreast of developments in municipal administration through attendance of meetings and workshops and review of the literature.

Performs related work as required.

### **EDUCATION AND EXPERIENCE REQUIRED**

Masters of Arts in Government or Masters of Public Administration, three (3) to five (5) years experience as Municipal Manager or equivalent. Have record of sustained, successful performance in municipal management. Possess a demonstrated ability to interact effectively with elected officials, staff, citizens, news media and special interest groups. Have experience in labor negotiations and employee relations. Be professionally trained and experienced in public administration with recognition for successful implementation of municipal programs and in areas of general administration such as finance administration, budgeting and capital programming, purchasing and bid procedures, public works, grant administration, community development, personnel administrator, public relations, environmental protection, police administration, social services, education, and intergovernmental relations.

## DIRECTOR OF HUMAN SERVICES

### Position Purpose:

The purposes of this position are to plan, organize, and supervise a comprehensive Human Service Department, which includes Senior Center, Youth Services Bureau and social services to those in need. This position also evaluates the needs of the various populations it serves and seeks out grant funds to provide the appropriate services. This position also provides human resource services such as recruiting, interviewing, hiring, employee orientations & review of personnel policies.

### Supervision:

*Supervision Scope:* Performs a wide variety of special professional and administrative responsibilities requiring an extensive knowledge of social work, senior and youth services.

*Supervision Received:* Works under the general direction of the Town Manager; refers only unusual situations to his/her supervisor.

*Supervision Given:* Supervises part-time staff including: Senior Center Program Coordinator, Municipal Agent, Administrative Assistant, Youth Counselor, Senior Van Driver, Youth Program Coordinator, and Congregate Meal Preparer. Frequently provides general objectives and initial and detailed instructions. Will follow up with employees as necessary.

### Job Environment:

Administrative work is performed in a moderately noisy office.

Requires the operation of a van and/or automobile, telephones, computers, copiers, facsimile machines, and other standard office equipment. May make home visits.

Makes periodic contact with other municipal departments, state agencies, and frequently with the general public, police, schools, home health agencies, hospitals, social workers, doctors, mental health agencies; communication is frequently in person, by telephone, fax, e-mail and in writing; contacts require a high level of resourcefulness to influence the behavior of others.

Errors in judgment or omissions could result in delays in service, damage to buildings and equipment and legal ramifications.

**Essential Job Functions:**

*(The essential functions or duties listed below are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.)*

Performs direct services in administering the social service program for citizens in need of financial or emergency assistance. Conducts interviews with applicants, advises clients of available resources, and assists with applications for state and federal programs. Screens and accepts applications for entitlement programs; determines eligibility for emergency and assistance programs including: fuel assistance, local assistance funds, nutrition programs and Holiday Sponsorship Programs.

Interprets State and Federal regulations governing eligibility and grants, methods of payments and legal rights.

Maintains confidential files and financial and statistical records, and prepares monthly, quarterly, grant and annual reports for social programs. Prepares and monitors grants and appropriate financial and statistical reports.

Administers the Youth Services Bureau, prepares grant application, supervises Youth Services Counselor, and submits quarterly and annual reports for the State. Coordinates youth services with schools, police and justice system and chairs Juvenile Review Board.

Develops and coordinates senior citizen program including benefit counseling, transportation, and Congregate Meal Program.

Provides crisis intervention services and short term counseling, advises clients on available local, state and federal resources and services, initiates referrals and coordinates services as warranted. Accepts referrals from, and provides consultation and informational services to public and private organizations, as well as Town departments and agencies.

Acts as Welfare Secretary for Salvation Army Service Extension Unit. And maintains a resource library and Community Resource Booklet.

Supervises, trains, counsels and evaluates employees. Under direction of Town Manager assists with personnel functions for department. Assures safe working conditions for employees.

Prepares and administers annual operating budget for the department including social services, youth services and senior services budgets.

Manages all aspects of recruiting, hiring, screening and new employee orientation. Perform reference checks and request background checks and drug screenings as appropriate.

Develops personnel manual and policies as needed.

**Other Functions:**

Develops senior center programming and administers Youth Service Bureau in absence of part-time staff.

Performs related work as required.

**Minimum Required Qualifications:**

**Education, Training and Experience:**

The qualifications required would generally be acquired with a Bachelor's Degree in Social Work or some closely related field and 3 – 5 years of responsible social service experience. A Master's Degree in social work or related field may be substituted for two years work experience in the social service field; OR an equivalent combination of education, work experience and training.

**Special Requirements:**

Valid Motor Vehicle Operator's License.

**Knowledge, Ability and Skill:**

*Knowledge:* Thorough knowledge of the philosophy, principles and practices of public social services administration. Thorough knowledge of the principles and practices of modern professional and social work methods. Thorough knowledge of State Statutes and eligibility requirements for public assistance as well as legislation relating to the aging, youth, disabled and other social services. Knowledge of available town, state, federal and private resources available to all program applicants. Knowledge of Human Resource Practices.

*Ability:* Ability to administer an emergency assistance program including the maintenance of accurate case and financial records. Ability to prepare grant applications to secure funding from State, Federal, and private sources. Ability to represent the department and Town before various groups, agencies, and organizations. Ability to deal effectively with Town staff and officials, State officials, service clients, and the public. Ability to maintain confidential data. Ability to assign, train, and supervise professional and clerical staff. Ability to prepare and administer an operating budget for the department. Ability to prepare and present grant and narrative reports in oral and written form.

*Skill:* Excellent verbal and written communication skills; aptitude for working with people; aptitude for working with paperwork and details. Skill in using the above mentioned office equipment. Skills associated with the supervision and training of staff.



**Physical and Mental Requirements:**

The work requires intellectual abilities and a variety of physical capabilities. While performing the duties of this job, the employee is frequently required to sit, and talk or hear, occasionally required to stand and walk, requires use hands to finger or handle objects; and reach with hands and arms. Employee occasionally must be able to climb and kneel. The employee must occasionally lift and/or move up to 30 pounds. Specific vision abilities required by this job include close vision and distance vision. This position requires the ability to operate a keyboard and calculator. The employee must be able to hear normal sounds, distinguish sound as voice patterns and communicate through human speech.

*(This job description does not constitute an employment agreement between the employer and employee. It is used as a guide for personnel actions and is subject to change by the employer as the needs of the employer and requirements of the job change.)*

## Town of Granby

ADMINISTRATION FINANCE OFFICEROBJECTIVES

Under general direction from the Town Manager, supervises and participates in the management of the financial operation of the Town with specific responsibility for the functional areas of payroll and benefit administration, pension administration, accounts payable, accounts receivable, cash management and investments, tax collection, and assessment.

ESSENTIAL FUNCTIONS

Assigns, supervises, and may perform work in the functional areas of payroll and employee benefits, accounts payable, accounts receivable, insurances, fixed assets, tax collection, assessment, and related financial areas.

Performs accounting work in the receiving, recording, and reconciling of Town revenues maintaining accounting controls of department expenditures, investments, and receivables.

Administers the cash management and investment programs for the Town as outlined by the Town Manager.

Oversees the computation of financial balances, account and statement reconciliations and may prepare financial statements according to generally accepted accounting procedures.

Prepares weekly and monthly financial reports including reports on budgetary status to all departments.

Assists the external auditor in the preparation of the annual financial report and preparation of financial statements.

Assists the Town Manager in the preparation of the Town's annual budget and prepares cost and revenue information.

Prepares and provides information for labor negotiations, personnel policies, financial policies, programs, and procedures.

Handles non-routine and complex problems or issues related to employees' benefits and insurances, pensions and other related insurances.

Assigns, trains, and supervises clerical staff.

Oversees the maintenance of confidential personnel files.

Creates data bases using automated systems, analyzes data and makes projections from same.

Prepares statistical, financial, and narrative reports as required.

Prepares and provides information for Town employees relating to pension and insurance benefits.

Prepares and administers operating budget for department.

Administers and reconciles the health insurance process and other funds.

Prepares reports required by external agencies including the state and federal government and oversees payments to agencies.

Performs related work as required.

#### REQUIRED KNOWLEDGE, SKILLS AND ABILITIES

Knowledge of the principles and practices of office management, accounting, bookkeeping and data processing applications as they apply to municipal finance operations.

Knowledge of and skill in applying the principles, practices, and methods utilized in governmental accounting, cash management, and cash investment.

Knowledge of the principles and practices utilized in employee benefit administration, pension administration, and insurance administration.

Ability to apply general accounting theories and practices in governmental accounting.

Ability to assign, train, and supervise clerical employees

Ability to collect and analyze data, and make projections from same.

Ability to use data processing hardware and software as they apply to municipal government finance operations.

Ability to participate in the preparation of the Town's annual budget, to prepare financial statements, and assist in the annual audit.

Ability to prepare complex financial reports.

Ability to deal effectively with Town staff and the public.

REQUIRED EQUIPMENT OPERATION

Operates office equipment including a personal computer.

REQUIRED PHYSICAL EFFORT

Must be able to sit at a desk and work continuously for extended periods of time; lifting and carrying materials and equipment weighing up to 25 pounds, and utilizing overhead cabinet storage space.

REQUIRED QUALIFICATIONS (Minimum)

The qualifications required would generally be acquired with a Bachelor's Degree in Accounting or some closely related field and two years of increasingly responsible work experience in governmental accounting or related field; OR a Master's Degree in Accounting or some related field and one year of responsible work experience in governmental accounting; OR a Bachelor's Degree with a CPA and one year of responsible work experience in governmental accounting; OR an equivalent combination of experience and training.

May, 2001  
Updated: 8/22/07



# Town Administrator

Class Code:  
1009

Bargaining Unit: MANAGEMENT AND  
CONFIDENTIAL

TOWN OF GREENWICH  
Established Date: Jul 1, 2009  
Revision Date: Jan 12, 2010

## **GENERAL STATEMENT OF DUTIES:**

Under the direction of the First Selectman the Town Administrator is responsible for the administration, coordination and planning of the general government functions of the Town. This includes all administrative functions relative to the daily operation of the Departments under the supervision of the First Selectman. He/She will evaluate and make recommendations regarding departmental operations, organization, budget and administration. The Town Administrator will recommend adoption of such measures, as he/she may deem necessary or expedient to facilitate and improve general government administration.

## **MINIMUM QUALIFICATIONS & SPECIAL NECESSARY REQUIREMENTS:**

Masters degree from an accredited college or university in public administration, business administration or a closely related field with 10 years of professional managerial experience, preferably in a municipal setting with authority for program direction, budgetary administration and supervision of professional staff.

An equivalent combination of education and experience that demonstrates the required knowledge, skills and competencies may be substituted for the above.

## **JOB DESCRIPTION:**

**Department:** First Selectman's Office  
**Division:** Administration  
**Bargaining Status:** Management & Confidential  
**Grade:** MC 11  
**FLSA Status:** Exempt  
**Class:** Unclassified  
**Job Code:** 1009  
**Date Created:** January 2004  
**Date Revised:** July 2009

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## **Specific areas of professional responsibility are as follows:**

Serves as advisor and chief administrative officer assisting the First Selectman and the Board of Selectmen in managing the affairs of the Town

Represents the First Selectman and the Board of Selectmen in the day to day operation and administration of all town departments and offices.

Assists the First Selectman with the development, submission and administration of the overall Town Budget, the review of each department's annual budget and comprehensive Operations Plan and the Capital Improvement Program.

Represents the First Selectman in the review and oversight of collective bargaining negotiations and their relative costs, confidential personnel issues, financial management and any other field of public administration commensurate with his or her knowledge and experience.

Assists the First Selectman in identifying and prioritizing Town needs and participates in the development and implementation of long-range plans, goals, objectives and policies.

Provides liaison between the First Selectman and the various departments, boards, committees, task forces and community organizations as assigned.

Analyzes, interprets and reviews issues, policies, departmental operations and budgets, making recommendations and preparing statistical and narrative reports as directed.

Oversees and administers special studies or projects and such other duties as may be prescribed by the Town Charter, or required of him or her by the First Selectman.

Stays apprised of and monitors legislation pending in the legislature that may effect municipal operations and finances; secures policy direction from the Board of Selectmen and communicates same to congressional staff or lobbyists.

**REQUIRED COMPETENCIES/CHARACTERISTICS:**

The successful candidate will be a strong, successful administrator with experience managing and problem solving in a dynamic, political, government environment. A strategic thinker with excellent communication and interpersonal skills necessary for dealing with an active citizenry, elected officials and professional colleagues in a frank and service oriented manner. A team leader with the ability to motivate others towards accomplishing future goals is desirable.

CHARTER  
TOWN OF HAMDEN

CHAPTER V: THE MAYOR

SECTION 5-1: ELECTION AND QUALIFICATIONS.

At each general Town election, a Mayor shall be chosen by the Electors of the Town. Such Mayor shall be the chief executive officer of the Town and shall receive such compensation as shall be set by the Council. The Mayor shall devote full time to the duties of the office.

SECTION 5-2: DUTIES.

The Mayor shall:

A. be responsible for the administration of all Departments and Officials, in charge of persons or Boards and Commissions appointed by the Mayor, and shall oversee and direct the same;

B. be an ex-officio, nonvoting member of all Town Boards and Commissions appointed by the Mayor, except the Board of Ethics or where such membership is inconsistent with the General Statutes or this Charter;

C. see that the provisions of all Laws, this Charter, the Ordinances and Statutory Resolutions governing the Town are faithfully executed; shall cause to be prepared and printed, within ninety (90) Days after the close of the fiscal year, an annual Town report; shall recommend to the Council such measures as may be deemed necessary or expedient; shall keep the Council fully advised as to the financial condition of the Town; shall prepare and submit to the Council an annual budget and shall exercise such other powers and duties as may be required by Ordinance, Statutory Resolution, Order or Motion of the Legislative Council consistent with the General Statutes and this Charter; and,

D. submit to the Council:

(1) a quarterly report on all contracts executed within the budget limits or other authority established by the Legislative Council.

(2) a request for approval by a Majority Vote of the Legislative Council, of any contracts:

(a) in excess of One Hundred Thousand (\$100,000.00) Dollars which are exempted from the competitive procurement and solicitation requirements of this Charter and any Ordinances or regulations adopted hereunder. The Legislative Council is authorized to modify the threshold based upon the consumer price index or other like measure indexed for inflation or deflation. This provision shall not apply to emergency transactions, which

**CHARTER  
TOWN OF HAMDEN**

are addressed in §5-5.C (3) of this Charter.

(b) which contain a term which will either fall in multiple fiscal years; or, shall continue for a period longer than twelve (12) months.

**SECTION 5-3: APPOINTMENTS, TERMS OF OFFICE AND GENERAL POWERS.**

A. The Mayor shall, except as otherwise provided in this Charter, appoint and may remove all Department Heads and other Mayoral appointees of the Town as set forth in this Charter. This provision shall not apply to Elected Officials who are Department Heads.

B. Unless otherwise provided in this Charter, the terms of all such Department Heads or Mayoral appointees, established by Ordinance or by budget, shall terminate at the same time as the term of the Mayor (unless otherwise subject to the terms of an Employment Contract as set forth in §8-2.C of this Charter); except such appointees may continue to serve until their successors are appointed and qualified.

C. The Mayor may, subject to the approval of the Council, perform the duties of any office under the Mayor's jurisdiction, except those of the Director of Finance in the performance of the duties and powers prescribed by Law to Town Treasurers, as provided in §8-4.A of this Charter.

D. As set forth in §8-1.B and C of this Charter, the Mayor shall have the power, subject to the approval of the Council, to provide for the creation of any Department, delegating to said Department any of the powers reserved to the Mayor under this chapter and to appoint a Department Head for such Department thereby created. The Mayor shall have the power to create for a new position, subject to the approval of the Legislative Council.

**SECTION 5-4: APPOINTMENTS TO BOARDS OR COMMISSIONS.**

A. When a Vacancy occurs on any appointed Town Board or Commission, the Mayor shall provide Public Notice that such position is Vacant, at least two (2) weeks prior to filling of the position. In addition to the requirement set forth in §7-1.K of this Charter, the Mayor shall publish or post, as the case may be, such notice (1) on the Town web-site; (2) in a conspicuous location available to the public in the office of the Town Clerk and in such location in Town Hall as designated by the Mayor; and, (3) if practicable, in a newspaper of local availability to the residents of the Town.

B. The Mayor shall invite the Electors of the Town who are interested in serving to apply by submitting resumes of their qualifications for membership on such Board or Commission to the Town Clerk.

C. The Town Clerk shall maintain and submit to the Mayor a list of all candidates for the position.



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TOWN OF HAMDEN**

D. The Mayor shall nominate an individual from this list and submit the nomination to the Legislative Council, which shall approve or disapprove the Mayor's selection.

**SECTION 5-5: EMERGENCY POWERS.**

A. **Declaration of a Public Emergency.** A public emergency pertaining to the Town may be declared by the (1) President of the United States; (2) Governor of the State of Connecticut; (3) Mayor; or, (4) upon the affirmative vote of two-thirds (2/3<sup>rd</sup>) of the Legislative Council present and voting; although there shall be, at least, nine (9) members voting in the affirmative. If practicable, the declaration of Public Emergency by the Mayor or the Council shall set the duration in the event it is expected to last for more than forty-five (45) Days.

(1) **Public Emergency.** A public emergency is any condition that exists or threatens to arise involving or threatening to damage or injure the lives, health or property of the inhabitants of the Town or curtail Town services necessary to meet the requirements of the emergency.

(2) **Termination of Public Emergency.** The termination of the emergency shall be determined and declared by the Mayor or by the affirmative vote of two-thirds (2/3<sup>rd</sup>) of the Legislative Council present and voting; however, unless asserted in the declaration or otherwise extended, the Public Emergency shall terminate at 11:59:59 P.M. of the forty-fifth (45th) Day following the declaration.

B. **Authority of the Mayor.** The Mayor shall exercise within the limits of the Town all the emergency powers given to the chief executive officer of a municipality under the General Statutes with regard to the allocation of personnel. Upon declaration of a public emergency, the Mayor may mobilize, organize and direct the forces of the Town and call upon and cooperate with the federal government or the State or its political subdivisions.

C. **Appropriations and Expenditures for Emergencies**

(1) **Public Emergency Contingency.** The Legislative Council may, by Ordinance, establish a maximum amount of funding for public emergencies in a contingency fund within the Town Budget. The Mayor may obligate the Town in an amount not to exceed the maximum amount ("public emergency contingency") to meet or mitigate any declared public emergency. The Mayor shall report any action taken hereunder at the next meeting of the Legislative Council.

(2) **Emergency Appropriations.** Notwithstanding the provisions of §§10-7.D and E of this Charter, in the event that funds in addition to the public emergency contingency are required to meet or mitigate a declared public emergency, the Mayor shall determine the

**CHARTER  
TOWN OF HAMDEN**

necessary amount and seek Legislative Council approval, at an Emergency Meeting, to authorize transfers.

(a) Notwithstanding any contrary provisions of this Charter, the Legislative Council may, if necessary, appropriate funds in addition to the public emergency contingency.

(b) The affirmative vote of at least two-thirds (2/3<sup>rd</sup>) of the members of the Legislative Council is required to authorize any such emergency appropriation.

(c) The Order of the Legislative Council approving any emergency appropriation shall specify the nature of the emergency and source of revenue. Unless the Mayor certifies that the emergency threatens the immediate public health or safety, the Legislative Council shall hold a public hearing on any proposed special or emergency appropriation.

(3) **Emergency Expenditures.** The Mayor may obligate the Town in an amount of money not to exceed One Hundred Thousand (\$100,000.00) Dollars (or such other additional amount as may be approved by the Council) from the public emergency contingency or, if not available from the contingency, from other unexpended funds identified by the Director of Finance, to cope with such public emergency until the Legislative Council convenes. The authority set forth in this provision shall not apply in the event the Legislative Council has not been provided with notice under §5-5.D of this Charter.

**D. Emergency Meetings of the Legislative Council.** In the event a Public Emergency is declared, the Mayor or President of the Legislative Council may call an emergency meeting of the Council upon three (3) hours notice and may summon Council members to attend such meeting in such manner as the Council may prescribe by Ordinance. Notwithstanding any provision of law or this Charter to the contrary, at such meeting, the Council may transact any item or items of business relevant to such emergency.

**E. Public Emergency Ordinances and Measures.** Upon the declaration of a Public Emergency, the Legislative Council may enact Public Emergency Ordinances and other measures in order to meet such emergency. Rules and procedures for the adoption of Public Emergency Ordinances and measures shall be governed by the provisions of a Public Emergency Procedural Ordinance which shall establish the terms of Final Action.

(1) **Public Hearing and Notice Requirements.** No public hearing or Meeting Notice shall be required for any Ordinance stated to be a Public Emergency Ordinance or measure, unless otherwise required by the General Statutes.

(2) **Procedural time-frame.** The time-frame set forth in §§4-7 through 4-8 of this Charter shall not apply to the adoption of a Public Emergency Ordinance or measure; however, the procedural measures set forth in that provision shall be addressed in the Public Emergency

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Procedural Ordinance, if practicable.

(3) **Requirements.** An emergency Ordinance shall contain a specific statement of the emergency and shall require a Majority Vote of the Legislative Council.

(4) **Effective Date.** An emergency Ordinance shall become effective immediately upon final action as set forth in the Emergency Procedures Ordinance. However, Public Notice of such Public Emergency Ordinance shall take place promptly following final action.

(5) **Automatic Repeal of Public Emergency Ordinance or Measure.** Every such Public Emergency Ordinance or measure, including any amendments thereto, shall automatically stand repealed at the termination of the forty-fifth (45<sup>th</sup>) Day following Final Action of said Ordinance.

## New Canaan

There shall be a First Selectman who shall be the chief executive and administrative officer and shall enforce the bylaws and ordinances of the Town and the laws of the state and shall have such powers and perform such duties as are not inconsistent with this Charter and as are imposed upon the office by the Charter, bylaws and the ordinances of the Town and the laws of the state.

**TOWN OF SOUTH WINDSOR**  
**ASSISTANT TO THE TOWN MANAGER/HR COORDINATOR**

**NATURE OF WORK**

This is a highly responsible professional and managerial position performing a broad range of human resource functions directing and supervising the personnel systems of the Town, including classification, compensation, recruitment, selection, labor relations, and training.

Work requires the exercise of discretion in handling confidential human resources and labor contract negotiation matters as well as performing daily activities based on a complete knowledge of public personnel administration. Work is performed under the general guidance of the Town Manager and in accordance with prevailing policies, laws, regulations and rules applicable to specific areas of program activity. Work is reviewed through conferences and reports for overall program effectiveness and efficiency. Work also involves important contacts with officials of other governmental and private agencies, and the general public.

An essential part of the duties of this position is assisting in developing a flexible and anticipatory organization which will provide cost-effective and customer-friendly delivery of quality services to the community; plus assisting in developing and utilizing the potential of each employee to successfully find new ways to deliver both the short and long-term needs of South Windsor consistent with the Town's goals and objectives.

**EXAMPLES OF ESSENTIAL JOB FUNCTIONS**

Plans, organizes and executes work according to standard procedures and oral directions from the Town Manager consistent with the Town's quality service goals and the development of cost-effective, customer-friendly service delivery. Establishes priorities in work assignments.

Ensures that all personnel information including personnel transactions such as hires, promotions, transfers, performance reviews and terminations, salary and other records are current and accurate and maintained in a confidential manner.

Provides benefit information to employees, resolves employee problems with health and dental insurance companies and develops cost estimates and alternate benefit plans. Acts as the Town's Privacy Officer.

Establishes training needs, conducts training when practical and oversees training programs for Town employees as needed.

Maintains and updates all employment policies and procedures and investigates complaints regarding the violation of such policies in a confidential manner. Provides advice and direction to supervisors and department heads on personnel policies, disciplinary action and employee issues.

Acts as the Town's Affirmative Action Officer and administers affirmative action program.

Maintains and administers Worker's Compensation claims/files along with recording of all OSHA requirements.

Assists Town Manager in labor negotiation and related labor matters, develops strategies, makes cost estimates, conducts surveys and participates in step three grievance hearings; and participates in mediation and arbitration hearings with Town Manager.

Coordinates development of job classification and compensation plans; conducts salary and benefit surveys within labor market to determine competitive wage and benefit rates.

Conducts internal investigations of complaints related to Sexual Harassment and/or Workplace Violence.

ASSISTANT TO THE TOWN MANAGER/HR COORDINATOR

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Compiles reports for both bargaining unit and non-bargaining unit personnel; reviews Personnel Rules and Regulations, and makes recommendations for revisions after consultation with relative attorneys; assists employees seeking information on various personnel matters

Coordinates employee-selection process; recruits, interviews and test applicants; develops and administers fair and equitable candidate testing procedures. Implements selection procedures, and assists in placing and orientation for all new permanent full-time and part-time employees.

Assists with the implementation and administration of employee benefits programs such as leave, insurance plans, pension plans and notifies employees and labor union representatives of changes in benefits programs.

Maintains and reviews job classifications and descriptions and makes recommendations for revisions. Develops and maintains confidential and complex records and files, including all Town personnel records.

Acts as Drug and Alcohol Program Manager (DAPM) and administers ongoing Federal Transit Administration Mandated Program also keeping abreast of all federal and DOT regulations regarding drugs and alcohol mandatory testing.

Works with consultant/company who administers Town's Employee Assistance Program (EAP).

Oversees Non-Bargaining Unit Members yearly evaluation process.

Does special projects as needed, i.e. Annual Report, conducts special studies for Town Council, Board/and or Commission as directed by the Town Manager.

Represents Town Manager on special committees.

Handles citizen inquiries and complaints with follow through.

Acts as liaison between Town Manager and Department Heads and public; transmits and explains Manager's directions to proper persons, and follows up for compliance, completeness, and conformance with deadlines.

Supervises personnel in Town Manager's office; reviews and changes procedures to improve productivity and customer service.

Participates in professional public administration organizations.

OTHER JOB FUNCTIONS

Performs related work as required.

One theme of this Total Quality Management organization is teamwork both within departments and among departments to maximize quality service delivery to the citizens of South Windsor. Personnel are encouraged and expected to perform work not definitively described in their job descriptions. Recognition of individual performance beyond one's job description is a function of the Town's employee recognition programs and/or incentive pay plan.

REQUIREMENTS OF WORK

Graduation from a college or university with a Bachelor's degree in Human Resources, or closely related field, with six (6) years of increasingly responsible public personnel experience in Human Resource management and employee relations experience, including minimum of five (5) years of supervisory experience; A Master's degree in Public or Business Administration is desirable, or any equivalent combination of training and experience that provides the following knowledge, abilities and skills:

Considerable knowledge of organizational and department operating requirements.

Thorough knowledge of the functions, laws, rules, regulations and policies and practices of public personnel administration, including job classification and compensation, recruitment and selection, benefits administration, affirmative action, collective bargaining and human resource development.

Ability to communicate effectively verbally and in writing.

Considerable ability to establish and maintain effective working relationships with employees, Town officials, labor unions and the general public.

Ability to analyze and research problems, and plan and prepare effective reports and correspondence.

Ability to use a personal computer for standard office applications.

Thorough knowledge of computer software as applies to office applications.

Ability to perform work consistent with the Town's quality service goals and the development of cost-effective, customer-friendly service delivery.

NECESSARY SPECIAL REQUIREMENTS

Not applicable

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.

While performing the duties of this job, the employee is frequently required to sit and talk or hear; use hands to finger, handle or feel objects, tools or controls; and reach with hands and arms. The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by the job include close vision and the ability to adjust focus.

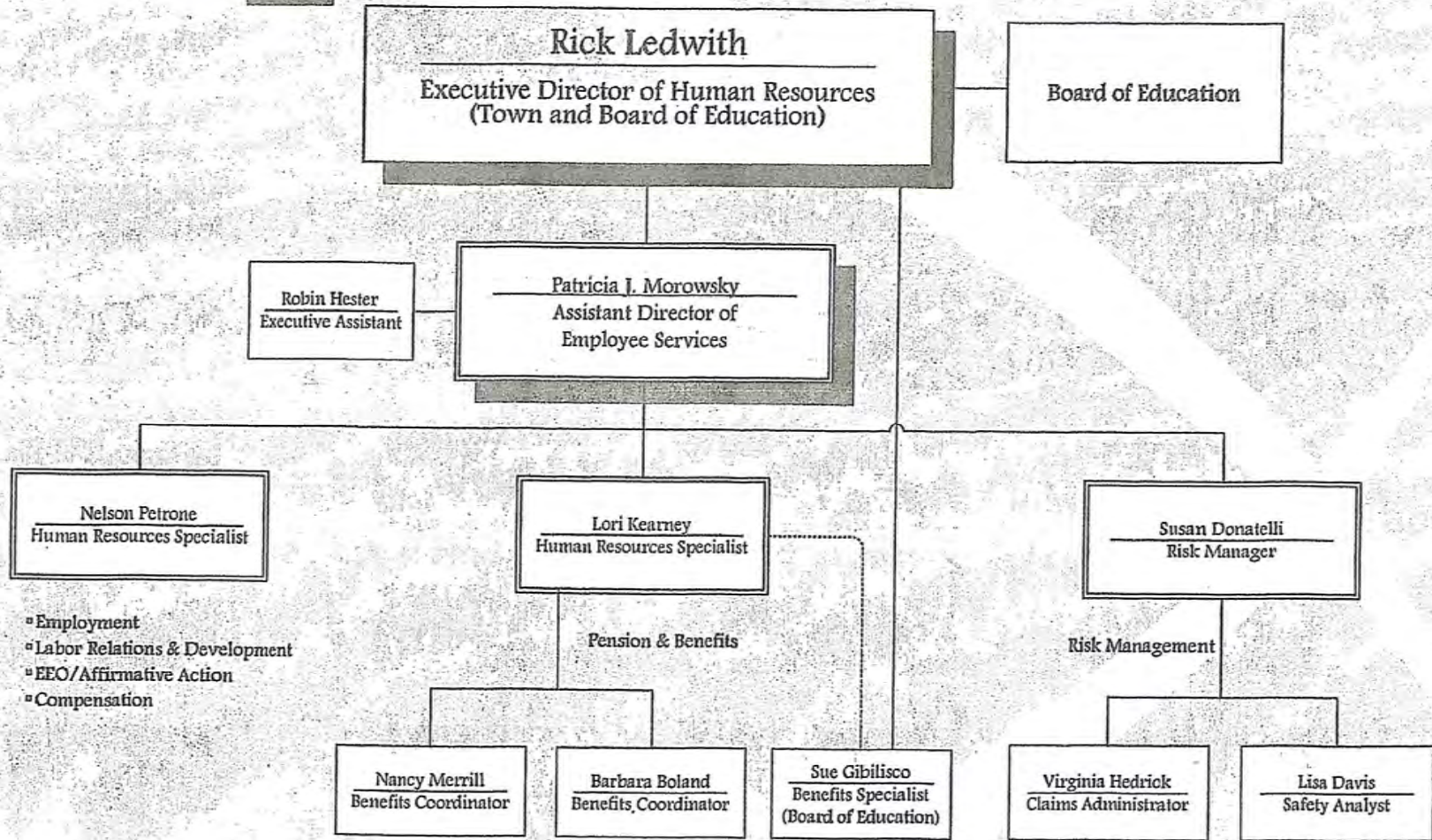
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Town Manager

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Date

# Department of Employee Services



Legend:  
Solid Black Line = Direct Report  
Dashed Red Line = Indirect Report





## Town of West Hartford Job Description

**Job Title:** Assistant Director of Employee Services

**Department:** Human Resources

**Reports To:** Executive Director of Human Resources

**FLSA:** Exempt

**Job Purpose:**

Under general direction of the Executive Director of Human Resources, manages a comprehensive personnel program and direct the activities of the town's human resource department. Assists the Executive Director in administering the activities of the department by participating in evaluating and recommending policies, serving on the town's negotiating team and formulating general plans and procedures. Work is performed with considerable independence and initiative and with the widest possible latitude for the exercise of professional judgment. Work is reviewed on the basis of outcomes and objectives achieved. May act in the absence of the Executive Director of Human Resources, as designated.

**Job Environment:**

Work is performed primarily in a business office setting subject to continuous interruptions and background noise. Works independently with minimum of supervision. Position requires an ability to frequently move throughout town facilities and travel to off-site locations for attendance at meetings. Must be able to work under stress from demanding deadlines and changing priorities and conditions. Manages and coordinates multiple priorities adhering to established time frames and performance standards. Frequent interactions with people who may, at times, be agitated. Attends to tasks/functions for more than thirty (30)

minutes at a time. Attendance and participation required at occasional extended night meetings outside the normal business workday.

**Essential Job Functions:**

- Assists the Executive Director of Human Resources in the day-to-day management of the human resource department; Oversees the effective implementation of human resource programs and services; Manages activities involved in recruitment and testing, position classification and pay administration, compensation and benefit administration, collective bargaining, employee development, employee records administration, employee relations, affirmative action, pension administration, risk management administration and/or related functional areas as defined by the Executive Director.
- Establishes performance standards, reviews and evaluates work performance of subordinate personnel and recommends merit increases as appropriate. Assures organizational and individual goals are achieved. Interprets Personnel Rules, policies and procedures and enforces regulations and applicable contract agreements, including the adjustment of grievances.
- Oversees budget preparation, presents justification for budget requests, and monitors budget expenditures for operational efficiency; reviews and approves personnel actions, purchasing requisitions and agreements; maintains equipment and supplies inventory; and authorizes necessary administrative actions.
- Directs research and other studies and develops procedural and policy recommendations; Develops and submits new personnel policies for approval.
- Maintains contacts with all Town departments to determine changing personnel needs and problems; Coordinates departmental personnel activities and explains personnel policies, procedures, and regulations.
- Advises and consults with Town management, labor representatives, employees, retirees, and representatives of other jurisdictions regarding a variety of personnel actions, laws, programs and services.
- Monitors legislation and labor union agreements and develops policies, programs and procedures to ensure compliance with federal, state, and local laws, regulations and agreements.

- Serves on the Town's labor negotiation teams and participates in the preparation, negotiation, and implementation of collective bargaining agreements.
- Meets and confers with staff members, job applicants, and employees or their representatives to discuss and resolve personnel matters.
- Investigates and resolves complex employment and employee relations complaints and issues.
- Responds to general inquiries or public complaints regarding employee service operations. Works with staff to provide the highest degree of customer satisfaction.
- Advises the Executive Director of Human Resources on unusual personnel trends and problems either verbally or in writing.
- Prepares reports and presentations related to assigned responsibilities; Prepares special studies and reports at the request of the Executive Director of Human Resources or Town Manager.
- Demonstrates continuous effort to improve operations, decrease turnaround times, streamline work processes, and work cooperatively and jointly to provide quality seamless customer service.
- Performs tasks and functions of the Human Resource Specialist.
- Performs job duties in the work environment described above.

**Additional Job Responsibilities:**

- Assumes responsibility for continuing education and professional development for self and subordinate personnel.
- Promotes a customer orientation within the department and organization.
- Represents the department and the Town in dealing with other agencies, professional associations, public and private organizations, and the community.
- May act in the absence of the Director, as requested.

### Knowledge, Skills, and Abilities:

- Thorough knowledge of human resource management principles and practices including recruitment, selection, labor relations, affirmative action, classification and job evaluation systems and compensation and benefit administration.
- Knowledge of state and federal employment laws and the ability to apply such laws as they related to municipalities (ADA, OSHA, ADEA, FMLA, ERISA, COBRA, etc.).
- Knowledge of effective management principles and practices as they relate to leadership, communication, motivation, performance management, job design, and organizational development and the ability to apply such principles to operational human resource programs.
- Knowledge of the principles of training program development, curricula design, group dynamics, organizational analysis, and methods and techniques used in adult education.
- Knowledge of merit system principles and their application to the administration of position control, employee recruitment and selection, and position classification and pay plans.
- Knowledge of statistical concepts and research methods used in personnel administration.
- Ability to perform a broad range of management responsibility over supervisory, professional, and administrative support personnel.
- Ability to provide leadership in implementing town and departmental policies and programs.
- Ability to analyze, interpret and apply relevant applicable Federal, State and Town laws, rules and regulations.
- Ability to establish and maintain cooperative work relationships with town management, labor organization representatives, other town employees and the general public.
- Ability to establish relationships based on trust and confidence while operating in a collective bargaining relationship with stakeholders with multiple interests and expectations.
- Ability to demonstrate a professional and principled centered negotiation approach and analyze labor relations issues and propose alternative strategies.
- Ability to plan, design, and implement a wide variety of programs and services for diverse employee groups.
- Ability to initiate projects and manage priorities while balancing commitments to multiple stakeholders and operating in and being committed to a team environment.

- Ability to communicate in the English language with customers, clients, and the public using a telephone or in a one-on -one or group setting.
- Ability to produce technical and non-technical written documents in the English language with clearly organized thoughts with proper sentence construction, punctuation, and grammar.
- Ability to use personal or town vehicle on town business. Must be physically capable of operating the vehicle safely, possess a valid driver's license and have a driving record in compliance with the Town of West Hartford Safe Driving Policy.

**Minimum Qualifications:**

Graduation from college with a Master's degree in Personnel or Public Administration, Industrial Relations, Business Administration or a closely related field plus ten (10) years of professional and highly responsible experience which demonstrates the use of desired knowledge, skills and abilities in human resource administration including additional experience in a supervisory line position; or an equivalent combination of education and experience deemed equivalent by the Executive Director of Human Resources. Professional certification (PHR/SPHR) required. CEBS designation preferred.



Town of West Hartford  
Job Description

Job Title: Human Resource Specialist  
Department: Employee Services  
Reports To: Executive Director of Human Resources, or designee  
FLSA: Exempt

Job Purpose:

Responsible for administering a wide range of personnel activities by assisting municipal departments in employee/labor relations, compensation and classification administration, affirmative action program administration, training and development, recruitment, benefits administration, compliance and other related human resource generalist duties. Responsibilities also include maintaining effective relationships with employees, management and union representatives. Works with considerable initiative and independence. Work is outlined in meetings with the Executive Director of Human Resources, or designee, and evaluated primarily on the basis of results achieved.

Essential Job Functions:

- Facilitates harmonious working relationships and improved employee relations. Acts as a consultant to various departments for employee services issues. Available to mediate issues and concerns, interpret and explain Town policies, procedures, practices, and collective bargaining agreements.
- Conducts investigations of employee grievances and complaints and recommends appropriate action. Keeps the Executive Director of Human Resources, or designee, informed of unusual and/or highly sensitive employee services issues.
- Advises management on a variety of issues including performance management, employee grievances, and staff development.
- Designs and manages recruitment processes. Participates in the evaluation and selection of personnel.
- Prepares and presents various employee training and development programs. Reviews, evaluates, and modifies existing and proposed programs.

- Assists in developing an objective and manageable human resource system by participating as a management team member in negotiations with recognized collective bargaining groups; conducts various studies as necessary for use at negotiating sessions; and analyzing proposed options for impact on employee relations and administration.
- Maintains a fair and equitable system of classification and pay administration in assigned areas by performing job audits, evaluating findings, and making recommendations to departments regarding compensation levels.
- Performs special studies and investigations, conducts research, analyzes solutions, and makes recommendations on various human resource issues. Advises management on respective issues.
- Monitors personnel transactions for compliance with policies, procedures, and union contract provisions.
- Assists in the development of policy and procedures to meet various legal and management requirements. Analyzes the impact of such policies and their implementation on personnel rules, practices, negotiated agreements and makes recommendations to the Executive Director of Human Resources, or designee.
- Utilizes and participates in the maintenance of human resource information system and the preparation of a variety of reports.
- Supervises and directs the work of administrative support staff engaged in employee services. Assigns daily work and assures adequate shift coverage; trains, evaluates and motivates subordinates.
- Establishes performance standards, reviews and evaluates work performance of subordinate personnel and recommends merit increase as appropriate. Assures organizational and individual goals are achieved. Interprets and enforces personnel rules, and department and organizational policies and procedures.
- Performs job duties in the work environment described below.

Additional Job Responsibilities:

- Assists in the preparation of the departmental budget and annual reports.
- Assists in the development and administration of employee/retiree benefit programs including, but not limited to, life, health, dental, long term disability, and other group benefits.
- Attends Personnel Board or other meetings and may, upon request, represent the Executive Director of Human Resources, or designee, at selected meetings.

- Assumes responsibility for continuing education and professional development for self and subordinate personnel.
- Promotes a customer orientation within the work group and in the department.

Work Environment:

Work is performed primarily in a business office setting subject to continuous interruptions and background noise, but includes site visitations to other municipal facilities. Works independently with minimum of supervision. Manages and coordinates multiple priorities adhering to established time frames, town policies, legislative regulations, and performance standards. Frequent interactions with employees, supervisors, management and union representatives in the interpretation of personnel policies, practices, federal and state employment laws, and negotiated contracts. Routinely handles confidential information. Attends to tasks/functions for more than sixty (60) minutes at a time. Regularly is required to use hands to handle, feel and operate office equipment, or controls and reach with hands and arms. The employee is occasionally required to walk; talk or hear; and sit. Specific vision abilities required by this job include close vision, as in reading. Works for extended periods at personal computer and work at a video display terminal. Attendance and participation may be required at meetings both internal and external to the organization and may necessitate travel to meeting locations.

Knowledge, Skills, and Abilities:

- Knowledge of human resource management principles and practices including labor relations, job analysis, classification and compensation systems, recruitment and selection techniques, training and development practices, benefit design and administration.
- Knowledge of state and Federal employment laws and the ability to apply such laws as they relate to municipal employment.
- Knowledge of effective management principles and practices as they relate to leadership, communication, motivation, performance management, job design, and organizational development and the ability to apply such principles to operational human resource programs.
- Proficiency in utilization of personal computers, human resource information systems, and a variety of software and other office equipment.
- Ability to assume increasing responsibility and to exercise sound judgment and discretion in assisting and advising department directors on human resource issues.
- Ability to prepare and effectively present employee training and development programs.
- Ability to work in a fast paced business environment managing and prioritizing multiple priorities.
- Ability to focus on the broad conceptual, as well as detailed and coordinated aspects of human resource programs.
- Ability to exercise judgment, discretion and diplomacy to resolve public and employee issues and concerns on a timely basis.



- Strong analytical, problem solving and decision making skills in order to identify trends, organize research efforts, analyze data, interpret contract and regulatory language, conceptualize, plan and implement programmatic and financial models.
- Effective oral and written communication and presentation skills that allow for clear communication of proposals, ideas, points and issues. Must be able to persuade without having direct authority.
- Ability to demonstrate a professional and principled centered negotiation approach
- Strong computer skills including word processing, spreadsheet and database applications.
- Ability to plan, implement, and manage long and short term projects including the ability to take initiative and carry projects through to completion with independence.
- Ability to initiate own projects and manage priorities while balancing commitments to multiple stakeholders and operating in and being committed to a team environment.
- Knowledge and skill in planning, assigning, supervising, and reviewing the work of subordinate personnel and ensuring the training and development of office staff.
- Ability to direct, plan, assign and evaluate work of administrative support staff.
- Ability to understand and follow moderately complex written and oral instructions.
- Ability to establish and maintain relationships based on trust and confidence.
- Ability to effectively interface with Town officials, administrative officials, the Personnel Board, professional associates, active employees and their representatives, retirees, and the public.
- Skill in interviewing, mediating, negotiating, listening, eliciting information, and gaining understanding and support of employee concerns.

Minimum Qualifications:

Graduation from an accredited college or university with a Master's degree in personnel administration, public administration, industrial relations, or related field and five (5) years of progressively responsible professional and highly responsible experience in human resource administration including additional experience in a supervisory line position or an equivalent combination of education and experience deemed equivalent by the Executive Director of Human Resources. PHR/SPHR designation preferred.

*The above description is intended as illustration of the various types of work that may be performed and are representative of those that must be met by an employee to successfully perform the essential functions of the job. It is intended as a guide for personnel actions and must not be taken as a complete itemization of all facets of any job. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.*



## Town of West Hartford Job Description

Job Title: Benefits Coordinator  
Department: Employee Services  
Reports To: Human Resource Specialist  
FLSA: Non-Exempt

Job Purpose:

Under general supervision of a Human Resource Specialist, performs administrative assistance of a confidential and responsible nature for the Town of West Hartford and the West Hartford Public School Employee Benefit Programs. Program responsibilities assigned may include, but are not limited to, employee medical, dental, vision, life insurance, long-term disability, flexible spending programs, post retirement benefits, deferred compensation plans, and pension. Maintains employee and retiree benefit records, files, and reports. Interacts with and provides information to employees, dependents, retirees, and insurance carriers/third party administrators and contractors while maintaining a responsive and highly professional public image.

Essential Job Functions:

- Answers employees', dependents', retirees', and providers' questions and resolves problems regarding the requirements and provisions of multiple employee benefit programs.
- Advises employees, retirees, and dependents regarding Town and Public Schools benefit programs upon hire, during employment and at time of separation from service.
- Administers employee benefit plans based upon provisions of multiple negotiated labor agreements. Facilitates enrollment, status changes, dependent coverage, and terminations.
- Drafts correspondence to employees, dependents, retirees, providers, and carriers related to benefits or changes in premium costs.
- Coordinates and conducts various benefit program information and enrollment sessions for employee and retirement groups.

- Interfaces with providers and third party administrators to ensure proper employee insurance coverage.
- Maintains and updates census reports for insured and self-insured programs. Facilitates status reports for new hires, births, deaths, retirements, resignations, address changes, dependent coverage eligibility, conversion to Medicare, among others.
- Coordinates accounts payable and accounts receivable transactions related to benefit administration. Processes monthly billing and payments for the administration of Town and Public School employee/retiree benefit programs.
- Prepares a variety of reports, records, or notices which may involve statistical data. Assembles resources from various sources and develops data for reporting.
- Assists employees, dependents, and retirees in the completion of various benefit forms.
- Types and files confidential information and authorizes release of information in accordance with established policies. Composes routine and specialized letters, memos and responses.
- Creates, organizes and maintains department filing system and administrative procedures related to benefits administration.
- Performs research, collects and analyzes data.
- Researches employees' and retirees' claim discrepancies and makes recommendations for resolutions.
- Develops and maintains complex and confidential records and files.

Other Job Responsibilities:

- Researches information for complex or special projects as requested.
- Assumes responsibility for continuing education and professional development.
- Performs other duties as assigned.

Knowledge, Skills, and Abilities:

- ▣ Knowledge of comprehensive employee benefit programs, including flexible benefit programs.
- ▣ Knowledge of federal COBRA and HIPAA regulations and requirements.
- ▣ Knowledge of the principles and practices of employee benefit administration.
- ▣ Knowledge of claims processing and payment functions.

- Thorough knowledge of modern office practices and procedures.
- Working knowledge of standard office practices and equipment and the ability to operate a personal computer with proficiency in Microsoft Office required; skill with data base programs, human resource information systems (HRIS) and computer hardware and software systems; ability to learn discreet departmental programs.
- Ability to accurately facilitate enrollment to third party administrators via website applications.
- Ability to make informational inquiries from a terminal, personal computer or other keyboard device.
- Ability to perform accurate mathematical calculations in computing rates, premiums, pension benefits, and adjustments.
- Ability to exercise judgment, discretion, and diplomacy to resolve issues and concerns on a timely and independent basis.
- Ability to exercise discretion in handling confidential/sensitive information and situations.
- Ability to plan work and carry through to completion without close supervision.
- Ability to work with a high degree of accuracy in recording information.
- Ability to produce information/reports within designated time frames.
- Ability to carry out instructions furnished in written, oral or schedule form, and to deal with problems involving several concrete variables in or from standardized situations.
- Ability to establish and maintain a variety of complex manual and automated file and record systems.
- Ability to independently compose or prepare letters and comprehensive reports with clearly organized thoughts using proper sentence construction, punctuation and grammar.
- Ability to effectively communicate with individuals in person or by telephone using tact, diplomacy, and sensitivity.
- Ability to interact in a positive and effective manner, and to establish and maintain positive work relationships with employees, dependents, retirees, vendor representatives, using principles of good customer service.
- Ability to manage challenging or stressful situations.
- Strong organizational skills in a multi-task environment. Ability to plan and work independently, ability to work and prioritize several on-going tasks.

**Job Environment:**

Work is performed in a business office setting subject to frequent interruptions and background noise. Work is performed with independence and initiative, referring unusual problems to the Human Resource Specialist. Interface in person or by telephone with people who, at times, may be difficult, emotional, or upset. Performs varied and responsible functions requiring judgment to ensure compliance with applicable laws, rules, regulations as well as departmental policies, procedures, and methods. Has access to confidential records subject to non-disclosure or limited disclosure. Must be mobile, able to push/pull light objects, occasionally lift objects up to 30 pounds. Must be able to perform such tasks as writing, filing, typing, using a calculator, and skills which require hand-eye coordination such as using a typewriter or computer. Must be able to sit for prolonged periods. Has frequent contact with the employees, dependents, retirees, third party administrator or insurance company or

professional services representatives, outside boards or commissions, and vendors. Must be able to concentrate on fine details with occasional interruption, attend to tasks/functions for more than forty-five to sixty (45-60) minutes at a time, remember multiple assignments given over long periods of time, and understand the theories behind several related concepts. Must be able to communicate in English and be understood clearly; hearing requirements include the ability to effectively interact with customers in person or by telephone. May be exposed to dust, fluctuations in inside temperatures and electro-magnetic radiation as in computer screens.

Minimum Qualifications:

Associates degree from an accredited college with course concentration in Personnel or Business Administration or some closely related field, plus a minimum of two (2) years increasingly responsible paraprofessional or professional level experience in employee benefits/insurance programs, contract interpretation and claims resolution. Experience administering employee/retiree benefits and programs within multiple collective bargaining agreements preferred; or a combination of education and experience deemed equivalent by the Director of Employee Services or designee.

*The above description is intended as illustration of the various types of work that may be performed and are representative of those that must be met by an employee to successfully perform the essential functions of the job. It is intended as a guide for personnel actions and must not be taken as a complete itemization of all facets of any job. The omission of specific statements of duties does not exclude them from the position if the work is similar, related or a logical assignment to the position.*