

## **PERSONNEL COMMITTEE**

10:00 a.m., Wednesday, August 6, 2014

The regular meeting of the Personnel Committee was held at 10:00 a.m. on Wednesday, August 6, 2014 in the City Hall Conference Room, 1207 Palm Boulevard, Isle of Palms, South Carolina. Attending the meeting were Councilmembers Bettelli and Harrington, Chair Ferencz, Administrator Tucker, Assistant to the Administrator Dziuban and City Clerk Copeland; a quorum was present to conduct business.

1. Chair Ferencz called the meeting to order and acknowledged that the press and public had been duly notified of the meeting in accordance with the Freedom of Information Act.

### **2. Approval of Previous Meetings' Minutes**

Chair Ferencz recalled that, at the July 1 meeting, she had questions about some numbers in the June minutes; the Chair has since listened to the recording of the meeting and is confident that the minutes are correct as presented.

**MOTION: Councilmember Bettelli moved to approve the minutes of the regular meetings of June 3, 2014 and July 1, 2014 as submitted; Councilmember Harrington seconded and the motion PASSED UNANIMOUSLY.**

3. **Citizens' Comments** – None

4. **Old Business**

#### **A. Job Descriptions**

##### **1. Discussion of City Administrator's Job Description and Evaluation**

Chair Ferencz recalled that the members of the Committee had as assignment from the July meeting to use the existing job description and the Archer job description to produce a more up-to-date job description for the City Administrator.

When asked to review the job description he had developed, Councilmember Harrington stated that he had compared the existing job description to the Archer study, had taken some information directly from Archer, and added tasks that were not included in the 1993 description. (A copy of the proposed job description is attached to the historical record of the meeting.)

On the subject of the Administrator's evaluation, Councilmember voiced the opinion that too much weight is on fiscal responsibility in the current evaluation process; he recommended that the City Administrator be evaluated on the forms used for supervisory personnel.

Councilmember Bettelli stated that he agreed with Councilmember Harrington; in addition, Councilmember Bettelli thought that the Administrator should have more leeway with regards to attending all City Council meetings to eliminate irrelevant statements from the evaluation.

Chair Ferencz reported that, in addition to the current and Archer job descriptions, she had reached out to friends in the Human Resources field asked for the most current ideas of having the job description and evaluation work in tandem; a copy of which is attached to the historical

record of the meeting. The Chair added that she wanted the job description to be a tool for growth. She explained that she had sought to omit the minutia from job description and be more global and that she had designated seven (7) areas/groups for consideration with key points in each, but she acknowledged that her work product was not all-inclusive.

Chair Ferencz explained that she had also generated a new evaluation form that follows the categories defined in the job description; it translates the topics to specifics for evaluation. (A copy of the proposed evaluation is attached to the historical record of the meeting.)

The Chair asked the Committee whether they wanted to modify the existing job description or to change the job description to meet more current standards by changing the format entirely.

Councilmember Harrington stated that he supported having a more up-to-date job description, but he needed more time to study the materials included in the meeting packets.

Councilmember Bettelli indicated that he was in favor of keeping the existing job description in the existing format and modifying it.

Administrator Tucker stated that she had reached out to other local governments in the state, and, of those who responded, many were using the Archer study, using their own Archer-based job descriptions, and others were using job descriptions more in-line with the City's. The Administrator voiced concern with a total change in the City Administrator job description, some of which comes directly from the City Code; she voiced the opinion that, if a totally new job description was to be adopted, it should be put into effect with a new hire.

The Administrator asked the Chair for copies of the resource materials she had used in producing the job description and evaluation. Chair Ferencz responded that she had used a multitude of sources, i.e. the web, MASC, consultants and the Major Gifts Director at Tulane University.

The Chair expressed her opinion that the main difference between the job description she generated and the existing one is that it is more global and without specifics; she added that she does not think the evaluation tool is disciplinary.

The consensus of the Committee was to take more time to study the packet materials and to defer the matter until the September meeting.

## **2. Discussion of Responses from Department Managers Related to Updates of Job Descriptions**

Administrator Tucker reported that the Building, Fire, Public Works and Recreation Department managers indicated that they did not believe the job descriptions in their departments needed updates.

In the Public Works Department, a job description for the Assistant Director needs to be written and adopted; the Archer study produced a job description for the position that the Director will modify to present to the Committee at the September meeting.

The Administrator noted that the job descriptions for both the City Treasurer and the Communications and Website Coordinator/Assistant to the Administrator were updated in General Government; additions and changes to make the job descriptions more accurately describe the job as it exists today are red-lined.

Administrator Tucker stated that Chief Buckhannon had updated all of the job descriptions in the Police Department to address the structure in place and job titles in the Department; the Chief stated that he has used some of the global statements from the Archer study. The Administrator noted that the City no longer has dispatchers; since a job description did not exist to address their new function, a job description for "Communications Specialists" that defines the job they do now was generated.

Chief Buckhannon explained that the job description for the Animal Control Officer has been completely revised; the existing job description was mainly supervisory, which is not the case now.

Councilmember Harrington asked when the job descriptions for the Police Department were last reviewed, and the Administrator responded that they were all reviewed at the same time in 1996-1997. Changes that have been made reflect new positions and position name changes.

A discussion followed about creating a position for the former dispatchers; members of the Committee understood that their purpose was to monitor calls to Consolidated Dispatch and to intervene, if necessary, for a limited period of time. Administrator Tucker stated that the former dispatchers will remain employees until City Council deems their service to be unnecessary.

The Administrator reminded the Committee that the FY15 budget includes four (4) persons in the position; she added that each of these persons is fully trained and could transition to the Consolidated Dispatch Center (CDC). Administrator Tucker explained that the next step would be for the Committee to adopt the revised job descriptions and recommend their approval to City Council. The Administrator noted that these employees continue to monitor the radios, have been assigned other tasks, and have been moved from the dispatch room to the reception area on the Police side in the Public Safety Building.

Councilmember Harrington asked Chief Buckhannon if he was satisfied with the changes made to the job descriptions in the Police Department; the Chief responded that he was very comfortable with the job descriptions as presented.

Chair Ferencz asked about the use of the word "refers" in the following statement:

"Refers to policy and procedures manuals, computer manuals, codes/laws/ordinances/regulations, publications and reference texts, etc."

Administrator Tucker stated that every employee understands that it is his/her responsibility to check something out; in most cases the information is available. Chief Buckhannon explained that the City and the Police Department have many policies, and the goal is to have the Communications Specialists understand those policies.

Councilmember Harrington anticipated Council asking why the decision was made to retain these former dispatchers, who are fully trained, but chose not to go to the CDC, in a new position.

Chief Buckhannon stated that the Police Department has always needed someone in the reception area, which is where these persons are located, and the ten-minute (10 min.) hits present liability issues if not responded to in a timely manner (10 min.).

Councilmember Harrington asked why the City does not rely on the CDC to relay these ten-minute (10 min.) hits; Chief Buckhannon explained that the CDC was not a law enforcement agency and, therefore, could not run these checks.

Administrator Tucker noted, without the Communication Specialists, the City would have to hire a third party to run the ten-minute (10 min.) hits for the City, and the need for retaining these personnel is evaluated each year at budget time. The Administrator added that no decision has been made relative to beach access parking, if the City decides on parking passes, the function of distributing the passes may naturally fall to the Communication Specialists.

Chief Buckhannon reported that island residents are calling the non-emergency Police number (886-6522) when they should be calling 911 because 6522 is the number with which they are familiar; it is very important that someone answer those calls. This line is now an administrative line.

Councilmember Bettelli recalled that, from initial conversations, Council was comfortable with the transition to CDC since Police Department personnel could monitor the calls and to avoid issues with other local governments.

Chair Ferencz repeated that City Council thought all of the City's dispatchers would transition to CDC; they did not perceive the idea of creating a new position for those who remained or to add them to the ranks of full-time permanent employees.

Councilmember Bettelli suggested that the need for the position was to be reviewed on a year-by-year basis.

The Chief commented that liability was a big issue in deciding to retain the former dispatchers; he added that many issues arise after business hours and that those calls are now answered by a dispatcher, rather than go to voicemail. Most livability issues occur after hours; those calls are also answered by the Communication Specialists.

Chair Ferencz asked whether the phones were staffed twenty-four (24) hours a day, seven (7) days a week; the Chief confirmed that someone is on duty in this position all the time. Then Chair then asked who was doing these tasks before this position as created; Chief Buckhannon responded that it was dispatchers. Once the tasks were detailed for the Committee, they agreed that it was a natural progression, not a position created for unspecified tasks.

Chief Buckhannon stated that the Communications Specialists now perform more administrative duties.

When asked by Councilmember Harrington about the Chief's satisfaction with the transition to the CDC, the Chief stated that there have been "hiccups," but "hiccups" occurred when Dispatch was on the island.

## **B. Discussion of New City-wide Evaluation Tools for Supervisors and Non-supervisors**

Chair Ferencz stated that she had asked the Administrator to request Chief Buckhannon attend this meeting in order to get a better understanding of calculations for the evaluation score in the Supervisor's evaluation form. She questioned that Item 11 computes an overall evaluation for the first ten (10) sections of the evaluation, and five (5) additional categories for scoring followed by another evaluation score; she asked why there were two (2) "overall" scores on the supervisor evaluation and not just one (1) "overall" score for the entirety of the evaluation. The Chair asked Chief Buckhannon to explain these two (2) calculations to the Committee.

Chief Buckhannon stated that the evaluations for employees and supervisors are scored the same way; the first ten (10) categories have a scoring range of one through five (1-5) and are a part of the supervisor and employee evaluations. The second "Overall" takes into account the employee's score on all fifteen (15) categories; according to the Chief, the additional categories for supervisors are not weighted differently from the other categories. All fifteen (15) categories are included in the final overall score, i.e. the total of fifteen (15) scores is divided by fifteen (15) to get the average.

Administrator Tucker stated that she thought the problem was semantics; if the name was changed, no one would confuse scoreable categories.

Chair Ferencz suggested that Chief Buckhannon remove Item 11 from the supervisor evaluation, leaving fifteen (15) categories to be scored and Item 16 as the final overall score. The Chief commented that he would prefer to change the language, and Administrator Tucker agreed.

## **5. New Business**

### **Review of Timeline for Boards and Commissions Appointments**

Chair Ferencz noted that a schedule was included in meeting packets.

Administrator Tucker commented that recommendations for appointments to boards and commissions was one (1) the most important functions for the Personnel Committee. The Administrator stated that the City advertises the upcoming vacancies to the community and encourages them to become active in the community by adding their names to the pool of candidates considered for boards and commissions. The names of people whose terms expire, but would like to be re-appointed, new applications and the applications of those already in the candidate pool are provided to Committee members for their review, and, typically Committee members interview new applicants in October. The Administrator reported that the advertisement for new applicants was in *The Moultrie News* today, August 6, 2014; the ad will also run in *The Island Eye* and is posted to the City's website. In November, the Committee will

compile its recommendations to be made to City Council at the December Special Meeting; Council can accept the recommendations, reject some or all recommendations and/or offer the name(s) of another resident(s) to fill a particular committee seat. Once a slate of candidates is re-approved at the January Council meeting, letters of appreciation are sent to committee members who have served, and notification letters are sent to newly appointed or re-appointed Committee members.

## **6. Miscellaneous Business**

### **Departmental Staffing Report**

General Government, Fire, Public Works and Building Departments are fully staffed; the Recreation Supervisors will report to work on Monday, August 11. The Police Department needs to fill one (1) BSO position and replace the Animal Control Officer.

Pursuant to a request from the Administrator, the Committee agreed to receive the staffing report at City Council meetings.

Having picked up a copy of the City's Disaster Recovery plan in the lobby, Chair Ferencz asked whether a similar plan existed for the City government and what would be the role of Councilmembers in a disaster. Recreation Director Page in attendance at the meeting, in jest, expressed a first response that Councilmembers should "stay out of the way." The Administrator stated that the City government does have an internal disaster recovery plan, but it speaks to the duties of staff in such a situation. She added that she would be in close communication with Council until just before the event; in the immediate twenty-four hours (24 hrs.) following the event, the Administrator will likely not be in communication because staff will be so busy. Typically City Council might have a reason come up demanding it meet for an emergency declaration or to make some kind of emergency purchase. Post-storm, the Administrator added, it is very important for City Council to have a presence; this is the time when constituents are in the greatest need and at their most vulnerable. Councilmembers should return to the island from wherever they evacuated as soon as possible.

Chair Ferencz asked how the City would communicate with the outside world; according to the Administrator, communicating is very tricky, but the City uses all of the means at its disposal and does have a satellite phone. Administrator Tucker reported that the City learned with Hurricane Sandy that everyone should have backup battery power; she added that there were now external batteries that will recharge electronic devices when electrical power is out.

With Charleston County's EEOC structure, there is the emergency council which is made up of all the emergency managers and elected officials of all the entities in Charleston County. When an emergency meeting is called, the Administrator and the Mayor attend; although not a voting member, Administrator Tucker said that she is in the meeting, listening and bringing back information and status to staff and to the City to get the word out. For the Isle of Palms, the Public Safety Building, assuming it is functional, would be the hub in a post-storm situation, and the training room would be the EOC. Individual members of Council would be stationed outside the incident command to deal with members of the community who would not be allowed in the command center and need information, directions, assistance, etc.

Chair Ferencz asked whether this information could be made available to Council in a concise form.

Councilmember Harrington commented that it is the County who is directing activity; Administrator Tucker said that Charleston County is the over-riding entity in setting the practices for emergency management and the other agencies are referred to as Municipal Emergency Operations Centers (MEOCs). All entities operate under what is referred to as FEMA's Emergency Command System. According to Administrator Tucker, the best source information for Council is the operating conditions which are posted in City Hall; if Council is notified that the City is operating under OPGON3, Councilmembers need to know what the City is doing and what Councilmembers need to be doing at that stage.

Responding to the Chair, Administrator Tucker commented that the operation conditions are stored in her computer and she would forward them to Chair Ferencz.

**Next Meeting Date: 10:00 a.m., Thursday, September 18, 2014 in the Conference Room.**

7. **Executive Session** – not needed

8. **Adjourn**

**MOTION: Councilmember Bettelli moved to adjourn the meeting at 11:16 a.m.; Councilmember Harrington seconded and the motion PASSED UNANIMOUSLY.**

Respectfully submitted:

Marie Copeland  
City Clerk