

**Human Resource Committee Meeting
Monday, December 9, 2019 8:05 a.m.**

Present: Chairman Galicki, Councilman Carroll, Fiscal Officer Romanowski

Chairman Galicki advised the meeting was being held to discuss issues involving the adoption of the Village Employee pays scale. The Fiscal Officer presented the current pay scale and attached amendments. In the past, she advised that a range would be created above and below the employee's pay. It would be updated when the employee was nearing the maximum. After meeting with Clemans Nelson earlier in the year, more information was then included. She had not yet figured out the 2020 salaries and whether they would be within the range. The Fiscal Officer knew that the Building Department Administrative Assistant/Board Clerk would not be within the range because she was started at the top of the pay scale. It would be necessary to amend the Pay Range Ordinance, but she was unsure of how the committee wanted to do it – based on past practice or per Clemans Nelson's suggestion. Carroll asked if 3% could just be added to the Pay Range Ordinance. The Fiscal Officer said she had not had a chance to cross check to make sure the range recommendations from Clemans Nelson fit within the same range. Carroll suggested cross referencing the Clemans Nelson range and then add 3%. The Fiscal Officer advised that if there was an issue of someone not fitting into the recommended pay range with the 3% she would let the committee know. Galicki thought this was the easiest way to accomplish this. Carroll stated that other than the Building Department Administrative Assistant/Board Secretary, he felt everyone would probably be within the range. She would not because her beginning rate was at the top of the range. Galicki recalled, at the time of the Clemans Nelson report, everyone was within the range. Given that, he thought the committee could propose a pay scale at the Council meeting that incorporates the 3%. Carroll clarified that this would be adopted by ordinance to the pay ranges, so he would have an ordinance for the pay increase. Galicki stated the committee could introduce the pay increase at the 12-09-19 Council meeting, and the Fiscal Officer explained that they already addressed increases. She explained that it would be presenting legislation that the raises have to fit within the pay ranges. She said she would update the Village's pay range ordinance and any issues would need to be discussed for the next year. She added that Clemans Nelson suggested that if an employee were at the top of the range, that didn't mean the ranges got changed as the ranges would only be changed every so many years. When someone maxed out, that person would get a bonus equal to what the raise would be, but it would not increase his/her salary. She stated the this is not how the Village is doing pay ranges currently, but it was the proposal by Clemans Nelson. She felt this would need to be a discussion of Council to understand and weigh in on. Carroll agreed, and said the easiest thing is to cross reference the pay ranges with Clemans Nelson and add 3% to everything to ensure all positions are within the ranges. Next year, there would be a bigger HR discussion to decide how pay ranges will be handled going forward. He added that the model should be if someone meets the maximum in a pay range, then he/she receive a bonus. The idea was to smooth out pay so that while they may not be at the very top, they were in the upper tier to make

the jobs attractive to prospective employees and to preclude employees from leaving to go to other agencies for more attractive pay.

The Fiscal Officer stated that the second issue was if the Building Department Administrative Assistant/Board Clerk started at the highest range and the Fiscal Officer increased the Pay Range Ordinance 3%, that would cover the across the board raises everyone received. Once she reaches the end of her six-month probation, sometimes a small increase in salary is considered. Carroll said they would address the pay range at the time, instead of muddying up the current issue. Galicki agreed. Carroll acknowledged that if the Building Department Administrative Assistant/Board Clerk does receive a raise, her pay range would have to be adjusted again, but it would only be her pay range on the ordinance. Galicki added that the issue with Zoning Inspector would complicate the compensation as well. Carroll added that if she were to take the position, which Council recommended, she would get additional pay from it. He explained that she would have two titles and be paid according to which job she was doing at a given time. Carroll said this was not uncommon to fall under two pay classifications. Galicki added that she would have to keep timesheets that reflect the division of labor, not just an additional 10 hours.

The Fiscal Officer provided the committee with her tuition invoices. She explained that for tuition reimbursement, she would have to show the committee that she had received a B or above. She showed the committee receipts in excess of \$2,000 in tuition, but the policy is a \$2,000 max reimbursement. She also showed the committee that she did not use a credit card, but rather an electronic check. Galicki asked if it had to be approved, and the Fiscal Officer said it does not, and that she is required to provide a copy to the committee and the Mayor. She added it would be on the Bills List for the Council meeting.

The Fiscal Officer called the Committee's attention to her report wherein she provided recommendations relative to the Building Department Administrative Assistant/Board Clerk. Galicki and Carroll stated they had not yet read the report. The Fiscal Officer explained that through the time she has spent at the Building Department, she has been able to learn and assess some of the processes of the department. She stated that the Mayor wants to increase the Building Department Administrative Assistant/Board Clerk by 10 hours across the board. The Fiscal Officer recommended that she and her Administrative Assistant move over to the Building Department office so that cross training could occur to enable more than just one person to understand the Building Department operations. She thought it would be beneficial to understand the software so that if the Building Department Administrative Assistant/Board Clerk were to go on vacation, there would be someone else who could keep the department operating in her absence. Carroll stated that operational efficiency would be improved by having the Fiscal Officer and Administrative Assistant work with the Building Department Administrative Assistant/Board Clerk. Galicki stated that if this were to be pursued, it should be about consolidation of Village Offices as opposed to specifically about the Building Department Administrative Assistant/Board Clerk. Carroll said that this had been discussed and felt that even partial cross training would be beneficial. This could preclude the recurrence of contacting

former employees, although they have been kind to help. The Department could be open from 8:00 a.m. to 4:00 a.m. daily. Additionally, instead of having Hocevar stop in daily, specific days could be established on which inspections would be conducted. He added that if the Village were to contract this service, there are other companies like Safe Built and other companies that can do this. The Fiscal Officer agreed that a set schedule would be helpful. If it were something critical that occurred on a day not designated for inspections, Hocevar indicated that his back-up is the county, and if it is critical, he could make it happen. Carroll said he could not see any reason for the Fiscal Officer and Administrative Assistant not to move over to the Building Department that it would provide for operational efficiencies and consolidation of the Village Offices would also be good. The Fiscal Officer added that combining office machinery would also be beneficial. Carroll agreed and said that this also improves the service provided to the residents. The Fiscal Officer stated that essentially, it would be a 40-hour a week department. Carroll asked how often the Fiscal Officer gets walk-in traffic, and she replied that it might be one person a month that actually comes to Village Hall for her. He stated that consolidation of Village offices would offer many benefits. Galicki stated it should be a matter of efficiency and benefits to the Village. Galicki recommended looking at the office space to determine the best configuration. Carroll stated at one time there were four people in the Building Department. The committee discussed potential organizational and file storage issues with a combined office and concluded the arrangement would be beneficial.

Regarding hours, the Fiscal Officer proposed that until March 31st, perhaps Council could pass a motion stating the Fiscal Officer could give the Building Department Administrative Assistant/Board Clerk up to an additional 10 hours based on what is being done in the office if there were a consolidation. She added that if some of the processes could be discontinued that appear to be redundant, it might streamline the process. The Fiscal Officer added that there are four file drawers of open projects that the Building Department Administrative Assistant/Board Clerk must address to close them which involves arranging for inspections and ultimately refunding deposit money. She added that it constitutes part of the \$80,000 in construction deposits being held by the Village.

Carroll addressed the appointment of the Zoning Inspector. The Fiscal Officer stated in her meeting with the Mayor, Hocevar, and the Building Department Administrative Assistant/Board Clerk, the Mayor stated that because the Building Department Administrative Assistant/Board Clerk was behind, he was not going to recommend her for Zoning Inspector at this time. Galicki and Carroll were concerned about giving the Building Department Administrative Assistant/Board Clerk 10 extra hours because they would never be given back if they were not eventually needed. Carroll was concerned that the hours would just keep escalating and become 40 hours a week. The Fiscal Officer proposed that the Building Department hours remain the same for the winter while the office is being sorted out, and then perhaps by March the consolidation might be complete. Carroll stated he would support up to 10 hours at the Fiscal Officer's discretion but would note that his fear is that it would become automatic after the first

quarter. He did not want the Building Department Administrative Assistant/Board Clerk to have false hope that it is guaranteed after the 31st. It would be to build the transition in and help her get caught up. At that point, the situation would be assessed. The Fiscal Officer suggested that a motion be passed to this effect, with the caveat that it be reassessed at the end of March. She thought the Building Department Administrative Assistant/Board Clerk could use the extra hours, but questioned efficiency and prioritization, etc. Carroll acknowledged the benefit of cross training and speculated that the Fiscal Officer might come back at the end of March and say that due to the model that they are trying to implement, there is a need to make the hours permanent. There would be an understanding that there would be an ebb and flow between the three people in the office. Carroll said that there is an opportunity to integrate and consolidate the offices and timing is good to do this. The Fiscal Officer stated she envisioned it as an administration office where everyone would be there to help each other. Carroll thought it was easier for the residents to have everything collocated. Galicki emphasized the process would have to be a gradual one over time. The Fiscal Officer agreed.

Carroll stated if the Building Department Administrative Assistant/Board Clerk became Zoning Inspector, theoretically, it might be a full-time position, and with the Fiscal Officer could share an Administrative Assistant who floated between both that works 30 hours a week. Galicki warned that it was also important for the Building Department Administrative Assistant/Board Clerk to be on time and available during the posted hours. Carroll stated he struggled with other situations where part-time employees wanted hours but wanted to take vacation for two to three weeks and then regain the hours. In his view, part-time employees are paid when they are working and are not paid when they don't work. It is not about making up hours. Galicki advised that was what was problematic with guaranteed hours, he felt this was a bad direction. The Fiscal Officer explained that previously they were hours managed by the supervisor. With guaranteeing the hours, there were problems with employees asking how to make up hours with the holidays. Carroll used an example that there are hours promised, but if the employee does not work them in that week, they should not make them up the next. Carroll thought consistency was important in the hours with the employees.

The Fiscal Officer addressed her supervisory role with the Building Department Administrative Assistant/Board Clerk, and relayed that she was told she could work from home if the weather were bad. Galicki stated that the position of the Building Department Administrative Assistant/Board Clerk is to serve residents from the Building Department office. He understood working at home with someone serving only as the Board Clerk, but not with an employee who is supposed to provide service to residents in the Building Department. The exception would be in the case where all Village offices are closed due to weather. Galicki added that there should not be an exception made for one department, but all departments. The Fiscal Officer added that the Building Department Administrative Assistant/Board Clerk working from home should be the supervisor's decision but was not at the present. Carroll advised that if the Fiscal Officer is

being circumvented by the Mayor, she should document it and discuss it with the Mayor and the Solicitor. Working together in the same office might alleviate the problem as well.

Galicki stressed that if the Fiscal Officer is the direct report, she must exert this authority on the employee as well as on any individual who may be circumventing her authority. Although it may be difficult, it is important to discuss the issue.

The committee discussed the Fire Prevention Officer and his current level of service. He currently works 30 hours per year.

The Fiscal Officer stated she would work on the Pay Range Ordinance for the Council meeting. Carroll asked what the issue was for 2013 that the Mayor wanted to discuss with Council. The Fiscal Officer said she thought it was 2013 to the present. Carroll asked why specifically 2013. The Fiscal Officer said the Mayor questioned Laura Heilman's pay in 2013 and 2014. She explained she thought he was trying to show that when the Village had Heilman and Hocevar, they were both 40 hours per week. There was also a Board Clerk working 5 to 10 hours a week on average. This was a total of 90 hours. Now there is just the Building Department Administrative Assistant/Board Clerk. Galicki questioned whether the Mayor was considering whether there was 90 hours of work. Just because there were people on the payroll, did not mean there weren't full-time employees doing a part-time job. Carroll noted that the Village had been using the part-time model for a year and there were no glaring holes. Galicki questioned how the Building Department Administrative Assistant/Board Clerk was already behind. Galicki noted that the Building Department Administrative Assistant/Board Clerk stated in her interview that Broadview Heights got more permits in a day than South Russell gets in a month. Galicki questioned how it went from this statement to needing more time. The Fiscal Officer asked the Building Department Administrative Assistant/Board Clerk this question and noted that the Village thinks the way it does because of the code. The Fiscal Officer questioned the Solicitor about some of these issues, specifically involving the construction deposit process, which is time and labor intensive. Typically, deposits were returned, and the Village absorbs the costs of inspections in the cases where problems arose down the line. Carroll said it did not appear there was a good outcome from the process. The Building Department Administrative Assistant/Board Clerk also relayed to the Fiscal Officer that in Broadview Heights, there were four people in the office. She explained to the Fiscal Officer that if she was busy or doing minutes, there was someone else covering the counter. There was an instance where the Building Department Administrative Assistant/Board Clerk was taken to see something by Hocevar during the workday but did not tell anyone she was leaving. A contractor then came in during office hours and was waiting in the parking lot. A Council member saw the contractor standing in the parking lot and talked to him to try to offer help. The Fiscal Officer told the Building Department Administrative Assistant/Board Clerk that she needed to tell someone so there could be someone there to cover the office. Carroll reiterated that this would be the benefit of consolidating. The Fiscal Officer stressed the need to examine the processes. Carroll also saw the benefit of team building. Galicki expressed concern that despite the opportunity for a

fresh start, it seems like they are heading down the same old paths. Carroll thought having an unbiased person in the Building Department would help build the trust.

To summarize, Carroll stated he was ok with up to an additional 10 hours at the Fiscal Officer's discretion through the end of March with the understanding that the offices are being consolidated. The Building Department Administrative Assistant/Board Clerk should be told it is not guaranteed, and it will be reevaluated. The Fiscal Officer added that she was hoping to get additional hours for her Administrative Assistant to assist with the process and asked the committee to consider that as well. Carroll asked if she already was at 24, and the Fiscal Officer explained that was for her current position, but she was asking for purposes of cross training and getting organized with the consolidation. Carroll stated they should start with the Building Department Administrative Assistant/Board Clerk and go from there.

Meeting adjourned at 9:00 a.m.



Dennis Galicki

Prepared by Leslie Galicki