



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

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October 8, 2015

Mr. Charles J. Aspinwall
Town Administrator
Town of Millis
Millis, MA 02054

Dear Mr. Aspinwall:

Per your request, the Edward J. Collins, Jr. Center for Public Management in the McCormack Graduate School of Policy and Global Studies at the University of Massachusetts Boston (Center) is pleased to provide this scope of work for a Human Resource Audit.

We are able to provide the services described in the following scope of work for a total cost of \$6,000, including all fees and expenses.

The Center is a Massachusetts State government entity. Consequently, the laws of the Commonwealth do not require the Town to engage in a competitive procurement process for this project. We could begin work on this project within ten business days of the date by which we receive a signed contract.

Please let us know if you have any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Ward', written in a cursive style.

Michael Ward
Director of Municipal Services
Edward J. Collins, Jr. Center for Public Management
McCormack Graduate School of Policy and Global Studies
UMass Boston
Phone: (617) 287-4876
Email: michael.ward@umb.edu

Human Resource Audit

1. SCOPE OF WORK

This scope of work provides the Center's understanding of the background and requirements of this project, and the project team's approaches to conducting this study. The following sections describe the approach to completing the project.

TASK 1 REFINE THE SCOPE OF THE PROJECT

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

TASK 2 HUMAN RESOURCES AUDIT

The Center will conduct a basic human resources audit for the Town. The audit will indicate the current state of the human resources systems, staffing, policies and practices with specific attention to the recruitment and hiring process across the town by all departments. The audit report will identify areas of deficit and recommend areas for improvement and policies and procedures to be adopted. The methodology utilized will be interviews with department heads and key staff and a review of records, policies and practices.

TASK 3 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 where appropriate edits will be made.

TASK 4 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 elected or appointed body, if requested.

2. 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, Associate.

3. 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.

4. FEES AND EXPENSES

The all-inclusive professional fee for the project is \$6,000. The fee is payable when the final report is submitted.

5. QUALIFICATIONS OF ASSIGNED ASSOCIATES

MARY FLANDERS AICARDI

Mary Aicardi brings more than twenty 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.