

COMMITTEE ON HUMAN RESOURCES/INSURANCE

August 17, 1999

5:30 PM

Chairman Sysyn called the meeting to order.

The Clerk called the roll.

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

Absent: Alderman Klock

Messrs: H. Ntapalis, M. Hobson, Chief Driscoll, F. Thomas, T. Bowen
T. Harlacher, Officer Pitman, K. Clougherty, R. Sherman

Chairman Sysyn stated that Item 3 is being pulled off the agenda.

Ordinance Amendment:

"Amending Section 33.079 (Vacation) of the Code of Ordinances of the City of Manchester."

Chairman Sysyn addressed Item 12 of the agenda first as Mr. Ntapalis had to leave the meeting early:

Discussion relative to hazardous materials.

Mr. Ntapalis stated the subject matter that I brought before you tonight is something that we discussed early on, probably several months ago and it was relative really to hazardous materials and the disposal of the hazardous material. More recently, since we met last there have been a number of other bills that have come in from Clean Harbors and as you know they are the State contractor. They do a very nice job in disposing of hazardous waste and it can be anything from radioactive to chemical. More recently the bills that Mark and I have shared in trying to pay hoping that it would be just a one time shot had to do with biohazards; accident scenes and the like. The only thing that we were looking for and I did make some handouts to you, one being the most current write-up on the hazardous materials disposition out of the City ordinance and how that is monitored through the Fire Department's Haz Mat Unit, how they identify and actually bill the appropriate parties involved whether it be an accident or a business or commercial enterprise, etc. that may have inadvertently contaminated

a certain area on any of our City streets or properties. Unfortunately, the pipeline has been shipping the bills over to insurance and you have a letter actually from Fraser Insurance who represents us under the liability issues and it is a fairly strong letter. It went to the folks at Clean Harbor and again I want to reiterate that they do a very nice job but they didn't realize where to send the bill. Basically they did tell them that the insurance fund that we have established for the City is an inappropriate area in which these bills are to be paid simply because there is no claim. There is no insurable claim that would warrant payment of these particular bills. The last time we had met we talked about the possibility and I didn't know if anything was clarified. It didn't seem like the budget may have addressed this issue this last go around but it is something really to consider in the future where a funding source or a mechanism if need be, be added to the Haz Mat operation to deal with these supplemental bills that do come in. At any given time Frank Thomas and his crew or Fire or the Police Chief and his officers could be made aware of an incident and we have to do the type of disposals that are environmentally sound. It isn't like it was done several years ago where we could have a crew with a pick-up truck throw some sand or kitty litter at the site and throw the things in the back of the truck and dispose of it at the landfill. It requires some real diligence on the part of the City so the State contractor, Clean Harbors, is the group that is utilized but again they are very, as are their competitors, very expensive. So a budget line item possibly to deal with this is something that I would really solicit your support on. If, in the event, you hear from anyone that Harry is not paying the bills you know the background as to why I am not paying those particular bills.

Alderman O'Neil stated this certainly was discussed well before the budget process closed. Why didn't either your department or the Fire Department request this in their budget for the fiscal year we are in now?

Mr. Ntapalis answered my suspicion, Alderman, at that time was that both of us were looking at one or the other. I think with the Ordinance my feeling was pretty strong and I thought we had left it that it was a hazardous material type of operation and we don't have the expertise in our department and at the last meeting I did mention it. Probably it wouldn't be our safety consultant nor myself who would be best qualified to identify or deal with that issue, but from a financial perspective you feel that it has to be budgeted out of my department that would be fine but it would be an aside from the insurance.

Alderman O'Neil stated I guess what bothers me is that Alderman Shea brought up this issue and I don't know the specific date but the letter to Mark Hobson is June 2 so obviously it had to be in April or May so why didn't this get followed through on the budget process.

Mr. Ntapalis replied it was actually earlier than that. That letter...these are subsequent claims that were submitted and claims are the wrong word. These are submissions of bills that came into us. The meeting that we had was in the winter when we discussed this and I remember Alderman Shea because I have the notes here basically saying that it would be more appropriate for Haz Mat rather than Risk Management to deal with this issue. They have the technical expertise, the materials, the manpower, the equipment, etc. I think the assumption unfortunately was made that maybe that was done through that tier of the budget and when we did receive bills we just thought they were tail end bills and I know that I paid one and Mark Hobson paid one but they are still coming. I am just saying that what was averaging \$10,000 or \$15,000 a year is now starting to climb and at any given time you could have a major spill and we would find it on our property and where do we pay for the disposal of the materials.

Alderman Shea asked approximately how much in the past have we spent on this. \$20,000? \$30,000?

Mr. Ntapalis answered under \$20,000. It started maybe around \$10,000 and of course the cost of transportation and the greater demand for it now has brought it up to \$15,000 and \$18,000 consecutively so this year we probably into about \$18,000 worth of Clean Harbor bills. Now we help with some very large ones out of the insurance fund but they keep reminding us that that is going to be the type of thing that will skew your loss history. It would ruin our loss history for the year.

Alderman O'Neil stated I am not pleased with this not getting in the budget and I don't see any resolve to it. It is nice to say now at the end of August we have to address it in the budget with two months into a budget cycle. Somebody dropped the ball someplace. Whether it was Risk or the Fire Department, someone dropped the ball.

Mr. Ntapalis replied probably going forward from this point on...this is the second time now that I think I have brought it up to the Committee with the hopes that this be segregated out somehow away from the insurance funding mechanism as a separate line. I am really looking for policy direction as to whether you envision this going.

Chairman Sysyn asked didn't we say at that meeting that it should go to the Fire Department. I thought we did.

Alderman O'Neil moved to have the Risk Manager, Finance Officer and Chief of Fire get together to resolve the issue of hazardous waste disposal and come to the next HR Committee meeting with a recommendation. Alderman Pinard duly seconded the motion. Chairman Sysyn called for a vote. There being none opposed, the motion carried.

Chairman Sysyn addressed Item 4 of the agenda:

Communication from the President of the Manchester Association of Fire Supervisors (Local 3820) relative to overtime practices for their members which was addressed in the Yarger Decker Study.

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

Chairman Sysyn addressed Item 5 of the agenda:

Communication from the Human Resources Director relative to issues pertaining to the Police Communication employees.

Mr. Hobson stated I would ask the Police Chief to join me. The bottom line is that we received some federal grant dollars to hire nine communication dispatcher positions. Through the Yarger Decker study we upgraded two positions and formed them into one, put them at the higher salary and for 16 months we still have open positions that we need to fill and we want to fill with non-general fund monies. I wanted to just keep you informed of the fact that we have gone through an internal process with the Police Department to try and find a way to do this work and we are going to be reaching out to a vendor that we have done work with in the past. That vendor does work for the federal government. They are an accepted vendor under the GSA. Their costs are approximately \$500 for an eight hour business day with us. We are not asking for anymore funding to do this. It will be paid for from federal dollars that we have and from our current budget. We wanted you to be aware of what we are doing and perhaps answer some questions and I will ask Chief Driscoll to fill in some holes at this point.

Chief Driscoll stated the Police Department strongly supports this. We have reached out to Mark and the Human Resources Committee and asked them to work with us. This is the best solution we have come up with. As he has said, we have tried to hire folks to fill these positions. We have as many as eight available. We have a federal grant that we have been unable to spend as a result of not being able to hire these folks. If we go too much longer we are in jeopardy of losing that grant. I think it is time we brought in somebody from the outside and asked them to evaluate that job and see how we can improve it. I strongly support this. We

met last Wednesday or Thursday with a woman from Strategix Corporation. We were very impressed. She thoroughly understands what we want her to do. She has put together a proposal for us and I think it is a good idea and money well spent.

Alderman Shea stated you have explained a little bit about what they will do that your department hasn't been able to do, but what else will they do in addition to maybe...are you looking for someone to take the position but combine it with another one. Are you looking for a higher pay grade?

Chief Driscoll answered in a nutshell, Yarger Decker upgraded these positions but that hasn't been implemented yet. The Union...we tried to do it as you remember early to separate those positions such as Diane Prew did showing a real need to the Human Resources Committee. The Union actually wouldn't let us do that. They wanted the whole Union, that whole group to be upgraded at one time and of course we couldn't do that until it got resolved. What we would like is to have this lady come in, have her team come in and do an analysis of what that position is and come in on the 4 PM – 12 AM shift and the midnight shift and sit and see the different factors that impact that job and thoroughly understand it and make recommendations to us and then go out and recruit that type of person in this area and refer them to us. We haven't been able to do that up to this point.

Chairman Sysyn asked does that still depend on Union negotiations too.

Chief Driscoll answered it would be very helpful if we could resolve them, but I don't think it would be dependent on that. The only thing that will be dependent on that is the salary.

Alderman O'Neil asked what is the total cost of this.

Mr. Hobson answered I don't think it is going to exceed \$2,500 or so. I think we are going to need about two days of time with them. To embellish a little bit on what the Chief said, when Yarger Decker came in they did sit on the first shift and the second shift and they talked with the employees and classified the jobs. We have a better and higher pay scale but there are more economic issues that are driving this. First of all, you have jobs that are shift oriented so civilians would have to work four-month shifts. We also have issues of turnover. We can't keep people in these jobs. Finally, those issues are bigger than us. If any of you read the Sunday News, the City of Nashua has been advertising for dispatchers now for over eight weeks and they are not able to fill the positions. Their pay, frankly, is higher than ours. So, we really want them to look at supervisor issues, training, turnover, job quality issues and we feel that they are a company that is

experienced in doing this with corporate call centers and we feel that they can add a lot to what we want to do and what we need to do.

Alderman O'Neil stated I don't really believe that we need a consultant to tell us that. I think between Human Resources, the Administration and the Union, get in a room and resolve this and let's move forward. I really don't believe that we need to be paying a consultant to do this.

Mr. Hobson replied without divulging Union strategies, we have. We have sat in a room with the Union and there are issues that I think need to be resolved in a bigger picture. I think an important thing to realize is that we get people into these positions and we train them and they are leaving within six months to a year and they are not just leaving the City, they are transferring out of there into other positions within the City and that is a problem for us. We need people who will grow within that department, within that job and within that function and not take all of that knowledge with them. I wouldn't bring this to you and I wouldn't bring this to the Police Chief unless I really believed that we needed some additional help beyond what we have already tried.

Chairman Sysyn stated also it is the job market. The economy is good.

Mr. Hobson replied your unemployment rate is 2.1%.

Chief Driscoll stated we have advertised repeatedly and for the most part the quality of the candidates that we get are not folks that we are interested in. We believe that once this person thoroughly understands the person we are looking for, she can go out and get that person.

Alderman Pinard stated this consultant that you are bringing in where does she come from.

Chief Driscoll replied she comes from Peabody, MA, a company called Strategix. Perhaps Mr. Hobson could tell you more about her background than I.

Mr. Hobson stated Strategix actually does...their prime focus is to work within call centers and they work out of Washington, D.C. They do have a general services administration and this is what they do for a living. They go in to work with call centers to try to make them more efficient and more effective or more quality focused and they try to ease turnover issues and work with employee retention. We think, frankly, that they are going to add a lot to what we are looking for.

Alderman Pinard moved to approve bringing in a consultant from Strategix to address the issues associated with Police Communication Employees. Alderman Shea duly seconded the motion. The motion carried with Alderman O'Neil being duly recorded in opposition.

Chairman Sysyn addressed Item 6 of the agenda:

Communication from the Public Works Director submitting three proposed Organizational charts for the restructuring of PBS into Highway.

Mr. Thomas stated as mentioned, there are three organizational charts and I would like you to turn to them. The first organizational chart is pretty much what was there. It is called Existing Departments of Public Building Services. I just included that to let you know what was there when it was headed up by a department head. There were 14 existing employees under that organizational structure. The second organizational chart that is in your package is titled Proposed Interim. What that is referring to is how it stands right now. As you will note, there is no department head. One of the existing employees, the Administration Service Manager, has been given a temporary promotion to head up the organization through this interim transition period. The last one is an organizational chart which is entitled Department of Highways Building Maintenance Division Proposed Final and that is what I am bringing in front of you tonight as the final restructuring of PBS into the Highway Department. I would like to just go through that briefly. First of all, we propose to utilize all of the existing staff, shifting them around. Some of them are going to be changing positions. There will be a posting process but these people who will be shifting do have the qualifications so nobody is losing their job. The second point that I want to make is even though we are proposing to add one additional employee or new position; the total complement is staying the same at 14. I will just run through what is being proposed from the top down. This is going to be a division of the Highway Department. As it is being proposed, it is going to be a Building Maintenance Division. We propose that the division be headed up by a what we are calling Building Maintenance Superintendent. Now at the Committee of Administration, they didn't particularly like that terminology but basically what we are saying is that it is going to be a Superintendent level position that will be heading that division up. Temporarily, that position is being filled by Barbara Connors. I would be strongly recommending that the position be given to her because of her general knowledge of the entire operation of the division and her strong administrative/financial background. To start off on the left under the custodial section, if you noted in the existing organization there are three people under that section and now I am proposing just to have one. Actually we have the supervisor who I feel should stay there to administer the contract with

ServiceMaster, however, I don't see that we need two additional inspectors to go out and inspect the work that is being done. The way this contract has now been set-up, we are getting complete reporting, we are having monthly meetings and I feel that one person can manage that contract. The two inspectors we have kept in through this interim period so they can work with ServiceMaster to make sure that the schools get cleaned over the summer and possibly into the September period. Once that is done and ServiceMaster is up and running, one person should be able to handle those positions. Those two positions that are going to be eliminated, they have quite a bit of talent. One is a licensed Master Electrician and one is an HVAC Technician so what we are proposing to do is shift them, create an Electrician position and one of those people will be able to potentially move into that spot and up the capacities in the HVAC area. All of the work that is being done on HVAC systems in the schools and the fact of just this building alone, they are very technical and computerized system and high tech equipment. We need additional people in that area so I plan on shifting one into the HVAC area. That, quite frankly, will mean upgrades for them but the key here is that right now we have two inspectors that are just going around and really accomplishing nothing. Now we are going to have those two bodies shifted into areas where they are going to be able to do some corrective work and make some improvements in the schools themselves. We propose to create a new position which is Building Maintenance Technician and that is in the next column over under structural. Right now, we only have one Building Maintenance Technician. We propose to have two. These type of people go out and patch walls, fix doors and windows and again knowing the condition of the schools we are shortly underhanded in that area. Most likely, that position will be coming from the outside because that position is more or less replacing the department head. Under the Mechanical section, if you took a look at what is existing, there is only one HVAC Technician. If you note now under the Proposed Final there will be three HVAC Technicians. One will be an existing inspector that was inspecting the custodial services and one is going to be a plumber. Right now, the plumber is working full-time doing HVAC work. As I was saying where PBS is terribly understaffed in the HVAC area so what we propose to do is build up that area but keep one plumber. Now we are not going to lose our plumbing capabilities even though that plumber has been shifted in to the HVAC area. If we need him, we can draw off of him. Finally, if you go over to the Administrative Section right now we have the electrician under that area and there is a reason why. You don't typically think that electricians should be assigned to Administration, however, that electrician will be working both for the structural and mechanical sections. Eventually, we would like to see him situated under the structural section. The problem is that some of PBS' staff have had appeals in from the Yarger Decker study that haven't been considered because there has been a knowledge that there is going to be a restructuring or consolidation into the Highway Department and the issue of these appeals was kind of put on the back burner. However, there are appeals that have

to be addressed and if those appeals go the way that I feel some of them should go, that will give us the opportunity to shift the electrician back into that area. So, just to quickly summarize, what we have done is we have maintained the same complement but better utilized the staff that was there and taken them away from what I consider meaningless duties and putting them into areas where they are going to do some corrective work and do some maintenance in the schools and by utilizing the same complement level bring on one additional person which is the Building Maintenance Technician. We wind up doing that at a savings of \$34,000. If you go to the table that is attached, what we have tried to do is on the left hand side of this table we list the existing complement and salaries as they were when the department head was there and on the right hand side we basically have summarized our final proposal. Now I have to be honest with you. That is a one-year savings because if you look over on the right you will see the electrician and the HVAC technician for 40 weeks at a higher rate and 12 weeks at a lower rate and that is part of that savings because as I mentioned what we intended was for three months to have these inspectors continue to work as inspectors in the schools over the summer months but then to transition into the higher paying technical positions. That pretty much summarizes our proposal. I will be glad to try to answer any of your questions.

Mr. Hobson stated on the appeals for PBS, the Mayor, Floyd Decker, the Union representative, President Michael Rockwell and a number of other people met on several occasions during the PBS proposal issues and I just want to remind the Committee that we honored the fact that that was still going on and so we knew there would be some appeals that would have to be addressed by the Committee and that would be addressed in time after you had a chance to look at the organizational information. Those appeals are still pending. We have given our word and commitment to AFSME that we will deal with them in a fair manner once we have gone through this organizational material. I just want to state that for the record.

Alderman Shea moved to accept the recommendation of Mr. Thomas. Alderman Pinard duly seconded the motion. Chairman Sysyn called for a vote. There being none opposed, the motion carried.

Alderman O'Neil asked what about the second part of the recommendation. I think we should address it. Deputy Clerk Bergeron at the Committee on Administration suggested the proper chain was that it needs to go from Administration to the full Board and back to Human Resources. If I may I would like to make a recommendation and a request just to keep the process moving a little bit that the Human Resources Director look into this and report back to us at the next meeting.

Mr. Hobson answered I knew this was going to be happening with some other issues, #8 on the agenda refers to this also.

Alderman O'Neil replied the only thing is I think it is two totally separate issues. I think addressing the pay of the Director and Deputy Director has nothing to do with what happened with the Airport issue.

Mr. Hobson stated when we get to #8 what I would like to do is just discuss the level of the pay plan and some of the sidebars that are happening.

Alderman O'Neil replied I guess what is going to happen with #8 could take months to resolve and I think the intent of the Committee on Administration was to address this as soon as possible and I would have to agree with them.

Alderman O'Neil moved to have the Human Resource Director look into this specific issue and report back to us at the next meeting. Alderman Pinard duly seconded the motion. Chairman Sysyn called for a vote. There being none opposed, the motion carried.

Chairman Sysyn addressed Item 7 of the agenda:

Communication from the Human Resources Director relative to the payment structure of temporary/seasonal employees and part-time employees which was not addressed in the Yarger Decker and McDonald project.

Mr. Hobson stated hopefully you have had an opportunity to browse it and we talked about it at previous meetings. We are having a difficult time, again, because of the economy and other situations to find and keep temporary seasonal employees and we have also created a little mini nightmare for the payroll department in places like Parks & Recreation that run through a number of seasonal FTE's and what we need to do is a few things. We need to look at our compensation classification regulations and come up with some more structured definitions for everybody. We also need to take all of these, in my opinion, temporary seasonal employees and these part-time employees and fold them into Yarger Decker wherever possible so that we are creating less work out of the department level. Finally, we need to take any of those positions that were not covered by Yarger Decker because they were a position like a Lifeguard which is a temporary or seasonal position and Yarger Decker was not hired to look at those. HR needs to look at them and write a position classification and put them into the system. I just really wanted your approval to go ahead and get that done and I also, for tonight and again this is nothing you have to act on but I have a draft document of some information of some of those terms that we are throwing

around all over the place. What is a seasonal employee? What is a temporary employee? What is an FTE? How does that work? We will come back with some definitions of terms for the compensation and classification regulations and I would like to work with the department payroll staff immediately to get this stuff cleaned up.

Alderman O'Neil moved on the recommendations of the Human Resources Director. Alderman Shea duly seconded the motion. Chairman Sysyn called for a vote. There being none opposed, the motion carried.

Chairman Sysyn addressed Item 8 of the agenda:

Communication from the Human Resources Director relative to the structure and status of department head and deputy department head positions in the Yarger Decker pay grade allocation.

Alderman O'Neil stated we do have a letter tonight that has to do with this particular subject and we probably opened with that one single action a can of worms that we might regret. I think it is a fair statement from Tom that there was a rating system involved. I forget the correct terminology but there was a point system that Yarger Decker assigned to these positions and it was certainly Yarger Decker's recommendation that the City Solicitor be the highest paid City employee based on the point system. I really don't know where to go with all of this.

Mr. Hobson replied I haven't had lengthy discussions, but I have had some discussions with some departments heads. The City Solicitor, the Public Works Director, and I think something that is really important is that we maintain the integrity and the eco-system of what we were trying to do through Yarger Decker and there are some things that are happening in the market place at our lowest level positions. I just told you that we can't find seasonal and temporary people. They are leaving left and right. \$7 an hour sweating and mowing the lawn is not as exciting as working at the Mall for \$9 an hour in air conditioning. There are all kinds of issues that I think we have to deal with in this economy. One of the things bluntly and I know that this isn't a fun thing for elected officials to hear is that we probably have to take a look at the salary levels of our department heads and how they are structured and yes we have to do that even though we just passed a study six or nine months ago. I think the market conditions have shown us clearly when we have gone out and looked at some positions like the Airport Director, we couldn't touch anybody under \$100,000. They wouldn't even come to us. What would it cost us to go out and find a Chief Legal Officer or a Public Works Director or a snappy Human Resources Director? Probably more than you are paying right now. We certainly have issues on the table. We have to get the

Union contracts settled. We have to get the employee development plan up and running, but I wanted us to just put this on the table and talk about it. I think this is an issue that we are going to have to deal with and I am of the opinion that the way the Yarger Decker system worked you don't have a Chief Executive Officer. The next positions you have down there are Chief Legal Officer, Chief Financial Officer. Those positions were structured and factor pointed in a certain way and we need to maintain the integrity of that factor point analysis. I guess what I would like you to do is send it back to Human Resources and I would like the ability to have a couple of weeks or so to pull some information together for you. The way that Yarger Decker was structured and this is my last point is that we were supposed to do this on a yearly basis anyway. I don't know if you remember that, but that was one of the regulations that he said is that the Human Resources Director, every year, should be bringing in updated and revised information to you about positions. Unfortunately, we have to do that a little sooner than I wanted to. I had planned on doing it next January, not in September.

Alderman Shea stated nobody is going to like this. The point of the matter is that prior to the Yarger Decker study did the Airport Director make more money than anyone?

Mr. Hobson replied no.

Alderman Shea asked so his salary was not more than the City Solicitor.

Mr. Hobson answered no.

Alderman Shea stated when the Yarger Decker study was done I felt very strongly that the people on the lower rung of the ladder would receive more consideration. My own private interpretation is that the people on the higher rung are receiving more compensation proportionately. In other words, the school secretaries for the School Department, in my opinion, didn't get a pay raise for seven years and they are being treated accordingly today in terms of the same amount of money that they would get. In other words, they are not getting any kind of compensation. They are still below certain types of secretarial work.

Mr. Hobson replied one of the items that they have talked to us about and written to you is that they have a concern about the...as they look at their positions against non-affiliated positions. What I will say about that is I think we have arrived at some...well from what I understand the School Board has accepted the Yarger Decker study last evening. That is what I was told. I am not 100% sure but we still have to deal with the School Board when it comes to school positions.

Alderman Shea responded what I am trying to say is that we really haven't solved the basic problem in my judgment. In other words, most department heads have done quite well under the Yarger Decker study.

Mr. Hobson replied some have and some have not. I think I was looking at a couple of department head positions today that got \$150 and one got \$250 and one got \$400.

Alderman Shea stated but they had already gotten raises for the last couple of years whereas these other people in the lower rungs hadn't. That is my concern and that is what I brought out in terms of when this study was proposed I indicated at the School Department that it is not the first year of the Yarger Decker study but going down the second and third and fourth years. I don't know how you can...in other words it is such a difficult type of study. Everyone realizes that the people you can't find to fill positions in many instances are working very hard and these people are saying why should I work for wages over here when I can go over here and work. In my judgment, the essence of that study should have been directed primarily towards that level. In other words, I am reading in the paper where teachers in the classroom are getting this much money and people that are doing something else that in my opinion isn't as valuable are getting this much money. The point of the matter is that until you get to the real heart of who really does the work and how it is being done it is very difficult to treat everyone equally. With that said, I will keep my mouth shut but that is my opinion.

Chairman Sysyn asked if the School Board accepts the Yarger Decker study won't that bring them into the level of the other secretaries.

Mr. Hobson answered a couple of points is that we are trying to address that issue in negotiations and I do respect what you are saying, particularly about school employees because I have been there and seen that. You and I have had this discussion and it is really not philosophical but you are absolutely right in one respect. If I am giving someone who makes \$50,000 a year a 3.1% salary increase and I am giving someone who is a secretary making \$16,000 a year a 3.1% salary increase obviously they are not getting as much money. They are getting the same percentage but they are not getting the same dollar and that is one of the issues that we are trying to grapple with in negotiations is how do we get these people who have been affiliated and lagged behind and the honest truth of the issue is that they will never catch up. If you have people who worked in the City of Manchester that for seven years didn't get a cost of living increase of whatever; they have lost the cost of money at about 11%. They will never ever make that up. So all we can do through negotiations is try to work with them in terms of trying to make them whole and I don't have a problem with that. I think we should. I agree with you and respect it. On the other side, my last comment is you have leadership and

if you want quality leadership in my opinion in a department head and a deputy department head level you have to pay for it. If you don't pay for it then you are not going to have the right kind of organizational structure. We didn't pay Decker to do an organizational structure. We didn't tell him to come in here and tell us how each department should be organized and who should be doing what. We asked him to come in here and tell us how positions should be made and how they were classified so I guess I agree with about 80% of what you are saying and yet I am still concerned with some salary compression issues. I think we just have to deal with it honestly and if the Board's will is not to deal with it in total or to do it in a partial phase that is fine but I think it is my job to tell you what the reality is.

Alderman O'Neil stated we are never going to be able to correct seven years of no pay raises. The damage is done and we are never going to be able to correct that. I do believe in that time though that there were department heads given pay raises during those seven years.

Mr. Hobson replied the only Union that I know of that did not get a pay raise for six and a half to seven years was the MESPA school secretaries. Most of the Unions got something for a time certainly about five years and I also know that some of the department heads and the non-affiliateds got raises as well.

Alderman O'Neil stated certainly, Alderman Shea, you know that I have been championing trying to speed up the negotiating process and our history of dragging our butts with negotiations. A lot of these items would be corrected if we could settle some of these labor agreements and I am as frustrated as anybody that it has taken as long as it has and has been as difficult as it has. We have a history of making negotiations very difficult when in fact Decker gave us a document that I thought would make it very easy. You know we do have a specific request that was presented to us tonight and I think we need to talk about it. I think the integrity of Decker was certainly broken with the granting of the Airport Director the higher grade.

Alderman O'Neil moved to change the salary grade of the City Solicitor to a 32, Step J. Alderman Pinard duly seconded the motion. Chairman Sysyn called for a vote. The motion carried with Alderman Shea being duly recorded in opposition.

Alderman O'Neil stated I think we need to go back and identify a letter with the salary grade for the Solicitor.

Mr. Hobson stated I haven't had a chance to read the communication from the City Solicitor. May I have a few minutes to read it.

Chairman Sysyn addressed Item 9 of the agenda:

Yarger Decker Appeals:

- (a) communication from the City Clerk requesting reconsideration of Mr. Bergeron's appeal;

Alderman Shea asked, Mr. Hobson, what has the Appeals Committee decided about it. Here it says that you go along with it.

Mr. Hobson answered the Appeals Committee did not approve nor deny the 35 to 40 hours for Mr. Bergeron. That is the part that we didn't approve. Mr. Bernier and I met and talked about the fact that he has also got an appeal to a higher grade. What has happened since the appeals process which again is acceptable by me is that Mr. Bergeron is going to be given some new and different duties with legislation changes and UCC filings and the department head came to me and said that he would like his position to be reconsidered now. With these additional duties we are going to have to address the class specification and I don't have a problem with what he is proposing based on that. The Appeals Committee said all along that they didn't agree with the 35 to 40 hour issue for Mr. Bergeron and they didn't agree to the higher grade because nothing had changed within the position. Well now we are saying that something significant is changing with the position and I don't have a problem with that.

Alderman Shea asked so the last sentence of this letter from Leo, you agree then that you place him at Grade 21, Step G.

Mr. Hobson answered I don't want to be nailed to the exact step which is in his letter. I am in agreement with the grade. The pay Grade 21 is okay. I don't know what his exact salary is. I would have to look at his exact salary and determine just where he is supposed to be within the pay grade.

Alderman Shea asked and the reason is because his duties have been changed and there are additional duties that he is being given by the City Clerk.

Clerk Bernier answered as everybody knows Paul has been offered the City Clerk position in Nashua. What I am trying to do is offer Paul the same package that the Board of Mayor and Aldermen in Nashua offered him. There are major things that are happening on a State level that Paul is involved in. UCC filings is one of them. We are going to be working through the Internet and working with a lot of banks. Our revenues will shoot right up and it is very important because Paul has been part of that whole process. If we lose him to Nashua, we could lose revenue in Manchester. Secondly, Paul is recognized nationally for his record

management skills. That is helping a lot of departments in the City of Manchester keeping records properly stored or microfilmed, etc. What has happened is that in the past five years he has worked in the City Clerk's Office the City has invested in Paul and I don't want to lose him. When I spoke to Mark I explained to him exactly what I am explaining to you and that is why we are here to make the Committee aware of what is going on and hopefully you will support this so that Paul will stay in the City of Manchester.

Alderman Shea asked is there any insurance that Paul will stay because he has been given this extra money.

Clerk Bernier answered yes. I have talked to him and he has assured me that he will stay.

Mr. Hobson stated the main reason why I am putting my stamp on this is we are changing Mr. Bergeron's class specification. It is going to be changed and altered giving him more duties and it is going to go back to you in terms of the class specification change.

Alderman O'Neil moved to upgrade Paul Bergeron to a Grade 21, Step G. Alderman Pinard duly seconded the motion. Chairman Sysyn called for a vote. There being none opposed, the motion carried.

(b) communication from the Human Resources Director submitting a summary of appeals letters;

(1) David Miller, Michael Adams, Richard Marcouillier, Gary Sandstrom, Pat Jarvi, and Assistant Director Beaurivage (Water Works);

Alderman O'Neil stated I want to go back to something I said and I am only speaking for myself. Several months ago when either a department head, the employee themselves or if they belong to a bargaining unit the Union representative takes the time to contact me I am certainly all ears. Some of these positions, nobody has contacted me so as far as I am concerned, nobody cares. I am only singling out certain items because they have been brought to my attention and that is how I am going to proceed tonight anyway. With that, the first one I would like to talk about is the Assistant Director of Water Works. I think we did all receive a letter from Mr. Beaurivage.

Chairman Sysyn noted that Tom Bowen is here also.

Alderman O'Neil replied I didn't get a letter from Tom Bowen but we all did get the letter and I followed up with a phone call to Mr. Beaurivage. It is my personal opinion that this was triggered by some other movements in Yarger Decker and that he might have been somewhat content but not perfectly comfortable but when he saw other deputies upgraded...he is required to be a professional engineer. In my opinion, the number of employees shouldn't necessarily determine it. He is, in the absence of the director responsible for a \$13 million operation with 85 employees so I don't personally believe that his request for a Grade 28 is out of line.

Alderman Shea stated it is another indication that everyone is going to move up. I mean when do we ever stop. I mean somebody is going to go from one position to another and somebody is going to say I am not being treated fairly and somebody is going to say he has moved up. It is a never ending cycle and this is it.

Chairman Sysyn replied I just want to point out that these are recommended by the department heads. I think they know.

Alderman Shea responded you can vote the way you want. That is the way I feel. This is a never-ending can of worms. It is never going to end.

Alderman O'Neil stated I sit here today and agree with you and I think in retrospect and I have had this discussion with the Director, it might have been in our best interest to have accepted Decker and just said that is the way it is going to be for a year and let everything settle. I think we have taken action trying to correct some wrongs that Decker made. Floyd admitted when he made the presentation that he missed a few things. I think that doing 1,800 employees and we had less than 100 appeals I think it is still an outstanding document that he presented but he did say he missed some things and I think he opened the door and tried to correct some wrongs and I think we can continue to try to do that. I agree with you. Where does it stop? I don't know but I think there are some wrongs and we need to correct them.

Alderman Shea stated the corrections we are making are all at the top of the ladder. Where are the poor folks at the bottom of the ladder? This is the point. A grade 25 to 27 and the City Solicitor goes up to a 32 but where do we go from here? It is never going to end. Believe me. I can't say that I blame anyone. I mean if I were in their boat I would be throwing out the bait too. Why not? The fish are a little bit bigger when you go deeper you know.

Alderman O'Neil replied I think that most of these bottom level people you are talking about belong to bargaining groups and no one will be happier to support the contracts when they get to us than me. I am disappointed that it has taken this long and I think we would have addressed some of these if we could get some of these contracts settled and address the bottom level people.

Chairman Sysyn asked didn't Yarger Decker provide also for incoming people to get higher grades.

Alderman Shea answered as we said before, they are not going up as high as others. Some may have stayed the same.

Alderman O'Neil moved to upgrade Mr. Beaurivage to a Grade 27. Alderman Pinard duly seconded the motion.

Mr. Hobson stated when we went through this and with all due respect you went against what I asked you to do with the City Solicitor as well and basically I am saying the same thing here. I strongly recommend that you don't act on Deputy Directors or Department Heads tonight until we have had a chance to do something formal. Every time we do something like this, we are moving and we are and again I say this with all due respect, we are fouling up an ecosystem. The other two positions that we moved earlier and I heard people saying you shouldn't have done this and you shouldn't have done that, we looked at those other two deputy positions for months and with all due respect to Tom, I didn't even see his letter and I don't know what his letter said to you. Now I am supposed to support something. I think we rush headlong into all of these things. I am telling you right now, you will get an appeal from me. I will be filing an appeal and I am sure Mark Driscoll will be and I am sure Mr. Bowen will. I think we need to do this in an orchestrated fashion or else we are going to be fouling up the process. That is my opinion.

Chairman Sysyn asked how long would you suggest we hold them.

Mr. Hobson answered I can get this done in a month. When do we meet again?

Clerk Bernier replied September 14.

Chairman Sysyn asked do you want to hold these until then. Is that what you are asking for, the deputy directors to be held?

Mr. Hobson answered I think that we need to engage in some dialogue and we need to make some decisions that make sense for everybody and not just onesies and twosies.

Chairman Sysyn called for a vote on the motion to upgrade Robert Beurivage. The motion carried with Alderman Shea being duly recorded in opposition.

Chairman Sysyn asked what are we doing with Items 1, 2 and 3. Do we need to act on those? Are you talking the recommendation of the department head and the Human Resources Director? Do you want to take all three together?

Alderman O'Neil stated again I said months ago that the only consideration I am going to give is when I hear from somebody. I have not heard from either the department head, the employees themselves or if they belong to a bargaining unit. As far as I am concerned, I am not taking any action.

Alderman Pinard stated, Mr. Hobson, you are head of Human Resources isn't there a way that...I agree with Alderman O'Neil that we don't have any guidelines. We are lost between appeals and everything else here. What do you recommend?

Mr. Hobson replied you have two letters. The one from August 9 talks about the fact that Tom Bowen responded...we had a meeting in July. That meeting in July basically said that this Committee wasn't going to act because they were waiting to hear more information from the department head. I called the department head. I had to talk with the deputy. I went through the items with the deputy and I asked him what his justification for each of these were because the Appeals Committee had frozen them until January of 2000 and we went through Michael Adams and Richard Marcouillier. We went through the Utility Inspector II class specifications that you can see and Item 2, Gary Sandstrom, we went through a comparison of his classification and what he did. We went through Pat Jarvey and frankly I spoke with Bob about his own and I spoke with Tom Bowen about Bob's and Tom does support Bob's change against my recommendation. I recommend that we do move on Michael Adams and Richard Marcouillier and we do move on Gary Sandstrom and the difference that the department head wants to create. He wants to create a Water Patrol Officer II, Grade 17 and a Water Patrol Officer I, Grade 16. Right now all you have is a Water Patrol Officer, Grade 16. I do feel like we put some thought process into what has happened. The fact that the department head hasn't talked to the Committee about this or answered their questions is unfortunate. I did tell the department head and the deputy director to please be present tonight so they can answer some questions and they have or they are. Tom is here.

Mr. Bowen stated I apologize to Alderman O'Neil for not having contacted him, but before the last meeting all of these items were on the agenda and I did speak to each of the members of the Committee about my position at that time. As far as Mr. Adams and Mr. Marcouillier, I think their duties are definitely more appropriately described in the Utility Inspector II level position. The difference

between the Utility Inspector II and what they are now classified as which is an Engineering Technician II according to the job descriptions are that they primarily do inspections of private construction projects and direct private contractors as opposed to doing strictly in-house public works type of work and that is exactly what these two individuals do. I also indicated to a couple of the Committee members last time that we essentially have a problem with our structure within the department because we have a position now, Engineering Technician II that includes both bargaining and non-bargaining unit members. That is a serious structural problem and I don't want to lose these two individuals into the bargaining unit. They are supervisors in every stretch of the term and I don't want them included in the bargaining unit and this move in some respects will help facilitate that process. As far as Mr. Sandstrom goes, presently he is a Senior Watershed Patrol Officer, Grade 19. When the Decker study was done, we did not have an incumbent in the Junior Watershed Patrol Officer so Mr. Decker simply assumed that both people did the same job. I tried to explain to him on at least a half dozen occasions that was not the case but because there was no name attached to the position, it kept getting overlooked and lumped in with everybody else. In fact, at the present time there is no job description for the Junior Watershed Patrol Officer. He was never interviewed because there was no one in that position at the time. We now have someone in there. He is filling the duties of the Junior Watershed Patrol Officer. He is presently four grades lower than Mr. Sandstrom and Mr. Decker is proposing to lump them both in together at a Grade 16. Mr. Sandstrom does supervise that area. He only supervises one individual for a good part of the year but in the summer months we put on two or three additional patrol officers. He is also assigned the responsibility of doing all of the coordination with the local Police force. There is a lot of activity that goes between Manchester Water Works Patrol Officers and the Police Departments in Auburn and Candia and Hooksett. Mr. Sandstrom is the key individual that performs these functions. The recommendation based on a letter that I received from Mark indicated that there should be a new position created for a Watershed Patrol Officer II at a labor grade 17 and he also recommends creating a Watershed Patrol Officer I at a labor grade 16. My recommendation previously had been that it should be at a Grade 15 and that there should be more differential between the two of them.

Mr. Hobson stated just to answer that last point, I really didn't want to see anyone go down the pay ladder and I understood where you were coming from. I figured it would be easier if we just made one pay grade separation.

Alderman Shea asked, Mr. Bowen, if these are approved do you see any musical chairs being involved here.

Mr. Bowen answered no.

Alderman Shea moved to upgrade Gary Sandstrom to a Water Patrol Officer II, Grade 17, upgrade Michael Adams and Richard Marcouiller to Utility Inspector II, Grade 19, and uphold the decision to deny the appeal for Pat Jarvey. Alderman Pinard duly seconded the motion. The motion carried with Alderman O'Neil being duly recorded in opposition.

Mr. Bowen asked for clarification on the Watershed Patrol Officer.

Mr. Hobson stated he is talking about my letter, which basically says that we should create a Grade 16 and Grade 17 and Tom had said 15 and 17.

Alderman Shea asked are you talking about the 16 or 17.

Mr. Bowen answered there is a Watershed Patrol Officer II that is a Grade 17 and I think we are clear on that. My recommendation on the other position was that it be a Grade 15 and I think Mark and the HR Department recommended a Grade 16.

Alderman Shea asked is there someone in that position right now.

Mr. Bowen answered yes there is.

Alderman Shea asked the way Mark spoke is that the person at Grade 16 now would have to take a pay cut to Grade 15.

Mr. Bowen answered well he is a bargaining unit member and it hasn't been implemented yet. Regardless of whether he is going to be a Grade 15 or 16, he is going to get a sizable increase in pay. I think the increase was in the range of nearly 12% for him to go to a Grade 16. Obviously, the individual would prefer to be at a Grade 16 I am sure.

Alderman Shea asked you are saying that he should stay at Grade 15 right.

Mr. Bowen answered my recommendation is that he should be a Grade 15.

Alderman Pinard moved to approve the creation of a job classification of Water Patrol Officer I, Grade 15. Alderman Shea duly seconded the motion. Chairman Sysyn called for a vote. There being none opposed, the motion carried.

Alderman O'Neil stated again, I want to reiterate that I sat here months ago in a corner office when we had 50 or so appeals and there were no department heads, there were no employees and there were no Union representatives. I took the position there and I have been pretty consistent. Unless I heard from somebody ahead of time, I was not supporting it and that is what happened here. Bob Beaurivage took the time to write a letter and follow-up with a phone call and that is why I supported his.

Mr. Bowen replied well I did speak to the Committee before the last meeting and these were all on the agenda at that time.

Alderman O'Neil stated but these have been on the agenda for more than a couple of months and I am going to be consistent throughout tonight.

Mr. Bowen replied I respect your opinion.

(2) Tom Jordan (EAP);

Alderman Shea moved to approve the recommendation to upgrade Tom Jordan to a Grade 22A-F. Alderman Pinard duly seconded the motion.

Alderman O'Neil stated I guess one of the concerns, and Mark and I have talked about this position probably a half dozen times and we agree on some things and chose to disagree on others. I guess what Mr. Jordan is getting at is that he is on-call 24 hours a day with the exception of a few weekends or a couple of weeks vacation. He did provide in his letter to the Committee that if you base that on the private sector and they are being paid on a \$100 flat rate and that is over \$10,000 and he certainly indicated that is not what he was looking for. I don't believe necessarily that the recommendation of the Human Resources Director and Mr. Lemire gets us to that point to properly compensate him. I think this is clearly a position that Floyd missed and just didn't understand his duties. So Mr. Hobson your recommendation is a Grade 22, A Step?

Mr. Hobson replied what we had done, just to refresh people's memories for a bit is we did previously bump him or upgrade his position from a Grade 21 to a Grade 22. He had applied for the A step and I am not sure if he ever acted on it. I did speak to Floyd Decker about the position. I talked to him about the 24/7 issue and it was still competitive based on what was happening. That was a pay range of \$46,619 to \$66,467 and that would be putting this position, this person, at \$52,044. I feel that is competitive for the position. Mr. Decker does. I have to be honest and say that I haven't heard from the employee and I think I shared that

with you on the phone, Alderman. I haven't heard from Mr. Jordan so I am not really too sure how he feels about this except that he is concerned that we are not recognizing the fact that he is not just and I have a problem with this, he is not just an Employee Assistance Program person. He does double duty. He does youth work as well. I feel that somehow we might not be taking care of our employees by doing it that way and I have shared that with you folks in the past. I do recognize the work Tom does and my office uses him a lot and I believe that we do have to look at his position. I believe that a Grade 22, A step is competitive. That would be \$52,044.

Alderman O'Neil asked so you are recommending Grade 22-A at step B. Is that correct?

Mr. Hobson answered Step F which is \$54,044.42.

Alderman O'Neil asked and what was he at.

Mr. Hobson answered he was at \$52,216. This is a 3.5% upgrade.

Alderman O'Neil stated let's go back again. Before Decker what was he at?

Mr. Hobson answered he was a Grade 20. He appealed his grade and got a Grade 21.

Alderman O'Neil asked at what step.

Mr. Hobson answered my guess is that it would have been around \$48,000.

Alderman O'Neil asked so about Step F then.

Mr. Hobson answered right. Obviously the lower the grade and the higher the salary then the higher the step. If he was at Grade 20 then he would be up around Step F or Step G. Then he appealed and received a Grade 21. He was recommended to receive an A step but I don't think we ever acted on it. I am not sure. That was during that period where we weren't sure who was the final authority. Was it the Committee or the full Board of Mayor and Aldermen? He appealed it and wanted to become a Grade 22. We granted him a Grade 22 and now he is saying and one of the things the department head and I talked about was that we didn't give him his A step so I am saying that I think it is fair to do the A step. So Grade 22-A, step F. So all in all, since the beginning of the structure, that is a 10.5% increase to the position through the appeals process.

Alderman O'Neil asked how does, and I know this has happened to other employees, was he affected at all by the 35 to 40 hours.

Mr. Hobson answered it did but I kind of laugh when you talk about his position being a 35 to 40 hours.

Alderman O'Neil stated I am just asking the question. Were there others that were compensated in that office when they want from 35 to 40 hours?

Mr. Hobson replied yes if they were non-exempt to exempt they were compensated. He puts in so many hours in that position that it almost seems superfluous.

Chairman Sysyn called for a vote. The motion carried with Alderman Shea being duly recorded in opposition.

Mr. Hobson stated before the study he was a Grade 26 in the old system and his salary range was \$38,000 to \$53,000.

(3) Steven Morin (Fire)

Alderman O'Neil stated I know that it is recommended by Human Resources and Yarger Decker that he be upgraded to a Grade 23, but in my discussions with Mr. Morin, with Chief Kane and with the Human Resource Director if for some reason Steve got caught up in a transition period where I don't know if he was quite on board as he was an employee of the City within the Fire Department but I don't think he was quite on board as the superintendent when Floyd did his survey and the Chief was pretty clear to me that he felt if the position had not been vacant that it would today be a Grade 25. Mr. Hobson, do you agree with that?

Mr. Hobson replied the Chief shared with me the history there in terms of the vacancy rate and the hiring process and what he had to go through. There is a history behind the hiring in that position.

Alderman O'Neil stated my point being that if it wasn't vacant that most likely Decker would have recommended a Grade 25 for that. I guess that is the Chief's opinion.

Mr. Hobson replied I would have to say honestly that I don't remember if I have had that discussion with Decker. I have had the discussion with the Fire Chief. He has talked to me about that and said that he felt the way their structure was set-up there is that the Chief, the Assistant Chief, the Deputy, the Deputy Chief and then there are the District Chiefs. In his system and in his discussions with Floyd

Decker he talked about the Superintendent's position in terms of taking on more duties and being in between the District Chiefs and the Deputy Chief.

Alderman O'Neil asked is it correct to say that it would be consistent with the structure before Decker.

Mr. Hobson answered yes. That is the way it was structured before.

Alderman O'Neil asked so a District Chief is currently a Grade 24 and a Deputy Chief is a Grade 26 according to Decker so to be consistent with the structure Mr. Morin really should be a Grade 25. He hasn't assumed any...he has the same supervisor and same number of employees as his predecessor and oversees the same structure of the department as his predecessor. I don't think anything has changed. Am I correct Steve? If the position at the time was occupied it probably would have come back a Grade 25 and the 25 would be consistent with the structure they had before Decker. He would be between a District Chief and a Deputy Chief.

Alderman O'Neil moved to approve the recommendation to a Grade 25 for Steven Morin. Alderman Pinard duly seconded the motion. Chairman Sysyn called for a vote. There being none opposed, the motion carried.

(4) Terry Harlacher (Planning)

Alderman O'Neil stated I want to make sure that I understand this correctly. Is it that Mr. Harlacher went from 35 to 40 hours and was not compensated. Is that the issue?

Mr. Hobson replied actually there are two issues. Mr. Harlacher, like several other employees, had two appeals on the table. One about the 35 to 40 hours and he was also talking about a position pay grade. I believe that to be correct and Terry happens to be here tonight so if we have any questions we can talk to him directly and his department head is here as well.

Alderman O'Neil asked if we could break them into two different issues. Do we need to correct the exempt/non-exempt and his compensation for that?

Mr. Hobson answered I would strongly recommend that you go along with what the Appeals Committee and my office has done on the 35 to 40 hour issue. I believe that the documentation we had stated that his position was exempt. Mr. Harlacher respectfully I say this relied on information that was before the 1997 and 1998 documents that we used as a committee. Now I am talking about the

original committee that Alderman Shea sat on so this was before me. You have been consistent about the fact that you had a cut-off date and you have been consistent throughout the appeals process to say well if this is what it was on this date and this time this is what we have done. As far as his pay grade structure is concerned, that is a different story and my feelings aren't as strong. My feelings are very strong about the fact that you should not go back on your 35 to 40 hour issue.

Alderman O'Neil stated it is your position and based on the records that he was exempt before.

Mr. Hobson replied he was non-exempt in the past as well. He was non-exempt in the past through records in 1993 and 1994 but then the records that appeared in 1997 and 1998 made his position exempt and part of his issue was that, frankly, and I don't think I am speaking for him but no one told him that. No one told him in the former Personnel system that his position was changed to exempt. He is not the first one to tell me that but that is the record. The Quality Management Committee used a date and time so I am strongly asking you not to change that for Mr. Harlacher because if you do, you will be asking for several other people to come and knock on our door. Now as far as pay grade is concerned, that is another story.

Alderman Shea stated according to what the recommendation is, it is not recommended or approved and I go along with that.

Mr. Harlacher stated I am a little surprised. I did not appeal my pay grade and would be pleasantly surprised if you did adjust it upward. I did appeal the going from 35 to 40 hours. It seemed to me that the information that I had available to me was clear that during the period of time of the Yarger Decker study as a result of questionnaires that we filled out all of this information was assimilated and my pay grade at 23 being made exempt did change from what it previously was which was non-exempt at 29. I filed and appeal and really hadn't heard anything until just recently that there was an action taken so I apologize for not communicating with the Committee prior to the other day.

Mr. Hobson stated on July 26, 1999 and this is in your package, whether Terry was aware of it or not Mr. MacKenzie and I did talk about Terry's grade with Floyd Decker when we were over at the old Hampshire Plaza. We talked about his entire department and actually he brought in all of his staff members and talked about all of his people through the appeals process before it hit the February deadline. So Terry's position and pay grade was discussed. Then we went back and looked in our records and saw that it was frozen and I could not find any

record of whether or not we ever acted on him so I set Bob a letter on July 26 to ask him to give me some feedback and I also sent a request to Carol Johnson to see if there was any final action. We heard back that there was no final action taken on Terry and I am saying or I am asking you to bifurcate whatever the appeal is for his grade from the non-exempt to the exempt status.

Alderman O'Neil asked, Terry, do you have anything. Any documentation that shows that you are non-exempt?

Mr. Harlacher answered Mr. Hobson is correct and I do have that information that he made reference to. In the old classification system it was clear that the Chief Planner position was a non-exempt position. I did not know when it became exempt other than piecing together the result of the Yarger Decker study and the reclassification system that went into effect on January when I became exempt. That is fine and I accept that. That is not a problem. I truthfully felt that I should have been compensated because I was non-exempt for 20 years. My salary is a nice salary but I have worked every day for that and I appreciate working for the City of Manchester. However, I felt that I should have received the compensation that the other people in the department received.

Alderman O'Neil asked, Mr. Hobson, and I know that this preceded you becoming Human Resource Director but how does something like that happen.

Mr. Hobson answered we had this document that was, I am fairly certain, generally distributed to the department heads and I know that some of the non-affiliated employees had it as well and the document basically was our old or the previous classification system. It had every position listed out and it talked about whether they were 35 hours, 40 hours, extended workweek and then if they were exempt from the FLSA statutes it had a little star next to it. I believe that was the mark that showed they were exempt. If you go back and look at Terry's position and frankly a number of other positions in 1993 and 1994, those positions were listed as non-exempt. Obviously things happen and things change. Then you go back and look at the documentation that was adjusted in 1997 and then I sent it back out in 1998 at the beginning of the study but all I did was take the 1997 data and add in the new positions that the City had added. So I took all of the positions from 1997 that were in the City's classification system and I took all of the new positions that were created between 1997 and 1998 so that Floyd Decker would have a record of those including positions at the school. I entered that into the database and then sent it down. I take ownership over it but as I said the stuff from 1997 I don't have the slightest idea of why it was changed or who it got distributed to.

Alderman O'Neil asked had the Clerk found anything that was an action of the Personnel Committee or anything.

Mr. Hobson answered not to my knowledge. I don't think it was dishonest or a misrepresentation on anybody's part. I think it got updated as time went by. I don't know.

Alderman O'Neil stated I don't know what to do. I support the Director's position if that is what the records indicate to the best of his knowledge and he has done research to back it up but I certainly hope that we are not wronging Mr. Harlacher either. I don't know if there is any way of correcting this.

Mr. Hobson stated one thing you can do and it is not going to make Terry happy but you can freeze him until January 2000 and then that at least gives him the opportunity to be looked at again in a few months. On the other hand, and Terry please don't take this personally because I don't mean it to be, but if you change the 35 to 40 for Terry based on the same documents that you used for all of those other people that is unfair to others as well. Is it unfair to Terry that sometime between 1994 and 1997 somebody changed something and didn't tell him? Absolutely but that is why we hired Floyd Decker. We brought him in here to straighten things out, put it in writing and distribute it to everybody so everybody would know what is going on.

Chairman Sysyn asked he had Terry as a Grade 23.

Mr. Hobson answered he created a position of Planner IV. Previously it was Grade 29 and the salary range was \$43,200 to \$62,600. He brought it in at a Grade 23. The salary grade was \$48,100 to \$68,700. He also made it a 40-hour exempt position. The salary went up, the hours went up and the status changed.

Alderman Shea moved to freeze this position until January of 2000.

Mr. Harlacher asked did I understand earlier that you reclassified a person into an A step.

Chairman Sysyn answered yes.

Mr. Hobson stated the ordinance basically says that the Human Resources Committee, the department head and the HR Director have to approve A steps and as a matter of course it goes before the full Board of Mayor and Aldermen because it changes the class specs and stuff but this is the working body that is going to be dealing with all of the A steps. The department heads are going to be gearing up for those with the employee development process in September as well.

Mr. Harlacher asked so reclassification to an A step is possible. The reason I say that is because I understood that they were frozen before.

Mr. Hobson answered they were until the Board of Mayor and Aldermen wanted to get the employee development process off the ground and running and it is off the ground and it will be hitting the ground on September 1. So A steps basically come alive again on September 1.

Mr. Harlacher stated if I would have known that I was exempt I would not have appealed. The information I had was clearly insufficient to explain the situation and I apologize for taking your time.

Alderman Pinard moved to freeze Mr. Harlacher's appeal until January of 2000. Chairman Sysyn called for a vote. Alderman Shea duly seconded the motion. There being none opposed, the motion carried.

- (5) Recreation Maintenance Worker I, Maintenance Mechanic, Irrigation Technician and Equipment Operator III positions (Parks, Recreation & Cemetery)

Mr. Hobson stated if you recall you sent this back to me at the last meeting to meet with the department head, which we have done. We have had some very good and fruitful conversations and we are doing this in two steps and hopefully you will accept that. Mr. Ludwig and I came to agreement on the Recreation Maintenance Worker I position. Those positions are covered by the AFSME bargaining agreement. The department head has spoken with Mr. Rockwell and we have come to an agreement that a Grade 13 is realistic and fair and we would like you to approve that.

Alderman Shea moved to approve the recommendation to upgrade the Recreation Maintenance Worker I to a Grade 13. Alderman Pinard duly seconded the motion. The motion carried with Alderman O'Neil being duly recorded in opposition.

Mr. Hobson stated we had to separate the Maintenance Mechanic, Irrigation Technician and Equipment Operation III positions and I am asking you to allow that to remain frozen because we discovered during our meeting process that we found mistakes in the class specifications. You know as we said you are going to discover them, Mr. Ludwig and I physically sitting across from the table and reading the class specifications and they were not right. We said well we need time to drop back, rewrite them, send them down to Decker and make him look at them. We paid for that for Decker so we need more time. We would like to beg the Committee to do that and again if these positions are covered by the CBA the department head will notify Mr. Rockwell.

Alderman Shea moved to approve the recommendation to freeze the appeals for the Maintenance Mechanic, Irrigation Technician and Equipment Operator III until the class specifications are corrected. Alderman Pinard duly seconded the motion. Chairman Sysyn called for a vote. There being none opposed, the motion carried.

(6) Jacqueline Whatmough, Robert Powers, Diane Guimond (Welfare)

Mr. Hobson stated I had a very fruitful meeting with Commissioner Susan LaFond and we also had a quick discussion today with the Mayor. He is in favor of this as well. We basically took the Welfare Department and tried to understand its structure and who was doing what and what would be the best way to align her staff. I believe these are the recommendations that we came to a conclusion on and I would like you to accept it as written.

Chairman Sysyn asked should we take all three of them together because they are all recommended by the department head and by the Human Resources Director.

Alderman Shea asked is that within your budget.

Ms. LaFond answered we are fine. The only thing I would like to say to Alderman O'Neil is I was not at that meeting that you were talking about when you had 50 appeals. The first Human Resources meeting that I attended was last month so I had no idea.

Alderman O'Neil replied actually it was several months...at one meeting there was like 50 appeals and six people were represented. I am just trying to be consistent.

Ms. LaFond asked well how would I know if you didn't disseminate that information to everyone. I would have called you or I would have had my staff call you.

Alderman O'Neil answered I don't know how some people showed up and others there was nobody there. To me, the only opinion I could draw at the time was nobody cared about the issue.

Ms. LaFond stated well that one actually didn't have anything to do with Welfare.

Alderman O'Neil replied it actually went on for several months.

Ms. LaFond stated maybe the City Clerk or something could send out something to the departments.

Clerk Bernier replied it would be part of the agenda, which you get weekly.

Ms. LaFond responded yes and that says that if you have an item you should be there and I have always been there if I have an item but what Alderman O'Neil is talking about is that he wants personal contact by the department head and the employees if there is anything to come up and I had no idea.

Alderman O'Neil replied at this point all I am saying is it was the only way I could draw judgment at the time of the importance of the issue either to the employee or the department is if somebody took the time to come to the meeting. I was very discouraged at a couple of meetings that we had.

Ms. LaFond stated my appeals weren't part of that. It only started last month so I had no way of knowing that is something that you wanted. That is all I am saying.

Alderman O'Neil replied I am only speaking for myself.

Ms. LaFond responded do you understand what I am saying. I cannot read your mind. If we knew then I certainly would have done it.

Alderman Shea stated as far as I am concerned, no department head has to spend time personally calling me nor does an employee have to call me because I don't think that is important. I think the department head has other things to do rather than calling Aldermen individually and spending time on the phone. I would like department heads to spend time doing the job they are hired to do and that job is to handle the Welfare, to handle the Tax Collector's Office, the Fire Department, the Police Department, etc. I think that it is very difficult for department heads to call during the course of the working day and talk to Alderman Shea or Alderman Pinard. I don't think it is that significant. Alderman O'Neil may think it is and he should be contacted but don't think that you have to contact me.

Ms. LaFond replied I just want to comply. I just want to do whatever is going to make you happy.

Alderman O'Neil responded it is not department heads, Alderman Shea. It is the employees themselves. It is their Union representative. I am not throwing this thing at department heads but somebody had to take an interest in the issue and as far as I was concerned if I didn't hear from one of those three...it has nothing to do with me wanting to hear from department heads. I have better things to do than to talk to department heads. It is kind of a shot at me and I guess I don't appreciate it. It is the only way that I can determine whether or not there is an interest in a particular item. If nobody contacts me, it is not an issue then.

Alderman Shea replied you have to realize, Alderman O'Neil, that the people who are the most prestigious, that have the most to gain, are going to call and the people that are on the lower rung are kind of uncomfortable and don't have the sophistication and, therefore, they don't feel comfortable. If they are a Grade 12 or 13, they feel intimidated by an Alderman. Maybe they just don't have the language development or the necessary presence of mind but a guy who is making \$50,000 or \$60,000 a year, he doesn't mind calling an Alderman up and saying you know I should get a little more I am a department head or assistant department head. That is how it works. I mean let's be honest. That is how the system works and that is why the guy on the lower rung doesn't get your attention.

Alderman O'Neil responded the guy on the lower rung gets my attention if we could settle some of these labor negotiations which I have worked very hard to try to push through. That is how the lower level people are represented. The majority are members of bargaining units and if you would work with me maybe we can get some of these Union agreements taken care of but I seem to be many a night a lone ranger out here in settling some of these things.

Alderman Pinard moved to approve the recommendation to upgrade Jacqueline Whatmough to the position of Deputy Welfare Commissioner, Grade 22; Robert Powers to the position of Welfare Specialist III, Grade 20; and Diane Guimond to Grade 18, A-Step. Alderman Shea duly seconded the motion. Chairman Sysyn called for a vote. The motion carried with Alderman O'Neil being duly recorded in opposition.

(7) Richard Ell, Kenneth Pitman, Paul Fleming (Police)

Mr. Hobson stated the police officers involved in this did make a presentation to the Appeals Committee to the best of my recollection or there was certainly some information that the Appeals Committee looked at. My best recollection is that they felt there was not enough information or enough of a difference or a change in the position to warrant separating it out into that Investigator Specialist position that you may know that Mr. Decker created through the study. There are police officer positions and then there are the Investigator Specialist positions. That has been the opinion of the Committee and frankly I am honoring the Committee. I did speak with Chief Driscoll as a department head. We discussed it briefly and he got copies of my correspondence and knew the stance I was taking.

Chief Driscoll stated I would like to start by introducing Officer Ken Pitman and Officer Richard Ell who are here and have patiently waited. When this issue came up and we tried to identify who were going to be the specialists in the department, we looked at a variety of things with Floyd Decker. We looked at job descriptions and then we tried to look at the larger group, specifically the patrol division and

tried to see how people would function in relation to the other people. It was determined early on that the sub groups of the patrol division would not be awarded the specialist pay at that time. The logic being that their job description and their duties and responsibilities were that of a generalist as opposed to a specialist. That is the position that we have taken all along. However, Officer Pitman is here. I have spoken with him tonight and he would like an opportunity to address the Committee.

Officer Pitman stated good evening. I am not one of those eloquent speakers so you will have to bear with me. I am here on behalf of myself and Officer Richard Ell about the freeze on our pay grade from 18 to 19. I have done some research into our department's standard operating procedures as it pertains to juvenile investigations, the detective division as it pertains to follow-ups, investigation of cases and preparing warrants, complaints, affidavits, participating, organizing, and carrying out stake outs which is also considered hazardous duty in a specialized form. Also crime prevention which the Board has already deemed a specialized division and has increased crime prevention from 18 to 19. Officer Ell and myself are one of a few law enforcement officials throughout the state to be nationally certified crime prevention specialists. We have documentation and certificates from the University of Louisville, Kentucky as well as other entities throughout the United States and we both feel that based on our assignment with the Manchester Housing Authority as investigators, as juvenile investigators, as crime prevention officers all in one that we should be raised up to a grade 19.

Alderman Pinard asked could you give us a breakdown of what you do with the Housing Authority.

Officer Pitman answered I have been working with the Housing Authority for three years now. Myself and Officer Ell are specifically assigned to Manchester Housing Authority properties, which number upwards of 2,000 units throughout the City. We patrol these units on mountain bikes. We patrol these units on foot and we patrol the units in cruisers as regular patrol officers do with the exception of the mountain bike unit. There are only a few officers assigned to that. We handle any case that involves any resident or any tie to Manchester Housing Authority property with the exception of major crimes and we are all aware of the most recent. Officer Ell is currently investigating a case involving sexual assault on some juveniles by one of the residents. I can't go into details of that case because it is still under investigation, but he is in fact doing the investigation, the complaints, the warrants and the affidavits. We are responsible for the crime prevention aspect. We complete security surveys for any properties that the Manchester Housing Authority acquires and any properties that they have already. As far as the specialized...in regards to the stake-outs, unauthorized tenants and if you don't know unauthorized tenants are people who are residing on Manchester

Housing Authority property who isn't on the lease. By them being there, they are committing a fraud, which in turn turns out to be a felony. We also work hand in hand with the Housing & Urban Development Task Force which is based out of the federal building. We cover everything from people playing their stereos too loud to the most recent case.

Alderman Pinard asked what are your hours.

Officer Pitman answered my hours currently are 4 p.m. to midnight. My hours are in effect according to the school year. When the kids get out of school for the summer, I work 4 p.m. to midnight and when they go back to school I work noon to 8 p.m.

Alderman Pinard asked what about your partner.

Officer Pitman answered his are pretty much the same.

Alderman Pinard asked the areas are not covered during the day unless there is a special crime or something.

Officer Pitman answered that is correct unless requested by the Housing Authority. If they are having problems in the morning when the kids are going to school for people not stopping at the intersections and letting them cross, we will change our scheduled with permission from our supervisors to go and address the problem.

Alderman O'Neil stated I have had a couple of conversations with Officer Pitman and I spoke once to Officer Ell. Actually, they contacted me. I guess their basis for their request is there are times that they do jobs that other members of the department away from Housing Authority property, jobs that would be done by specialists. From investigations to crime prevention to...it is my understanding that they both at times will operate a motorcycle for the Police Department. So based on my conversations with the two officers, I think they truly fall into the specialist category. They do a very unique job for the City, for the Housing Authority and for the Police Department. One night they could be operating in plain clothes doing some surveillance work of some sort and the next day they could be using motorcycles to do their enforcement and the next day they could be walking a beat to do their enforcement.

Alderman Shea stated we have community policing officers that are responsible for different districts. How do you see their role in the community as compared to your role?

Officer Pitman replied basically myself and Officer Ell are two officers assigned to a vast quantity of units or apartments or family households throughout the City. The normal community policing officers are responsible in part for an area but they are also backed up by the detective division, the juvenile division and we in fact go forward with our own investigations from start to finish. We investigate the case all the way to completing the warrants, affidavits and complaints.

Alderman Shea asked but you are not backed up by any detectives in terms of detective work.

Officer Pitman answered unless it is a major crime like the most recent, we handle all of our own calls from start to finish.

Alderman Shea asked, Chief Driscoll, because of this are we going to be having other people coming in requesting that because of a specialized type of responsibilities, duties and extra types of work are we going to be having more people coming and saying we are really an important clog in this machine, not that they aren't, but are we opening up a Pandora's Box in your judgment.

Chief Driscoll replied my concern with this appeal and the reason I spoke with Mark Hobson and said that I don't support it is for that exact reason. Although these individuals do an outstanding job in their assignment, they basically do the same job as policing officers. They are assigned to the patrol division and if, in fact, the door is open it is my belief that you will see other people. There has to be some consistency throughout the patrol division I believe.

Mr. Hobson asked is Mr. Fleming not a part of this.

Chief Driscoll answered yes.

Officer Pitman stated no he is not.

Mr. Hobson stated the documentation that we have on those names is fairly old at this point in time. Obviously people move around within departments so I just wanted to make sure. Are we talking about any other human beings besides yourself and Officer Ell?

Officer Pitman replied there was one other officer but they pulled him away from our assignment so it is just myself and Officer Ell.

Alderman O'Neil asked, Chief Driscoll, do you disagree with anything that Officer Pitman has said with regards to the and I don't want to call it job description but a day in the life of what they do.

Chief Driscoll answered no.

Alderman O'Neil stated Officer Pitman, when we spoke on the phone, mentioned that if a regular route officer files some report with regards to something associated with public housing that that in turn is automatically given to either he or Officer Ell.

Alderman Pinard moved to grant an upgrade to Officer Ken Pitman and Officer Richard Ell to a Grade 19. Alderman O'Neil duly seconded the motion. Chairman Sysyn called for a vote. The motion carried with Alderman Shea being duly recorded in opposition.

Chairman Sysyn stated we will now go back to Mr. Tom Clark. That motion was made and carried through.

Mr. Hobson replied well I have had a chance to read the letter. The last paragraph of the letter says that as part of the appeals process I am requesting that the Committee re-evaluate the grade and step so you need to be aware of that fact. What I believe you voted on was the grade. You moved him to a Grade 32. What has happened in the past when you do that is we take the employee's salary, what they are making now and then we put them in at however the step works. You know as we were talking earlier about the EAP Coordinator. We were doing his live and unfortunately he wasn't even here to see it but what I believe the City Solicitor is saying and he is here still I think what he is saying is that he wants us to put him at a particular grade within step 32.

Clerk Bernier stated I thought it was a Grade 32, Step J.

Alderman O'Neil replied I thought I mentioned that but maybe I didn't.

Mr. Hobson stated maybe you mentioned that but I didn't hear that.

Alderman O'Neil stated I guess my intent is that Mr. Decker recommended that the City Solicitor be the highest paid employee based on the point system and we now have changed that with the Airport Director and unfortunately I don't know what the right number for the Airport Director is.

Mr. Hobson stated the Airport Director is a Grade 31, Step L. That salary is \$114,627.

Chairman Sysyn stated and we are suggesting that he be a Grade 32, which would bring him where.

Alderman O'Neil replied Grade 32, Step J I think. That is \$115,610.47.

Chairman Sysyn asked where is Mr. Clark now.

Mr. Hobson replied Grade 30, Step I, which is \$98,000.

Alderman Shea stated so that would be a \$17,000 raise. Good luck!

Mr. Hobson asked did you say Step J, not G.

Alderman O'Neil answered I am working out of my Decker book and I believe it is as updated as it can be.

Mr. Hobson replied I don't think the City Clerk's Office has the right number. That's all.

Alderman O'Neil asked if the Airport Director is a Grade 31, Step L which is \$114,627, is that correct.

Mr. Hobson replied yes.

Alderman O'Neil responded then to bring up the City Solicitor just over that would be a Grade 32, Step J at \$115,610.47 according to the chart I have.

Chairman Sysyn stated so that would be about \$1,000 more than the other guy.

Alderman O'Neil replied yes, approximately \$1,000 more than what the Airport Director is being paid.

Chairman Sysyn stated I think too that Mr. Clark pointed out that he will be doing most of the legal work for the Airport now.

Solicitor Clark replied well we have always done the legal work for the Airport but Fred, being an attorney, was able to do quite a bit of the smaller stuff himself. We no longer have that luxury.

Alderman Shea stated will the pay between the Assistant City Solicitor and you will be out of whack now won't it. How much does he get now?

Solicitor Clark replied you just did his appeal last month.

Mr. Hobson responded he is a Grade 27.

Alderman Shea asked how much would that be.

Mr. Hobson answered his current salary is in the mid \$60's. He is probably in the \$65,000 to \$67,000 range.

Alderman Shea stated so that would be a \$40,000 difference between him and you right.

Solicitor Clark replied yes, roughly.

Chairman Sysyn asked will he be looking for an upgrade.

Alderman O'Neil stated there is currently a \$32,000 difference anyway.

Solicitor Clark replied there has always been that difference between the Solicitor and a Deputy City Solicitor or an Assistant City Solicitor.

Alderman O'Neil stated previous to Decker there was a \$32,000 difference.

Solicitor Clark replied previous to Decker the City Solicitor was a Grade 38 and the Assistant was a Grade 33. There has always been a large difference.

(c) Exhibits I, II and III.

Chairman Sysyn addressed Item 10 of the agenda:

Communication from the Finance Officer seeking the upgrade of the Internal Audit Manager from Grade 19 to Grade 22.

Mr. Hobson stated Mr. Clougherty approached me either last Wednesday or Thursday and informed me that, again having a difficult time finding a qualified person for the Internal Audit Manager position and I e-mailed Mr. Decker on Friday and the City and I are part of the International Personnel Management Association and we subscribe to that over the Internet. So over the weekend I did some research and I found out that Audit Managers in this area are starting in the low \$50's and that is exactly the experience that Kevin is having when he is doing interviews. That is the salary that these people are asking for as Audit Managers. My only concern, and this is a recurring theme, is that I really haven't had the time to sit down with Kevin and Randy. I think their request is warranted. I think they are asking us for legitimate information but I am going to differ with Kevin just a little bit. I really don't want you to take action on the Audit Manager position tonight. I would like to sit down with his department and look at the ramifications of everybody there and make sure that I am really making a good valued decision

that affects his whole department fairly. The market is clearly telling us though that we need to do something with the Audit Manager's salary. That is my intro and Kevin may have more information.

Mr. Clougherty stated the Internal Audit position is an important position in the department. As you know, it is the subject of a number of the items that are brought forward by the external auditors each year as part of their report and they are encouraging us to do more. Those of you who have been on the Committee of Accounts realize that it is something that is an integral part of our operation. The lady that was in the internal audit position appealed through Yarger Decker for that position and was denied. She appealed on the basis of the factor point rating as well as on the 40-hour issue. She was routinely denied. She applied for another position that became available within the office. We have taken the Internal Audit position which is at the \$36,000 level and we have advertised that in the Government Finance Officer's Association national advertisement which has a web page and is the source for all of the applications that most cities receive for financial types of positions. We put it in the *Boston Globe*, and the *Union Leader*. The first time that we did the advertisement, we got one response. That one response came in in June and the person that was interested in the job said that they would be happy to take it when we offered it to them but they needed \$10,000 more. At that time, we didn't know what was going on with the budget. We didn't know if we were going to be cut or anything like that so we said fine we are not going to take a chance and provide somebody with additional funding and then not be able to pay them. So we waited until the budget process stopped and did another advertisement during July and August nationally and we got two applications. The ones that are coming back are telling us that they want an additional amount of money. That is why we contacted Mark and said that it is not healthy to just have one or two people applying for a position because you are not really getting a chance to look at what is out there and be able to select from a group of quality candidates. That is why we contacted him last week and sought his advice. He said that we should probably put it on the agenda and come forward to the Committee and see if it is something that should be done. Now my understanding of how the City personnel system works after Yarger Decker is that every decision that should be made on an individual position in terms of a raise or reclassification should be based on the factor point rating system. We should be looking at has there been a change in the duties or the job or the responsibilities and once you have done that assessment that should be the basis for improvements. In this case, I think if you did the factor rating you would see that the factoring was probably done right but the problem was the compensation level that was assigned to it and that may have to bump up other positions that are in the department. It leaves us in somewhat of a quandary. We have this important position that needs to be filled. We are interested in doing that. We think we have been prudent in trying to go out a couple of times to get research. The information

that we have is backed up by what Mark has done independently and most of what people are looking for with the qualifications out there is about \$50,000. That is why we picked a Grade 22 but I understand that just coming in and saying I want to be a Grade 22 without any factor point consideration runs contrary, or at least I thought it ran contrary to the system. That is the long and short of it. Now when Teresa was going through the appeals process, she was pretty much in the same situation as Terry Harlacher who was in here earlier. I think there are 44 positions in the City that really fall into that category that we have identified that we thought you really needed to address over time. I realize that those 44 positions add up to about \$200,000 but at some point I think you are going to find that they have to be dealt with as a body rather than on an ad-hoc basis. So I would ask for your guidance on this. I certainly don't want to go out and do something that is going to cause the payroll system and the classification system to fall in like a house of cards because we haven't adhered to the factor point situation. If I understand what Mark is saying, I guess that is what you want to do. You want to come in and do that type of analysis.

Mr. Hobson replied I am concerned that they need to fill this position and I don't know if, and I haven't said anything to the City Clerk about this and I don't know how the Committee feels but if you could give me like a time schedule of say that I have to get this work done in eight or nine business days and get it to you in writing and then do a phone poll or something between now and September 14. I am concerned that I am just wasting money going out there and advertising on \$36,000 to \$40,000. We are not going to get qualified people. It is just a waste of advertising money.

Chairman Sysyn asked do you have the money to pay for it.

Mr. Clougherty answered yes. If it went up, I think we could absorb it within the budget that was adopted. What happens is because it has been vacant you add the money that you saved by not having it filled and you make up on the other end.

Mr. Hobson stated so we have an Audit Manager, an Internal Auditor in their department. We have sole positions that...you know the Tax Department has sole positions and the Finance Department has sole positions and the Solicitors Office has sole positions so I just want to make sure that I am not fouling up their whole department. I want to air on the side of caution. If I could have a week and then send it to you in writing and ask for your vote that way, I would appreciate it. It is up to you.

Alderman O'Neil stated there is approximately, between Grade 22's and 19's, based on Floyd's factor point rating 100 points. I don't remember but did Floyd go over how he determined that and what 100 points really means?

Mr. Hobson stated it is in the special sauce. That is how he explained it to us until we paid him and then he trained the Human Resources Department on how to do factor point ratings. It is an interesting process.

Alderman O'Neil stated my concern is that most of these other changes that we made there might have been a difference of 10 or 15 factor points and certainly I understand the market and the kids flipping hamburgers are getting \$8 and \$9 an hour so we have to remain competitive but I am just curious how that happens.

Mr. Hobson replied you and I have had conversations about the EAP Coordinator position for example. You have certain perspectives but coming from a banking background I was always a little bit awed that Floyd had put the Audit Manager so low and he said well it is different and you don't understand. Audit Managers in banking are all CPA's or certified internal auditors and they all demand a fairly decent buck. The Audit Manager and the Internal Auditor were actually pretty low in my opinion so will it swing 100 points, I don't know but to be fair to everybody I have to tell you that I really haven't done much work except over the Internet.

Alderman O'Neil asked is this a position, one of the few, that Floyd might have missed.

Mr. Hobson answered I think so but I want to make sure that I don't mess up the whole Finance Department or anybody else.

Alderman O'Neil asked, Kevin, moving that position to a Grade 22, how does that affect the structure within your department.

Mr. Clougherty answered getting back to what I was saying earlier, because you have about 40 positions in the City that you didn't take care of those five hours on, that little margin in middle management is real narrow when you get into departments like ours and Planning and Water and some of the others. So when you try to move in there you start to bump up against each other. The difference in the factor ratings, Alderman, is if you take a look at the job descriptions for the two they both say you should have a CPA and in one case, the Financial Analyst, it says you should have extensive experience and the one for the Audit Manager says you should have considerable. I don't know what the difference between considerable and extensive is but that is the only verbal...but I think where Floyd was coming from he was saying well if you are a Financial Analyst and a CPA you have to apply your thought processes and therefore you should extra points in creativity and you should get extra points in some of these other rating schedules whereas if you are an auditor after all you are just going in and looking to see if things are following the rules and regulations. I disagree with that and we have

right along. I think the auditors have to go in and exercise judgment and have to exercise those gray areas of whether someone was complying or not. I think he made a mistake. We have appealed it through the process. Now we are in a position where we need to do something because we just can't fill that and I think the external auditors and the credit raters and all of these people that want you to be going through a review process are going to be raising some questions.

Alderman O'Neil asked looking back before Decker, the position was equivalent with Financial Analyst I. Was it wrong then?

Mr. Clougherty answered we thought it was.

Alderman O'Neil asked have you had a hard time over the years keeping somebody in that position.

Mr. Clougherty answered no and again because at that market you are riding it and there was a glut of accounting people who were looking for things and we just happened to luck out at that time. We always thought it was kind of mismatched but you had the benefit of the market. Now that the market has gone the other way we have kind of got the worst of both worlds.

Alderman O'Neil asked so if we went along with this, this would not shake up the structure within the department.

Mr. Clougherty answered I think it would and that is one of the concerns I think that Mark is stating. Unless you do the factor points, you are going to have some issues where the Financial Analyst positions and some of those...this system that we have purchased is a very delicate balance and you have to make sure that you are not tinkering with the factor ratings because it throws everything off. Mr. Hobson referred to it as an ecosystem but it really is based on a numeric process where you have to come in and take a look at all of these different things. Now if Mark determines that yes they just missed the salary assignments, all right then fine what does that do? Does that mean that the other things have to come up or can it just be adjusted but without going through that exercise I think we are going to have some problems. I didn't mean by putting my request in to bypass all of that. It was one of those things when Friday afternoon Mark said the agenda is closing I need a letter and penned a letter and sent it over. The position was vacant so we didn't contact anybody because we figured we would just get into the Committee tonight and explain the dilemma we were in and see if we could get some guidance to try and get the thing resolved without throwing the rest of the system that is based on the factor rating system out of whack.

Mr. Hobson stated I just want to be able to do with Kevin like I did with Susan LaFond and that is to sit down and really understand what the needs are and make sure I am putting people in the right place. I have done the same thing with Ron Ludwig as a department head. It just goes a lot better. If you accept a Grade 22 tonight, which is fine, then I guarantee you that I am going to be coming back in a month from now with two or three other positions saying we have done X, Y and Z over here and now you need to address this. I would just like to be able to address it all in one shot but I know they have to hire somebody too.

Alderman Shea asked who is doing this job now.

Mr. Clougherty answered right now we are kind of robbing Peter to pay Paul. We have Teresa doing a couple of different things.

Alderman Shea asked so somebody is doing the job now.

Mr. Clougherty answered well it is getting done by several people who are pitching in but it is not really getting done.

Alderman Shea stated the point is that if there is a delay of two weeks or a month it wouldn't be catastrophic, it would just be a little bit more inconvenient.

Mr. Clougherty replied well I think if you start delaying it a month we have got some issues with the auditors coming on and not being able to do something. If you want to delay it a week, that is something different. We would give anybody a week to look at it.

Alderman Shea moved to give the Human Resources Director two weeks to come up with a recommendation that will be sent to the Committee and then a phone poll will be conducted. Alderman Pinard duly seconded the motion. Chairman Sysyn called for a vote. There being none opposed, the motion carried.

Chairman Sysyn stated we have to go back to Item 9, C. We didn't accept Exhibits I, II and III.

Alderman O'Neil moved to accept Exhibits I, II and III. Alderman Pinard duly seconded the motion. Chairman Sysyn called for a vote. There being none opposed, the motion carried.

Chairman Sysyn addressed Item 11 of the agenda:

New hire and termination reports for the months of June and July 1999 from the Human Resources Director submitted for informational purposes.

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

TABLED ITEM

13. Report of the Committee on Human Resources/Insurance recommending that the Organization and Management Development Proposal submitted by Yarger Decker & McDonald, Inc., in an amount not to exceed \$189,000 be approved.

This item remained on the table.

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

A True Record. Attest.

Clerk of Committee