

## AGENDA

### COMMITTEE ON HUMAN RESOURCES/INSURANCE

November 3, 2004  
Aldermen Shea, Sysyn,  
DeVries, Garrity, Forest

5:30 PM  
Aldermanic Chambers  
City Hall (3<sup>rd</sup> Floor)

1. Chairman Shea calls the meeting to order.
2. The Clerk calls the roll.
3. Communication from Virginia Lamberton, Director of Human Resources, requesting the reclassification of one Equipment Operator V position (Lawrence), salary grade 16 to a new classification of Reconstruction Coordinator, salary grade 17.  
**Ladies and Gentlemen, what is your pleasure?**
4. Communication from Virginia Lamberton, Director of Human Resources, submitting a proposed tuition reimbursement policy for non-affiliated employees.  
*(Note: awaiting report from the HR Director, Finance Officer and City Solicitor.)*  
**Ladies and Gentlemen, what is your pleasure?**
5. Communication from Carol Johnson, Deputy City Clerk, requesting that the City Clerk position be properly classified at a salary grade 27 per recommendation of Ms. Christine Martinsen dated September 24, 2004.  
**Ladies and Gentlemen, what is your pleasure?**
6. Communication from Attorney Vincent Wenners, Jr. advising that Mr. Russell Bond, a retired Manchester Water Works employee should be receiving a pension at "half pay" rather than the lesser amount which disregards his standby pay.  
**Ladies and Gentlemen, what is your pleasure?**

**TABLED ITEM**

**A motion is in order to remove the following item from the table for discussion.**

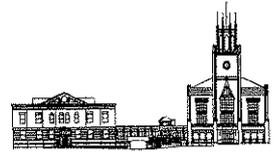
7. Report from the Human Resources Director relative to a bonus system, if available.  
*(Tabled 04/06/2004 pending report from Quality Council advising of status.)*
  
8. If there is no further business, a motion is in order to adjourn.



# CITY OF MANCHESTER

Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101-4000  
Tel: (603) 624-6543 (V/TTY) • Fax: (603) 628-6065



October 27, 2004

Alderman Bill Shea, Chairperson  
Human Resources/Insurance Committee  
One city Hall Plaza  
Manchester, New Hampshire 03101

Re: Request to Reclassify Equipment Operator V Position

Dear Alderman Shea and Members of the Committee:

Over the past several months, this office has been working with the Highway Department to determine whether or not an Equipment Operator V position was properly graded at salary grade 16 and properly classified.

Originally, the request was to reclassify this position to the Highway Supervisor class series. However, during the analysis of the position, it was evident that any incumbent in this position would be required to operate heavy equipment as well as function as the crew supervisor. Consequently, the notion of reclassifying the position to a Highway Supervisor title would not work since those class specifications do not require the incumbent in the position to actually operate an excavator, loaders, backhoes, etc. etc. Therefore, we have developed a new class specification that will properly describe the duties of the position and provide for proper compensation as well.

The specific request is to reclassify the Equipment Operator V position, salary grade 16 to a new classification of Reconstruction Coordinator, salary grade 17. In addition to ensuring that the duties that are required of this position are clearly stated in the new class specification, the increase of one salary grade will recognize the supervisory responsibilities that are required of this position.

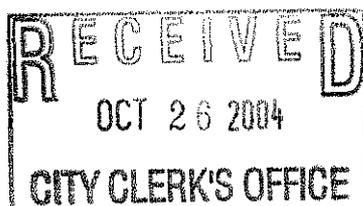
Your favorable approval of this request would be greatly appreciated.

Respectfully submitted,

*Virginia A. Lamberton*

Virginia A. Lamberton  
Human Resources Director

Attachment



Draft



# City of Manchester, New Hampshire

## Class Specification

This is a class specification and not an individualized job description. A class specification defines the general character and scope of responsibilities of all positions in a job classification, but it is not intended to describe and does not necessarily list every duty for a given position in a classification.

<b>Class Title</b>	<b>Reconstruction Coordinator</b>
<b>Class Code Number</b>	5606-17

### General Statement of Duties

Operates complex motorized construction and repair equipment while supervising road construction crew of Highway personnel; performs directly related work as required.

### Distinguishing Features of the Class

The principal function of an employee in this class is to oversee daily assigned work while operating specialized equipment involved in municipal construction projects. The work is performed under the supervision and direction of the Chief of Street Operations and/or Assistant Chief of Operations but considerable leeway is granted for the exercise of independent judgement and initiative. Supervision is exercised over the work of employees in the class of Laborer, Public Services Worker, Equipment Operators II, III and IV and related positions. The nature of the work performed requires that an employee in this class be able to operate specialized heavy equipment while establishing and maintaining effective working relationships with other City employees and the public. The principal duties of this class are performed in an outdoor work environment with potential personal hazards.

### Examples of Essential Work (illustrative only)

- Directly supervises a work crew, and participates in repair, maintenance and construction activities, operates construction equipment;

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- Establishes job priorities and time frames for assigned personnel;
- Monitors completion of job assignments to ensure compliance with standards and instructions and revises instructions and time frames as necessary;
- Trains employees on equipment, task procedures, work standards and proper safety procedures;
- Completes thorough and accurate reports on daily work activities, including tasks completed;
- Serves as liaison to internal and external customers and responds to requests and inquiries concerning programs, policies, procedures, time lines for construction, maintenance and repair projects;
- Determines when additional staff and resources are necessary to complete duties in timely manner and coordinates needs with other Supervisors and Superintendents;
- Operates complex motorized equipment, including excavator, two-yard and larger loaders, motor graders, backhoes, truck or tractor and trailer combinations, low-boy, self propelled roller, pavers, planers and bulldozers;
- Participates in snow plowing, operating grader, plows and applying salt as needed;
- Evacuates trenches, spreads earth, digs holes, clears debris and related earth moving procedures; Grades and resurfaces streets; Cuts and finishes grades and prepares sub-grades;
- Performs street construction, maintenance and repair functions, including raking asphalt to provide an even thickness, tamping and finishing, paving holes with asphalt, runs rollers, spreads and tamps gravel, digs and resets manhole covers and related equipment;
- Performs other duties of construction and maintenance crews as necessary;
- Provides needed information and demonstrations concerning how to perform certain work tasks to new employees in the same or similar class of positions;
- Keeps immediate supervisor and designated others fully and accurately informed concerning work progress, including present and potential work problems and suggestions for new or improved ways of addressing such problems;
- Attends meetings, conferences, workshops and training sessions and reviews publications and audio-visual materials to become and remain current on the principles, practices and new developments in assigned work areas;
- Responds to citizens' questions and comments in a courteous and timely manner;
- Communicates and coordinates regularly with appropriate others to maximize the effectiveness and efficiency of interdepartmental operations and activities;
- Performs other directly related duties consistent with the role and function of the classification.

**Required Knowledge, Skills and Abilities**  
(at time of appointment)

- Thorough knowledge of assigned area of work within the Public Works Department, including streets, sewers, sidewalks, bridges, street cleaning or a related area;
- Thorough knowledge of Manchester City geography, streets and business locations;
- Thorough knowledge of traffic hazards and traffic safety principles, practices and procedures;
- Thorough knowledge of the operation and maintenance and skill in the operation of construction and maintenance equipment, including excavators, backhoes, trucks, asphalt

sealers, rollers and tampers, sewer cleaning equipment, snow plows, street sweepers and related;

- Thorough knowledge of safety practices for equipment, hand and power tools;
- Comprehensive knowledge of construction heavy equipment;
- Thorough knowledge of supervisory principles and practices;
- Some knowledge of surveying principals and practices;
- Ability to communicate effectively with others, both orally and in writing, using both technical and non-technical language;
- Ability to supervise, train, evaluate and coordinate the work of others;
- Ability to understand and follow oral and/or written policies, procedures and instructions;
- Ability to prepare and present accurate and reliable reports containing findings and recommendations on field operations;
- Ability to use logical and creative thought processes to develop solutions according to written specifications and/or oral instructions;
- Ability to perform a wide variety of duties and responsibilities with accuracy and speed under the pressure of time-sensitive deadlines;
- Ability and willingness to quickly learn and put to use new skills and knowledge brought about by rapidly changing information and/or technology;
- Integrity, ingenuity and inventiveness in the performance of assigned tasks.

#### **Acceptable Experience and Training**

- Graduation from High School or possession of a GED; and
- Experience equivalent to the position of a Highway Supervisor I or II; and considerable experience in motorized equipment operation; or
- Any equivalent combination of experience and training which provides the knowledge, skills and abilities necessary to perform the work.

#### **Required Special Qualifications**

- On call status;
- Class B CDL.

#### **Essential Physical Abilities**

- Sufficient clarity of speech and hearing or other communication capabilities, with or without reasonable accommodation, which permits the employee to understand department and safety rules and regulations and work around high traffic areas;
- Sufficient vision or other powers of observation, with or without reasonable accommodation, which permits the employee to work safely in heavy traffic and heavy equipment operation;
- Sufficient manual dexterity with or without reasonable accommodation, which permits the employee to operate hand and power tools continuously and to lift and carry, through a full

range of motion, up to 100 pounds occasionally, 50 pounds frequently, and 20 pounds continuously;

- Sufficient personal mobility and physical reflexes, with or without reasonable accommodation, which permits the employee to work in trenches, in rough terrain and access construction equipment and to be able to stoop, kneel, crouch, stand, walk, push, pull, climb and grasp repetitively.

Approved by: \_\_\_\_\_ Date: \_\_\_\_\_

\_\_\_\_\_

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City of Manchester  
New Hampshire

*In the year Two Thousand and* Four

AN ORDINANCE

“Amending Sections 33.024, 33.025, & 33.026 (Reconstruction Coordinator) of the Code of Ordinances of the City of Manchester.”

BE IT ORDAINED, By the Board of Mayor and Aldermen of the City of Manchester, as follows:

SECTION 33.024 CLASSIFICATION OF POSITIONS be amended as follows:

Establish Reconstruction Coordinator, Class Code 5606

SECTION 33.025 COMPENSATION OF POSITIONS be amended as follows:

Establish Reconstruction Coordinator, Class Code 5606, Grade 17,  
**non-exempt**  
Reclassify one position Equipment Operator V (Lawrence) to  
Reconstruction Coordinator

SECTION 33.026 CLASS SPECIFICATIONS be amended as follows

Adopt new Class Specification, Class Code 5606, Reconstruction  
Coordinator

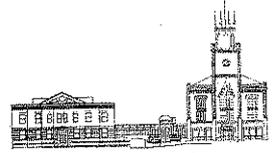
This Ordinance shall take effect upon its passage and all Ordinances or parts of Ordinances inconsistent therewith are hereby repealed.

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# CITY OF MANCHESTER

## Office of the City Clerk



Leo R. Bernier  
City Clerk

Carol A. Johnson  
Deputy City Clerk

Paula L-Kang  
Deputy Clerk  
Administrative Services

Matthew Normand  
Deputy Clerk  
Licensing & Facilities

Patricia Piecuch  
Deputy Clerk  
Financial Administration

### MEMORANDUM

To: V. Lamberton, HR Director  
K. Clougherty, Finance Officer  
T. Clark, City Solicitor

From:   
Leo R. Bernier  
City Clerk

Date: October 6, 2004

Re: Proposed Tuition Reimbursement Policy – Non-Affiliated Employees

Please be advised that in action taken by the Committee on Human Resources/Insurance at a meeting held on October 5, 2004, it was voted to refer the enclosed communication relative to the above-referenced to you for review and report back to the committee at its next meeting tentatively scheduled for November 3, 2004.

Enclosure

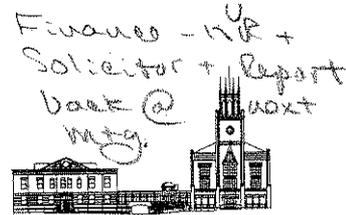
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# CITY OF MANCHESTER

Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101-4000  
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September 24, 2004

Alderman Bill Shea, Chairperson  
Human Resources and Insurance Committee  
City of Manchester  
City Hall  
Manchester, New Hampshire 03101

Re: Proposed Tuition Reimbursement Policy – Non-Affiliated Employees

Dear Alderman Shea and Members of the Committee:

Recently a situation arose which lead me to do research regarding whether or not there was a policy for tuition reimbursement for non-affiliated employees. Affiliated employees have language in their contracts that provides for tuition reimbursement and levels of reimbursement.

I was able to find a proposal to the Board of Mayor and Aldermen in 1995 for non-affiliated employees regarding salary and benefit improvements. This proposal was submitted by five non-affiliated employees. The proposal was to authorize a maximum of \$850 per employee for approved courses provided the total expenditure would not exceed twenty thousand dollars for FY 96. In addition, the proposal increased the maximum dollars to \$25,000 in FY 97.

During the Yarger Decker Study, it was proposed that the total expenditures be increased significantly (ie 30% for FY 01 and another 15% for FY 02). There was no proposal for the actual amount any employee could receive. However, somehow, \$1060 was put on the G-Drive as the maximum amount a non-affiliated employee could receive. I do not know when that was placed there or by what authority. The budget for this fiscal year is \$29,500 which is considerably less than the amount proposed during the Yarger Decker study.

In order to have a policy that is authorized by the Board, I am proposing the attached policy for your review and approval. As you will note, the maximum reimbursement for a class would continue to be 75% of the cost of the class, books or other fees. I have not

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September 24, 2004

included a maximum annual allowance because for several years, the non-affiliated employees have utilized less than 50% of their budget. The current \$1060 limit barely provides for an employee to take one and one half courses per year at the under graduate level. And usually, the \$1060 is not sufficient to cover one graduate level course. The attached proposal would require a department head to determine whether or not the proposed course work would be relevant to the employee's duties and responsibilities. If the department head determines that the course(s) or degree program will enhance the knowledge, skills and abilities of the employee for his/her job function, the department head may sign the tuition reimbursement form. Human Resources will also review the request, as long as funds are available and the course work is relevant to the employee's job function, the employee will be reimbursed 75% of the cost of the course. Tuition reimbursements would continue to be on a first come, first serve basis until the funds have been totally expended.

I would be happy to discuss this at greater length and answer any questions the committee might have.

Your favorable approval of this policy would be greatly appreciated.

Respectfully submitted,



Virginia A. Lambertson  
Human Resources Director

Attachment

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## **DRAFT**

### **Non-Affiliated Employee**

### **Tuition Reimbursement Policy**

Non-affiliated employees who have successfully completed their probationary period are eligible for tuition reimbursement. Non-affiliated employees who work less than full-time, are eligible for pro-rated allowances.

Employees requesting tuition reimbursement must complete and submit applications for tuition reimbursement to their supervisor/department head. The supervisor/department head will determine whether or not the course work is relevant to the duties and responsibilities of the employee. If the supervisor/department head determines that the course is appropriate, he/she will sign the tuition reimbursement form and forward same to Human Resources.. The Human Resources Director shall verify that that the course (or degree major) is related to the duties and responsibilities of the employee. Human Resources will also determine whether or not funds are available to pay for the course work.

All tuition reimbursement requests must be submitted to Human Resources prior to the start date of the course/program.

Tuition reimbursement shall be limited to seventy-five percent (75%) of the tuition, books, registration, lab and other fees (excluding parking, late fees, housing and travel expenses).

In order to ensure timely reimbursement, please follow the procedures listed below:

- Receipts should be copies of official school documents, not cancelled checks.
- Initial receipts shall be submitted within thirty (30) days of the start date to be eligible for course or program payments.
- Upon receipt of the receipts, employees shall be reimbursed 50% (fifty) percent of the allowable 75% (seventy-five percent).
- Upon completion of the course, employees shall submit grades directly to Human Resources within thirty (30) days for final reimbursement.
- If an employee does not complete a course/program, or fails the course/program, the employee shall be responsible for reimbursing the City for funds that have already been granted to him/her.
- Documentation should be submitted before the 25<sup>th</sup> of the month prior to the month of expected payment. Payments are normally made by the middle of the next month.



**City of Manchester  
Office of the City Solicitor**

One City Hall Plaza  
Manchester, New Hampshire 03101  
(603) 624-6523 Fax (603) 624-6528  
TTY: 1-800-735-2964  
Email: [solicitor@ci.manchester.nh.us](mailto:solicitor@ci.manchester.nh.us)

Thomas R. Clark  
City Solicitor

Thomas I. Arnold, III  
Deputy City Solicitor

Daniel D. Muller, Jr.  
Kenneth R. Bernard  
Michele A. Battaglia  
Marc van Zanten

October 12, 2004

Leo Bernier, City Clerk  
City of Manchester  
Office of the City Clerk  
One City Hall Plaza  
Manchester, NH 03101

**Re: Proposed Tuition Reimbursement Policy**

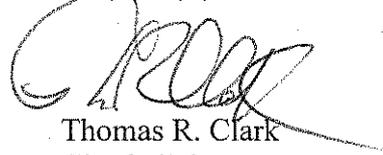
Dear Leo:

I am in receipt of your communication dated October 6, 2004 requesting review and report back to the Committee on Human Resources/Insurance.

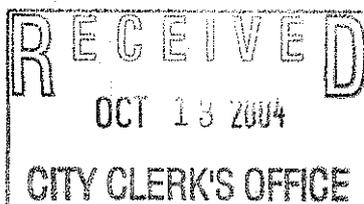
Please provide me with the Minutes from the October 5, 2004 meeting of the committee with the actual motion.

If you have any questions, feel free to contact me.

Very truly yours,

  
Thomas R. Clark  
City Solicitor

TRC/hr



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the School District. The problem we have been having is we haven't been able to find LPN's. We do have a pool of RN's that are available that we can hire. It sounds strange but that is the reality so what we are requesting is some flexibility in our hiring practices to allow us within the scope of the budget that was authorized by the School District to sort of mix and match those positions so we can either hire an RN if an RN is available or LPN if an LPN is available or part-time two RN's depending on how we can best meet the needs of the schools within the constraints of the budget that the School District has allowed us.

Alderman DeVries stated so procedurally we need to authorize the additional position and then authorize the flexibility in hiring and that has been approved by the School District, the flexibility. They are aware that it may affect hours or pay scales, etc. but you are working within their budget?

Mr. DiPentima responded right. We are definitely within the budget. We can't spend what they didn't authorize us to spend.

On motion of Alderman Forest, duly seconded by Alderman DeVries it was voted to approve the request of the Public Health Director for changes in School Health staffing.

Chairman Shea addressed Item 5 of the agenda:

Communication from Virginia Lamberton, Director of Human Resources, submitting a proposed tuition reimbursement policy for non-affiliated employees.

Ms. Lamberton stated this came about due to a difference of opinion between the Finance Department and the Human Resources Department about whether or not a policy existed that was approved by the Board that limited the amount of money that any non-affiliated employee could get per year to take college level courses. What we did was we did all kinds of research through the City Clerk's Office and through my office and through Jenny Engel who is a non-affiliated employee to find out if anybody had a policy that had ever been approved by the Board. We could not find a policy for tuition reimbursement. What we did find was something in the Chart of Accounts booklet from 1996-1997. I brought a copy of it. It is the first category on the top of the list of different topics. This states that spending at the departmental supervisor's discretion is related to an employees skills and not limited by tuition reimbursement policies. We were able to find that. We were able to find that in 1995 the non-affiliates sent a request to the Board of Mayor and Aldermen to increase the budget for tuition expenses, which I have a copy of here and then in 2000 a similar thing went before the Board but it was in the Yarger Decker plan. It talked about increasing the budget for non-

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affiliated employees' tuition reimbursement, which did not increase to the amount that was recommended in the Yarger Decker study. Then in the employee handbook we have a statement about tuition reimbursement, which I will pass along to you and that doesn't really say much more than if you want tuition reimbursement look at your contract if you are an organized employee and if you are not look at the job for non-affiliated employees. The long and the short of it is there isn't a policy right now so consequently that is why I am here. I want to propose a policy for the non-affiliated employees.

Chairman Shea asked what, in essence, are you proposing so the members can get a clear vision.

Ms. Lamberton answered that employees receive what they are getting now, which is up to 75% of the cost of the course and that includes 75% of books and fees, not parking fees or anything but say there is a lab fee or something. I am proposing that the department head has to review the request, determine whether or not the proposed class is something that is going to enhance the employee's knowledge, skills and abilities on the job that they have now and the department head can say no it is not going to or no I won't forward it to HR but if the department head agrees that it is appropriate then it would come to Human Resources and as long as it is submitted prior to taking the class and there are funds available in the budget in Human Resources then the employee would be eligible for reimbursement upon successful completion of the class.

Chairman Shea asked so in essence what you are asking for is substance to the particular ordinance in terms of an individual who wants to take courses will get a higher reimbursement for their participation. You are not asking for any more money?

Ms. Lamberton answered no I am not asking for any more money.

Chairman Shea stated so they are going to get more towards their tuition and their books then they are getting right now.

Ms. Lamberton responded no. It is still 75%.

Chairman Shea asked but if the courses cost more they are going to get more. That is what I am saying. If the course is a graduate course and costs more money to take it, they are going to get 75% of that amount rather than an undergraduate, which is less money because you don't have to pay as much.

Ms. Lamberton answered that is correct.

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Alderman Forest asked all you are asking is that the non-affiliated employees be included in the policy because they are not now, right.

Ms. Lamberton answered all of the unions have some language in their contracts as to what they get and what the limits are for what they get. For non-affiliates the practice has been 75%. On the G drive it said up to \$1,060 per year but there was no authorization for that anywhere. What I am proposing here, which essentially is what happens now, is if it is appropriate for their current duties that the department head recommend it. I will double-check that and then like a graduate course for some of the employees at the Health Department, one course costs more than \$1,060. The Director of that department wants his employees to get their Masters in Public Health because that can only enhance the department so I am proposing that there not be a \$1,060 limit. I am proposing that if it is appropriate and as long as funds are available that the employee be reimbursed the 75% until the budget is gone.

Alderman DeVries asked so we are looking at a first come-first served.

Ms. Lamberton answered yes that is the way it is now.

Alderman DeVries asked so the department head would have the authority to deny a request before it ever came to the City.

Ms. Lamberton answered I would hope they would.

Alderman DeVries asked so if he is hoping to have one employee participate at a higher level than another than he could maneuver that.

Ms. Lamberton answered I don't know if the word is higher level. The most important thing is that if we are going to pay for education it should be to enhance the person's knowledge for the job they have. For example, I have a young lady in my office who is working on her Bachelor's Degree in Human Resources. She is very capable and she is very bright. I agree with that. If she came to me and said she wanted to get a Bachelor's Degree in nursing or something else I would say I am sorry, you are on your own because that is not going to do anything for the Human Resources Department.

Alderman DeVries stated I think I would feel...I understand what you are saying and I agree that a discretion should be allowed but I can see that there is room for abuse as well if there was a less favored employee also trying to pursue their degree in Human Resources but you knew that funds were limited and you could only pick one over the other.

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Ms. Lamberton responded actually the funds are maintained in Human Resources. There is a budget of \$29,500 today and that has been the number for several years. It has always been first come-first served.

Mr. Clougherty stated as Ginny noted this grew out of an issue that we have been looking at and I think it is good that she is coming forward with a policy. In fact, I have encouraged her to come forward with a policy. I have only had a chance to look at this since getting the agenda on Monday. I think a lot of the issues that she is bringing out are areas that we need to tighten up and how we do that, I think, is going to be particularly important not only because we want to be fair to all of the employees but also because I think it is important to send a fair message to all of the negotiating units that have already got something in this area. We don't want to send a message that we are going to give somebody else, after they have settled, something better or worse. We want to make it clear to them that we are all on a level playing field. In that regard I have asked Kevin Buckley in our office to do a review of the expenditures for the last three years and take a look at how it is handled in other places and come up with some recommendations. He was going to give that report to the Committee on Accounts at its next meeting. What we would like is to have some time to look at this and work through some of the details as far as should there be a cap on the amount that is available so that one individual in one department gets all of the benefit. There are a lot of mechanics that have to be looked at in that regard. Ginny may have that. We just haven't had time to talk about that. We would first of all bring to your attention that there is this other report coming out so you can get some idea of the impact of what the dollars have been and how it has been used over the last few years by the different departments and who has used it and how that has worked. We think that will be helpful in structuring a good policy going forward. We would ask that you not necessarily approve this tonight but wait until you have some of the other information and give some of the other departments a chance to respond to it. Again, I think it is something that is very important and very necessary. We want to make sure that it gets done right and that you have all of the information before you as to what the impacts might be fiscally and what was a good policy. Once the policy is in you may decide to increase the amount of tuition that is available and as the pool goes up that is great. I think we are all in favor of training as Ginny has said. That is critical to all of us but getting the policy right and making sure it is equitable I think is also important. It would be nice if you had a matrix that said what does everybody else have and how does this fit in and you had some comparisons of history and that is what we would like to provide. Again, our intent was to have that as you know because Kevin deals with the Committee on Accounts and he has told them that he is going to them that that is where that will go at their next meeting.

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Alderman DeVries stated if I understand the information that Ginny handed out to us today since 1996 there has been no cap for non-affiliated employees.

Mr. Clougherty responded what has happened is there has always been the assumption that there was a policy and it has always been enforced so the practical application has been consistent. Whether there was an action of the Board on that specific item or whether that was...prior to Yarger Decker you used to always come in with something in writing for non-affiliates and it was clear. Once Yarger Decker was put in place there were a number of layers and mechanics and architecture to that and that was included in there. That is what has been continued going forward. I think it should be something that is looked at every year and it should be more specific as part of a package that is part of the negotiation process.

Alderman Forest asked Kevin are you making some kind of recommendation that we table this while you and Ginny work on it or should we send it to another Committee.

Mr. Clougherty answered well first of all I don't want to see it tabled in the sense that we are just going to push it aside. I would like you to ask the Finance Officer and City Solicitor and HR Director to really sit down and come up with something and maybe give us a deadline to come back to you at the next meeting because by then you should have the information from the Committee on Accounts report and hopefully we can get something in place soon. It is not my intention to somehow delay this because I think it is important that we get it done. I want to make sure when we come back that you see all of the pieces and are comfortable with your decision.

Alderman Sysyn moved to table the item and refer it to Finance, Solicitor and HR to come up with a more comprehensive policy and report back at the next meeting. Alderman Garrity duly seconded the motion.

Alderman Forest stated Ginny made a comment about a Board of Health employee who may use this. If we put this on the table would that interfere with that person signing up at a college in January?

Mr. DiPentima responded I guess it would depend on when the next HR meeting is. I don't think it would have a direct impact since most semesters have already started. I don't think that is going to be a big issue for us.

Ms. Lamberton stated first of all I just want to make it very clear that there is a budget of \$29,500. There are budgets for other groups of employees. They are all first come-first served. They are all dependent upon whether or not management

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agrees with the request of the employee. That is nothing new. As far as...the only thing that is a little different here, well there are two things that are different here. One is that the Board approve that the non-affiliated employees have a policy and the second issue is whether or not there is a cap. Other than that, you can't bust the bank because there is only so much money and when the money is gone it is gone. There are some people sometimes...not the non-affiliates but one other group has exhausted their funds and that is just the way it is. The money was gone and they were told sorry come back next year.

Chairman Shea asked so we have \$29,500 and it is first come-first served. Let's assume for the sake of discussion that someone from the Water Works submits a request and someone from another department. If, in fact, there is only so much money in this particular fund who determines who has priority?

Ms. Lambertson answered Water Works has their own account. The unions have their own different accounts.

Chairman Shea asked in terms of how much they can spend.

Ms. Lambertson answered correct. This \$29,000 is specifically for non-affiliated employees. The Firefighters have an account. The Police Officers have an account.

Chairman Shea asked well who determines how much is in each account.

Ms. Lambertson answered the budget process.

Chairman Shea asked so in other words when the Fire Department submits their budget they include a certain amount for the people in their department.

Ms. Lambertson answered yes based on what was negotiated for that contract period.

Chairman Shea asked so not all of the departments have the same amount.

Ms. Lambertson answered no they don't because some groups of employees have more of an interest in pursuing education than others. It is not a priority at the bargaining table.

Chairman Shea asked the Clerk to read the motion.

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DRAFT

Deputy Clerk Normand answered the motion would be to refer the communication from Ms. Lamberton to the Finance Director, Solicitor and HR Director and to have them report back at the next Committee meeting.

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

Chairman Shea addressed Item 6 of the agenda:

Communication from Virginia Lamberton, Director of Human Resources, submitting proposed revisions to Ordinances 33.081 (4) (a) Sick Leave; 33.079 (H) Vacations; and 33.079 Vacations.

Deputy City Clerk Normand noted that there was a revision on 33.081 (4) (a) regarding Sick Leave. The agenda shows a reference to 120 days and the revised ordinance is 90 days. The revision was handed out prior to the meeting.

Alderman Garrity asked can I get a fiscal impact.

Ms. Lamberton answered what we did was look to see, since these have been changed in the union contracts, how much more it cost City wide for those union contracts.

Chairman Shea stated I did invite David Hodgen so if anyone has any questions, he is available to answer them also.

Ms. Lamberton stated in FY02, 12 union employees retired and the average increase for sick leave, the average for those 12 people was \$1,200 from the different departments.

Alderman Garrity asked so that is \$1,200 times 12.

Ms. Lamberton answered correct. Then for FY03 we only had four employees retire who were eligible for these types of things and the impact on the vacation time was an average of \$833.

Alderman Garrity asked per employee.

Ms. Lamberton answered yes.

Chairman Shea called David Hodgen forward.

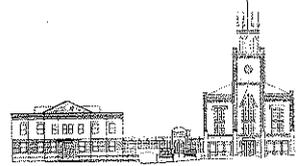
Alderman Garrity asked Ginny do you have any more recent figures.

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# CITY OF MANCHESTER

## Office of the City Clerk



Leo R. Bernier  
City Clerk

Carol A. Johnson  
Deputy City Clerk

Paula L-Kang  
Deputy Clerk  
Administrative Services

Matthew Normand  
Deputy Clerk  
Licensing & Facilities

Patricia Piecuch  
Deputy Clerk  
Financial Administration

October 22, 2004

Alderman William P. Shea, Chairman  
Committee on Human Resources/Insurance  
One City Hall Plaza  
Manchester, NH 03102

Re: City Clerk Position

Dear Alderman Shea,

During the course of the study to transfer duties from the Traffic Department and Ordinance Violations to the City Clerk's Office, we requested that the Human Resources Department do a study and analysis to determine whether or not the transfers would have any impact on any of the affected positions.

As such, a request was submitted to the Human Resources Director to do a study of the proposal and determine whether or not the additional duties would have an impact on positions in the City Clerk's Office. Ms. Lamberton and Mr. Bernier recused themselves from the process to ensure that there would not be any perception of prejudice in the outcome of the analysis of the positions. Therefore, Ms. Lamberton delegated her full authority to Christine Martinsen, Human Resource Analyst, to do an independent review of the positions and make her professional recommendations to me.

I am attaching a copy of the letter that Ms. Martinsen sent to me at the conclusion of the desk audits. As you know, a desk audit includes a review of the duties and assignments that are assigned to positions, an analysis of the point factors based upon the level of duties that are assigned to positions and a comparison of the position being reviewed to other positions throughout the City. As you will note from Ms. Martinsen's letter, she determined that the majority of the positions in the City Clerk's Office were appropriately described in the class specifications and that the salary grades were consistent with the duties of the positions. The one exception to that was the City Clerk position.

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Alderman William P. Shea, Chair  
Committee on Human Resources/Insurance  
October 22, 2004  
Page 2

If you will refer to Ms. Martinsen's letter, you will note that in her professional opinion, the City Clerk position was improperly graded in 1999 when the Yarger Decker study was done. It is my understanding that based upon the duties and responsibilities, the number of functional units as well as a comparison to other department head positions, the point factor for Supervision Exercised was improperly assigned and was not consistent with the definitions in the classification plan.

As you will note, in Ms. Martinsen's letter she states:

"It appears that factor points for this position may have been undervalued in 1999 when the Yarger Decker study was done. If this position had received appropriate points at that time (just one point), the grade would have been a grade level 27. The City Clerk's factor points have been adjusted appropriately and additional points have been added. The grade level of this position should be a 27. Care should be taken to ensure the balance between positions under the City's classification system is maintained."

By way of this letter, I am requesting that the Committee and the Board of Mayor and Aldermen bring equity to this classification and properly classify the City Clerk position at a salary grade 27. I am also requesting that Ms. Martinsen provide whatever comments or recommendations she feels are pertinent to this matter.

Sincerely,



Carol A. Johnson  
Deputy City Clerk

Attachment

C: Christine Martinsen, Human Resource Analyst  
Leo R. Bernier, City Clerk  
Virginia Lamberton, Human Resources Director  
Mayor and All Aldermen

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# City of Manchester

## Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101

Tel: (603) 624-6543  
Fax: (603) 628-6065

September 24, 2004

Ms. Carol Johnson, Deputy City Clerk  
City of Manchester  
City Hall  
Manchester, NH 03101

Dear Carole:

On September 13, 2004, I was given your request to study the proposed reorganization of the City Clerk's office. Ms. Lamberton did not think it would be proper or ethical for her to participate or be involved in this proposal. Consequently, Ms. Lamberton delegated her authority to me to do an analysis and study of the proposal. I have now had the opportunity to do that and am providing you with my recommendations for salary grades if the Board of Mayor and Aldermen transfer duties and positions from both the Ordinance Violations Unit and the Traffic Department:

The positions that would be affected by this reorganization may include the Parking Meter Technicians (2), salary grade 12; Customer Service Representatives I (2), salary grade 11; Deputy Clerk of Licensing and Facilities, salary grade 20; Deputy Clerk Financial, salary grade 17; Deputy Clerk Administrative, salary grade 17; Deputy City Clerk, salary grade 23; City Clerk, salary grade 26.

The levels of duties for the position of Parking Meter Technician will not change dramatically due to the reorganization. Transferring coins from meter collection directly to the bank rather than counting the coins in-house would in all likelihood free hours of staff time so that the Parking Meter Technicians could repair broken meters and perform preventative maintenance on parking equipment. The salary grade that has been assigned to this position is appropriate and is based upon the level of responsibilities that are required of the incumbents.

At this time, grade levels for the Customer Service I positions in Ordinance Violations are appropriate based upon the current level of responsibility. However, Carol advised me that the incumbents in this position would also be cross-trained as a Customer Service Representative III. As such, the incumbents will be expected to work not only in their assigned areas (permitting and ordinance violations) but will also be assigned Customer Service Representative III duties and will be expected to work at the front desk alongside the other Customer Service

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Representatives. The Customer Service I positions, therefore, should be upgraded to a Customer Service Representative III since their level of responsibilities will increase with the reorganization.

Our records indicate that the position of Deputy Clerk of Licensing and Facilities was reviewed and upgraded from a salary grade 17 to a salary grade 20 in January, 2001, as a result of a "proposed cost saving reorganization". At that time this position was given additional factor points for supervision of the Security Officers, maintenance activities, etc. In the current reorganization plan, this position will be responsible for supervising three additional incumbents (i.e. two Parking Meter Technicians and one Customer Service Representative). A Parking Meter Supervisor, labor grade 15, currently supervises the Parking Meter Technicians; the Ordinance Violations Supervisor, salary grade 15, supervised the Customer Service Representatives in Ordinance Violations. Since the Deputy Clerk of Licensing and Facilities will supervise these positions under the reorganization, a review was made of the factor point spread for this position. Additional points were assigned to this position in the areas of variety of work performed and number of employees supervised. These additional points do not result in a total score that warrants an increase in grade level.

Deputy Clerk of Administration is currently a grade level 17. Carol advised me that the supervisory function of this position would be reassigned (with or without the reorganization). As such, the factor points for the position's supervisory authority were adjusted to reflect that this position will only have advisory or strawboss oversight responsibilities. I am concerned about the appropriateness of the grade for this position and feel that it should be re-evaluated whenever it becomes vacant.

Deputy Clerk of Finance is currently a grade level 17. This position was reclassified back in January, 2001, from Administrative Services Manager I, labor grade 16 to a Deputy Clerk of Finance, labor grade 17. Again, this position has only advisory or strawboss oversight responsibilities and as such, the factor points assigned for the level of supervisory responsibility is not appropriate. This position will need to be re-evaluated whenever it becomes vacant.

The Deputy Clerk is currently a grade level 23. When this position was reviewed by Yeager Decker in 1999, the factor points assigned just barely made a grade level 23. Under the reorganization, additional factor points were given for supervision received, supervision exercised, and number of employees supervised. Factor points for the such elements as education and experience did not changed. Since the factor points for this position were at the low end for a grade 23, the additional points assigned to this position as a result of the reorganization do not increase the grade level to a 24.

The City Clerk is currently a grade level 26. The reorganization will allow for revenue collection and parking administrative tasks currently performed by the Traffic Department and Ordinance Violations to be move to the City Clerk's office. This will add four low-level clerical/technical positions to the City Clerk's complement. Factor points for this position have been adjusted to reflect responsibility for two additional units as well as for the number of employees supervised. It appears that factor points for this position may have been undervalued in 1999 when the Yeager Decker study was done. If this position had received appropriate

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points at that time (just one point), the grade would have been a grade level 27. The City Clerk's factor points have been adjusted appropriately and additional points have been added. The grade level of this position should be a 27. Care should be taken to ensure the balance between positions under the City's classification system is maintained.

Those are my recommendations to your office and to the Board of Mayor and Aldermen. I will be happy to discuss my findings and recommendations with you and the board.

Sincerely,

Christine Martinsen  
Human Resources Analyst

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IN BOARD OF MAYOR & ALDERMEN

DATE: October 5, 2004

ON MOTION OF ALD. O'Neil

SECONDED BY ALD. Forest

VOTED TO refer to Human Resources/Insurance Committee.

*[Signature]*  
CITY CLERK

September 7, 2004

RECEIVED

SEP 09 2004

MAYOR'S OFFICE

The Honorable Robert Baines, Mayor  
and Board of Aldermen  
City of Manchester  
One City Hall Plaza  
Manchester, NH 03103

Re: Russell Bond

Dear Mayor, Ladies and Gentlemen:

I represent Mr. Russell Bond, a retired Manchester Water Works employee.

Mr. Bond's pension should be "at half pay". See, Laws of 1923, Chapter 224, Section 1, a copy of which I have enclosed for your ease of reference. Instead, Mr. Bond is being paid at a lesser amount which disregards his standby pay. As you may be aware, the City made his obligation to standby mandatory and included his pay for the same in each pay check.

Very truly yours,

*[Signature]*

Vincent A. Wenners, Jr.

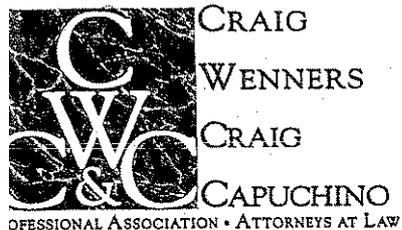
VAW:sjk

Enclosure

- cc: Mr. Thomas M. Bowen, Commissioner  
Manchester Water Works
- cc: Mr. Michael Roche, President  
Steelworkers' Union
- cc: Mr. Russell Bond

RECEIVED  
SEP 10 2004  
CITY CLERK'S OFFICE

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GENERAL PRACTICE  
SPECIAL PRACTICE

ESTABLISHED 1929

(603) 669-3970  
(603)-439-3970 (NH ONLY)  
FAX (603) 669-1310

100 BAY STREET  
MANCHESTER  
NEW HAMPSHIRE 03104

COPY

CHAPTER 223.

AN ACT FOR THE PARTIAL EXEMPTION OF CERTAIN PROPERTY TO BE USED FOR HOTEL PURPOSES IN THE CITY OF MANCHESTER.

SECTION

1. Carpenter Hotel Co. property may be exempted from taxation.

SECTION

2. Approval by voters of Manchester requisite.

Be it enacted by the Senate and House of Representatives in General Court convened:

Carpenter Hotel Co. property may be exempted from taxation.

SECTION 1. That the land situate at the northeast corner of the intersection of West Merrimack street and Franklin street in the city of Manchester, the buildings to be erected thereon and the furnishings therein, in value exceeding the assessment made thereon by the city of Manchester for taxation purposes in the year 1922, to wit, thirty-two thousand dollars (\$32,000), which may be owned or used by the Carpenter Hotel Company for hotel purposes, be exempted from taxation for a period of ten years from the first day of March, 1924, or during such portion thereof as said real and personal estate shall be used for hotel purposes, provided that the said Carpenter Hotel Company shall pay to the said city of Manchester annually the amount of the state and county taxes due upon all said property during said period of exemption.

Approval by voters of Manchester requisite.

SECT. 2. This act shall take effect after the voters of Manchester have approved the same at the next municipal election.

[Approved May 2, 1923.]

CHAPTER 224.

AN ACT RELATING TO PENSIONS FOR EMPLOYEES OF THE CITY OF MANCHESTER.

SECTION

1. Pensions may be granted to certain employees for one year.  
2. Mayor and aldermen authorized to make appropriation therefor.

SECTION

3. Takes effect on passage.

Be it enacted by the Senate and House of Representatives in General Court convened:

Pensions may be granted to certain employees for one year.

SECTION 1. Employees of the city of Manchester not already embraced in existing pension laws may be granted pensions as follows: The board, commission or person in control of any

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department of the city, or their successors in office, by vote of a majority of the board or commission or person in control of the particular department in which any employee has been connected, may at his own request or at the request of the said board, commission or person in control of such department of said city, retire from service for one year such employee of said department, who in the judgment of said department has become disabled for useful service while in the performance of duty or has had twenty years' consecutive service; and may grant a pension to such retired employee for a period not exceeding one year at a time, at half pay. Consecutive years under the terms of this section shall not be interpreted to disqualify those candidates for pensions who may have been laid off temporarily from work by the department from time to time.

SECT. 2. The board of mayor and aldermen of the city of Manchester are hereby authorized to appropriate sufficient money to carry out the provisions of this act.

SECT. 3. This act shall take effect upon its passage.

Mayor and aldermen authorized to make appropriation therefor.  
Takes effect on passage.

[Approved May 4, 1923.]

CHAPTER 225.

AN ACT RELATING TO PENSIONING OF EMPLOYEES OF THE WATERWORKS' DEPARTMENT OF THE CITY OF MANCHESTER.

SECTION

1. Water commissioners of Manchester may give pensions for one year to certain employees.

SECTION

2. Mayor and aldermen authorized to appropriate.  
3. Takes effect on passage.

*Be it enacted by the Senate and House of Representatives in General Court convened:*

SECTION 1. The board of water commissioners of the city of Manchester, or their successors in office, by vote of a majority of its members, may at his own request or upon recommendation of said board, retire from service for one year, any employee from said department, who in the judgment of said department has become disabled for useful service while in the performance of duty or has had twenty years' consecutive service, and may grant a pension to such retired employee for a period not exceeding one year at a time, at half pay. Consecutive years under the terms of this section shall not be interpreted to disqualify

Water commissioners of Manchester may give pensions for one year to certain employees.

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# City of Manchester

## Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101

Tel: (603) 624-6543  
Fax: (603) 628-6065

Date: August 23, 2001  
To: Honorable Members of the Human Resources and Insurance Committee  
From: Virginia A. Lamberton *VAL*  
Re: **EMPLOYEE BONUS REPORT**  
C: Mayor Robert A. Baines

### ISSUE

Employee Bonus Report referred to the Human Resources Committee for review and report back to the Board of Mayor and Aldermen.

### DISCUSSION

### FINANCIAL IMPACT

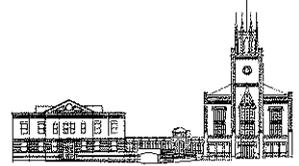
FY 2001 budgeted \$52,500 in the General Fund and \$9,000 budgeted for the Enterprises Funds. Funds actually use was \$32,379 from the General Fund and \$13,698 from the Enterprise Funds.

### RECOMMENDATION

Human Resources Director recommends tabling this item until the Quality Management's Special Committee sends a report to the Mayor.



**CITY OF MANCHESTER**  
**Office of the City Clerk**



Leo R. Bernier  
City Clerk

Carol A. Johnson  
Deputy City Clerk

Paula L-Kang  
Deputy Clerk  
Administrative Services

Matthew Normand  
Deputy Clerk  
Licensing & Facilities

Patricia Piecuch  
Deputy Clerk  
Financial Administration

**- MEMORANDUM -**

To: Members, Committee on Human Resources/Insurance  
Aldermen Lopez, Sysyn, Shea, Vaillancourt, O'Neil

From: *Leo*  
Leo R. Bernier  
City Clerk

Date: June 27, 2001

Re: Bonus Report

At the June 5th meeting of the Board, it was voted to refer the above-referenced item to the Committee for review. Enclosed are copies of the report and excerpts of the Board minutes.

Enclosures



# City of Manchester

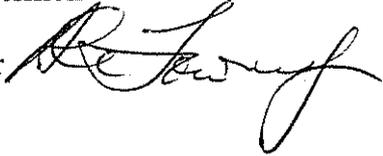
## Human Resources Department

One City Hall Plaza  
Manchester, New Hampshire 03101

Tel: (603) 624-6543  
Fax: (603) 628-6065

May 31, 2001

TO: Honorable Members of the Board of Mayor and Aldermen

FROM: Howard Tawney, Acting Human Resources Director 

RE: BONUS REPORT

C: Mayor Robert A. Baines

At a recent Board of Mayor and Aldermen meeting it was requested we provide the Board with a list of employees who received a bonus for FY00 and FY01. Attached please find the requested information.

Should you have any questions, please feel free to call me.

CASH BONUSES IN FY01

<u>DEPARTMENTS</u>	<u>NAMES</u>	<u>BONUS AMOUNTS</u>
Building	Nancy Caplette	\$ 978.20
Building	Denise Vallee	\$ 986.59
Building	Albert Kula	\$ 1,557.41
Elderly Services	Donna Pollock	\$ 1,143.73
Finance	Patricia Frank	\$ 648.96
Fire	Norman Brassard	\$ 1,535.12
Fire	Wayne Georgiana	\$ 1,054.25
Fire	Martin Miccio	\$ 1,295.97
Health	Robin Harper	\$ 1,163.43
Health	Josefa Holguin	\$ 998.97
Health	Anna-Marie Noetzel	\$ 1,652.27
Highway	Timothy Clougherty	\$ 1,852.03
Human Resources	Cheryl Bell	\$ 743.18
Human Resources	Therese Desrosiers	\$ 1,401.11
Human Resources	Arlene Nye	\$ 1,401.11
Information Systems	William Conway	\$ 1,475.14
Information Systems	Richard Linder	\$ 2,041.45
Information Systems	Anthony Schaffer	\$ 1,731.15
Library	Brenda Jarvis	\$ 1,068.91
Parks & Rec	Marc Dupuis	\$ 1,183.48
Parks & Rec	Linda Masewic	\$ 1,309.15
Police	Adrien Cusson	\$ 718.85
Police	William Davies	\$ 1,338.48
Police	Heinz Smith	\$ 567.22
Public Works/EPD	June George	\$ 1,513.43
Public Works/EPD	Arthur Grindie	\$ 819.31
Public Works/EPD	Jeanne Weber	\$ 957.86
Traffic	James Hoben	\$ 1,965.14
Traffic	Gaetano Puglisi, Jr.	\$ 1,106.35
Traffic	Denise Tousignant	\$ 1,169.09
Water	Robert Beurivage	\$ 2,203.09
Water	Pierre Boissonneault	\$ 1,622.40
Water	David Miller	\$ 1,538.09
Water	David Paris	\$ 2,102.69
Water	Diane Steele	\$ 1,234.29
	<b>TOTAL</b>	<b>\$ 46,077.90</b>

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CASH BONUSES IN FY00

<u>DEPARTMENTS</u>	<u>NAMES</u>	<u>BONUS</u> <u>AMOUNTS</u>
Health	Marilyn Deshaies	\$ 1,140.61
Health	Frederick Rusczek	\$ 2,519.48
Highway	Kevin Sheppard	\$ 2,197.11
Highway	Frank Thomas	\$ 2,442.19
Human Resources	Mark Hobson	\$ 2,088.74
Human Resources	Gabriela Walder	\$ 1,409.29
Public Works/EPD	Joann Gray	\$ 820.23
	<b>TOTAL FY00</b>	<b>\$ 12,617.65</b>

around January there's another request. So, I'm not saying that Bridge Street is responsible, I'm saying that sometimes we have to trace to the source. If someone in a building is not doing their job and ordering the necessary supplies the burden of proof may be on them rather than on someone else.

Mayor Baines interjected that's a good point and that could be the case and let's give the benefit of the doubt.

Alderman Pariseau stated I just wanted to know if we're going to do anything with this letter we got from Commissioner Lafond.

Mayor Baines asked did I get a copy of the letter.

Deputy Clerk Johnson replied we're making more copies, we didn't get to that item yet.

Alderman Wihby stated you can't tell me that there isn't extra paper in other schools that they could have just moved around and sent some to the other schools.

Mayor Baines stated that is a possibility as well and we generate an awful lot of paper here at City Hall at these meetings...

Alderman Hirschmann stated I received from Howard Tawney and all the Aldermen received a "Bonus Report" and it shows bonuses given to City employees in the years 2000 and 2001 and I was just astounded at some of the employees received bonuses of over \$2,000...numerous ones.

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Mayor Baines interjected I was too, I ran down to the Human Resources Office when I saw that list.

Alderman Hirschmann asked could we make a referral to the Personnel Committee to possibly look at it in the future of capping of bonuses. Maybe it could be capped at \$500, \$1,000...\$2,000 for a bonus...what are these people doing.

Mayor Baines replied that was set up under the Yarger Decker system...

Alderman Hirschmann stated I think we could amend that system...

Mayor Baines stated perhaps we could and I appreciate your bringing that up because we've had some conversations. I know Alderman Lopez and I have talked about it and a number of others.

Alderman Hirschmann moved that the Bonus Report be referred to the Committee on Human Resources/Insurance for review and report back to the full Board.

Alderman Pariseau duly seconded the motion. There being none opposed, the motion carried.

Mayor Baines stated just a clarification on the system, it's the recommendation of the department head to the Human Resources Director, the Executive is not involved in that decision at all, we need to look at that.

Alderman Levasseur stated I've been kind of inundated with a lot of requests about the situation where we are going to be building a fourth high school and I think it's been out there a lot, people have been discussing it, it's been in the paper hither and dither, I would like to say that if we sent a letter to the School Board stating