

COMMITTEE ON HUMAN RESOURCES/INSURANCE

June 6, 2023 at 6:30 PM

Chairman Cavanaugh called the meeting to order.

The Clerk called the roll.

Present: Aldermen Cavanaugh, George-Kelly, Barry, Gamache, Burkush

Messrs.: L. Drabik

1. HR Reports submitted by Lisa Drabik, Human Resources Director:
 - Position Summary Report
 - Vacancy Requisition Requests and Approvals
 - Summary of Arbitrations/Grievances
 - Sapphire SmartShopper Report

(Note: Provided for informational purposes only; no action is required.)
2. Project plan update from the Human Resources Director regarding the Classification and Total Compensation Study.

(Note: Provided for informational purposes only; no action is required.)

Lisa Drabik, Human Resources Director, stated thank you for the opportunity to provide a quick update to you all. Let me take you back in time. We issued the RFP for this study and I am just going to call it the Comp Study for short, on March 23. We received several bids by the deadline which was April 21. We did a detailed review of those bids and invited four consultants to participate in our interview process. Prior to the interviews, we also asked them to provide additional information for our review so that we could have it in time for the interviews; things like sample employee communications, sample final report, and a link to a video presentation they've done before to an elected board. We did a full day of interviews on May 10. The interview team consisted of me, Finance Director Sharon Wickens, Solicitor Emily Rice, Connie Roy-Czyzowski, our outside consultant that we brought on with the RFP process, and Alderman Cavanaugh as chair of this committee. We used a grading rubric and at the end of the day we were all in agreement as to our number one choice. However, out of an abundance of caution since we know how important this is to the city, the next step was for me to check references and it was agreed that I would do reference checks on our top three candidates after the interviews. I spent the next week doing outreach to twenty-five HR directors across the country. I was able to speak at length with sixteen of them. I then provided reference check reports to the interview team for their review. We met again and decided to proceed with our number one choice, assuming we could build in some additional scope of work items like additional on-site time, increasing the number of benchmarks they will use in the study, etc. That was accomplished thereafter and what you have in your packet this evening is the bid, the amended scope of work, and the post-contract with our chosen consultant, Evergreen Solutions. A few important things of note about Evergreen: they are a national firm based in Florida, they have conducted over 1,100 studies for communities across the United States, and by studies, I mean the same kind of study we're going to have done. They come highly recommended. Many of their employees are former local government employees and/or elected local government officials, so they get it is my point. They understand municipal

government, they understand how we work and what our constraints are. They are confident that they can do this on an eight-month timeline and have projected salary recommendations to us by December or January of next year which should hopefully align with our budget process for your consideration. We would do a kick-off mid-July that that would include on-site visits by the consultants to meet with employees, department heads, do focus groups, and explain how this process is going to work so we have full transparency and everyone understands the steps that will be involved. The cost of Evergreen from start to finish to do this study is \$105,500. In addition, my outreach to those fellow HR professionals across the country was enlightening not only to the consultants' themselves and their opinions on them, but also as to the process and nature of doing a Comp Study like this. I'm sure it won't surprise you to hear that this is going to be a mammoth endeavor, especially for a city and employee population of our size and given the fact that our current Yarger-Decker system is over twenty years old at this point. Every HR director that I spoke to, and again these are folks that had just been through one of these at least in the last few years, had one piece of advice when I asked them and that was in order for this study to be successful and timely, they all indicated that the most important piece is to make sure that we also have an internal project manager in place. This means a city employee who is working hand in hand with the consultant every day along the way. So, as you might imagine there are going to be daily ongoing tasks related to the study. There will be the exchange in data, scheduling of meetings, attending meetings, monitoring a job evaluation questionnaire process, synthesizing data when it comes back to us, managing focus groups, and all of these things are going to be involved in the study for it to be successful. Unfortunately, I can't be that person or that would be the only thing I would do for the next eight months. Unfortunately, I also can't assign that role to anyone in my department. At the same time that we are going to be doing this mammoth project, they are also working on another mammoth project which is the transition of our HR software and new payroll system. We're building that right now to go live later this fall. So, if you'll permit me to speak to and address agenda item three, at the same time here, that is where that would come in.

Chairman Cavanaugh stated why don't we at least have questions or comments about agenda item two and then we'll get right into item three. Are there any questions or comments on the update? Ok. I just want to say, being part of that, all the work that was put in by the whole group especially you, how prepared everything was. Especially, following up on the different cities that they used, that was a long process to go through. I want to thank you for that.

3. Communication from the Human Resources Director requesting the following complement changes:
 - Add one newly created Human Resources Project Coordinator (grade 17), to be hired for a limited term and funded with Compensation Study project funding;
 - Adopt new classification for Human Resources Project Coordinator (grade 17)

Ms. Drabik stated as part of the Compensation Study and as I've been indicating, I would like to create a new position which would be the HR Project Coordinator. This would be funded with the project funds for the Comp Study which were set aside already by the Board. This would be a temporary position. I'm proposing two years at

the most. That would cover the study period and a reasonable period for implementation and because this Project Coordinator position will lay over until the July board meeting, and I wouldn't be able to get someone on board until late summer or early fall most likely, I also wanted to mention that Connie has agreed to stay on for the first couple of months for the study. So, we can get the kick-off off to a good start. That is number three. It would be creating a new Project Coordinator position to be hired for a limited term, funded with the Compensation Study project funding. If approved by this committee, it would lay over until July.

*On motion of **Alderman George-Kelly**, duly seconded by **Alderman Barry**, it was voted to approve.*

4. Communication from the Human Resources Director requesting the following complement changes:
 - Adopt new classification for Human Resources Associate (grade 13), to be hired initially in a temporary capacity;
 - Effective July 10, 2023, eliminate one (1) vacant Compensation Specialist (grade 13), to be replaced with the newly created Human Resources Associate (grade 13)

*On motion of **Alderman Barry**, duly seconded by **Alderman George-Kelly**, it was voted to approve.*

5. Communication from Matthew Normand, City Clerk, requesting the following complement changes:
 - Eliminate one (1) vacant License Enforcement Inspector (grade 15);
 - Add one (1) newly created Election Administrator (grade 19);
 - Eliminate one (1) vacant Building and Facilities Maintenance Coordinator (grade 13);
 - Add one (1) Building Maintenance Technician (grade 15)

*On motion of **Alderman Barry**, duly seconded by **Alderman Gamache**, it was voted to approve.*

Chairman Cavanaugh asked are we going to report that out this evening.

Mike Intranuovo, City Clerk's Office, stated we will be reporting that out this evening as well as the HR Associate.

6. Communication from Owen Friend-Gray, Deputy Public Works Director, requesting the following complement changes:
 - Eliminate one (1) vacant Traffic Maintenance Worker I (grade 12);
 - Eliminate one (1) vacant Laborer (grade 10);
 - Eliminate one (1) vacant Survey Instrument Person (grade 15);
 - Add two (2) Equipment Operator IV (grade 15);
 - Add one (1) Engineering Technician I (grade 16)

*On motion of **Alderman Barry**, duly seconded by **Alderman George-Kelly**, it was voted to approve.*

7. Communication from Phil Croasdale, Water Works Director, requesting that the Power & Process Controls Manager be added to the list of exempt positions eligible for overtime pay.

*On motion of **Alderman Burkush**, duly seconded by **Alderman Gamache**, it was voted to approve.*

8. Communication from Denise van Zanten, Library Director, requesting the following reclassification and complement changes:
 - Eliminate the Office Assistant and Library Clerk I classifications, create and adopt the new job classification of Library Technician (grade 12), and reclassify all current Library employees in the positions of Library Clerk I and Office Assistant to such new classification;
 - Eliminate the Library Clerk II classification, adopt the revised class specification for Assistant Librarian, and reclassify all current Library Clerk II employees to Assistant Librarian (grade 14);
 - Add a full-time Librarian I (grade 16), reclassify the current Assistant Librarian to the Librarian I position, and retain the vacated Assistant Librarian position as an unfunded position

*On motion of **Alderman Burkush**, duly seconded by **Alderman Barry**, it was voted to approve.*

Chairman Cavanaugh stated I have one thing to bring up. I've heard that there have been a couple of departments where the director is making less money than the deputies. Lisa, if you could look into that and bring that back hopefully at the next meeting if that's enough time to see if that's true to see how that happened and what we can do to correct that I would appreciate it.

Ms. Drabik responded absolutely.

*There being no further business, on motion of **Alderman Barry**, duly seconded by **Alderman Gamache**, it was voted to adjourn.*

A True Record. Attest.

A handwritten signature in black ink, appearing to read "Matthew Hammond".

Clerk of Committee