

Robert J. Black

2020 MAR 30 A 9 56

TOWN CLERK
EAST HARTFORD

VIA TELECONFERENCE
PERSONNEL AND PENSIONS SUBCOMMITTEE

MARCH 31, 2020

Town Hall is closed due to the coronavirus outbreak. Pursuant to Governor Lamont's Executive Order No. 7B, this meeting is accessible through teleconferencing by dialing 1-605-468-8035; use Access Code 1 4 5 8 2 5 7 9 #.

TO: Connor Martin and John Morrison

FROM: Awet Tsegai, Chair

RE: **Tuesday, March 31, 2020 Noon Town Council Majority Office**

AGENDA

1. CALL TO ORDER
2. APPROVAL OF MINUTES
 - A. March 10, 2020
3. OPPORTUNITY FOR RESIDENTS TO SPEAK
4. OLD BUSINESS
 - A. Review of Consulting Firms for Non-union Wage Chart Study
5. NEW BUSINESS
6. ADJOURNMENT

C: Town Council
Mayor Leclerc
Santiago Malave, Human Resources Director

Robert J. Peck

2020 MAR 13 A 8:56

TOWN COUNCIL MAJORITY OFFICE
PERSONNEL AND PENSIONS SUBCOMMITTEE EAST HARTFORD

TOWN CLERK

MARCH 10, 2020

PRESENT Awet Tsegai, Temporary Chair; Councillors Connor Martin and John Morrison

ALSO PRESENT Marcia Leclerc, Mayor
Santiago Malave, Human Resources Director
Rich Gentile, Assistant Corporation Counsel
Rich Kehoe, Chair, East Hartford Town Council

CALL TO ORDER

Temporary Chair Tsegai called the meeting to order at 5:31 pm.

NOMINATION OF OFFICERS

Chair:

MOTION By Connor Martin
seconded by John Morrison
to **appoint Awet Tsegai as Chair**
of the Personnel & Pensions Subcommittee.
Motion carried 3/0.

Secretary:

MOTION By John Morrison
seconded by Awet Tsegai
to **appoint Connor Martin as Secretary**
of the Personnel & Pensions Subcommittee.
Motion carried 3/0.

ADOPTION OF RULES GOVERNING MEETINGS

MOTION By Connor Martin
seconded by John Morrison
to **adopt** Robert's Rules of Order as the rules that shall govern parliamentary procedure at all subcommittee meetings, with the exception that (1) the Chair shall not be required to restate the motion of any Council member unless requested by another Councillor, or when in the discretion of the Chair, such restatement is necessary to avoid any confusion as to the motion; and (2) where such rules are in conflict with the provisions of the State Statutes, the Town Charter, or Town Ordinances.
Motion carried 3/0.

ESTABLISHMENT OF MEETING DATES

MOTION By Connor Martin
seconded by John Morrison
to **hold** meetings at the **call** of the Chair.
Motion carried 3/0.

STORAGE OF RECORDS

MOTION By Connor Martin
seconded by John Morrison
to **store** records in the Town Council office.
Motion carried 3/0.

APPROVAL OF MINUTES

September 5, 2019

MOTION By Connor Martin
seconded by John Morrison
to **approve** the minutes of the September 5, 2019 meeting.
Motion carried 3/0.

OPPORTUNITY FOR RESIDENTS TO SPEAK

None

NEW BUSINESS

Revised Job Description: Legal Secretary

Santiago Malave, Human Resources Director, along with Rich Gentile, Assistant Corporation Counsel, led a discussion on the recruiting process for this particular position as well as other positions at Town Hall. In order to stay competitive within the job market, the upgraded salary – from Grade 5 to Grade 7 – for a legal secretary is necessary to attract a wider range of candidates. Besides a revision to the salary, additional requirements were added to the “Knowledge, Skills and Abilities” category. The final change to this position was the title: “Legal Administrative Assistant”.

MOTION By Connor Martin
seconded by John Morrison
to recommend that the Town Council approve (1) the revised job description of the non-union position currently entitled “Legal Secretary”; (2) the change in salary from Grade 5 to Grade 7, (salary range: \$62,039 to \$69,785), therefore making the salary of this position more competitive; and (3) the revised title of this position to “Legal Administrative Assistant” as noted in a memo dated March 2, 2020 to Mayor Marcia A. Leclerc from

Human Resources Director Santiago Malave.
Motion carried 3/0.

Review of Non-union Wage Chart for Non-union, Classified Service Positions and Town Directors

Mayor Leclerc addressed the Committee on the below average salary structure for the town's Directors and recounted her frustrations when attempting to attract qualified candidates to work for the town. Most recently, the position of Public Works Director was filled after a nearly two-year search, but only when a significant increase in the base pay was offered. Additional discussion included the fact that Directors were "at will" employees, i.e., they serve at the will of the Mayor – a two year term – which undermines job security for many applicants. Chair Tsegai posed the idea of extending the Mayor's term from two years to four years.

It was decided that getting information from towns with a similar population, demographics, budget amounts, etc., would be helpful in determining a pay scale for both Directors and non-union positions. The Committee members would work closely with Santiago Malave, who would contact two recruiting companies for their input and guidance.

MOTION By Connor Martin
seconded by John Morrison
to **review** the non-union wage chart for non-union, classified service positions and Town Directors as required by Section 15-8a of the Town of East Hartford Code of Ordinances by gathering criteria from towns with a similar population and demographic including Stratford, Middletown, Meriden, New Britain, Manchester, New London, Norwich and Bristol. The information for each director position shall include the pay range, size of budget and other compensation such as eligibility for a pension or 401k, health insurance, civil service protected or at will employee, number of employees being supervised and educational requirements. The committee shall also seek input from at least two companies that provide recruiting services to municipalities. Such information shall be compiled and reviewed by the committee in determining appropriate adjustments to the wage chart.
Motion carried 3/0.

ADJOURNMENT

MOTION By Connor Martin
seconded by John Morrison
to **adjourn** (6:10 p.m.)
Motion carried 3/0.

Cc: Town Council
Mayor Leclerc
Santiago Malave, Human Resources Director
Rich Gentile, Assistant Corporation Counsel

**Attention: Mayor LeClerc
HR Dir. – Santiago Malave
Town of East Hartford
750 Main Street
East Hartford, CT 06108**

**Classification & Compensation
Study Proposal for
Town of East Hartford, CT**

Proposal By:

**Ms. Randi Frank
Randi Frank Consulting, LLC
7700 Hoover Way
Louisville, KY 40219
Tel: 203-213-3722
Email: randi@randifrank.com
www.randifrank.com**

March 7, 2020

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March 7, 2020

Mayor LeClerc
HR Dir – Santiago Malave
Town of East Hartford
750 Main Street
East Hartford, CT 06108

Dear Mayor LeClerc and Santiago Malave;

Thank you for the opportunity to present our proposal for a Classification & Compensation Study for about 14 department head positions in the Town of East Hartford, CT. Enclosed is a proposal to conduct a Classification & Compensation study of the Town positions based on our understanding of the project. Randi Frank, of Randi Frank Consulting, LLC, would serve as the project manager/prime contractor for this project. Ms. Georgian Lussier will serve as partner for this project from her Connecticut office. Please find attached to this letter the resumes of the consultants who, if the firm is selected, will be assigned to this project.

Randi Frank Consulting has conducted classification and compensation studies for the towns of *Granby, CT, Tolland, CT, Killingly, CT, Bethany, CT; Brooklyn, CT; Weston, CT; Groton, CT, Westport, CT Stockbridge, MA; Town of Mashpee, MA, Town of Dennis, MA Town of Durham, CT; City of Newburyport, MA; Town of Hamilton, MA; Town of Bloomfield, CT; Town of Branford, CT; Old Lyme, CT; New Canaan, CT; Town of Middlefield, CT; Town of Portsmouth, RI; Town of East Haddam, CT; and Town of Goshen, CT. Ms. Lussier has assisted with many of these projects. We are currently working on a C&C study for Essex County, VA with over 70 positions.*

Ms. Frank and Ms. Lussier are partners of the firm Classification & Compensation Systems LLC (incorporated in KY) which owns the copyright of the Classification & Compensation Manual – Public Sector Version. We will use this system for the internal equity process which includes a point system in addition to salary survey data. The copyrighted system was developed after using various point systems in both private and public sector by Ms. Lussier and Ms. Frank for a combined 50 years of human resources experience. The system has been used for the Town of East Haddam and Goshen in CT. The partners developed their own system after the method they had been using was no longer available, which was used for the other municipalities listed above.

Randi Frank Consulting, LLC is a Louisville, Kentucky and Federally Certified Small Women Owned Business with offices in Louisville, KY. Ms. Randi Frank is the principal and owner and only employee of the firm, which was organized originally in Connecticut in 2000. Ms. Frank has over 30 years of human resources experience at the municipal level as an employee and consultant. Randi Frank has been conducting classification and compensation studies for municipalities for

over 20 years as well as handling executive searches and recruitment. As the Assistant Town Manager for the Town of Rocky Hill and Cheshire, Ms. Frank assisted in conducting classification and compensation studies from 1987 to 2000. She has also written numerous job descriptions during her tenure. Ms. Frank has used several point systems in the past and now uses the C&C system developed by Ms. Frank and Ms. Lussier. Please see attached resume for more details and list of projects.

Ms. Lussier is owner and only employee of G.F. Lussier & Associates of Wallingford, CT since 1994. Ms. Lussier has over 30 years of classification and compensation experience as well as Human Resources experience. She has provided services to municipalities, non-profits and private sector organizations. She is a partner with Ms. Frank in our firm called Classification & Compensation Systems, LLC and co-developer with Ms. Frank of the Classification & Compensation Manual – Public Sector Version. Please see attached resume for Ms. Lussier with details of her human resources experience and numerous publications on the topic of human resources.

Classification & Compensation Study

Ms. Frank will oversee the project and handle the salary surveys and classification and compensation report along with Ms. Lussier. Ms. Lussier will meet with the Town Officials and interview up to 14 employees about their job descriptions. Ms. Frank and Ms. Lussier will use copyrighted system to assign points to each position to establish a classification plan. Ms. Lussier can train staff how to use the system once a plan is developed. Ms. Joyce Forte, past CT Human Resources Director will assist with job descriptions if necessary and we also have other consultants available to assist as needed and seen in our organizational chart. (Additional resumes are available upon request)

We charge a fee per position for a full classification and compensation study and have offered options for partial and phases for the project.

Our process for Classification and Compensation studies follow the following steps.

DESCRIPTION OF STEPS AND PROCESS TAKEN

1. Meet with appropriate staff and/or policy makers to discuss objectives of project, acquire history and concerns, acquire job descriptions of all appropriate position in study (should be sent to consultants before face to face meeting), determine communities to use for comparison, etc. Consultant will provide KSA Plus Questionnaire in advance.
2. Meet with management to review issues about all job descriptions. Then meet with all employees about their job descriptions. Provide KSA Plus Questionnaire in advance of meetings. amount of time depends upon the number of positions. Employees are asked to complete the Questionnaire about their job description which is used during our interviews with them and their supervisors as needed.
3. We base the Salary Survey on our new knowledge of the job descriptions from the interviews. We develop the Public Sector Salary Survey for review (see sample in proposal). Once the Town approves the Salary Survey Form, we would recommend that the request letters for response be signed by Town Management rather than the consultant to assure better results. We would request the Town acquire any other data bases which are available to be used for the process (such as CCM

salary data). We can also use our sub-consultant Total Reward Solutions, LLC to conduct private sector salary survey research, if requested and additional cost approved.

4. Consultants will work on developing/drafting the new job descriptions, for the Town's Management and Employee's review. This is the time-consuming part usually
5. Only after the Town agrees that the job descriptions are accurate will the Consultant apply the factor point analysis system and establish a total point grade for each position.
6. The Consultants will then establish a classification plan based on the total point grades. For example, all those with 300-350 points would be in the same grade and all those with 351-400 points would be in the next higher grade.
7. During this time the Consultants will be receiving and inputting the salary survey information from the comparable municipality, and other sources. (Along with the private sector data if requested.)
8. Once the classification plan is established and the salary survey information is complete the consultants will combine the information to establish an appropriate compensation plan for the positions reviewed.
9. A draft of the classification plan and compensation plan will be presented to the Town to be discussed in a face to face meeting.
10. The Final Report Document will include, job descriptions of all positions, salary survey results summary, classification plan and compensation plan as well as administration guidelines for the administration of the C & C Plan. We can also give you the information on an electronic device and email information if desired along with a hard copy of the report.
11. The Consultants will be available to make presentations of the Final Report or to provide professional human resources advice throughout the project.

Town's Responsibilities would include: working with the Consultant to insure suitable location and times to interview staff and management, and assist with scheduling interviews; distributing and collecting Questionnaires, provide existing job descriptions before meeting with the Town, contact information of appropriate staff, existing systems in place; assist with mailing of salary surveys to achieve better results.

Additional Description of Process is listed below

We will re-write all job descriptions which will require meetings with all employees and supervisors. We will meet with at least one employee (or groups of employees) from each classification (job title) to insure the employees have a chance to provide details about their position along with supervisor's comments. To understand more about the position, we supply a "KSA (Knowledge, Skills & Abilities) Plus Questionnaire" for each new job description. The Questionnaire asks for information about their KSA's plus essential functions, physical requirements, job environment such as interactions with others, etc. The major focus of the interviews is to determine how work is performed. As an example, many positions need to use computers, but requirements range from simple data entry to complex analysis and reporting. Interviews clarify these distinctions. The information gathered also assists us in our understanding of positions for the development of the salary survey. (A sample of KSA Plus Questionnaire can be provide if requested.)

The job descriptions created for your Town differentiate our work products from our competitors. We define each position's purpose, a statement of why the position exists and the kinds of results to be produced. The essential functions are listed as illustrations of the kinds of work involved. Other functions are also listed to illustrate other duties that the position may be asked to perform creating a more complete overview of the range and scope of responsibilities. We also provide a physical requirement check list for each job description. We take this approach because we believe

it is impossible to adequately anticipate all circumstances that may exist between the disabilities of a given applicant and the available accommodations that can be made. For this reason, we create a job description intended to be used in its totality in making decisions of reasonable accommodation under the various statutory, regulatory and case law interpretations of the Americans with Disabilities Act. In short, we provide in the job description with criteria for determining if reasonable accommodations can be made and still accomplish the purposes of the position as listed in the essential functions. Our job descriptions also assist the Town with making accommodations for employees on workers compensation light duty. We can offer variations of job descriptions formats to provide alternatives and choices for the Town.

Specific language is included that defines the role of job descriptions in communicating the requirements of the employer to the employee and specifically excludes the job description as being a contract between the employer and the employee or a complete enumeration of duties and the ways in which work is performed. This language assists in reserving the management rights to determine the levels of services to be performed, the ways in which work is to be performed and the technology to be used

This higher level of understanding about each position is used to make appropriate unbiased rating judgments, factor by factor, by two raters or evaluators. Differences are reconciled. The resulting information is then merged with salary survey data through the creation of a grade determination scale. Sample pages from the C&C Manual – Public Sector Version are attached.

A tailored compensation survey will be conducted which will provide information to develop recommended compensation schedules that are both internally equitable and externally competitive. Compensation surveys typically include not less than five or more than twelve communities that are agreed upon as comparable to the Town (we prefer to mail surveys to 7-9 municipalities to obtain at least 5 responses). Jurisdiction population, commuting distance, job market, similar community characteristics, prior survey inclusion, tax base and other similar factors are used to identify communities for consideration that appear to be comparable to the Town (we use data from CCM and OPM to gather information about comparable municipalities) The final list is mutually agreed upon by the Town as being comparable prior to conducting the survey. The survey is by job title with a brief explanation of responsibilities so that the respondent can identify their position that best matches the positions. Specific job titles and scopes of responsibility can vary municipality to municipality because seldom are two jurisdictions identical. This is the reason for the brief explanation of the responsibilities and is important in addition to the job title. A sample page from a past survey is attached. We let the other municipalities know that in exchange for their participation in the salary survey we will provide them the salary survey. We send out the salary survey after our interviews with employees, so we understand the positions. For East Hartford we can send out the Salary Survey first since there are, so few positions and they are all department heads. We will also ask the other communities to provide description of their department heads such as how many divisions they have, and which functions they handle besides the education requirements.

If requested, we will also conduct some private sector comparison of positions We use Cassandra Faurote of Total Reward Solutions to research her data bases for the private sector salaries in the CT market. She uses two different data systems to assure accurate comparisons. We can provide

more information about her firm as needed and the extra price. We can also assist with determining exempt or non-exempt status if needed. For East Hartford Department Heads we assume they are all exempt.

Summary:

The consultants will be available throughout the duration of the project for professional human resources advice as needed. Ms. Frank and Ms. Lussier have extensive experience in various human resources work in addition to classification and compensation studies including: salary surveys, employee benefit surveys, serving as interim HR Managers, recruitment, revising employee manuals and personnel policies, sexual harassment prevention training, preparing job descriptions, performance evaluation training, development of performance evaluation systems, development of orientation and onboarding programs, and organizational reviews. Ms. Frank has worked with over 60 municipalities during her career and has conducted over 60 executive searches for municipalities. Ms. Lussier has worked with over 10 municipalities and many non-profit organizations.

We look forward to the possibility of discussing our qualifications with you, how we can best meet the community's needs in conducting this study and the time frame for completion from notice to proceed, assuming the requested information is returned promptly.

Thank you for your consideration of our qualifications. See the attachments for more details

For additional information we encourage you to review our web site at www.randifrank.com.

Sincerely,

Ms. Randi Frank
Managing Member/CEO

Encl.

Town of East Hartford, CT
CLASSIFICATION AND COMPENSATION STUDY (Full Study)
DRAFT TIMETABLE *

WEEK	DESCRIPTION OF TASKS
Week 1 - 2	Receive a copy of all job descriptions before first meeting with the Town. Send KSA Plus Questionnaire for employees to complete Start Project - Learn about concerns, decide on which municipalities to use for salary survey, gather full list of job titles, gather organizational charts, and gather municipal salary data from other agencies. Decide if private sector information is requested.
Week 3-5 (this would require 2-3 days to meet with 14 employees for an hour each)	Meetings at Human Resources, Finance and/or Mayor and 14 employees from each classification/job title to review existing job description and understand operations to be able to develop new job descriptions – gather information listed above if not sent. Decide if Private Sector comparisons are needed. Determine new format for all job descriptions.
Week 6-8	Develop Public Sector Salary Survey and letter from Official to be mailed to comparable municipalities by Mayor, Human Resources Director or Finance Director
Week 7-13	Prepare job descriptions for all positions, ask clarification questions as needed, get Town final approval on new job descriptions
Week 9-13	Receive returned salary surveys, private sector information if requested and other data - compile information, analyze data, and inform Town of results
Week 13-15	Rate positions internally and reconcile with external salary data. Finalize compensation and classification system/plan
Week 16-19	Prepare and review draft report with Human Resources, Finance Director and Mayor and make revisions as necessary (would suggest visit to Town offices to review draft report)
Week 19-21	Produce Final Report – make presentation if requested in person or via skype

***Note the time schedule is based on the ability to schedule interviews quickly and the return of salary survey data from other municipalities. If information is received quickly than the timetable can be shorten**

This proposal includes two visits to Town offices – 2-3 days to meet with staff to gather information about job descriptions and one day to review draft report with administration**
**** The 2-3 days could be divided into half-days.**

**REFERENCES FOR
RANDI FRANK CONSULTING, LLC**

- Town of East Haddam, CT
Classification & Compensation Study 2007 & 2018
Contact: Cynthia R. Varricchio, Finance Director
860-873-5022 financeadmin@easthaddam.org
- Town of Goshen, CT
Classification & Compensation Study 2018
Contact: Robert P. Valentine, First Selectman 860-491-2308 x221
1stselectman@goshenct.gov
- Town of New Canaan, CT 2010-11
Classification & Compensation Study
Contact: Cheryl Jones, HR Director – 203-594-3108
Cheryl.Jones@newcanaanct.gov
- Town of Durham, CT
Classification & Compensation Study 2006
Contact: Laura Francis, First Selectman – 860-349-3625
lfrancis@townofdurhamct.org
- Town of Branford, CT 2008
Classification & Compensation Study
Contact: James Finch, Finance Director – 203-315-0663
Joyce Forte, Past Human Resources Director – 203-444-7982
joyceforte@sbcglobal.net
- Town of Bethany, CT
Classification & Compensation Study 2005
Contact: Derrylyn Gorski, First Selectman – 203-393-2100 x101



Proposal Pricing - Randi Frank Consulting, LLC

Full C & C Study with new Job Descriptions

Cost per position - \$475/position X estimated 14 positions = \$6650*

***Additional job titles will cost \$475/position**

Cost of Private sector compensation analysis if requested = \$200/position
Two data bases are used from certified lists for your metropolitan area

see next page for explanation of costs!

Proposal Pricing - Randi Frank Consulting, LLC

Full C&C Study with just edited job descriptions (not new job descriptions which means only 20-30 minute interviews with employees)

Cost per position - \$325/position X estimated 14 positions = \$4550*

***Additional job titles will cost \$325/position**

Cost of Private sector compensation analysis^ if requested = \$200/position
Two data bases are used from certified lists for your metropolitan area

Option – we can do a combination of updates to job descriptions and new job descriptions if desired at the position prices listed above

Salary Survey Option with existing job descriptions only is \$100/position X 14 = \$1400 (does not include internal equity with factor point system)

So if we do Salary Survey first and then decide to do a full C&C Study you can delete \$100/position from the prices listed above.

Full C&C study with new JDs

14 Directors x \$475/per = \$6650 – *follows this page*

Additional seven non-union jobs x \$475/per = \$3325 – *follows this page*

1. Asst Corp Counsel
2. Dep Chief Police
3. Asst Fire Chief
4. Youth Task Force Coordinator
5. HR Benefits Administrator
6. HR Asst
7. Exec Secretary to Mayor

Directors	\$6,650	
Non-union	<u>3,325</u>	
Total		\$9,975

The Town of East Hartford
 Paygrid for Non-Union Non-Classified Directors
 Prepared as of February 14, 2020

POSITION TYPE	GRADE	Town FY 2020-21 Range			CCM Survey FY 2019-20 Range			FY 19-20	FY 20-21	Actual vs. Vs. CCM	FY 20-21	Annualized
		Min.	Mid.	Max.	Min.	Mid.	Max.	Amended	Recommended	Mid.	\$ Inc.	% Inc.
POLICE CHIEF	13	114,469	127,188	139,907	125,994	139,993	153,992	135,009		-3.6%		0.0%
FIRE CHIEF	13	114,469	127,188	139,907	122,783	136,425	150,068	135,009		-1.0%		0.0%
FINANCE DIRECTOR	13	125,349	139,277	153,205	127,158	141,286	155,415	130,000		-8.0%		0.0%
DIRECTOR PUBLIC WORKS	13	106,913	118,792	130,672	123,767	137,518	151,270	112,695 *		-18.1%		0.0%
DIRECTOR HEALTH	12	93,655	104,061	114,467	103,682	115,202	126,722	100,459		-12.8%		0.0%
LIBRARY DIRECTOR	11	96,540	107,266	117,993	101,313	112,570	123,827	97,232		-13.6%		0.0%
DIRECTOR HUMAN RESOURCES	11	97,909	108,788	119,666	110,160	122,400	134,640	107,734		-12.0%		0.0%
DIRECTOR DEVELOPMENT	11	94,233	104,703	115,173	99,144	110,160	121,176	100,615		-8.7%		0.0%
DIRECTOR PARKS/RECREATION	11	89,736	99,707	109,678	100,606	111,785	122,963	95,384		-14.7%		0.0%
DIRECTOR INSPECTION/PERMITS	11	90,889	100,988	111,087	92,422	102,692	112,961	96,471		-6.1%		0.0%
DIRECTOR YOUTH SERVICES	11	80,606	89,563	98,519	78,526	87,251	95,976	86,395		-1.0%		0.0%
ASSISTANT TO MAYOR	10	68,779	76,421	84,063	61,448	68,276	75,103	84,048		23.1%		0.0%
TOWN CLERK	9	72,584	80,649	88,714	82,620	91,800	100,980	83,256		-9.3%		0.0%
CORPORATION COUNSEL P/T	13	56,325	62,583	68,842	55,080	61,200	67,320	58,412		-4.6%		0.0%
Total Non-Union Non-Classified Directors								1,422,719			0	0.0%
* New Director of Public Works pending												

The Town of East Hartford
 Paygrid for Non-union Classified Employees
 Prepared as of February 14, 2020

7 job titles

POSITION TYPE	FY 2018-19 ADOPTED			FY 2019-20 ADOPTED			FY 2020-21 RECOMM			\$ Inc.	% Inc.
	GRADE	STEP	SALARY	GRADE	STEP	SALARY	GRADE	STEP	SALARY		
ASSISTANT CORP COUNSEL ✓	13	4	121,205	13	4	123,630	13	4	124,866	1,236	1.0%
DEPUTY CHIEF POLICE (40) ✓	12	4	110,188	12	4	112,391	12	4	113,516	1,125	1.0%
DEPUTY CHIEF POLICE (40)	12	4	110,188	12	4	112,391	12	4	113,516	1,125	1.0%
DEPUTY CHIEF POLICE (40)	12	4	110,188	12	4	112,391	12	4	113,516	1,125	1.0%
DEPUTY CHIEF POLICE (40)	12	1	96,508	12	1	99,915	12	2	104,951	5,036	5.2%
ASST FIRE CHIEF (40) ✓	12	4	110,188	12	4	112,391	12	4	113,516	1,125	1.0%
ASST FIRE CHIEF (40)	12	4	110,188	12	4	112,391	12	3	109,150	-3,241	-2.9%
LIBRARIAN II - REF/CULTURAL ASSETS	7	4	68,417	7	4	69,785	7	4	70,483	698	1.0%
LIBRARIAN II - CHILDRENS	7	4	68,417	7	4	69,785	7	4	70,483	698	1.0%
YOUTH TASK FORCE COORDINATOR ✓	7	4	68,417	7	4	69,785	7	4	70,483	698	1.0%
HUMAN RESOURCES BENEFITS ADMIN. (40) ✓	6	4	71,082	6	4	72,488	8	2	81,924	9,436	13.3%
HUMAN RESOURCES ASSISTANT (40) ✓	6	4	71,082	6	4	72,488	8	2	81,924	9,436	13.3%
LIBRARY SPECIALIST - BRANCH	6	4	62,198	6	4	63,441	6	4	64,075	634	1.0%
LIBRARY SPECIALIST - CIRCULATION	2	4	46,624	2	4	47,557	4	4	52,955	5,398	11.6%
LIBRARIAN I - REFERENCE	6	4	62,198	6	4	63,441	6	4	64,075	634	1.0%
LIBRARIAN I - REFERENCE	6	3	59,805	6	4	63,441	6	4	64,075	634	1.1%
LEGAL SECRETARY	5	4	56,544	5	4	57,675	5	4	58,252	577	1.0%
LIBRARY ADMIN. AIDE	4	3	49,426	4	4	52,431	4	4	52,955	524	1.1%
LIBRARY SPECIALIST - CATELOG	2	4	46,624	2	4	47,557	4	3	50,919	3,362	7.2%
LIBRARY SPECIALIST - CHILDRENS	2	4	46,624	2	4	47,557	4	4	52,955	5,398	11.6%
LIBRARY ASSISTANT	1	2	41,054	1	3	43,550	1	4	45,745	2,195	5.3%
LIBRARY ASSISTANT	1	2	41,054	1	3	43,550	ELIMINATED				0.0%
EXEC. SECTY. TO THE MAYOR ✓	5	1	50,268	5	2	53,324	5	3	56,011	2,687	5.3%
Total Non-Union Classified			1,678,487			1,723,355			1,730,345	50,540	2.9%

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Randi Frank, Managing Member/CEO of Randi Frank Consulting, LLC -BIO

Ms. Randi Frank is an independent local government human resources and management consultant based in Louisville, KY. Her varied background includes more than thirty-five years of experience working with and for government agencies. She has nineteen (19) years of experience as a consultant handling executive searches, classification & compensation and human resources combined with thirteen (13) years of Assistant Town Manager experience in Connecticut Municipalities (Rocky Hill and Cheshire). As an Assistant Town manager, Ms. Frank oversaw human resources, risk management, purchasing, grants, recycling and project management.

Earlier in her career she served as a budget/management analyst and research associate in two counties in Virginia and two agencies in California with some experience with Federal agencies. As a consultant she has worked on executive search projects in most East Coast States (CT, MA, RI, MD, DE, VA, NC, GA, FL) and in the Mid-Atlantic Region of the United States. Her Classification and Compensation services have been concentrated in CT and MA (29 projects).

Ms. Frank holds a Master's degree in Public Administrations from the University of Southern California and a Bachelor's degree in Urban Affairs from the University of Rhode Island. She is certified as a professional risk manager by the Insurance Institute of America and School Business Manager by the State of CT. She is a certified woman owned small business in Louisville and Kentucky and was certified in CT for 15 years.

Ms. Frank is the co-author with Ms. Georgian Lussier of Classification & Compensation Manual – Public Sector Version copyrighted by Classification & Compensation Systems, LLC

Ms. Frank's areas of expertise include:

- Executive & Staff Recruitment
- Compensation & Classification
- Sexual Harassment Prevention Training
- ADA & AA/EEO
- Risk Management
- Budgeting
- Grantsmanship
- Human Resources Policies
- Collective Bargaining
- Drug Free Workplace Programs
- Workers Compensation
- Safety and Training
- Purchasing
- Recycling & Solid Waste

Organizations:

- International City Management Association – Member & Conference Fellow
- Connecticut Town & City Managers Assoc. – Member & Past Board Member
- Kentucky City & County Managers Association – KCCMA Member
- International Public Management Assoc.-HR – KY Chapter, Past CT Chapter
- NPELRA- National Public Employer Labor Relations Assoc. – CT Chapter
- SHRM – Society of Human Resources Managers – Louisville Chapter
- Truman Scholar & Member of Truman Scholarship Association
- Past CT PRIMA (Public Risk & Insurance Mgmt. Assoc.) President & Officer

RANDI FRANK CONSULTING, LLC
CLIENT/PROJECT LIST

Classification & Compensation Studies

Town of Granby, CT - May 2002 – Nov. 2002
Town of Stockbridge, MA - November 2003- March 2004
Town of Killingly, CT - March 2004 – July 2004
Town of Bethany, CT - Jan 2005- April 2005
Town of Mashpee, MA – 2005
Town of Dennis, MA – May 2005 - June 2005
Town of Brooklyn, CT – Jan 2006-May 2006
Waltham BOE, MA – Dec 2005-April 2006
Town of Newburyport, MA – Two studies -2006-2007
Town of Weston, CT – 2006 Management Position; 2008 Union Positions
Town of Durham, CT – 2006
Town of East Haddam, CT –2007 & 2018
Town of Bloomfield, CT – 2006-2007
Region 19 School District, Mansfield, CT – 2008; Region 8 Hebron – Compensation Study –2007
Town of Branford, CT –2008
City of Groton –Compensation Study – 2009
Town of Sharon – Classification Study – 2010
Town of New Canaan – Classification & Compensation Study -2011
Town of Old Lyme – Classification & Compensation Study -2012
Town of Westbrook – Salary Survey - 2012
Town of Weston – Compensation Study all Union Positions – 2013
Town of Westport, CT – New Job Descriptions & Salary Survey – 2013
Town of Hamilton, MA – Classification & Compensation Study (74 positions) – 2015
Town of Southbury, CT – Classification & Compensation Study (54 positions) – 2015
Town of Middlefield, CT – Classification & Compensation Study (25 positions) -2016
Town of Portsmouth, RI – Classification & Compensation Study (54 positions) – 2016
Town of Goshen & Kent, CT – Classification & Compensation Study – 2018
County of Essex, VA – Classification & Compensations Study for 75 position - currently

National Recruitment

45 other Municipal Executive Searches including CEO, CFO, HR Dir, Engineers, Department Heads
Town of Trumbull- Police Chief – 2014
Naugatuck Valley Council of Governments – Executive Director – 2014
Metropolitan Washington Council of Governments – Dir. of Transportation 2014 & Div. Head 2018
Quinebaug Valley Community College – Chief Academic Officer - 2015
City of Newport – City Manager 2015
Southeastern Regional Planning & Economic Dev. District-SRPEDD-Executive Director-2016
Ft Myers, FL – Police Chief & Fire Chief – 2016-2017 –
Town of Granby & Town of Groton – Town Managers – 2017
Northport, FL – Fire Chief -2018
City of Fort Smith, AK – Director of Public Works -2018
City of Stamford, CT – HR Director 2018
City of Nashville, TN – Recruiting and Sourcing for 3 Department Heads - 2017-2019

RANDI FRANK CONSULTING, LLC
CLIENT/PROJECT LIST

HIPAA Policy Development and Training

9 Municipal or School districts

Sexual Harassment Prevention Training

6 Municipalities, 5 Private Firms and 2 sessions for Western KY University & Louisville Orchestra

Risk Management

Town of Hamden – Develop Risk Management Program & Procedures – Feb 2002-July 2002

Town of Cheshire – Handle Safety Issues and Workers Comp – July 2000-Dec. 2000

Town of North Branford – Serve as Risk Manager during vacancy – Sept. 2000 – July 2001

Town of Tolland – Serve as Safety Committee Chair during vacancy – July 2001- Jan. 2002

Town of Granby – Prepare Preferred Provider Network and OSHA Report – July 2002

Town of Mansfield – Prepare a Safety Manual – Jan 2006

Town of Southbury – Return to Work Program - 2015

Human Resources

Town of Tolland – Serve as Human Resource Manager – July 2001 – Jan 2002

Town of Cheshire – Handle Personnel Management – July 2000 – Dec 2000

Town of Granby – Revise Personnel Policies – April 2002 – Jan 2003

Bristol Resource Recovery Facility – Review Personnel Policies – Oct 2002- July 2003

Hartford Board of Education – Prepare Human Resources Manual – July 2002- July 2003

Town of Glastonbury – Market Analysis of 130 position – April 2004-June 2004

City of New London – Serve as Human Resource Manager – Aug. 2004- Oct 2004

Town of Weston - Revise Personnel Policies – 2004 & 2011

Town of Granby – Job Description for Finance/Administration – Sept. 2004 – Feb 2005

Town of Stonington – Administer Clerical Testing with IPMA Packet – May 2005

Town of Plainville – Serve as Human Resources Manager during vacancy – Sept.2003-June 2004

Bristol Resource Recovery Facility – Health Benefit Study -2007

Town of Glastonbury-Employee Benefits Survey – 2007-2008

Town of Vernon – Salary Survey – August 2007

Town of Mansfield – Reclassification of various positions – 2007-2010

Town of Southbury – Implementation of Compensation Plan – 2008

Town of Glastonbury – Comparison of Public Works Job Descriptions & Salaries – 2009

Town of South Windsor Police Union – Salary Survey – 2010

Town of Enfield Serve as Interim Human Resources Director (7 months) -2009-2010

Town of Granby – Staffing comparison for various departments -2011

Town of Colchester – Serve as HR & RM Consultant for one day a week – 2011-2012

Town of Westport – Serve as HR Consultant for 1-2 days/week – 2012-2013 including benefit study

Westport Library – Revision of Personnel Policies – 2013

Town of Wethersfield – Assist with recruitment process for three positions – 2015

Town of Stonington – Review and rank and telephone interview for seven positions 2011-2015

Town of Southbury – Serve as HR Consultant for one year-2015

Georgian F. Lussier – M.S. Organizational Behavior

georgianlussier@gmail.com ~ GeorgianLussier.com ~ 203-589-0392

G. F. Lussier & Associates 1994 - Present

COMPENSATION PROJECTS: Job descriptions, tailored salary surveys, job pricing, salary ranges, competency studies, leadership grids, and career paths.

Human Resources Projects: Organizational capacity studies, development and mentoring programs, performance management and personnel policies and practices.

Training Programs: Supervisory skills, sexual harassment, workplace violence, diversity, compliance with labor laws, critical & creative thinking, meeting facilitation, and performance management.

Selected Clients: **MUNICIPALITIES:** Partnered on compensation projects for the Towns of Branford, Goshen, East Haddam, New Canaan, Old Lyme, Sharon, Southbury, Westbrook, Weston, Westport and Portsmouth, RI. **Non-Profits:** Adopt-A-Dog, Bridgeport Neighborhood Trust, Families In Crisis, Inc. and Center for Occupational Development & Education. **Manufacturing:** Allied Signal sites, ACG, Magna-Tek, Russell-Stanley, Eagle Picher and Reflexite. **Technology:** Allied Consulting, Curis, Inc. and New England Communications, Inc. **Banking & Insurance:** People's Bank, Fleet Financial, Washington Mutual, United Healthcare, **Trades:** Two family businesses and a supply house. **Other industries** include Staffing Services, Veterinarian, Food & Beverage and Cemetery Services.

9/09 – 10/10 **New Opportunities, Inc.** Waterbury, CT – Mgmt. Development Design Coord.

1/08 – 11/08 **Masonicare, Inc.** Wallingford, CT - Sr. Director, Retention & Engagement.

1990 - 1994 **Travelers Insurance, Hartford, CT.**
DIRECTOR, JOB PRICING & PERFORMANCE MANAGEMENT
(Corporate & IT) Responsible for job evaluation and performance appraisal process for 35,000 employees.

1976 - 1990 **Aetna Life & Casualty, Hartford, CT.** - Director, HR Development
Training Manager - Experimental Office Leader -Management Development
Program Coordinator - **COMPENSATION ANALYST / MANAGER**

EDUCATION:

M.S., Organizational Behavior - University of Hartford, West Hartford, CT

B.S, English, Teaching Certificate - Central Connecticut State University

Speaking Engagements:

Host and Producer, award-winning *MidLIFE Matters* program - WPAA-TV;

SPEAKER ON PAY EQUITY - HOSTED BY LABOR ATTORNEYS;

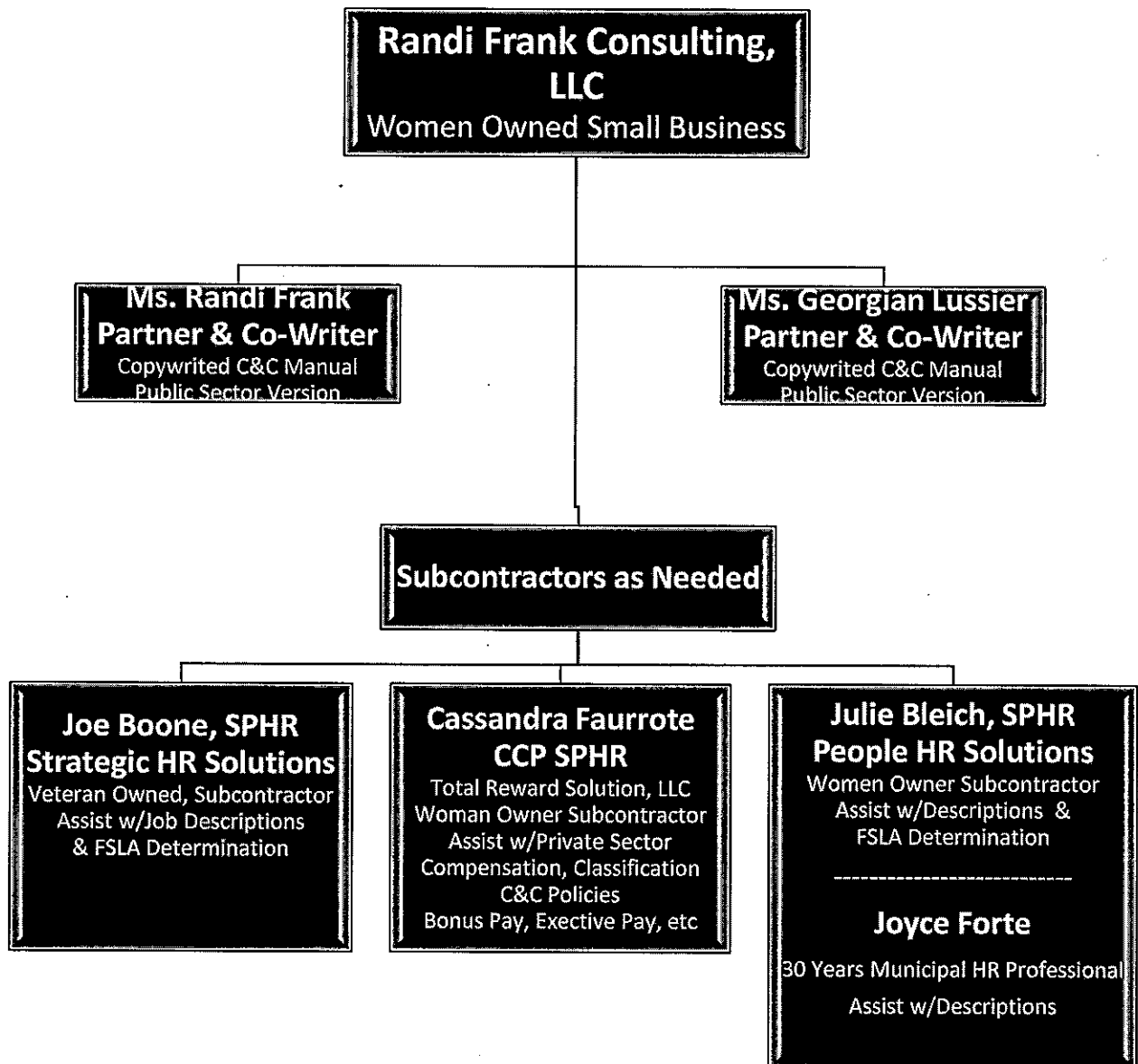
American Compensation Association (now World at Work): Two national conference presentations.

Publications:

Co-developed a copyrighted Classification & Compensation System, Municipal Version,

Two e-books on growing and retaining talent: Get to the Point Books. com

A series of books encouraging trade careers: Amazon.com

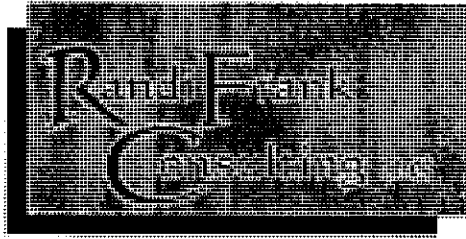


Sample Classification & Compensation Manual
– Public Sector Version

(first 7 pages)

Sample Compensation Survey

Sample Classification & Compensation Plan



March 17, 2020

Mayor LeClerc
HR Dir – Santiago Malave
Town of East Hartford
750 Main Street
East Hartford, CT 06108

Re: Addendum to March 7, 2020 Proposal for Classification & Compensation Study

Dear Mayor LeClerc and Santiago Malave

As requested, I am providing this addendum to my original proposal to describe in detail the Salary Survey portion of the project. The Mayor and Council have indicated they would like more than just a salary comparison for the Department Head positions. Please note Randi Frank Consulting has conducted many salary comparison and compensation studies which include employee benefits and detailed information about the positions so better comparisons can be conducted. You will see similar studies listed in the proposal on pages 11-13. Also, a copy of typical surveys used just for salaries was shown in the section starting with page 17. We will use a similar form with additional questions as requested – see below:

The questions asked about each department head for the salary survey would include (but not limited to);

- Title of Position
- Minimum & Maximum Annual Salary Range
- Standard hours of work such as 40 hour, 35 hours or 37.5 to allow comparison of hourly rate even though Department Heads are Exempt and usually work more hours
- Budget of their department
- Number of Employees in Department
- Divisions or functions handled by the Department Head (i.e. -Public Works may have fleet, highways, parks, water, sewer, facilities, engineering, etc.)
- Basic benefits – type of health insurance offered and cost % to employee, pension/401 A plan and employees % required, additional benefit for Department Heads only

- Is position in union? At will? Or part of protected Civil Service program (new CEO cannot terminate without cause)
- What is the Education Level required and number of years of experience for the position?

To conduct such a detailed salary survey, we will need all the same information for the East Hartford positions so the other municipalities can understand the type of information the Town is requesting. We will need to review each existing job description and discuss with Human Resources to understand the benefits. We would want a copy of the organizational chart for each Department to help understand the operations to be able to provide and ask the appropriate information.

We understand the Town would like to use the following municipalities for the salary survey based on population of 40,000 to 60,000:

- Bristol
- Meriden
- Manchester
- West Haven
- Milford
- Stratford
- Middletown
- Wallingford
- Enfield
- Southington
- Shelton
- Norwich
- New London (too small)

We would recommend West Hartford even though they are over 60,000 but they are also part of MDC and are competitors for employees in the metro area. We would also recommend Glastonbury even though they are smaller than 40,000 but again are competitors for employees in the area. We would like to discuss concerns about Shelton, Milford and Stratford which are in a much higher economic metro area (western side of CT which usually has higher salaries). We would be concerned with Norwich since it is in eastern CT which usually has lower salaries. Please note that CT has 3 different economies – Eastern, Middle and Western. All can be discussed once we review the materials before the survey is sent out to the other municipalities.

During this time of the Virus Crisis we may have problems getting all the information and may need to call the individual town halls which would take more time, if we can through to the correct person. We can also ask the Towns to provide organizational charts, budgets (which may be online) and job descriptions as well as benefits plans and then put the information together if the Towns do not respond to the survey.

To develop the salary survey with all the extra details and put together a report that shows the comparisons could probably be done for the original prices of \$100 X 14 positions = \$1400. However, due to the amount of information requested during during the virus crisis we believe it will take more time to gather the information as described above. The estimated cost for the additional time would be \$150 X 14 positions = \$2100.

The costs to write job descriptions and to complete a full Classification and Compensation study is still the same as described in the original proposal which has a sample of the copyrighted system, compensation study forms and classification plan formats.

Thank you for the opportunity to present this addendum and the original proposal to assist the Town of East Hartford with this important project. Feel free to contact me if you have any questions or need other options.

Sincerely,

Randi Frank

Ms. Randi Frank
CEO
randi@randifrank.com
203-213-3722

MOTION

By

seconded by

to **allow** the Administration to enter into a consulting contract with Randi Frank Consulting, LLC for the purpose of reviewing the compensation and classification structure for department directors and non-union employees at a cost not to exceed \$10,000 as per the proposal sent to Human Resources Director Santiago Malave dated March 7, 2020.