

COMMITTEE ON PERSONNEL/INSURANCE

SEPTEMBER 23, 1997

6:30 PM

Chairman Reiniger called the meeting to order.

The Clerk called the roll.

Present: Aldermen Reiniger, Domaingue, Cashin, Robert and Hirschmann.

Messrs.: M. Hobson, F. Decker, D. Prew, F. Testa, F. Rusczek, H. Moran
M. Driscoll

Chairman Reiniger addressed item 3 of the agenda:

Introduction of Human Resources staff and overview of department organization.

Mr. Hobson stated the Board of Mayor and Aldermen accepted the Human Resources reorganization last month and I wanted to invite the members of our department here this evening, and I wanted to briefly give everyone a quick overview of what the department looks like. At the head of the department is the Board of Mayor and Aldermen and the Board of School Committee, and David Hodgen as the Chief Negotiator works in our department and with our department but reports directly to the Board of Mayor and Aldermen and Board of School Committee by charter. The rest of our department is here tonight, Jackie Curtis is the principal secretary, she has been with the City for many years, Janell Larocque under the Compensation and Benefits Manager, with Janell is Terry Desrosiers, another long time City employee, Arlene Nye, who is on vacation and couldn't be with us, but again, another long time City employee, and Linda Chakas, senior payroll clerk. Mr. Moran has assumed the position of employee relations manager and working with him is Christine Martinsen, the Human Resources assistant, Pat Freitas, and Donna Descheneaux, who help run Human Resources daily operations. I just wanted you to be able to put names with faces. I appreciate the fact that you accepted the reorganization and passed it.

Chairman Reiniger asked, there is a second page in our agenda packet that deals with the matter of renaming the Committee, would you like to address that.

Mr. Hobson stated we would like to officially ask the Committee if they would consider changing the name of the Committee to Human Resources and Insurance Committee, from Personnel and Insurance. It would make sense that since we moved the department name that we could move the Committee name as well.

On motion of Alderman Cashin, duly seconded by Alderman Domaingue, it was voted to approve the request to change the name of the Committee to Human Resources/Insurance Committee.

Clerk Johnson advised that there may be an ordinance relating to this and wants to research to see what else may be required.

Chairman Reiniger addressed item 4 of the agenda:

Presentation of Floyd Decker, President, Yarger, Decker & Thomas, Inc.

Mr. Hobson advised on behalf of the Quality Management Committee I would like to introduce Floyd Decker, we have spent the day with Floyd and met with the Quality Management Committee, all Department Heads, all of the Union Representatives, and the Mayor, also the Personnel Committee Chairman. Mr. Decker is here tonight to keep the Board informed of what is happening, what the agenda and plan is.

Mr. Decker stated first I would like to take a second to tell you what this study is not about. When you do a study like this, one of the things you will find is that the employees are going to be very nervous and concerned about it. We have taken every caution that we can to make sure they know that this is not a study to look at their personal performance or grade them in any way. It is not a staffing study where we determine which jobs should be kept or cut or added. The objective of this study is pretty simple, number one is to ensure that the pay for City employees is internally fair and equitable, and secondly that it is externally competitive. In doing the study we are going to involve the employees, the Department Heads, the Union Representatives, you and as many others as we can to help us achieve that objective. I would like to put on the screen an outline and explain to you the process that we are going to be using, and please feel free to interrupt me at any time. The Oversight Committee is made up of the Quality Management Committee, some of the Department Heads, four members of the collective bargaining unit, and we will be reporting to that Committee on a bi-weekly or monthly basis at least to let them monitor our activities and make sure we are living up to the objectives of the study and staying on schedule. During this trip, and we will also be here next week, we will be looking at the City's

existing compensation policies, practices, and all the various materials associated with that. Next week we will be back and meeting with every City employee to give them the opportunity to ask us questions and interact with us. During that study we will pass out position description forms and ask each City employee to fill those out in detail so that we understand all the duties and responsibilities associated with their jobs. We will ask them not to use their existing class specifications unless they feel their job has not changed since it was written, but instead use the questionnaire, and we will develop from that questionnaire, brand new job specifications for every job in the City. When those specifications are drafted by us, we will return those to the Department Heads and to each employee for them to edit. When that process is complete, we hope to close the book on that phase of the project and move on to the phase of looking at the compensation survey, which will include selecting comparable public and private employers in the New England states and selecting benchmark classes or positions to survey as well as various benefits, and then bring it all to a conclusion by assigning all the classes to pay grades. In addition to looking at what the market provides in terms of pay and benefits, we also look at jobs and value them according to certain factors. I would like to show you what those factors are. There are a lot of different factor systems used by various companies, some use four, some use forty five. We tend to favor these ten. For example, we will rank every job or value every job, the same in terms of these ten factors. Each factor carries identical weight. One of the things we may look at, for example is a Department Head may receive very little supervision, they are going to receive high value for the degree of supervision received. An employee whose work is checked hourly or daily would receive fewer points. We will also measure original thinking, because what do you do if an accounting clerk tells you their job involves a considerable amount of original thinking, you ask for an audit. So other jobs an accountant may have is significant commitment authority that other positions don't have. Each job is going to vary factor by factor. You can take any number of those factors and place different weights on them, but we found if you value each of these ten factors the same, we believe you will come out with a fair internal value. We take the market data, the factor point information, and then we assign each job to a pay grade. Before I open this to questions I want to show you a little something about those pay grades and talk a little about employee expectations. It is important that we don't unduly raise expectations on the part of employees as to what this is going to mean for them. When you assign a class to a pay grade, as you know, we are going to assign a class, let's say to pay grade 12, the accountant that we talked about, that accountant's current pay is either going to be below pay grade 12, somewhere in between one of their steps, or it is going to be above pay grade 12. Now at first, a lot of employees are worried that this company is going to say that their pay is higher than the maximum and their pay will be cut. The answer is no,

that we would recommend that their pay remain where it is until the market catches up with them. Secondly an employee whose pay is in between these two steps would move to the next highest step. The bulk of the cost of this study will be where we find a current employees whose current pay is below the minimum. That could be substantially below the minimum or any where in between. There will be complaints from some employees who think our recommendations are unequal and unfair. What we are trying to is correct inequity amongst various positions so the solution will be uneven. This is not a study to grant an across the board increase to treat all positions the same, we are trying to correct inequities. We are going to try to do this in a way that we can implement this plan so that it is not like some previous studies you have had that get put on the shelf. I think we have a good record of implementing a plan, we have not failed to implement one yet. That does not mean that all the recommendations we have made have been accepted, but it does mean that we have not had a plan put on the shelf. Part of that reason is that we are going to work with everyone to try to come up with a plan that the bulk of the City employees can feel is a satisfactory study. With that, I think you are all now familiar with the subject and I would be glad to answer any questions.

Alderman Hirschmann stated I supported this study because of an inequity that I felt existed in the police department, new hires coming in at the same pay as seven year employees, so I am going to be very interested to see your study in regards to the police department.

Mr. Decker asked are you saying the current pay of police officers is less than for new hires now?

Alderman Hirschmann answered I would say yes in many cases.

Mr. Decker stated I think you would find that would not be our recommendation.

Alderman Cashin asked any one that is over the salary grade that they may fall into, is going to get red lined and there will be no salary decreases, is that right? Would you have problem meeting with the unions and non affiliated organizations?

Mr. Decker answered correct, and we did that this afternoon, we met with the bargaining units and non affiliated. One of the things we said to the bargaining units was, that you now have a large number of pay matrices like this and we said to them, with their permission, we would like to propose that in the future the City have a single matrix to work off of.

Alderman Domaingue asked you mentioned a position description form, is that something you can make copies of and make available to the committee.

Mr. Decker answered yes.

Alderman Domaingue asked are you assuming, is your company assuming, does this process assume, when you measure against what other pay scales are, are you assuming that they are measuring by the same yardstick that you are going to be measuring by?

Mr. Decker answered I would doubt it unless our company did their study. Many of them will have factor systems, of one kind or another, unless our company did that study, and we did Nashua several years ago, but I would doubt that another city using the same factor system would come up with the same measurement. What we will do is pick a number of benchmark classes to survey. We will pick benchmark classes that we know are highly likely to exist among other public employers. We will also pick benchmark classes that you are highly likely to find amongst private employers. Then we will provide each of those employers with an explanation of what we mean by each job, and let them match to us. Whether or not their values are the same, my guess is they will not be. Some may put more value of education, others may not.

Alderman Domaingue asked because we have to answer to the people who foot the bill for this process, is it safe to assume then, with your experience, that initially this is going to cost the City a lot of money.

Mr. Decker answered I would not say a lot of money. One of the things you need to do in studies like this is to keep the cost of implementation down. There are a number of ways to do that, as I said before the bulk of the cost is going to be those employees who are substantially below the minimum. There are several ways to deal with it, one is to implement it in phases, another is to back this minimum wage down equal for everybody in small percentages until you reach an area where you feel it is affordable. The next thing to look at is to explain to the general public is that there are costs involved in your training employees for other jurisdictions. For example, we are doing a study in Lee County, Alabama, they pay their deputy sheriff \$16,000 per year. Eight miles away in Auburn, Alabama, the police officers get \$22,000 per year. Where do you think those sheriffs go the second year, they go to Auburn. Those \$5,000 or \$6,000 in training costs was to the benefit of the people of Auburn. Is it reasonable to say that if Lee County paid them \$5,000 more per year, they would not have such a turnover.

Chairman Reiniger stated thank you for coming.

Chairman Reiniger addressed item 5 of the agenda:

INFORMATION SYSTEMS- Reorganization, support material from Floyd Decker regarding the proposal, to be distributed at the Committee meeting.

Mr. Hobson stated I have for you this evening a memorandum that Diane Prew, the Information Systems Director, wrote at my request. As some of you know, Diane brought reorganization to the table several months ago. It was brought back, as are a number of other items tonight that we would like to address. By way of introduction, Diane has a turnover of approximately 41%. The business problem we have is that we spent 2.7 million dollars in bringing together an information systems network for the City, and as Mr. Decker will tell you, the turnover problem for Information Systems is a national issue.

Ms. Prew stated to run through my memo, in the last eighteen months we have lost five staff members. Two of them went to the state, three of them went to private industry. We have been attempting to fill those positions. One of them has been vacant for almost a year. Because we need the capabilities of this position, we have attempted to outsource it. It took us five months to find a firm that had a qualified individual that we could work with. We pay that individual \$105.00 per hour and we have to work within his schedule. The whole process has set our PC installation project back about a year. We continue to advertise in newspapers and the internet. The Personnel Department is working very closely with us. Where we use to get a hundred applicant, we are lucky if we get nine or ten. For our LAN administrator, we have yet to receive an applicant that is qualified even to talk to. In those positions that we have filled, we have raided our own City departments. We have hired away from the Library and the Fire Department. I have been working with the Fire Department in an attempt to help them fill their vacant position. We finally offered somebody the position, we thought they had accepted it, they went to their employer to give their notice, and were asked what it would take to keep them, the individual stated a figure and their employer agreed. One of the most recent and frightening aspects is that we are starting to get unsolicited job offers for our staff. One employee was offered a \$4,000 raise in salary plus a \$1,000 for signing the contract. Fortunately for us he did not accept. According to the journals coming across my desk, this is a common practice. As Mr. Hobson said, the City has budgeted a great deal of money for these projects that we are trying to push forward, and it is difficult when we don't have sufficient staff. Some of the recent information that we have seen, the

Information Technology Association of America did a survey of large and mid size companies and they estimate that there is about 190,000 unfilled information technology positions at the current time. So with numbers like this we are concerned, we are having difficulty hiring and we are concerned that we may lose our current staff. I certainly realize the reclassification study is going forward but I also realize that it will probably take a good year before it is in place and I am afraid we could sustain greater losses during that time, and we will have great difficulty in hiring for those position that we have vacant.

Mr. Hobson stated for the information of the Committee, section 5 of your package has proposed information regarding the information systems department on the first page and then there is a current and proposed organizational chart and requirements that have been added to the Information Systems department. Mr. Decker was saying today, that nine or ten years ago, some of the Information Systems positions that we talk about now did not even exist. At this point I thought it might be appropriate to hear from Mr. Decker...

Alderman Cashin stated Ms. Prew, the Program Analyst you are recommending to go from a Grade 24 to 26?

Ms. Prew answered that was my original proposal. It is my understanding that Mr. Decker was going to look at our situation and make recommendations to the Committee, but that was my original proposal. I might add that funds for that was put into this years budget and the Mayor approved them.

Alderman Cashin asked is Mr. Decker going to make recommendations tonight?

Mr. Hobson stated we made Mr. Decker aware that this was going on, and as part of the package that he is going to work on for the City, he agreed to take a look at Information Systems because it was on your agenda.

Alderman Hirschmann asked when we ordered all this fancy equipment, was there an option for us to get this stuff installed and training from the company we purchased from?

Ms. Prew answered in terms of our PC's, when we purchase them the software is loaded, we do as much as we can, but there are ongoing support issues that need to be taken care of . All of this was planned as part of the implementation of the project, what we could not control is what is going on in the market place.

Alderman Hirschmann stated if we decide to adopt this, generally speaking, we are raising compensation levels, and we are freezing them, and it is rare that those compensation levels ever go down. What I am getting at is, a few years ago, we had a recession with a lot of people out of work, it seems the level of compensation goes up and down. Are we locking ourselves in at the high end?

Ms. Prew answered it is an area that does have its peaks and valleys, and it is probably appropriate that it needs to be reviewed periodically. Some of the things that we, as a department, in discussing the problem, there might be consideration given at some point to salaries based on competency. In this profession it is very important that people keep up with the current technology. We would be looking to Mr. Decker and his organization in that area. It has been, in the 80's we went through a period when it was very difficult to get people. Now we are back to that.

Alderman Hirschmann stated from my recollection this is the third attempt to reorganize since I have been on this committee, it is the same reorganization. Every time you come back there is another piece that goes through. We also moved on the Communications Specialist and the Computer Systems Specialist positions, we gave you the positions, those are not filled either?

Ms. Prew answered I have two vacant positions in that area, and the ones we filled were filled from the other City departments where their grade level was lower than ours.

Alderman Domaingue stated when you came to us at budget time, you discussed wanting to reorganize then, you reported that you were having trouble filling positions. You are talking now in terms of not being able to gauge what the market is going to do. I appreciate the situation but I have to tell you, I am not comfortable knowing I have an ongoing study, the people who work in your department know that study is underway. I am not comfortable making a blanket approval of any one or more positions when the rest of the City could easily make the same case. We have technicians all over the City who could make the case. I just want to help you but you must understand that I am not going to jump on board this reorganization until I am more comfortable with reorganization.

Mr. Hobson stated I would like to comment on something that Alderman Hirschmann said. At the last Personnel Committee meeting, Mr. Moran and I were given the charge of coming up with some guidelines for this Committee to use when it deliberates over other business problems, I know that is item number 10, we wrote it purposely in such a way that it gives the Committee latitude to

make some decisions. We are going to get to that point where it is not appropriate and you want to send it back for further review, we will. The second piece is I know this is a business problem, since Mr. Decker was here I did feel it was appropriate that we heard what he had to say about some of the national issues.

Alderman Robert asked how many positions are actually being upgraded?

Ms. Prew answered on the proposal you are looking at, the two positions of major concern are the Programmer Analyst, and the Security and Communications Supervisor. That position, with the reorganization, has received responsibility for the microcomputers.

Alderman Robert asked I am looking at the principal secretary position, and it seems like a big jump, am I not appreciating something there?

Ms. Prew answered from the work that the secretary is doing, in our office we have the one secretary and one clerk that does all of the clerical work. In comparing the responsibilities and what the secretary was doing it was my feeling that the position was a Grade 18.

Mr. Decker stated one of the things we were asked to do was to take a quick early look at the Information Systems Department and we have begun a survey of selected private industries and public employers in this immediate area, not including the clerical positions. We don't have all of that information back yet so I cannot give a solid answer but can give you an indication because I think by next week we will have all of the data in. What it is beginning to look like is that at your hire level, it looks like you may be \$5,000 to \$6,000 below what the market is, the same may be true at the upper level or even higher. In one instance we found that your maximum pay level of one of those jobs was lower than the beginning level that is being paid in the private sector. That is part of the problem.

We will be back in the next week or so to give you some very definitive information. What I would suggest is, one answer to it is, I am reluctant to say that an Information Systems job of any kind should be put at a higher pay grade level until we go through this because our intention is to replace your entire pay matrix. It is harder to start low and come up later than it is to go high now and have to come down. I think there is a potential solution here and that is if you take your current minimum and your current maximum for those pay grades, and simply to authorize Information Systems to hire at any point along that continuum rather than to have to start them at the minimum step. There is a 19% to 20% spread right now, and since they are vacant, simply authorize them to hire at any point along that range. Then we will be back to you with pay recommendations

within the next four months which we can balance against everything. The other point I want to make is what we are finding across the country is, that the pay for people in Information Systems is one of the most volatile things I have seen in thirty one years in this business. I think if we really sit back and look at what is happening it is phenomenal and intriguing with the technology that is exploding.

Alderman Robert asked Ms. Prew, does that recommendation make sense? Can you work with that?

Ms. Prew answered yes. In the new hires, we can do that, my concern is the retention of the existing staff.

Mr. Hobson stated we have five or ten days for Mr. Decker to get the rest of the information to us, we can try to come back with a business solution for the staff already in place.

Alderman Robert asked what is this going to cost in dollars for your yearly budget?

Ms. Prew answered I don't know in terms of the new hires, but I can give you an idea from what we were looking at in the proposal. It was roughly \$14,000.00 per year.

Alderman Domaingue asked if she has the funds, they were approved by the Mayor, and she has the power to do it, I don't have a problem with giving her the range to work with it for the vacant positions. I am not going to grant her the approval to give to, in effect, a back door pay increase to the current staff.

Ms. Prew stated I would submit that given the environment we are in, it is risky and we have to understand that these people may very well leave and it will be the City's loss.

A motion was made by Alderman Robert and duly seconded by Alderman Cashin to approve the reorganization package proposed by Ms. Prew, with the exception of the principal secretary increase. The motion, being opposed by Aldermen Hirschmann, Domaingue, and Reiniger, failed.

Alderman Cashin stated I think what Alderman Robert is suggesting is that the Programmer Analyst go up two grades, that the Communications Security Supervisor...

Ms. Prew interrupted the Communications Security Supervisor position is an existing position that is being merged with the Microcomputer Supervisor and on that basis is being upgraded.

Alderman Cashin continued okay, so that is upgraded to a 26, Microcomputer Systems Supervisor, is that new?

Ms. Prew answered no, that position was turned into the LAN Administrator, and that was approved, except the problem is, at the B1 rate we have had no luck whatsoever at attracting a qualified applicant.

Alderman Cashin stated Microcomputer System Analyst, that would go up two grades, Information Systems Communications Specialist would go up two grades...

Ms. Prew stated that was already approved.

Alderman Cashin continued I guess the secretary position, you are not going to support, Alderman Robert?

Alderman Robert answered correct.

Alderman Hirschmann asked how much are we paying Mr. Decker's firm?

Mr. Hobson answered \$155,000.00.

Alderman Hirschmann stated I think we should hear from Mr. Decker before we go fooling around more with the City's upgrades and classifications. We already have police officers that are upset because new hires come in at higher rates than their peers. Now we are going to move some other people around and upset more people in Information Systems Department. I am not going to vote for this, I am going to let the process we voted for by hiring Mr. Decker to be done, give us comments. Maybe these should not even be grade 26.

Alderman Cashin stated I totally agree with Alderman Hirschmann in every instance except this one, I think this is unique. We know we have a problem and we have to address it. I personally put it off because of the pending contracts. Now the contracts have been done and we ought to act on this tonight. I agree with you on anything else that comes in, I will do the same thing you are doing, I will leave it for the survey. I think this situation is unique and we need to act tonight.

Alderman Hirschmann stated we went down a path with this study, we brought in a new Human Resources director and we are utilizing his staff, and we are utilizing this study, and we are doing what we told the taxpayers was the right thing, in a professional manner, and we should go down that road.

Alderman Cashin stated but your consultant is telling you that you need to do something this evening, and also the new Director is telling you we need to do something.

Alderman Domaingue stated there were other people who came before this committee all year long, and they were turned down for exactly what is being proposed here tonight. I am more than happy to support allowing the Department Head to go ahead with a range for empty positions. I agree completely with Alderman Hirschmann, we made an investment in a process that we told the people who pay for this, we were going to see through to conclusion. Monkeying with it before it has had an opportunity to see the light of day, Mr. Decker did not tell us unequivocally that we had to make this change. He offered us an opportunity to see it in a different light.

Mr. Hobson stated everyone has made sense in their own way, I don't think it is a question of right or wrong, but what makes practical business sense. From my perspective, I would go with the man we are paying the money to. He came up with a plan to help us on a short term basis. I too, have an allegiance to the other Department Heads that have similar issues. I think Mr. Decker made sense.

Ms. Prew stated I have two distinct problems, dealing with the existing staff that we cannot afford to lose, and the problem of not being able to recruit. Really, these problems are equal.

Chairman Reiniger asked Alderman Robert, would you be willing to revise your motion to include Mr. Decker's recommendation?

Alderman Robert stated I don't think Mr. Decker's proposal solves the problem. Correct me if I am wrong, but the market being what it is, what you are asking might not be the high side, it could turn out to be the low side. My feeling was by moving this we would be solving the whole problem and we would not have to deal with it again until the study comes back.

Alderman Cashin stated somewhere there is some kind of dollar figure here.

Ms. Prew stated I could put some numbers together for you.

Clerk Johnson stated I would like to make a suggestion to the committee for another consideration which is what happened with the Airport a few years ago, before Mr. Testa came, I think he ended up hired out of that process. Airport was having a similar problem, the committee authorized them to advertise within the range, and then once they chose somebody they came back and told the committee what it would cost to hire that person. That at least allowed some flexibility to determine what it was going to cost.

Alderman Domaingue stated we could do that with the new hires, but not with the reorganization as it has been proposed. I point out again, as of July 1 most of these people did receive an increase.

A motion made by Alderman Domaingue, duly seconded by Alderman Hirschmann, to table the request until Mr. Decker could provide further information to the committee, failed. Aldermen Reiniger, Robert and Cashin were opposed.

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

Chairman Reiniger addressed item 6 of the agenda:

AIRPORT- Communication from Airport Director requesting personnel changes.

Mr. Testa stated I proposed eliminating two positions and adding four, and changing one. It is a vacant position, not a reclassification. What I have here is that because of changing conditions on the field we have become more busy during the day and have had to change our shift schedules. We have to assign two people to the evening and two people to the overnight shift. We already have one foreman position, we would like to add another foreman position to add to that so we can have a foreman on each shift. We also would like to add a general foreman's position which is equivalent to pay grade 22 in other departments. We only want a pay grade 20 because that is the classification we currently have. We are not looking to increase any money or reclassify any job. The general foreman would be able to float during the day, to supervise crews, and the road maintenance crew, as we keep adding parking lots, the need for personnel grows. I would eliminate two field positions. These would be working foremen, they would carry out all the duties of the crew. I currently have a senior account clerk

position which was recently vacated and would like to replace that position with a full accountants position. The reason for this is that we are currently getting more and more financial reporting requirements from the federal government especially in the field of grants. We are about to embark on a 108 million dollar reconstruction of the runways. There are an awful lot of financial reporting requirements. I need a full accountant.

On motion of Alderman Domaingue, duly seconded by Alderman Reiniger, it was voted to approve the request. Aldermen Cashin and Hirschmann were opposed.

Chairman Reiniger addressed item 7 of the agenda:

HEALTH- Communication from the Health Officer requesting to recruit for Deputy Health Officer and part-time Clerk Typist III.

Alderman Robert asked would this extra position make the department work better?

Mr. Rusczek answered this relates back to the management audit that identified that getting permanent funding for the epidemiologist and deputy health office position were the number one needs in the health department. But in recognition of the lack of city funds to support that, the consultant suggested trying to get state and hospital and health care funds to support the cost as much as possible. We are in the process of doing that, we don't have all the funds to cure it yet, however when the funding comes in we are going to be on a very short time table to turn around and begin to produce results. What I am asking for is approval to begin the recruitment once we know we have the funds to cure, we will not hire an individual before that.

Alderman Hirschmann asked are we going to get those funds on a yearly basis or are they going to dry up at some point?

Mr. Rusczek answered we will continue to pursue to get the outside funding to continue this as a joint venture between outside agencies, the state and the city health department. Please keep in mind that these are basic positions needed to complete the core function of a local health department. At some point these of all the programs we have on the outside, and we have 17 outside funded programs encompassing over \$700,000, of all those programs, these are probably the most unstable of funds.

Alderman Robert asked could you please state for us why the need is there?

Mr. Rusczek answered the management audit found, and we agree, that of the three core functions of a local health department, perhaps the most important is health assessment of a community. It is what we do as a local health department to steer the community to find solutions which will save the community down the road. For that reason, they identified this as the most critical need. An example of the absence of these positions is our immunization rate. For years we went on without doing any measurement of our immunization rate, and after getting funding and doing a measurement, we find that only about fifty percent of our two year olds are adequately immunized. That in turn allowed the city to put together the coalition of health care providers and seek state funding. We are beginning to see that move very rapidly. But without the positions to measure where we are at and to put the plans together we will always be in danger of public health problems being created. The only money that would come from the health department budget is 40% of the deputy health officer position. This would cost about \$12,000 or \$13,000, and the money is there in a number of place, first off we lost five school nurses over the summer months so we have people coming in at much lower salaries. In terms of sustainable savings, we have made some changes in two areas that will support that. One is through changes in how we provide dental treatment in the community. For children the continuation of the \$10,000 to \$12,000 going to a dentist hired by the health department will drop by about \$10,000 and we have been able to offset some of our community health nursing costs with some new refugee health money.

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

Chairman Reiniger addressed item 8 of the agenda:

HUMAN RESOURCES- Communication from the Human Resources Department submitting class specifications (grant administrator, municipal communications superintendent, waste water treatment plant maintenance assistant supervisor and senior auditor.)

Mr. Hobson stated our new software system demands that we have specific class codes for all positions and specific position titles and class titles.

Mr. Moran stated one of the things we realized the consultant study will be giving us is a revised class specifications but at this point it is necessary to continue on with the daily business of the department and the process. These requests are only

class specifications. In most cases the jobs are already part of the departments complement. It is just the fact of needing the approval for the class specs.

Alderman Cashin stated I am at a loss, Diane Prew made an impassioned plea for people and we don't do anything, and here we are voting on a grade twenty five in the finance department. If I had not asked the question it would have just gone through here and no one would know the difference.

Alderman Robert stated my thinking is I cannot see holding up the city's business. We are going to lose more money in the long run. I emphasize efficiency.

Alderman Domaingue stated I need someone to tell me, once we go through the reclassification study, that all of this may change again anyway? Why are we being requested to do this now?

Mr. Hobson stated this Senior Auditor position was put into the budget and voted on and approved by the entire Aldermanic Board months ago. What we brought to your attention tonight is that we still have to operate, it is going to be months before the classification study is done, and our software system needs classification codes. It is a housekeeping business, nobody was trying to put anything over on anybody by bringing in this Senior Auditor position, it already existed in the budget.

Alderman Hirschmann asked when the ordinance were written for those jobs, they weren't classified? Every job, when created, is done so by ordinance.

Mr. Moran answered I believe there are ordinances in process with the City Clerk.

Alderman Domaingue asked what happens if we do not approve these?

Mr. Moran answered we realize that there is going to be four to six months before the classification is completed. These class specs would take care of anything that would occur with the employees. If there were a situation right now with no class spec, the city could well be in some difficulty.

On motion of Alderman Robert, duly seconded Domaingue, it was voted to approve the request. Alderman Hirschmann was opposed.

Chairman Reiniger addressed item 9 of the agenda:

HUMAN RESOURCES- Communication from the Employee Relations Manager submitting administrative changes to the Family and Medical Leave Act Policy.

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

Chairman Reiniger addressed item 10 of the agenda:

HUMAN RESOURCES- Communication from the Employee Relations Manager submitting guidelines for classifications.

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

Alderman Cashin commented I won't support this, but go ahead and do it. I am telling you, something will come between now and the time you get your survey finished that you will have to act on.

Mr. Hobson stated we tried to leave this open so the committee would have some latitude to look at studies as they feel may require extra work by the committee.

Alderman Domaingue commented I don't know why we need anything other than the first suggestion to freeze all requests until the reclassification study is completed. We have a budget process that we just went through where they had all the explanation time they needed to tell us what they needed. Routine reclassification requests should be frozen, anything else should have been brought to us in the budget process.

Chairman Reiniger addressed item 11 of the agenda:

HUMAN RESOURCES- Communication from the Employee Relations Manager submitting guidelines for the City of Manchester regarding anti nepotism.

Alderman Robert stated I was under the impression that we would be given some choices and maybe be able to rationalize between them. It seems there has been some sort of policy decision made before we got to it. I am looking through my agenda and it speaks to the concept of us not wanting any kind of discrimination at all. Who came up with that and why? I don't have a problem with it but was hoping to review other viable policies.

Mr. Hobson stated Mr. Moran and I did work on this together. What we were trying to do is write something in the spirit of the EEOC and making sure we were not...Mr. Moran has two recommendations, as current charter language and four or five other sources to bring information to your attention. To answer your question I think sentence number one is a business statement that is in line with the current federal legislation, EEOC.

Alderman Robert asked what are the other sources? Is there any other section of charter or city ordinance that might apply to this?

Mr. Moran stated in the so called Human Resource Ordinance and with the advice and insistence of the City Solicitor, it was pointed out that this was the appropriate clause to deal with this question.

Alderman Robert asked would this also fall under a non-interference clause in the charter? I guess what my problem is...I do think people have the perception that things may not be quite right here. What I would like to do is to be sure that statement is backed up with adequate assurances that we are in fact, hiring the best people.

Mr. Moran stated I can state from my view that only qualified individuals are being hired.

On motion of Alderman Cashin, duly seconded by Alderman Domaingue, it was voted to approve the guidelines as submitted.

Chairman Reiniger addressed item 12 of the agenda:

HUMAN RESOURCES- Communication from the Employee Relations Manager regarding Federal minimum wage law. Salary Schedule ID also being submitted.

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

Chairman Reiniger addressed item 13 of the agenda:

POLICE- Communications from Police requesting that the temporary parking control officer belong in the non-affiliated hourly Schedule ID rather than PDSS.

Chief Driscoll stated this might be the ideal position to refer to Mr. Decker for his study, work with the department to determine where that position belongs and what the rate of pay should be.

On motion of Alderman Hirschmann, duly seconded by Alderman Domaingue, it was voted to refer the request to the Reclassification Committee.

Chairman Reiniger addressed item 14 of the agenda:

POLICE- Communication from Chief Driscoll requesting four additional Police Officer positions from the COPS Universal Hiring Program Office.

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

Chairman Reiniger addressed item 15 of the agenda:

WATER WORKS- Communication from Water Works Director requesting a one year leave of absence for Colleen Devan, Account Clerk and the ability to use current staff for extended work week (increase in hours for existing employee.)

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

Chairman Reiniger addressed item 16 of the agenda:

EXECUTIVE TOUR TRAVEL SERVICES- Communication from Jim Whitehead, Executive Tour and Travel Services expressing interest in entering into a working agreement with the City to provide discount travel services for employees, families and friends of the City.

Alderman Domaingue stated I am not familiar with this particular organization, but I do not have any knowledge as to where they stand in terms of something as simple as the Better Business Bureau. I would also like to ask whether we have asked any local agents if they would like to offer the same thing.

Mr. Moran answered my guess would be that there has been no other local agency that has done this.

On motion of Alderman Cashin, duly seconded by Alderman Domaingue, it was voted to refer the package to the City Solicitor for further investigation.

On motion of Alderman Domaingue, duly seconded by Alderman Hirschmann, it was voted to remove items 17, 18 and 19 from the table.

Item 17-

HIGHWAY- Reclassification of Highway Superintendent position.

(table February 13, 1996 PC 1)

Note: available for viewing in the Human Resources Department.

On motion of Alderman Domaingue, duly seconded by Alderman Cashin, it was voted to refer the request to the Reclassification Study.

Item 18-

PERSONNEL- Information Support Specialist positions.

(table September 23, 1996 PC 6)

Note: The Personnel Director recommends that the positions at the Airport, Fire, Police, Finance and Water Works be established as Sr. Information Support Specialists, Grade 22. The Library Technician positions to be established at Grade 20.

On motion of Alderman Domaingue, duly seconded by Alderman Cashin, it was voted to refer the request to the Reclassification Study.

Item 19-

PERSONNEL COMMITTEE- Department Head Merit System Responses.

(table September 23, 1996 PC 6)

Note: available for viewing in the Human Resources Department.

On motion of Alderman Domaingue, duly seconded by Alderman Cashin, it was voted to refer the request to the Reclassification Study.

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On motion of Alderman Hirschmann, duly seconded by Alderman Domaingue, it was voted to remove item 20 from the table for discussion.

Item 20-

POLICE- Request from Alderman Hirschmann to examine existing Personnel Policy for Police Officers.

(tabled January 27, 1997 PC 1-97)

Alderman Hirschmann stated I would like to refer this matter to the Reclassification Study for review.

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

There being no further business to come before the Committee on Personnel/Insurance, on motion of Alderman Cashin, duly seconded by Alderman Robert, it was voted to adjourn.

A True Record. Attest.

Clerk of Committee