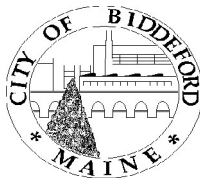


City of Biddeford
Personnel Committee
January 24, 2023 4:00 PM 205 Main Street

Status:

- 1. Call to Order**
- 2. Acceptance of Minutes**
 - 2.1. Acceptance of Minutes from 12-20-22
[12.20.2022 Minutes.docx](#)
- 3. Discussion**
 - 3.1. Social Work Nonunion Position
[Social Worker Brief 1.0.docx](#)
 - 3.2. Revenue Analyst Position
[Revenue Analyst Brief 2.0.docx](#)
 - 3.3. Lead Paint Program Administrative positions
[HUD Positions Brief 3.0.docx](#)
[Compensation Appendices- edits.pdf](#)
 - 3.4. Retention Plan
[Recruit-Retain Plan 2023.docx](#)
- 4. Other Business**
- 5. Adjourn**



PERSONNEL COMMITTEE MEETING

Tuesday December 20, 2022
Human Resources Department

4 PM

Minutes

ITEM 1 Call to order

Chair Councilor Norman Belanger called the meeting to order at 4:00 PM with Councilors Doris Ortiz, excused, Councilor Scott Whiting present. Councilor William Emhiser present. Also present were Jim Bennett, City Manager, Diana DePaolo, Director of Human Resources and Lynn Abbott, Human Resource Specialist.

Minutes from 11-08-22 were accepted unanimously.

ITEM 2 Discussion

3.1 Recruitment/Retention Plan

Councilor Belanger made a Motion to approve

All in favor, passed unanimously

Motion to adjourn 4:30pm, unanimous

Personnel Committee Members:

Councilor Norman Belanger, Chair

Councilor William Emhiser

Councilor Scott Whiting



Personnel Committee

Meeting Date: January 24, 2023

Meeting Time: 4pm

Agenda Item No: 3.1

Item Description: Social Work Position Title and Pay Level

Submitted by: Diana DePaolo, Human Resources Director

Supporting Information/Documentation:

Key Terms:

N/A

Executive Summary:

The City Council on January 10, 2023 approved an order to transition a contracted Behavioral Health position to a full time, regular employment position within the City.

Detailed Review:

We are proposing the continued title of "Community Engagement Specialist" for this position. We recommend a pay level of 11 as the position does require a minimum of a Bachelor's Degree and market research has shown that a level 11, \$25.84-\$34.10 per hour, is competitive with similar positions.

Funding Source:

N/A; Money for contract position will be transferred for this regular position

Staff Recommendation:

Assign this position the title of Community Engagement Specialist and place at a level 11



Personnel Committee

Meeting Date: January 24, 2023

Meeting Time: 4pm

Agenda Item No: 3.2

Item Description: Revenue Analyst

Submitted by: Diana DePaolo, Human Resources Director

Supporting Information/Documentation:

Key Terms:

N/A

Executive Summary:

Our Tax Collector position has been assessed and some changes made to create efficiencies for the Finance Department.

Detailed Review:

The title of Tax Collector is being moved from this position and will be held by leadership within the Finance Department. That opens up this role to focus more on day to day operations, in particular the administration and accounting of revenue into the City. We are recommending this position be a level 11, two levels below the former Tax Collector position as there will be less overall responsibility for the tax program to allow for greater focus on customer service, accounting and operations.

Funding Source:

Finance Department's personnel services line for Tax Collector

Staff Recommendation:

Create and fill Revenue Analyst position, and place as a level 11, in lieu of filling the Tax Collector position



Personnel Committee

Meeting Date: January 24, 2023

Meeting Time: 4pm

Agenda Item No: 3.3

Item Description: Lead Paint Program Positions

Submitted by: Diana DePaolo, Human Resources Director

Supporting Information/Documentation:

Key Terms:

N/A

Executive Summary:

We recommend creating two new positions to provide support to the Lead Paint Program which will be funded fully by grants with no cost to the City.

Detailed Review:

The Department of Housing and Urban Development has approved a four year grant to cover all expenses, pay and benefits, for two positions to provide support for our Lead Paint Program Manager. The titles we propose for the positions are Lead Risk Assessor/Housing Rehab Coordinator- which we suggest to be a level 12- and Community Liaison/Lead Program Assistant which we recommend placing at a level 11.

Funding Source:

HUD four year grant, opportunity to apply again at the end of the four years if needed

Staff Recommendation:

Create Lead Risk Assessor/Housing Rehab Coordinator and place at a level 12 and create a Community Liaison/Lead Program Assistant and place at a level 11.

APPENDIX A – COMPENSATION POLICY

1. Pay levels: the following pay levels shall be established for the non-union employees of the City:

Level 23

Finance Director
Police Chief
Public Works Director
Chief Operating Officer

Level 22

Fire Chief

Level 21

Assessor
Economic & Community Development Director
Waste Water Treatment Plant Superintendent

Level 20

*Building Supervisor (includes schools)**
Deputy Police Chief
Public Works Deputy Director
Director of Engineering

Level 19

City Clerk (including GA)
Human Resources Director
Recreation Director
Assistant Fire Chief
Deputy Finance Director

Level 18

Deputy Director Econ & Com Development*
Director of Code Enforcement (includes Emergency Management Director)
Information Technology Directorⁱ
Deputy Director of Engineer
Deputy Fire Chief

Level 17

City Planner
Deputy Assessor
Operations Manager (Public Works)

Level 16

Staff Accountant
Comptroller
Deputy Human Resource Director
Staff Engineer

Level 15

Deputy Rec Director
Assistant to the City Manager

Level 14

CDBG Administrator
Communications Coordinator
Economic Development Coordinator
Deputy City Clerk

Level 13

GIS Coordinator
GA Supervisorⁱ
Tax Collectorⁱ
Deputy Code Enforcement Director
Recreation Deputy Director

Level 12

Lead Risk Assessor/Housing Rehab Coordinator
Executive Assistant II
Office Manager
Safety and Training Coordinator

Level 11

Community Engagement Specialist
Community Liaison/Lead Program Assistant
Revenue Analyst
Property Lister
Public Access Managerⁱ
Community Development Coordinator
Human Resource Specialist
Payroll Specialist

Level 10

Executive Assistant I
Code Enforcement Officer II
Airport/Facilities Managerⁱ
Surveyor
Engineering Tech
CALEA Planner

Level 9

Administrative Assistant II
Code Enforcement Officer I
Recreation Program Coordinator II/Acting Rec Director*

Level 8

Administrative Assistant I
GA Customer Service Clerk
Public Access Technician II
Recreation Program Coordinator II
Management Analyst
Finance Clerk

Level 7

Administrative Clerk II
Recreation Program Coordinator I
Public Access Technician I

Level 6

Customer Service Clerk II
Administrative Clerk I

Level 5

Customer Service Clerk I

Level 4

Facilities Maintenance III

Level 3

Recreation III
Facilities Maintenance II

Level 2

Recreation II

Level 1

ⁱis not at a department head level

*not a position that is currently funded or under consideration

2. **Pay scale:** The City shall have a pay scale for all regular, non-union employees. The pay scale as of March 29, 2022 is included. The pay scale shall provide guidance for the initial placement of employees based on employment history. Annually, the City Council will determine and established by resolve the change or ‘aging’ of the pay scale at the time of the annual budget adoption.
3. **Administration:** The various provisions of the pay plan shall be administered in accordance to the following:
 - a. New Employees. New employees will be placed on the appropriate pay level based on the position classification. The employee will also be placed at the appropriate step based on relative experience. All initial placement decisions will be reviewed and recommended by the Director of Human Resources and approved by the City Manager.
 - b. Promotions and Supervisory Appointments. An employee promoted shall be placed at the appropriate pay level for the new position. The employee will also be places at the appropriate step based on relative experience. The exact adjustment shall be recommended by the Director of Human Resources and approved by the City Manager.
 - c. Transfers. No adjustment to an employee's salary shall be made when an employee moves laterally between positions in the same class grade.
 - d. Demotions. In the event of a demotion, the employee's wage rate will be altered, if necessary, to coincide with the new assigned class grade in accordance to the City's Personnel Policy entitled Classification and Pay Plan. The exact adjustment shall be recommended by the Director of Human Resources and approved by the City Manager.
4. **Merit Increases:** The City Council may, on a yearly basis, allow employees assigned to the pay plan an increase based on performance. Such performance must be evaluated by the employee's

immediate supervisor during the preceding twelve (12) months recommending no increase or an amount not to exceed that which has been authorized by the City Council. However, at no time may an increase exceed the maximum rate of a class grade. Such increase, if granted, shall generally be effective on the first (1st) payroll in July unless a supervisor determines that some other date would assist to improve an employee's performance. (Such other date shall be after July 1st but before the end of the fiscal year).

5. **Reclassification Procedure:** An employee whose job functions and/or level of skill that has been significantly altered as a result of a change in job duties may request consideration for reclassification according to the following procedure:
 - a. The initial request will be submitted to the employee's department head.
 - b. The department head will evaluate the request and recommend approval or disapproval to the City Manager.
 - c. The City Manager will refer the request to the Director of Human Resources for evaluation and recommend approval or disapproval to the City Manager.
 - d. The City Manager will then either approve or disapprove the request.
 - e. The City Manager shall notify the City Council of any approved reclassifications.

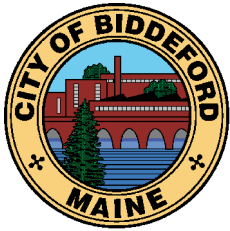
6. **Implementation:** The City Manager shall implement the change to this Compensation Policy as authorized by the City Council and hereto in overseen by the Personnel Committee.

APPENDIX B- Pay Scale

<i>Level</i>	<i><u>Lowest</u></i>	<i><u>Highest</u></i>	<i>Level</i>	<i><u>Lowest</u></i>	<i><u>Highest</u></i>
<i>S1</i>	\$32,178	\$42,463	<i>H1</i>	\$15.47	\$20.42
<i>S2</i>	\$33,872	\$44,698	<i>H2</i>	\$16.28	\$21.49
<i>S3</i>	\$35,654	\$47,050	<i>H3</i>	\$17.14	\$22.62
<i>S4</i>	\$37,530	\$49,526	<i>H4</i>	\$18.05	\$23.82
<i>S5</i>	\$39,506	\$52,133	<i>H5</i>	\$19.00	\$25.06
<i>S6</i>	\$41,585	\$54,876	<i>H6</i>	\$19.99	\$26.39
<i>S7</i>	\$43,774	\$57,764	<i>H7</i>	\$21.05	\$27.78
<i>S8</i>	\$46,077	\$60,805	<i>H8</i>	\$22.15	\$29.23
<i>S9</i>	\$48,503	\$64,005	<i>H9</i>	\$23.31	\$30.78
<i>S10</i>	\$51,056	\$67,374	<i>H10</i>	\$24.55	\$32.40
<i>S11</i>	\$53,742	\$70,920	<i>H11</i>	\$25.84	\$34.10
<i>S12</i>	\$56,571	\$74,653	<i>H12</i>	\$27.20	\$35.90
<i>S13</i>	\$59,548	\$78,582	<i>H13</i>	\$28.63	\$37.78
<i>S14</i>	\$62,682	\$82,718	<i>H14</i>	\$30.14	\$39.77
<i>S15</i>	\$65,981	\$87,071	<i>H15</i>	\$31.73	\$41.86
<i>S16</i>	\$69,455	\$91,654	<i>H16</i>	\$33.39	\$44.07
<i>S17</i>	\$73,110	\$96,478	<i>H17</i>	\$35.15	\$46.39
<i>S18</i>	\$76,958	\$101,555	<i>H18</i>	\$37.00	\$48.82
<i>S19</i>	\$81,008	\$106,900	<i>H19</i>	\$38.95	\$51.39

<i>S20</i>	\$85,272	\$112,527
<i>S21</i>	\$89,760	\$118,450
<i>S22</i>	\$94,484	\$124,683
<i>S23</i>	\$99,208	\$130,918

<i>H20</i>	\$41.00	\$54.10
<i>H21</i>	\$43.16	\$56.94
<i>H22</i>	\$45.43	\$59.94
<i>H23</i>	\$47.69	\$62.94



City of Biddeford

Diana DePaolo
Director of Human Resources
205 Main St.
Biddeford, ME. 04005

Office: (207) 286-0593
Diana.Depaolo@Biddefordmaine.org

MEMO

To: Personnel Committee
From: Diana DePaolo, Human Resources Director
Subject: Recruiting and Retention Initiatives
Date: Tuesday, January 24, 2023

Since the beginning of this fiscal year, the Human Resources Department, along with the City Manager, have been focused on creating programs and initiatives that would create an environment to lead the City of Biddeford to becoming the most preferred municipal employer in the State. To date, we have implemented many of our ideas, which I will summarize for you below. Those initiatives, along with those I will outline in this proposal, are the culmination of research and current employee feedback.

The past year has been a period of a lot of stress and unknowns, between the economy, labor market, and the lasting effects of covid tensions in this country have run high. With inflation and interest rates increasing considerably, work is a place where employees need to feel secure and safe, and know that if they perform their job well they will be treated well and paid well. The City's services will only ever be as good as the employees who are performing these services. Lifesaving emergency services, voting and providing assistance to citizens, solving crime and keeping the community safe, maintaining roads and managing waste, and developing the City to be the best it can be will only be done efficiently and excellently if we maintain and bring on the very best and brightest staff.

To this end, we have made some significant changes and are asking you to support even further changes. According to the employee survey, out of 110 employees who responded to, "I plan on working here a year from now"- 56 strongly agreed and 25 agreed- 74% of those who responded to the survey. This is an excellent metric and speaks to our recent efforts, but there is still much progress that can be made.

Implemented Changes

The first policy change as a retention strategy was in June and changed nonunion employees' workweek from 40 hours to 36, with no budget impacts. Anecdotally, this has proven to be an exceptional retention and recruiting tool. Many employees have described it being a major

work-life balance improvement. The Public Works employees voted to implement this workweek recently as well. In addition to the change in workweek, additional policies were added to allow for Flex Time and Remote Work.

The first of this year the Wellness Committee began its work sending out its first newsletter, with a link to our very own City of Biddeford podcast discussing Stress Management, along with a competition that employees can participate in just this month. Promoting a culture of wellness and recognizing the whole person, not just an employee, is a mechanism of retention a growing number of businesses are finding. Additionally, our own employees have told us that opportunities to engage with other departments, city wide, is inspiring and improves communication. Over the course of the year the Committee will be hosting lunch and learns and events.

The DEI Committee began information sessions with all of the departments this month. Data is consistently showing that diversity and inclusion are linked to employee satisfaction. A City sponsored Day of Awareness, providing opportunities for conversation among departments and allowing deeper training and understanding into these issues is being planned for spring.

The 3-Day Orientation Program started this month, with three new employees attending. They met with the City Manager, COO and Mayor, had conversation with former E2E participants, toured all of the departments, met mentors to learn about their own departments and had lunch with mentors and their Department Heads. Necessary trainings, such as sexual harassment and IT Policies, and onboarding took place as well over the course of these three days. Studies have found that having a formal, robust onboarding program can improve retention as much as 50%. The next step is to obtain feedback from participants and staff and implement changes as necessary.

The third session of E2E will be starting in early February. Leadership training and programs ranked as first or second most important to almost 41% of the survey respondents. Additionally, we will begin expanding on this concept by going to departments and providing a more condensed version of this to our employees that Supervise Staff.

Proposed Initiatives

We recently put out a survey with retention-based questions for the staff. We received 106 responses. One of the themes in the survey was a desire to be recognized for accomplishments, not only as individuals but as departments as well. One method we will use to meet this need is to celebrate employee anniversaries with a gift from the City of Biddeford. For 1, 2, 5, 10, 15 and 20 year anniversaries the Department Head will provide the employee with a gift increasing in value for each anniversary. Additionally, each month we will do an Employee Newsletter highlighting various Department's successes and the employees who contributed to that success.

Another area of the survey that employees highlighted as an area for improvement was having a shared vision. While the majority of employees stated their work held a lot of meaning to them, it is clear that we have potential to build on that existing strength. Hearing from City leadership on the bigger picture that we are all contributing to daily would help employees feel connected

and provide further understanding and context on their own daily work. The City Manager will hold a meeting twice a year to discuss the vision for the City and any potential upcoming challenges. It will be in person and available over zoom for those who cannot attend in person. It is essential to provide as much opportunity for all employees to engage as possible. Employees will have an opportunity to provide questions/topics they would like to hear about ahead of time and to provide feedback after.

Mental health continues to be a major topic across the country and across all industries. Our staff that work in emergency services make this topic even more critical for the City of Biddeford to address. A solution will need to be proven and allow for engagement at the individual level. Discussions with Maine Municipal Association who is also working hard on this issue, as well as outside providers, are taking place. We are committed to fully vetting any proposed initiatives in this area as our employee's wellbeing is top priority. The possible avenues are a health based app that provides for individual counseling as well as life coaching, but also self-led courses that can be completed right from your smart phone. We are having ongoing discussions as well about the potential for a behavioral health professional to be available contractually through the City for items such as resiliency trainings, one on one meetings, and Critical Incident policy reviews.

A compelling 73% of our survey respondents listed wages and benefits as their number one priority. There were many comments written regarding rising costs and the importance of financial incentives. The private sector now provides benefits that are easily matching the public sector, with paid parental leave, fully paid health insurances, retirement matches, tuition reimbursement and more. In this incredibly competitive job market, that remains an important factor to attract and retain talent. While these issues are mandatory topics of bargaining, it is important for us to start finding ways to create incentives in these areas where we can. We will be evaluating different incentives that may be offered, particularly for participation in health related programs.

Several anecdotal notes in the survey referred to a desire for more interdepartmental communication and overall increased communication, particularly from City Hall. There are several staff who do not have email. With the survey, we were able to post a link so that those without email could use their smartphones to participate. The HR Department will continue to find mechanisms such as this to continue engaging all employees and leveraging phones through QR codes and postings at the departments where email is less utilized or not available. Additionally, we will be launching a City of Biddeford Discord channel to promote our recognition, wellness, and leadership programs as well as any other important information. We will have information sessions at each department to help staff download and use the app. This idea needs to be discussed further with IT and leadership to insure that we meet all public information, as well as privacy, requirements.

Finally, we will be implementing changes to our performance review system. While over the past few years, we have formalized and implemented an annual program, it is important to build on that. Reviews are critical to several important retention factors- providing tools for employees to do their job, to create pathways for growth and opportunities, and to invest in development. According to LinkedIn, 94% of employees say they would stay with their

company longer if it invested in their career development. We need to provide training to managers to leverage annual reviews in a way that meets these metrics and does not provide a black and white assessment of only performance. We need to provide reviews that allow us to communicate better with employees and help us to meet their needs. At the end of April, the HR Department will provide management training to all staff writing performance reviews and provide updated forms to assist with this. Performance reviews are completed and meetings with employees to review take place during June. Additionally, a survey will go out to all employees to provide an opportunity for them to give feedback on their department and their leadership.

The purpose of this information has been to provide you with a big picture view of the current employee mindset, labor market forces and the work that the Human Resources Department is engaged in, as well as what we plan to implement. This document and the proposed plans, if you choose to support them, will be the basis for what goes to council as our Recruitment and Retention Plan.

Thank you for your time.