

**THE EDWARD J. COLLINS, JR.
CENTER FOR PUBLIC MANAGEMENT**

**MCCORMACK GRADUATE SCHOOL
OF POLICY AND GLOBAL STUDIES**

University of Massachusetts Boston

100 Morrissey Boulevard

Boston, MA 02125-3393

P: 617.287.4824

www.collinscenter.umb.edu

HUMAN RESOURCES REVIEW BROCKTON, MASSACHUSETTS

EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT



TABLE OF CONTENTS

INTRODUCTION	2
METHODOLOGY	2
SUMMARY OF FINDINGS AND RECOMMENDATIONS	3
HUMAN RESOURCES AUTHORITY	4
HUMAN RESOURCES FUNCTIONS	5
BROCKTON DEPARTMENT OF PERSONNEL.....	7
GOVERNMENTAL STRUCTURE	7
CIVIL SERVICE	8
COMPLIANCE ASSESSMENT	9
LABOR RELATIONS	14
EMPLOYEE RELATIONS.....	14
TECHNOLOGY	15
POLICY AUDIT	15
CLOSING	15
SUMMARY OF RECOMMENDATIONS	16
RECOMMENDED ORDINANCE LANGUAGE FOR HUMAN RESOURCES	18
PROPOSED HUMAN RESOURCES DIRECTOR POSITION DESCRIPTION	19
PROPOSED AFFIRFMATIVE ACTION/EQUAL OPPORTUNITY POLICY STATEMENT	23
RECOMMENDED ADDITIONAL LANGUAGE FOR RECRUITMENT EFFORTS	23
POLICY REVIEW	24

INTRODUCTION

The Collins Center for Public Management was engaged by the City of Brockton to conduct a human resource review (Review). The Review was commissioned to perform:

- (1) A review of the overall human resource organizational structure, responsibilities, and practices.
- (2) A thorough review and analysis of human resource organization and operations and will identify areas of liability and in need of improvements and recommend actions.
- (3) A compliance assessment in the areas including discrimination prevention, personnel records management, leave administration, benefits, insurances, personnel bylaws and policies, recruitment, selection, job descriptions (excluding the job descriptions for the Brockton City Hall Administrative Services Association and the Brockton City Employees Union), promotion processes, diversity, training programs, and overall employee relations activities.
- (4) An identification of procedures and practices, as well as staffing levels, which if modified would result in improved operations and/or direct time and cost savings to the City while ensuring legal compliance.
- (5) A recommendation of a comprehensive set of personnel policies based upon best practices and federal and state laws.

METHODOLOGY

The methodology utilized by the Collins Center was interviews with key personnel, an extensive compliance survey and a review of procedures and documents. In addition to the Personnel Department, interviews were held with the Chief Financial Officer, City Auditor, City Solicitor, Assessors, Chief of Police, City Engineer, Emergency Management Director, DPW Commissioner, Police Chief, Fire Chief, Director of Procurement, Director of Veterans Services,

Council on Aging Director, Library Director, Executive Director of Parking, Treasurer-Collector, and the Director of Planning and Economic Development.

SUMMARY OF FINDINGS AND RECOMMENDATIONS

After conducting a thorough review, the Collins Center primary recommendations are to:

- Modify the City Ordinances to assign all appointing authority responsibilities to the Mayor, except where expressly prohibited by Massachusetts General Law;
- Modify the City Ordinances to change the Personnel Department from a Personnel Department to a Human Resources Department and the Director of Personnel to the Director of Human Resources;
- Modify the City Ordinances to strengthen the responsibility of the Human Resources Director from advisory to department heads to having the authority to manage all recruitment and selection procedures and practices working with department heads;
- Petition the Massachusetts Legislature to remove the City from Civil Service for all positions other than Public Safety;
- Standardize and centralize all recruitment processes to be administered by the Human Resources Department, working with the department heads;
- Develop a comprehensive Equal Employment and Affirmative Action policy and statement and increase and enhance efforts to perform outreach to recruit candidates from diverse and underrepresented populations;
- Create an Employment Specialist position within the Human Resources Department with the responsibility for outreach, recruitment, equal opportunity, affirmative action, and diversity;
- Transfer the responsibility of the Workers Compensation and Injured on Duty Programs from the Law Department to the Human Resources Department;

- Create a Human Resources Generalist position with the responsibility for assistance with leave administration, file retention, training, Unemployment, Workers Compensation and Injured on Duty programs;
- Improve and formalize a training program for all employees with particular focus on department managers and supervisors, including respectful workplace, sexual harassment and discrimination, performance management and progressive discipline;
- Address the findings and recommendations regarding the compliance with various human resource best practices; and
- Create a comprehensive system of human resources policies to be accessible to all employees.

The Collins Center primary and secondary recommendations are discussed throughout the report. A Summary Table of recommendations is attached to this report.

HUMAN RESOURCES AUTHORITY

The City of Brockton has a Mayor-Council form of government. The Mayor appoints the Director of Personnel. Section 2-381 of the City Ordinance delineates the authority and duties of the Director of Personnel as follows.

- 1) Establish uniform personnel policies consistent with the provisions of the law.
- 2) Develop and administer a recruitment and placement program designed to fill vacant positions in the city with the best qualified persons.
- 3) Propose a uniform classification and evaluation program for municipal positions.
- 4) Maintain individual personnel records of all city employees. Said record shall contain all the vital statistics and other pertinent data for each and every person employed by the city. It shall be the duty of each city officer and employee to furnish to the director of personnel such records and reports as the director may require.
- 5) Provide advice and assistance to the mayor, department heads, supervisors and elected and appointed officials on all personnel matters, including benefits, position

classifications, pay administration, recruitment and placement, employee relations, performance evaluation, disciplinary action, employee grievances and employee training.

- 6) Standardize forms and records to be used in the city's personnel administration program other than those forms and records whose format is regulated by statute or by state agency.
- 7) As requested by department heads, provide guidance to appointing authorities on civil service law, furnish information regarding civil service matters and perform liaison duties between city departments and the Division of Personnel Administration of the Commonwealth.
- 8) Develop health plans and safety programs for employees as required by state and federal laws.
- 9) Have such other powers and duties as the mayor and the city council shall direct.

The Personnel Department web page describes the functions of the department as follows:

The Personnel Department administers health and life insurance for all active and retired city and school department employees, as well as surviving spouses' health insurance and dental insurance for all city and school department employees. Administration includes: enrollment of new employees; changes in insurance status; monitoring of employees/retirees payroll deductions; depositing deductions; monthly reports; and monthly payment of bills to insurance carriers. The Personnel Department is the liaison for subscribers with insurance carriers

HUMAN RESOURCES FUNCTIONS

The term human resources is broad and includes a host of functions. Human resource functions can be characterized as transactional or strategic. According to the Society for Human Resources Management (SHRM), human resources has evolved through the years from "personnel" administration to "human resources" management.

Personnel administration is the title formerly assigned to human resources duties. In the 1980s, personnel administration consisted of enrolling employees in benefit plans, processing and distributing paychecks, hiring, suspending and firing employees. The personnel department was merely an administrative function of the business. Concepts such as human capital or human resource management later emerged as HR began to play a bigger role in the strategic direction of the organization. Personnel administration matured into human resources, which evolved in two separate but connected ways -- strategic and transactional or functional HR.

Transactional human resources are the “traditional” functions of benefits administration, policy development and administration, position descriptions, payroll, workers compensation, personnel file maintenance, collective bargaining administrations, vacancy posting and collecting applications and resumes. According to SHRM, these “transactional” functions are a way of “managing the employment relationship from recruitment and processing employees through retirement.”

On the other hand, strategic human resource functions deal with the strategic direction of the organization and include long term goals. According to SHRM “HR needs to be approached from a holistic point of view encompassing every function of human capital management” and that leadership in partnership with the human resources director should work towards “creating an effective human resources infrastructure that supports an employee-centric, service-oriented strategic human resources organization.” The human resources professional should be a strategic partner with the organizational leadership. Strategic functions include long term planning, employee relations, training, succession planning, customer service and talent retention and development.

BROCKTON DEPARTMENT OF PERSONNEL

The Brockton Department of Personnel functions as a “traditional” personnel department as describe by SHRM. Both the City Ordinance and the City web page detail traditional personnel functions and processes such as benefits, forms and files. Of note is the fact the web page does not list outreach, recruitment, selection, training, or employee relations. The description gives the impression the department is a benefits department, certainly not a personnel or human resources department.

The Collins Center recommends the title of the department be changed from Department of Personnel to the Human Resources Department. The scope of responsibility of the department should be broadened to reflect best practices and adopt a centralized, strategic approach to human resources. **The Collins Center has recommended a revised City Ordinance and position description for the recommended Human Resources Director.** (Attached)

GOVERNMENTAL STRUCTURE

The City Ordinances describe the organizational structure and assigns appointing authority responsibility to many officials, boards and commissions. Decentralized appointing and human resources authority can lead to inconsistent application of policies, procedures, collective bargaining agreements, ordinances, laws and regulations. Disparate impact and treatment can be a result of such decentralized practices. The City is one employer and should not have multiple authorities.

The Collins Center recommends the City Ordinances be modified to limit the liability which can be caused by diffuse authority by naming the Mayor the sole appointing authority for City departments other than the School Department.

CIVIL SERVICE

The City adopted the provisions of Civil Service in 1965. Almost all positions are covered by the provisions of Civil Service. The Massachusetts Human Resources Division (HRD) has the authority to administer the commonwealths Civil Service provisions and delegate the authority to cities and towns. Civil Service law provides for two types of Civil Service appointments; Official Service and Labor Service. Traditionally, Official Service positions have had standardized testing administered to generate a list of eligible candidates from which to hire. HRD has not administered any exams in years, other than for public safety positions. Public safety positions are filled by “requesting” a list from HRD and following the selection procedures under Civil Service laws and regulations. Employees hired into Official Service positions not from a list are considered “provisional” for the purpose of Civil Service. Labor Service positions do not have a testing component. Labor Service is a system of generated hiring lists of qualified applicants. The administration and tracking of Labor Service lists is delegated to municipalities.

In Brockton, the Director of Personnel is the liaison to the HRD. When a public safety position is filled, the Director of Personnel contacts the HRD and requests a list. Eligible candidates are notified by HRD about the vacancies and are instructed to appear to receive and application and sign the list. The Personnel Department facilitates the process and forward the initial paperwork to the appropriate Chief of the Department who is the appointing authority. The Director of Personnel is not involved in the selection process.

The Director of Personnel maintains the list for Labor Service positions and rather than requesting a list from HRD, generates the list, notifies people on the list to appear to receive an application and to sign the list. The Director of Personnel issues an application, receives the application, and certifies eligibility in accordance with HRD recommended procedures. As in the hiring of public safety positions, the Director of Personnel forwards the list and applicant information to the department head. The Director of Personnel may be involved in interviews for the purpose of process, but the department head, who is the appointing authority, makes the hiring decision.

The focus of HRD is public safety. No Official Service test has been given in years and Labor Service is delegated to municipalities. The result is a system that was intended to ensure merit is cumbersome, outdated, ineffective and a barrier to successful recruitment.

The Collins Center recommends the City petition the legislature to remove all positions other than public safety positions from Civil Service.

COMPLIANCE ASSESSMENT

The Collins Center conducted an extensive review of Brockton's policies and procedures for all aspects of human resources, with particular attention being paid to issues surrounding the liability of non-compliance with state and federal laws. The following is a summary of findings and recommendations.

Position Descriptions & Classification

The City is currently undergoing a classification and compensation review that will produce position descriptions. Position descriptions should be uniform in format and should be centrally maintained.

Recruitment and Screening Applicants

The City has a decentralized hiring process. Because many positions are covered by collective bargaining agreements posting requirements are dictated by those agreements. Vacancies not covered by collective bargaining provisions are advertised on the City's web page, posted in newspapers, career centers, local colleges, bulletin boards and with professional organizations, if warranted. The various appointing authorities contributes to the decentralized recruitment and selection procedures and to inconsistent applications of standards.

The Collins Center recommends all recruitment and selection procedures be the responsibility of the Human Resources Department.

Create an Employment Specialist position within the Human Resources Department with the responsibility for outreach, recruitment, equal opportunity, affirmative action, and diversity

Diversity. The City does not make a specific effort to recruit candidates to diversify the workforce. The Human Resources Department should participate in diversity and other job fairs when possible and establish a recruitment program with local schools, vocational schools and community college. **The Collins Center recommends job advertisements and postings reaffirm not only that the City will not discriminate but encourage people from underrepresented populations to apply.**

Application. The City does not have a universal job application. The City does have a Labor Service application for Labor Service positions which needs to be updated. Applications must be in compliance with Massachusetts law and include items such as allowing for volunteer experience to be noted, lie detector prohibition information and an equal opportunity statement. Applications cannot ask for social security number, date of birth, or current salary information. **The Collins Center recommends creating a City-wide standard application to be used in all recruitment efforts.**

Equal Opportunity/Affirmative Action/Diversity Statement. The City's Labor Service application does have a statement of equal employment and affirmative action, but it is insufficient. Additionally, the City's Department of Personnel web page does not have an equal employment or diversity statement

The Collins Center recommends the City develop a comprehensive diversity, equal opportunity and affirmative action statement to be prominent on the City's web page, applications and recruitment materials. (A recommended statement is attached)

References. Department managers or designees conduct reference checks on finalists. The City does not have a specific policy, format or record keeping mechanism. The Collins Center recommends a reference policy be adopted regarding who is authorized to conduct references and provide references. The Collins Center recommends **the Human Resources department develop a standard reference form to be used by all departments** with the requirement that reference documentation be part of the selection process documentation folder.

Conditional Offers. Department heads issue conditional offers of employment and instructs potential employees to contact the Personnel Department to schedule and coordinate any pre-employment requirements. **The Collins Center recommends the Human Resources Department develop a standard format for conditional offers** and issue the conditional offers, with a copy to the department head. By doing so, the system of onboarding can be standardized by the department doing the coordination of the conditions.

Rejection notices. The human resources department is inconsistent in issuing rejection letters. **The Collins Center recommends a system of rejection notification** and tracking be established and implemented on a consistent basis.

Pre-employment Physicals and Drug Testing. The City requires pre-employment physicals for those positions that have a requirement for significant physical effort or require drug testing, such as police, fire, public works laborers and drivers. The Personnel Department coordinates physicals with the occupational health center used by the City. Results of passing or failing an exam are shared with the Personnel Department who communicates any issues with the potential employee.

CDL Drug Testing. Employees whose positions require a Commercial Drivers License (CDL) are required to have a pre-employment drug test and participate in a random drug testing program. The pre-employment testing is conducted through the occupational health center.

The random drug testing program is administered through the insurance program by a third-party vendor.

The City follows appropriate pre-employment drug testing procedures. However, the Collins Center recommends a comprehensive policy be adopted.

Onboarding and Orientation. New employees are provided with a benefits package to review and are provide with a set of policies and are required to sign an acknowledgment. The City does not provide a comprehensive orientation process. **The Collins Center recommends the Human Resources department work with each department having responsibilities with new employees,** such as information technology, payroll and retirement to develop a comprehensive check list and process for new hire orientation.

Central File Retention. The City has a centralized personnel filing system. The Personnel Department is the official keeper of personnel records and has all official personnel files other than police and fire department personnel. The Chiefs of the departments maintain files for their department. **The Collins Center recommends all files be placed in the Human Resources Department and maintained in accordance with Massachusetts laws for personnel files.**

Health Benefits. The Personnel Department administers benefits for all employees and retirees. The department enrolls all eligible employees, processes changes, reconciles enrollment and billing and provides customer service as necessary.

Consolidated Omnibus Budget Reconciliation Act (COBRA). COBRA is the continuation of certain benefits post-employment. The Personnel Department coordinates all COBRA notifications and collection of payments.

Unemployment. The City contracts with a vendor for assistance with unemployment claims management. The Personnel Department coordinates requests and claims for City employees and the School Department has a designed for school employees.

Payroll. The City uses Munis software to process payroll. The Auditor's Department is responsible for payroll. The City has several different payrolls, some weekly, some bi-weekly. The City offers but does not required director deposit.

Leave Administration. The City provides a wide array of accrued and granted leave through collective bargaining agreements and policy. When leave is taken, it is documented on payroll sheets and entered into MUNIS. Individual departments are responsible for authorizing leave in accordance with collective bargaining agreements and policy.

Family Medical Leave Act (FMLA). The Family Medical Leave Act provides eligible employees with up to twelve weeks of leave for reasons that are detailed in the FMLA regulations. The City is not consistent with the application of the FMLA. Responsibility for processes all FMLA requests should be placed in the Human Resources Department to ensure consistent application of the policy and adherence to the statute and the relevant collective bargaining agreements.

Workers Compensation & Injured on Duty. Workers Compensation and Injured on Duty administration is currently the responsibility of the Law Department, employing a staff person whose sole responsibility it is to coordinator injury claims. The Law Department recently contracted with a third-party vendor to administer the programs. The City should work with the third party vendor to evaluate the work related injury programs for efficiency.

The Collins Center recommends the function of Workers Compensation and Injured on Duty program administration be reviewed with the third party vendor to improve efficiencies and with the potential of transferring the responsibility to the Human Resources Department.

Training of Department Heads, Managers and Supervisors. The City has done a limited amount of training for managers and supervisors. Factors such as a large workforce, various work sites, lack of funds and lack of staff capacity to coordinate training have impacted the City's ability to conduct training. It is critical that managers and supervisors be trained first in law compliance and then in other supervisory topics to educate supervisors on their liabilities and responsibilities in their positions, particularly with respect for fair and discrimination free workplaces. The City must commit resources and invest in training and create a formal training program.

The Collins Center recommends the addition of a Human Resources Generalist position to the Human Resources Department who will assist in general customer service, employee relations and training.

LABOR RELATIONS

The Director of Personnel is involved with the Law Department in the bargaining with the City's 11 unions, advises department managers and serves a grievance and hearing officer.

EMPLOYEE RELATIONS

The City does not have a formal employee relations structure. Because of the decentralization of responsibility, appointing authorities and the ancillary nature of the Personnel Department on the issue, employees and unions do not have a single point of contact on employee relations and labor relations matters. Oftentimes, mixed messages, even different interpretations of policies, procedures, practices and requirements are given to employees across the organization. **The Collins Center recommends centralizing and adding the responsibility of employee relations to the Human Resources department** which will reduce liability on employee matters, and improve fairness and morale.

TECHNOLOGY

The City is not using the technology that it has and does not provide sufficient training for employees with respect to technology. Much of the human resources work is a paper process, including applications, payroll and ancillary functions. **The Collins Center recommends the City update software capabilities to improve access to the city and create efficiencies.**

The City has recently evaluated a new web page platform. It is anticipated the new platform will afford greater opportunity for utilizing technology, allow on line employment applications, policy and collective bargaining agreement folders and other information affording easier access and improved transparency.

POLICY AUDIT

The City has varied human resources policies. Many are contained in collective bargaining agreements; however, the City does not have all the policies it should. **A list of recommended policies is attached to this report.** Sample policies for the City to consider adopting have been provided separately.

The Collins Center recommends that once policies are updated they be distributed to all employees and made available both on line in in departments.

CLOSING

The Collins Center would like to thank the City for all the assistance with this project. Please do not hesitate to be in contact with any questions.

SUMMARY OF RECOMMENDATIONS

PAGE	RECOMMENDATION
7	Modify the City Ordinances to assign all appointing authority responsibilities to the Mayor
7	Modify the City Ordinances to change the Personnel Department from a Personnel Department to a Human Resources Department and the Director of Personnel to the Director of Human Resources
7	Modify the City Ordinances to strengthen the responsibility of the Human Resources Director from advisory to department heads to having the authority to manage all recruitment and selection procedures and practices working with department heads
9	Petition the Massachusetts Legislature to remove the City from Civil Service for all positions other than Public Safety
8	Standardize and centralize all recruitment processes to be administered by the Human Resources Department, working with the department heads
10	Create an Employment Specialist position within the Human Resources Department with the responsibility for outreach, recruitment, equal opportunity, affirmative action, and diversity
10	Develop a comprehensive Equal Employment and Affirmative Action policy and statement and increase and enhance efforts to perform outreach to recruit candidates from diverse and underrepresented populations
14	Improve and formalize a training program for all employees with particular focus on department managers and supervisors, including respectful workplace, sexual harassment and discrimination, performance management and progressive discipline
14	Create a Human Resources Generalist position with the responsibility for assistance with leave administration, file retention, training, Unemployment, Workers Compensation and Injured on Duty programs
10	Include statements on job advertisements and postings that reaffirm not only that the City will not discriminate but encourage people from underrepresented populations to apply.
10	Create, implement and require a City-wide standard application to be used in all recruitment efforts

PAGE	RECOMMENDATION
11	Develop a standard reference form to be used by all departments with the requirement that reference documentation be part of the selection process documentation folder
11	Develop a standard format for conditional offers and issue the conditional offers, with a copy to the department head.
11	Establish a standard system of rejection letter notification and tracking
12	Coordinated with departments and improve the onboarding and orientation process.
12	Centralize all personnel files to be maintained in accordance with Massachusetts General Law
13	Evaluate the Workers Compensation and Injured on Duty program and consider transferring the responsibility from the Law Department to the Human Resources Department
14	Centralize the responsibility of employee relations to the Human Resources department
15	Update software and technology capabilities to improve access to the city, provide transparency and create efficiencies
15	Adopt a comprehensive set of personnel policies

RECOMMENDED ORDINANCE LANGUAGE FOR HUMAN RESOURCES

- 1) Manages and participates in the development and provision of all human resource services including recruitment, compensation, classification, benefits, training, and policy administration and implementation;
- 2) Establish uniform human resources policies and ensures that the City complies with all local, state and federal human resource laws, rules and regulations including ADA, civil rights and FLSA;
- 3) Manages the recruitment and selection process for all positions, working with appointing authorities, to ensure outreach, equal opportunity, and compliance with federal and state laws;
- 4) Manages the Civil Service process working with appointing authorities and serves as liaison to the Massachusetts Human Resources Division;
- 5) Propose and maintain a uniform classification system for municipal positions;
- 6) Maintain individual personnel records of all city employees. Said record shall contain all the vital statistics and other pertinent data for each and every person employed by the city. It shall be the duty of each city officer and employee to furnish to the director of personnel such records and reports as the director may require;
- 7) Provide advice and assistance to the mayor, department heads, supervisors and elected and appointed officials on all human resources matters, including benefits, position classifications, pay administration, recruitment and placement, employee relations, performance evaluation, disciplinary action, workers compensation, employee grievances and employee training;
- 8) Standardize forms and records to be used in the city's personnel administration program other than those forms and records whose format is regulated by statute or by state agency;
- 9) Develop health plans and safety programs for employees as required by and in accordance with, state and federal laws; and
- 10) Have such other powers and duties as the mayor and the city council shall direct in a detailed position description recommended by the Mayor and approved by the city council.

PROPOSED HUMAN RESOURCES DIRECTOR POSITION DESCRIPTION

Statement of Duties

Responsible for the development and administration of city-wide human resources including recruitment, equal opportunity employment, labor relations, employee health benefits, training and the classification and compensation of positions as well as the administration of human resources policy and functions.

Essential Functions:

The essential functions or duties listed below are intended only as illustrations of the various type 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.

Manages and participates in the development and provision of all human resource services including recruitment, compensation, classification, benefits, training, and policy administration and implementation;

Establish uniform human resources policies and ensures that the City complies with all local, state and federal human resource laws, rules and regulations including ADA, civil rights and FLSA;

Manages the recruitment and selection process for all positions, working with appointing authorities, to ensure outreach, equal opportunity, and compliance with federal and state laws;

Manages the Civil Service process working with appointing authorities and serves as liaison to the Massachusetts Human Resources Division;

Propose and maintain a uniform classification system for municipal positions;

Maintain individual personnel records of all city employees.

Provide advice and assistance to the mayor, department heads, supervisors and elected and appointed officials on all human resources matters, including benefits, position classifications, pay administration, recruitment and placement, employee relations, performance evaluation, disciplinary action, workers compensation, employee grievances and employee training;

Standardize forms and records to be used in the city's personnel administration program other than those forms and records whose format is regulated by statute or by state agency;

Develop health plans and safety programs for employees as required by and in

accordance with, state and federal laws;

Represents the City in the negotiation of collective bargaining agreements; conducts independent research as required.

Oversees the administration of employee workers compensation services.

Develops and implements a wide range of employee training programs.

Serves as the city's liaison to the Employee Assistance Program (EAP).

Oversees the administration of employee unemployment services.

Conducts employee personnel grievances at the second step of grievances.

Have such other powers and duties as the mayor and the city council shall direct in a detailed position description recommended by the Mayor and approved by the city council.

Supervision Required

Under administrative direction of the Mayor, works from organizational policies and objectives, establishing short-range plans and objectives, personal performance standards, and assumes direct accountability for department results. The Human Resources Director consults with Mayor only where clarification, interpretation, or exception to organizational policy may be required. The employee exercises control in the development of departmental policies, goals, objectives, and budgets. The Human Resources Director is also expected to resolve all conflicts that arise and coordinate with others as necessary.

Supervisory Responsibility

Responsible for the direct supervision of the department, including service delivery, training, evaluating and disciplining of subordinates, and budget development and control for the department, and supervises all assigned employees. The Human Resources Director is responsible for analyzing program objectives, determining the various work operations needed to achieve them, estimating the financial and staff resources required, allocating the available funds and staff, reporting periodically on the achievement and status of the program objective; and recommending new goals.

Nature and Purpose of Relationship

Duties involve constant contact with local, state and federal government officials, community leaders and any other individuals to protect and promote the municipality's overall interest. The Human Resources Director must possess a high degree of diplomacy and judgment and must be able to work effectively with and influence all types of persons. Duties require a well-developed sense of strategy and timing in representing the municipality effectively in critical and important situations which may influence the well-being of the municipality.

Confidentiality

Employee has access to city-wide confidential information including collective bargaining, law suits and employee records.

Recommended Minimum Qualifications:

Education and Experience: Bachelor's Degree and 5-7 years of work experience in the human resources field; or any equivalent combination of education, training and experience which provides the required knowledge, skills and abilities to perform the essential functions of the job.

Special Requirements

A Master's degree and/or professional certification from national personnel manager organizations is desirable

Knowledge, Abilities and Skill

Knowledge: Knowledge of local, state and federal personnel laws and regulations pertaining to municipal employees; knowledge of city department operations and services. Knowledge of accepted human resources practices and procedures regarding the classification of positions and compensation of employees. Knowledge of civil rights and discriminatory laws and regulations. Knowledge of worker's compensation regulations and employee benefits.

Abilities: Ability to supervise employees; ability to develop, implement and monitor the effectiveness of a wide range of personnel services. Ability to work effectively with confidential information. Ability to work effectively with disgruntled employees.

Skill: Excellent work ethic. Excellent written and oral communication skills. Excellent personal computer hardware and software programs including word processing and spread sheet applications.

Work Environment

The work environment involves everyday discomforts typical of indoor environments such as office settings. Employee is required to work beyond normal business hours to attend evening meetings.

Physical and Mental Requirements

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 position's essential functions.

Physical Skills: Little or no physical demands required to perform the work. Employee is required to lift, push or pull office equipment up to 30 lbs.

Motor Skills: Duties require minimal motor skills for activities such as moving objects, operating a telephone, personal computer and/or most other office equipment.

Visual Skills: Employee is required to constantly read documents for general understanding and analytical purposes.

PROPOSED AFFIRMATIVE ACTION/EQUAL OPPORTUNITY POLICY STATEMENT

It is the mission of the Human Resources Department to attract, retain and develop a diverse workforce and to foster a positive work environment that emphasizes excellence, professionalism, development, diversity, and respect. The City of Brockton is an Equal Opportunity/Affirmative Action, Title IX employer. All qualified applicants will receive consideration for employment without regard to race, sex, color, religion, national origin, ancestry, age over 40, protected veteran status, disability, sexual orientation, gender identity/expression, marital status, or other protected class.

RECOMMENDED ADDITIONAL LANGUAGE FOR RECRUITMENT EFFORTS

The City of Brockton is committed to building a culturally diverse workforce and strongly encourages applications from females, minorities, individuals with disabilities, veterans and others underrepresented or protected groups of individuals.

POLICY REVIEW

(PROVIDED ELECTRONICALLY)

Policy
Access & Use of Telecommunications Systems
Alcohol & Drug Use
Anti-Fraud
Attendance Policy Statement
Basic Life Insurance
Bereavement
Computer Policy
Conduct (Standards)
Conflict of Interest/Ethics
Consolidated Omnibus Budget Reconciliation Act
Criminal Offender Registry Information
Discipline
Discrimination Prevention
Discrimination Grievance Procedure
Disability Discrimination Prevention
Dress Code
Drug Free Workplace
Employee Grievance Procedure
Equal Opportunity/Affirmative Action
Family and Medical Leave Act
Grievance Procedure

Policy
Health Insurance
Health Insurance Portability & Accountability Act
Holidays
Hours of Work and Overtime
Jury Duty
Leave of Absence- Unpaid
Life Insurance
Longevity Pay
Maternity & Paternity Leave
Military Leave
Orientation
Performance Evaluation
Personnel Records
Political Activity
Pregnant Workers Fairness Act
Probationary Period
Promotion
Recruitment & Selection
References
Retirement
Separation from Employment
Sexual Harassment Prevention
Small Necessities Leave Act
Sick Leave

Policy
Sick Leave Bank
Social Networking
Vacation
Vehicle Use and Reimbursement
Weapons
Whistleblower Protection
Workplace Injuries
Workplace Safety
Workplace Violence Prevention