



EDWARD J. COLLINS, JR. CENTER FOR PUBLIC MANAGEMENT
JOHN W. McCORMACK GRADUATE SCHOOL OF POLICY AND GLOBAL STUDIES
UNIVERSITY OF MASSACHUSETTS BOSTON

100 Morrissey Boulevard
Boston, MA 02125-3393
P: 617.287.4824
F: 617.287.5566
mccormack.umb.edu/centers/cpm
collins.center@umb.edu

PROPOSAL

The following proposed scope of work is to provide a review of the human resources policies and recommend a comprehensive set of policies and conduct a salary survey for elected officials.

Initial Project Meeting

The Center will meet with the project with the Project Liaison to clarify the scope of the project and the approach, and particularly to plan the scheduling of the review.

Task 1: Interviews and Document Review

The Center will evaluate the current state of human resources policies, with particular focus on ensuring compliance with federal and state mandates. Interviews with key personnel will be conducted as needed. Draft policies will be provided for review and adoption.

Task 2: Preparation of a Draft Report

The Center will prepare a draft report to be submitted to the Project Liaison for review. Comments on the draft report will be received, and edits will be made where appropriate.

Task 3: Preparation of a Comprehensive Final Report

The Center will submit a Final Report. After such, the Center will present the Final Report to the appropriate body.

Task 4: Survey of Elected Officials Salary

The Center will conduct a salary survey for elected officials. The survey municipalities will be determined in coordination with the Select Board. The Center will create a summary report for submittal to the Select Board.

RESPONSIBILITIES OF THE CENTER

The Center will act at all times in an attentive, ethical, and responsible manner. The Project Manager will be Mary Aicardi, Human Resources Practice Leader.

RESPONSIBILITY OF THE TOWN

The Town shall agree to provide necessary access to its employees and records, and to respond to requests for information and comment in a timely manner. In addition, the Project Liaison or designee will have responsibility for organizing meetings, and for communicating the nature and value of the project.

FEES AND EXPENSES

The all-inclusive professional fee for the project is \$9,500 which will be billed when the final report is submitted. The fee for a survey alone is \$2,000.

QUALIFICATIONS OF ASSIGNED ASSOCIATES

MARY FLANDERS AICARDI, HUMAN RESOURCES PRACTICE LEADER

Mary Aicardi brings almost thirty years of experience in public sector human resources administration and labor relations to the Collins Center. She served for more than eight years as the Personnel Director for the town of Watertown, Massachusetts, where she negotiated numerous collective bargaining agreements on behalf of Town management. Additionally, Aicardi has worked as the Interim Human Resources Director for the Town of Braintree, the Assistant Personnel Director for the Town of Barnstable and as a volunteer recruiter for a non-profit agency.

Aicardi has conducted human resources audits and has reviewed and modernized classification and compensation plans for several municipalities, including a large-scale study of 150 nonunion positions for the City of Somerville. She has drafted numerous human resource policies and personnel plans. Aicardi has conducted numerous training programs on a wide range of human resources topics, including leadership training, performance appraisal, progressive discipline, and sexual harassment prevention. Aicardi holds an M.P.A. and a Bachelor's Degree in Political Science from the University of Massachusetts at Amherst. She is certified by the Massachusetts Commission Against Discrimination as a trainer of discrimination and sexual harassment prevention.