

COMMITTEE ON PERSONNEL

October 29, 1996

6:30 PM

Chairman Reiniger called the meeting to order.

The Clerk called the roll.

Present: Ald. Reiniger, Domaingue, Cashin

Absent: Ald. Robert and Hirschmann

3. AIRPORT - Request to hire an airport Assistant Director for Marketing at a higher step. If approved by the Personnel Committee, the Airport Assistant Director for Marketing shall be started at a B6 step.

Ald. Cashin commented that he could not support it because of the unresolved contracts and other problems, he could not accept hiring any new people. In response to question, Ald. Cashin commented that the step issue was an issue, but that in hiring new people they were sending a very negative message out there -- telling them they have no money for raises and can't sit down and talk contracts, but still they were hiring people.

Ald. Domaingue stated she would move to table it but before doing that noted that she wished some clarification from Mr. Testa. She commented that Mr. Testa had outlined the situation well with information provided in the package, but that Ald. Cashin also had a legitimate and valid point. She recognized that the airport funds weren't impacting the tax roles but the message she thought was a negative message. Ald. Domaingue noted Porter McGee was presently doing the marketing. Mr. Testa concurred. Ald. Domaingue noted that the package reflected he interviewed 14 people, looked at the five most qualified, taking the average current salary as \$55,500 but had not noted the range of salaries. Mr. Testa stated that one person made \$40,000, one made \$83,000, one at \$48,000 and everyone else was over the top step- 52-54-55 thousand.

In response to further question, Mr. Testa advised that the other Airport Assistant Directors were at top of scale, he had the same problem when he had hired for those positions and had received approval. Mr. Testa noted that by bringing it in house, even hiring at top scale he was projecting a \$33,000-\$56,000 a year savings, he would be getting 20 more hours a week minimum, and could leave it with the agency if the request was not approved.

Ald. Domaingue noted she understood the reasoning behind the position, it had been approved previously, but it was hard for the board to be recommending to bring people in at top of scale when they have people who have been behind the scale for several years now.

Mr. Testa noted that this went to the deeper issue of whether our pay scales reflect the world, it was the classification system that may be topsy turvy and they had no way to deal with that, because in calling agencies throughout the area the range for people for this position was \$49,000 to \$80,000. Top of scale was what he could find a qualified person for and still save money.

In response to question, Mr. Testa advised that the mayor had approved the request.

Chairman Reiniger commented that it was part of a larger problem with the whole classification system and he supported the reclassification, there were a lot of inequities in the system and that needed to be addressed which was part of the employee morale problem, and so he agreed with Ald. Cashin. Chairman Reiniger noted that at the same time there were problems either way; that Mr. Testa made a compelling business reason for approving the request and so he could support it. Chairman Reiniger stated that he felt they would be sending the wrong message if they kept supporting these kinds of items without also getting behind a reclassification study to address all of the problems that employees have too.

Ald. Domaingue stated that she could not support starting at the top of scale, she had supported the position. Ald. Domaingue stated that she could not support bringing people in at top of scale while at the same time not addressing people who not only are not at top of scale they haven't had any increase and she was at the point now where the city has as much of a responsibility to address its contracts as it does to meet its obligations in

progress on facilities such as the airport. She would not encourage their continuation of being blind to what really is going on with other employees while making sure they had the best in certain departments, she could not support it.

Chairman Reiniger asked if she would be willing to table it pending other items being addressed.

Ald. Domaingue moved to refer it to the full Board of Mayor and Aldermen without recommendation. Chairman Reiniger stated he would support and second that motion.

Ald. Cashin stated that they minds well close the personnel committee. Ald. Domaingue stated the feelings were very strong in Personnel and the Board needed to know that, they could not continue to hide behind committees and ask them to meet the short range decisions when the long range decisions were not being addressed.

Ald. Cashin stated that committees were formed not to hide behind but to make decisions, and that was what they were here for, and in sending it to the Board she was saying she could not make the decision.

Ald. Domaingue stated that she was not prepared to table it in committee and keep it away from the board if this director is telling them he has to fill the position, he may have a majority of votes on the Board and be able to fill the position, but she would not support it at the full board level.

Mr. Girard commented that he understood they were sensitive about setting precedence but it was not unusual for the committee to approve the request like Mr. Testa's not just in the case of the Airport but in the most current example was the Police Department itself, it was rather routine for the Police Department to do a recruitment for certified police officers and as a way to interest certified officers from other areas of the state, the position in Manchester they routinely bring them in at a higher rate than base grade level, so in a lot of instances when they are hiring new police officers, this committee has said in a fairly much standing order at this point, they bring them in a so many grades above entry level to sweeten the pot to get the qualified, certified officers they want, and at the same time not have to spend money on training.

Ald. Domaingue stated she could not support it. Chairman Reiniger withdrew his second to the motion to refer the matter to the Board.

Mr. Moran suggested that it be tabled until the other aldermen were there to address their concerns.

Ald. Cashin commented that if they wanted to table it he would go along with tabling but all they were doing was adding to a continual list of tabled items they had to eventually act on these things. Ald. Cashin stated it was uncomfortable, it was difficult, but that was what they were here for.

Chairman Reiniger stated he would rather table it than send it to the full board; that he could support it but Ald. Cashin was against it.

Ald. Cashin moved to table the item. Chairman Reiniger seconded the motion. The motion carried.

4. BOARD OF MAYOR AND ALDERMEN - Referral of a letter from the Coalition of Organized Public Employees (COPE) to the Personnel Committee. The Board of Mayor and Aldermen referred the subject letter to the Committee on Personnel.

Ald. Cashin moved that the Chairman of the Board be requested to set up a committee. There was no second to the motion.

Chairman Reinginer commented that it may be a good idea to set up a sub-committee but it was mentioned by some employees that a danger of setting up a committee at this point was that it could raise expectations of employees if nothing comes out of it it could be dashed. Chairman Reiniger said he was not saying it was a bad idea but maybe not yet, suggesting trying to do something in the interim before getting to a committee, so they have more specific goals and objectives for such a committee.

Ald. Cashin asked if that was not the idea of the committee, to come up with the goals and objectives. Chairman Reiniger commented that they could ask the Personnel Department to set up a system to elicit the specific concerns

first, maybe using facilitators or something. He thought private industry would do something like that.

Ald. Cashin stated that all the letter was asking was that they set up a subcommittee to look at it, if they didn't do it what were they sending as a message.

Ald. Domaingue stated she had a lot of thoughts on the issue, read the reports and went to the meeting and noticed that Ed Kelley's testimony was not included because that was the one that caught her attention more than anybody's at that particular hearing. Ald. Domaingue stated she would limit her comments to say that the city was not a private business; that what they are reflecting here is reflecting in private business as well as other communities, other government bodies. It was symptomatic of a recession that the entire state and the New England region has been going through and is slowly coming out of. In the case of Manchester it was a function of six years of recession, she saw no acknowledgment or admission that these conditions exist in other communities, it seems to her almost as if no other factors are taken into consideration here. Ald. Domaingue stated she had no statistics here on how many other New Hampshire companies pay 90 percent of their health benefits. She saw no acknowledgment of the positive steps that the Board has taken recently, adding the free parking for the employees which she knew came after this, but the Safety Review Board certainly had been in place for awhile, the Employee Assistance Program and a list of others. Ald. Domaingue stated she did not deny that working conditions are not what they would like them to be, but she was working in a private business right now and they certainly are not what that private business and its employees would like to see it be. Ald. Domaingue stated she did not give the 11 and 17 percent raises eluded to, and she was not going to be in a position of sitting down with one segment of a group of employees knowing that she was also at the table not sitting down with a group of people who are retired and can no longer pay their tax bills and their voices aren't being heard either. She was not going to do it, they were going to have an equal listening board, an equal sounding board, and this was not her idea of how they ought to go about it.

Chairman Reiniger asked if she was opposed to creating a committee. Ald. Domaingue responded she thought that they needed to focus more on going forward with efficiency in the operation of these departments which should

improve working conditions, but the blood rush that is being used to paint the entire city as being anti union she was not buying into.

Chairman Reiniger asked for the mayor's office comments. Mr. Girard stated it was a political move in a political year and the mayor did not support it.

Ald. Cashin read from the sponsor list as follows: NHAFL-CIO, NH Coalition of Public Employees, Manchester Labor Council, NH Sisters of Mercy, NAACP, Citizens for Better Manchester, NH Building and Construction Trades Council of NH, Association for the Elderly, and United for a Fair Economy - stating that's political, asking since when does the Sisters of Mercy get political.

Mr. Girard stated that the other issue was that what city bargaining units aren't currently at the table with the Board of Aldermen will be in July, many of these items belong at the negotiating table, and frankly a democratic mailer just went out the president.

Ald. Cashin attempted to interject and Mr. Girard advised he had the floor.

Chairman Reiniger recognized Mr. Girard.

Mr. Girard continued stating that President Clinton and all of the major democratic candidates in the state of New Hampshire standing in front of a banner saying "America needs a Raise" of which this was a spin-off, was a political move in a political year, that was the position of the mayor's office.

Ald. Cashin stated so Mr. Girard was saying that this letter was politically motivated by Tom Adams.

Mr. Girard stated and he also says it is inappropriate because there currently are negotiations taking place between the city and the unions.

Ald. Cashin noted that there were always negotiations taking place between the city and the unions, so they would never form this.

Mr. Girard stated that he had been asked for an opinion and it was given.

Ald. Cashin noted that they needed to start doing something for city employees. He did not care if they did not listen, it was fine, but it was going to happen, and when it does all those people that are vocal he wanted to see how they would react to it, he had been there, he knew what it was, and if they did not think he was concerned about it he was.

Ald. Domaingue stated she did not agree with the Mayor's Assistant's contention that it was political, this had been ongoing for some time in and out of political years so she did not think that was the focus.

Chairman Reiniger asked if Ald. Domaingue could support having the Personnel Department try to elicit some of the specific issues.

Ald. Domaingue stated that she had no problem doing that; that her telephone number was listed, her address was clear. She had told each of the unions any time they wanted to talk to her she was available, it doesn't get much better than that. Ald. Domaingue stated that that stands and has stood for both terms that she served on this Board, and it will continue she was very open to whatever issues they wanted to discuss, when she has been invited to appear she has been there. Ald. Domaingue stated that this was her job, to be receptive to them and she thought that she had done that; that she would be happy to solicit whatever information this committee feels is important for the personnel to talk about to do that through the Personnel Director.

Ald. Domaingue so moved to have the Personnel Office get specific concerns listed and report back to the Personnel Committee. Chairman Reiniger seconded the motion. The motion carried with Ald. Cashin recorded as opposed. Ald. Cashin noted that this was not the question, the question was to form a sub-committee.

Chairman Reiniger stated that he felt it would be useful to know what the concerns were out there.

5. PARKS AND RECREATION/CEMETERY - Reclassification of an Equipment Operator II position to Parks and Recreation/Cemetery Irrigation Worker. if approved by the Personnel

and the Board of Mayor and Aldermen, the Parks and Recreation/Cemetery Department shall be approved to establish and to fill a Parks and Recreation/Cemetery Irrigation worker position at Grade 16, 40 hours, salary schedule VII B, effective with the establishment of the ordinance establishing the class. The department shall be allowed to fill the position on a temporary basis pending the adoption of the ordinance.

Mr. Moran stated it was an equipment operation grade 16 position that has been performing in the past irrigation worker duties and it was a matter of creating the new position at grade 16 and eliminating the Equipment Operation III, grade 16, position. Mr. Moran noted that there was no increase in complement and no increase in budget.

Ald. Domaingue asked if it was proposed as part of the parks budget this year. Mr. Ludwig responded no because he had not anticipated the retirement of the equipment operator who was doing the irrigation work. Mr. Ludwig provided a brief synopsis of the departmental operations relating to the request, noting that he was basically making the job description fit the job.

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

6. PARKS AND RECREATION/CEMETERY - Reclassification of positions approved in the FY97 budget. If approved by the Personnel Committee and the Board of Aldermen one Utility Foreman III, grade 20 position shall be reclassified to Recreation Utility Supervisor, grade 20, 40 hours per week, schedule IB (non affiliated); one Utility Foreman III position shall be reclassified to Parks Utility Supervisor, grade 20, schedule IB, 40 hours per week (non affiliated); one Cemetery Supervisor position shall be reclassified to Cemetery Maintenance Supervisor, grade 22, no hours exempt (non affiliated, Schedule IA, and one Parks Maintenance Supervisor I position shall be reclassified as parks Maintenance Ski/Aquatic Supervisor (non affiliated), schedule IA, no hours exempt. The positions shall be filled on a temporary basis pending the adoption of the ordinances establishing the positions. The class specifications shall also be approved for adoption.

Mr. Ludwig noted that this stemmed primarily from the FY97 budget preparation last year, with a review of the organizational structure some changes which had been implemented immediately for dollar savings and some happening through attrition. Mr. Ludwig reviewed the organizational structures within the department noting some positions were upgraded and some were downgraded. Mr. Ludwig noted that they were doing housekeeping in relation to the job descriptions, making them fit what the actual duties of the position are. Mr. Ludwig noted that some of this was coming to fruition because of the retirement request of the Cemetery Director.

In response to questions, Mr. Ludwig noted that some positions involved salary increases and some involved decreases and elimination of his former positions as well. Mr. Ludwig outlined the specific positions. Mr. Ludwig advised that the salary increases were tied to additional responsibilities assigned to the positions and provided a general overview of some of the changes within the positions.

Mr. Moran noted that when the positions were established they were generic in form and they were now being tied to specific descriptions and titles and outlined the positions.

Mr. Girard advised that the mayor supported the request as he had the reorganization and the savings resulting from the reorganization.

Ald. Domaingue moved to approve the request. Ald. Reiniger seconded the motion. The motion carried.

7. PERSONNEL COMMITTEE -Ratify and confirm poll conducted on October 15, 1996. The personnel Committee approved a poll to extend the probation period of a City Clerk employee for 30 days.

On motion of Ald. Cashin, duly seconded by Ald. Domaingue, it was voted to ratify and confirm such poll.

8. POLICE - Request to establish and fill two Domestic Violence Advocate positions. If approved by the Personnel and the Board of Mayor and Aldermen, the Police Department shall be approved to establish two Domestic Violence Advocates at Grade 18, non-affiliated, Salary Schedule IA, \$494.65 per week, \$25,740 per year, 40 hours per week. The positions will initially be established on a temporary basis and shall be regular limited term employees effective with the ordinance establishing the positions.

Ald. Domaingue moved for discussion. Chairman Reiniger seconded the motion.

Ald. Domaingue noted that these were two positions not noted in the FY97 budget. Deputy Chief Robinson stated this was correct. Ald. Domaingue stated this was directly related to the grant for \$109,081. Deputy Chief Robinson responded that was correct and the \$109,081 was actually for three positions, noting that there should also be a request for a police officer position before them this evening which somehow did not get before them. Deputy Chief Robinson stated that the \$109,081 was for one police officer, two domestic violence advocates, as well as training, computerized office equipment and space.

Ald. Domaingue noted that she did not have that additional information and requested it be forwarded to her in writing before they met. Ald. Domaingue

asked what the cost was on the salary for an additional police officer. Deputy Chief Robinson stated he did not have it in front of him but it would be whatever the normal starting salary was. In response to further question, Deputy Chief Robinson stated the officer would be assigned to the Domestic Violence Unit; that at the present time they had one sergeant assigned, they had started the domestic violence unit about two and one half years ago, the first department in the state to have a domestic violence unit, and at the present time that one officer has approximately 175 open cases on domestic violence in the city that she was handling by herself.

Ald. Domaingue stated they were creating a Domestic Violence Unit and the term of the grant was for one year, asking when the one year was up was it the intention of the Manchester Police Department to further that Domestic Violence Unit by continuing it and if so were they looking at an additional \$110,000 minimum added to whatever allotment they have currently. Deputy Chief Robinson responded that the Domestic Violence Unit has already been established about 2 1/2 years ago, so the unit is established and running, they had a temporary domestic violence advocate for approximately one year through another program and when the money ran out they lost that advocate. Deputy Chief Robinson stated through the Attorney General and the Violence Against Women's Act the federal FY96 they applied for and were given a grant, they would either seek additional money through that grant, which they were told they might be able to get more for an additional years, and/or they might be coming to the city to attempt to keep the positions.

Ald. Domaingue stated that she had no problem with this request.

Mr. Moran noted that the entry level for the police officer would be approximately \$27,000. per year, without benefits.

Deputy Chief Robinson stated that they had a complete grant and they would be happy to provide the committee with a copy of it which would explain everything.

Ald. Domaingue stated that it might be helpful for the committee or full board to see a copy of the breakdown for this particular unit, and questioned the 25 percent match.

Deputy Chief Robinson responded that the grant did not require new money, that they would have them show the salary of the sergeant there now, they would use money already being spent in the domestic violence area.

Ald. Domaingue moved to approve the request and include approval of the police officer. Chairman Reiniger seconded the motion.

Ald. Cashin stated he understood they would be creating new positions. Deputy Chief Robinson concurred noting that they would use grant funds for one year and apply for a second year, if there were no funds available they would be asking for funding in the budget.

The motion carried with Ald. Cashin recorded in opposition.

9. SFNS - Request for a leave of absence.

This leave is to commence on January 2, 1997 to February 21, 1997.

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

TABLED ITEMS

10. HIGHWAY - Reclassification of Highway Superintendent position.
(Tabled February 13, 1996 PC1)

This item remained on the table.

11. FINANCE - Deferred compensation provider.
(Tabled September 23, 1996 PC6)

This item remained on the table.

13. PERSONNEL - Information Support Specialist positions.

(Tabled September 23, 1996 PC6)

This item remained on the table.

14. PERSONNEL - Reorganization of the Information Systems Department.

(Tabled September 23, 1996 PC 6)

It was noted that a handout had been distributed and that Ms. Prew had a slide presentation for the Committee to view.

On motion of Ald. Domaingue, seconded by Chairman Reiniger, it was voted to remove this item from the table. Ald. Cashin was recorded in opposition.

Illustrating with the use of an overhead projector and screen, Ms. Prew stated that in 1981 they installed the first computer system with terminals and had tax collection, water billing and EPD billing. Five years later they started substituting micro-computers for the terminals, not PC's, and the school and police had added stand alone systems. In 1991 the illustration showed that they had added the second system which does the city's financials, the library added a system owned by the state, they added the parking ticket system and Highway added a time clock system and there was a beginning of sharing some information from those systems. In 1996 there had been a great deal more automation added over the five years, Fire Department added a new system, Water Department added a system, sharing information with Airport, Highway introduced a work order system, and there was some extraction of financial data from the IBM. A lot of information out there but it is very tough to get at the information, they do share it but it is convoluted - we are passing tapes and it is not something that the user departments can easily access. The project they were working on now was to streamline the whole area (color coding noted), taking all the miscellaneous systems and integrating to one system. They will have added PC's, networks to all the departments and the only systems to stand alone would be Police for security reasons, a Library system which is owned with other communities, and the Fire Department system. Ms. Prew noted that this would introduce a totally different way of being able to deal with the information. Ms. Prew referred to one slide that showed all the city

departments who would all have PC's and be on a network that they can communicate with the main system to extract information and manipulate it on their desktops, but will be able to communicate with each other, share information, E-Mail will be on the system, access to state information to the internet and once in place the possibilities were quite endless, they could make information available to the taxpayers through the internet, there were many things that could take place with this. Ms. Prew commented that this was almost complete, what was in pink was complete what was in blue and green was left to be finished. Ms. Prew noted that the last cell showed where they were with the PC deployment, with another 200 or so PC's needing to be replaced.

Ms. Prew stated she wanted to show the committee this because as they were staffed now they will not be able to move forward with the PC installation in a reasonable fashion. Ms. Prew gave the example of the Assessors had waited an extra four months to get their PC's, during that time they were using old equipment which each transaction took about 2 1/2 to 3 minutes, once the PC equipment was installed it took 1/2 minute, so a project that would take them 10-12 hours instead could be done in 2 hours. Ms. Prew noted that there was a backlog of work that needed to be done, they needed to get out to those departments that have the very old equipment, some of the equipment was 14 years old, it was breaking down, she had lost the people that supported that equipment, and it was imperative that they get the new equipment in there. Ms. Prew stated they had to start sending people out to training. She had just sent a relatively new employee out to training which cost her \$1,100.00 and certainly has skills that can be used in the market place. Ms. Prew noted in the material she had given them they could see that a study put out by the NH Employment Security showed that computer support specialists are going to be growing at 87 percent, almost double the demand that is out there now. They had been actively recruiting, they were not getting the type of people that they needed. Ms. Prew stated that they had also tried to go on the outside to do some outsourcing to assist, and were finding that the base rate for network administration is \$125 an hour for PC support it was \$85 an hour. They had called in someone, they had a problem at Highway, they were willing to pay the \$85 because it was a serious problem, and it took a week before that person came to address the problem. It was a very serious situation and she asked that they consider her request.

Ms. Prew noted that her concern was that she may lose additional employees, and the cost of that turnover is very high. Ms. Prew noted information provided her reflected an average cost of hiring a new employee is 1.2 to 2 times the person's salary, the person does not become proficient and totally productive until about 13 1/2 months and during that 13 1/2 months you get about 8 months of productivity, so she had lost 4 people and was looking at about 20 months of lost productivity even once she filled the positions.

Mr. Thomas addressed the committee stating that he wished to speak on behalf of the department heads noting this was something that was raised at the last department head meeting, and hopefully they had a copy of the correspondence sent on behalf of the department heads. Mr. Thomas stated that many of the departments now depend extensively on computers to perform their basic operations, when they don't have the support available to keep the computers and the software up and running they are not doing their job as efficiently as possible. Mr. Thomas stated they were starting to feel it as Ms. Prew mentioned the Assessors had to wait four months to get PC's installed, Highway had a serious problem where they had to go to the outside market to get it resolved. Mr. Thomas stated that the department heads had voted on this and did support Ms. Prew's request and urge the committee's consideration on this matter. Mr. Thomas noted that if the departments could not depend on the city's Info Systems Department to supply the services the departments need, then they would be making requests in the future budgetary process to have their own in-house computer support specialist such as Airport and others. Mr. Thomas stated he felt Ms. Prew's situation was different circumstance, he realized the position the city was in with the bargaining units not being settled, however, this was impacting them all and ultimately it was going to have an effect on their ability to perform their services in a cost effective manner.

Mr. Girard stated that the Mayor was supporting this request.

Chairman Reiniger stated he supported it, feeling it was very defensible.

Ald. Cashin asked how many police officers had been lost in the last six months. Deputy Chief Robinson responded 4 or 5 to different departments or they had lost one guy to the FBI, they had another guy pending for the

FBI, and they had a dozen or more that had applications in to other departments.

Ald. Cashin asked if they wanted to spend the money on safety or the other, saying he was very sympathetic, and it was interesting to find out that Airport had their own computer people. Ald. Cashin stated they could vote it up or down, but they had a major problem, and he was not speaking for Deputy Chief Robinson but for himself, they had a major problem in the police department that they were going to have to address, and they were not addressing it, they were saying they don't have any money - can't do this -- can't do that, but we are finding money for extra money here, if they vote the airport they are finding extra money there. Ald. Cashin noted they had just hired two new domestic violence people because they got a grant, but they were new positions, asking how they justified these things.

Chairman Reiniger stated he was looking at the Arthur Young Study, from 1988, which was very interesting he thought everyone should read it, and the issue was the city had to make a decision about whether he wants to pay below market rates, market rates, or above market rates, now it is a hodge podge - some jobs get paid way too much, some too little - police he said they did not know they would have to do studies on all of these, one factor was, he did not know how many applicants the police get for each opening, if they have an opening and get no applicants then we are not paying enough. Chairman Reiniger stated he did not know what the statistic was on that, but in her case it sounded like they were not going to get anybody because they were way under market.

Ms. Prew stated that they were getting very few and the ones that they were getting were not as qualified as they would like.

Ald. Cashin stated the other side of the coin was they were hiring police officers, spending thousands of dollars training them and then they are loosing them, asking if that made any more sense.

Chairman Reiniger stated that was a good point, that was potentially stupid, but they had to get a handle on what the market rates were.

Deputy Chief Robinson commented that he certainly wished that they could solve their problems, he thought the police department was in a real

predicament with not getting the labor contracts solved, but he could take another step and say that the police department totally supports Ms. Prew's request, there is not a week that goes by that he was not talking to his budget man or his computer man. Deputy Chief Robinson stated they did have a guy in house that runs the computer, but he is not equipped to run what Info Systems was doing for them; that they presently had a wiring going on in house which was going to take about three weeks, and at the end of the three weeks they would be looking at Ms. Prew to install 70 some odd computers which he knew she could not do. Deputy Chief Robinson stated he had been yelling and screaming for a few months now to get a financial package computer system which had been approved for them set up but because Ms. Prew had lost people and can't replace them, as much as he understood what Ald. Cashin said and he fully 100 percent back that they get the labor problems solved, unfortunately he still had to business and he could not go forward and could not do the business and had to totally rely on Ms. Prew and her staff and he knew she lost some really good people that have upgraded their salary \$10,000 - \$12,000 by going to work for the state -- people they used to depend on all the time to come over and fix the problems. Deputy Chief Robinson stated they had a lot of money setting their, 70 PC's and a network system for an in-house system that was going to help them immensely and they can't get it done, Info doesn't have the personnel to get it done, and they can't do business if she was not allowed to get these people. Deputy Chief Robinson stated that they supported her request and also supported getting contracts.

Mr. Testa stated that as another department that uses Info Systems services extensively,, yes he did have a support person on staff, but that is one person. There were two issues, one is this city approved spending \$63.5 million on the airport. The airport is totally operated with computer systems - from weather, surface conditions, fire alarm systems, safety and security in the building, bag system, response of LEO and Fire to situations, besides the financial package and everything else and his person is only there to respond to the quick problems, the PC doesn't work or anything else. Without the support of Ms. Prew's department when they were building the airport - the city on one hand funds \$63.5 million and on the other hand won't support it - he did not understand that logic. Mr. Testa stated that the city spent \$2.5 million on computers and maybe they could use them for wallpaper, but he thought there was a balance to be achieved here that has to be looked at very seriously, they could only solve one problem at a time, and those problems

keep cropping up and they were very serious problems for the city and yes it would be nice to solve them and have a reclassification system that everybody was happy with and solve all of the labor contracts but they could not do that in the next two or three weeks and without Ms. Prew's support people every week that passes has terrific implications on the rest of the city.

Ald. Cashin stated as long as they continue to do this they would never get a reclassification done and if they had done it back in 1988 they wouldn't have this problem and as long as they continue to do what they are doing tonight they will never get it funded, that was the bottom line.

Chairman Reiniger noted that he and Ald. Cashin were at odds on this one and Ald. Domaingue had the balance of power.

Ald. Domaingue stated she was getting very tired of being an alderman in this city and being told that we have to be progressive and move forward except as it relates to certain classifications of employees. No one had to explain to her the importance of computerization within the departments and interacting with the departments. She was just at a point in this first returning term where she was tired of seeing good employees - she would not want to see a computer to try to defend her against an assailant on Elm Street, she could not make the point any clearer than that. Ald. Domaingue stated that if she wanted to be defended on Elm Street she better have an officer out there, so she would say they are both priorities. Ald. Domaingue stated what she saw the city doing was not prioritizing the officers, because this (the computers) was important, but she did not think the officers fell behind, and they had a responsibility to stop delaying certain negotiations and they have been delayed all summer. Ald. Domaingue said they now sit in this room and say - can't delay this anymore - and she did not find justification for all the delays went before with certain unions, and she did not want to be antiprogress in this city more than anybody else does but she did not know how else to send the message. She did not know how else to say to the Board to make sure our priorities are in order, and she needed her police department, just as much if not more so than my computers.

Chairman Reiniger stated no one disputes the importance of police there was no debate on that.

Ald. Domaingue stated someone was disputing it we haven't come to terms.

Chairman Reiniger stated well you can give them what they want. Ald. Domaingue responded she was not saying give them what they want but she had seen delay after delay in something as simple as providing insurance information, and getting the aldermen to sit down at a table to discuss pending negotiations - how many times has that meeting been delayed.

Mr. Girard responded he thought there were some unusual scheduling problems.

Ald. Domaingue responded if you want to do something you get it done.

Mr. Girard stated the fact of the matter was that both parties at that table have to come to an agreement. Ald. Domaingue stated and we invited them in the door. Mr. Girard stated and you read on the front page of the paper on Saturday what the result of that was, you have a very serious problem here that is going to lock up your entire city's ability to serve the customers and constituents that Ald. Domaingue served.

Ald. Domaingue asked why that problem was more serious than the other. Mr. Girard responded that this problem right now could be remedied, the other problem can't be remedied unless the IBPA wants to negotiate with the city. Ald. Domaingue told Mr. Girard he was not a negotiator.

Ald. Domaingue stated she was sorry but would not support it.

Chairman Reiniger stated he thought the key difference was that one of those issues is completely in their control, the other issue is half in their control, so he did not think they were comparable.

Mr. Girard stated that they were also talking about a department that had absolutely no personnel to execute its function.

Ald. Domaingue stated that it was right they were not comparable, if she had to shoot at a computer she was not going to feel bad if she had to bury it.

Mr. Girard stated that if the police dispatch center didn't work it can't dispatch the officer to help her.

Ald. Domaingue asked if the police department had a problem with the dispatch center. Mr. Girard responded he thought Deputy Chief Robinson had addressed his computer problems.

Ald. Cashin asked Ms. Prew when they bought all the new equipment, how many new positions did it require. Ms. Prew responded they had added in this budget year a position and last year a position. Ald. Cashin asked if the Board of Aldermen had been told it would require more positions. Ms. Prew responded affirmatively.

Ald. Domaingue asked if the Board was told they would have to upgrade the positions. Ms. Prew responded that this was a function of what was going on in the marketplace. Ald. Domaingue commented that she had looked through the budget, and she had known for years working for another bank 2 1/2 years ago and even then computer specialists were very dear, you couldn't get them; that in the preparation of her budget for this fiscal year was when she as an alderman would have wanted hear that those positions needed upgrades.

Ms. Prew noted that they had not experienced the problem at that point. Ald. Domaingue commented that they had been experiencing the problem before the budget process. Ms. Prew responded that the first employee resigned three days before the Mayor gave his budget address, at that point it was looked at as a normal turnover. Ms. Prew commented that occasionally they had people leave the department, it didn't happen very often, they had one person resign who went to private industry and at that point the budget was already presented and quite frankly they were not viewing it as a drastic problem, it wasn't until some time later that they had the additional resignations. In the material provided from DES was just published in August of this year. It was a trend that was beginning and was going to continue.

Ald. Domaingue asked if there were funds in her budget. Ms. Prew responded there was, that in the material provided if this was approved, she would still turn back almost \$30,000 from her payroll this year because of the vacancies. Ms. Prew stated that the material was based on being fully staffed by November 1 and that would not happen so they would turn back even more salary funds.

Ald. Domaingue stated she understood they were at impasse with the IBPA asking if that was correct. Mr. Girard responded that the IBPA declared impasse and walked away from the table.. Deputy Chief Robinson responded that this was not correct, that the Manchester Negotiating Team declared an impasse. Mr. Girard responded he was sorry stating they were at impasse over the same issues that we have been arguing about with police for a long time.

Ald. Domaingue stated she had only been on this Board since January so she was not going to discuss prior history; that while she was on this Board she did not want to be at impasse. Ald. Domaingue asked Mr. Girard if he wanted this item moved. Mr. Girard responded yes. Ald. Domaingue stated she did not want to be at impasse. Mr. Girard stated he did not think this was a realistic question, it was beyond her say. Ald. Domaingue responded as long as she had a stake in it, as long as her family lives in this community, and as long as she had a vote he better believe she had a say in it.

Mr. Girard noted that everyone's family on the board lived in the community, they could not hold up every item of city business because they don't have a particular labor union's contract settlement and that was exactly what she was trying to do. Its the airport, its information systems, and they were saying the same thing over and over again, its' because we've got union contracts out there that aren't settled, the world can't stop because they aren't settled.

Ald. Domaingue stated she guessed if she was trying to do something on the converse of that argument say every single time the issue of being able to settle or even negotiate a contract comes up we have better things to do.

As Chairman of the Committee, Ald. Reiniger stated he would entertain their ideas if there was anything they could do to address the police situation. Ald. Domaingue stated she did not want to be at impasse, and someone apparently declared it and she as an alderman didn't asking if anyone had contacted the other aldermen and asked them to decide to go to impasse somewhere.

Ald. Cashin stated that was not what he was discussing, the problem here was they had to look at the salary scales, they had to have an evaluation that had to get done, get funded and they would not do it and as long as they

continued this it was not going to happen. He was not going to sit there and debate with the Mayor's Assistant for sure.

Chairman Reiniger suggested it be placed back on the table. On motion of Ald. Domaingue, duly seconded by Chairman Reiniger, it was voted to place the item back on the table.

Chairman Reiniger advised they would return to item 12.

12. PERSONNEL COMMITTEE - Classification/Compensation
(Tabled September 23, 1996 PC6)

Chairman Reiniger requested Mr. Thomas address this item.

Mr. Thomas stated there were other members of the QM Team present who could also address this item. Mr. Thomas stated it was quite clear from sitting here this evening that everybody is in agreement that there is a need to have a compensation/classification study performed. He thought these types of issues would continue to come up without any resolutions until the study is completed. He thought if the investment was made in doing the study future negotiations will at least have now a tool that can be followed when the bargaining units sit down to negotiate because they were not going to be able to implement the results of a compensation/classification study in year one, because of the bargaining units. Mr. Thomas stated however, this will be a guide, a tool, to set the future course of direction. Mr. Thomas stated what a compensation/classification study is done there was basically three areas looked at. First is parity within the city system itself. As Ald. Cashin has mentioned numerous times, there isn't really any rhyme or reason right now, you have the same position throughout the city at different pay schedules without any line. Over the years when a situation develops similar to Diane Prew's experience now, there has been a reclassification or upgrading and a lot of times the committees or the board didn't look at what effects it had done the road in the other departments and other bargaining units. So a classification/compensation study would number one look at parity within the city system itself. It would also look at parity through other municipalities and then maybe not parity but a comparison of the city's compensation/classification to the public sector, and he did not think anybody was looking at the need for parity there or the desire to have parity

there. With the completion of this study, if they at least define what parity should be between positions even if there isn't any adjustment in compensation at that time he thought it would be a step in the right direction to improve morale in the city because at least now employees have seen that the city has made a commitment, now has a tool to adjust over a period of time to not only to wind up with parity on the job classification and grade level but eventually on the compensation level. Mr. Thomas stated so pay does not necessarily need to be the first thing that is addressed. When Arthur Young was completed, and he thought Hugh Moran passed out a memo on what the cost of the study now and there was a statement in there on the cost to implement and he thought there was a figure of \$1.5 million. First of all the QM Committee doesn't feel that that number is right or even should be considered in their consideration of going ahead with a classification/compensation study. The reason being is the pay raises that were given out after Arthur Young was completed if given out in the right areas probably would have made up the \$1.5 million discussed, the problem has always been in the past that pay raises were across the board, and if there was a commitment when Arthur Young was completed to implement the recommendations, to upgrade where necessary, to redline where necessary, and even downgrade where necessary, and these pay raises went to address the recommendations he thought they would be out of the battle right now that they are in, or at least a long ways to having the problems resolved. Another reason he did not think they should spend a lot of time looking at the \$1.5 million cost factor was that back in the 80's there was a comparison also being made to the municipal employee that hadn't received these across the board pay raises and the private sector was going crazy. Back in the late 80's the private sector was up here.. and the municipal employee was down here... that gap has closed so if there is a study done now he did not think there was going to be that great a gap in most cases in the difference between salaries, but the resolution of this parity or fairness issue would be resolved by a study. Mr. Thomas commented on funding it stating that they knew the Board of Mayor and Aldermen - unless there was money stashed away that people didn't know about - they did not have the \$150,000 to do the study this year. Again, the QM Committee questions whether the \$150,000 number is good, they were not sure what questions were asked of the consultants, were the consultants made aware of the past studies that were available that could be built on, they would like to think that with a little massaging that number could come down.

Mr. Thomas stated he understood that the Board of Mayor and Aldermen allocated \$50,000 this year to do two department management audits. He did not know if that money was still available but at one time the money was put on the table. Also, the study would involve enterprise funds, not that enterprise funds could fund the whole study but at least they could fund their shares so EPD, Airport, Water Works could come up with at least their portion of the study. The QM Committee would be glad to volunteer to develop an RFP working with the personnel department, working with the Personnel Committee so they have an RFP available which they could put out to advertise if the \$50,000 is available for this year's budget and they could get 5-10-or 15,000 out of the enterprise funds they could put out the RFP in the springtime and potentially allot it to a consultant in June, and there would be a provision in the award that it would be subject to the availability of the entire amount of funds to do the project. So, they would take what was available or could be scraped up this year, and develop an RFP to be placed out, and if they could come up with \$60,000 or \$65,000, he thought the Board of Mayor and Aldermen had made a commitment to fund on an annual basis this \$50,000 for the management audits which he didn't think was needed if the study was done so he was looking down the road they had a potential commitment of \$50,000. Mr. Thomas stated that by the middle of June they should have a pretty good idea because the RFP's would have come back in whether it was \$100 or \$200, and he thought at that time as part of the budget process they could make up the difference

Chairman Reiniger asked if the QM Team felt comfortable with putting together the RFP. Mr. Thomas responded that the QM Team could develop an RFP working with the Personnel and Finance Departments, and the Personnel Committee.

Mr. Moran stated he had no problem with, one of the problems with the Arthur Young study was that the Personnel Department did not have a 100 percent say on the development of the RFP, he had no objection to working with the QM team as far as the final draft of an RFP but he would certainly like an opportunity for the personnel department to prepare it, subject to the review of the QM Team.

Mr. Thomas stated the reason they had proposed to develop it with the assistance of Personnel was that they felt that the Personnel Department was

overloaded now and the QM Committee can draw upon the eight or nine different departments.

Mr. Moran stated he had no objection of coordinating any activity and giving the QM Committee a final review but he would like the RFP for consideration by the Personnel Committee.

Mr. Thomas stated they didn't have a problem with that so long as they could develop a schedule and stick to it, because again they realized there was no money now but there is opportunity if they can commit this money for the department management audits if in fact it is still around and be in a position that they can advertise the RFP at the same time when the budget process is still actively going along so they can marriage the two together and be able to commit this year's funds, and next year's funds so its not a big hit all in one year. Again, if Mr. Moran wants to develop it as long as he can meet the time requirements he did not think they would have a problem.

Chairman Robert stated why don't they have the QM Team develop the issues and goals for the RFP. Mr. Thomas stated they would be glad to do it either way, either QM be the lead and work with Hugh or provide Hugh with whatever assistance he needs as long as they move forward with this because the QM Committee speaks for the department head, felt there was a need to do this, and there had been a lot of money invested in pay increases that could be implementing this, a management audit is not going to be implemented on day number one, because you come in with all of these recommendations you still have to sit down with the bargaining units and negotiate it. Mr. Thomas stated that they then would have a guide book that they could give to Dave Hodgen and the Negotiating Team to sit down and say this is what is needed. Mr. Thomas stated he did not think they could bury their heads in the sand over all the other side issues that come up until this issue is addressed, he agreed with them that the contracts had to be settled, police is very important and keep in mind that AFSCME hasn't settled and the snow season is coming and down the line so those are very important issues, and the fact that the whole classification, job specification that whole system is ridiculous and doesn't make any sense he did not think that they could just totally bury their head, they had to bite the bullet and when there are certain requests that come to them that deserve consideration.

Ald. Domaingue stated Mr. Thomas made a great presentation and she thanked him. She stated that he said they need a guide book, no question about it they needed something so that when they sit down with the negotiation sessions they could map out where they want to be as a city and how we want to structure our employment. Ald. Domaingue noted that they had not followed through on the Arthur Young Study as they were proposing now, they never followed through on sitting down and mapping out how they were going to do it and her personal fear was that they were going to take this money, make the investment, they were going to come up with another Arthur Young Study, so she wanted to be told there was a safety net here somewhere that tells her it is going to happen.

Mr. Thomas responded stated that she had to be the safety net. When they first responded to the Committee, they had said don't waste your time, don't waste your money unless you are willing to make some kind of commitment up front before you know the answers that you are going to go ahead with it, because the study would not make everybody happy. It may not make Hugh Moran happy, it may not make him happy, but all tolled down the road a compensation and classification plan that makes sense is going to save the city money and going to make the jobs on the Personnel Committee easier.

Mr. Testa stated the compensation/classification study does many things. Number one it looks at all of the job classifications and rewrites them in today's language, you can't find computer skills anywhere on a secretary or clerk typist, when was the last time they saw a mimeo machine in the city office - it doesn't work - the skills that are required in some of these jobs have gone by the boards, some of the skills that have been added requires a college degree and there are no such things or equal jobs - those kinds of things had to be done. If they could fund it through this mechanism, he would make a contribution and he knew Tom Bowen (Water Works) would contribute, they had to be careful how much but he was sure they would contribute what they could. Mr. Testa stated if they could get the job classifications written first, and then the parody question is answered, forget the pay scales they were not talking about pay scales here, a pay scale is applied to the pay grade, the pay grade is just a number indicating the same level of skill and knowledge needed for a particular position, they figure out what to apply to this pay grade, and each one of these things can be implemented and done immediately or phased in, and when they get to the pay scales and it says do this or do that, it can be phased in over a number of

years. It was not so much the promise to these people, it was that they looked at it they agreed that there was some inequity here and when it comes back, and he knew in 1988 it was to cost \$1.5 million, but they had some very big raises follow the study and if all were added they probably exceeded the \$1.5 million so it may be moot. The contract issue was entirely separate from what they were talking about and they could use these, he knew Mr. Moran did not agree, but they can use the reclassification as part of your contract negotiations, to say they can afford this change plus 2 1/2 percent, but they could afford to give you this change this year and maybe next year 2 1/2; that it was not a good idea to do it all of the time, but the first time you implement a new system it can be.

Mr. Thomas stated he agreed, that the first time you are entering the system it is a bargaining chip. Mr. Testa stated and you don't have to spend money twice. Mr. Thomas stated that he thought the city had been spending plenty of money, they have been giving pay raises but the money has not been going into the right hands.

Clerk Johnson commented that she was not part of the QM Team but had sat in on a couple of issues, with regard to Ald. Domaingue's question regarding the Arthur Young Study sitting on the table, and where is the safety net, her recollection as being in the system at the time were that there was no map, there was no plan, it was take it or leave it, lets implement or lets not implement it. Clerk Johnson noted that Ald. Cashin was on the Board at the time and could certainly tell them what the discussion on it was, but her recollection was there was no discussion on maybe they could use this as a bargaining tool, or do other things, there was no map, and perhaps that is what the Board wants to consider is some type of a map to say this is the direction we will take based on the results of the study, and that becomes something that they could at least go forward with.

Mr. Thomas noted that the city had gone through these things now and knows the pluses and minus's of the past studies, other municipalities have done the same thing and a lot had ended up the same way Manchester did, some didn't. Mr. Thomas noted that they could draw upon expertise and experiences of the other communities, and he felt they could put together a plan and avoid some of the pitfalls of the other communities, but there had to be a commitment up front.

Mr. Moran stated that one thing that had to be made definitely clear, if there is a study and there is a notation that Susy Jones is going to get a small increase or a large increase or whatever that is all Susy Jones sees as part of the study she does not understand the particular management responsibilities or problems resulting from this, but the point being regardless of what they do the first effort has to be made to get a commitment from the board to deal with the final plan and to support the final plan. It was not going to be fully supported up front, then all the planning and all the other is wasted.

Mr. Rusczek addressed the committee noting that the QM Team has sent a survey to department heads and one of the questions was "Of all the city systems which system have weaknesses that should be addressed" and the personnel system came back as the number one issue that department heads had. The responses were that they needed to develop equity across the board, and need to develop a new classification study. Mr. Rusczek stated another response was they needed to streamline the personnel process so that they can get budgeted positions approved without going through the personnel committee. The Board of Aldermen changed that for the city and did streamline the process, and they were appreciative of that, but they still have the overriding issue, it was an equity though they talk about parody, it was equity. If you are a clerk typist in the health department with ten years experience you make \$45.00 less per week than a clerk typist working in a City Hall department under the same job classification, same code and everything else, that was inequitable. If when this is all done there is not money to fund it at a 100 percent level, than at some level they should all be treated equitably. The Health, Police, Fire Department, to move toward equity, it would not happen overnight, but it was an important issue. Another equity issue which the aldermen were addressing was the parking issue, the staff of the Health Department was deeply appreciative of the effort to establish equity with same job descriptions throughout the city.

Chairman Reiniger stated he wished to thank the QM Team and the department heads present who had worked on it, he would support moving forward to develop an RFP, and have the initiative come from the QM Team mainly and work with the personnel department.

Ald. Cashin so moved that the QM Team, in conjunction with working with the Personnel, come up with an RFP. Ald. Domaingue seconded the motion. The motion carried.

15. PERSONNEL COMMITTEE - Department head merit system responses.
(Tabled September 23, 1996 PC6) The Personnel Committee has indicated this item should be discussed with the QM Team.

This item remained on the table.

Ald. Cashin stated that it was difficult for him to sit there and be argumentative on a lot of these items that have come up; that no one was more entitled for consideration than Diane Prew or their people, and he understood that, and he hoped that in the very near future Diane would get the staff, but these immediate problems have got to be addressed and that was the only point he was trying to make and as long as they continue to do what they were doing they were not going to invest, and he thought what they did this evening was productive. They will have an RFP and they were going in the right direction. Once the word gets out with city employees yes, they were being serious about this, then he thought they could start addressing these other things, but right now they don't trust the aldermen and he did not blame them. Ald. Cashin apologized to Ms. Prew stating he was sorry but the time had come to say enough, draw the line until they can straighten out the mess.

In response to comments from Chairman Reiniger, Ald. Cashin stated that the reason the Arthur Young Study was not funded was because it was too expensive and everyone ran for the woodwork, but they did not have that problem today, because the discrepancy between municipal employees and private employees he bet were almost on an even scale, in fact they might find municipal employees in some cases may be paid better, so they would not have the major problems that they had when Arthur Young was tried to be implemented. Ald. Cashin noted at the time he had supported it, and it was expensive, and that was what had happened, but it was not the problem today.

Mr. Thomas noted that the projection for that was a one year cost and it would not happen in one year, and he agreed the gap had come down in some areas.

10/29/96 Personnel

30

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

A True Record. Attest.

Clerk of Committee