

MINUTES

Approved 12/4/08

HUMAN RESOURCES COMMITTEE

NOVEMBER 6, 2008 3:00 P.M. SCOTT HEYMAN CONFERENCE ROOM

Present: J. Dennis, Chair; M. Sigler; M. Robertson (appointed by Chair Koplinka-Loehr); D. Kiefer (arrived at 3:33 p.m.); W. Burbank (arrived at 3:42 p.m.)

Excused: L. McBean-Clairborne

Staff: C. Covert, Clerk of the Legislature; A. Fitzpatrick, Personnel Commissioner; C. DeMarco, CSEA White Collar representative; M. Lynch, Public Information Officer; J. Mareane, County Administrator; S. Martel Moore, Deputy County Administrator; J. Thomas, Personnel Department; P. Younger, Deputy County Administrator; A. Valenti, County Clerk; M. Reynolds, Deputy County Clerk

Call to Order

The meeting was called to order at 3:05 p.m.

Changes to Agenda

There were no changes to the agenda.

Report from the Committee Chair

Mr. Dennis provided the Committee with an update on the Interest Arbitration hearing held October 27th with the former County Administrator, Steve Whicher; Finance Director, David Squires; County Attorney, Jonathan Wood; and members of the Road Patrol union all testifying. He hopes to hear back from the union representatives in a month or so. There was a discussion and interest expressed to have more than a two-year contract.

Mr. Dennis reported that the CSEA White Collar and the Corrections Officers unions have requested negotiations begin. A meeting was held with the Personnel Commissioner, County Administrator, Legislature Chair Koplinka-Loehr, Legislator Dennis, Sheriff, and Undersheriff and an agreement reached that the first negotiating meeting concerning Corrections Officers would be held around December 1st. The Legislature, Personnel Commissioner, and County Administrator will discuss parameters prior to that meeting. The one-year contract for CSEA White Collar expires December 31, 2008. The only contract settlement has been with the CSEA Blue Collar union through December 31, 2009. As adopted by resolution, Confidential employees receive the same benefits and salary increases as the CSEA White Collar union. Any discussions and agreements for Management employees is done with the Legislature in consultation with the County Administrator.

Ms. Robertson requested the schedules of contracts be provided to Legislators; Ms. Fitzpatrick agreed to provide the information.

Mr. Dennis spoke of an e-mail from Chair Koplinka-Loehr asking if there were any Legislators interested in serving on the CSEA White Collar and/or Corrections Officers negotiating teams to let him know. Mr. Dennis said he and Legislator Kiefer have expressed interest in continuing on both teams.

Mr. Dennis also spoke about the County Administrator serving on the negotiating teams and said historically, the individual has participated and been at the table during negotiations. He believes, and has discussed this with the new County Administrator Joe Mareane, that it would be more advantageous for the County Administrator to come in at the beginning and then return toward the end of the settlement or if a settlement is not being reached.

Mr. Sigler asked how the union representatives would view that decision. Following a brief discussion concerning the rationale, Ms. DeMarco believes CSEA White Collar would desire to have the County Administrator at the table. She suggested a discussion could be held at the time negotiations are opened about the County Administrator availability to meet when certain topics are discussed. Mr. Mareane explained his view of the proposed structure and said that as he understands he would be available at the front-end of the process and during any financial negotiations, but not necessarily when some of the detailed issues are being discussed. He said if at any time during the process his presence was needed, he would be available. In the past, Mr. Dennis has felt that it would be in the County's benefit to have long-term contracts; however, due to the many unknowns, he believes that may not be in the County's best interest.

Personnel Department

Workforce Utilization Report

The Committee briefly reviewed reports distributed with the agenda. *Ms. Robertson asked if a report that shows progress over time could be prepared. Ms. Fitzpatrick said that information could be made available for the next meeting.*

2008 Reclassification Report

Ms. Fitzpatrick briefly explained the Reclassification report for 2008 as distributed with the Committee agenda.

Exit Interviews – Examples

Ms. Fitzpatrick said she followed up with Department Heads from the last meeting requesting information they have on exit interviews. *The information is currently being collected and will be available at the next meeting.* She hopes to have all the information, both external and internal models, compiled for the next meeting to discuss further. Copies of exit interview forms from other counties and the City of Ithaca were briefly reviewed by the Committee. Mr. Mareane said in Onondaga County, the exit interview is routinely done at the department level and within the office of the employee leaving employment. The primary reason Onondaga County does exit interviews is for legal protection purposes when employees are being discharged.

Ms. Kiefer arrived at this time.

Ms. Robertson spoke of her experiences with exit interviews and believes there is value to them and the organization and if the forms were standardized it suggests the process would be less frightening.

In response to Ms. Kiefer's question about mandating or requiring a process and if that becomes a negotiable item; Mr. Dennis does not believe exit interviews are a negotiable item as it is not a term and condition of employment.

Resolution – Records Management and Central Services – Program Reconfiguration

It was MOVED Ms. Kiefer, seconded by Mr. Sigler, to approve and submit the following resolution to the full Legislature for approval.

Mr. Burbank arrived at this time.

It was stated that discussions began several months ago to move the Records Management and Central Services programs from the Personnel Department to County Clerk. Ms. Fitzpatrick briefly

explained the history of these two programs and said there is agreement between the departments for this proposal to move forward.

A voice vote resulted as follows: Ayes – 4; Noes – 0; Excused – 1 (McBean-Clairborne).
RESOLUTION CARRIED.

**RESOLUTION NO. AUTHORIZATION FOR PROGRAM RECONFIGURATION –
RECORDS AND CENTRAL SERVICES**

WHEREAS, the Records Management budget and program oversight was transferred from County Administration to the Personnel Department in 2003, and

WHEREAS, Article 18, Chapter 18.03 of the Tompkins County Charter places the responsibility over Records Management with the County Clerk, and

WHEREAS, it is anticipated that the Legislature, through the 20-year Capital Budget, will establish a multi-jurisdictional records center, and

WHEREAS, it is appropriate current electronic data-management system efforts in the County Clerk’s Office be fully integrated in planning of the records center, and

WHEREAS, the Central Services Division is a program within the Personnel Department and works in conjunction with the Records Management Program, and

WHEREAS, greater efficiencies have resulted by coordinating these work efforts, now therefore be it

RESOLVED, on recommendation of the Human Resources, the Government Operations and the Budget and Capital Committees, That effective January 1, 2009, the Records Management Program and Central Services Division shall be transferred from County Personnel to the County Clerk’s Office, and

RESOLVED, further, That the Tompkins County Personnel Department’s fiscal target shall be reduced by \$56,046 (\$20,353 for Records Management and \$35,693 for Central Services) with a commensurate increase in the County Clerk’s Fiscal Target.

SEQR ACTION: TYPE II-20

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Resolution – Terminal-Pay Reimbursement – Personnel Department

It was MOVED by Ms. Robertson, seconded by Ms. Kiefer, and unanimously adopted by voice vote by members present, to submit and approve the following resolution to the full Legislature for approval:

**RESOLUTION NO. – APPROPRIATION FROM CONTINGENT FUND – TERMINAL
PAY REIMBURSEMENT – PERSONNEL DEPARTMENT**

WHEREAS, the last day of service for the Mail and Records Clerk in the Personnel Department was September 5, 2008, and

WHEREAS, the Fiscal Policy of Tompkins County allows for terminal-pay reimbursement to the Department from the Contingent Fund, now therefore be it

RESOLVED, on recommendation of the Human Resources and the Budget and Capital Committees, That the Director of Finance is hereby authorized and directed to make the following budget appropriation for 2008:

FROM:	A1990.54400	Contingent Fund	\$7,841
TO:	A1460.51000789	Mail and Records Clerk	\$7,841

SEQR ACTION: TYPE II-20

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Workforce Diversity and Inclusion Committee

Update

It was reported that a training video by the Skilled Trades Diversity Council was shown and a discussion took place on how the video could be used to further educate County employees.

Direct Reports Performance Reviews

Mr. Dennis asked Mr. Burbank and Ms. Kiefer to update the Committee on their experience with using the evaluation forms. Mr. Burbank briefly reviewed the process and said they did not follow it as it was envisioned. Generally he thought there could be some areas of improvement. He commented that it felt more like an exit interview than a performance evaluation. Ms. Kiefer said she and Mr. Burbank have not had an opportunity yet to fully share their experience with Ms. Younger, though she had given Ms. Younger some initial feedback. She will share detailed comments when the Committee goes over the form.

Ms. Younger spoke briefly about the e-mail correspondence she received from Legislator McBean-Clairborne following the last Committee meeting concerning the request to have the Committee accept and possibly go over the draft performance review instrument and process in detail. She also reminded the Committee that the intent of the training session for the Legislative panel was to begin the pilot process and through that process make the necessary changes on the forms, and further commented that she believes that would be the most advantageous way to proceed.

Mr. Dennis said he would like to continue to hear from Mr. Burbank and Ms. Kiefer about their experience. Mr. Burbank said there were some sections that were not clear during the process with Mr. Whicher including the areas of communication and goals and if they were intended toward the individual or the organization.

Mr. Dennis commented that he would like to devote the December Committee meeting to performance evaluations and hopes that in the end this will be a process Department Heads will agree with as a County-wide procedure.

At this time, Ms. Kiefer and Mr. Burbank began their review of the Legislator Feedback Form starting with section b.

Competency Category I – Technical

Critical Thinking

- Believed this section to be clear and important

Financial Management

- This section seemed somewhat unclear as to whether it pertained to the department or the organization
- Committee agreed to delete the word “organizational” in this section

Human Resource Management

- Believed it was straightforward and clear

Project Planning and Management

Minutes
Human Resources Committee
November 6, 2008

- Believed it was straightforward and clear

Written Communication

- Believed it was straightforward and clear

Oral Communication

- Believed it was straightforward and clear

Competency Category II – Leadership

Decision Making

- One area thought to be missing and should be included is the need to recognize when a proposal should be brought to the legislature for policy guidance
- Ms. Robertson suggested adding appropriate level of involvement and who should be involved

Fostering Diversity

- Believed it was straightforward and clear

Professional Growth/Continuous Development

- Unclear if this is about the individual, organization, or department
- Believed it is more important that it is about the individual
- Suggest breaking this section into two categories: Personal Professional Growth and Staff Development

Resilience/Conflict Management

- Believed it was straightforward and clear

Team Building

- Believed to be very useful; suggest including language such as “art of delegation” and “coaching staff”

Service Motivation

- Believed it was straightforward and clear

Competency Category III – Organizational

Accountability

- Recommended changes have already made and have been incorporated in the documents being reviewed by Committee members

Entrepreneurship

- This area was somewhat troublesome and had difficulty with the implications of the word “entrepreneurship”;
- Committee agreed to changing the heading from “Entrepreneurship” to “Innovation”

Organizational and External Awareness

- There were some concerns with this section and the Committee agreed to remove the phrase “in order to influence decisions and outcomes” and change the word “alliance” to “collaborate”

Quality Assurance/Risk Management

- There was a need to understand this section better and possibly divide it into two sections. The Committee agreed that more work needs to be done with this section.

Political Savvy

- Some concern was raised with this section. Want people to be aware there are political implications. The Committee believes this needs more work and discussion. A suggestion to change the word “savvy” to “awareness” was made.

Technology Management

- Believed this section was fine

Ms. Kiefer commented that she believes the concept of “building and maintaining productive relationships with coworkers” was missing from the document.

Discussion followed concerning the Legislative Review Panel and how many Legislators should be involved. The Committee believes six is too many and that two or three Legislators would be appropriate. Mr. Dennis suggested the Legislature Chair, Human Resources Committee Chair, Government Operations Committee Chair, and the Budget and Capital Committee Chair or their designees.

Next Steps

Further discussion followed concerning the guidebook and Mr. Dennis agreed to meet with Ms. Younger and make the changes recommended by the Committee and to discuss next steps prior to the next Committee meeting.

Approval of Minutes

Approval of minutes were deferred to the next meeting.

Adjournment

The meeting adjourned at 4:52 p.m.