


## MEMORANDUM

To: Mayor and Members of Town Council

From: Roger L. Stancil, Town Manager 

Subject: Next Steps

Date: May 10, 2013

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We are in the midst of multiple initiatives based on feedback from our employees on what it takes to make this the kind of place people want to work. Our goal is to attract and retain excellent employees for a nimble workforce that can provide the high level of quality service our Town expects. These initiatives include:

- Classification and Compensation study
- Development of new Employee Performance Management and Development System
- Enhanced training for supervisors to provide them tool for more effective supervision
- Project to consolidate and clarify administrative policies for equity and fairness across all departments
- Employee Engagement Survey

These initiatives follow joint development of a Values Statement by the Senior Management Team and the Employee Forum and creation of an Ombuds program for confidential assistance to employees in resolving conflict.

As we reviewed and improved our administrative policies, we realized they can only be as good as the foundation of our personnel policies, Chapter 14 of the Town Code of Ordinances (Human Resources Rules and Regulations). This Chapter of the code was written in 1975 with little modification since then. Clearly much has changed during that time. I believe it time to review that Chapter of the Code, especially Article XII, Grievance and Conflict Resolution Procedure. Our goal is to update and improve the processes in our organization for conflict resolution in the workplace.

To accomplish our goal, I have engaged outside technical assistance for review. Over the next few weeks, we will be conducting focus groups with our employees to ask them what is working well and what can be improved in our grievance and conflict resolution procedures. We will also solicit your thoughts and the perspectives of the Personnel Appeals Committee. Based on the interests we hear from these focus groups, we will prepare a report and recommendations for your consideration in the Fall.

Upon reflection on recent appeals to the Personnel Appeals Committee and our discussion about boards and commissions in general, I will also be working with this committee to understand how we can improve our support to them. I plan to meet with them soon to seek their feedback. I value their

feedback, perspective and recommendations but I fear we have failed to give this citizen committee the support they need, as we have discovered with other boards and commissions. I have already initiated two efforts to improve their support from the Town:

- Provide independent outside counsel with experience in municipal personnel matters to advise the committee. We currently provide that advice through the Town Attorney.
- Engage a professional stenographer/court reporter to record and transcribe the committee's hearings. Town staff currently creates a record of these hearings.
- With the committee's input, we will develop training for the members of the committee.
- We will continue to strengthen the relationship between the staff liaison (the HRD director) and the committee to assist it in its work.

Please call if you have questions.