



Special Selectmen's Meeting  
Town Office  
Tuesday, February 19, 2013  
9:00 A.M.

### Approved Minutes

Present: Selectmen, Jed Brummer, Sam Seppala, Roberta Oeser, Town Administrator, Carlotta Lilback Pini, and Consultant, Don Jacobs. Also present were Personnel Committee members, Dr. Joe Hill, Kim McCummings, and Rick Kohlmorgen

Carlotta explained that the Personnel Committee had made a recommendation to the Board of Selectmen that performance appraisals be re-instituted. That is a consistent way to pay positions. The process is the same based on what we require people to do, in the job description.

They have done a classification and compensation study (grade levels, Salary ranges- min/max) and believe that performance management is part of the planning process.

They feel we need to come up with a Mission statement, including Visions and Strategy- way to move town in the direction to open the line of communication

Don Jacobs presented his plan:

What performance management is about:

Performance management process

What needs to be done?

What we're trying to accomplish

All can be used as a management tool, a process from top to bottom, horizontal to vertical is what we are trying to do.

Any Performance Management Plan includes:

1. job duties/descriptions-ongoing
2. goal/objectives-has beginning/end
3. competencies- skills/knowledge
4. where we go from here

Exempt employees: plan/manage and set goals. Non-exempt- do the work, more difficult to have goals/objectives.

It is a process that's fair and equitable (consistent), and all agree with it. It's a two- step process.

SMART- goals and objectives have five criteria:

Goal setting/attaining is an ongoing responsibility

Objective- has beginning and end (strategies and action steps)

Managers find it hard to articulate what they want to accomplish.

Is there an overall plan as to what's important?

What should be done rather than what is being done.

Is this what my boss wants me to do?

Deal with pressure of so much to do with so few resources (make the tough decisions).

Jed said personnel committee did thorough job of looking at wages.

Don: the number one misconception is this is all about the money. This is about how to organize functions and the planning process.

Selectmen agree on goals

1. Meet with exempt employees and talk about performance management, components of the system, and an orientation meeting.
2. The second meeting is to develop objectives (homework assignment beforehand) to communicate to the Board of Selectmen what the department head want to accomplish and to see if the Board of Selectmen agree.

### 3. Develop instruments

- a. training meeting
- b. How will it work?
- c. How will it be implemented?
- d. Give Department heads a guide doc/manual.

Tie performance management process to budget process when they submit their money along with it is why they want the money. When you submit your budget you also submit a management plan.

A good number of objectives also require a certain amount of money.

Roberta asked about job descriptions.

Don said that's the first component (review and update). Make sure they are accurate and relatively straight forward. Carlotta would bear the brunt of it, have it approved by the BOS

Sam asked about performance/profitability. How does that work in a municipality? The real question is if you implement you should be able to generate efficiency which would reduce costs. Would like to see where it's been implemented (sample municipality).

He can fit to a business a lot easier.

Grafton, MA- Tim McInerney

Roberta- job descriptions are key

Department heads meet on their own first.

Adjournment