



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 Specialist

1. Position Requested

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

2. Fiscal Impact (Full-Year Cost Analysis)

| Cost Component | Annual Cost | Notes |
|----------------------------|-------------|---|
| Salary | TBD | Per Non-Represented Personnel & Compensation Policy |
| Health Insurance | N/A | |
| Retirement Contribution | N/A | |
| Payroll Taxes (FICA, etc.) | TBD | Based on FICA/Medicare tax rates. |
| Other Benefits | N/A | |
| Total Annual Cost | TBD | |

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

3. Justification and Value of Position The Town's Human Resources Department currently manages a broad range of responsibilities with a very limited staff of two employees. As a result, there are significant constraints on our ability to conduct comprehensive investigations and background checks for all candidates and complaints outside of the Police Department. This gap poses a high risk to ensuring that all new hires meet the Town's standards and that all employee concerns are thoroughly and fairly addressed.

- **Risk Mitigation and Compliance:** The part-time Human Resources Specialist would be responsible for receiving, reviewing, and conducting/coordinating investigations into complaints regarding Town personnel and officials in accordance with the Town's Complaints & Investigations Policy (ADM-126) and all applicable laws. This ensures specialized attention and neutrality, thereby mitigating the Town's risk of litigation from incomplete or biased investigations.
- **Organizational Culture and Demand:** In today's workplace climate, employees are filing complaints at a steadily increasing rate. This is a positive development, reflecting the Town Manager's rollout of Policy ADM-126 and messaging that encourages employees to report concerns. While this increased reporting demonstrates a healthy organizational culture, it also places additional demand on the Human Resources Department's already limited resources.
- **Core Staff Focus:** By bringing on a part-time Human Resources Specialist, the Town can ensure that all complaints and background investigations are handled thoroughly, consistently, and in a timely manner. This dedicated role would allow existing Human Resources staff to continue managing core functions without diverting critical resources to complex investigative work.
- **Accountability and Due Process:** The Human Resources Specialist is responsible for preparing clear, comprehensive reports and making determinations in accordance with policy, ensuring due process for both the complainant and the subject of the complaint. This supports the Town's commitment to transparency, accountability, and a safe and respectful work environment.

4. Alternatives Considered We considered contracting with an external investigation service on a per-case basis. However, an in-house Human Resources Specialist, even part-time, provides consistency, deep knowledge of internal policies (like ADM-126 and the Policy Against Harassment), and is more cost-effective over time. Relying on existing staff is not a viable alternative, as they lack the time and, in many cases, the

specialized knowledge of investigative techniques, employment law, and due process requirements to manage a growing caseload of sensitive, complex matters.

5. Alignment with Strategic Goals This position is directly aligned with the goals of Accountability and Transparency and Mitigation of Organizational Risk. By dedicating a role to impartial investigation, the Town proactively protects itself from legal exposure, upholds its core values, and builds greater trust with its employees and the public.

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