

## COMMITTEE ON HUMAN RESOURCES/INSURANCE

**February 9, 1999**

**5:15 PM**

Chairman Sysyn called the meeting to order.

The Clerk called the roll.

**Present:** Aldermen Sysyn, Klock, Pinard, Shea, O'Neil

**Messrs:** J. Luthy, M. Hobson, F. Decker, F. Thomas, J. Kane, M. Driscoll

On motion of Alderman Pinard, duly seconded by Alderman Shea, it was voted to recess the meeting for a negotiation strategy session with Mayor Wieczorek, the Chief Negotiator, the Human Resources Director and Yarger Decker and Associates.

Chairman Sysyn called the meeting back to order.

Chairman Sysyn addressed Item 5 of the agenda:

Presentation by Dr. John Luthy, President, Futures Corporation, regarding employee development process and policy

Mr. Luthy stated let me give you just a brief overview. Basically what we have done is develop, over the past few years, an employee development plan. This is a development plan, not a performance evaluation tool so this is for employment development, not for an evaluation. This plan, once it is done at the end of the year, once an employee has performed, it can be used as the basis for evaluation or performance review. I don't like to use the word evaluation. Then there is a separate form that is used that is called an annual performance summary. This form is in its now second draft although by the end of tomorrow and into Thursday morning, I will take all of the corrections and create draft three. We will send that, pretty much as a final draft to HR. Mark will then send it out for any final review by the Oversight Committee and other invited folks. After that, it will be the final copy for the employee development plan. There are seven dimensions. I won't go through the whole thing. Mark has copies of the article that was written. I also brought the reprint to that which just came out in the past couple of months so that you have information that you can hand out to everybody if they are interested in reading about the entire system and the entire process. There are seven dimensions that include both core attributes and job related

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attributes, interpersonal skills, technical knowledge and skills for each employee as well as work tasks in terms of

assignments and duties. Those are all used as a basis for evaluation at the end of the year. So by Sunday or Monday of next week we will have hopefully close to the final draft. It will be final as far as I am concerned, but there might be some more calibrations and those can come back and be sent Fed Ex after Mark gets them and then I can make the final adjustments. These will all be sent to you on disk so you can make current adjustments that you need to in the course of each year. At the end of each year, there is the annual performance summary which is this form. Basically this includes two parts of two different dimensions that are currently in the employee development plan. Those are already on the form and then the bills plus the actual duties and job assignments are summarized on a chart here that allow somebody to be rated as below quality standards, within quality standards or exceeding quality standards. As David mentioned, this is what ties it to the annual decisions about compensation because if a person is meeting quality standards, which quite frankly 90% of your employees or more are and will continue to, they will then be eligible for that 3% pay increase. If they are extraordinary, if they are over to the right side of this line right here, then they would be eligible for a cash bonus equal to 3%. So, that is how it ties together. The key is the plan and the real paradigm shift as Mark has mentioned is that we are no longer just looking at annual performance evaluation, we are really looking at productivity, we are looking at performance, we are looking at developing our employees. If I had to emphasize anything, I do emphatically that I want the culture here to become more and more toward employee development. We do have to summarize employee performance and we certainly will do so at the end of each year, but our emphasis is on developing people. Fundamentally, that is where we are. By the time we finish this week, we will be ready to do the final drafts and then the training right now is scheduled for March. We don't know exactly when but it will probably be the second or third week of March and after that you are ready to implement or at least to start the pilot.

Alderman Shea asked how many employees do you (Mr. Thomas) have.

Mr. Thomas answered 182 up at Highway and another 42 at the Treatment Plant.

Alderman Shea asked if a particular department head has 240 employees, is it his job under the new...will he delegate this responsibility.

Mr. Luthy answered as close as you can to the actual work so supervisors, as you look through the hierarchy. The people closest to the work so say a lead worker, a supervisor, so as you head up through the hierarchy within those large departments, any department, but in the larger departments in particular you want to give the evaluation or the performance plan as they go through this, understand, and I don't have time to go through the training today but certainly I hope you all

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are invited to the training that we have in March. Most generally...employees fill

out about half of this. They are guided and facilitated by the supervisors and it is a collaborative process which is what we are trying to build here, a collaborative process, but this doesn't take as much time as it looks like. There is a lot of paper and these are all copied forms but basically it is those as close to the actual work as possible, that way you end up with people who know what it is that they are expected to do because they had a part in deciding that.

Alderman Shea asked what would you guesstimate would be the average time. Is it done quarterly or is it done annually?

Mr. Luthy answered it is done annually.

Alderman Shea asked does this evaluation take place like in June of the year.

Mr. Luthy answered as Mark just said it is date of position.

Mr. Hobson stated my date of my position is August 7, 1997 so my evaluation is on August 7.

Mr. Thomas stated the first year will take a little bit more time than previous years to set this up. The other point I wanted to make was that even though the department head is not going to be evaluating every person, the department head is going to be looking at all evaluations so that if you see something that is strange or out of whack you can go back to the employee and the person with whom the evaluation was filled out.

Alderman Shea stated just so I understand, in your case, you will delegate certain types of supervisors to evaluate people under their jurisdiction.

Mr. Hobson stated that is no different than what we do now. At School right now, we have a system with the secretaries in most places are evaluated by the principal. So it is the same thing. If the secretaries are covered by this, they would be evaluated by the principal or the assistant principal, but Norm as the Superintendent must sign off on the evaluation because he is the "department head" and that part isn't going to change.

Alderman O'Neil asked, Frank, in your department will it get as low as or will the driver of the refuge truck evaluate the other two or will the supervisor of that division evaluate all the employees within that division.

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Mr. Thomas answered I believe in that particular case that the Superintendent will evaluate the crews based on the crews. You are not going to try to break down the crew. The crews act as a group, similar to a fire truck.

Mr. Luthy stated those crews will be involved in developing the plan. Remember there are two things. This is an evaluation and this is an employee development plan so at the end of the year these evaluations are the responsibility of the supervisors but the actual development plan will be done with the work crew who is working together on it because a lot of their tasks are the same so it saves a lot of time. We want to save as much time as possible in doing this and build as much collaboration as we can among these teams so that way when we actually work this out you will have a lot of team involvement, a lot of cooperative involvement so it doesn't take the supervisors that much time and then in the next year, less than half of this has to be filled out each year by going that one dimension and in the current development plan, which dimension five, has to be filled out each year. So most of it is very fast after the first year.

Alderman Shea stated I am probably nitpicking here, but I am used to say the teachers being evaluated. They are evaluated after school hours and so forth. If a crew works from 7AM to 3:30PM will this be part of their work day. It may be picayune but I am just saying if they have been working all day are they going to come in and sit down.

Mr. Thomas stated, again, I think we would be asking them to do it at the end of their work day. As mentioned, the first year it is going to take a little bit of time to set-up and fill out these forms.

Mr. Hobson stated John has a Ph.D. in organizational development and he has a Masters in public administration and a Masters in public health administration. He has been doing this work for about 20 years. He and Floyd have been collaborating on projects now for about three or four years. John is the author of the article that we talked about in public management and he is also using, as a premise for a lot of his work, are you familiar with Howard Gardner from Harvard. Howard Gardner is a researcher who has been doing work for about 12 years out of Harvard. Daniel Goldman is doing a lot of work on Howard Gardner and John has been working with our employees about customer service and emotional intelligence and decision-making processes and not just I do a good job I pick up this pile of rocks and I put it over here so, therefore, that is good. No, that is not good. It has to do with multiple pieces of how you are coming at your work and your ethic and your integrity so there are a lot of things in here so we are really trying to...we are trying to change a lot of things here. I would like to encourage you to read this book and see where John is coming from in terms of his own research and his style and some of the things he is working on. It is exciting and we see a lot of change going on. Some good things are happening and Floyd and John are doing a heck of a good job.

Chairman Sysyn addressed Item 6 of the agenda:

Presentation by Floyd Decker, Yarger Decker and Associates regarding the Special Appeals Committee's report.

Mr. Hobson asked the Chairman if she would just like to have Mr. Decker go right into the appeals.

Chairman Sysyn answered yes.

Mr. Hobson asked does anybody have any questions for Floyd about the compensation classification process thus far. Is there anything we haven't answered or you are curious about?

Mr. Decker stated I would just say that what you have in front of you are recommendations for the 19 appeals. There are another approximately 90 appeals that will be coming into the Oversight Committee. I reviewed those 90 appeals on Sunday afternoon and grouped them into four different categories. The categories are employees who simply came back to the Committee with some of the same appeals that we denied previously. They were not in the categories that you established as Mayor and Board of Aldermen that the committee would accept. Then there are a few appeals that related to the Fair Labor Standards Act and some other categories so we are going to take those to the Oversight Committee and have them look at them and then pass them on to you. With that, I think that at least for now you have these in front of you and if there are any questions about them, I will be happy to respond.

Alderman O'Neil asked should we take them one at a time.

Chairman Sysyn answered yes, one at a time.

Alderman O'Neil stated I don't know who is appropriate to answer this question, but do the employees who appeal know where there appeal stands at a given time.

Mr. Hobson replied the 19 here do. The other ones were told that once it was brought to the special appeals committee that they would receive information from us in writing. What they have been told in writing is that their information has been recommended to be approved, recommended to be denied, recommended to be tabled for further information and that it is now going to be going from the Oversight Committee to the Human Resources and Insurance Committee and I actually sent out two letters because the first letter didn't say it was going to the HR Committee and some people thought they were approved and they should see

the money in their paychecks so I sent another letter to say no, the process says that once it goes through here it has to go to you. You are the final body according to the regulations. What you folks say is it.

Alderman O'Neil asked can a department head hold it up from going to the Oversight Committee.

Mr. Hobson answered no.

Alderman O'Neil asked so it can only be in two places, either the Oversight Committee or the Human Resources Committee.

Mr. Hobson answered well it could be sitting on my credenza waiting to meet on Friday. We have a meeting on Friday, the Appeals Committee.

Alderman O'Neil asked what is the proper name for the committee.

Mr. Hobson answered it is members of the Oversight Committee that said lets appoint a sub-committee to look at this stuff.

Alderman O'Neil asked but it should be at that committee or at this committee.

Mr. Hobson answered right.

Chairman Sysyn asked do you want to take them one at a time or just pick out ones that you have questions on.

Alderman O'Neil answered I am not sure I understand all of them. You know some of these are pretty easy. The first one, I guess that I don't understand is number 7. Is that a single request, is that all people in that position, it has to do with a police detective sergeant.

Mr. Decker replied I can respond to that. We, as you all know, when we did the original classification study we established for the detectives and some other employees that were specialized within the Police Department the new classification of Police Investigator Specialist and it was established as a promotional position between the rank of police officer and police sergeant. Since we did that we have had several sergeants and I think even lieutenants that since they at this given moment in time are assigned to the detective of that specialized bureau or lieutenant, same thing, that we should also give them an extra bump in compensation because they are with that. We denied that and suggested that we deny it on the basis that at any given moment in time that detective could be

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shipped from one area to another so he would not normally do that the same way

that the sergeant or lieutenant has certain supervisory duties and responsibilities and they are not particularly specialists and over a period of time may rotate among several different areas, including patrol. That is their job.

Alderman O'Neil stated a sergeant is a sergeant, that is what you are saying.

Mr. Decker replied right.

Alderman Shea stated on number 6 at the end it says to receive overtime during emergency situations only upon approval of the HR Committee. I thought the Mayor was going to make that decision.

Mr. Hobson replied I didn't write that right. In other words, what I heard people say and I said this earlier is that if I am an exempt employee and we can still give them overtime provided that it only happens during emergency situations. You are the approving body that approves whether or not an exempt employee can get overtime. If they are not in a collective bargaining agreement already. So the overtime has to be approved by...this is the way the ordinance reads now...the department head, the HR Director has to review it and the Mayor has to approve it and the regulation that Floyd said was fine, that process is okay but what we saw was that there was a gap in terms of the Aldermen knowing who these people were so we are fixing that gap by saying you will know who they are. There are 17 positions right now, Alderman Shea, in that report that you approved that can get overtime. They are exempt positions and they can get overtime. You approved it. We are saying here are two more that it looks like these should be getting overtime as well based on emergency situations and following the process.

Alderman Shea stated the timing is what I am wondering about. Do we have the sole authorization or do the other three parties that you mentioned have the sole authorization?

Mr. Hobson replied you set the policy. You say to me that these positions can get overtime. You set that policy and then it goes from a management level to the department head who says I need that employee to work overtime or not and then that department sends that information to HR Director who reviews it and I check it for payroll costs and then we sent it to the Mayor for approval. If the Mayor denies it, then that employee doesn't get it. What I heard before was people were getting it and the Board didn't even know who they were. We are saying only you know.

Alderman O'Neil asked is this in here on a specific page.

Mr. Decker answered it is in the policy. Basically what we are saying there is that no employee who is exempt can get overtime without any approval.

Alderman O'Neil stated I have two others. The first one has to do with the EAP position and it said that the committee tabled action pending further information. That is number 12.

Mr. Decker replied we found out something really unusual about that position and we kind of wanted to get your input. This is one of those times, I guess out of 2,000 employees, that an employee didn't bring a certain thing to our attention but in this guys, what is his name, Jordan.

Mr. Hobson responded in his defense, I think he brought it to our attention but we didn't understand what he was saying. I will say that from my perspective.

Mr. Decker stated what we found out was, it is my understanding that he was working with City employees only. He is with the Employee Assistance Program and he was taking these calls and what we found out recently was that he is carrying a beeper and a phone around with him and he is responding to telephone calls from any citizen. That is a major difference in terms of what he was saying. I would say today that based on that, that we should either put him in the A step but I really question using the A step for that because that is supposed to be for knowledge and skills only so at this point I would move him to a Grade 22.

Alderman O'Neil moved to approve the appeal of Tom Jordan and move him from a Grade 21 to a Grade 22. Alderman Shea duly seconded the motion. Chairman Sysyn called for a vote. There being none opposed, the motion carried.

Mr. Hobson stated my point is that I think from a business perspective we need to take a look at what is happening there because you have this human being that has all this gear attached to his belt in terms of what he is doing and how is doing and what the expectations are. Maybe it works, maybe it doesn't. I don't know but from a business perspective we need to sit down with Tom and say how do we improve this, what should we be doing. I am not convinced that this is the best way to do business. That is my personal opinion based on what he has told me. I think there are things we need to do that would streamline that, help him out, make it cleaner for the employees, etc.

Alderman O'Neil stated but it goes beyond Tom Jordan. It is kind of the whole Youth Services because you have Dan Duval that is on a beeper 24 hours a day. These guys go out at all hours of the night.

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Mr. Hobson replied Tom is the Employee Assistance Program Coordinator.

Alderman O'Neil responded but there are other positions like that in Youth Services that are doing...I mean they have a pretty good team over there that Tom is part of.

Mr. Hobson replied I am not trying to shake up the team, I am trying to say that we might realistically need to help that somehow. Maybe we need to put some more resources there. Maybe we need to have something else happening. I think we need to be able to say that the Employee Assistance Program is there for your employees and I know Tom is, that is not my point, but the guy has like nine hats and that doesn't make sense.

Chairman Sysyn stated Regis Lemaire is also involved in that. He carries a beeper all the time.

Mr. Hobson replied I just think it needs to be looked at. That is all.

Mr. Decker stated that is a different issue as to whether they carry beepers. A lot of employees do that. The thing that focused me in on Mr. Jordan is it was Employee Assistance, but his service group is much larger. All of the sudden it became the entire City and for whatever reason we didn't understand it that way and he is kind of modest about what he does.

Alderman O'Neil asked about number 19. I have had discussions with both Mark and Chief Kane about this. My person feeling is that if somebody is not a Fire Captain they should not get Fire Captain's pay and that is what we are doing here.

Mr. Decker answered we said on there that the employees must pass the Fire Captain's test in order to achieve that increase. I have subsequently learned from Chief Kane that that is not the case and that the position must pass an examination that is...

Mr. Hobson interjected it is a process, a process within the Fire Department.

Mr. Decker stated it is equivalent, in terms of difficulty to the Captain's test.

Chief Kane stated I think that if he goes through the process and the knowledge that he needs to know is at that level. I talked to Alderman O'Neil and I understand his position that a person being paid at this level should be a Captain and we have been there before and taken people who were officers and were in that position as a Captain and it certainly would be nice get a Captain there but in order for us to get a Captain there we need to have someone of that rank. What it is, is a training officer and basically what happens is if we put a Captain in that

position, they are only there for a short period of time. What has occurred not only

that position, but other positions like that is that the rank has come out of that position although the responsibility of the position stayed there. It typically has been paid at a Captain's level, but the rank has come out of it because a Captain's level, a person with the rank of Captain wants to be in-house.

Mr. Decker stated I think it is correct, if I am not mistaken, that previously the position was paid one pay grade higher than a Captain.

Chief Kane replied it could be but I think it was at a Captain's rate.

Alderman O'Neil stated my whole, and Joe knows how I feel, we all know people that bust their butts to study to become lieutenants and captains on the Fire Department and it is just, you know if the guy doesn't want to go through the process of becoming a lieutenant or a captain and he wants to do that job, he should get paid for the rank he holds. He is a firefighter, is that right?

Chief Kane replied his correct rank is training officer.

Alderman O'Neil asked not job title, what is his rank.

Chief Kane answered he is a private.

Alderman O'Neil stated in all fairness, knowing Gary, this wasn't anything he came up with.

Mr. Hobson stated there are five similar positions that are without rank. You have the Fire Prevention Inspector I and II and then the training officer.

Mr. Decker stated the Fire Prevention Inspector II was previously paid a 23 and so was the Fire Training Officer, Mr. Simpson, which was the same pay grade as a Captain. They were all paid at the same level. What you do there in those cases is you look at the kind and level of work and compare it to that of a Captain or compare it to that of a Fire Inspector II and make a judgment. That is what we did in terms of whether or not they should be paid above or below that. So what he did was, we had put Mr. Simpson at a pay grade 21, we put the Captains at a 22 and the Fire Inspector II at a 20 and he appealed on the basis that the examination was equivalent to that of a Captain. I understood him to say when he talked to me about a month ago, that it was the same, the same examination and I found out later that it is equivalent. On that basis, I was saying well previously if they were at the same level as a Captain, then maybe we made a mistake and we should keep it at that same level. I wanted to bring it to you and get your input.

Alderman O'Neil stated what I said to Joe was that I certainly...we seem to have gotten away from some of these mid-level positions of having rank officers and I think it is healthy. I have talked to Mark Hobson and this would be similar in Police and I am sure if we talked to lieutenants and sergeants it would be similar in other departments. In my opinion it is healthy. The more movement opportunities you have for advancement, the better and the healthier it is for an organization. I personally believe, and I wouldn't want to see these guys booted out of their job, but I would like to see us in the future in these five specific positions...this isn't a money thing, it doesn't cost Joe, he doesn't save money by doing this. He is paying a Captain's salary to do this. To have a Captain work there is a lower grade that is equivalent, have a Lieutenant. That is healthy in an organization. The more movement that Joe has, in my opinion that is healthy for his department. I guess I have a philosophical problem with paying somebody and the thing is he can retire at a Captain's pay but never have been a Captain in the department and I have a real problem with that.

Chairman Sysyn asked what about the Police Department.

Chief Driscoll answered it is difficult. There is no position that you don't graduate to or that you don't take the test for. You can't go into any technical status without achieving the rank.

Chairman Sysyn asked in other words if the guy was doing training he would have to have that rank.

Chief Driscoll answered he would have to be a Lieutenant or Captain in order to achieve that.

Mr. Hobson stated in defending Joe, Fire and Police are not the same. They are public safety but they are not exactly the same departments. It is not like because we do it in Police we have to do it in Fire. In other words, I think we need to look at individual departments in certain ways, but I definitely understand what Alderman O'Neil is saying in trying to establish a process that says I don't want to hurt any current employees but I think we need to establish some kind of process. In fairness to you, Joe, this isn't anything that we had on our top 10 list of people to look at.

Chief Kane replied and it is not something that the department is pushing forward, but we have been in this situation in prior years. This is not something new. We have had the Captains in those positions and what happened every time we had a Captain in this position is we ended up in arbitration, basically. We had a Captain in that position, we ended up in arbitration, he left that position, the position

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opened up, there were no Captains that wanted the position, the position was

opened up department-wide and was tested for. The problem is, and I understand that if you can get people to walk up those different levels in the Police Department that is great, but the problem is when you have these technical positions at Fire, the guys don't want to come off the line and take those technical positions.

Alderman O'Neil stated let him take it, Joe, but he shouldn't get paid for a position that he doesn't have. That is my whole argument. If he makes a decision and he wants to go for this job and come off being a line firefighter, he should get paid for the rank he holds. That is my whole position.

Chairman Sysyn asked couldn't you have him go to a Grade 22 if he takes the test.

Alderman O'Neil answered he would have to become a Lieutenant before that.

Chief Kane stated but we have been through this before and we have been through arbitration with doing exactly what you said. A Lieutenant went in there and took the test, got the promotion and as soon as he got the promotion there was a grievance filed because he is off the line, he is not technically in a Captain's position so there was a grievance filed.

Mr. Hobson asked are these non-affiliated employees, Joe.

Chief Kane answered no.

Mr. Hobson stated so these guys are in the Firefighter's Association and they filed a grievance against themselves.

Chief Kane replied that is correct.

Alderman O'Neil stated but we are talking six or eight years ago, before you were Chief. How about if at this point we deny this, but we also and I have had some discussions with Joe and with Mark and again it may trickle over to your department, that we work on some of these things down the road. I don't want to see somebody lose their job and I am not suggesting that somebody get booted out of there, but my opinion is at a Grade 21 I think that is overpaid there. Leave that as Floyd has recommended and see if we can work on developing down the road some kind of process to allow something to occur.

Mr. Hobson asked could we, instead of outright denying it, could we table it. In fairness to Joe and to Floyd, these guys have probably had 15 or 20 minutes to talk

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about this. Could we table it for awhile and let these guys communicate for a little bit.

Alderman O'Neil answered I am okay on tabling it.

Chief Kane stated another point is if the pay is not there for that position then there is never going to be a Captain.

Mr. Hobson replied this pay might be aggressive enough according to these numbers. We just need a little bit of time. It just kind of grew over the last couple of days.

Alderman O'Neil stated I would like to be included in the loop.

On motion of Alderman O'Neil, duly seconded by Alderman Pinard, it was voted to table the appeal for Gary Simpson, Fire Department.

On motion of Alderman O'Neil, duly seconded by Alderman Pinard, it was voted to approve the rest of the appeals as recommended.

Chairman Sysyn addressed Item 7 of the agenda:

Ordinance amendment:

“Amending Section 33.049 Chapter 33 of the Code of Ordinances of the City of Manchester, NH.”

Alderman Shea stated as it reads here, “normal intervals more often than the normal increases granted for satisfactory job performance.” I don't like the way it says satisfactory performance.

Mr. Hobson replied yes, we have a couple of corrections. In fact, Alderman Shea brought this to my attention after the letter had gone out. I have a couple of comments. What I would like to do again and I am not trying to throw things at you and drag it back but Alderman Shea called me on Friday or Saturday and we talked and then I had a chance to talk to Tom Clark about it. Could I bring this back on next Tuesday, February 16? Would that be okay? Don't we have a meeting then?

Chairman Sysyn responded no.

Mr. Hobson stated well then here are the two things we talked about. First of all, instead of using the term satisfactory job performance, we wanted to use the exact same terminology that Mr. Luthy was using. It says quality blah, blah, blah. It is in here somewhere. It says "employees who demonstrate quality job performance." The other one is that we have a redundant line where it says "recommendations for such increases." Cross that line out. The Solicitor wants that out. He doesn't want that there because it is redundant.

Deputy Clerk Johnson asked so actually you are deleting "granted for satisfactory job performance" to read "who demonstrates quality job performance."

Mr. Hobson answered "one who demonstrates" or "employees who demonstrate quality job performance."

Deputy Clerk Johnson stated if you approve that language, that is what gets submitted so you are not amending anything at this point. You are approving it with the changes that Mark just brought in.

On motion of Alderman O'Neil, duly seconded by Alderman Shea, it was voted to approve the ordinance with changes.

Chairman Sysyn addressed Item 8 of the agenda:

Communication from the Chief of Police requesting that the Police Department be allowed to follow past practice by starting two (2) certified officers off at a rate of pay that is comparable to their individual experience.

On motion of Alderman O'Neil, duly seconded by Alderman Pinard it was voted to approve this request.

Alderman Shea stated you know when these guys take over, I have no objection but do they go on patrol right away or does somebody have to go with them. Do they know the City, these guys?

Chief Driscoll replied well they do a certain amount of training, probably four or six weeks, and then they do work in an FPO capacity. One of these gentleman we got from Concord and the other we got from Weare. They both are familiar with Manchester but have never worked here. The issue is that one has been in Concord for four years and the other has been in Weare for two and a half years and their salary should go up.

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Alderman Shea stated I was just wondering, they do they start regular duties like patrolling themselves. Is it after six weeks?

Chief Driscoll replied six or eight weeks.

Alderman Shea asked and the new guys have to go to training for twelve weeks or so.

Chief Driscoll answered actually it is 22 weeks.

Chairman Sysyn addressed Item 9 of the agenda:

Communication from the Chief of Police requesting \$11,277.32 to upgrade current Police communications staff to the Yarger Decker (YDA) schedule to facilitate hiring of two vacant positions and six new dispatchers awarded through the COPS MORE 98 Program and \$18,021.36 from contingency and YDA money for costs associated with the hiring of seven new positions awarded under COPS MORE 98.

Alderman Pinard moved to recommend that this requested be approved.

Alderman O'Neil duly seconded the motion.

Alderman Shea asked is that out of our contingency money.

Chief Driscoll answered we went before the Budget Committee last year and asked for six new positions. Up until the final cut, we were granted those positions because it would take police officers out of our communications room and hire people to do the same job at less money. We were very disappointed when the Mayor and the Budget Committee told us to find another way to do it. We applied for a grant. We received a grant. The grant is for about \$170,000 and there is a 25% match from the City. It is a three year grant renewable every year. It allows us to hire six dispatchers and a senior records clerk that would work inside on the midnight shift and relieve a police officer of doing that responsibility. It, quite frankly, is a good deal for the City. Because we are so late in the budget year, we projected it would cost \$18,000 and \$11,000. Now why the two different amounts? We have had people doing the jobs now but we have been unable to hire anybody at what the City is paying so what we would like to do is bring the present people up to the Decker salary and then post the six new positions at the Decker salary and that is the total cost. Once again, I realize that this is a problem but this is something that would be wrong for the City to pass on that \$170,000 and it is a small amount of money here. I, quite frankly at this point think it will be less than that. As we projected these positions as of March 1, I don't think we can get it done by March 1. If you folks approve it tonight and it goes to the Board for approval, it is probably realistic that they won't be hired until April.

Alderman O'Neil stated the dispatchers are part of a bargaining unit, correct.

Chief Driscoll replied yes they are.

Alderman O'Neil asked can they be bumped up without negotiating.

Chief Driscoll answered probably not, but in the meantime we want to give them a little more money and we believe that is what we can do. Mark and I talked about that and the people who would be involved in the department, Human Resources, David Hodgen and Howard to do that. We don't think it is a difficult process, but it is not absolutely fool proof.

Alderman O'Neil asked what is the actual process. Are we amending?

Mr. Hobson answered sidebar agreement.

Chief Driscoll stated we don't believe we can go to the union and ask them to do it before the City says yes this is a good idea.

Alderman O'Neil asked are we opening a door by doing that with one group with anything else. Is there another group that stands to...I believe that what Floyd recommended significantly changes the pay for those positions, correct?

Chief Driscoll answered oh, it is much better.

Mr. Hobson stated and it makes them more competitive.

Alderman O'Neil asked but are we going to be getting ourselves in trouble with other bargaining units. I understand the need.

Chief Driscoll answered if I can make a comparison, do you remember when Floyd came to you folks a year and a half ago and talked about Diane Prew's positions. She couldn't hire for what the City was paying. Well I can't hire. I have had the position open for eight months now. It is a shift job, three shifts.

Alderman Shea asked what are you paying now. \$8.50 or \$10 an hour.

Chief Driscoll answered it starts at \$462. I would say that is the low salary.

Alderman Shea asked what would you pump them up to.

Mr. Hobson answered the low is like \$399, Mark. You are in the \$300's. Those jobs start in the high \$300's and they can go to other places. We keep losing them to each other.

Chief Kane asked is this going to be moved to the Fire Department.

Alderman O'Neil answered it will eventually, right.

Chief Driscoll replied yes it will. What I am showing here is \$504 that it will come up to.

Mr. Hobson stated \$12.60 an hour. Right now it must be \$10 or under.

Alderman Shea asked so the City stands to gain for three years from this.

Deputy Clerk Johnson asked can I just clarify something before you take a vote on it. The \$11,000 is FY98 money?

Mr. Hobson answered no. What I was going to say is because all of you came up with a good idea last time we met on an issue with the Accountant II why don't we do the same thing and basically say that the money will first come from Mark's budget. We will look at his budget and shake out of his budget first and then if we can't find it in his budget we will look at YDA money and/or contingency money.

Alderman O'Neil asked do you need that amended, Carol.

Deputy Clerk Johnson answered no, I just wanted to make sure I get it clear because this is going into the Board.

Mr. Hobson asked can you just copy the same language as last time.

Deputy Clerk Johnson stated you can't take funds from contingency without a resolution being done ultimately so you really have to go back and ask for that.

Mr. Hobson replied exactly and we have talked to Chairman Wihby about the fact that we are going to go into Chief Driscoll's budget.

Chairman Sysyn called for a vote on the motion. There being none opposed, the motion carried.

Chairman Sysyn addressed Item 10 of the agenda:

Communication from Fitzzy's Deli Cafe seeking permission to put together a series of sampler platters for a few departments (one a day for one week) located at the City Hall complex.

Deputy Clerk Johnson stated we had a visit from the lady who runs Fitzzy's Deli Cafe and she came into our department and asked if it was possible to do that. They just want to make up six platters and give them to different departments. I know that the Bean n' Bagel mentioned something to the same effect but there is a policy that was established by the Board that said nobody could come in and deal as a vendor for employees without going for...

Chairman Sysyn stated my suggestion is to say no because it is going to get out of control. You will have every restaurant on Elm Street wanting to do this.

Deputy Clerk Johnson noted you get them running in and out of City Hall all the time delivering to departments that call them for service anyway now.

On motion of Alderman Shea, duly seconded by Alderman Pinard, it was voted to deny this request.

Chairman Sysyn addressed Item 11 of the agenda:

New hire and termination reports from the Human Resources Director submitted for informational purposes.

On motion of Alderman Shea, duly seconded by Alderman O'Neil, it was voted to receive and file this item.

## **NEW BUSINESS**

Deputy Clerk Johnson stated we have one item of new business that came from the Mayor's Office. Everybody got a copy of a letter to the Finance Officer.

Mr. Hobson stated I wanted to say this in public session because I don't think it is a secret, we have some issues going on right now that we are looking at in Public Building Services and we have some concerns about the way that some of the things are being structured. What we are doing is we are moving a couple of people out of the Finance Department who are pretty entrenched doing certain things. We also have some things going on in Public Building Services. There is some thought process that some of the things that are in Public Building Services never should have been there in the first place and probably are more financial issues anyway and should maybe be back in Finance. This is just discussion going on. What we would like to do, what the Mayor has written to you and to the Administration Committee is that what he would like to do, along with Ms. Parsons getting the job, that we would move, at least temporarily, the hydro dam and the Aggregation Program over there as well, at least temporarily and then

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secondly, Rick Riddle who is a long-term employee of the City is going over to

Parks & Recreation. They have growth going on there, they have Enterprise issues and we have to get our hands on a lot of issues and Mr. Riddle can do that. Ron is excited and the people are excited. He is a CPA and he has got an MBA. He is a good guy. Now, based on that, what we would like to do is kind of be open and honest and say lets take a look at some organizational issues here. Lets take a look at what is going on within Finance, how it is structured, what positions are doing what, should we be moving some things over there, should we be moving some things out of there. For example, and Mr. Clougherty isn't here, but I have never seen it where the audit department reports fully to the Chief Financial Officer on a regular basis. You will find it in different...you usually find it going up to another function. Sometimes you find it going to a City Manager if we had one, which we don't, a City Coordinator if we had one, which we don't. So Mr. Clougherty has assumed a lot of other things along the way but maybe it shouldn't go there anymore. Maybe it should be somewhere else but maybe other things need to be in Finance, as well. The Mayor, I was told today, is going to send out a letter by the end of the week saying that what he wants to do is get a committee together of Aldermen, of some department heads and he would also like to have some employees and some union representatives sit on the committee and ask Mr. Decker and Mr. Luthy, while they are here, to give us some information and some feedback and take a look at some of these organizational issues affecting a couple of departments. It may affect more, I don't know but I think it is a way to get some things started in a more positive way.

Alderman O'Neil asked is there a specific reason why Joan's department is separate because of it as opposed to being all under one roof because that has come up before that the Tax Collector be part of Finance but there are certain advantages to functions being outside of Finance.

Mr. Hobson answered and I think there are certain advantages for some functions being in Finance that they should have control over and there are other things that need to...and whether I am a Charter fan or not, there are other things that by Charter need to be aligned a little bit differently. Again, we have to think differently as an organization. We have to. We cannot do things the way we used to. It is different. Life is different. The organization is living, it is breathing and we have to use our employees, ask them what do they think about this, how should it be processed better, what do they feel. We sat down with PBS the other day and my God they haven't had that much attention in who knows how long. The Mayor came, I was there, Floyd was there and we said to them you tell us how you think things should be going, how do you think things should be structured, what should you be doing differently to make your job better. I think they almost fell off their chairs. Those are the kinds of things we need to do and that is exactly what is in that book and that is exactly what Mr. Luthy is telling us and some of

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our department heads are having a hard time swallowing it. They don't understand it.

My God, the employees sharing in the power? Holy moly! Not all of the department heads, but some of them. Anyway, that is the end of that speech. So you are going to be seeing that come out. The Mayor is making this move. I think these are very positive things. Does anybody have any problems with either of these pieces?

Alderman Shea stated well I suggested and I don't know if they are going to look into it but I suggested at a couple of Board meetings and internal audit and I don't know if that is something that should be done. I know we have an external audit, but sometimes it is a good idea and I say that because at times I ask questions but I don't get answers because I don't ask the right question.

Mr. Hobson asked an internal audit of the Finance Department.

Alderman O'Shea answered yes. I think that is an important.

Alderman O'Neil stated the audit you want is the auditor digging for the numbers not being provided the numbers.

Mr. Hobson stated that is the point of your auditors now and I am not downing anybody because Alderman Shea and I got into this discussion about payroll, that is the point of the auditors reporting to the Finance Officer who are auditing the Finance Office. If Finance is cash and we have done this before, if Finance is cash going in and out and the auditors who audit the cash going in and out are in the Finance Office, it could make it awkward, couldn't it and the auditors in the Finance Office are the ones who report to the outside auditors and give them the information right. That is what you are saying?

Alderman Shea stated they provide the information, I mean they just audit the information that they are given but at some time you would like somebody to go in and open the books up and look for themselves without being given the information. That is the difference between an external and internal audit. That is one thing. The other has to do, and I think we spoke about this, and I don't know if it is appropriate to bring this in but the Public Building Service, who is there now. Do you know what I am saying? Eight or nine guys or women or something...maybe that could be combined with a couple of other situations. Hopefully your Committee will decide that the school principals should be responsible for the custodians and that the maintenance person should be underneath some other employment or some other situation. If we are looking for thoughts and ideas.

Deputy Clerk Johnson stated I just wanted to point out an example. We have Jim, a contractor for this building, working on the whole complex. He is a wonderful guy, absolutely great guy who has done tremendous things for everybody in this building. Whoever has a problem, he has really been good about trying to respond to them. Now on Monday morning there was no heat on that side of the building and I found out in the process that part of the problem was that nobody called Eckhardt & Johnson to try and fix it and Leo ended up saying listen if it costs me \$150 to fix the boiler and get it running and we have heat in the building, I don't care, go fix it and Jim did that. I don't know what the chain of command will ultimately end up as, but I can tell you that just with this building and I have been dealing with the security issues for the building for the last week and a half and going crazy, you have got that all spread out all over the place and we are trying to get it contained, but you have got a boiler over here that you just put in all new controls on and there was a crack in the boiler so they put it out to bid and they have now thrown out all the warranties for the new controls on the west wing to save \$400. Now Jim is pulling his hair out because this makes no sense and he knows this so these are...I don't know how this thing ends up, Mark, and I am not part of that committee probably but I can tell you that we get the calls when there is no heat in the building.

Mr. Hobson replied yes, I know and we are trying to do something with the security that you talked about also.

Deputy Clerk Johnson stated I am saying how is this decision process being made and what is the chain of command here. I am not faulting anybody here.

Alderman Pinard asked who paid for the boiler, PBS or Harvey.

Deputy Clerk Johnson answered I was told PBS put out to bid, they didn't want to pay \$2,800 to Eckhardt to fix it who was ready to go in and who was the contractor hired to put all those controls on. So my understanding from Jim now is that because PBS went out to bid on fixing the crack in the boiler and this other company came in for \$2,400 and did the job that we have now thrown out all of the warranties on all the parts that got put on the boiler by Eckhardt & Johnson because they didn't do the work on the boiler.

Mr. Hobson stated it has to do with how you do vendor relationships, quality management and customer service. All those things. I thought I was meeting with you guys next week but now I find out we are not meeting again for a month. An issue came up today at the Oversight Committee that was sent to us by the Finance Officer and the Deputy Finance Officer about the exempt employees again and the issue is that they are very concerned about the fact that exempt employees that

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have been moved now to a traditional 35 hour work week or whatever have now

gone to a 40 hour work week for operational purposes and they have real concerns about that. They wanted to come back and address some kind of structure to talk about it. Now the Oversight Committee voted it down and said that they didn't even want to hear it. Those are department heads on that Committee. Fred Rusczek, if you did that, would stand to get a \$6,000 raise. Mark Hobson if you did that would get an \$8,232 raise. I don't want to have anything to do with it. You can take \$8,232 and give it to Catholic Charities. The point is that they brought that up to our attention. The Oversight Committee said we don't even want to touch it, we have already voted it down, if they want to go to the HR Committee that is fine. I thought that you were meeting next week and it is out on the table but I just want to tell you that there is absolutely no way in God's green earth as a Human Resources Director or he as the guy that you hired to do this, would ever say that is something you should do. I just want you to know that. There is no way we would ever recommend that you should pay the exempt employees who have moved from "35 operation hours" to "40 operation hours" to pay them for those five hours. When he took non-exempt people and he made them into exempt, you paid them the straight time and we may still find some problems with that as we go along and we will make those people whole. We won't screw with them. If we made a mistake and they were non-exempt and they should be exempt, fine, we will pay them. But from exempt to exempt, no way. It is piggish.

Alderman Shea asked how many are complaining in the Finance Office.

Mr. Hobson answered I got a letter from the Finance Director and the Assistance Finance Director.

Chairman Sysyn stated well you should go by what the Oversight Committee recommended.

Alderman O'Neil moved to accept the recommendation of the Oversight Committee to deny the Finance Director's request regarding pay for exempt employees. Alderman Shea duly seconded the motion.

Mr. Hobson asked do you want to see their data. Do you want them to come in?

Alderman Shea answered no. I don't get enough answers when I ask them questions now.

Alderman O'Neil stated I believed we cleans this up and I thought it was a dead issue.

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Mr. Hobson replied well if we find some onesie, twosie's we will fix them, right.

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Alderman O'Neil stated but we are not talking onesie's and twosie's at deputy and that level. Floyd has said all along that this is really a work in progress. He never has admitted that he is 100%. He is 99.999%.

Chairman Sysyn called for a vote. There being none opposed, the motion carried.

There being no further business to come before the Committee, on motion of Alderman Shea, duly seconded by Alderman Pinard, it was voted to adjourn.

A True Record. Attest.

Clerk of Committee