

COMMITTEE ON PERSONNEL

JULY 23, 1996

6:30 PM

Chairman Reiniger called the meeting to order.

The clerk called the roll.

Present: Ald. Reiniger, Domaingue, Cashin, Hirschmann

Absent: Ald. Robert

Chairman Reiniger stated they would address item 4-G, a tabled item, as Mr. Sherman of Finance had to leave shortly.

4G FINANCE: (PC 4-96) Financial Analyst position and subsequent vacancies

On motion of Ald. Domaingue, duly seconded by Ald. Cashin, it was voted to remove this item from the table for discussion.

Ald. Domaingue requested the Deputy Finance Officer address the needs of the position and its relation to the budget.

Mr. Sherman stated this position was in Finance since 1984, the individual in this position oversees the payroll system. It has been vacant for two years, there has been a pending law suit over the individual who left this position. He held his resignation for over a year before he finally resigned. We didn't come in last year and fill the position so that we could absorb the department head raises and the non-affiliated raises.

Mr. Sherman advised that at this time they were asking to fill the position noting the city was in the RFP process to solicit new financial systems including payroll, human resources, applicant tracking, risk analysis...there are a wide variety of human resources and payroll areas that this person will be overseeing for the finance department. Mr. Sherman noted that this item was tabled by the committee pending the 1997 budget adoption; that they did have funds to fill this position beginning about mid-September, and by the time this went through the process it would be that time.

Mr. Sherman noted that the payroll system the city has is really more of a check writing system, it was not a payroll system and they wished to get someone that is familiar with a 1990's style payroll system and knows how these things run, they would like to get this person on board to review the RFP's that we currently have. Mr. Sherman noted that none of them were familiar with these types of systems.

Ald. Domaingue questioned if this was filling the financial analyst I position reflected in the budget. Mr. Sherman responded affirmatively.

Ald. Hirschmann questioned the rate of pay. It was noted that the position was a \$35,838 a year position and had been reported incorrectly on the personnel department handout.

Ald. Domaingue moved to approve the request to fill the position. Ald. Hirschmann duly seconded the motion. The motion carried with Ald. Cashin duly recorded in opposition.

Chairman Reiniger advised that he wished to address another tabled item as follows:

4E FIRE: (PC2-96) Firefighter position (Klose)

4F FIRE: (PC3-96) Fire Lieutenant and subsequent vacancies

as the Fire Chief wished to have these items returned to the department.

On motion of Ald. Cashin, duly seconded by Ald. Domaingue, it was voted to remove these items from the table for discussion.

Ald. Cashin moved to refer these items back to the Fire Department. Ald. Domaingue duly seconded the motion.

Chief Kane apprised the committee that he had in fact requested these items be returned to the department.

Chairman Reiniger called for a vote. The motion carried.

Chairman Reiniger advised that they would now return to the agenda and addressed the Consent Agenda.

Ald. Hirschmann commented they had never had a consent agenda and questioned if this was going to be a new thing.

Chairman Reiniger responded not necessarily; that they had held a few lengthy meetings of the committee and he would entertain any ideas to structure the meetings, this was one idea, and they could try it.

Ald. Domaingue stated she had no opposition to doing a consent agenda noting she had heard it talked about in another committee. Ald. Domaingue stated she had no problem with a chairman consulting with the committee members with ideas and asking how they felt, but as a committee member she hoped that if these ideas come up in the future that they be discussed among the members before they are implemented.

Chairman Reiniger addressed the Consent Agenda asking if there were any items members wished to remove for discussion. Items 3-A, 3-E, and 3-K were removed.

CONSENT ITEMS

3-B AIRPORT: Request to fill an Airport Maintenance Worker II position.

3-C ASSESSORS: Request to fill a Clerk Steno II position

3-D HEALTH: Request to fill a Senior Public Health Specialist position (Shinn) and any subsequent vacancies.

3-F HIGHWAY: Request to reclassify a vacant Building & Grounds Custodian I position to a Laborer I position (Desrocher) and any subsequent vacancies

3-G HIGHWAY: Request to add and fill a Scale Operator position to the Drop-off point complement and any subsequent vacancies shall be filled as a result of promotions

3-H LIBRARY: Request to fill a Library Clerk position and any subsequent vacancies

3-I POLICE: Request to fill a Police Officer (Kelley) position

3-J POLICE: Request to fill a Sr. Police Records Clerk (Cormier) position

3-L OFFICE OF YOUTH SERVICES: Request to fill a Youth Street Worker position (New)

3-M OFFICE OF YOUTH SERVICES: Request for an extended work week for Daniel Duval

3-N WATER WORKS: Request to fill a part time Account Clerk position (Dydo)

On motion of Ald. Cashin, duly seconded by Ald. Domaingue, it was voted to approve the consent agenda less the items removed.

Chairman Reiniger addressed items removed from the Consent Agenda.

3-A AIRPORT: Request to establish and to fill and Airport Assistant Director for Public Relations position.

Ald. Domaingue commented that she had pulled it from the agenda because in reviewing the budget for the airport, this new position had not appeared in the package, and therefore wished to know the reason for the request.

Alfred Testa, Jr., Airport Director, addressed the Committee stating the airport now spends about \$250,000 a year on outside marketing and public relations efforts in several ways. The city's budget process comes rather early and there was a long discussion of his board on whether to bring that function in house or not. They looked at the numbers of what it would cost to bring it in house at what level, since that time that is what they had come up with. By establishing an in house public relations and marketing position they would save between \$50,000 and \$70,000 a year. Mr. Testa noted that the explanation for the position was forwarded in letter form and he was not sure if they received a copy. Mr. Testa noted that they spend about a quarter of a million dollars a year on what the in house person would do plus another \$110,000 a year in media buy and other things, even at top of scale they would save \$50,000 a year by bringing it in house. On top of that they now in all they purchase average between 20 and 22 hours a week of time of an individual in combined form in contract purchase, this would give them unlimited hours, on the average of 35 to 40 would be a regular work week, but he did not know anyone in that level at the airport that only works a 40 hour week. It would be on call all the time, Saturdays and Sundays. The position they feel, as the airport is growing, is probably very well needed. If they are going to operate as a business looking at where they can save dollars and respond to the community needs, that is why this position is submitted. Mr. Testa noted it could be funded within the current budget, by shifting funds from a contracted marketing firm.

Ald. Domaingue asked if the \$42,100 reflected as the salary cost included fringe. Mr. Moran responded no, it would be 38 percent of the salary.

Ald. Domaingue asked how many hours Mr. Testa anticipated this person would work for the \$42,180 a year. Mr. Testa stated if he worked for him 50 or 60 hours a week.

In response to further questions, Mr. Testa noted that it was the same grade (29) as other assistant director positions which he was trying to make equal.

Ald. Cashin commented that if they were going to save \$50,000 when they add in the fringe it was going to cost the same.

Mr. Testa responded no, they would save in addition the fringe was figured in his analysis, they now spend \$250,000, and if they say that the position including benefits is \$70,000, which was top of scale plus benefits, plus the \$110,000 in media buy, that was \$180,000, that was a savings of \$75,000 say, and out of the \$75,000 they would take \$25,000 to go out for contract services for pr and public relations that they can't do in house, printing etc. that can't be done aside from media buy, they would still save \$50,000.

Ald. Cashin noted that he would not argue the figures because he did not have them, but commented that they had just approved a \$35,000 salary for finance, and now they were thinking of approving another \$42,000, which was \$78-80,000 in new positions and they had policemen out there looking at us and saying wait a minute folks and he wished to call that to their attention. It was like buying a cadillac when you can afford a chevy.

Mr. Testa noted it was not new money, he would spend it in contract or in house and save money.

Ald. Domaingue commented that she was an alderman who has been critical of the airport, but they had an airport out there that does a tremendous amount of business and if anybody is going to scrutinize what it is they are doing you can rest assure that if it isn't alderman nine it will be alderman eight. She had no problem with filling this position because she understood the methodology behind the airport director's budget, and how the airport authority got here, and she had of late more confidence in the airport authority's ability to save money. Ald. Domaingue noted that she was also aware, having worked in the media before years ago, what the cost must be associated with marketing firms, so if the airport is telling the Board of Mayor and Aldermen that they can save \$50,000 in marketing fees by doing it this way she had no problem with that so long as the airport understands that when we talk about public relations I'm hoping we are not limiting it to the marketing of the airport.

Mr. Testa responded, no, that was why it was both public relations and marketing, because they are two separate functions.

On motion of Ald. Domaingue, duly seconded by Ald. Hirschmann, it was voted to approve the request to establish and fill the position. Ald. Cashin was duly recorded in opposition.

3-E HEALTH: Request to replace two School Nurse positions with three part time School Nurses and establish 10 additional hours of nursing time.

Ald. Domaingue questioned if this was enough. Ms. Cooney stated that this increases the coverage at all schools, elementary schools in Manchester to have a nurse in every school every day, all be it it may be 5 hours a day. In response to further question, Ms. Cooney noted the hours would be 8 to 1 or 9 to 2 , during the busiest hours of the day.

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

3-K PBS: Request to fill an Account clerk (New) position.

Ald. Cashin moved to deny the request. There was no second to the motion.

Mr. Houle stated that at the same time they laid off the custodial staff in 1994 they also laid off an account clerk, in retrospect that was a mistake. Basically when looking at FY96 from 1994 the work orders have been increased by the work orders have been increased by 20 percent from 5,000 to about 6,000, purchase orders for the department went from 2600 to 5800, an increase of 125 percent , Fleet purchase orders which were nonexistent went to 72 and fleet invoices to 159. For a number of years filing has backed up, reports to board of mayor and aldermen, department of energy for grants, state school aid, and odd fund reports are all substantially behind some up to two years. During FY96 they managed about 25 contracts, about half consultant contracts the other half construction contracts for a total of about \$4 million, currently they were managing 15 contracts at

about \$7 million. In addition to that they had taken on additional fleet and central purchasing responsibilities, and he urged members to consider the request.

Ald. Domaingue asked if he was given additional staff when he took on the additional responsibilities of fleet and central purchasing.

Mr. Houle responded he had not.

Ald. Domaingue commented that she was hearing that his department was up to two years behind in some paperwork.. Mr. Houle responded yes. Ald. Domaingue asked how could he then give the impression that he could assume the responsibility of central purchasing if in fact that the department for which you are directly responsible, and she understood he was trying to help out, it was not a criticism, is that far behind in certain items.

Mr. Houle stated that as part of the FY94 budget process the Mayor's original proposal was to privatize the custodians and turn it over to the school department. It was assumed that he would have some free time so the Mayor had proposed that he handle fleet and central purchasing capabilities. As it turned out the School Board declined to accept the privatization of the custodians and he was asked to do everything. Mr. Houle stated he felt everybody at the time was clear on what was happening, there were no budget increases to do all this, so basically it was no different this year than any other year and he thought he was on record every year as to where they are short staffed, we do the best we can with what they are authorized.

Ald. Domaingue stated that with all due respect, not necessarily attributable to Mr. Houle's lack of attention, she did not think that this department was doing the best it could.

Ald. Domaingue moved to approve the request to fill the position.

Ald. Cashin commented that they were again filling a new position.

Ald. Hirschmann seconded the motion to approve the request stating not only in 1996 did PBS get underfunded but he definitely needs this position.

The initiative of this board was to accept central fleet and central purchasing and this position is needed.

Chairman Reiniger called for a vote. The motion carried with Ald. Cashin duly recorded in opposition.

Chairman Reiniger then addressed two items of new business for the police department.

POLICE: Request to fill a Police Communications Dispatch position

POLICE: Request to fill any follow up positions once the new chief is confirmed.

Ald. Hirschmann moved to approve both requests. Ald. Cashin duly seconded the motion. The motion carried.

TABLED ITEMS

4A BUDGET REFERRALS

On motion of Ald. Cashin, duly seconded by Ald. Domaingue, it was voted to remove this item from the table.

On motion of Ald. Hirschmann, duly seconded by Ald. Cashin, it was voted to receive and file this item.

4D PARKS AND RECREATION: (PC1-96) Upgrade for Director

Ald. Hirschmann moved to remove this item from the table. Ald. Domaingue seconded the motion.

Ald. Hirschmann noted that he wished a motion to receive and file the request based on all the raises given over the last 18 months he didn't think it appropriate, they could bring it back in 97 if they wished.

Chairman Reiniger called for a vote on the motion to remove the item from the table. The motion carried.

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

Ald. Hirschmann moved to receive and file the communication. Ald. Domaingue duly seconded the motion.

Discussion ensued where Ald. Hirschmann noted that the director had received increases since his appointment, and an outstanding job was done in the restructuring of the department over the next year perhaps they could look at increasing the salary at that time. Ald. Domaingue commented that if the funding was provided in the 97 budget, then perhaps it could be redirected to other needs within that department. In response to questions from Ald. Cashin, Mr. Moran noted that he did not review department head positions, it was the determination of the committee and the board. Mr. Girard noted that the FY97 budget did not include the upgrade funding.

Chairman Reiniger called for a vote. The motion carried.

4C HIGHWAY: (PC 2-96) Dispatcher position

On motion of Ald. Domaingue, duly seconded by Ald. Hirschmann, it was voted to remove this item from the table.

Mr. Thomas stated he would like consideration in filling the position, during the construction season they only have one dispatch and we don't have 24 hour dispatching, and they did have the one dispatcher presently. However, during the construction season this position also fulfills the job of equipment operator in our construction area and that is the reason why they had requested to fill the position. In the 3 or 4 winter months they do have 24 hours dispatching and they need 3 1/2 dispatchers. During the remainder of the season, the construction season, they only use one dispatcher during normal working hours and then an answering service the rest of the time. The dispatchers that aren't working a dispatcher during the construction season are typically equipment operators such as truck drivers or back hoe

operators, so by not having this position authorized to be filled he was actually down one equipment operator during the construction season.

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

4B HIGHWAY: (PC 1-96) Reclassification of Highway Superintendent position

Ald. Cashin moved to remove this item from the table. Ald. Reiniger duly seconded the motion. The motion carried.

Mr. Thomas advised that they would request this item remained tabled, they were going to come in with a revision to their proposal which will offer more of a justification.

On motion of Ald. Hirschmann, duly seconded by Ald. Reiniger, it was voted to table this item.

DISCUSSION ITEMS

5-A HIGHWAY: Reorganization of the Engineering Division including deleting a Civil Engineer I, and Engineering Aide III and an Engineering Aide I from its complement and to add two Engineering Technician II, one Engineering Technician I and an Engineering Aide III to its complement.

A handout was distributed to members of the committee. Mr. Thomas noted that the handout reflected a correction in the agenda when reviewing the agenda he had made a mistake so he wanted them to have accurate information. Mr. Thomas noted this was a minor reorganization of the engineering division. The bottom line was that the reorganization would eliminate one position and will realize a savings of about \$30-35,000 without fringe benefits. Mr. Thomas noted that the top page reflected the positions to be affected, positions to be eliminated were the top 4 and they

would create 3 positions out of the 4 positions. Mr. Thomas stated that now in the office area they had various skilled draftsman in sub-professional level. Mr. Thomas reviewed the particulars of the reorganizational handout, noting the four people in the office presently did computer work (CAD Drafting) and the expertise needed to operate this equipment has gone up over the years and they were all basically doing the same work, so he proposed to eliminate a construction inspector, and create all technicians in the office, one a technician II, the lead office technical draftsman and then three technicians. Also to cover the void in the elimination of the construction inspector position, he proposes to rotate these technicians into the field when necessary to fill whatever demands come up for field inspection work.. Mr. Thomas noted this was also a benefit in that it broadened their background instead of sitting in the office drawing up the plans, they can see how those plans are utilized in the field.

Mr. Thomas noted the second part of the reorganization was that they have two survey crews which presently have different grades. Initially it was set up that the second survey crew would be a more or less a training crew with less experience that would be assigned less difficult tasks, however, over the years these two crews now do comparable work and it doesn't make sense to have two different grades, every time he sends out crew one at the lower grades, he has to pay plus rates to assume the duty of chief and instrument man, and he was amazed that he had not received a grievance a long time ago.

Mr. Thomas noted that the third page reflected the proposed structure and noted in yellow were the three positions which were adjusted or created. Mr. Thomas noted that it was a good opportunity for him to do this because they presently had a vacant civil engineer I position, the one to be eliminated, and he also had a vacant engineering aide I position at this time, so if it were accepted no one would be laid off.

Mr. Thomas noted the last page reflected that there would be a savings of about \$32,000 if you add fringe benefits and the elimination of plus rates.

Mr. Moran noted that the reorganization had been reviewed and was very appropriate.

Ald. Cashin moved to approve the reorganization. Ald. Domainque duly seconded the motion. The motion carried.

5-B HIGHWAY-EPD: Reorganization of the EPD Division in reclassify W. Prive to Financial Analyst II; J. Weber to Senior Account Clerk; D. Soucy to Account Clerk; plus rate for C. Schofield to Senior Account when performing inspection task; retention of D. Vigneault and V. Engheben at their current levels; the deletion one WWTP Inspector and one Electronic Control Technician; and the establishment of a WWTP Assistant Maintenance Supervisor position. The division shall be allowed to fill any positions on a temporary basis and any position which becomes vacant through promotion.

Mr. Segal addressed the committee stating they were requesting a minor reorganization of the EPD division, one in the office area. Mr. Segal referred to the package received with the agenda stating it should reflect the current organization and their proposed organization as well as the general EPD organization for their information.

It was noted that members did not have the copy referred to. Mr. Segal shared his with members.

Mr. Segal noted that they had met with Mr. Moran in November who had since sat with all of the personnel and evaluated their positions, and provided a write up with his recommendation for the reorganization.

Mr. Moran stated that he was recommending the reorganization as stated on the agenda.

Mr. Segal stated that basically Mr. Moran supported Highway's recommendations with some minor changes, except for their request to upgrade their clerk steno to a secretary, he did not recommend that one.

Ald. Cashin commented that the name of Vigneault had popped up for quite a while, and any time she does not seem to be given any consideration and he did not understand why.

Mr. Moran stated her position was formerly reviewed as part of the reorganization. Based on the nature of her duties in his judgment she is properly classified. Mr. Moran stated he had discussed with Mr. Segal some changes that he might want to make in her duties to warrant review at a future time. The one significant change from being an ordinary receptionist is she completes a particular septage report but outside of that her duties are basically receptionist, administrative and clerical.

Ald. Cashin asked Mr. Segal if he concurred with that. Mr. Segal stated he felt that Denise did a lot more than a typical clerk steno, she manages essentially their septage receiving program, licenses the haulers, deals with the haulers, sends out the bills, coordinates the computer printouts, makes adjustments to them, handles all of the office filing, all the typing and word processing for everyone in that division. Mr. Segal noted another part of their request was that she become non-affiliated because she does handle confidential union matters for him and Mr. Thomas when his secretary is not in.

Discussion ensued relative to her filling in for the secretary's position where it was noted that she did fill in and was not given a plus rate, that she did not fill in Mr. Thomas' office but did his typing and things of that nature. Mr. Thomas noted that when she was physically located at the Highway Department they utilized her to fill in but now that she is physically located at the treatment plant they employ temporary help.

Mr. Thomas noted that they were not satisfied with the recommendation but wanted to move forward with the reorganization and planned to work further on the matter of Ms. Vigneault with Mr. Moran.

Ald. Cashin noted that this individual had 20 or 25 years of service. Mr. Moran responded that the problem that he faces as part of the classification process is that it is based on what the jobs are, not particularly how good a person is, how long an employee has been assigned, how competent they are and whatever. Ald. Cashin stated he understood, but if she can fill in for a secretary and doesn't get a plus rate we have a problem, she should be getting it. Mr. Moran concurred.

Ald. Cashin commented that he felt she should be upgraded and so moved to do so noting that she acted as a secretary for Tom and performed other duties as well.

Ald. Hirschmann stated just on the basis of the non affiliated issue he thought this position did deserve reclassification and commented on the handling of the union matters. Ald. Hirschmann commented that they go in and reorganize and some poor clerk that has worked there for 15 or 20 years comes out on the short end of the stick, talk about a morale kicker, he did not see where this was really going to help, noting everyone else was getting a raise and this one person is left in the dust.

Ald. Hirschmann seconded the motion to upgrade and remove the position from the union.

Chairman Reiniger clarified the motion to be approving the reorganization with the amendment that the Vigneault position be upgraded to a grade 13, and that position made non-affiliated.

Ald. Cashin and Hirschmann concurred.

Ald. Domaingue questioned how often she had filled in for Mr. Thomas' secretary. Mr. Thomas responded a few days.

Ald. Domaingue asked if she was currently an affiliated employee. Mr. Segal responded she was covered by the bargaining unit. Ald. Domaingue noted that in order to remove her from the union she thought the union would have to be consulted.

Discussion ensued relative to the board's ability to put the position out of the union where Mr. Moran noted that there was a process that it would have to go through with the PLRB.

Ald. Domaingue commented that she wished more specific information on each of the positions, what the grade levels are, the job duties, and dollar amounts with benefits, and noted she could not support the motion on the floor at this time for lack of information.

Ald. Hirschmann questioned if Ms. Vigneault filled in for accounts clerks or anyone else in the office. Mr. Segal responded affirmatively. Ald. Hirschmann noted that he looks back at the review of the reorganization commenting that in an office of this size you almost have to see that people would have to fill in for one another during lunches, vacations, etc. and if the whole place is going to get upgraded, having been a manager of difference companies and been through this he would stay with the motion.

Ald. Domaingue noted that the increase for her was not in the budget, they are wanting to increase on individual's pay but not deal with contracts. Ald. Domaingue noted the others that had been approved were in the budget.

Ald. Cashin noted that the department was not asking for an increase in their budget, it was coming from within their budget.

Mr. Segal noted that in their memo to Mr. Moran they had offered to delete a labor grade 20 position within the reorganization and the net savings was \$26,000 per year in fiscal 1997, which was in their current budget.

Ald. Cashin moved to approve the reorganization. Ald. Domaingue duly seconded the motion. The motion carried.

Ald. Cashin moved to upgrade the position of Ms. Vigneaut to a grade 13 as requested. Ald. Hirschmann duly seconded the motion. The motion carried with Ald. Domaingue duly recorded in opposition.

5-C PERSONNEL: Request for exception to policy regarding step raises (B. Spiro). It is recommended by the Personnel Director and Chief Negotiator this request be denied.

Mr. Moran apprised the Committee that in 1994 when the Board approved the no increase all employees were effected. Since that time the city has taken advantage of the Milton School Decision which says that unless there is an approved contract the city does not have to award merit increases to the various employees that are in a contract that has not been renewed or is obsolete, rather not in force. As part of the problem the MESPR bargaining

unit took the city in an unfair labor practice to the PLRB regarding the fact that the merit increases were denied to their employees. The PLRB ruled in favor of the city saying at this point based on the status of negotiations we were not required to give merit increases. Mr. Moran stated it was important to note that not only does it effect one or two or three employees in the school department, but it also affects employees in the other bargaining units that have been promoted or would have been due merit increases at this time.

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

5-D WATERWORKS: Reorganization of the Water Supply Division to include the addition of a Civil Engineer I position, the deletion of the Carpenter and one maintenance Mechanic I position; the reclassification of the Sr. Watershed Maintenance patrol Officer from Grade 16 to Grade 19 and the Laboratory Assistant position to Laboratory Technician, Grade 20.

Thomas Bowen, Water Works Director, addressed the committee stating that the proposal before the committee is a reorganization that involves the elimination of two full time positions in the water supply division, the establishment of one new civil engineer III and the upgrade of two individuals, one an assistant laboratory technician to a technicians level, and the upgrade of our senior water treatment plant operator, from a grade 16 to a grade 19. Mr. Bowen stated that the water supply division is a small group at the Manchester Water Works but it is a group that is relied on very heavily to ensure that the water quality that we provide to the city meets all federal standards, and we are seeing an ever increasing number of these federal standards upon us. The civil engineer position will in essence be an environmental engineer who will have a significant amount of expertise in this area and assist the water supply manager in continuing to make sure that we are able to meet the high standards. The laboratory technician upgrade ...they have an assistant laboratory technician and a laboratory technician, and when the position was first created about five years ago it was with the understanding that there would be more complex duties and so forth, that has not been the case and in the course of the years with the increase in technology in the laboratory they essentially expect that these

people would perform the same complex duties. Mr. Bowen commented that the senior watershed maintenance patrol officer is a pay grade 16 at this point, the pay grade 19 requested is comparable to a sanitarian, entry level patrolman in police, zoning inspector, the duties that the individual performs includes portions of all of those duties. Mr. Bowen noted he was licensed to give summons, he is a deputy sheriff, because our jurisdiction crosses county lines the deputy sheriff was the best avenue, he is involved in inspections of commercial and industrial buildings within the water shed to insure that they are in compliance with state and federal regulations so all of these duties are new duties essentially that have come up within the last three or four years. Mr. Bowen stated that the civil engineer position, they have a number of rather large capital projects that will be before the water supply division in the next several years, the open reservoirs that the city has are aging structures, they are not tanks they are open reservoirs with floating covers on them. They are in the process of evaluating alternatives to maintaining those structures that will include potentially replacing them with large tanks. That work will be underway within about a year. There are a number of major projects including a new raw water pumping station that is presently under construction adjacent to the treatment plant that this individual will be working on.

Mr. Bowen stated that the net result of the reorganization is a savings to the department of about \$25,000, \$21,000 of which is in direct salaries, and they took the opportunity with a couple of retirements to take a hard look at the water supply division and see where the needs were, and where we needed assistance.

Ald. Domaingue noted that Mr. Moran's estimated savings reflected only \$10,000. Mr. Moran responded that the Water Works with their sophisticated system has the ability to program the current rates of the employees concerned and have included the benefits, and I start with the B1 levels and make the calculations from there.

Mr. Bowen noted that there was a breakdown in their package reflecting an actual number of \$20,969 in direct labor savings annualized.

Ald. Domaingue asked if Mr. Moran was going to provide the committee with the costs when they have the meetings on the positions that we are

consideration, could he also provide them with the amount of benefits. Mr. Moran responded affirmatively.

Ald. Cashin commented that he felt they were going in the right direction, and should be commended. In response to questions from Ald. Hirschmann, Mr. Bowen advised that no one was being displaced because of the retirements.

Ald. Cashin moved to approve the reorganization. Ald. Domaingue duly seconded the motion. There being none opposed the motion carried.

5-E BOARD OF MAYOR AND ALDERMEN: Referral of a letter from Alderman Robert regarding medical benefits for Aldermen and members of the School Committee.

Chairman Reiniger noted that Ald. Robert was not at the meeting and suggested this item be tabled until the next meeting.

Ald. Hirschmann noted that the committee had killed this, the recommendation to the Board was to deny this already, Ald. Robert went to the City Clerk's office and got it put on the agenda as a separate item, so he circumvented the committee's desire. When it was realized at the full Board they were all upset and said send it back to committee so they could kill it.

Ald. Domaingue stated she had a lot of respect for Alderman Eleven so the motion she was about to make was not done without consideration of his feelings however the process that we follow here and has been followed with this particular item more extensively than most. If an alderman has a concern about an issue they make every effort to be present so their concerns could be addressed, and this was not the first time that it had happened. Ald. Domaingue noted that out of respect to Ald. Robert, but knowing if they drag these items on it perpetuates the myth and we are spinning our wheels.

Ald. Domaingue moved to receive and file the communication.

It was noted that Ald. Robert was away on vacation.

Ald. Domaingue withdrew her motion.

Ald. Cashin stated that he agreed with Ald. Hirschmann that this had to come to closure sometime and if they kept doing this it would never come to closure. The fact that Ald. Robert is here or not here really didn't matter, it was acted on, voted upon, and somehow keeps raising its ugly head.

Ald. Reiniger noted that the full Board had referred it back.

Ald. Hirschmann stated that it was here (in committee) they denied it, sent it as a denial and Ald. Robert put another item on the agenda.

Ald. Cashin noted it was not a minority report or anything, it was just another letter, and any alderman can do that on any committee, and it has to come to closure.

Ald. Cashin moved that the communication be received and filed. Ald. Hirschmann duly seconded the motion. The motion carried.

5-F BOARD OF MAYOR AND ALDERMEN: Referral of a letter from Alderman Hirschmann regarding department head merit increases.

Ald. Reiniger stated he felt this was a progressive suggestion.

Ald. Hirschmann stated it was something they would want to try and work with. He was trying to throw an idea out, and hoped that there would be other ideas, not just this one.

Chairman Reiniger stated he understood this applied to department heads and it had been circulated to department heads. Chairman Reiniger stated he understood there was a desire to refer this to the TQM committee.

Discussion ensued relative to the composition of the TQM Committee where it was noted that there were department head representatives, two

aldermen and a representative of the Mayor's office with a total of eight members.

Ald. Hirschmann questioned why they would want to send it to them. Mr. Moran commented that the group is new in the process, had been looking at ways to improve the city services and whatever and he was aware that there had been a lot of discussion and he felt it appropriate that this group which represented their senior department heads plus the aldermen would be the appropriate activity to mesh an acceptable proposal.

Ald. Hirschmann stated that the power of policy within the city should stay with the aldermen. If there was a policy on his salary, he did not think he should be making the policy; that he respected that there was a TQM committee and felt they should manage other things other than their own raises. Ald. Hirschmann felt that Mr. Moran should be involved because he is in personnel, but that this committee and the aldermen, it is their task to decide how department heads are to be compensated for raises in the future and his attempt was to throw something on the table. He felt this was something they should work on in this year, he was not saying that they should vote on this, they should come up as a committee with some ideas how to treat these people in the future. Ald. Hirschmann stated he would love to give them a moratorium for the next year, or two years, they have already been compensated enough, but he was not in favor of sending any department head, teams, meetings, committees on their own destiny.

Mr. Moran commented that it would be the intention of the TQM committee to review it, to make the proposals and put the proposals through the legislative process, it was not an attempt to have them.

Ald. Hirschmann interjected that he was not in favor of that, why not hire an independent auditor and have them tell us how to go about it; that the department heads already have too much say, and that was his opinion.

Mr. Moran noted that whatever they came up with would be a negotiated between the committee.

Ald. Domaingue stated she would not want to send it to the departments to review because it is not a finished product, it was a suggestion, it was a

start. She thought it would be incumbent upon this committee to put on its agenda for the next several meetings discussion of how we tailor this, taper it, make it better, and come out with something that we feel might be acceptable and also take testimony perhaps from the city negotiator, from Mr. Moran to research what has been done in the past, what other communities do, that kind of an investigation, and she did not think they had the power to appoint a sub-committee. A subcommittee was out of the question because her understanding was that the chairman would have to do that and if he felt it were necessary perhaps he would want to go ahead and do that. Ald. Domaingue commented that at this point she was interested in seeing as alderman Hirschmann pointed out whether or not they can reach a point where we have some criteria for evaluation of our department heads, to her that was critical, she could not imagine giving anyone a seven percent increase, although she would not rule it out, she could not imagine it and so looked at the scale and said what.

Ald. Hirschmann noted that the 7 percent was impossible to get to.

Ald. Domaingue stated she felt the committee needed to continue to discuss this, as a future policy of how they evaluate department heads, they also need to discuss the types of direction that perhaps they can recommend to the Board that is sent into negotiations and whether or not we would recommend seeing any of that changed. Ald. Domaingue stated hopefully for the betterment of the city to change things from the way we have always done them to maybe new and more lucrative ways of doing them that save money, but she hoped that this was a first step and not a final policy that we would copy and send out to department heads. Ald. Domaingue commented that she agreed with Ald. Hirschmann, that she did not think the fox should be watching the henhouse.

Ald. Cashin stated first he agreed it was a nice idea, but that this was not new, and if Mr. Moran researched there is already an ordinance on the books for a merit increase for department heads.

Mr. Moran stated he could not find it.

Ald. Cashin stated it was there because it was brought in probably ten years ago, the problem was how do you evaluate them. Ald. Cashin commented

he had here "the aldermanic personnel committee would annually review department heads based on performance and make recommendations for pay increases percentages to the full board. Ald. Cashin stated that that would not fly, because it was political, because you have political people doing the evaluation; that what they had to do and this was how they got hung up years ago and that is why it never went anywhere, you got to have somehow the private sector along with the elected sector to come up with some kind of an evaluation team, and until they could get over that hurdle this could not work. It was a good idea and he thought somebody ought to do it, but he was sure if someone wanted to check the records, this is already on the books. He knew it because he made the motion, and it was here someplace, and they could not put it together because they could not agree on putting together the committee structure and how it was going to be done, and then they got into budget problems and nobody wanted to address it then because it was going to cost some money. The idea was fine, but as far as keeping it from the TQM committee they could not do that anyway because once it is on the agenda it is public information, so they can read it and make any recommendations they want, and the committee could not stop that.

Ald. Hirschmann noted they could receive and file it.

Ald. Cashin stated that he felt they would be working more cooperatively if they let them make their comments and at least give it some credence rather than just receive and file, there had to be some working relationship to make it go.

Mr. Moran stated that was his intention was to get the input from these department heads and perhaps get them involved, prepare a document to all of the department heads asking for their input for discussion, and see what happens.

Ald. Cashin asked if he could try to find the ordinance.

Ald. Hirschmann stated he was not in favor of what Mr. Moran stated.

Mr. Moran stated he agreed to the extent that ultimately it was the personnel committee and the board of mayor and aldermen that establish the policy or

the criteria, but he thought also that they had 23 department heads who have a degree of expertise not only within their own departments but with other departments and he thought they should tap their expertise in getting a mutual consent between the department heads and the legislative branch to what's appropriate for the evaluation process.

Ald. Domaingue stated she had no problem doing that so long as they limit, they are not reacting to this document, if they want to make suggestions regarding how to establish performance criteria, what they would consider reasonable percentage increases based on performance, what they would consider as action based on lack of performance, and she would agree to that only if this committee were to allow representatives of the chamber of commerce to come in and let business tell us how they do it, because obviously they have department heads, they must have to do evaluating of, and it would be good as Ald. Cashin had said if they could put together first with information, getting the input, but then maybe directing us to put together ultimately a team of people that can help us determine how we get this accomplished.

Ald. Hirschmann asked if Mr. Moran, in his years in his position, had he reviewed any department heads. Mr. Moran responded department heads are appointed by the board or by commissioners or by the mayor and it is not the directive or the responsibility of the personnel director's office to do this.

Chairman Reiniger stated he agreed that it would be up to this committee to make a decision, but it would help us to get as much input as we can, as Chairman he felt it was important and would keep it on the agenda.

Ald. Domaingue asked if it was his understanding that the committee would like to see some input from the department heads regarding this subject.

Chairman Reiniger stated it made sense to him. Ald. Cashin questioned why they would not let them buy into it.

Ald. Hirschmann stated he was not opposed to having them comment on it, he was opposed at getting a report to vote on on how to give them a raise.

Ald. Cashin and Domaingue stated that was not the intent. Ald. Cashin stated he thought they would take what Ald. Hirschmann had recommended, look at it, and come back with comments and they can address the comments one by one.

Ald. Domaingue asked if they could have Mr. Moran communicate with the department heads that the committee would like them to review the suggestion that's been made but not be limited to those areas or that scope.

Discussion ensued where Mr. Moran advised that he would be prepared to make an interim report in 30 days.

Ald. Domaingue commented to Mr. Moran asking if he understood that they were not asking them to approve or disapprove this. Mr. Moran stated he understood they were asking for comments and their appreciation of the question of merit increases, and the criteria forthwith for which they will be earned. Ald. Domaingue stated and they can expand on what they see or limit it as they view it.

5-G BOARD OF MAYOR AND ALDERMEN: Personnel activities.

Mr. Moran stated it was proposed in the mayor's budget letter which was addressed to the personnel committee regarding the classification and compensation of positions reflected in a separate handout (5-G). Mr. Moran noted he thought they had discussed it previously on many other occasions over the period of the last several years, the most important way, or the best way would be to have a classification and compensation study by a consultant. Mr. Moran stated he had contacted three of the well known consultants and it would be approximately \$150 to \$200 thousand dollars for a study. One of the things that is important about the use of a consultant is first of all the study would be more or less accepted by the employees and by the department heads as being fair and equitable, the second part that is important is that the study results would need to be conceptually and financially approved by the Board of Mayor and Aldermen, if there was such a study, and perhaps down the line they would need an additional person in the personnel department to keep the study updated. The second

option was to hire a personnel specialist, it runs about \$35,900 a year and it would probably take nine to twelve months to do a complete study of all the city employees, and would probably be accomplished by dealing with the different separate classifications, all the administrative employees, all technical, all laboring, whatever. The difficulty in this is not that someone would come in and do it, be professionally competent, but in general it would not generally not be accepted by the employees as being fair and likewise the acceptance the conceptual and financial support of the Board would be required.

Mr. Moran stated the other one would be as we do it now. Approve only those studies which demonstrate savings, a study on vacant positions and studies as directed, and studies involving reorganizations.

Mr. Girard noted that there was a fourth option outlined in the Mayor's communication of April 2, which was to ask the TQM team to review the classification system in conjunction with the personnel officer and make recommendations to the personnel committee on what should be changed and why for them to make recommendations to the Board of Aldermen.

Mr. Moran stated he had no difficulty with that.

Ald. Domaingue questioned the membership of the TQM team. Mr. Moran stated his understanding was eight members, with Ald. Shea and Ald. Soucy. In response to further questions from Ald. Hirschmann and Domaingue, Mr. Moran stated the appointments were made based on an election of the department heads, noting members such as Fred Rusczyk, Peter Favreau, Frank Thomas, Armand Gaudreault, Fred Testa, Diane Proulx, Regis Lemaire, Ald. Shea, Ald. Soucy and the Mayor's representative, Mr. Girard.

Mr. Girard stated the Quality Management Team did not just come about because the department heads decided to get together and elect members to represent them on various issues, several of the department heads worked with the Mayor on developing a proposal which was approved by the Board of Mayor and Aldermen to form the Quality Management Team and form a process of nominating members, the aldermanic members have been designated by the Chairman of the Board, Ald. Wihby, and the Board of

Mayor and Aldermen, he did not recall when, it may have happened before this board took effect, but they did establish it. Mr. Girard noted that Ald. Shea was replacing Ald. Elise who used to serve on the Board, so after Ald. Elise left the position Ald. Wihby appointed Ald. Shea. Mr. Girard noted that the TQM was something that the Board had been aware of and participatory in since the beginning.

Ald. Domaingue stated, respecting the former process, but recognizing there is a new Board here, what would the harm be in rotating aldermen to work with the quality management team, since the TQM would need at some point to come before the full Board, she thought it would be advantageous to have the aldermanic representation rotated so that we could all get a sense of working with these department heads.

Ald. Cashin noted that there would be no continuity if you did that.

Mr. Girard noted that was the problem, there was a continuity problem and technically and Ald. Shea could speak to this, the aldermanic representatives are suppose to provide periodic updates to the Board of Aldermen, the TQM has periodically come to the Board or its committees with various input on topics, though he understood there wasn't one since they had been elected, but part of the purpose was to make sure that at least two members of the Board are informed and as discussion warrants they are suppose to bring information forward to the Board.

Clerk Johnson noted that she had attended a meeting one of the things discussed was that the new Board needed to be brought in and educated as to what the status was, what the purpose was and all of that, but in addition they were talking about having a conference and bringing in some outside people at a training session and they wanted to include the aldermen and invite them as part of that process, so it was not a case where anybody had negated to come before the Board, she thought they were trying to bring the board into the whole training process to understand what it is they are trying to do. It was a process that starts at a very basic level and grows from there and was in its infancy stages at this point, but was a process that began during the last board's session.

Ald. Domaingue noted that she was a new member of the Board, she had been here seven months, her understanding of the TQM team is "zero", she did not know who was on it, was not aware they had aldermanic representation, if there has been written communication she must have overlooked it, so she was sitting here saying in order for aldermen to buy into, or department heads to feel comfortable with us operating as a unit and going forward respecting each other she would hope as a new member of the Board that after seven months she would hear from somebody, and knowing that she hadn't, she had not even been told when the meetings are so that if she wanted to she could sit in on them, even though she was not an aldermanic representative. Ald. Domaingue noted as an alderman that made her feel a little left out of the process, so if someone wanted to enlighten her and say it is okay to go to these meetings as to when they are she would be happy to just sit in on them. She was not offended by it at this point but was certainly at the point seven months into the process where she was asking the question when did she get the opportunity to know when the meetings are, whether or not I can sit in.

Ald. Shea stated at the last meeting he did bring forth an item on the agenda indicating that the TQM committee wanted to involve the Board of Mayor and Aldermen. The discussions, and he did not attend the last meeting held on the 19th, it was usually the third Friday of the month (Mr. Girard noted Thursdays), there was discussion on how to involve the members of the different departments in morale, in formulating ways of rewarding the personnel for contributions to their departments, most of the issues, and no issue has been raised concerning evaluations of any sort, they have been very general discussions, but he concurred there probably has been a lack of communication between this committee and the Board of Mayor and Aldermen in the sense of informing them of meetings or welcoming them to the meetings. The meetings that he had attended had been of about an hour to 1 1/2 hour duration and it was sort of just trying to get the members familiar with one another, focusing primarily on trying to bring up the morale of departments by encouraging people to contribute suggestions for improvement and noting what contributions these people might make, and a survey was drafted by a member of your department, at least it was sent out, but Frank Thomas is the head of the group, along with the members, it is held at the Airport. Ald. Shea noted he was a last minute substitute for

Ald. Elise, apparently the meetings were at an awkward time for her to attend.

Ald. Domaingue noted she recalled Ald. Shea reading a statement, but could not recall whether it had been an open invitation for the meetings. Ald. Shea responded if she recalled the Board of Mayor and Aldermen approved \$2,500. which involved department heads and the purpose of that was to develop quality management techniques and strategies. Ald. Shea noted that it was so successful that it was proposed that a second meeting be held in September and in speaking with Mr. Thomas he had indicated that he would give him some notes and there was a tentative date of September 11 or 13, and the invitation was extended to the members of the Board of Mayor and Aldermen to attend so they too might become familiarized with quality management techniques and strategies in order that departments would function more efficiently. Ald. Shea said he had wanted to make a point of it and that was why he had pulled it off the agenda and spoke to it.

Chairman Reiniger asked what the committee wished to do with the classification system issue, it seemed to him to be a critical issue for the city.

Mr. Girard noted that before the Mayor had proposed that he had spoken with members of the quality management team and to see if they would be interested in reviewing the personnel classification system and attempting to make recommendations to fix it, and they were rather eager to do so.

Chairman Reiniger stated he took it that one recommendation may be that they go ahead with a major reclassification study.

Mr. Girard stated that could be one recommendation, another thing that could come from it is that the department heads on the TQM team working with the personnel director could actually make recommendations on structural changes that would actually affect the system itself.

Ald. Cashin moved to send the matter to the TQM team. Ald. Cashin stated that while he moved on it he felt that the first time that they come in with a recommendation that's going to have anything to do with department heads somebody is going to read into it that it self serving and its not going to

work, the only way you are going to do this is if you go out and hire a consultant and spend the \$150,000 and do it right and he thought Mr. Moran knew this, they had been around here long enough, he did not care how else you try to do it somehow somebody is going to read something into it where somebody is taking advantage of something, whether it is fact or not it doesn't make any difference.

Ald. Hirschmann stated that since he had been on the Board they had reclassified or restructured parks and recreation, waste, highway, who was in trouble, how many departments did this apply to.

Ald. Cashin stated that it was a whole different issue, they were talking about salary structure.

Mr. Girard stated that when you restructure a department you are restructuring based on current job classifications, specifications, and pay grades, the suggestion that the Mayor has made and the Personnel Director is suggesting through different options is that you need to take a look at your job classifications, titles and pay scales. There was a study done by Arthur Young in 1986, which to his understanding the Board of Mayor and Aldermen basically put on a shelf. Mr. Girard explained that when they restructure at present they try to take the person's duties and make it fit within a current classification system, but because our classification system is so outdated, it really does not address the needs of the employees, it doesn't address the needs of the managers, and he thought the department heads would agree that you are trying to take round pegs and put them into square holes because the system is really way out of whack, everything from the pay scales to the job descriptions to the classifications of those jobs, what they are worth and what they do, this is what you are looking for when you do a classification overhaul, and the mayor's suggestion was that the TQM team, being that it is made up primarily of department heads whose primary focus is to review city systems and structures and make recommendations for improvement to the Board take a look at these because you have big departments and little departments and you have very technical high tech-departments and you have front line labor intensive type of departments, you have a good cross-section of departments there that has a wide variety of knowledge and expertise in trying to manage the system and he thought the suggestion was to try to get them to come

forward and say, alright why don't we take a look at what we have, why it doesn't work and come up with some recommendations to fix it. Candidly that may not be possible, but before the mayor wanted to go forward and authorize a full study, that would basically go stem to stern, he wanted to see whether or not they could do it in house first. Mr. Girard noted that he thought part of the experience is last time the board did that it sat on the shelf because the aldermen did not like what the report said, it meant more money in some cases and in most cases because we found how outdated we were back in 1986, and he did not think we had gotten any better in the last ten years. Mr. Girard noted that every time the discussion has come to the Board its been well if we are going to do it we better commit in advance to whatever the recommendations are or we will just perpetuate the problem. Mr. Girard stated he thought this was an interim step the mayor was looking at.

Ald. Domaigne stated she had a serious problem with expending \$150,000 to \$200,000 in consultant fees knowing that the arthur young study sat on the shelf for whatever reasons. She could not in good conscience spend that kind of money if the potential is there to put it on the shelf so that option to her was not acceptable. Ald. Domaigne stated she would just as soon, she had sat in on an airport authority meeting where they had interns who did a complete transportation study of some kind for them, college interns, and she could assure them that they did not spend \$150,000 to get any results and maybe what we need in conjunction with this recommendation from the mayor's office is to think about whether we want to pose it in that vain and have interns do it looking back at the arthur young study and where we are now and presenting some conclusions to this committee that we can recommend to the board, but she would not do what had been done in the past, she would not spend that kind of money.

Ald. Cashin commented that he did not think anyone was asking to spend the \$150,000 or \$200,000 tonight, he thought the motion was to send to the TQM Committee, let them look at it and come back with some recommendations, all he had said was based on past experience they would have to spend some money or it would not fly, and that was a fact that he felt they would find to be true. Ald. Cashin noted that the fact that arthur young was held on the shelf for so long is because you had members of the board that didn't want to fund it it was that simple, some of us moved to

pass it and other people said no, and that was why it was on the shelf. Ald. Cashin noted that unless they made a conscience decision that they were going to support something then they were wasting their time and money. It had happened more than once in the past there were always people that had said no to spending the money, and it will cost more now than it did then because it is that much further behind.

Chairman Reiniger advised that the motion was to refer it to the TQM Committee and the Personnel Officer.

Ald. Domaingue asked if it was the board's understanding that they had enough manpower on that TQM committee to be able to come out with the kind of a report that would be substantively equal to what a personnel consultant can provide the board.

Mr. Girard responded that he could not answer the question except to say that the members of the committee were interested in taking a crack at it and he thought if they were not up to the task they would let them know.

Ald. Domaingue moved to refer it to the TQM Committee and the Personnel Director. Ald. Cashin duly seconded the motion.

Ald. Hirschmann stated that he would be opposed because he did not think they were qualified.

Ald. Cashin noted that they would not have to accept any of their recommendations.

Ald. Hirschmann stated that he did not think they were qualified to do that.

Ald. Cashin stated that he felt they were hard pressed if they did not do it and then went out and spent \$150,000 to \$200,000.

Ald. Hirschmann stated he was not in favor of doing that either; that they had just passed a budget and everyone had a job and a salary, and let's move on, he did not think they needed to go around and reclassify the city.

Ald. Cashin stated it was for the people presently, when you do a reclassification you are looking ten years down the road where you are now and where you want to be, and how you are going to get there.

Ald. Hirschmann suggested they ask every department head where they wanted to see their department in ten years, it was the same people; that he did not understand it fully and that was true.

Chairman Reiniger called for a vote. The motion carried with Ald. Hirschmann duly recorded in opposition.

NEW BUSINESS

Mr. Moran noted that he struggled for every meeting on how to present the information to the members. Discussion ensued where members agreed that the package provided for this meeting was satisfactory for them to work from other than the additional information on specific items requested earlier by Ald. Domaingue.

There being no further business to come before the committee, on motion of Ald. Domaingue, duly seconded by Ald. Cashin, it was voted to adjourn.

A True Record. Attest.


Clerk of Committee

