

**Town of Auburn
Board of Selectmen
April 30, 2018
Town Hall**

7:00 p.m.

() Call to Order – Pledge of Allegiance

Approval of Accounts Payable for the Week of April 23, 2018 -- \$121,756.93
Approval of Payroll for the Week of April 30, 2018
Approval of Consent Agenda – Week of April 30, 2018

() Appointments with the Board

Carrie Rouleau-Cote – Building Inspector / Code Enforcement Officer – Building Safety Month

() New Business

Appointment of Finance Assistant
Potential Sale of Hooksett Road Property
Parks & Recreation Focus Groups, Community Survey & Facilitated Meeting
May Meeting with Auburn School Board
Capital Improvement Plan – Storage Building Proposal

() Old Business

Town Hall Entrance Renovation
MRI Recommendations for Town Hall Operations

() Other Business

School Board & Selectmen Meeting on School Bond – May 3, 2018 at 4:30 PM at AVS

() Minutes

- April 16, 2018 Public Meeting
- April 16, 2018 Non-Public Meeting (x 2)

() Adjourn

Note: “Any person with a disability who wishes to attend this public meeting and needs to be provided reasonable accommodations in order to participate, please contact the Board of Selectmen’s Secretary at (603) 483-5052 x100, so that arrangements can be made.”



Proclamation

Building Safety Month — May, 2018

Whereas, the Town of Auburn is committed to recognizing that the growth and strength of our community depends on the safety and economic value of the homes, buildings and infrastructure that serve our citizens, both in everyday life and in times of natural disaster, and;

Whereas, our confidence in the structural integrity of these buildings that make up our community is achieved through the devotion of vigilant guardians—building safety and fire prevention officials, architects, engineers, builders, tradespeople, design professionals, laborers and others in the construction industry—who work year-round to ensure the safe construction of buildings, and;

Whereas, these guardians are dedicated members of the International Code Council, a U.S. based organization, that brings together local, state and federal officials that are experts in the built environment to create and implement the highest-quality codes to protect us in the buildings where we live, learn, work, worship, play, and;

Whereas, our nation benefits economically and technologically from using the International Codes® that are developed by a national, voluntary consensus codes and standards developing organization, our government is able to avoid the high cost and complexity of developing and maintaining these codes, which are the most widely adopted building safety and fire prevention codes in the nation; these modern building codes include safeguards to protect the public from natural disasters such as hurricanes, snowstorms, tornadoes, wildland fires, floods and earthquake; and;

Whereas, Building Safety Month is sponsored by the International Code Council to remind the public about the critical role of our communities' largely unknown guardians of public safety—our local code officials—who assure us of safe, efficient and livable buildings that are essential to keep America great, and;

Whereas, "Building Codes Save Lives" the theme for Building Safety Month 2018, encourages all Americans to raise awareness of the importance of building safe and resilient construction; fire prevention; disaster mitigation, and new technologies in the construction industry. Building Safety Month 2018 encourages appropriate steps everyone can take to ensure that the places where we live, learn, work, worship and play are safe, and recognizes that countless lives have been saved due to the implementation of safety codes by local and state agencies, and,

Whereas, each year, in observance of Building Safety Month, Americans are asked to consider the commitment to improve building safety and economic investment at home and in the community, and to acknowledge the essential service provided to all of us by local and state building departments, fire prevention bureaus and federal agencies in protecting lives and property.

NOW, THEREFORE, We, the Board of Selectmen of Auburn, New Hampshire proclaim the month of May 2018 as "Building Safety Month" in the Town of Auburn, New Hampshire, and encourage our residents to join in recognition of the Building Safety Month themes and activities.

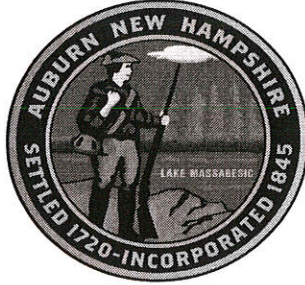
James F. Headd, Chairman

Richard W. Eaton, Selectman

Keith N. Leclair, Selectman
AUBURN BOARD OF SELECTMEN

Town of Auburn

Town Hall
47 Chester Road
P.O. Box 309
Auburn, NH 03032



Town Administrator

William G. Herman, CPM
Phone: (603) 483-5052 Ext. 111
Fax: (603) 483-0518
E-Mail:
townadmin@townofauburnnh.com

To: Board of Selectmen

From: Bill Herman, CPM, Town Administrator

Date: April 25, 2018

Re: Finance Assistant Position

In follow-up to the Board's April 16th meeting and the conditional offer of employment developed for the position of Finance Assistant, I am pleased to report the Board's offer has been accepted and we are able to move forward in formally filling the Finance Assistant's position.

As a result, we would ask the Board to formally vote to appoint Patricia Rousseau of Auburn to the full-time position of Finance Assistant for the Town of Auburn.

In accepting the position, Patty began working under the direction of the Finance Director on Monday, April 23rd and produced the accounts payable run and manifest for that week. For the interim period, Patty's 40-hour week will be inclusive of time covering the Town Clerk and Tax Collector's office as may be reasonably needed until a replacement Deputy Town Clerk and Deputy Tax Collector is appointed.

At this point, Patty will also be continuing to produce the Auburn Village Crier on a monthly basis as part of this new position unless she and Adele determine it is a distraction to the finance work required of the position.

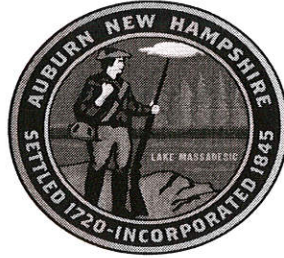
Based on the information above, we would ask the Board to formally vote to appoint Patricia Rousseau as Finance Assistant. We would propose the following motion for the Board's consideration:

Move to appoint Patricia Rousseau of Auburn as the full-time Finance Assistant effective April 23, 2018 and to initially set the position as a Labor Grade 7, Step 6 on the Town of Auburn Wage Schedule.

Thank you for your consideration.

Town of Auburn

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To: Board of Selectmen

From: Bill Herman, CPM, Town Administrator

Date: April 24, 2018

Re: Proposed Offer for Sale – 0.4-acres parcel, Hooksett Road

In recent weeks, Tax Collector Susan Jenkins received an inquiry from a property owner in Hooksett about a 0.4-acre parcel of land in Auburn that had been previously owned by the same owner as the Hooksett property. He expressed an interest in potentially acquiring the Auburn property that abuts his which had been one property in the past.

The Auburn property (Tax Map #9, Lot #39) was taken by Tax Collector's Deed in 2011 and has cleared timeframes where it would have to be offered to the prior owner for repurchase.

By its limited size, the lot would only be of value to an abutting property. The location of the property results in there being only two abutters to the small lot – one who has expressed an interest in the property and the other may not even be aware of its existence.

By statute (RSA 80:80), Town's may only sell property obtained by Tax Collector's Deed by either advertised sealed bid or public auction. Due to the limited interest and value in this parcel, if the Board were of the mind of offer the parcel for sale, it seems the best means to accomplish that is an advertised sealed bid with notices being sent directly to the two abutters.

The Town would likely not realize a significant amount from this sale, but it would enable the Town to clear one additional small property holding from its assets.

If the Board is in agreement with this potential, we would propose the following motion for the Board's consideration:

Move to approve offering a parcel of land of approximately 0.4-acres on Hooksett Road identified as Tax Map #9, Lot #39 for sale by advertised sealed bid with no minimums, and that notice of the sale shall be provided to the two immediate property abutters.

Thank you for your consideration.

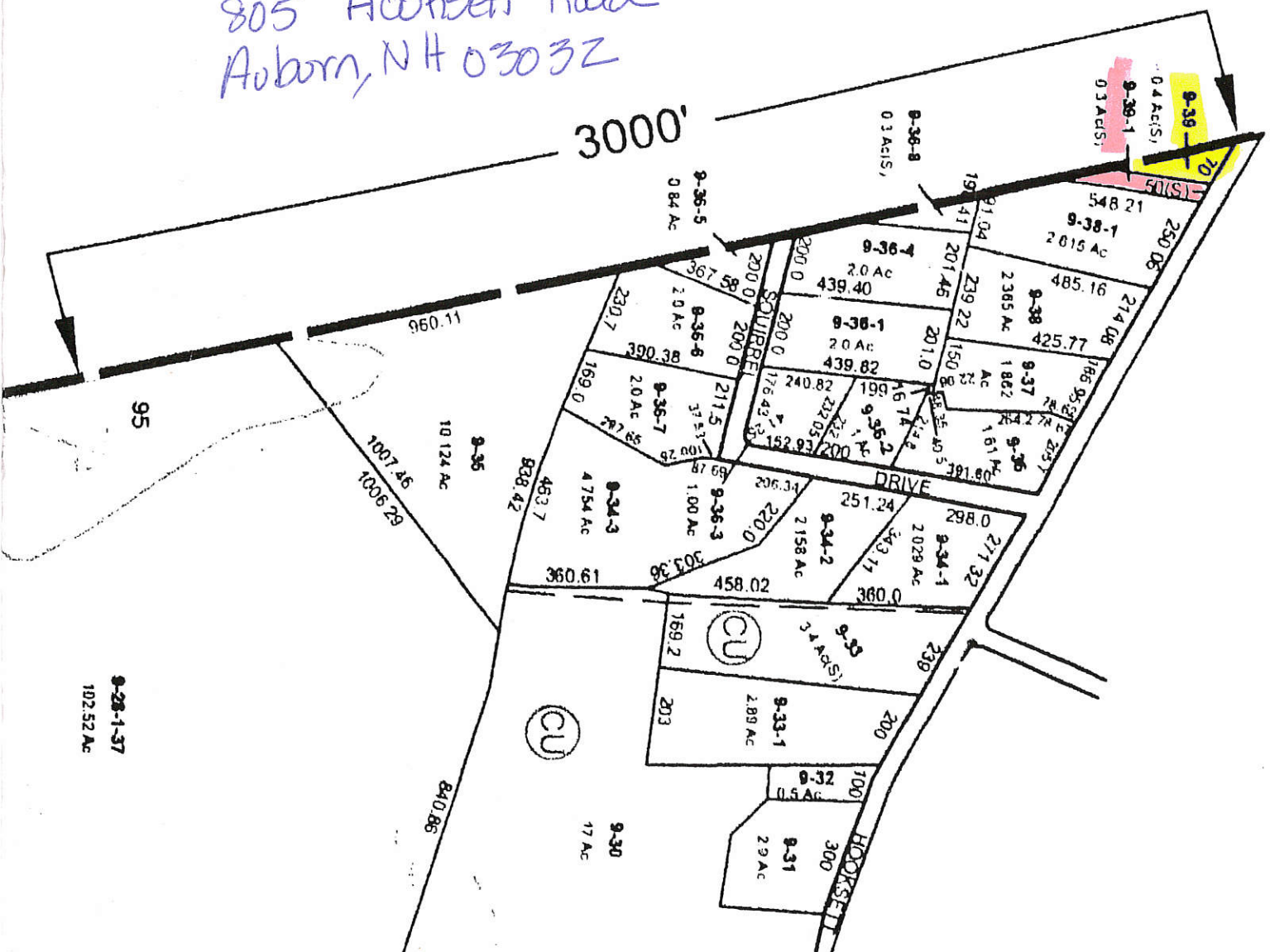
Attachments

Propose to offer parcel 9-39 for sale
to Abutters -
Taken by Collectors Deed in 2011

0.4 ac

current Assessment #11,200

- ① William Roy
151 Leda Ave.
Manchester, NH 03104
623-1200 (Hooksett owner)
- ② Todd A. VanderHeyden
805 Hooksett Road
Auburn, NH 03032
(Auburn owner)



Subject parcel Map 9 Lot 39

BK 5214 PG 2435



OFFICE OF THE TAX COLLECTOR

KNOW ALL MEN BY THESE PRESENTS

020478

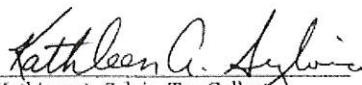
That I, Kathleen A. Sylvia, Tax Collector of the Town of Auburn, in the County of Rockingham, and State of New Hampshire, for the year 2008, by the authority in me vested by the laws of the State, and in consideration of five hundred nine dollars and four cents (\$ 509.04) to me paid by the Town of Auburn, located at 47 Chester Road do hereby sell and convey to the said Town of Auburn successors/heirs and assigns a certain tract or parcel of land and buildings situated in the Town of Auburn, NH, aforesaid, to have and to hold with appurtenances forever, taxed by the Assessing Officials in 2008 to THOMAS A. COLELLA JR, located at Hooksett Road and described in the Assessing Records as:

Land - Hooksett Road, Zoned Unknown 1F R
Known as Map 9 Lot 39
Land approximately 0.4 acre
Deeded for 100% common and undivided interest.

Meaning and intending to describe and convey a portion of the same premises conveyed THOMAS A. COLELLA JR by deed of Malcolm Barrett and Judith C. Barrett dated August 29, 2003 and recorded in the Merrimack County Registry of Deeds in Book 2562, Page 500.

This deed is the result of the tax lien execution held at Auburn Town Hall located at 47 Chester Road in the Town of Auburn, New Hampshire, on the 6th day of May, 2009, and I hereby covenant with the said Town of Auburn that in making this conveyance, I have in all things complied with the law, and that I have good right, so far as that right may depend upon the regularity of my own proceedings, to sell and convey the same in the manner aforesaid.

In Witness Whereof, I have hereunto set my hand and seal, the ninth day of May, 2011.


Kathleen A. Sylvia, Tax Collector

State of New Hampshire

Rockingham ss.

May 9, 2011

Signed, sealed and delivered in the presence of Joanne T. Linxweiler


Notary Public



2011 MAY 12 AM 10:49

ROCKINGHAM COUNTY
REGISTRY OF DEEDS

Town of Auburn

Town Hall
47 Chester Road
P.O. Box 309
Auburn, NH 03032



Town Administrator

William G. Herman, CPM
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townadmin@townofauburnnh.com

To: Board of Selectmen

From: Bill Herman, CPM, Town Administrator

Date: April 26, 2018

Re: Community Input & Discussion – Parks & Recreation

On behalf of Parks & Recreation Coordinator Amy Lachance, we wanted to update the Board on the work effort under way that is focused on one of the goals the Board set for 2018 – to focus attention to determine the future of Auburn Parks and Recreation. This was listed as Goal #2 in the Board's Goal Setting process and was described as follows:

Goal #2 - Study and examine the future of the Parks and Recreation Department

- It needs to be determined if the department should remain predominately volunteer driven or should it become a formal town department with further oversight from town staff.
- A conversation with the community has been proposed to help the Town Administrator and Board of Selectmen determine the proper path for the department. This conversation would be similar to the one the community completed this past June regarding the AVS building project which by many measures was a successful model.

At your March 19th meeting, the Board approved a process proposed by Mrs. Lachance and I that involved the hosting of small focus group discussions and the conducting of a town-wide survey to gain public input. The information gathered from these efforts would be presented during a facilitated meeting for open discussion and consensus for the desired outcomes moving forward.

As of this writing, the focus group discussions have been held with five or six different segments of interest. Amy is wondering whether the Board of Selectmen would want to be a focus group for this project. She is happy to schedule with you accordingly.

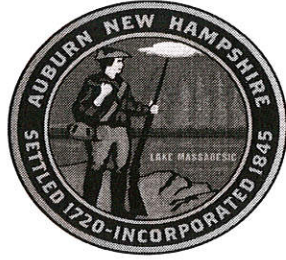
The community survey is currently underway in an online format. It was posted and announced on April 20th and is scheduled to remain online through May 15th. As of this writing, there have been 91 responses to the survey in nearly a weeks' time.

Amy has arranged the holding of the facilitated community discussion meeting for Tuesday, June 12th. The AVS cafeteria has been reserved for the meeting and it has been scheduled with Rick Alpers of Primex.

Thank you for your consideration.

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To: Board of Selectmen

From: Bill Herman, CPM, Town Administrator

Date: April 27, 2018

Re: May 14th Joint Meeting with School Board

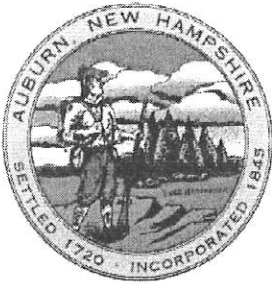
The next quarterly joint meeting with the Auburn School Board should be held on Monday, May 14th as part of the Selectmen's next regular meeting.

For that meeting, it seems to me the potential topics to present or discuss from the Town's perspective would be:

- ✓ Revaluation of Property Assessments
- ✓ Town Conversation concerning future direction of Parks & Recreation
- ✓ Updating of Capital Improvement Plan
- ✓ Update on Multi-Use Path Plan

I will be happy to gather any information or materials the Board may want for this meeting on these topics or others you may want to present.

Thank you for your consideration.



TOWN OF AUBURN

PUBLIC NOTICE REQUEST FOR PROPOSALS

The Town of Auburn is soliciting proposals for a building renovation of the Auburn Town Hall located at 47 Chester Road (NH Route 121). The renovation work includes the removal of the existing covered front porch and associated stairs, structure and foundation, to be replaced with a new covered front porch and associated stairs, structure and foundation as designed by Alternative Designs, Inc. of Manchester and Team Engineering, Inc. of Bedford.

Due to the Town Hall being a customer service facility, access to the building will have to be shifted to the rear of the building during construction, while contractor will need to provide appropriate barricades during construction to provide for public safety.

Sealed bids marked "TOWN HALL RENOVATION" will be accepted at the Selectmen's Office until 2:00 PM on Thursday, May 10, 2018. All proposals will be provided to the Board of Selectmen for consideration at their next meeting, which would be held on Monday, May 14, 2018.

Specifications for the project are available at the Town Hall or online at the Town of Auburn web site (www.auburnnh.us) under "Requests for Proposals" found under "Board of Selectmen".

The Board of Selectmen reserves the right to accept or reject any or all proposals in the best interest of the Town of Auburn.

**TOWN OF AUBURN
BOARD OF SELECTMEN**

April 25, 2018

TOWN OF AUBURN

SPECIFICATIONS FOR FRONT ENTRANCE RENOVATION

OF THE AUBURN TOWN HALL

The Town of Auburn is soliciting proposals for the renovation of the front entrance of the Auburn Town Hall located at 47 Chester Road (NH Route 121).

The work includes the removal of the existing covered front porch and associated stairs, structure and foundation, to be replaced with new covered front porch and associated stairs, structure and foundation as designed by Alternative Designs, Inc. of Manchester and Team Engineering, Inc. of Bedford.

SCOPE OF WORK

Work that is anticipated to be done as part of this project has been detailed in plans dated May 3, 2017 prepared by Alternative Designs, Inc. of Manchester with Team Engineering of Bedford as the Engineer of Record. In general, the project includes:

- ✓ Demo and remove completely the existing covered porch and associated stairs, structure and foundation that serve as the front entry to the Auburn Town Hall.
- ✓ Construct new covered porch and associated stairs, structure and foundation as designed by Alternative Designs, Inc., which includes details of:
 - ✓ Codes, Design Loads, Foundations, Concrete, Reinforcing Steel, and Wood, and provides specifics for:
 - ✓ Deck Plan @ Main Level
 - ✓ Deck Plan @ Ground Level
 - ✓ Landscaping Plan
 - ✓ Foundation Plan
 - ✓ Front Elevation
 - ✓ Side Elevation
 - ✓ Door Detail (Exterior and Interior Face)
 - ✓ Stair Section

- ✓ Stair Code
- ✓ Stair Detail
- ✓ Soffit Detail (Low Eve)

- ✓ Repair and replace existing siding of Town Hall as affected by removing existing porch and stairs.
- ✓ Provide barricades during construction process to prevent people from falling or being hurt.
- ✓ Provide signage to direct individual to rear entry of building during construction process.
- ✓ Power wash and paint entire front to Town Hall to match the existing color.

Copies of the plans prepared by Alternative Design, Inc., are available for review and inspection at the Auburn Town Hall or appear on the Town's website site (www.auburnnh.us) under "Requests for Proposals" on the Board of Selectmen's page.

A copy of the plan may be purchased through Alternative Design by contacting Scott Boren, Alternative Design, Inc., 94 Old Granite Street, Manchester, NH. Telephone (603) 645-4388.

The successful contractor shall pull a permit from the Town of Auburn Building Inspector for this project, but there shall be no charge for the permit.

The successful contractor shall clean-up all materials on a daily basis, and will be allowed to maintain a disposal container on site for this purpose.

As part of the proposal, contractors are encouraged to estimate the total time frame that is anticipated to be need for the completion of the project.

Interested contractors wishing to view the job site are welcome to do so during business hours of Monday through Friday 8:00 AM to 4:30 PM. Individuals shall advice personnel in the Selectmen's Office of their presence on site before commencing their inspection and estimating activity.

If subcontractors or contracted services are anticipated to be used by a contractor for this project, if at all possible, utilization of local Auburn vendors, services or contractors is urged.

PAYMENT

Payment can be made as work progresses and percentage of completion is documented by the Contractor. Final payment will be made within two weeks once all work is satisfactory completed and all surrounding grounds are clear of all debris. Specific payment terms will be worked out between the chosen contractor and the Town.

PROFESSIONAL AND GENERAL LIABILITY INSURANCE

Contractor shall file with the Town of Auburn evidence of professional liability and general liability insurance certifying coverage contained therein or, in the alternative, provide documentation of a self-insured program. Such insurance shall provide protection against professional and personal injury liability. The Certificate of Insurance shall identify the insurer and the Contractor, the type and amount of insurance, the location and operations to which the insurance applies, and the effective and expiration dates of the policies of insurance. Further, the contractor shall advise the Town of Auburn of any changes of insurance company, coverage, limits of liability and notices of cancellation of insurance. Limits of liability shall be not less than: General Liability \$500,000 combined single limit and Worker's Compensation \$100,000 statutory insurance. Such insurance shall be maintained throughout the term of this contract and may not be canceled without providing at least thirty (30) days advance notice of such cancellation to the Town of Auburn.

INDEMNIFICATION

The Contractor agrees to hold harmless and indemnify the Town of Auburn against any and all claims, suits, damages, costs, or legal expense as a result of bodily injury or property damage resulting from the negligence of the Contractor.

PRE-AWARD CONSIDERATIONS

The Town of Auburn shall consider the capabilities and resources of the potential vendor, and will review references of clients having similar requirements as set forth in this specification. Reference checks shall be an integral part of the final analysis of an award of contract. NOTE: Negative reference feedback may cause the bidder to be judged non-responsible and may result in rejection of the apparent low bid.

AWARD

The Town of Auburn reserves the right to award this contract in the best interests of the Town of Auburn. Proposals will be received by the Selectmen's Office until 2:00 P.M. on May 10, 2018.

Proposals will initially be shared with the Board of Selectmen. They will be included on the agenda of the Board of Selectmen meeting at their next regularly scheduled meeting, which be on Monday, May 14, 2018. The awarding of the project contract shall follow a decision by the Board of Selectmen.

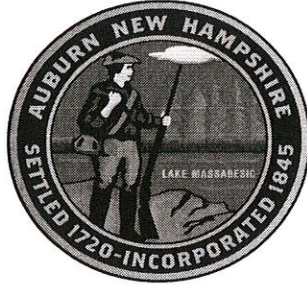
General questions concerning the project may be directed to William G. Herman, Town Administrator, Town of Auburn, P.O. Box 309, Auburn, NH 03032, telephone (603) 483-5052 between the hours of 8:00 A.M. and 4:30 P.M.

Questions concerning the specifics of the plan should be directed to Scott Boren, Alternative Design, Inc., 94 Old Granite Street, Manchester, NH 03101, telephone (603) 645-4388.

The Town reserves the right to reject any or all proposals, or any part thereof; to waive any information in the bidding and to accept the proposal; considered to be in the best interest of the Town.

Town of Auburn

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Town Administrator

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townadmin@townofauburnnh.com

To: Board of Selectmen

From: Bill Herman, CPM, Town Administrator

Date: April 25, 2018

Re: MRI Town Hall Operational Study Recommendations – First Portion

Following the Board's decision at your April 16th meeting requesting to consider in incremental portions the recommendations contained in the operational study of Town Hall operations by Municipal Resources, Inc. (MRI), we are bringing to the Board the first portion for consideration.

As previously noted, the report included a list of 22 recommendations for potential improvements or enhancements to the current Town Hall Operations. Since the issuance of the report, five of the recommendations have already been addressed in some form including:

- #10 – Update Vital Records Page for Online Ordering
- #12 – Accept credit cards for the payment of annual property tax
- #14 – Consolidate the functions of Accounting, Human Resources, Purchasing and Welfare into one position reporting directly to the Finance Director
- #15 – Any finance activities performed by the Executive Assistant should be completed in coordination with the Finance Director and/or Town Administrator
- #16 – Contracting for minute-taking services to provide coverage for BOS and other boards

We would now ask the Board to focus on the recommendations that would require changes or additions to the Town's Personnel Policy. These items would include:

- #3 – Payroll Processing
- #9 – Designate the Town Administrator as the Town's HR Director
- #22 – Various and Specific Personnel Policy recommendations

In addition, two items are structural adjustments that either dovetail off of a couple of the above items or would also require changes through the Personnel Policy to accomplish include:

- #20 – Designate the Town Administrator as the supervising department head for the Town Hall
- #21 – Designate the Parks & Recreation Coordinator as the supervising department head for other part-time Parks & Recreation positions.

For all of these items, if the Board is in occurrence, material needs to be drafted for inclusion in or changes to the Town of Auburn Personnel Policy or to various job descriptions that are adopted by reference in the Personnel Policy. I would propose the Town Administrator develop the materials necessary that would ultimately go to the Joint Personnel Board for consideration and adoption.

Thank you for your consideration.

Attachment

Auburn, NH – Town Hall Operational Study February 2018

Recommendations:

3. Establish protocols for processing payroll by requiring employees to sign their individual time sheets; and submit formal requests in writing to their supervisor/ department head for desired time off.

9. Authorize the Town Administrator to act on the Board's behalf as the designated Human Resources Director for the Town and submit a quarterly report to the Board detailing activities and results.

20. Designate the Town Administrator as the supervising department head for the Town Hall with the Building Inspector, Finance Director, Land Use Administrator and Parks & Recreation Coordinator reporting directly to the Town Administrator. The Board of Selectmen would still retain their overall hiring authority responsibilities for all Town employees.

21. Designate the Parks & Recreation Coordinator as the supervising department head for part-time Parks & Recreation maintenance positions and for budget administration and purchasing oversight.

22. Personnel Policy Recommendations:

❖ Written Acknowledgement

This document should include as part of the manual that is provided to employees, a document that is signed and dated by the employee which acknowledges the receipt and other information. This is important as it documents the employee has received the information.

The following highlights some areas that should be considered to be either incorporated into current policies, or added as necessary new policies.

❖ **Family Medical Leave**

This policy did not appear to be included and is a critical one to be part of the Personnel Policy. Under the Family and Medical Leave Act (FMLA), eligible employees may take an unpaid leave of absence and be restored to the same or an equivalent position upon their return to work for a variety of reasons to include the birth of the employee's child and to care for the newborn, the placement of a child with the employee for adoption or foster care; a serious health condition of a spouse, parent, minor child or adult child when incapable of self-care; the employee's own serious health condition; a qualifying exigency, as defined in the Department of Labor Regulations arising out of the fact that the spouse, son, daughter or parent of the employee is on covered active duty; or the employee is a spouse, son, daughter, parent or next of kin of a covered service member who has a serious injury or illness and the employee is needed to care for such person. A written policy on FMLA along with written procedures is necessary if one does not exist.

❖ **Anti-Harassment Policy**

Many communities have adopted an Anti-Harassment Policy that incorporates Bullying. Some have combined bullying and sexual harassment into one policy. This should be evaluated for either inclusion with the sexual harassment policy or developed into a separate policy.

❖ **Workplace Violence Policy**

Due to violence in the workplace becoming a reality for many employers, the Town may want to consider adding a Workplace Violence Policy which prohibits employees from bringing weapons on town premises.

❖ **Code of Conduct**

In addition to an Ethics Policy, many employers are including a Code of Conduct Policy, which is intended to promote consistency and harmony in the workplace and to support the mission and objectives of the Town

❖ **Social Media Policy**

Social networking and blog postings continue to be problematic in the workplace and the Town should consider adopting a policy that addresses the parameters that are consider. It provides employees with guidelines to be mindful of that online activity, including social networking postings can cause damage to not only their own

reputation and interests, but also the reputation and interests of the Town, co-workers and the public the Town serves.

❖ **Dress Code**

The current policy discusses “appropriate” attire, which is left to the discretion of the appropriate Administrative Agent. There does not appear to be any consistent standard delineated. Some policies include body piercing art/tattoos where relevant.

Other sections included in the Personnel Policy that should be improved for clarification and/or more detail or rewritten to better reflect the intent are discussed below. They appear to be unclear and possibly contradictory, or leave out important steps. The following sections and/or definitions appear to be unclear and/or contradictory, which could result in problems pertaining to interpretation.

❖ **Section 1:12.2 Administrative Agent**

The definition is very clear that the Administrative Agents are the Board of Selectmen, Board of Police Commissioners and the Board of Library Trustees. However, throughout the Personnel Policy, it is sometimes unclear regarding specific responsibility regarding Human Resources and Personnel files, which are critical to be maintained appropriately.

❖ **Section 1.5 Personnel Files**

This section indicates that personnel files are in the custody of the administrative agents of the Town (which would indicate the Board of Selectmen, Board of Police Commissioners or Board of Library Trustees). This section should further be expanded or supplemented with an Administrative Regulation that incorporates the content of the official personnel file that is centrally located and maintained by the Administrative Agent (versus in departmental files). All files need to be in a secured, locked location. Personnel records include I-9 forms, applications, medical files, injury files, performance appraisals records, grievance files and a variety of others. Several of these records, such as medical, CORI records and I-9 forms need to be in separate files from the core personnel file, but are considered part of the file. The information is sensitive and confidential, and should be located in a secure location. All personnel files require having an individual who has appropriate knowledge of how personnel information is to be handled, be responsible.

❖ **Section 17:4 Town of Auburn – Human Resource Office**

This section indicates that the Selectmen's Office will maintain a functioning Human Resources file and lists items to be included in this file versus the Town's official Personnel files. Also, when it refers to the Selectmen's Office, it implies that anyone in that office may have access to a variety of human resource/personnel information, however does not refer to any particular position handling this material.

❖ **Section 3:1 Recruitment and 3:2 Selection**

There should be some consistent standardized procedures for both the recruitment and selection of individuals. It appears this may be handled by individual departments and if so, the Town must ensure that all those involved with recruitment and selection have received proper training in evaluation of candidates and proper interview techniques. It is critical that only legal questions be asked during interviews. Training should be provided to any supervisor or department head that conducts interviews. There should be a standardized system and checklist developed and/or updated, that all departments can utilize for screening applicants. There should be a procedure perhaps outlined in an Administrative Regulation that all departments could follow. When offers of employment are made, there should also be a procedure that outlines when a Conditional Offer is made what process is followed. There should also be a standard offer of employment letter that all Appointment Agents utilize. Reference checks and verification of critical requirements such as education and licenses are extremely important. Reference checks create potential liability and should be conducted by trained personnel designated by the hiring authority. A policy should also be created prohibiting employees other than those designated by the Administrative Agents to give references for current or former employees. The policy should include what information may be provided.