

MICHAEL PAUL GARDNER

82 Canterring Close
Marshfield, MA 02050
(617) 247-4408 (Work)
(617) 837-6057 (Home)

Juris Doctorate - University
of Chicago
A.B. in Government - Miami U.
Magna Cum Laude
Phi Beta Kappa

OBJECTIVE: Challenging position in General Management, Personnel Administration or Labor Relations with the opportunity to help improve organizational performance and effectiveness.

TRAITS AND SKILLS:

Known as an exceptionally hard worker who obtains results. Loyal and committed to department objectives. Trusted with handling sensitive and complex matters. Flexible, able to adapt style and approach as required. Has a reputation for developing strong staff loyalty, morale and sense of purpose.

EXPERIENCE:

SUMMARY: Seasoned general manager - lawyer, experienced in police and general personnel administration and labor relations. Experienced in employment discrimination, worker's compensation and other litigation, administrative hearings, Massachusetts Civil Service and related employment statutes.

Massachusetts Bay Transportation Authority
1983 to present

Manager of Worker's Compensation. Responsible for administering Worker's Compensation program for 6300 employee organization. Major activities and accomplishments include:

- . Achieved a 10 percent reduction in annualized compensation costs within the first five months of employment.
- . Developed and implemented the Agency's first limited duty and job restructuring program to facilitate the early return to work of injured employees and the rehabilitation of the partially disabled.
- . Revised procedures for claiming and recovering funds due under reinsurance contracts, more than quadrupling the amount recovered in earlier years.

- . Restructured and revitalized office and claims handling procedures.

Boston Police Department
1976 to 1983

Personnel Director. Responsible for administering personnel programs for 2500 - 3000 employee organization. Major activities and accomplishments include:

- . Complete restructuring of the Department's recruiting, screening, hiring and promotional practices.
- . Tripling minority representation in the Department.
- . Developing new preventative health and safety programs in cooperation with labor.
- . Establishing and administering new employee sickness and disability monitoring and control procedures reducing sick and injured leave costs approximately twenty percent.
- . Designing and implementing new Cadet Program and civilianization of numerous non-enforcement positions.
- . Planning and administering a twenty-five percent reduction in Department expenditures for personnel due to extraordinary fiscal constraints.
- . Key participation in the successful negotiating of increased management rights in new collective bargaining agreements.
- . Extensive participation in the grievance and arbitration process, particularly concerning job assignment and classification and employee disability
- . User participation in the design and implementation of a City-wide automated Personnel and Payroll system.

Commonwealth of Massachusetts
Department of Personnel Administration
1972 - 1976

Executive Assistant to the Administrator. Responsible for coordinating all agency activities affecting police and corrections agencies. Major activities and accomplishments include:

- . Administering approximately \$300,000. in L.E.A.A. grants to department for overall improvements in Civil Service practices affecting Criminal Justice agencies.
- . Designing and administering the first significant reforms in police promotional practices in the Commonwealth in forty years.
- . Participation in confidential investigation of suspected corrupt practices in the Agency and assistance in the successful prosecution of discipline against a high ranking Department official.
- . Liaison with the Attorney General's Office on all litigation affecting Criminal Justice.

Commonwealth of Massachusetts
Governor's Committee on Criminal Justice
1971 - 1972

Police Specialist. Responsible for planning and developing programs for improving police services in the Commonwealth. Managed grants in excess of two million dollars in L.E.A.A. funds with particular emphasis on programs in training, management, planning and community relations.

PROFESSIONAL CONSULTING EXPERIENCE:

- 1982-1983 City of Cambridge
Advise on sick and injured leave control practices, labor negotiations strategy, Cambridge Police Department.
- 1982 Town of Brookline
Post promotional test screening system for positions of Sergeant and Lieutenant.
- 1981 Public Executive Institute, Washington, D.C.
Job Analysis, Test Development and Administration for positions of Detective, Sergeant, Lieutenant and Captain, Battle Creek, Michigan Police Department.
- 1980 Massachusetts Criminal Justice Training Council
Job Analysis, Test Development and Administration for Open Competitive Examination for position of Director of Police Training.
- 1980 Cleveland, Ohio Police Department
Job Analysis for promotional planning purposes for position of Deputy Chief Inspector.

- 1979-1981 Department of Social Services, principal consultant for design and training for screening program to hire Social Work Supervisors and Social Workers.
- 1979 Vladeck, Hinds and Garrett, 46 Morton Road, Newton Center, MA. Personnel selection and performance evaluation; overview for training unit, Department of Public Welfare, Commonwealth of Massachusetts.
- 1978-1979 Implementation Committee, Executive Office of Human Services, Commonwealth of Massachusetts
- Principal consultant for design of a personnel selection and personnel classification system for their proposed Department of Social Services.
- 1978-1979 Town of Brookline, Brookline, Massachusetts
Advise on selection system and promotional process for position of Chief of Police, Brookline Police Department.
- 1976-1977 Norfolk Police Department, Norfolk, Virginia
Management training, design and implementation.
- 1976-1978 The Cleveland Foundation, Cleveland, Ohio
Program development for in-service training and prepromotional assessment centers for Cleveland Police Department.
- 1975 Charles Rogovin Associates, Newton, Massachusetts
Review of Police Personnel system for Buffalo, New York Police Department.
- 1974 Madison, Wisconsin Police Department, Madison, Wisconsin
Personnel selection and career development.
- 1971-1973 The Police Foundation, 1909 K Street, NW, Washington, D.C. Miscellaneous work of citizen security and team policing programs.

TEACHING EXPERIENCE:

Boston University

1977 Instructor - Undergraduate course in the
Police Function.

Massasoit Community College

1972 Instructor - Undergraduate course in Police
Community Relations

PUBLICATIONS:

Improving Police Community Relations

A booklet published by the National Institute, LEAA, U.S.
Department of Justice, 1974
(Co-author with Robert Wasserman and Alana Cohen)

PROFESSIONAL ASSOCIATIONS:

Massachusetts Bar
International Personnel Management Association

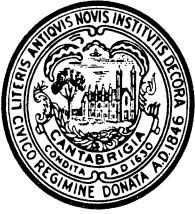
EDUCATION:

Graduate School:

University of Chicago Law School, 1968-1971
Juris Doctorate Degree
Unendowed Scholar, 1968-1971
Vice President-Mandel Legal Aid Clinic, 1970-1971
Graduated in top third of class

Undergraduate School:

Miami University, Oxford, Ohio, 1964-1968
A.B. Degree in Government, with Honors
Magna Cum Laude
Phi Beta Kappa



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

Tel. 498-9011

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

June 4, 1984

To the Honorable, the City Council:

This is to advise you that I have appointed Michael P. Gardner as Personnel Director.

Mr. Gardner has a strong background in Personnel, Worker's Compensation and many other aspects of Personnel Administration. I believe that he will prove to be a valuable asset to the City of Cambridge.

Enclosed is a copy of Mr. Gardner's resume.

Very truly yours,

Robert W. Healy
City Manager

RWH/mbf
Enc.

Agenda Item Number Fifteen

A-65

Re: appointment of Michael P. Gardner as
Personnel Director.

In City Council,

June 4, 1984

- Placed
ON
File -