

COMMITTEE ON PERSONNEL/INSURANCE

September 23, 1996

6:00 PM

Chairman Reiniger called the meeting to order.

The Clerk called the roll.

Present: Aldermen Reiniger, Domaingue, Cashin and Hirschmann
Alderman Robert was absent.

Messrs.: K. Clougherty, A. Testa, H. Moran, C. Roy-Czyzowski,
F. Thomas, R. Girard, H. Ntapalis, C. Johnson, D. Prew,
D. Paris

Chairman Reiniger addressed item 3 of the agenda:

A-1 BOARD OF MAYOR AND ALDERMAN
Communication from J. Robert Durning regarding medical/dental insurance
for elected officials and School Committee members.

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

Chairman Reiniger addressed item 4 of the agenda:

A-2 BOARD OF MAYOR AND ALDERMAN
Quality Management Team Committee Report.

Chairman Reiniger advised that this was a response to the questions as to what the Quality Management Committee is, and who is on the committee.

On motion of Alderman Domaingue, duly seconded by Alderman Cashin, it was voted to receive and file the report.

Chairman Reiniger addressed item 5 of the agenda:

A-3 FINANCE DEPARTMENT
If approved by the Personnel and Finance Committees, the Finance Director shall prepare an appropriate RFP for deferred compensation providers.

Mr. Clougherty stated as you know the City currently offers a deferred compensation program to its employees that is administered by the Hartford Company. It provides an array of investment options for people to get involved in. We are happy with the Hartford, it has provided a good vehicle but there are other companies out there. In the last several months we have had a lot of inquiries in terms of their ability to come in and make a presentation. Mr. Moran and I have talked about this on several occasions and feel that it is something that perhaps should be looked at. Our recommendation is not that the Board make a decision on this tonight. We want to bring it to your attention and ask that the committee would give us a month or so to go back and gather some information. Deferred comp. isn't something that comes to the Board's attention a lot, and it is something that we would like to prepare something for the Board much like the extra detail and the Airport study. To lay out what the program is, how it works and some of the options. We would also like to take the time to talk to employees and find out if they have any gripes with the current program. If we are going to look at alternatives it would be nice to find something that would meet everyone's needs. By getting it on the Committee's agenda we can tell the companies we are pursuing this and it gives us a chance to follow up and gather data. If we follow this pattern, you could have a decision and if there is a decision to go out with RFP's you could do that, and it would dovetail with the budget process and we could start it next June with the new fiscal year.

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

Chairman Reiniger addressed item 6 of the agenda:

A-4 PERSONNEL DEPARTMENT (FMLA)

If approved by the Personnel and Finance Committees, the policy shall be forwarded to the Board of Mayor and Aldermen for final approval.

Alderman Domaingue asked the grant of up to twelve weeks of leave for an employee for birth, adoption and placement of foster care, is that standard?

Ms. Czyzowski answered the City has provided more of a benefit than that. We have granted leaves of up to six months and guaranteed that the employee would still have their job at the end of that six month period. We did not have to have a policy, we had to do what the Federal Government says we have to do, and that is to grant the leave and make sure a person's job is protected within the twelve weeks. Our benefit was actually greater than, so what the law encourages you to do is, if you have a benefit that is more

extensive, to continue with that. This has helped us pull together a lot of information about leaves that were in a lot of different places. That is why we decided it would be good for the City to have a policy that was all encompassing and included this information in one place.

Chairman Reiniger stated it is my understanding that all of the Department Heads have looked at this.

Ms. Czyzowski answered when the first draft was finished, I sent it to all the Department Heads and asked for their comments. I also sent it to the Union Heads and asked for their comments. I took all of that into consideration when I wrote this, the final draft.

Alderman Hirschmann asked the number of hours for eligibility is 1250, how come that is not more in the range of 1700 for full time? 1250 equates to part time employment.

Ms. Czyzowski answered that is the way the Federal Government wrote it, there may be some reason for that like a thirty hour work week is sometimes considered full time.

Alderman Hirschmann stated I guess the question I am asking is by Federal law, if we were to limit it to full time, would we be breaking any law?

Ms. Czyzowski answered as long as the employee met that threshold, you would have to grant the leave. That may be considered part time for us. Therefore we would have to grant the leave. So long as they satisfied so many hours of work.

Alderman Hirschmann stated 40 hours times four weeks a month is 160 times 12 is about 1700.

Ms. Czyzowski answered we have school term employees, consider teachers, or consider people who work the school term who are educational assistants or school nurses. These are positions who work less than the standard number of full time hours but are still considered full time. I might add that the only difficulty we might have with this is that when employees return from leave, if they have been very ill, sometimes they return on a part time basis. Although the City has to pay their health insurance as we would if they were working for that twelve week period, they still pay the 10%. We have had situations where an employee returns from leave, and the doctor has recommended part time for a period of time, we are having a tough time with that in that the City does not provide benefits for part time employees. So now we are faced with a situation where an employee is coming back to work and is not allowed to come back full time, as a matter of fact one of the departments that has an employee with that difficulty is here tonight. It is a real heart wrenching decision to cut them off from medical benefits if in fact they are

ill and are trying to get back to work. The ADA requires that we, as a reasonable accommodation, allow people to come back part time if that is what their doctor says.

Alderman Cashin stated there is quite a difference between this policy and the Federal law.

Ms. Czyzowski answered there really isn't, did you have some specific areas? When I wrote it, what I did was looked at the—we had some choices to make as an employer. We could have done it on an anniversary date, the employees birthday, the first of the year. I wrote the policy as conservatively as I could so that if unions wanted to negotiate a greater benefit, they would have to bring that to the table. The period is a rolling period, so it begins the day a person starts leave. Then for twelve months thereafter, a person would used twelve weeks and no more, and the next period would not start until after the twelve months when you need leave again, and not until then. So the rolling period allows us more flexibility. I was concerned that if we started it January 1, a person could conceivable take twelve weeks before January 1, and then twelve weeks after January 1, and the City would be without an employee for 24 weeks. In order to maintain some level of staff consistency and to prevent abuse of the situation, I wrote it the way I did. We had five or six areas that we had choices to make within a larger framework. The government allows us to make those choices based on the individual situations.

On motion of Alderman Hirschmann, duly seconded by Alderman Cashin, it was voted to approve the policy and forward it to the Board of Mayor and Alderman for final approval.

Chairman Reiniger addressed item 7 of the agenda:

A-5 PERSONNEL COMMITTEE
Report of the Quality Management Committee
(Compensation/Classification)

Chairman Reiniger stated we have before us an interesting letter from Mr. Thomas. I would suggest that Mr. Thomas come forward and summarize his points.

Mr. Thomas stated the Quality Management Committee was asked to look at the compensation and classification plan that exists and potentially offer some recommendations as to how to improve it. As we got into discussions about that request, it became apparent rapidly that the existing compensation and classification plan is out of date and needs a major overhaul. We felt it was beyond the capability of the Quality Management Committee because of the time it would require. As mentioned in my

correspondence, many of the job specifications that presently exist have not been revised since the day they were ordinances in back in the early 70's. They have in many instances, not kept up with technology requirements as technology has improved and changed over the years. In addition, the salary scales, as you know, there are many different ones out there. Reclassification and upgrades have been given out over the course of the years without considering the impact that the one upgrade would have down the line. Typically there are many people throughout the city that are doing similar type of jobs but getting paid substantially differently. The Board of Mayor and Aldermen in the past have recognized that the plan that is in effect needs work. Over the last fifteen years there have been many studies done by the private sector. However, what has happened in the past, once the studies have been completed they have been shelved because there really was not a commitment on the part of the Board of Mayor and Aldermen to implement them. In order to implement the recommendations of the consultants it meant additional cost to the city and would need to be implemented over a period of time. The bottom line is the QM Committee strongly urges that the Board of Mayor and Aldermen look at revising the compensation and classification plan that we have. We strongly recommend that this be done by a private consultant because of the expertise that would be needed to develop a new plan of this magnitude. Before the Board allocates any money to do a study there should be, up front, a commitment on the part of the Board to implement the program once it is presented and not shelve it again. It should be made aware that a plan like this would be something that could not be implemented over night, because in many instances it would require negotiating with the various bargaining units. At least we would have a plan to follow and could focus the negotiations on the plan in order to conform to the recommendations. We felt that it should be done by a consultant as mentioned because it is so complicated, and we felt that once it was started, we did not want it to be dragged out. It should be completed within a reasonable period of time so that we could take the next step to implement it. We kicked around the notion to hire people and put them in the Personnel department, and have the staff do the study, however we felt that would not work because of the broad range of expertise needed when rewriting job specifications. To further note, if we do bring on a consultant, that would be an ideal time to put together a detailed program on performance evaluations. We felt that this compensation and classification study should be done first, in order to have a good performance evaluation plan.

Alderman Domaingue asked when was the last study done?

Mr. Moran answered in 1988.

Alderman Domaingue stated do I recall correctly that the study was never adopted by the Board of Mayor and Aldermen?

Mr. Moran answered that is correct.

Alderman Domaingue asked when the QM Committee looked at this, was there any thought given to checking with other communities to see how they handle this type of thing. Do they automatically hire a consultant, do they work with their own personnel departments?

Mr. Thomas answered we did not do a research in that manner. I think when you take a look at the magnitude of the problem that exists now when we are considering having to rewrite and tailor all the job specifications, I think that is a massive undertaking. I don't think we could go to Nashua or Portsmouth or another municipality and take all their existing job specifications and try to roll them in.

Alderman Domaingue stated I was not thinking of doing that, but I was thinking of tapping them just for the benefit of knowing whether or not we needed to go out one more time for a consultant. The Arthur Young study cost what for the city?

Mr. Moran answered 70,000 or 80,000.

Alderman Domaingue stated what I am hearing the QM Committee say is very valid, but I see that price tag and today, eight years later, we know it would go up. That is a lot of money to invest, and the QM Committee is right, without a commitment from the Board to follow through.

Mr. Moran stated I am aware that the City of Nashua conducted a 100% study in the mid 1980's. At that time they contracted with a company to conduct their study, and to my knowledge they still use the principals developed as a part of that initial compensation study.

Mr. Girard stated I think the QM Committee has made their feelings clear, it had been the Mayor's hope that there was some expertise there that could be tapped for this matter, but as they have more than appropriately detailed, it belongs in a higher place.

Chairman Reiniger stated if an RFP were to be prepared, I would assume the Personnel Department would have the responsibility of doing that?

Alderman Cashin stated there is no sense in writing an RFP unless the Board is going to be committed to doing it. My recommendation would be that we send this directly to the full Board and let them approve it or deny it. There is no sense fooling around with it, we will waste a lot of money and time.

Mr. Girard stated I would suggest the committee ask Mr. Moran to obtain estimates on what it would cost to hire a consultant to do an overhaul of the classification and

compensation system, and in that manner, once the committee has that information, it could make recommendations to the full Board that one be done, so you will have the numbers so it can be budgeted. From that point I would think it would be considered as part of the Mayor's budget proposal for the Board and if not, then the Board would have the numbers readily available to add it if it chose to do so.

Mr. Moran stated I have some estimates that are five or six months old, I think it might be appropriate to reevaluate them. The current average of the leading companies is from 100,000 to 150,000. I would be able to get more specific numbers if the committee so desires.

Alderman Domaingue asked does anyone know why the Arthur Young study was not adopted, was it a matter of money or was it just that the Board disagreed with the outcome?

Mr. Moran answered I do not know the real reason. It would be my opinion that there was difficulty in having the unions accept the provisions of the study as pertained to the unions. That is my personal opinion on what happened.

Alderman Domaingue stated I would have felt better if this committee had met with the QM Committee so that we could have had a better history of how we got to this point. Mr. Thomas has done a wonderful job of giving us a synopsis of it, but I think I would have felt better touching base directly to hear some of the QM Committee members. My fear is that the Board is going to look at the price tag, and accept the fact that if it is a union management set of issues and that we could be faced with an exact replica of what happened in 1988.

Alderman Cashin stated it was financial, there was a lot of upgrading_

Mr. Thomas stated quite frankly, that is my understanding also, that when the report came in, it did recommend a sizable amount of adjustments in the compensation schedules and as such, it appeared to the Board that it would have been a hard nut to crack. I think that in any future study there is always that potential, that is why I mentioned that there must be an up front commitment and there has to be a knowledge that this may be something that cannot be implemented in one year. It may be something that would be implemented over a period of time. But at least you would have a guide to go by as long as there is a commitment to follow through. It has been brought to my attention that Portsmouth and Concord have recently, within the last year, gone out for RFP's to bring on a consultant to do the same type of study that we are talking about. This issue is probably one of the major issues that is hanging out there. Earlier you reviewed the status of the QM Committee, we did a survey, which came back with one major area being the personnel system, the human resource system in the City really

needs to be overhauled. You can't overhaul that system without starting off with a new classification and compensation plan. I think you will hear tonight that there is problems with the salary schedules and job specifications not living up to the technology requirements.

Alderman Domaingue stated my feeling is if we are going to spend that kind of money, granted technology has come a long way even in that span of time from 1988 until now, but I am an optimist, and would like to think there is some way of bringing that report into the 1990's to be able to develop a personnel classification system and invest that 150,000 in making up the difference in salaries rather than paying a consultant and then finding out we don't agree with it. I don't want to see the taxpayers pay for another compensation study that will just get shelved.

On motion of Alderman Hirschmann, duly seconded by Alderman Domaingue, it was voted to table this item pending further information to be gathered by Mr. Moran and the QM Committee and brought back before this committee.

Chairman Reiniger addressed item 8 of the agenda:

**A-6 PERSONNEL (CHANGES TO THE CODE OF ORDINANCES
ADMINISTRATIVE - HOUSEKEEPING)**

If approved, the Code of Ordinances shall be amended to reflect the required changes.

Mr. Moran stated this is a matter of having one of our employees to go through the various ordinances and what we found in several instances was over the past several years some of the I's were not dotted and the t's were not crossed. What we are proposing to do is take care of all those little I's and T's to make sure everything is properly ordained and legalized.

On motion of Alderman Cashin, duly seconded by Alderman Domaingue, it was voted to approve the required changes to the Code of Ordinances.

Chairman Reiniger addressed item 9 of the agenda:

A-7 PERSONNEL
Discussion of insurance liability

Chairman Reiniger advised this was an issue involving City policy.

Mr. Moran stated this involves an accident that occurred for the liability of \$500. The individual is requesting that the City pay for this particular \$500 accident in lieu of

leaving this for her personal insurance. The question involves that the current city policy requires that employees that use their own equipment and their own automobiles are subject to the limits of their personal insurance and that the City will indemnify the employees after the limits of their particular insurance is met.

Mr. Ntapalis stated there was a policy handed out at one of the original meetings, and that is the policy that our office actually goes by. It is a City policy that, as Mr. Moran has outlined, deals with the responsibility resting with the employee with respect to automobiles and personal effects if damage occurs to any of them. Secondary to this, if ever there was a situation where the policy limits and the primary coverage were not sufficient, obviously the City, provided the employees involved in property damage type claims, were acting within the scope of their duties, would certainly come in and indemnify, defend, etc. It layers over the primary coverage is the way the policy is currently structured with the City right now.

Alderman Hirschmann stated my recollection of state law in this State, you are not even required to carry auto insurance. If we went by that, and she didn't have to have insurance, then we would have to indemnify her for the whole amount.

Mr. Ntapalis answered basically you are correct, there is no requirement for insurance to be had by any individual in the State of New Hampshire with respect to driving their car. That was one of the reasons that when we were looking at automobile coverage and went self insured, that some policy direction had been requested, there was vote by the Board of Mayor and Aldermen that the policy would go into effect in the event an individual does not, and I don't believe the policy, if I recall back in the mid 80's, did specifically state that an employee absolutely must carry automobile coverage.

Alderman Hirschmann stated I would recommend that we adopt that policy in the future, that an employee has to have certain levels of insurance, but in this particular case I would move to accept the \$500 claim and get rid of it.

Alderman Domaingue stated the first problem I had with this was, my first question was exactly that, when we employ someone, in any department, and there is an assumption made that that person may have to go outside the department, and use their own vehicle to do city business, am I hearing you tell me we don't require them to be informed that if they are called upon to do that, they must have automobile insurance?

Mr. Ntapalis stated other than that the departments have received notice indicating that if in fact there is an accident, or any property lost, that they would be held responsible. In this particular instance there is no prerequisite upon employment, in orientation or anywhere else, that makes them aware of the specifics of this.

Alderman Domaingue stated the first motion I would want to see this committee entertain is one that instructs that department to make employees aware that they need to have insurance coverage if they are going to be required to do any of the City's business using their own vehicle.

Alderman Cashin stated the question is not whether or not the person had insurance, they had insurance, the question is who pays? If her insurance pays it, up goes her premiums, that is what we are talking about.

Alderman Domaingue stated today it is one issue with one employee, tomorrow it could very well be an uninsured vehicle.

Alderman Cashin stated okay, but that is not what we are talking about here. Did your employer tell you to take whatever it was to wherever it had to go?

Ms. Johnson answered there are a couple of issues with that but the answer to that question is yes, I was instructed to use my vehicle to go to the polls, without a doubt. In the second instance I was also, I have been an employee of the city for eighteen years, and I work in the City Clerk's office so I work with the ordinances on a daily basis. I was not aware of this policy that the insurance committee sent to the Board and had adopted. Neither was the City Clerk, who had basically given me the understanding that if I had gotten into an accident, my vehicle would be covered by the City. My vehicle had been used on that day and on other occasions to move voting booths and what not over the course of time. Under normal circumstances when it was used for that I never requested mileage reimbursement. In this particular instance, following the accident, I was instructed to file a mileage reimbursement for the \$6.80 in order to receive the coverage by the City. I did that and now I understand that the report reads that I was reimbursed for mileage so therefore the mileage reimbursement cancels out the insurance coverage. After the accident when I called the claims service the person I spoke to at the claims service told me the City had no policy. Then the claims service representative was here with Harry later on, and it was the person in charge of the claims service, and he stated there is a policy and he did not know why the other person had told me that. If nothing else, I have asked not for reimbursement for any damages to my vehicle, but what I have a problem with is reporting to my insurance company to pay somebody else \$509.00 to fix their vehicle when I was on City business so therefore my insurance policy goes up because I am driving the vehicle for business purposes. Not because I had an accident but because I am driving for the City, I will now be charged a higher fee because I am driving it for business purposes. I am not asking for me, I am asking for the person whose car I hit, and who I told that I work for the City and that I was sure it would be covered. Now I am getting letters from attorneys stating I will be brought to court because I will not submit a claim to my insurance company. I do not feel my insurance

company is responsible, I was told they were not. If nothing else happens I feel the City needs to send something to all of the employees that states what the policy is.

Alderman Cashin asked didn't we do that when this first came up?

Mr. Ntapalis answered if my memory serves me correctly, there was instruction to have the policy looked at and redefined. There wasn't any instruction to go to each of the employees. If I might clarify a point that Alderman Domaingue raised, one of the reasons we did not make it compulsory that employees that work for the city make use of securing insurance is that State law does not require it and we did not feel it was our place to tell employees that for whatever reason they may choose if they don't want to carry insurance, or the manpower involved in trying to police who has insurance and who is going to file a certificate. What we did make clear, and attached to that policy is a copy of the Board's action, in 1982, we had relied on that. The only thing I have been doing is following our policy as it currently instructs me to do. If anyone here wants to change that policy I would be delighted to follow their wishes.

Alderman Cashin stated I may be wrong, but I think somewhere along the line, at one of the Board meetings when the whole thing came up, somebody instructed someone to send notices out that the City would not be responsible if employees used their own car on city business.

Mr. Ntapalis stated I don't recall that.

Alderman Cashin stated it should go out now, to each employee in their paycheck. We also discussed the election moderators not using their vehicles_

Ms. Johnson stated at the last election we rented vans and they delivered the items to the polls.

Alderman Cashin stated but the paperwork had to be delivered to the City Clerk's office, isn't that the same thing?

Mr. Ntapalis stated what we have tried to do is transfer the liability, not to be hard on employees, that was not the design, but to follow a model, because we were going to self insure.

Alderman Cashin stated all I am saying is if we have a moral responsibility, forget the legal implications, if any employee was instructed by her employer to take anything anywhere, and there is an accident, I think the City is responsible for that, regardless of what your policy says. If she is working for me and I ask her to take something somewhere and she has an accident, I am responsible. There is a moral responsibility

here, someone instructed her to do this and I think we ought to pay the claim and forget about it. Send the message out that there will be no more.

Mr. Ntapalis stated I know a lot of department heads use their own vehicles so they are exposed to risk also.

Mr. Clougherty stated I agree with Alderman Cashin. I don't think there is an appreciation of just how many people are out there using their vehicles to provide services for the City because when that policy was adopted, years and years ago, modeled after Nashua and Portsmouth, you have to realize that in those communities at that point in time, there were vehicles available for people to go to Boston or Concord, etc. We have a much different situation here, if we were to adopt a policy today without carefully thinking through the ramifications of who is not going to be doing something tomorrow that you are relying on. Looking around the room now, I can see many departments who have people providing a service who are not putting in for mileage. Given this discussion maybe it is time to take a hard look at what is the actual practice out there.

Alderman Domaingue stated I don't think we need to police every employee as the Risk Manager has said as to whether or not they have insurance and how much coverage they have. I think at bare minimum we need to see that a policy is established that notifies employees. Not just the current batch of employees, but every time we have a new hire, these people need to know that the City has an indemnification policy and their insurance coverage needs to be there, and if not, they need to notify the department head if they are not insured.

Alderman Hirschmann stated I would like to see it taken a step further, that levels of insurance are set up.

Mr. Ntapalis stated if I understand correctly, you do not desire a change to the current policy, but the word to get out to each employee now, and any new employee to be hired. We could do that through the payroll.

On motion of Alderman Hirschmann, duly seconded by Alderman Cashin, it was voted to approve payment of the claim incurred by Ms. Johnson while on city business, and to direct Risk Management to inform each employee of the policy presently in place regarding use of personal vehicles for city business.

Chairman Reiniger addressed item 10 and 11 of the agenda:

A-8 PERSONNEL

Review of various Information Support Specialists positions:

Information Support Specialist - Airport

Information Support Specialist - Finance

Information Support Specialist - Fire

Information Support Specialist - Library

Information Support Specialist - Police

Information Support Specialist - Water Works

Chairman Reiniger addressed item 11 of the agenda:

A-9 PERSONNEL

Reorganization of the Information Systems Department.

Alderman Domaingue asked why are we not holding this until we have a final determination on the classification study?

Ms. Prew answered in my department, in the last six months, I have lost all of my PC support people. Four people, I have no one left in the department to support the projects that we have ongoing. These four people left for higher salaries. Two of them went to the State of New Hampshire, one to the Office of Technology, one to the Department of Transportation, they got salary increases of about six thousand dollars per year for working less hours. We have been actively recruiting. In the past we have gotten over a hundred responses to our advertisements, the last time we got eleven. The experience that we are getting in these responses is barely entry level. Without addressing these issues we will not be able to go forward with the city's computer upgrade. We have almost two hundred computers that need to be installed. We are about half way through the process. We need to be able to attract experienced people and we need to keep the people that we have on staff now. The situation in the hiring market has changed drastically over the last three years. There used to be a large pool of very experienced people to draw on. These people are no longer available and companies are willing to pay for the kind of experience they need. These are skills that are not just limited to the

government or the public sector, they are skills that are used in every industry in the country and it is a highly competitive field at this point.

Alderman Domaingue asked are we talking about positions that are not filled now, or are we talking about upgrading positions already filled?

Ms. Prew answered I have four vacant positions right now, and I am looking to retain the staff that I have. What I am doing is distributing the responsibilities amongst different people within the department_

Alderman Domaingue stated the only concern I have is that if we are in any way upgrading existing personnel before we are settling contracts, I understand the message and I am not downplaying that, I just want to understand clearly what I am being asked to do here. I am being asked to give raises to personnel to keep them when I haven't settled contracts, now I am a little nervous about doing that.

Alderman Hirschmann stated I really empathize with you, I have heard about the four technicians who left. I do think the positions are probably under-classified, but I want to go back to what the Quality Management team said, that no one on the team was qualified to come to this committee and do a reclassification. Then three or four items on the agenda later, we have one. If the Personnel Director and a team of people can do this, they should be able to do that whole study.

Mr. Girard stated to clarify, there are actually two items pending before the Committee, one is item A-8 which is a general study of the Information Support Specialist positions throughout the city, and the item which Ms. Prew just addressed was the overall reorganization of her department, which is item A-9, I believe we were on item A-8, the Mayors office has recommendations on both items.

Mr. Girard stated Ms. Prew has outlined the problem in her department. This reorganization is supported by the Mayor. As you know, the Mayor has, during his tenure, opposed spot reclassifications on a regular basis. However, there have been instances in the past as with the Health Department, problems with keeping nurses, with Information Systems in the past, and now again, where market demands have caused a need to look and respond immediately. You have just heard the Department Director tell you that the people that she needs to have complete the technological overhaul of the City systems are gone. There is a real problem there if they cannot hold onto the people. More importantly it is not just an upgrading of the positions, it is a complete reorganization of the department and the Mayor does endorse and support that. The problem with the classification study is all too real, but the bottom line is that we have a department whose scales are completely inadequate to retain or even hire help that is necessary to do the work that needs to be done.

Alderman Domaingue stated I won't argue that point, for purposes of vacant positions, but that is not what we are talking about if we are talking about item A-9, we are talking about reclassifying existing personnel.

Mr. Girard answered in item A-9 you are talking about a complete restructuring of that department.

Alderman Domaingue asked did this discussion take place when we had budget discussions.

Mr. Girard answered it is the Mayor's understanding that due to the fact that there have been vacancies throughout the year in Ms. Prew's budget, that she can absorb this within her current budget and have a minimal impact in fiscal year 1997.

Alderman Domaingue stated you did not answer my question, did we have this discussion at budget time, because that is when we needed to hear about reclassification and the existing wage problems, not months down the road after the budget has been set.

Mr. Girard answered I believe at budget time, Ms. Prew had a full staff, the turnover_

Alderman Domaingue stated Ms. Prew knows what the history has been in her department, we are not talking about her being new to a department.

Mr. Girard stated I am afraid this is a recent problem, Alderman Domaingue.

Ms. Prew stated the people that have left did so with twenty years of city experience. I have had a very stable environment in the department until now.

Alderman Domaingue asked you have had no turnover until now?

Ms. Prew answered I have had a stable environment, we have not had a great deal of turnover, we have added a couple of positions but have not had people leaving until recently. The four people who left took with them twenty years of city experience.

Alderman Domaingue asked before these four people left you had no turnover, is that your statement?

Ms. Prew answered I am not saying I have had no turnover in the department in the years I have been there, but it has been a fairly stable environment.

Mr. Girard stated I can assure you on behalf of the Mayor that if this item had been foreseen at the time he proposed his budget or at the time the Board of Alderman voted on a final budget, it would have been brought to their attention. I don't think anyone tries

to hide the fact that they are having trouble maintaining employees. No one comes in after the fact and says "by the way I need to reorganize my department".

Alderman Domaingue stated that is what she is doing.

Mr. Girard stated the circumstances dictate that. Perhaps you would like her to give you the retirement dates of the people who have left.

Alderman Hirschmann stated if we amended this, empathizing with the department head about the four vacant positions, and reclassifying those positions to draw interest to her department, and leave the others alone, if they want to better themselves they can apply for those positions.

Ms. Prew stated the people we are talking about are the higher level management people, we are not talking about the_

Alderman Hirschmann stated I am not going to give you your cake and let you eat it too, you will get one thing.

Ms. Prew answered I think what you will find is that those people will also be out in the marketplace. Over the past three years, the market place has changed, the skill level of the staff of the department has gone up drastically due to the new technology that is being brought in. Those skills are now very marketable, and that is what is happening to these people. They can go out in the market place and get jobs with higher salaries.

Alderman Cashin asked did you bring this into the budget committee or the Mayor's office prior to the submission of the budget?

Ms. Prew answered when I submitted my budget, I was not experiencing problems with the staff.

Alderman Cashin stated if I heard you correctly, you said for the last three years, the tendency has been that we were going to have problems so you must have foreseen that something was going to happen.

Ms. Prew stated I guess the best example I can give to you is that in 1994, when we advertised for positions, we got 150 applicants. In October of 1995, we got 39 applicants, and we just recently received 11.

Alderman Cashin stated so in October of 1995 you only had 39 applicants, when did you submit your last budget?

Mr. Girard answered the department heads had to have their request to the Mayor by the middle of February, 1996.

Alderman Cashin asked what is the total cost of this reorganization?

Ms. Prew answered the impact on the budget is about \$8,000.00 for this year.

Alderman Cashin asked if you had a full complement, what is the cost of the reorganization?

Ms. Prew answered if I had a full staff, this would cost \$8489.00.

Alderman Cashin stated is everyone, including yourself, getting upgraded?

Ms. Prew answered no. What we are doing is eliminating a vacant microsystems supervisor at grade 24, we are giving many of the responsibilities of that position to the communications and security supervisor and therefore asking for an upgrade from a grade 24 to a 26. We are reclassifying the programmer analyst from a grade 24 to a 26 because that individual is also receiving additional responsibilities. We are creating a new LAN administrator position at a grade 24. The end result here is that we have no more staff. We eliminated one position and created another. Then we are reclassifying three microcomputer systems specialists from a grade 20 to a grade 22. These are in the positions where we have the vacancies, these are the high turnover positions. We are also asking more of these people, our job descriptions that we had were for entry level people, we are now looking for more experienced people because of the requirements of the position. We are reclassifying two communications systems specialists, we also have a vacancy in that area. That is from a grade 20 to a grade 22. Then we are reclassifying a secretary to a senior secretary because that individual was taking up a lot of the clerical duties that were handled with the micro-support division. What we have, in effect, done is taken a division out of the department, consolidated it, and reduced the number of supervisors to make the department run more smoothly.

Alderman Domaingue stated I don't quarrel with Ms. Prew's assessment of her department, and the need to upgrade those positions because I am well aware of the technology changes out there. But if somebody does not take a stand and do it now, we never will. So I am telling you that until we make some move on those union contracts I will not upgrade anyone's salary. If we have to hold up the entire city and its computerized process, then that is what we are going to do.

Alderman Hirschmann stated my posture is not quite that, but I do want to go back to the reclassification and the consultant, and I think that this should be incorporated in it. It is nothing personal, I would have empathy on those four positions if they still remain vacant, I would move on those four positions.

Ms. Prew stated there have been reclassifications that have happened during this budget year.

Alderman Hirschmann stated a lot of the reclassifications that came before this committee had complete flow charts on the old staff and the new staff and the savings. There were savings involved.

Ms. Prew stated I have organizational charts here if you would like them. There are not savings associated with this because we are facing a market that requires us to pay more money to get the kind of staff we need.

Alderman Hirschmann stated I cannot say I will vote for it but you can supply us with that. I would move on those four positions but I am not going to upgrade your whole department.

Ms. Prew stated I am not asking for the whole department to be upgraded. My highest paid people are not being upgraded. These are the people that are directly related to the PC area, they have received greater responsibilities. One thing I would also ask you to consider is that these positions are forty hour positions, they are not extended work week positions. When you are looking at a grade 22, you are looking at a forty hour position which is getting paid what a grade 20 on an extended work week is getting paid, although the grade 20 would actually be receiving a bit more.

Alderman Cashin stated you are in a catch-22 here.

Mr. Testa stated there are requests from six or seven departments, all the same thing, information support specialist, which is that pay grade 20 job right now, that is the same thing as going to 22 in Ms. Prew's department. The School Department already has that at a grade 22. That job description was done in 1986. It described a certain position,

with certain duties in 1986. That is ten years ago computer systems. I remember what my computer looked like ten years ago and what I could do with it. It was relatively complicated then, it has become extremely more complicated. When we opened the new terminal building, part of the reorganization was to provide a information specialist at the airport terminal because we spent 63 million dollars on a new facility. The whole thing is run by computers. Our telephone system is based on a computer, our information system is computer based, our security system is computer based, our accounting system is another computer system. There are at least seven or eight computer systems that are in the airport. When we first opened the terminal in 1993, at that time most of the computer people were out of work, we got an excellent person. Since that time, I agree with Alderman Cashin, in effect what happened is that we are losing our people because they can make more money elsewhere with less hours. It is very hard to tell someone to stay here because it is a nice building, or because you like me. Those are not good enough excuses for people. My point is, what can I use to keep that person. We are all in a situation now where we have been asked to modernize, reduce paperwork, try to keep up with the information age, make our systems and responses more modern. I can't go into the terminal tomorrow and have security shut down because I don't have a computer person, the FAA would shut me down.

Alderman Cashin stated you have to understand what you are asking of us, you want an information support specialist to go from a grade 20 to a 22, there are four others in here being asked to go from a 20 to a 21_

Mr. Testa stated it is based on the level of sophistication of those people and the systems they have. This is an evaluation done by the Personnel Department, it is not us.

Alderman Cashin stated I am not criticizing you or how it got done. We are looking at a job description_ that may be all well and good, but I am sure that I could have every other department head come in here and tell me that their specialist has done a great deal more work than they have done in the past, and they can make the same justifications.

Mr. Testa stated I don't think it is so much more work, but the level of expertise required is much greater.

Alderman Cashin stated I cannot justify this.

Mr. Moran stated what I had recommended was that your position go to a senior support specialist and I recommended changing the grade of the information support specialist from 20 to 21.

Alderman Cashin stated my recommendation would be for Ms. Prew to come in here with the reorganization structure telling us who is where and what the grade is and what

the total cost is. That should have been in the packet and it isn't. I think if it was here you would have a better shot at getting this passed. As far as Mr. Testa goes, I understand but you have to understand where I am coming from. I have been around long enough to see what would happen if we passed this, if the Airport gets a 22 and the others get a 21, they will all be back here next week.

Alderman Hirschmann stated I agree with Alderman Cashin, if you read Hugh Malletts job description at the Police Department, he is not any less important than the airport guy.

Alderman Cashin stated I do not want to belabor this, I can support a reorganization if I know what it is all about. I think we should table this until Ms. Prew can come in here with a structure.

On motion of Alderman Cashin, duly seconded by Alderman Domaingue, it was voted to table item A-8 until the union contracts are settled.

On motion of Alderman Cashin, duly seconded by Alderman Hirschmann, it was voted to table item A-9 until such time as Ms. Prew is able to bring a reorganization structure with flow chart and numbers before this committee.

Chairman Reiniger addressed item 12 of the agenda:

A-10 RISK MANAGER

Distribution of Insurance Report and Safety Standards Report.

On motion of Alderman Hirschmann, duly seconded by Alderman Cashin, it was voted to receive and file the report.

Chairman Reiniger addressed item 13 of the agenda:

A-11 SCHOOL DEPARTMENT

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

Mr. Hobson stated I came to you about two or three months ago with a situation that was very similar to the one you have before you tonight. In last year's budget, we allocated for three reclassifications at the high school level. In this year's budget, we budgeted for

six reclassifications at the secondary level which includes both our middle schools and our high school level. The MESPA contract, the school support contract, is the only contract in the city, for whatever reason, that has the ability for the employee to petition for a reclassification as part of the bargaining agreement. They can go beyond me and file a grievance directly to their group and go to the Personnel Department with the City for reclassification. Last year, for whatever reason, Mr. Boran and I planned on getting three people done at one time in a reclassification system, and two of them were done at once, one was done later, and if you remember, about three months ago I went through the same thing. We now have the same situation. We have two secondary school typists, whose jobs have been significantly impacted by a brand new scheduling product that we bought, paid for, and trained all of our assistant principals and their secretaries. Those two people were reclassified and approved by this committee, we realized for some reason, one was left on the list. So I have a clerk typist who is doing the exact same thing at West as people at Central, and she has filed a grievance saying "this is not fair" and frankly, I agree with her. The money is in our budget, if it goes into place it would cost us less than \$1,000 for the rest of the year. I will respect your wishes but I wanted you to have the history.

Mr. Moran stated the reason that the position was not done previously was because when we did the other ones, Ms. Thibeault was either ill or taking care of an ill parent, I am not sure which it was, but she was not available for the review at that time.

Mr. Hobson stated you may be right, she was on a leave of absence and her position was being filled by a temp.

Alderman Cashin asked do we appraise the individual or do we appraise the position.

Mr. Moran stated we appraise the position.

Alderman Cashin asked so what difference did it make that she was on leave of absence? This is the position we are in now, she has filed a grievance.

On motion of Alderman Cashin, duly seconded by Alderman Domaingue, it was voted to table this item.

On motion of Alderman Cashin, duly seconded by Alderman Domaingue, it was voted to withdraw the motion to table this item.

On motion of Alderman Cashin, duly seconded by Alderman Reiniger, it was voted to approve this item. Alderman Domaingue was opposed, Alderman Hirschmann abstained.

Chairman Reiniger addressed item 14 of the agenda:

A-12 WATER WORKS

If approved by the Personnel and Finance Committees, Ms. Theresa Webster shall receive a temporary promotion to the Senior Secretary subject to change in the other employees' position.

Alderman Cashin asked could someone please explain what this is all about?

Mr. Paris stated I am here on behalf of Mr. Bowen. This is a sensitive issue that arose a few years ago concerning one of our clerical employees. In order for the employee to resolve the situation that arose, she negotiated a transfer in offices. She was a senior secretary, she requested and was granted a transfer. The person who came in to fill her position, at plus rate, for the last four years, has been doing the job at a lower pay grade with plus rate. What we are requesting is that the Committee approve this temporary promotion for her until the position in question is resolved.

Alderman Cashin asked if we do not do this, could it potentially put the City in an embarrassing position?

Mr. Paris answered potentially. Our request is based on a valid argument by the replacement secretary who has been filling this position for four years at plus rate. Our position is to promote her to senior secretary pending the resignation or departure of the person in question, at which time we would be advertising for a senior secretary.

Alderman Domaingue asked do you have a date at which time you believe the incumbent will either resign or retire?

Mr. Paris answered I do not know.

Alderman Domaingue stated I am unable to vote for this without additional information but even with it I am uncomfortable voting for any reclassification.

Alderman Cashin moved to go into executive session per RSA 91A:II (c). Alderman Domaingue duly seconded the motion. A roll call vote was taken. Aldermen Reiniger, Domaingue, Cashin and Hirschmann voted yea. Alderman Robert was absent. The motion carried.

The member convened in non-public session and discussed matters pertaining to the personnel involved with the request.

On motion of Alderman Cashin, duly seconded by Alderman Domaingue, it was voted to return to public session.

On motion of Alderman Cashin, duly seconded by Alderman Reiniger, it was voted to approve the temporary promotion of Ms. Webster to a grade 15. Alderman Hirschmann was opposed, Alderman Domaingue abstained. Chairman Reiniger advised he voted yea and that the motion carried.

OLD BUSINESS:

TABLED ITEM:

HIGHWAY DEPARTMENT: (PC 1-96) Reclassification of Highway Superintendent position.

Chairman Reiniger advised that this item had been tabled for some time but the Personnel Department was awaiting further discussion with Mr. Thomas.

On motion of Alderman Cashin, duly seconded by Alderman Hirschmann, it was voted to leave this item tabled.

Chairman Reiniger addressed item 15 of the agenda:

A-13 HEALTH

If approved by the Personnel and Finance Committees, Ms. Cooney shall be moved to the grade 27 level associated with the completion of her education requirements.

Mr. Rusczek stated about a year and an half ago, because of the turnover the Health department had in many of its positions, we reorganized and looked at pay rates of our supervisory positions and compared them to the Arthur Young study. Pay grade 27 is still below the Arthur Young recommendations. We also compared them to the City of

Nashua's pay rates as well as several others. At that time as part of our reorganization we established a pay grade 27 for our supervisory positions. All of the incumbents in our supervisory positions had about 6 months of experience. As part of the reclassification, or reorganization, we discussed and set forth a desire to not just reclassify to retain staff, but to improve the services of the Health Department. In doing so, we determined at that time it was in the Health Department's best interest to leave the incumbents at pay grade 25 as under-filled positions until they fully met the requirements of the reclassified positions. Mary Ann Cooney has worked on her Master's Degree in nursing for a number of years now, and because this was the carrot that was put forth, she not only worked on her Master's in nursing, but also tied her education to the needs of the Health Department. At this time, Ms. Cooney has completed her Master's Degree and now meets the requirements of the position.

Alderman Domaingue stated so we are not reclassifying this position, what you are asking us to do is compensate Mary Ann Cooney based on her level of education.

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

Chairman Reiniger addressed item 16 of the agenda:

A-14 PERSONNEL COMMITTEE
Department Head Merit System Responses.

Chairman Reiniger thanked the department heads for their responses. It appears that a major point that has been made over and over is that this should not be approached until after the classification system has been upgraded.

Alderman Hirschmann stated I thought we had given this to the Quality Committee to give us a report, but apparently it went out individually to the department heads.

Mr. Moran stated no, my recollection is, and I would be pleased to check the minutes, is that it was originally recommended to submit it to the Quality Committee and the Committee directed that it go to the department heads.

Alderman Hirschmann stated my proposal was an example of a system, it was not the proposal. I was hoping to get it across that I was looking for other proposals. I was trying to generate interest and get some ideas. Should this be included in that RFP?

Mr. Moran answered definitely.

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

NEW BUSINESS

Alderman Hirschmann stated I know that we upgraded the Highway Department crews, we gave them a temporary upgrade so they could have two paving crews. I want to know when the paving money runs out so we can take away the temporary upgrades. I am sure they are not going to come back before us, they are just going to keep going indefinitely.

Mr. Moran stated is has been my experience that they keep those paving crews on duty until such time as the hot top plants close, then they revert to their original pay. I believe the close in November. I will make it a point to let this committee know when that happens.

Alderman Hirschmann stated I do not want this to go on forever.

Alderman Cashin stated please do not bring this to the surface at this time. Aren't they upset enough? They are still paving and hopefully we will get a contract soon.

Mr. Moran stated I would like to thank the committee for their support with the vacancy ordinance. Second from now on, the reports of the Personnel Committee will go directly to the Board of Mayor and Alderman instead of the Finance Committee, and the Personnel Department and the City Clerk are working out the procedures to take care of that.

On motion of Alderman Cashin, duly seconded by Alderman Domaingue, it was voted to adjourn.

A True Record. Attest.

Clerk of Committee