

**Human Resources Committee
February 7, 2008
3:30 p.m.
Scott Heyman Conference Room**

Present: J. Dennis, C. Chock, L. McBean-Clairborne, D. Kiefer

Excused: M. Sigler

Staff: C. DeMarco, CSEA; M. Lynch, S. Martel-Moore, P. Younger, S. Whicher, County Administration; A. Fitzpatrick, S. Estes, Personnel Department; M. Pottorff, Legislature Office

Call to Order

Mr. Dennis called the meeting to order 3:35 p.m.

Changes to the Agenda

A discussion on the performance review of the four Legislature Direct Reports was added to the agenda.

Report from the Chair

Mr. Dennis reported the CSEA Blue Collar Unit mediation date has been scheduled for March 6. Our next Committee meeting is scheduled that same day; therefore, it may need to be rescheduled. He said there is no new information on the Road Patrol Unit.

Personnel Department Commissioner

Ms. Fitzpatrick reviewed the "Affirmative Action Report" contained in the agenda packet dated January 28, 2008. This is information the Department provides to the Committee monthly related to overall employment by department, with a breakdown of employees by minorities or disabilities. There have been several different versions of this over the years. It was noted that the total labor force in Tompkins County includes the student population. Ms. Fitzpatrick asked members to let her know if there is other information they would like to have.

Mrs. McBean-Clairborne asked what defines disability as that category is reflected on the document. Ms. Fitzpatrick said there is no way of knowing whether a person has a disability unless that disability is declared to the employer. She said there are typically two circumstances when an individual would declare a disability: when an employee may be asking for special accommodations; or under Section 55 of Civil Service Law which says that if the person can demonstrate they can perform the essential functions of the position with or without special accommodation, and they have a disability that in some way qualifies them to not have to take a Civil Service test they can be appointed to a position under Section 55. The list presented has nothing to do with if an employee is out on disability; it is reflective of employees, their Civil Service status, and whether they have self-reported a disability.

The Committee requested to continue receiving copies of the workforce demographic report. Ms. Fitzpatrick agreed to provide for January and hereafter.

Ms. Kiefer asked about the format of current report and if it could be changed. Mr. Estes said the report is a Chrystal report that is generated by the County's payroll system. She referred to the Affirmative Action report asked that columns be fuller to provide a better explanation. *It was also suggested that the document contain footnotes showing things such as: Deputy County Administrator*

being reflected in Administration instead of Human Rights; all interns are reflected in Personnel Department, and Workforce One-Stop Center employees are reflected in Personnel.

Ms. Chock asked where international workers are captured in the demographics report. Mr. Estes said they are not as the information is based on the U.S. Census, which is data on U.S. citizens only.

Training Update

Ms. Fitzpatrick reported meetings have taken place with Kirby Edmunds and Laura Bronca of CFC (Climate for Change) to develop a proposal to continue cultural conflict trainings that began last year. *She will provide the Committee with a tentative schedule to move that proposal forward at the next meeting.* In addition they are working with Sue Greener at TCBiz to somewhat modify the supervisory/management trainings that were offered in 2007 for 2008 and that outline will be available next month.

Tompkins County Council of Governments – Health Insurance Project

Mr. Whicher updated the Committee on the health insurance process. Up until now that project has been presented to the Government Operations Committee but he wanted to provide this Committee with an update as they are beginning to enter into new phases of the project.

Phase I of the project was administrative and political, just trying to get everyone from the City, towns, and villages, to think about the same way of approaching this issue. A consultant was hired (Steve Locey of Locey and Cahill). Mr. Locey is also the consultant for the BOCES Consortium. Mr. Whicher said they are well on their way to establishing a consortium agreement; that agreement is presently being reviewed by all municipalities. They will not be asking anyone to join until they have all of the health insurance products available and fully defined. They are about to enter into phase II of the project, which is design of the plans. Phase III will be the implementation process.

Mr. Whicher said they are about to issue an RFP and they will take that to the Steering Committee and then to the Council of Governments. The lead agency has to be the legal entity that approves the RFP process and becomes the sponsor for it. In Tompkins County government, they have to get approval from the Legislature and they will be bringing a formal request to the Government Operations Committee. He asked for direction on which standing committee of the Legislature this should be brought before. Mr. Dennis said approvals should be done through the Government Operations Committee but this Committee should be kept up-to-date as this moves forward.

Mr. Whicher concluded his presentation by stating some of the benefits in moving in the direction of a consortium is to consolidate administration and achieve an economy of scale (i.e. lower administrative costs).

RESOLUTION NO. - RATIFICATION OF BARGAINING AGREEMENT CIVIL SERVICE EMPLOYEES ASSOCIATION, WHITE COLLAR UNIT

MOVED by Mrs. McBean-Clairborne, seconded by Ms. Chock. A document outlining the terms of the tentative agreement was distributed to all Committee members and will be distributed to the full Legislature. Mr. Dennis stated the CSEA ratified their part of this resolution last evening. A voice vote on approving the resolution and submitting to the full Legislature resulted as follows: Ayes – 4, Noes – 0, Excused – 1 (Sigler). MOTION CARRIED.

WHEREAS, the collective bargaining agreement between Tompkins County and the Civil Service Employees Association, White Collar Unit, expired on December 31, 2007; negotiations for a successor agreement began on July 16, 2007, and continued until CSEA declared impasse on October 26, 2007; and

WHEREAS, thereafter, but prior to a scheduled meeting with the mediator, the negotiating teams agreed to a one-year contract, which extends the terms and conditions of the previous four-year agreement with the following changes: 3% on base salary, 3% on on-call for the Health Department, and minor language changes, now therefore be it,

RESOLVED, on recommendation of the Negotiating Committee and the Human Resources Committee, that the bargaining agreement between Tompkins County and the Civil Service Employees Association, White Collar Unit, for period of January 1, 2008 through December 31, 2008, is hereby ratified.

SEQR DESIGNATION: TYPE II-20

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Budget Adjustment – Personnel Department

It was MOVED by Ms. Kiefer, seconded by Mrs. McBean-Clairborne, and unanimously adopted by voice vote by members present, to approve the following budget adjustment and submit to the full Legislature:

REVENUE:	A1460.43089	Other State Aid	\$17,500
APPROPRIATION:	A1460.54442	Professional Services	\$17,500

Explanation: Grant funds from mismatched years. The State Records and Archives Administration grant was received in 2007 for the purpose of examining the County's records storage needs; funds will be spent in 2008.

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Workforce Diversity and Inclusion Committee

Mrs. McBean-Clairborne acknowledged that they have not been as good as they could have been in communicating among other agencies about the movement the County has undertaken in terms of workforce diversity and inclusion. She said she hopes to get back on track with those conversations to make sure no department or agency is out of the loop. She said there is a small group from WDIC making presentations to departments and agencies that are a part of County government to let them know what the WDIC efforts are all about before they display the County's framed logo and Diversity Statement.

Mrs. McBean-Clairborne reported on the receipt of a letter and funding request from the Coordinator of the Commercial Drivers License Program. She asked that there be discussion at some point by the appropriate committee about how the County can become involved in helping to support that initiative. Mrs. McBean-Clairborne said she views this a place where she sees workforce diversity and inclusion working well in terms of outreach. Mr. Estes said this has been a very worthy and successful program that has helped many people. He said they have had a very good success rate in terms of people being able to obtain jobs of driving trucks and commercial vehicles and earning a living wage. They presently have enough funding to last through the month of August. This program trains approximately 48 individuals in obtaining a commercial drivers license at a cost of \$2,500 per person. Mr. Estes said the Coordinator of the Program is exploring various potential funding sources, and is also working on establishing a partnership with BOCES.

No action was taken. This item was presented for information purposes at this time.

Legislature Direct Reports

The Committee discussed the “Guidebook for the Annual Review Process for Legislative Direct Reports” that was prepared by Ms. Younger. Ms. Kiefer said she recalls reviewing the document and making changes but does not have that material with her today. Mr. Dennis said after reviewing the document he questioned who should be conducting the review process. Ms. Younger said the guidebook suggests having a Legislative Review Committee that would include the Chair of the Legislature, Chair of the Personnel Committee, Chair of the Government Operations Committee, Chair of the Budget and Capital Committee, and two other Legislators.

Ms. Chock asked if it has already been determined that there needs to be a new process for this. Ms. Kiefer said it has been determined that the County to conduct a review process of the performance of individuals in these positions in a sensible and informed manner.

Ms. McBean-Clairborne said this has to do not only with succession planning but also with recruitment and retention. She said she also sees this as a tool to help operations carry on and move forward in the event of the absence of an employee who is heavily relied upon for his/her knowledge and institutional knowledge.

Ms. Younger spoke of meetings she has had with the Direct Reports, and said they have communicated that they are comfortable with this process as long as it will having meaning in the end.

Mr. Dennis spoke of the information and said he finds the process proposed to be very lengthy and intense. Ms. Younger said this information provides every detail of the process and most processes of this nature will look similar when put into writing. She said there would need to be discussion of how the Legislative Committee would receive the administrative support it would need while maintaining the confidentiality piece.

Ms. Chock said she thinks the quality of the review will greatly depend on the comfort level of those being reviewed.

Members were asked to read the material presented and submit comments to Mrs. McBean-Clairborne or Ms. Younger during the next couple of weeks so that changes can be incorporated and presented for discussion at the next meeting.

Committee Goals

GOAL 1 – STAFF DEVELOPMENT: ASSESS AND SUPPORT A COUNTYWIDE COMPREHENSIVE PROFESSIONAL DEVELOPMENT AND TRAINING PROGRAM
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This goal has not been done.

STRATEGIES:

- 1.1 Monitor and implement a strategic plan for maintaining and achieving a highly skilled workforce to address: career paths, succession planning, continuous learning, required training, diversity initiatives, professional competencies and performance accountability.
- 1.2 Encourage partnerships and collaborations with local educational agencies and other public and private agencies to provide employees with ongoing education.
- 1.3 Ensure development of a core curriculum that recognizes and incorporates varied learning styles and cultural differences. Identify trainers, portable modules, and internet-based programs to address organizational needs: (a) customer service

training, (b) supervisory and management training, (c) equal opportunity/workforce inclusion policies, (d) information technology skills, and (e) workplace safety programs.

- 1.4 Promote and support an interest-based workforce curriculum that includes: mediation, coaching, mentoring, conflict resolution, negotiation, facilitation, leadership, continuous improvement, generational work styles or opportunities, employee separation process and the importance of employee surveys.

SUCCESS INDICATORS:

- 1.a July to August 2007, the Personnel Department, in collaboration with County Administration, Departments, and Workforce, Inclusion and Diversity Committee, shall develop a proposal for a comprehensive training and development plan for the year 2008, including cost assumptions and savings.
- 1.b Personnel Committee will review the plan in September 2007, shall advise and make recommendations and modifications as to content and feasibility; and implement a continuous monitoring process to ascertain whether the plan is achieving its intended outcomes.
- 1.c Personnel Committee shall recommend to the Legislature in September/October 2007, budget allocations and resources to support the County's comprehensive training and development plan.
- 1.d Personnel Department will continually seek out collaborative partnerships to enhance the quality of employee training, ensure competitiveness, and reduce cost. Recommendations on the feasibility of consolidation will be submitted for review by the Personnel Committee in February 2008.

GOAL 2 – POLICY DEVELOPMENT: REVIEW COUNTY POLICIES RELATED TO HUMAN RESOURCES, BENEFITS AND COMPENSATION, LABOR RELATIONS, EMPLOYEE SAFETY, AFFIRMATIVE ACTION, AND WORKFORCE DIVERSITY TO IDENTIFY THE NEED FOR NEW POLICY OR THE REVISION OF EXISTING POLICY.

The Committee agreed to continue working on No. 2 in 2008.

STRATEGIES:

- 2.1 Review and revise, on a continuing basis, the administrative manual regarding existing personnel related policies and procedures for accuracy, consistency, and completeness; recommend changes and/or initiate new policies and procedures. The Government Operations Committee has taken this on and is working on reviewing the entire Administrative Policy Manual through the Administrative Manual Team. Ms. Younger said it is the goal to have 50% of the policies updated by the end of 2009. Ms. Kiefer asked how the policies would flow to the Legislature. Ms. Younger said departments will assist the Team in reviewing policies, the policy will then be presented to the program committee, to the Government Operations Committee, and then to the full Legislature.
- 2.2 Discuss and develop policy, if necessary, in the following areas: (a) compensation and benefits related policy to align non-represented employees compensation plans with key organizational objectives; (b) lateral transfers (b – completed and/or removed from list of goals); and (c) residency requirements relative to recruitment and retention (completed and/or removed from list of goals).

- 2.3 To ensure leadership continuity, prevent loss of expertise, and to capture and retain institutional knowledge, the Personnel Committee shall explore the benefits of developing a Succession Planning Solution Framework that creates and supports recruitment, retention and professional development strategies to attract potential successors, and methods to control and stabilize future cost of human capital. Mrs. McBean-Clairborne said she would be interested in finding out who we have that would be retirement eligible in two to three years to that we may have a sense of what are needed to plan for.

SUCCESS INDICATORS:

- 2.a Conduct quarterly reviews of personnel related policies (e.g. employee performance evaluations, reclassification policy and appeals process, and affirmative action plan) for recommendations, modifications, or removal from the administrative manual, during the months of March, June, September and December 2007.
- 2.b Personnel Committee will recommend a policy change by November 2007, to address compensation issues for all positions not covered by a collective bargaining agreement (i.e. red-circle, management and confidential). Mrs. McBean-Clairborne said she would like to have a good discussion on managerial benefits. Mr. Dennis said this is an area that Mr. Koplinka-Loehr has said he would like addressed this year as well. Ms. Fitzpatrick said there are various pieces of information that should be discussed by this Committee in order to formulate some ideas of how to, if to, and who would approach the management group and what are some of the framework and boundaries. She said over 15 years she has been meeting with the group, some of the adversarial statements the Legislature heard and hostility that has been perceived is related to issues of poor communication and setting up a system of Legislators meeting with the management group to talk about non-economic benefits or acknowledgement of that group are important issues. In formulating some ideas there needs to be discussion of what the framework and boundaries should be for having constructive dialogue with managers.
- 2.c The Tompkins County Civil Service Point-Factor Rating System, initially established in 1988, shall undergo an assessment and evaluation by the Personnel Department. The Personnel Department will conduct a presentation in December 2007, of its findings before the Personnel Committee. In Consultation with the Personnel Department and County Administration, the Personnel Committee shall make recommendations for future modifications by December 2008. This is ongoing.

GOAL 3 – DIVERSITY INITIATIVES: SUPPORT AND ADOPT WORKFORCE DIVERSITY RECRUITMENT AND RETENTION STRATEGIES THAT PROMOTES EQUAL OPPORTUNITY FOR ALL, AND ENCOURAGES A CLIMATE OF INCLUSIVENESS.

STRATEGIES:

- 3.1 Monitor the Workforce Diversity and Inclusion Committee's recommendations for county-wide recruitment and selection processes, whose primary objective is to:
(a) provide advice and support to county departments; (b) increase focus on ways to attract more diverse applicants; (c) identify best practices for recruiting diverse applicants; (d) increase departments' use of external referral processes and

agencies; and (e) encourage methods to develop and implement effective advertisement and recruitment strategies.

- 3.2 Support the Workforce Diversity and Inclusion Committee and Personnel Department's workforce diversity initiatives aimed at developing and maintaining a civil service program to increase the pool of potential hires reflective of the Tompkins County demographic workforce.
- 3.3 Support the Workforce Diversity and Inclusion Committee recommendations for the disbursement and allocation of appropriated funding for workforce diversity initiatives.

SUCCESS INDICATORS:

- 3.a Personnel Department shall submit to the Personnel Committee monthly Workforce Utilization Reports for review; identify areas of under-representation; and recommends action steps to be taken by departments to increase under-represented populations in proportion to the relevant available labor market. Ms. Martel-Moore explained the Workforce Utilization is modern term that is used for the County's documents showing a breakdown of the County's workforce. This document was previously referred to as the Affirmative Action Report or Demographics Report.
- 3.b Personnel Department, in collaboration with County Administration, and the Workforce Diversity and Inclusion Committee, will revisit and revise the Interim Management Team's Diversity, Recruitment and Retention Plan, and submit to the Personnel Committee for review by September 2007.
- 3.c Personnel Department, in collaboration with Workforce Diversity and Inclusion Committee, shall promote equitable recruitment practices to maximize the number, quality, and diversity of applicants seeking employment, by eliminating barriers by:
 - Collaborating with municipalities and agencies to recruit community members to participate in civil service test preparation three "3" times per year;
 - Increasing the availability of civil service study guides throughout Tompkins County;
 - Locating alternative locations for civil service resource library; and seek alternative funding sources to purchase and maintain study guides.

GOAL 4 – PERFORMANCE EVALUATION: CULTIVATE A PERFORMANCE-BASED ENVIRONMENT THAT ENCOURAGES EQUAL OPPORTUNITY FOR ALL EMPLOYEES BY ACCOMPLISHING THE ORGANIZATION'S MISSION AND GOALS.

STRATEGIES:

- 4.1 Monitor and support a systematic process of assessing workforce achievements, strengths, and areas in need of development. The approach should embrace the basic tenets of the core performance framework, and include performance criteria for general workforce, entry-level supervisory staff, mid-level management, and senior management.
- 4.2 Endorse the establishment and/or redesign of an organization-wide performance evaluation system, which includes a performance feedback process that links

employee goal setting, department objectives and measures with individual employee's objectives and measures, creates options for performance evaluation formats that reflect individual work programs, professional development support, documented accomplishments, and identifies diversity/cultural competency standards for all employees, including directors, managers and supervisors.

SUCCESS INDICATORS:

- 4.a Personnel Committee, in consultation with the Personnel Department and County Administration, will establish a performance review process, including professional development review/feedback forms for senior staff reporting directly to the legislative body. The Committee shall review and discuss, modifications and/or variations to the current performance review process in September 2007. By November 2007, the Committee will review a preliminary draft. By December 2007, the Committee shall complete and initiate a performance review process for direct-report senior staff.
- 4.b Personnel Department, in collaboration with County Administration, and the Workforce Diversity and Inclusion Committee, shall develop an action plan and implementation steps for establishing an organization-wide performance review system and submit to the Personnel Committee for review by June 2008. Ms. Martel-Moore said the Committee should discuss whether this is still an appropriate timeline for this goal.

GOAL 5 – COMPENSATION/BENEFITS: INVESTIGATE NEW DEFERRED COMPENSATION OPTIONS TO STABILIZE HEALTH INSURANCE COSTS AND RETIREMENT BENEFITS.

STRATEGIES:

- 5.1 Investigate options (i.e. Comprehensive Value Plan 2006) to health plan design for employees and retirees in order to meet Tompkins County goals in reducing the rate of cost increase.
- 5.2 Develop collaborative partnerships in order to contain medical care and prescription costs; and investigate options where group purchasing or group participation will create costs savings.
- 5.3 Explore effective means of providing more information to Tompkins County employees regarding better ways to utilize health care benefits.

SUCCESS INDICATORS:

- 5.a Personnel Department's Benefits Manager, in collaboration with County Administration and the Health Care Benefits Team, shall explore various options in order to develop a comprehensive, balanced, and competitive benefits package for employees and retirees, December 2007.
- 5.b Personnel Department's Benefits Manager with guidance from County Administration will explore opportunities to collaborate with other municipalities to reduce the County's cost of health care (i.e. TCCOG). The Committee has already heard an update on the healthcare plan and the working being done in cooperation with TCCOG.
- 5.c Personnel Committee will provide advice and support, with the assistance of Information Technology department for the creation of an Employee Benefits page

on the Tompkins County Personnel Department's web page to allow employees, dependents, and retirees access to current benefit information and to assist individuals in making wise health care decisions, June 2008.

Some comments included: a request for a list of likely retirements within the next two to three years and the need to address employees not part of a bargaining unit. Mr. Dennis hopes a new County Administrator will bring ideas and experience. Ms. Fitzpatrick said there have been discussions off and on with management employees for 15 years and Mr. Estes said the larger departments are looking at this.

Appointment

It was MOVED by Mr. Dennis, seconded by Ms. Chock to approve the appointment of Robert DeLuca to the Workforce Diversity and Inclusion Committee as a County staff representative for a term expiring December 31, 2010.

Update on Diversity Consortium

Mr. Estes said he is Co-Chair of the Diversity Consortium and said they are partnering with the Chamber of Commerce to do some training. In March, Constance Thompson has volunteered to do a Diversity and Inclusion 101 training for the community. They will also be doing best practices in diversity and recruitment for employers, legal and effective interview techniques, outreach strategies, how to create an inclusive culture, retention strategies and implementation. They are also going to try to leverage knowledge of those involved in the Diversity Consortium to create a speakers bureau so that they no longer need to pay money to gather and share knowledge that already exists within the Consortium. Mr. Estes said they will also be working on updating the Diversity and Consortium webpage and continue to work on becoming incorporated as a 501(c)(3). *Ms. Kiefer asked that Mr. Estes communicate information on trainings being offered to the Town of Ithaca Supervisor.*

Approval of Minutes of December 12, 2007 and January 15, 2008

It was MOVED by Mrs. McBean-Clairborne, seconded by Ms. Kiefer, to approve the minutes of December 12, 2007 and January 15, 2008, with the changes submitted. MINUTES APPROVED.

Adjournment

The meeting adjourned at 5:25 p.m.