



Town of Londonderry
Office of Human Resources
Tara Koza

To: Shaun Mulholland
CC: Justin Campo and Kellie Caron
From: Tara Koza
Date: October 7, 2025
Subject: Staffing Request for Human Resources Assistant

1. Position Requested

- Title of Position: Human Resources Assistant (Part-Time)
- FTE (Full-Time Equivalent): 0.7 FTE (Part-time, 28 hours/week)
- Department/Division: Human Resources Department
- Proposed Start Date: July 1, 2026

2. Fiscal Impact (Full-Year Cost Analysis)

Cost Component	Annual Cost	Notes
Salary	\$41,625.85	Per Non-Represented Personnel & Compensation Policy
Health Insurance	N/A	
Retirement Contribution	N/A	
Payroll Taxes (FICA, etc.)	\$ 3,184.38	Based on FICA/Medicare tax rates (7.65%).
Other Benefits	N/A	
Total Annual Cost	\$44,810.23	

**Note: Costs reflect a full fiscal year of service. If position begins mid-year, costs will be prorated.*

***Salary is based on a range of \$37,481.47 - \$45,770.23. This was calculated by taking the current range for the positions of Department Assistant/Land Use Assistant/Payroll Clerk, adding 3% and taking 70% of that range as this is a part-time position. This range*

also fits within the range demanded by the local market. The taxes are calculated as 7.65% of the midpoint of this range (\$41,625.85).

3. Justification and Value of Position

The Human Resources Department currently consists of a small staff of two employees, the Human Resources Director and the Human Resources Administrator, whose bandwidth is strained by the demands of supporting over 200 municipal employees and 50 retirees. This limited capacity poses a high risk to compliance and service quality by forcing strategic staff to dedicate substantial time to administrative duties.

- Relief for the Human Resources Director (Strategic & Legal Focus): The Director is a Department Head responsible for collective bargaining negotiations, high-level employee relations support, policy development, and compliance reporting. The current workload necessitates the Director diverting professional time to entry-level administrative tasks within the recruitment full-cycle (e.g., initial posting, applicant pre-screening, and coordinating interview panels) and troubleshooting day-to-day HR-related matters that arise. The Assistant will absorb these clerical recruitment tasks and triage requests for department heads, supervisors and employees enabling the Director to focus on strategic leadership, labor relations, and mitigating the Town's legal exposure.
- Relief for the Human Resources Administrator (Benefits & Fiscal Focus): The Administrator is responsible for managing and administering all benefit programs for personnel and retirees and handling leaves of absence. Due to the high volume of transactions, the Administrator's time is disproportionately consumed by routine paperwork and data entry (e.g., processing payroll changes, new hire packets, and basic employment verifications). The Assistant will directly handle these high-volume, repetitive clerical duties, ensuring the Administrator can dedicate their time to complex benefit management, fiscal analysis, and more generalized Human Resources matters in the areas of recruitment and employee relations.
- Workload Volume & Efficiency: The new Human Resources Assistant (0.7 FTE) will take over essential administrative support tasks, resulting in an immediate gain in departmental efficiency by:
 - Maintaining and updating confidential employee personnel files.
 - Processing paperwork for payroll changes, promotions, demotions, and transfers.

- Maintaining the performance evaluation tracking log and communicating dates to employees and supervisors.
 - Completing a variety of human resources-related forms, such as basic employment verifications.
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4. Alternatives Considered

We evaluated several alternatives, including reallocating the work, investing only in new technology, or relying on shared administrative services. These alternatives were determined to be insufficient:

- **Reallocation is Not Feasible:** The Human Resources Director and Human Resources Administrator are currently operating at full capacity on specialized, professional duties. Reallocating core administrative work to them would necessitate the deferral of or delay in critical functions, such as collective bargaining preparation or mandatory benefit reporting.
 - **Technology Alone is Insufficient:** While we utilize the Town's ERP system, New World, the work to be transferred to the Assistant (e.g., maintaining personnel files, processing original paperwork, coordinating logistics for interviews and orientation) requires direct human interaction, absolute adherence to confidentiality and municipal policy, and cannot be fully automated.
 - **Shared Services Risk:** Placing confidential Human Resources duties, such as processing payroll-related changes and preparing sensitive new hire packets, outside the direct supervision of the Human Resources Director introduces unnecessary compliance and security risks. A dedicated, in-house Assistant is the only solution that effectively reduces risk, ensures accurate recordkeeping, and maintains the required level of service.
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5. Alignment with Strategic Goals

This position directly supports the Town Council's goals related to Organizational Effectiveness and Fiscal Responsibility.

- **Compliance and Risk Management:** By ensuring that the Director and Administrator have the capacity to dedicate time to complex federal and state compliance (FLSA, FMLA, ADA, NH RSA), the position proactively limits the Town's legal and financial exposure.

- **Effective Recruitment:** By providing necessary support to the recruitment process, it aids in the successful and efficient hiring of a highly qualified municipal workforce, which is a foundational element of Organizational Effectiveness.

Recommendation: Approval of one (1) additional part-time staffing position (Human Resources Assistant, 0.7 FTE) for inclusion in the FY27 budget.