



Commonwealth of Massachusetts
**DEPARTMENT OF HOUSING &
COMMUNITY DEVELOPMENT**

Charles D. Baker, Governor ♦ Karyn E. Polito, Lieutenant Governor ♦ Jennifer D. Maddox, Undersecretary

PUBLIC HOUSING NOTICE 2021-03

To: All Local Housing Authorities

From: Ben Stone, Director, Division of Public Housing

Subject: DHCD Guidelines for Local Housing Authority Hiring of Executive Director

Date: February 23, 2021

With this Public Housing Notice (PHN) DHCD is updating its Executive Director Hiring Guidelines to encourage a broader pool of applicants. **This PHN supersedes PHN 2017-21.**

Introduction

For many years, the Department of Housing and Community Development (DHCD) has issued guidance regarding the hiring of executive directors pursuant to the regulation at [760 CMR 4.04](#) (formerly 4.05) and its general oversight authority under [G.L. c. 121B](#).

In addition to this guidance, LHAs must follow the DHCD Executive Director Salary and Qualifications Schedule that is currently in effect ([PHN-2019-21](#)) and all other related Guidelines as they may be revised from time to time. The changes to PHN 2017-21 include the following:

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2. Advertising: Page 4
3. Attachment A Qualifications: Pages 8-10
4. Attachment B Job Description: Pages 11-13

The title “Executive Director” as used in these Guidelines means any person who will occupy the position of chief executive officer at the housing authority regardless of title.

Note that DHCD has also issued several Public Housing Notices in the past: [PHN 2017-18](#), [PHN 2017-25](#), and [PHN 2019-29](#), which pertain to the substantive terms of executive director employment agreements. These guidelines remain in effect and are separate and distinct from these Hiring Guidelines and the Salary and Qualifications Schedule that are referenced above.

Broadening Applicant Pool

The Department of Housing and Community Development (DHCD) encourages Local Housing Authority (LHA) Boards to emphasize attracting a diverse pool of applicants, both in demographics and experience, for any vacant Executive Director position.

A diverse LHA workforce provides multiple benefits to its staff and residents:

- Increased level of comfort for residents interacting with staff;
- Ability to communicate effectively with residents who are multi-lingual;
- Multiple perspectives to solving LHA problems¹;
- Multi-cultural understanding, acceptance, and inclusion.

Many applicants look at an organization's level of diversity before applying and are more likely to apply if they see themselves represented in an organization.

Future employment advertisements can direct applicants to the LHA website, the LHAs diversity and inclusiveness policies, and a description of the varied work of the Housing Authority. Additionally, LHAs should consciously reach out to a broader range of organizations and associations and promote public housing as a viable, dynamic career.

Through working collaboratively to attract a talented, experienced and diverse pool of applicants for executive director positions, LHAs may see strong applicants who may not meet our former, prescriptive list of qualifications. Therefore, we are amending the job description and qualifications schedule to provide for private industry experience, transferrable business and management skills, and education.

Interim/Acting Executive Directors

In the event that an existing executive director leaves the employ of an LHA before a replacement is hired, the LHA may request DHCD's approval for a short term interim or acting executive director to temporarily fill the position of executive director while assisting the LHA to conduct the hiring process. Such interim or acting executive director, whether hired as a consultant or as a temporary LHA employee, must execute a short-term contract with the LHA, unless that person is a currently existing LHA member or employee. A contract between an interim or acting executive director and an LHA must be approved by DHCD but is not covered by the DHCD Guidelines for Executive Director Contracts or by the DHCD Guidelines for At-Will Employment of Executive Director.

If an LHA employee temporarily fills the position of executive director during the hiring process, no at will employment agreement or contract is required, and the DHCD Executive Director Salary and Qualifications Schedule does not apply. The LHA employee's salary may be increased for the period during which the employee is temporarily acting as executive director, but the salary may not exceed 105% of the current salary for the position that the employee occupied prior to being appointed as acting executive director. An LHA may not serve as Acting Executive Director for longer than six (6) months without written approval from DHCD. Board members who temporarily act as interim executive directors during the process of hiring a new executive director may not receive any payment for their service. An existing LHA employee or member may temporarily fill the position of executive director for no longer than 6 months from the time that the former executive director gives notice of termination or vacates the executive director position without notice.

Newly Appointed Executive Directors

Executive directors may work full or part-time, depending on the number of housing units administered by the LHA as set out in DHCD's most recently issued Executive Director Salary and Qualifications

¹ [Diversity Doesn't Have to Come with Productivity Trade Offs](#), Forbes, May 13, 2019

Schedule. The procedure for recruiting, interviewing, selecting, appointing, contracting and obtaining DHCD approval for the new executive director is as follows:

1. Job Description

LHAs may use the revised DHCD job description attached to this PHN or may use a LHA job description that outlines all the duties and responsibilities that the LHA expects of the employee in the executive director position. The responsibilities of the executive director include fiscal management, personnel, and board administration and support. Included in this description must be daily, weekly, monthly, quarterly, and annual duties. Such duties usually range from responsibility for rentals, collections, and accounting, as well as, supervision of staff, physical maintenance of the property, capital planning, tenant relations, tenant selection, relations with and reports to the LHA board, DHCD, and other agencies as required, and relations with local officials, non-profit service providers, and elected officials.

2. Qualifications

The LHA must set forth the required minimum qualifications and acceptable substitutions for the position in its advertisements and job postings in accordance with the revised DHCD Executive Director Salary and Qualifications Schedule, currently in effect. Selected candidates must meet the required minimum qualifications to be approved by DHCD. In accordance with [760 CMR 4.04\(1\)\(c\)](#), at the time of hire, the selected candidate's Criminal Offender Record Information (CORI) must not contain criminal convictions reflecting the potential employee's dishonesty, untrustworthiness, unreliability or unsuitability to perform the duties of the position or reflecting activity, which if repeated by an employee, would endanger the safety or security of tenants, household members, employees, or guests or the security of their property or the property of the LHA.

3. Compensation

In its advertisements and job postings for the position, the LHA should indicate the possible salary range as calculated by DHCD based on the latest salary schedule, per the DHCD Executive Director Salary and Qualifications Schedule currently in effect, and all other applicable regulations and guidelines.

4. Written Employment Agreement: At-Will Employment Agreement or Contract

The executive director will be required to enter into a written employment agreement with the LHA, the terms of which are governed by the DHCD Guidelines for Executive Director Contracts or the DHCD Guidelines for At-Will Employment of Executive Director. Pursuant to the DHCD Guidelines for At-Will Employment of Executive Director, executive directors who are employed at the will of the LHA will not have a contract for a term of years. If not employed At-Will, the length of the term of the contract for an executive director hired for the first time at the LHA is no more than one (1) year plus such additional fraction of a year as shall be required to cause the end of the contract term to coincide with the end of the LHA fiscal year. The contract may contain a provision for a one (1) year renewal, which may be exercised only upon joint agreement of the parties and subject to DHCD approval.

DHCD may consider a request from a housing authority to approve a multi-year contract for a new hire in excess of the terms stated above, but not to exceed three (3) years, in exceptional circumstances in which an individual initially serving as Executive Director has an extensive and exemplary employment history in the public or private housing sector.

5. Method of Applying

In its advertisements and job postings for the position, the LHA shall specify procedures for submitting an application and all required back up documents (i.e., resume, references, etc.), the deadline for filing an

application, where and to whom all information should be sent, and shall identify a person at the LHA to whom any questions may be addressed by phone, email, and/or mail.

6. Recruitment/Advertisement

LHAs must publish an advertisement for an executive director job opening within sixty (60) days from the time that the former executive director gives notice of termination or vacates the executive director position without notice. Prior to advertising, the LHA must submit the advertisement content to DHCD for its review and approval. DHCD will review and approve or suggest changes within five (5) business days. Once DHCD approves advertising, the LHA should make use of every reasonably available communications medium to publicize the vacancy. Proven social media platforms, diverse jobs boards, housing trade organizations, regional and local newspapers, professional journals, periodicals, posted notices, as well as direct mailings to neighboring LHAs, housing agencies or previously interested candidates should be utilized. Media sources which will reach diverse candidates, inclusive communities, minorities, women, persons with disabilities, and veterans should be included. Online and/or newspaper advertisements should be placed at least once a week for a minimum of two (2) weeks, and at a minimum, no position shall be filled until at least two (2) weeks after the publicizing efforts have been taken. Newspaper postings **alone are insufficient**. LHAs must accept applications from all interested persons. Other recruitment efforts required by the Affirmative Action regulation can be found in [760 CMR 4.06](#).

DHCD encourages LHA boards to post Job descriptions at several of the following places to attract a more diverse pool of candidates, in addition to other postings:

- Boston Builders of Color: <https://buildersofcolor.com/post-a-job>
- CHAPA Job Board: <https://www.chapa.org/jobs-board>
- Idealist: www.idealist.org
- NAHMA Job Board: <https://www.nahma.org/job-board/>
- Affordable Housing Jobs: <https://affordablehousingjobs.com/>
- MACDC Job Board: <https://www.macdc.org/jobs-field>

DHCD encourages LHA boards to make every effort to seek out a broad pool of candidates from LHAs or the private market. DHCD strongly encourages such pool to contain minorities², women, veterans, and people with disabilities in accordance with [760 CMR 4.06](#).

7. Selection Committee

The LHA should form a Selection Committee, and, consistent with DHCD's Tenant Participation Regulation ([760 CMR 6.09](#)), local tenant organizations (LTOs) must be given the opportunity to participate in the process of selecting an executive director by: examining resumes of qualified candidates, expressing the LTO's view of the qualifications of some or all of the candidates, recommending one or more of these candidates to be interviewed, participating in interviews of the candidates who are interviewed, and making a recommendation about which candidate should be hired. The LHA and the LTO should negotiate the process through which the LTO will participate, for example, one LTO

² DHCD regulation at [760 CMR 5.03](#) defines "Minority" as:

(a) Asian - with origins in any of the original peoples of the Far East, Southeast Asia, the Indian Subcontinent; (b) Black or African American - with origins in any of the black racial groups of Africa; (c) Hispanic/Latino - of Mexican, Puerto Rican, Cuban, Central or South American origin; (d) American Indian or Alaska Native - with origins in any of the original peoples of North and South America, and who maintains tribal affiliation or community attachment; or (e) Native Hawaiian or Other Pacific Islander - A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands

representative may be appointed to sit on the Selection Committee or a separate LTO Selection Committee may interview all candidates.

8. Online and Paper Screening

The first step is to screen applications to determine which candidates meet the required minimum qualifications "on paper." The required minimum qualifications are set forth in DHCD's Executive Director Salary and Qualifications Schedule, currently in effect. The Selection Committee should invite those applicants who have the required minimum qualifications for an interview.

9. Interviews

A personal in-person or remote/virtual interview is the best way to evaluate candidates for the position. Since prior work experience and education can usually be understood and evaluated from the resume, interviews should focus on the individuals' knowledge of housing management, finance, and interpersonal skills.

The Selection Committee should draft a set of interview questions in advance. The questions should attempt to assess the candidate's leadership abilities, professionalism, knowledge, skill level and experience. Every candidate should be asked the same set of questions during the interview. Each question should be given a score based upon the candidate's answer. The results of the interviews should be ordered from first to last choices by the Committee, to be presented to the LHA Board.

10. References, Background Checks, and Other Considerations

Recommendations and support from local or state public officials should not be taken into account; however, appropriate references should be checked, for at least the top candidate. The recommendation of the LTO should be considered. Goals established by the LHA under its Affirmative Action Plan adopted pursuant to [760 CMR 4.06](#) should also be considered. The selected candidate's criminal record must also be checked prior to recommendation to the Board. If the LHA requires a physical examination, it may only be conducted after a conditional offer of employment has been made to the candidate, and it shall be limited to an inquiry of whether the candidate can perform the essential functions of the job with reasonable accommodation, if necessary. The Board shall consider any changes to the ranked order of the candidates made by the Selection Committee after this step.

11. Board Appointment

The recommendation of the Selection Committee could be a single selection or a minimal number of finalists who would be interviewed by the full Board if the Selection Committee acted in the capacity of a preliminary screening committee. Included with the Selection Committee's recommendation should be the recommended candidate's resume, the date of the candidate's availability, the salary proposed pursuant to the DHCD Executive Director Salary and Qualifications Schedule, currently in effect, and the proposed contract, including the length of the contract term as allowed by the DHCD Guidelines for Executive Director Contracts. Applications of all other candidates with the Committee's scoring on each should be available for inspection by the LHA Board.

The top ranked candidate(s) of the Selection Committee must be presented to the Board at a posted meeting held pursuant to the Open Meeting Law. The hiring of an executive director cannot take place in an executive session. Upon a motion made and seconded, the LHA Chairman shall call for a vote on the appointment, which shall be subject to DHCD approval. The identity of the selected candidate and a

statement of the agreed upon salary and number of hours to be worked must be included in the Board vote and reflected in the extract of the minutes of the meeting to be submitted to DHCD.

12. Execution of At-Will Employment Agreement or Contract

The LHA and the executive director must execute a written employment agreement that complies with the DHCD Guidelines for Executive Director Contracts or the DHCD Guidelines for At-Will Employment of Executive Director, and the DHCD Executive Director Salary and Qualifications Schedule, currently in effect. The employment agreement or contract is subject to the approval of DHCD, and DHCD may strike provisions that do not conform to the Guidelines.

The employment agreement or contract should be signed by the LHA and the selected candidate immediately after the affirmative vote of the Board described in step number 11 above. The effective date of the agreement or contract must be at least sixty (60) days from the date that it will be submitted to DHCD for review and approval. No newly appointed executive director may begin work until DHCD advises the LHA in writing that the agreement or contract has been approved. An employment agreement or contract, even though signed by the LHA and the executive director, is not valid until it is reviewed and approved by DHCD.

13. Review by DHCD

When all the steps above are completed, the following should be promptly sent to DHCD for review:

1. A one-page summary of the selection process including:
 - Identification of media used for advertising and dates of publication;
 - Number of applications received;
 - Number of candidates interviewed;
 - Rankings of finalists;
 - Description of tenant participation and recommendation of the LTO(s), if any.
2. Copies of the advertisement.
3. Resume of the selected candidate.
4. Resumes of the finalists for the position.
5. A completed Executive Director's Salary Calculation Worksheet (form attached to the DHCD Executive Salary and Qualifications Schedule, currently in effect).
6. An extract of the minutes of the meeting at which the vote was taken to appoint the new executive director.
7. At least three (3) original copies of the memorandum of agreement, or contract, or online submission of contract with the executive director, executed by the Chair, the selected candidate, and attested by the LHA Treasurer. The agreement or contract must include:
 - The LHA's executive director job description attached to the contract as an exhibit.
 - A Certification Page as required by the DHCD Guidelines for Executive Director Contracts or the DHCD Guidelines for At-Will Employment of Executive Director.
 - All other mandatory provisions as required by the DHCD Guidelines for Executive Director Contracts or the DHCD Guidelines for At-Will Employment of Executive Director.
8. A completed Mandatory Contract Cover Sheet as required by the DHCD Guidelines for Executive Director Contracts and the DHCD Guidelines for At-Will Employment of Executive Director.

Appointment of Board Members to Executive Director Position

[The State Conflict of Interest law, Chapter 268A](#), and the DHCD Code of Conduct regulation at [760 CMR 4.03](#) govern all housing authority board members and employees. The Code of Conduct regulation prohibits board members from being hired by the LHA as executive director or for any other LHA position until one year after the end of service on the board, unless a waiver has been granted by DHCD for good cause as provided in [760 CMR 4.03\(3\)](#).

Note that for any LHA with federally subsidized units, a board member cannot be employed by the LHA for a full twelve (12) months after the member leaves the board unless a waiver is obtained from by the U.S. Department of Housing and Urban Development (HUD).

Attachment A

Executive Director Qualifications

Required Work Hours:

For all sizes of housing authorities, the Department requires that full time executive directors work during normal business hours (Monday - Friday 8 a.m. to 6 p.m.). Time spent at night or weekend meetings directly related to Authority business may be substituted for weekday hours at the discretion of the Board and subject to DHCD approval. **Daily time sheets and attendance records for executive directors must be maintained at the LHA office for review by the Board, DHCD, and the Office of the State Auditor.**

Number of Units	Required Hours
1 - 29	Negotiate with DHCD
30 - 59	16
60 - 70	18
71 - 75	20
76 - 78	22
79 - 87	24
88 - 127	26
128 - 169	32
170 +	37.5

Education may be substituted for experience as follows:

Professional-Level Relevant Experience	Education
1 year	Associate Degree
2 years	Bachelor's Degree
3 years	Graduate Degree
4 years	Doctorate

Substitutions cannot be combined for any single application.

Small Housing Authorities

1 - 199 Units

(Including Rental Assistance Units)

Required Minimum Qualifications: Two years' experience in public or private housing, community development, public administration, non-profit administration or a related field that demonstrates strong management and organizational skills. Knowledge of the principles and practices of housing management, finances and maintenance systems in public or private housing is desired. Excellent written and verbal communication skills required. Willingness to work with people of various socio-economic backgrounds. Willingness and interest in working with tenants on a personal level. While not required for hiring, certification as a property manager or similar classification by a nationally recognized housing or real estate organization or by certification as a MPHA of a DHCD-approved Massachusetts Public Housing Administrator Certification Program is desirable or must be obtained within the first year of employment. Diverse applicants are encouraged to apply.

Medium Housing Authorities
200 - 499 Units
(Including Rental Assistance Units)

Required Minimum Qualifications: Four years' experience in public or private housing, community development, public administration, non-profit administration, or a related field that demonstrates strong management and organizational skills. Knowledge of the principles and practices of housing management, finances and maintenance systems in public or private housing is desired. One year's experience overseeing at least three staff persons, or as a significant project team leader, or program administration is required. Excellent written and verbal communication skills required. Knowledge of laws regulating State and Federal housing programs is desired. Strong organizational and personnel management skills desired. Experience working with people of various socio-economic backgrounds. While not required for hiring, certification as a property manager or similar classification by a nationally recognized housing or real estate organization or by certification as a MPHA of a DHCD-approved Massachusetts Public Housing Administrator Certification Program is desirable or must be obtained within the first year of employment. Diverse applicants are encouraged to apply.

Required Work Hours: 37.5 hours per week

Large Housing Authorities
500 - 999 Units
(Including Rental Assistance Units)

Required Minimum Qualifications: Six years' experience in public or private housing, community development, public administration, non-profit administration, or a closely related field that demonstrates strong management and organizational skills. Evidence of effective leadership and private industry business skills will be evaluated on a case-by-case basis. Strong management and organizational skills desired. At least three year's supervisory experience of a staff of seven or more is required. Excellent written and verbal skills necessary to effectively communicate with local officials, boards, residents, service providers, and funding agencies. Demonstrated record of creativity and innovation strongly desired.

Working knowledge of fiscal management, maintenance systems, personnel, and administrative management systems in public or private housing is desirable. A working knowledge of local, state, and federal governmental procedures and regulations as they relate to housing development, construction and the management of housing operations is desirable but not required, and may be substitute by high-level business or other administrative experience. Experience working with people of various socio-economic backgrounds.

While not required for hiring, certification as a property manager or similar classification by a nationally recognized housing or real estate organization or by certification as a MPHA of a DHCD-approved Massachusetts Public Housing Administrator Certification Program is desirable or must be obtained within the first year of employment. Diverse applicants are encouraged to apply.

Required Work Hours: 37.5 hours per week

Very Large Housing Authorities
1,000 or more Units
(Including Rental Assistance Units)

Required Minimum Qualifications: Eight years' experience in public or private housing, community development, public administration, non-profit administration, or a closely related field that demonstrates strong management and organizational skills. Strong Management and organization skills required. At least three year's supervisory experience of a staff of ten or more is required. Excellent written and verbal skills necessary to effectively communicate with local officials, boards, residents, service providers and funding agencies. Substantial background in the implementation of management controls, systems, and business process change. Demonstrated record of creativity and innovation strongly desired.

Working knowledge of fiscal management, maintenance systems, personnel, and administrative management systems in public or private housing is desirable. Considerable knowledge of local, state, and federal governmental procedures and regulations as they relate to housing development, construction and the management of local housing authority operations is desirable but not required, and may be substituted by high level business or other administrative experience. Experience working with people of various socio-economic backgrounds.

While not required for hiring, certification as a property manager or similar classification by a nationally recognized housing or real estate organization or by certification as a MPHA of a DHCD-approved Massachusetts Public Housing Administrator Certification Program is desirable or must be obtained within the first year of employment. Diverse applicants are encouraged to apply.

Required Work Hours: 37.5 hours per week

EXHIBIT B Job Description³

_____ Housing Authority (“Authority”) Executive Director

The Executive Director is responsible for the professional leadership and management of Authority and shall perform the following duties and exercise the following powers, rights and authority:

General. The Executive Director will lead the Authority in preserving and expanding housing for low-income community residents; ensure that they have a safe and quality place to live both in the physical upkeep of the property and through securing supportive and/or economic mobility services. The Executive Director, at the directive of the Authority Board, will lead the staff to meet the needs of the residents and to ensure that the Authority operations are effective. The Executive Director has responsibility for overall leadership in guiding programmatic, fiscal, personnel, and public relations activities. The Executive Director shall have the general supervision over the administration of the Authority's business and affairs, subject to the direction of the Board, and in compliance with the rules and requirements of the Massachusetts Department of Housing and Community Development (DHCD) and, as applicable, the United States Department of Housing and Urban Development (HUD). Executive Director will creatively lead Housing Authority to improve efficiency, service levels, and generally meet the mission of preserving or producing affordable housing in a regulated environment with limited resources.

Hours of Work. Full time Executive Directors shall work during normal business hours (Monday - Friday 8 a.m. to 6 p.m.) and Part time Executive Directors must work 75% of the hours that they work during normal business hours. Time spent at night or weekend meetings which are directly related to Authority business, may be substituted for weekday hours at the discretion of the Board. Daily time sheets and attendance records must be maintained at the LHA office for review and approval by the Board and review by DHCD, the State Auditor, and/or HUD.

Programs. All Executive Directors will be responsible for the delivery and quality of programs and services. For small and medium sized housing authorities the Executive Director will have direct day-to-day oversight of programs. For large and extra-large housing authorities, the Executive Director will be responsible for oversight of staff who implement the programs.

a. Housing Units Owned by the Authority:

- 1) Management, maintenance and redevelopment of, and capital improvements to, any and all housing developments of the Authority;
- 2) Procurement of equipment, materials and labor as required to satisfactorily meet the standards of good and proper maintenance;
- 3) Wait list outreach, marketing and maintenance;
- 4) Selection of tenants, the drawing and signing of leases, the collection of rents and the use of legal actions as required by state and/or federal regulations and guidelines as applicable

³ This is an example job description; LHA boards may alter it for their own job postings to meet the specific need of their authority.

depending on whether the housing units are state-aided or federally-aided; preparation of the Authority's Management Plan detailing Authority's policies, guidelines, rules and regulations pertaining to day-to day operations;

- 5) Coordination with community and government partners to secure services for LHA residents;
- 6) Compliance with applicable fair housing and civil rights requirements; and
- 7) Operation of any and all developments in a manner providing for a high degree of livability and appearance at the lowest possible cost consistent with satisfactory administration and maintenance.

b. Rental Assistance. If the Authority operates state or federal rental assistance program(s):

- 1) Wait list outreach, marketing and maintenance;
- 2) Outreach to and contracting with landlords including inspection operations;
- 3) Selection of tenants the drawing and signing of leases, the payment of rental assistance and the use of legal actions as required by state and/or federal regulations and guidelines as applicable depending on whether the housing units are state-aided or federally aided, and;
- 4) Compliance with applicable fair housing and civil rights requirements.

c. Housing Development. While not primary mission of Authority, work with local officials and funding agencies to maximize value of LHA properties for preservation of existing units and/or production of new affordable housing.

Fiscal Management. The Executive Director is responsible for the care and custody of all funds of the Authority and for the prudent management of the resources of the Authority. The Executive Director oversees all bookkeeping, accounting and financial activities including but not limited to:

- a. Deposit all funds of the Authority in the name of the Authority in such bank or banks as the Board shall select;
- b. Maintenance of accurate books of account showing receipts and expenditures;
- c. Preparation of an annual budget within budget guidelines for review and approval by the Board and DHCD as well as operating statements and financial reports and submissions;
- d. Maintenance of an accurate inventory of agency property and protect all such property;
- e. Procurement and purchase activities in accordance with procedures approved by the Board and in accordance with all applicable state, federal and local laws, and;
- f. Make notification to DHCD of any potential legal claims or lawsuits brought against the Authority for any incidents occurring on state-aided property.

Personnel. Executive Director is authorized to transact all personnel actions subject to the Personnel Policy, and to report such actions as necessary to the Board. The Executive Director is responsible for:

- a. Recruitment, hiring, staffing and supervision of department heads and any personnel not under the supervision of department heads;
 - a. Every effort shall be made to recruit employees who represent the population that the LHA serve in terms of diversity and inclusiveness
 - b. Advertise on specialty media platforms to attract a pool of diverse applicants to your workforce
- b. Ensuring that performance evaluations of all staff are completed;

- c. Determining the need for travel and training of all employees, and approval or denial of staff travel and training requests, consistent with the Authority's annual budget;
- d. Provide opportunities for staff to access continuing education and training so that they can advance in their careers;
- e. Promotion, demotion and disciplinary actions; and
- f. Review and update of the Personnel Policy and all job descriptions, as needed, and;
- g. Compliance with all state and federal employment laws.

Board Administration and Support. The Executive Director supports operations and administration of the Board by advising and informing Board members, interfacing between Board and staff, and cooperating with the Board's process for the evaluation of the Executive Director's performance. Such responsibilities include but are not limited to:

- g. Reporting at each regular meeting or more often as requested by the Board an account of his/her transactions and the financial condition of the Authority;
- h. Preparation of regular reports for the Board on the status of projects and programs;
- i. Reports on the results of present policy and recommendations for changes in policies to the Board;
- j. Recording of the minutes and the records of the Authority's meetings in a satisfactory and legal form as the ex-officio secretary of the Board pursuant to G.L. c. 121B, §7, and;
- k. Development of an Annual Plan as required by G.L. c. 121B, §28A and submission of the Plan to DHCD in accordance with its guidelines.

Other Duties and Responsibilities, As Assigned. The Executive Director shall perform such duties as are commensurate with the position of executive director, including without limitation, such duties as may be assigned to the executive director from time to time by the Board during the Term of the agreement. In performing his or her duties the Executive Director shall comply with all applicable federal, state and local laws, DHCD regulations and guidelines, and directives and policies of the Board.