

Present: Chairperson Kennedy; Members: Craig and Downey

Also Present: Village Manager, Hanlin
Council members, Pfeifer and Walsh

Kennedy called the meeting to order at 7:00 p.m. in the Village municipal building at 18500 W. Thirteen Mile Road.

Approve minutes of Personnel Committee meeting held on October 20, 1999

MOTION by Craig, supported by Downey, that the minutes of a Personnel Committee meeting held on October 20, 1999 be approved as submitted.

Motion passes unanimously.

Title change - Assistant to the Manager

Hanlin related that the issue of a title change for Stan Pasieka from “Assistant to the Manager” to “Assistant Manager” was addressed a couple of years ago as part of the discussion related to a Classification and Compensation System study conducted for the Village by the Michigan Municipal League (MML). A job analysis was performed as part of that study. The MML made a recommendation for a title change for the Assistant to the Manager, which was not initiated at that time.

Hanlin stated that Pasieka is now in the final stages of completing his Masters of Public Administration Degree, which was financed by the Village. His responsibilities have been expanded as his knowledge of the Village and the profession have grown over the last couple of years. Hanlin noted that Pasieka’s responsibilities are defined in most municipalities as Assistant Manager responsibilities. It appears to be an appropriate time to revisit this issue and make this change. Hanlin added that she is aware of the financial issue and would like to address the title and compensation as distinct topics.

Hanlin indicated that she conferred with Attorney Ryan on the process of initiating a title change. The Charter is not specific in this regard and does not address title changes. Section 4.9 speaks to the Manager making appointments with the approval of Council. Hanlin hopes that this issue and all employee issues can be managed with a team approach in a way that is best for the Village.

There was discussion of the role and responsibilities of the previous Assistant Manager, Pat Sullivan, who also served as Village Clerk. Committee members recalled that Sullivan was an acting Village Manager who often represented the Village at speaking engagements. When Sullivan left to accept the position of manager of the city of St. Clair, Pasieka was hired as Assistant to the Manager in November of 1995.

Hanlin commented that it appears that the pattern has been that the Village brings someone in as Assistant to the Manager. After that person receives a Master’s Degree in Public Administration, he

or she reaches the next step, which is the Assistant Manager title. Hanlin noted that Pasieka will receive his degree in September.

Craig asked if it is Hanlin's recommendation that the title change be made upon completion of Pasieka's Master's Degree. Hanlin thinks that would be appropriate.

Craig referred to the material received by the Personnel Committee from the Michigan Municipal League, specifically a recommended grade and compensation structure. There is no "Assistant to the Manager" position listed. There is a Director of Parks, a Director of Community Development, and an Assistant Manager position listed. Craig noted that salaries do not vary significantly among those categories. He commented on the implications of this title change with respect to salary. Craig noted, however, that the salary range recommendations from the MML study are overlapping.

Hanlin stated that she is not suggesting a pay raise for this year. She is contemplating using the \$10,000 in the contingency fund from the current year's budget as a reward to Pasieka for obtaining this degree.

Downey stated that there are two issues, compensation and roles and responsibilities. It is his view that Pasieka's salary in relation to some of the responsibilities that he is achieving is below the mark.

Downey is not comfortable that Pasieka's roles and responsibilities are in line with what he would consider a person second in command in the Village. He thinks that the role of Assistant Manager is one that Pasieka could aspire to. Downey added that another issue is whether the Village wants to retain an employee by compensating them and recognizing their accomplishments.

Hanlin stated that there are two classifications of Assistant Managers in local government. There are Assistant Managers who are second in command, and those who have a specialized area of responsibility. Hanlin suggests employing the title of Assistant Manager for Community Services rather than a "second in command" position.

Hanlin related how the park has become a significant area of need in terms of administrative staff. Pasieka is spending a considerable amount of time dealing with the park and park related activities. He has other responsibilities including the newsletter, labor negotiations, and the development of the Village's web page.

Committee members did not support a position that would adapt a title to Pasieka's current responsibilities. They did not think that a Village of this size should have an Assistant Manager for Community Services with the park being a major responsibility. There was agreement that an Assistant Manager should be second in command to the Village manager.

The consensus of the committee was that Pasieka is not the person to be second in command at this time. He is gaining more education with his Master's Degree and is becoming more marketable. The suggestion was made to develop a performance plan that would delegate more responsibility to Pasieka in line with the position of Assistant Manager. It was thought that the Village Manager should be the person to evaluate his performance.

Craig stated that, if Hanlin thinks that Pasieka can reach the point of being an Assistant Manager to the level of replacing her when she goes out of town, he would support her recommendation for a title change to Assistant Manager in concert with Pasieka graduating with a Master's Degree in September. Craig thinks that a salary increase should come when he takes on more responsibility. If a title change is recommended by this committee, Craig would like to have something written that outlines his additional responsibilities over the next two years and a time frame for achieving those responsibilities.

Pfeifer asked if it is Hanlin's intent to shift more responsibility to Pasieka. Hanlin responded that she will be giving more responsibility to Pasieka once he obtains his Master's Degree. Hanlin talked about the added responsibility that has come with the activity surrounding Beverly Park. She questioned whether the park responsibilities would be included in the Assistant Manager position.

The committee discussed the proposed title change in the context of the structure of the Village administration, the work load of the staff, overall morale implications, monetary expectations, and how an individual can achieve the full potential of a Master's Degree.

Craig expressed the view that there would be negative morale indications in an organization that did not reward someone who achieves a Master's Degree with a title or monetary change. It is his view that an individual should be rewarded upon completion of their degree if the Village is going to pay for someone to obtain a higher level of education. He understands that a title grants power to someone. Craig is not sure Pasieka is an Assistant Manager yet by definition of the position. He has been the Assistant to the Manager and has been assigned the primary task of overseeing the park. Craig is not opposed to the title change upon completion of Pasieka's Master's Degree, but would like him to be challenged.

There was some discussion on whether the Village should review its current policy on reimbursing employees for their education. It was agreed that this should be a separate topic of discussion at a future meeting. Hanlin commented that the education issue is being addressed in contract negotiations. Council will receive an update in closed session.

Downey stated that he would support a plan from the manager to develop Pasieka into a "second in command" assistant manager.

Craig questioned whether the Personnel Committee or Council has the authority to dictate whether the Manager can make a title change. Walsh expressed the view that this is a budget issue and the Council has the authority to oversee this process.

Craig stated that he would be in favor of recommending to Council that the Personnel Committee supports the promotion of Stan Pasieka to Assistant Manager upon completion of his Master's Degree if Hanlin is directed to come back to the committee by the end of the year with a performance plan outlining additional responsibilities to accompany the title change. His

compensation would be a part of the annual budget process. Craig noted that Pasieka's current salary is within the recommended range for this position.

Hanlin agreed that the MML study considered Pasieka's duties and recommended that his title be changed but indicated that his salary was in the range.

MOTION by Craig to approve a title change for Stan Pasieka from Assistant to the Manager to Assistant Manager commensurate with him obtaining a Master's Degree in September. The Village Manager is requested to come back to the Personnel Committee with a performance plan that would outline additional responsibilities to accompany the title change.

Motion fails for lack of support.

Kennedy suggested that a performance plan be initiated now and that the Personnel Committee revisit the issue of a title change in September when the plan has been implemented.

Hanlin thinks that is a viable suggestion. She stated that she came to this body with a proposal for a title change to Assistant Manager for Community Services, which is a different position than Assistant Manager, second in charge.

MOTION by Downey, supported by Kennedy, to authorize the manager to come back to the Personnel Committee with a growth plan for the Assistant Manager position in September to coincide with Pasieka receiving his Master's Degree.

Craig remarked that the Village Manager does not have to come before the Personnel Committee for approval to bring this proposal before Council for consideration. Hanlin could make a recommendation to the Council as a whole and seek approval of the proposed title change.

Pfeifer thinks that the Assistant Manager position is a title that Pasieka should earn by way of accepting responsibility and following through. It is a gradual process that could be revisited in six months.

Yes: Kennedy and Downey

No: Craig

Motion passes (2 -1).

Discussion of employee picnic

Hanlin stated that the current year's budget includes \$10,000 allocated as contingency money. She proposes organizing a picnic for all Village employees and their families and reinstating a recognition program. The picnic would be held after hours during the week between now and August. Hanlin proposes to have the picnic catered and spend approximately \$4,000 on food and recognition items.

Craig commented that Council has already allocated the \$10,000 for the Manager to spend as she sees fit for employee recognition. Personnel Committee members concurred that an employee picnic and recognition event is an idea that should be pursued.

Discussion of liaison responsibilities and roles

Kennedy proposes revisiting the topic of whether Council is satisfied with the role of the liaison to Village boards and committees or whether there should be a change in liaison's responsibilities.

It was noted that the liaison positions were created to improve communications between the Council and boards and committees. Hanlin spoke with representatives from other municipalities and learned that Beverly Hills has the most rigid liaison structure. She also found that most of the boards in other municipalities do not produce detailed minutes of their meetings. Beverly Hills has better than average written communication from these boards.

Craig questioned whether the liaison responsibilities make the Council position too demanding. It can be taxing for members to attend six or seven meetings a month. He suggested relaxing the requirement that a liaison be present at every meeting. Craig was concerned that a board may at times assume that the entire Council shares the view of one Council person. He thinks there may be mis-communication between the Council and boards for this reason. Craig stated that he would be open to ways of changing the liaison process or eliminating the liaison positions. The Village has administration members present at board and committee meetings, and Council receives meeting minutes.

Kennedy does not think the Personnel Committee can solve this issue tonight, but this is a good discussion item for Council.

Pfeifer expressed the view that Council liaison can sometimes stifle the discussion of a board.

Downey stated that he thinks that Council liaisons are valuable in terms of communication. He cited several meetings where he left with a sense of responsibility to communicate an issue. He is not in favor of removing liaison positions. He thinks that defining roles and responsibilities of a liaison would be a great discussion for Council.

Craig stated that he was planning to include this discussion in an upcoming Council study session. It was agreed that this is a topic for the entire Council to review.

There was discussion on the role of the Infrastructure Committee and the authority on which that committee was established. It was agreed that there could be a problem when a committee becomes too informal.

Hanlin perceives the Infrastructure Committee as a group that could interface with Public Services Director Spallasso on upcoming projects. She stated that administration wants to work with Council as a team on infrastructure projects. We need to be clear on Council's expectations. Hanlin thinks that there should be discussion of the responsibilities of Council and of administration.

Craig suggested that Council should probably formalize the Infrastructure Committee. Council should come to an agreement and include the role of the Infrastructure Committee in the policy and procedure manual. There is a consensus that one of the goals of the Infrastructure Committee should be to act as a sounding board for Spallasso. He suggested that the role of the Personnel Committee be better defined. It was agreed that this would be a topic for the Council as a whole.

Discussion of continuous improvement

Downey stated that he brought up the topic of continuous improvement at the October 20, 1999 Personnel Committee meeting and how it might relate to goals for the Village Manager. He thinks it is appropriate that this group had a discussion about the Assistant Manager position. It is important that the Village Manager as the administrative head of the community have some means to benchmark activities that improve the management or personnel of the Village.

Downey talked about goals and the importance of setting measurable goals. Goals need to be broad enough to offer flexibility and inspiration. They need to focus on moving forward. Downey stated that he would like to see Council spend 10 minutes once a month talking about how it wants to improve things. He thinks it would be good for administration to meet each month to discuss a department and how it can be streamlined. A discussion of cross training and common processes would be valuable.

Kennedy assumes that at the end of the year the Personnel Committee will look at each of the Manager's goals and action items to determine the progress made on the goals.

Craig had a continuous improvement suggestion. He read one of the last paragraphs of the October 20, 1999 Personnel Committee meeting minutes: "Craig suggested that the Personnel Committee meet again before this Council changes. He would like to prepare and recommend to Council guidelines from the Classification and Compensation System document and discuss an employee evaluation process. Hanlin was asked to provide the members with copies of the evaluation process she developed for employees. Committee members will submit information on review procedures used by their offices."

Craig stated that it would have helped with tonight's discussion of the Assistant Manager position if the Personnel Committee had met as it intended to do and prepared an employee evaluation process. This committee has not done what it said it would do. Craig thinks that this is probably due to the fact that the minutes of the Personnel Committee were not distributed to its members immediately after they were prepared. He suggested that bodies that meet on an as-needed basis such as the Personnel Committee and Infrastructure Committee receive copies of meeting minutes as soon as they are available. The committee members could approve those minutes at a regular Council meeting.

Kennedy suggested that the information booklet prepared by Hanlin and distributed to Council be a topic of discussion at a Council meeting. Council does not need to formally approve the document, but members can make suggestions for any changes or additions to the book.

Public Comments

Gladys Walsh of 20500 Smallwood Court asked if the Manager's goals are made public. Kennedy stated that the goals for the Village Manager are discussed at an open meeting of the Personnel Committee and included in the minutes of that meeting. Kennedy explained that these goals are accomplishments that Council would like the Manager to pursue above and beyond the normal duties of the Village Manager.

Walsh asked whether the Council receives a strategic plan that outlines how the Manager is going to reach the critical success factors that were identified. Craig responded that a business plan is not submitted. Council indicates what it expects and the Manager's performance is measured against a set of goals established each year. Craig stated that this process changes a little each year. He suggests that the process be specified in a written document.

Hanlin commented that, ideally, she would like the new Council to meet immediately after the March election and discuss its vision for the year. Council would outline where it wants the Village to go and the administration's role in that vision. Her goals would be based on that discussion.

MOTION by Downey, supported by Craig, to adjourn the meeting at 8:40 p.m.

Motion passes unanimously.