



Shrewsbury Public Schools

Joseph M. Sawyer, Ed.D.
Superintendent

August 22, 2017

To: School Committee
From: Joe Sawyer
Re: Human Resources Staffing Issue

At our workshop on August 23, Barb Malone and I will provide information regarding the ongoing challenges we are facing relative to capacity to perform various human resources functions with the existing staffing model.

Our district brought on the position of Director of Human Resources in 2000, and a secretarial position at Central Office that was dedicated to supporting this function the following year. That level of staffing remains at this time, despite the fact that the district has grown significantly over the past 17 years (from approximately 4,500 students to 6,250 students and a corresponding increase in staffing). Further, the responsibilities of the HR Office have grown due to various regulatory changes and mandates.

Ms. Malone has researched what other comparable districts have for support for its HR function, and she will explain that this varies by whether the Director of HR fulfills a strategic role or a processing role in a particular district, and whether certain other business functions (such as payroll) are under HR or the Business Office. She also has articulated the impact that state mandates such as the EPIMS personnel data reporting, fingerprint background checks, and educator evaluation have had on her office's capacity. Please see the two accompanying documents for specifics.

It is clear to me that without additional staffing support we will continue to struggle with meeting critical functions of the HR department, and that we will compromise Ms. Malone's ability to function in her administrative role in the way her position is intended, with her continuing to perform a significant amount of work that is more appropriate for support staff than for someone with senior executive responsibilities. Based on the information provided and my own observations of the HR operation, it is my intent to move forward with hiring a second administrative assistant for the HR function, as this is possible while staying within the personnel budget (per Policy 217: "The Superintendent of Schools may adjust staffing levels within the district, subject to contractual agreements, provided that such adjustments be effected within budgeted salary accounts."). The budget impact for a full year position would be between \$42,978 and \$52,650, depending on the level of experience of the individual, and based on our hiring to date we will have the fiscal resources to do this within the personnel budget. However,

as I am sensitive to adding a position outside of the normal budget cycle, I want to be sure to consult with the Committee prior to taking any action.

I look forward to our discussion tomorrow, and I am hopeful that you will signal support for my intent to provide more support for our human resources work, which is not something I would do unless I felt it critical to meeting our responsibilities. I believe that adding this resource will improve our ability to provide the kind of high quality support and service that our staff needs to do our best work on behalf of students, while meeting the increasing demands as our district continues to grow and as more data and reporting is required of us by the state.