

**COMMITTEE ON PERSONNEL
PC 1-96**

February 13, 1996

7:00 pm

Chairman Reiniger called the meeting to order.

The Clerk called the roll.

Present: Ald. Reiniger, Domaingue, Cashin, Robert, Hirschmann

Messrs.: H. Moran, F. Thomas, R. Girard, F. Rusczek, R. Houle, S. Adams,
Asst. Chief Driscoll, H. Ntapalis

A-1 AIRPORT

Request to fill an Airport Maintenance Worker I, Airport Maintenance Worker II, and an Airport Dispatcher/Inventory Specialist Positions.

If approved by Personnel and Finance Committees, the Airport shall be approved to fill a vacant budgeted Airport Maintenance Worker I, Airport Maintenance Worker II, and an Airport Dispatcher/Inventory Specialist positions, also, any subsequent vacancies. The Airport Maintenance Worker I position shall be filled by a voluntary demotion.

Chairman Reiniger stated that for the benefit of the new members, he wanted to note that the Committee was operating under the old system for this meeting, but there would be changes recommended. As Chairman he had contacted the Mayor's office to make sure that there was money in the budget to approve the requests, most of them had received approval from the Mayor's office.

Ald. Domaingue pointed out that the agendas did not reflect the Mayor's recommendations.

Mr. Girard addressed Ald. Domaingue to clarify that in meetings past, the Mayor's

recommendations had been contained with the agendas but there had been some problems getting together with the Personnel office before the agenda was set for this meeting, that being the reason why they were not included, if the system was to stay in place, and there was a discussion item on the agenda which could change the system, then Aldermen would have the Mayor's recommendations in advance.

Ald. Domaingue asked why, if the City had not been able to meet its expected needs with respect to City contracts that were not yet completed in negotiations, unless it was essential personnel, for example health and safety for the residents and their children, the Committee was being asked to approve new positions. She felt it would not be prudent at this time.

Chairman Reiniger asked Ald. Domaingue if she was suggesting a hiring freeze with respect to non-essential employees.

Ald. Domaingue replied that she was not comfortable continuing to approve the filling of positions before adequate funding had been established to meet the needs of present employees in the City of Manchester.

Mr. Girard stated that generally when a department would request to fill a budgeted vacancy one of the things that the Mayor's office would do was to determine whether or not there was a need to fill the position for the sake of the particular departments operations and the Department Heads, if given the opportunity, would address that, the other item checked would be whether or not the departments have the money within their budget without having to make any adjustments to their salary lines, there were issues at times, when there was retirement or severance, when the department would not have the money to fill the position and the Mayor's office would not approve the filling of the vacancy if the line items would have to be shifted or the money taken out of contingency. The items before the Committee with a favorable recommendation from the Mayor, were approved because the Mayor felt it necessary for the department and the money was in their budget. With respect to satisfying contractual obligations, any money that a department did not spend would go into the City's fund balance at the end of the year and could not be accessed up until that point, but could be carried over into the next year's budget as a revenue, but would not be of use at the present time for the concerns mentioned.

Ald. Robert commented that he also had looked into need, and did not attend the

meeting with the intention of hindering the services of the residents, but did attend with the intention of shaking things up as the opportunities presented themselves with the ideas he had to change things around, he felt that with a lot of the requests, the positions were essential, and when they did not get filled, the quality of services to the public would go down and residents would complain. He felt that if an item was budgeted and was essential, he would approve the item, but if he harbored ideas for reorganizing or restructuring the particular department, then he would withhold approval, for the most part he believed that his decisions were usually in conjunction with the Mayor's office.

Ald. Hirschmann stated that he respected all department heads but realized that attrition could be a problem, in the quality management team's letter he noted that any time the Committee failed to act on something they could impact the departments over time line, and could affect the over time budget, he felt that the Committee should review the requests one by one.

Ald. Hirschmann asked if these were all new positions.

Mr. Adams replied that they were not new positions, were budgeted and had been active, the Airport Maintenance I position needed to be re filled after termination of an employee, Airport Maintenance Worker II had an employee on probationary status that was not working out but had potential so had been moved into the Maintenance I position temporarily, the Dispatcher/Inventory Specialist position was a single person position and the employee most recently in the position was leaving due to a better offer, this position was critical to airport operations.

Ald. Hirschmann requested that when a department requested vacancies be filled, be more specific in the descriptions of the positions.

Mr. Girard stated that for the information of the Committee, generally when a department made a request, they do send letters to both the Mayor and Personnel, what was included in the agenda was a summary made up by the Personnel Department, so the actual request itself would not be reflected.

On motion of Ald. Robert, duly seconded by Ald. Domaingue it was voted to approve item A-1 of the agenda.

A-2 HEALTH

Request to fill a Certified School Nurse position (Elaine Douville).

If approved by Personnel and Finance Committees, Ms. Douville will be established as a Certified School Nurse.

Mr. Rusczek stated that in 1992 as a way to improve the skills of the school staff, they established a certified school nurse position where an incumbent school nurse, upon meeting national standards for school nurse certification, and upon meeting standards to be eligible to teach CPR and first aid, would become eligible for a one step/5% increase, as a career ladder to keep the school nurses on board, there were two that left since the last Personnel Committee meeting and turnover was a big issue. Elaine Douville, the school nurse at Northwest Elementary School, had met the requirements of a Certified School Nurse, and would take on additional responsibilities of teaching CPR to school staff, and hopefully would stay with the Health Department.

Ald. Robert asked the percentage for the turnover rate for school nurses.

Mr. Rusczek answered that this year there had been a 20% turnover rate, in some years it had been as high as 45%.

Ald. Robert asked if Mr. Rusczek felt that rate was excessive.

Mr. Rusczek answered that he did feel the turnover rate was excessive, that other communities have not had the problem, and that the salaries in Manchester were lower than surrounding communities.

Ald. Robert asked if school nurses were necessary.

Mr. Rusczek answered yes, that Elaine Douville did everything from tube feedings to first aid issues, to medications.

Ald. Domaingue asked who paid for the training to bring a school nurse to the certified level.

Mr. Rusczek answered that the nurses themselves paid for it along with tuition reimbursements, they also paid the \$200.00 fee for the certification exam and for their recertification.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to approve the request.

A-3 HEALTH

Request to hire a Community Health Nurse and a Temporary Clerk Typist II.

If approved by the Personnel and Finance Committees, the Health Department shall be approved to fill a limited Community Health Nurse and a temporary 15 hour per week Clerk Typist II and any subsequent vacancies resulting from promotion.

Mr. Rusczek stated that the Community Health Nurse position was a totally Federally funded position and would not cost the city anything, the purpose of the position being to increase the rate of immunizations in the City from the overall 50% to the goal rate of 90%, the incumbent for the slot would be working from a mobile van providing immunizations out in the neighborhoods, because access to health clinics had been an issue.

Mr. Girard stated that the Mayor's office had approved the position subject to termination when the Federal funds ran out.

On motion of Ald. Domaingue, duly seconded by Ald. Robert, it was voted to approve the request.

A-4 HEALTH

Request to fill the School Nurse Position.

If approved by Personnel and Finance Committees, the Health Department shall be approved to fill two School Nurse positions.

Ald. Domaingue asked Mr. Rusczek if Highland Goffes Falls School had a problem with the school nurse position and if other schools had the same problem.

Mr. Rusczek answered that the problems faced at Highland this year had been that both nurses had worked for a short period of time at Central High School, since the last incumbent at Central left they had to draw nurses from other schools to cover Central, and both of the nurses from Highland had been covering Central two or three times a week.

Ald. Domaingue asked if by filling the two positions requested would full time nurses be restored to Highland.

Mr. Rusczek answered yes it would, but there had only been one applicant for the current vacancy.

Ald. Domaingue asked why there had been only one applicant.

Mr. Rusczek answered that the market was competitive and the salaries offered were not in keeping with other communities or health care providers.

Ald. Robert asked if the positions had been publicized.

Mr. Rusczek answered yes.

On motion of Ald. Robert, duly seconded by Ald. Domaingue it was voted to approve the request.

A-5 HEALTH

Substitute School Nurse Per Diem Pay

If approved by the Personnel and Finance Committees, the per diem rates of

Substitute School Nurses shall be changed from \$45.00/day to \$75.00/day. The Health Department would also be approved to hire substitute School Nurses on the temporary pay scale for absence of regular School Nurses of more than 30 days.

Ald. Domaingue asked if \$75.00 was the market rate for substitute nurses.

Mr. Rusczek answered that he did not know but after two years of trying to get substitute nurses at \$45.00 per day, last year he had only one.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to approve the request.

A-6 HEALTH

Request to hire a Senior Sanitarian.

If approved by the Personnel and Finance Committees the Health Department shall be approved to hire a Senior Sanitarian at Grade 21.

Ald. Hirschmann asked Mr. Rusczek to describe the position for the benefit of the Committee.

Mr. Rusczek answered a sanitarian was one of the Health Departments inspectors to inspect everything from restaurants to septic systems to public swimming pools, and investigate lead poisonings, and any environmentally related illness, and address items such as indoor air quality in public space. Candidates for this position ideally would have a bachelor's degree in environmental health, the last time the Health Dept. had an applicant with a bachelor's degree was in 1982, last year the Dept. established different levels as with the nursing staff, it was approved that upon meeting certain requirements, a Sanitarian could become a Senior Sanitarian, upon becoming nationally registered as a Sanitarian which would improve competency at that level, and would move to a level of pay equivalent to the community health nursing staff or school nursing staff which was pay grade 21 on average. In the last recruitment the dept. hired an individual who had qualifications who came on board as a Sanitarian, where in the past the dept. had to recruit the best individuals they could and then spend many months training them for the routine parts of the job. He felt the establishment of different levels would

strengthen the organization and provide the professional staff that was necessary to do the work considering the new issues faced in public health today.

Ald. Robert asked Mr. Rusczek if he felt his department was adequately staffed.

Mr. Rusczek answered that when compared to other communities his dept. was understaffed, but felt that the staff did a very good job with the amount of people on board.

Ald. Robert asked Mr. Rusczek if he could get by without filling the position.

Mr. Rusczek answered that if he did not fill the position they would have to reduce the permit fees, with a loss of revenue equal to 3/4 of the position, and in turn would not have the excellent food safety program and would fall behind in everything else that was covered by the position.

Ald. Hirschmann asked how long the position had been vacant.

Mr. Rusczek answered the position had been vacant since early November.

Ald. Hirschmann asked if the position became vacant through attrition.

Mr. Rusczek answered yes, a lead poisoning prevention specialist left and took a position in another state with Blue Cross/Blue Shield of Boston, a Sanitarian moved into the lead poisoning position which created the vacancy.

Ald. Hirschmann asked what the existing grade of the vacancy was.

Mr. Rusczek answered that the person who left was a pay grade 21, the existing grade of the vacancy if the person did not have the qualifications would be 19.

On motion of Ald. Robert duly seconded by Ald. Domaingue it was voted to approve the request.

A-7 HIGHWAY-EPD

Division Reorganization.

It is recommended the Personnel Director conduct a study of the proposed reorganization as soon as practical.

Mr. Girard stated that the Mayor's office would request that in the study there be included a comparison of current costs versus projected costs if the reorganization goes through.

On motion of Ald. Robert duly seconded by Ald. Hirschmann, it was voted to approve the request.

A-8 HIGHWAY

Request to fill an Equipment Operator II position and an Equipment Operator III position.

If approved by the Personnel and Finance Committees, the Highway Department shall be authorized to fill an Equipment Operator II position and an Equipment Operator III position.

Ald. Robert asked Mr. Thomas to elaborate on the need to fill these positions.

Mr. Thomas answered that the two positions were budgeted and were proposed for funding in next year's budget, the Equipment Operator II was a truck drivers position, manning a plow in the winter and a truck during the construction season. The Highway Department's budget salary line item budget was typically reduced each year by \$700,000, the Highway Dept. was instructed to do street reconstruction work and build a capital improvement program not only for materials but salary costs, the individual would work during the construction season, charging a major portion of the salary to street reconstruction, and in the winter to plowing. The second position was an Equipment Operator III position, which was a streetsweeper position, the Highway Department had successfully bid against the private sector to do street sweeping, as a result the staff was reduced to three sweeper operators, and in order for the Highway Department to fulfill the obligation it made when it bid for the streetsweeping, the position must be filled. The Streetsweeper would man the sidewalk plow in the winter.

Ald. Domaingue asked Mr. Thomas when the last time was that a streetsweeper

was in the south end of Manchester.

Mr. Thomas answered that the entire City was swept three times, which was documented, what day the sweeper was on what street.

Mr. Girard commented to Ald. Domaingue's question, that it was two years ago that the Board of Mayor and Aldermen directed the Highway Department to put streetsweeping out to bid, one of the reasons for that was that the previous director came before the Board asking for five or six more sweepers, two trucks and accompanying personnel to be able to take care of the City's sweeping needs, the Department came up with a program that included three sweepers, one dump truck, and the appropriate number of personnel which had cut the program by 40%, in the contract, the Department was held to the bid spec, as a result of that spec, they must have the information Ald. Domaingue had asked for, generally, the sweepers were purchased and the personnel was provided as a result of the bid process because it had saved the City a substantial amount of money.

On motion of Ald. Robert, duly seconded by Ald. Hirschmann, it was voted to approve the request.

A-9 PARKS, RECREATION & CEMETERY

Request to retain a part-time clerical position through June 30, 1996.

If approved by the Personnel and Finance Committees, the Parks, Recreation and Cemetery Department shall be allowed to retain a part-time Clerk Typist II position through June 30, 1996 for 20 to 25 hours per week.

Ald. Domaingue asked Mr. Girard if the Mayor's office had a chance to review.

Mr. Girard answered that the Mayor's office had reviewed the request and would recommend approval.

Mr. Ludwig stated that the position was originally funded for what was believed to be a sixteen week period, it was mandated by the Trustee's at the Attorney General's that the Parks and Recreation Department input data and keep better records, also recommended by the Finance Department, two individuals were

brought in for a sixteen month period, approximately two years later, one individual was let go, the other was retained, all payable by the trust, subsequently the individual was the one left behind, the program had been ended as part of the trust but there was additional information that needed to be put into the system, the other side of the matter was that since the summer department administrative staff was reduced three years ago it was down to a Superintendent and one Account Clerk position, which would make it very difficult for the Director to even leave the office, on many occasions the office had been closed, the approval of the position would enable the office to remain open with added coverage.

Ald. Domaingue asked Mr. Ludwig if under the mandate in the State of New Hampshire there would be funding available.

Mr. Ludwig answered no.

On motion of Ald. Robert, duly seconded by Ald. Domaingue it was voted to approve the request.

A-10 PARKS, RECREATION & CEMETERY

Request to fill 8000 hours of temporary Laborer II.

If approved by the Personnel and Finance Committees, the Parks, Recreation & Cemetery Department shall be approved to use 8000 hours of budgeted Laborer II work.

Ald. Domaingue asked if these were 8,000 hours that had been budgeted but had not been used yet because of winter.

Mr. Ludwig answered yes.

On motion of Ald. Robert, duly seconded by Ald. Domaingue it was voted to approve the request.

A-11 PARKS, RECREATION & CEMETERY

Request to fill a Cemetery Maintenance Worker I position.

If approved by Personnel and Finance Committees, the Parks, Recreation & Cemetery Department shall be authorized to fill a Cemetery Maintenance Worker I position.

On motion of Ald. Domaingue, duly seconded by Ald. Hirschmann, it was voted to approve the request.

A-12 PERSONNEL

Personnel Department: Confirmation of Polls

The following polls obtained a majority vote, and are listed for confirmation as follows:

Airport - Temporary Snow Emergency Worker position

City Clerk - Temporary Clerical employee to support elections.

Health - Temporary Custodian

Highway - Temporary Clerical employee

PBS - Confirmation of non-resident employee.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to confirm the polls taken.

A-13 PLANNING

Request to fill a Planner Position

If approved by the Personnel and Finance Committees, the Planning Department shall be approved to fill a vacant Planner position with a temporary employee and any subsequent vacancies if the position is needed in the future.

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On motion of Ald. Domaingue, duly seconded by Ald. Robert it was voted to approve the request.

A-14 POLICE

Request to fill a Police Officer and two Switchboard Operator positions.

If approved by the Personnel and Finance Committees, the Police Department shall be approved to fill a Police Officer and two Switchboard Operator positions and any subsequent vacancies resulting from promotions.

On motion of Ald. Domaingue, duly seconded by Ald. Robert, it was voted to approve the request.

A-15 PUBLIC BUILDING SERVICES

Request to fill a Plumber and Building Services Contract Inspector position.

If approved by the Personnel and Finance Committees, the Public Building Services Department will be approved to hire a Plumber and a Building Services Contract Inspector.

Ald. Hirschmann asked if the openings were residency required jobs.

Mr. Houle answered that would be the preference, however if they were not able to fill the positions with residents they would advise the Personnel Committee

On motion of Ald. Domaingue, duly seconded by Ald. Robert, it was voted to approve the request.

A-16 SCHOOL

Request to reclassify a Cashier II position to Account Clerk and to extend the new position to 35 hours per week.

If approved by the Personnel and Finance Committees, the Cashier II (Grade

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10-39 weeks) shall be reclassified to Account Clerk (Grade 12-52 weeks) . The Department shall be approved to fill the position once the reclassification action is completed.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to table the request.

A-17 SCHOOL

Request for classification review of Clerk Typist II position (Ms. Jeannie Huot).

If approved by the Personnel and Finance Committees, the Clerk Typist II, Grade 9 of Ms. Jeannie Huot shall be reclassified to School Secretary I, Grade 11.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to table the request.

A-18 SCHOOL

Reclassification of the Video Technician Coordinator position (two positions)

If approved by the Personnel and Finance Committees, the Video Production/Coordinator positions at Channel 40 shall be reclassified from Grade 18 to Grade 19 effective with the approval of the Finance Committee of the Board of Mayor and Aldermen. An ordinance amendment is also required.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to table the request.

A-19 SCHOOL

Request for retroactive date.

If approved by the Personnel and Finance Committees, the reclassification action regarding Ms. Elizabeth Tygert be changed to December 14, 1994.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to table the request.

A-20 WATER WORKS

Request to fill a vacant Utility Foreman III position.

If approved by the Personnel and Finance Committees, the Water Works Department shall be authorized to fill a Utility Foreman III position and any subsequent vacancies resulting from promotion.

Ald. Domaingue pointed out that the request was not only to fill a Utility Foreman III position but to fill subsequent positions as well.

Mr. Moran stated that the position was a bargaining unit position and what was being requested was not only to fill the Utility Foreman III level but since the position would need to be posted through the union contract there would be other vacancies that would come about.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to approve the request.

DISCUSSION ITEMS

A-21 BOARD OF MAYOR AND ALDERMEN

Request to reinstitute benefits for part-time employees.

Ald. Robert asked Mr. Moran how many hours an employee was required to work in order to receive benefits.

Mr. Moran answered full time, which would be 35 or 40 hours.

Mr. Ntapalis stated that Ald. Pariseau had written to ask if there would be any way

that part time employees, since they had been eliminated from health insurance benefits, could get physical's for non-work related injuries, primarily the School Food and Nutrition cafeteria workers.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to receive and file the request.

A-22 HIGHWAY

Reclassification of the Highway Superintendent

Mr. Thomas stated that the main portion of the Highway field forces was reorganized in the early 1980's, through the reorganization a superintendents position was eliminated, the epistruure of the street operations division wound up with a Chief of Highway Operations, grade 29, the same grade level as the previous person with a different title, and two subordinates, one the Highway Supervisor, grade 26, who took care of highway construction and maintenance, and the Refuse Superintendent, which was a grade 25, the next level of positions down were grade 22 supervisors, a few years ago channel 9 did some reporting on the refuse collection, videos taken of employees hanging around at the landfill, as a result, the Highway Commission directed Ted McCloud to investigate to see what the problem was, it became clear that there was a lack of supervision in the solid waste area, not because the Refuse Superintendent was not doing his job, but because he had a lack of time being responsible for keeping track of 13 very mobile crews out on the road, in addition to having to answer complaints and go to different parts of the City, and provide general supervision over the landfill operation, the recommendation that the Public Works Director came up with was additional supervision in the solid waste area to overcome the problems with a lack of complete supervision and a need to reinvent the way work was done, the option at the time was to go before the Personnel Committee to ask for a new position or to reassign some of the supervisory staff from one area to another, the decision at the time was to reassign the duties of the Highway Supervisor, what that did was allow the Refuse Superintendent to spend full time supervising the mobile crews, and the Highway Supervisor took on problem solving and general coordination, and was directed to reinvent the operation, which was accomplished by reducing the number of collection crews from 13 to 10, enabling the transition to collecting yard waste separately without additional manpower, as a result the Highway

Department was able to bid against the private sector for refuse collection services and came out equal or better and were awarded the contract, the basis of the request for reclassification was because there was a mistake made under the initial reorganization, it would have been logical to split the difference between the 25 and 29 grade and make the Highway Supervisor a 27 instead of 26, clearly the Highway Supervisor was the second in command of a 109 member division, which was bigger than most departments in the City, and the duties and responsibilities of the position have changed and increased, shifting from one area to another, responsible for yard waste operations, redesign the routings, administration of the new trash ordinance, employee assistance program and coordinate the drug and alcohol testing now required of Highway Department employees.

Ald. Robert asked what grade the person was at now.

Mr. Moran answered grade 26, and stated that he had studied it and recommended that the position not be reclassified, when it was set up, the grade 26 was to be responsible for two grade 22's, that responsibility shifted to other areas, the duties that were assigned for recycling were immediately completed by a grade 25 employee who was an expert in his field, we have had some problems with trash collection in recent years but there was also a grade 25 superintendent that was responsible for that position and that individual should be responsible for his own operation, what had happened was a switch of responsibilities from one area of another and not a question of additional jobs but a question of losing a responsibility and gaining another responsibility.

Ald. Robert asked if they were to grant the request would it cause any problems throughout the rest of the personnel system.

Mr. Moran answered that there were very few departments that would have a comparable type problem.

Ald. Robert asked Mr. Thomas if it was or was not approved, would there be a problem with the personnel structure.

Mr. Thomas answered that if it was not approved, there was a deficiency that has existed that would not be corrected, he agreed that there was a shift in responsibilities, but what they were trying to say was that there was a fundamental

mistake made in the original reorganization, in addition to the shift in responsibilities there was clearly additional responsibilities placed on that position over the years, in addition when you say there was a Refuse Superintendent that was responsible for the operation, that was true, but one person could only cover so much, with 13 trucks all over the City and other responsibilities, one person did not have enough time to do a proper job of supervision, the move that had been made by the Highway Commission and management was proof that they had gone from what was a laughing stock regarding the solid waste services to what was now an efficient operation that was competitive with the private sector.

Chairman Reiniger asked Mr. Girard if the Mayor's office would recommend tabling the item pending further investigation.

Mr. Girard answered that the Mayor did not have an opportunity to meet with the Personnel Director to discuss it so he did not have a recommendation for the Committee.

Ald. Hirschmann asked Mr. Thomas why the recycling coordinator would need overtime.

Mr. Thomas answered that he was eligible for overtime but was not getting any. On motion of Ald. Domaingue, duly seconded by Ald. Robert, it was voted to table the request pending a recommendation from the Mayor's office at the next meeting.

On motion of Ald. Robert, duly seconded by Ald. Hirschmann, it was voted to remove the item from the table for further discussion.

Mr. Thomas stated that the second request for consideration was for the supervisory staff of the street operations division, the Chief of Street Operations and the Highway Supervisor, the two top positions in the Highway Department, were exempt employees, however the two people head up the snow removal operations, these employees work extraordinarily long hours without any additional compensation, for example the Chief of Highway Operations for the month of December alone worked over 125 hours which would be considered overtime hours, but received no additional pay, what would be requested would be that during the winter months with handling snow removal operations, a special exemption be made for these employees to allow them some type of additional

compensation for the snow removal activities.

Ald. Domaingue stated that there was not a person in the room that was not grateful to the Highway Department this winter, but was concerned about the precedent that such a decision would present, and could not vote in favor of it.

Mr. Thomas stated that when the Chief of Highway position was created, the personnel department did determine that position should be compensated for the extra hours that would be expected during the winter months, the way it was treated when the position was created was when the person who eventually got the position moved from a grade 25, L5, the way he was compensated was to allow him to start at his longevity step, not entrance level, clearly the personnel department recognized that there was a need to compensate, what had happened over the years he would have earned those steps back over time, and the benefit had eroded because he now has been in the position for many years. He felt it was clear that the personnel department acknowledged the need for further compensation initially but the benefit given had eroded.

Ald. Domaingue asked if the Highway Commission had any input into this request.

Mr. Thomas answered no.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to re-table the request.

A-23 PERSONNEL

Change in Personnel Policies

Mr. Moran stated that the current procedure for filling vacant positions was as stated on the memorandum, the request was submitted to the Personnel department where it was reviewed, and the Personnel Committee agenda would be put together, and a report would be submitted to the Finance Committee for approval, then the department would be notified if the position was approved, Mr. Rusczyk pointed out in a letter the inordinate amount of time that it took to fill a position, the Committee's time, the Department Heads, Personnel, what was being asked for and was agreed to by the Mayor's office, was that if the position was budgeted, that

it be approved by the personnel director and the Mayor, which would expedite the process.

Ald. Robert stated that he had been the instigator of the request because he felt that the Personnel Director and the staff were not getting enough accomplished because most of their time was spent doing agendas and meetings and going over departments positions that needed to be filled, the purpose of the request was to permit the Personnel Department to get other things done, reclassifications, etc. If the approval of each position could be eliminated, the Personnel Director could get more done, and if the positions were approved by the Personnel Department and the Mayor, and there were questions, it could be referred to Committee for review.

Chairman Reiniger stated that based on his experience of the last two years he agreed with the proposal, noting that this is also a recommendation of the City's quality, and the Mayor's office had recommended it. What could be done was the Committee could look into it further.

Mr. Moran stated that one of the proposals that Mr. Rusczek presented was if this was approved there would be full coordination and information to the Personnel Committee and the Board of Mayor and Aldermen.

Discussion ensued regarding the pros and cons of approving the request.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to approve the Personnel Policies.

24 RISK MANAGEMENT

Risk Manager Harry Ntapalis will brief the new Personnel Committee on the City of Manchester's Insurance and Risk Management Programs.

Mr. Ntapalis stated that the insurance program was one with a great deal of responsibility with the City dollars that were involved. The City had commercial insurances, which provide property protection, Airport liability protection, by and large the bulk of the City's programs for general liability, auto, workers compensation, and even Blue Cross/Blue Shield, which were a significant part of

the operating budget, the City self insured, basically the self insuring aspect meant that the City was its own company, and would set aside dollars from the tax base and worked through a third party administrator to adjust those kinds of claims and activity for which the City would pay a flat fee, paid to the third party administrator, workers comp., general liability, or automobile. Health insurance, or employee benefits, were commercially insured what was required by law back in the mid-1980's, and premiums were paid to Matthew Thornton, who provided the City's only HMO, Delta Dental package was through an agent that was commercially insured. The self insured benefits were the Blue Cross/Blue Shield programs, currently a topic of issue with the full Board, rates had just been received for the city in the upcoming year, and budgets were being prepared to allocate breakdowns by department. Possibly a significant amount of dollars that were dealt with in the office of Risk Management which was a division of the legal department. The Risk Management office was a two person office that contracted with outside contract vendor for loss prevention which provided the services of safety citywide, insurances accounted for some 17.5 million dollars between the employee benefits and the casualty and property lines. Over the past several years the city had dropped the rate of being sued, the municipal cap for the city applied only to bodily injury or property damage as a result of an accident, there was a maximum amount of dollars that the city would be exposed to if an award was made on that type of claim, civil rights claims would amount to a lot of dollars, had no municipal cap, if a jury made an award it would come from the taxpayer.

Mr. Ntapalis gave a brief explanation of the memos handed out to the Committee.

A-25 PARKS, RECREATION & CEMETERY

Reorganization of Parks and Recreation and Upgrade for Director.

Mr. Keegan stated that the proposal was a new item to the Committee but that he had assumed the duties from the past Superintendent of Parks and Recreation for the past twenty six years, in an attempt to come up with a reorganizational plan for the Parks and Recreation Department, the idea had been on the table for quite some time, but was removed because it could not be acted upon, he felt that now was the best time to come forward with the reorganization, in 1993 the Department was consolidated with the Cemetery Department, putting the full responsibility on the

Parks & Recreation Commission, in 1994 it was determined through the budget process that the Department would effectively be divided into an enterprise portion and a tax funded portion, this was debated for quite some time, ultimately the Parks, Recreation and Cemetery was awarded the enterprise account and a tax funded portion of the budget, what ended up in the tax funded portion were items that had the ability to take in revenue, after looking at the new consolidations it was apparent that there were a number of middle management positions that should be looked at. The Parks Planning position was overseeing most of the CIP projects funded in grants, and responsible as the Department Deputy, about one year ago an accountant was brought in to assist with specific duties as they related to the enterprise fund and Cemetery Trust Fund as well as to indemnify the department related to the computerization of the department which was very far behind. He would propose that they take the former Recreation Supervisor position and the Ski/Aquatic position, both grade 25, and combine them to a grade 27 and make that position responsible for everything that now lies within the enterprise system, Derryfield Country Club, Ski/Aquatic Division, McIntyre, swimming pools, and the ice arenas, on the other side, and this would come about through attrition, make one person the head of the tax division side overseeing both the Parks and Cemetery Divisions.

He felt this would provide the continuity between the Cemetery and Parks Divisions, to encourage more sharing of equipment, and streamline the entire department.

Mr. Ludwig made a brief statement in favor of the consolidation efforts.

The Chairman clarified for the Committee that the reorganization included an upgrade of the Director's position from grade 30 to 32.

Mr. Moran stated that he and Mr. Ludwig had agreed to make one change in the reorganization, the Business Service Officer I position which was a grade 21 become a grade 20 Accountant.

Mr. Girard stated that the Mayor's office approved the proposal, and he commended Parks & Recreation for a job well done in bringing the reorganization forward, the proposal would do away with at least two management positions, and the reorganizations on the upgrades, downgrades and reorganizations would save

the City money and there would now be a fair alignment of costs between the tax funded and the enterprise side of the budget, the other reason for the Mayor's support of the reorganization was that in the past when departments were consolidated and reorganized, the Mayor had given the Department Heads as much leeway as needed to reorganize to assume the new responsibilities, when Parks & Recreation was consolidated originally the efforts were stymied, this was an opportunity to allow Parks & Recreation with the consolidation and the creation of the enterprise, to organize itself in a manner that would allow it to provide the services and at the same time decrease the cost to the taxpayers.

Ald. Hirschmann stated that he did not approve of the Directors upgrade, because the unions were repeatedly complaining that they were not getting anything, and he could not approve a Department Head raise in a reorganization or a regular plan, if the issues were separated, he would approve the reorganization portion.

Mr. Girard responded by stating that when other departments had consolidated they had included similar upgrades, and the reason for the Mayor's support was for two reasons, one that the consolidation of an enterprise added a great deal of responsibility to the Directors' duties, which was not compensated in any of those changes, and an upgrade would put the Director's salary on par with other department heads.

Ald. Hirschmann reiterated that he would not support a raise for the Director's position, he felt that the Director took on the position knowing what was involved, and he did not feel that a raise was in order.

Ald. Domaingue stated that for clarification she would present her understanding of the consolidation, that it would save the taxpayer money.

Mr. Girard answered that the overall reorganization of the department would save roughly 40-50 thousand dollars in the present fiscal year, the retirement of Mr. Morris would save approximately double that, and added that as the department budget requests came in, Parks & Recreation was the only department aside from the Mayor's office that requested a budget lower than the current fiscal year's.

Ald. Domaingue stated that she respected Ald. Hirschmann's position but also felt that regarding the message that the City Aldermanic Board sends to people who

assume responsibilities, do what was requested of them, which was to improve departments to the efficiency and benefit of the taxpayers, and if the Committee did not recognize that it would be very troubling, unfortunately she felt that they were caught in a place that had the opposite side (unions) reminding the Aldermen that there were a lot of people on hold. Her suggestion was to approve the Parks, Recreation and Cemetery reorganization and Director's upgrade pending resolution of the affiliated's contracts.

Mr. Moran stated that the important thing to understand about the reorganization was that many of the changes would require ordinance amendments and the question involved would be whether the ordinance's would be processed by the first of July, he suggested splitting the two issues and leave the Department Head increase undecided and proceed with the reorganization.

Ald. Robert asked Mr. Moran if he felt the issue of grade was correct and would it cause problems in other areas if it was enacted.

Mr. Moran answered that he had spent a great deal of time with Mr. Ludwig on the reorganization, and he felt the grades recommended were proper, and it would be impossible to predict the possible impact on another department.

Ald. Robert stated that he had noticed that in personnel there was a constant ratcheting upward, and thought that should be curbed, and he needed to feel comfortable in knowing that approval of this request would not cause problems elsewhere.

Mr. Moran answered that he felt the only solution to the problem of grade changes would be to do a city wide classification and compensation study which would put to rest once and for all the questions about supervision and grade levels, in this case there were certain individuals who were receiving additional responsibilities and in his opinion the grade increase was appropriate.

Ald. Robert stated that he had seen Parks & Recreation go from what it had been to what it was becoming, in the enterprise operation, the Department had been asked to go out to bid for some of its areas, and were told that it could not be done because of the way the department was structured, it appeared now that there was a big organization at the top and he assumed it was needed to do what was being

asked of them, regarding the upgrade, he was apprehensive because of the possible repercussions, but had never had a problem paying someone for doing more work.

Mr. Girard stated that Ald. Robert made the comment that the reorganization seemed to be top heavy, or seemed to put a lot of people in administration, one of the reasons the Mayor's office recommended this was that it took a department that had four grade 25 employees in supervisory positions and a grade 28, and had reduced it to a grade 28 and two 27's. There had been elimination of management which not only saved on the tax side of the budget but also on the benefits side. The administrative reorganizations were a direct result of a tremendous amount of responsibility added on to those people with the consolidation and also in particularly the creation of enterprise, with respect to competitive bidding, the Board did issue a directive and asked them to privatize, or go to competitive bid on several of their services, the Mayor's office had extensive conversations with the Parks & Recreation department regarding the matter, and part of the reason for the consolidation was to allow the department to identify its costs and cost centers, management and operational costs so that if the Board was still unsatisfied after the reorganization, it would be able to do as the Highway Department had done in its competitive bid processes, and compete, and considering the performance of the Highway Department in the competitive bidding, giving the department the chance would be in the City's best interest, inasmuch as consolidation of departments had been a staple of the Mayor in past budgets, it would be critical that if departments were asked to reorganize and consolidate, there would need to be the full and willing cooperation of the Department Head, if the personnel committee or the Board did not recognize the additional responsibility and the additional administration and management oversight that consolidation caused, by properly and appropriately compensating the Department Heads, departments would not be willing to assume that responsibility because there would be no incentive. Consolidation caused headaches and tremendous responsibility, and to frown upon something because it appeared to be a "Department Head" raise was a cause for concern, with respect to Aldermen Roberts concern about how reclassifications keep edging up, that was in part true, although there had been several downgrades and other classifications, and the bottom line was with the exception of the Airport that had to reorganize and add costs for obvious reasons, every department that had come before the Personnel Committee in the last two or three years had presented a reorganization plan that had either eliminated staff or reduced the overall cost of operation, which was one of the reasons why in the EPD matter, the Mayor's office

had requested that the cost be compared to predict the impact.

On motion of Ald. Robert, duly seconded by Ald. Reiniger, it was voted to approve the

Ald. Domaingue stated for clarification that she felt what the Director had done was much appreciated by the Aldermanic Board, and that it should be rewarded in some manner, however, she could not approve the upgrade, and would move forward on the reorganization without granting the upgrade to the Director.

On motion of Ald. Domaingue, duly seconded by Ald. Hirschmann, it was voted to recommend approval of the reorganization to the full Board, and refer the Director's upgrade to the full Board for discussion.

A-26 HIGHWAY-EPD

Request to fill a Waste Water Treatment Plant Operations Supervisor position.

Mr. Girard asked whether the position would be affected by the pending reorganization.

Mr. Moran answered that to the best of his knowledge the pending reorganization dealt mainly with the administrative staff, and would not affect the position.

Mr. Girard stated that for the Committees knowledge the Mayor's office had no recommendation as they did not see the request until very recently.

Ald. Hirschmann asked Mr. Thomas if this was an existing position.

Mr. Thomas answered yes, and it was budgeted and funded through the EPD which utilized the sewer user fees to generate its funds, the position went through the personnel process a few months ago, the position was the chief operator who would be required to have a State of New Hampshire grade 4 plant operator's license, and besides being a plant operator, was in charge of all the other plant

operators (13), in addition be in charge of the laboratory staff (2). The Grade 4 operators license was in demand, one position was lost to more money elsewhere, there was difficulty filling the last position, and that was delayed until it could be demonstrated that the person chosen was the most qualified, in the meantime the candidate became frustrated with the wait and found employment elsewhere.

On motion of Ald. Robert, duly seconded by Ald. Domaingue it was voted to table the item.

A-27 POLICE

Request to fill a vacant Police Officer Position.

On motion of Ald. Robert, duly seconded by Ald. Domaingue, it was voted to approve the request.

On motion of Ald. Hirschmann, duly seconded by Ald. Robert, it was voted to adjourn.

A True Copy. Attest.

Clerk of Committee