

**MONTGOMERY-OTSEGO-SCHOHARIE
SOLID WASTE MANAGEMENT AUTHORITY**

PERSONNEL COMMITTEE MEETING

Date: October 5, 2006

Location: Howes Cave Administrative Complex

Members Present:

Edward Wesnofske
Meredith McNeil
Martha Clarvoe
Joan Bent

Members Absent:

Others Present:

Gilbert L. Chichester
Rudolph Laguna
Olga Podmajersky

1. Opening

Chairman Wesnofske opened the meeting at 12:40 p.m.

2. Minutes

The minutes of the September 14, 2006 meeting were approved unanimously.

3. Executive Director's Performance Program

Chairman Wesnofske distributed a handout entitled "Executive Director Performance Program". Each point under each heading was discussed in detail with some modifications being suggested.

Martha Clarvoe moved to forward the updated document to the full Board. Joan Bent seconded the motion. All members voted in favor. A copy of the finalized performance program is attached.

It was indicated that once approved by the full board, the document would be used to evaluate the Executive Director.

4. Equipment Maintenance Staffing

Mr. Chichester informed the Committee that the most senior Equipment Maintenance Supervisors has indicated that he intends to retire at the end of the year.

Mr. Chichester indicated that for some time, the Authority has had two persons working in the same title of Maintenance Supervisor while handling the equipment maintenance function. He felt that it was time to differentiate between the two positions and that he had drafted specifications for both positions to be reviewed by the Montgomery County Personnel Officer.

Mr. Chichester also indicated that he felt that the upper level position proposed to be titled as "Equipment and Fleet Manager" should be a management level position. He indicated that this person would be involved with the formulation of policies relative to equipment and maintenance activities. Additionally, this person would be involved with training and

evaluating staff” on the proper operation and maintenance of equipment and thus would be involved with the performance evaluation process.

As a non-contract management employee, this person would be governed by the Employee Handbook and would work “at will”.

If possible, Mr. Chichester indicated that he would like to facilitate some overlap between the new person and the departing Maintenance Supervisor to allow for continuity of coverage.

As to the second and less senior Maintenance Supervisor serving the equipment maintenance function, Mr. Chichester indicated that he had also prepared a new specification for this position to be reviewed by the Montgomery County Personnel Officer with the title of “Automotive/Maintenance Mechanic/Supervisor”.

Mr. Chichester explained that he did not anticipate that the hourly rate for the Automotive/Maintenance Mechanic/ Supervisor would change. The rate of pay for the Equipment and Fleet Manager would be proposed to be at \$20 per hour.

Mr. Chichester indicated that he was looking to have all the paperwork processed with the Montgomery County Personnel Officer prior to the next Board meeting in anticipation of formal action to allow for the overlap between the current and new staff.

5. Department of Finance and Administration Staffing

Mr. Chichester indicated that he had been giving considerable thought to the vacant Director of Finance and Administration position since he had been more deeply involved with the daily operation of this functional area. He has discussed the responsibilities and needs of this area with current staff as well as consultants who have worked with the Authority for a number of years. It is his recommendation that the Authority recruit another person in the position of “Accountant”.

The situation is such that the financial reports on MAS 90 have not been closed since April. Little overlap was possible with the departure of the last Director of Finance and Administration thus lengthening the learning curve and the time needed for the work to become routine.

A consulting Accountant has been engaged to bring the books to closure and prepare documents for the annual audit while former staff is still providing some support.

It is felt that with the reported limit on the availability of accounting staff and the compensation being paid that greater success will be had in recruiting an Accountant as opposed to a Director level person. Additionally, there is a significant amount of lower level work to be accomplished and maintained. Past experience has been that it is more appropriate to bring a person in at a lower level, allow them to become acclimated and promote based on performance. After working through the immediate challenges, an upper level person may find the work to be less than challenging resulting in further turnover.

Personnel Committee Meeting
October 5, 2006

It is felt that the documentation of all processes cross training of staff is imperative to reduce the risk of a repeat of the current situation.

The continuation of oversight to the accounting function is felt to be imperative. Ultimately, this should not involve a lot of cost given the anticipation of internal growth.

Adjustments of staffing in this area will need ongoing considerations in light of the circumstances that develop over time.

Meredith McNeal motioned **not** to hire a Director of Finance and Administration and instead hire a second Accountant. Martha Clarvoe seconded the motion. With no further discussion, the concept was approved. Chairman Wesnofske indicated that he would bring the concept forward for formal action at the next meeting of the Governing Board.

6. Adjournment

Mr. McNeal made the motion to adjourn at approximately 2:45 p.m. The motion was seconded by Ms. Clarvoe and unanimously approved.

Respectfully submitted,

Gilbert L. Chichester,
Executive Director

Executive Director Performance Program

Authority Operations

Continually demonstrate current knowledge of facilities and conditions
Maintain quality safety record: inspections, training, knowledge of regulations, programs
Sustain positive interaction and relationships with regulatory agencies
Possess good working knowledge of equipment and conditions
Articulate operational needs to the Board in an ongoing manner
Sustain high standards of maintenance for facilities and equipment
Pursue opportunities for efficiencies
Have working engineering/technical awareness and judgement
Provide advice on and articulation of longer term operational goals

Human Resources

Recruit new staff effectively: EEO/AA compliance, quality of recruits, methods
Exercise supervisory effectiveness: knowledge of personnel strength and weaknesses; employee rules and regulations; observation and addressing of problems in employee performance
Review periodically staff duties, assignments and performance
Possess familiarity with labor contract obligations, civil service law and employment regulation
Establish and maintain high standards of performance and ethics among employees
Work to produce high morale, positive attitudes and cooperativeness among employees in conducting the Authority's work
Look at future implications of personnel recruitment, development and advancement

Finance and Administration

Implementation of Authority short and long term objectives
Possess good working knowledge of budget
Effect facility permit renewals in a timely and efficient manner
Maintain familiarity with customer accounts
Possess knowledge of solid waste and recycling markets and industry trends
Administer contracts and agreements of the Authority
Prepare timely, informative and clear memoranda, reports and, where appropriate, audit materials
Meet regulatory reporting and compliance requirements
Possess familiarity with technical and computer based options for management efficiencies
Maintain understanding of and provide advice to the Board on financial planning needs
Manage consultants effectively
Oversee execution of Authority's financial obligations and standards
Provide for the documentation of significant operational and financial systems of the Authority

Management attributes

Professionalism
Initiative
Team leadership
Judgment on business matters
Capability for crisis management and working under pressure
Capacity for risk management
Organizational skills
Communication with public and media; public face of the Authority

Governance related duties

Assistance in board agenda formulation and issue presentation
Preparation for meetings: reports, information, minutes
Availability of information and responsiveness to Board
Performance as Secretary to the Board
Awareness of various MOSA community interests and views as contexts for decision making
both by Board and Management.