



Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

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Personnel Sub-Committee

March 11, 2021

8:00AM

REGULAR MEETING AGENDA

Call to Order

- 1) Approval of January 14, 2021 Minutes
- 2) Reclassification Work
 - a) Senior Mechanic Job Description Updates
 - b) Mechanic/Truck Driver Job Description Updates
 - c) Truck Driver Job Description Updates
 - d) Other

Adjournment

Following adjournment, the Personnel Sub-Committee and staff will meet to discuss strategy and negotiations with respect to collective bargaining for the units represented by CSEA and IBPO.



Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

Personnel Sub-Committee Regular Meeting

Thursday, January 14, 2021

Virtual Meeting Broadcast Live via SCTV

MINUTES - DRAFT

Members Present: Eric Wellman, Wendy Mackstutis, Sean Askham

Staff Present: Maria Capriola, Melissa Appleby

Others Present: Michael Harrington (Town labor attorney), Andrew Socha (staff representative, Union), Anita Schwager (retired employee)

The meeting was called to order at 8:02am.

1) Approval of Minutes

a) December 10, 2020

The minutes of December 10, 2020 were approved as presented by consensus.

2) Step 4 Grievance Hearing, Grievant: Anita Schwager – Represented by CSEA Secretarial, Clerical and Librarian Bargaining Unit

Mr. Wellman made introductions between the parties and explained how the agenda would proceed.

Ms. Capriola presented management's position in this matter. She said that Ms. Schwager received the wages that were negotiated and set forth in the collective bargaining agreement. At the Union's request, she was offered a pay upgrade prior to her retirement to which she was not entitled, which amounted to an increase of approximately 5% as provided for in the collective bargaining agreement, and consistent with recent past practice for comparable situations when positions were upgraded. She said that the estimated difference in pay for Ms. Schwager's final five weeks of employment that was sent to the union was calculated incorrectly during the expedited process; she did in fact receive an increase equivalent to approximately 5%. There was no violation of the contract.

Mr. Socha presented the union's position in this matter. He said that Ms. Schwager has been an ideal employee of the Town since 1990, and provided an overview of her employment history with the Town. He said that Ms. Schwager met the qualifications for the revised Assistant Town Clerk II job description that was approved by the Board of Selectmen in October 2020. He said that the Town recognized the need to do a market adjustment for this position, and that he asked for it to be made effective before Ms. Schwager retired. He said that the contract states that the increase in salary should be at least 5%, and that the Town could have made it more than that.

Mr. Wellman asked clarifying questions regarding the change in rate of pay, and asked for confirmation that Ms. Schwager was paid the correct rate both before the adjustment and after. Discussion ensued regarding the need to upgrade the job descriptions for the Assistant Town Clerk I and II positions, and the timing of those changes. Mr. Askham noted that the Town was not required to make these changes based on the contract, and asked what contract language is being debated.

Mr. Socha read the email from Ms. Capriola that included an estimated increase that Ms. Schwager would receive based on these changes. Discussion ensued regarding this estimate, whether the union verified it, and the need for the change to be approved by the Board of Selectmen. Mr. Askham noted that the Board of Selectmen approves the classification, not an estimated dollar impact. Mr. Harrington said that the personnel action form reflected the Town's understanding, and that the union did not have to sign it. He said that both parties agree there was a mistake.

Mr. Wellman noted that the request from the union was only made for the Assistant Town Clerk II, and that the Town offered to move up the timing of the adjustment for the Assistant Town Clerk I as well. Ms. Mackstutis said the only issue is that the estimate was too high, and asked whether the union would have asked the Town to correct the mistake if it had been too low. She clarified that the email from Ms. Capriola provided an estimated dollar amount, and did not reference the grade and step.

Ms. Mackstutis made motion to move to executive session at 8:47am. The motion was seconded by Mr. Askham. All were in favor and the motion passed unanimously.

3) Executive Session – Personnel – Step 4 Grievance Deliberations, Grievant: Anita Schwager – Represented by CSEA Secretarial, Clerical and Librarian Bargaining Unit AFSCME

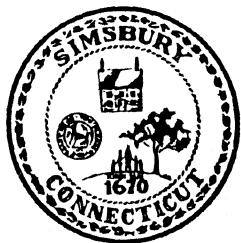
Mr. Wellman, Mr. Askham, Ms. Mackstutis, and Mr. Harrington met in executive session. The Personnel Sub-Committee and Mr. Harrington left executive session at 8:56am.

4) Step 4 Grievance Decision, Grievant: Anita Schwager – Represented by CSEA Secretarial, Clerical and Librarian Bargaining Unit

Mr. Wellman said that there was no violation of the collective bargaining agreement. The Town had no obligation to implement the pay grade change ahead of schedule that benefited Ms. Schwager. Mr. Askham made a motion to deny the grievance. The motion was seconded by Ms. Mackstutis. All were in favor and the motion passed unanimously.

Mr. Askham made motion to adjourn at 8:58am. Ms. Mackstutis seconded the motion. All were in favor and the motion passed unanimously.

Respectfully Submitted,
Melissa Appleby
Deputy Town Manager



Town of Simsbury

933 HOPMEADOW STREET ~ SIMSBURY, CONNECTICUT 06070

Maria E. Capriola - Town Manager

To: Personnel Sub-Committee

From: Maria E. Capriola, Town Manager

Cc: Eric Gomes, HR Coordinator; Tom Roy, DPW Director; Tom Fitzgerald, Management Specialist; Melissa Appleby, Deputy Town Manager

Date: March 11, 2021

Re: Proposed Revisions to Senior Mechanic, Truck Driver/Mechanic, and Truck Driver Job Descriptions

Background – SENIOR MECHANIC

The previous Senior Mechanic has been promoted to the Fleet Maintenance Supervisor in the Highway Department. The job description hasn't been updated since 2005. The proposed job description changes are largely housekeeping to reflect the hierarchy of the Highway Department, modern qualifications, current practices, and current duties of the position. The two main substantive changes are: designating an ASE certification that is listed as required in the 2005 version as preferred in the 2021 version and making a CDL A license a requirement within six months of appointment to the position.

Job Description: Attached please find the proposed revised job description for the Senior Mechanic. The Director of Public Works was involved in developing this revised job description. A summary of changes is provided above and in the attached.

Work Schedule: The position would remain 40 hours per week.

Pay Grade: The position would remain on the T8 AFSCME pay scale.

FLSA Status: This position would remain classified as a non-exempt position.

Background – TRUCK DRIVER/MECHANIC

The Town has reviewed the truck driver/mechanic job description. The job description hasn't been updated since 2005. The proposed job description changes are largely housekeeping to reflect the hierarchy of the Highway Department, modern qualifications, current practices, and current duties of the position. The two main substantive changes are: designating an ASE certification that is listed as required in the 2005 version as preferred in the 2021 version and making a CDL A license a requirement within six months of appointment to the position.

Job Description: Attached please find the proposed revised job description for the truck driver/mechanic. The Director of Public Works was involved in developing this revised job description. A summary of changes is provided above and in the attached.

Work Schedule: The position would remain 40 hours per week.

Pay Grade: The position would remain on the T7 AFSCME pay scale.

FLSA Status: This position would remain classified as a non-exempt position.

Background – TRUCK DRIVER

The Town has reviewed the truck driver/mechanic job description. The job description hasn't been updated since 2005. The proposed job description changes are largely housekeeping to reflect the hierarchy of the Highway Department, modern qualifications, current practices, and current duties of the position. The main substantive change is making a CDL A license a preferred qualification.

Job Description: Attached please find the proposed revised job description for the truck driver. The Director of Public Works was involved in developing this revised job description. A summary of changes is provided above and in the attached.

Work Schedule: The position would remain 40 hours per week.

Pay Grade: The position would remain on the T6 AFSCME pay scale.

FLSA Status: This position would remain classified as a non-exempt position

Staff has requested a response from the Union no later than March 22nd and made them aware of a review being done by the Personnel Sub-Committee.

Chapter 9, Section 902 of the Charter requires that the Town Manager prepare and submit proposed changes to job descriptions to the Board of Selectmen for review and approval. Excerpted Charter language reads:

"...the Town Manager shall cause to have prepared a statement of the duties and responsibilities of each position in the Town service and of the minimum qualifications for appointment to such position. The statement so prepared shall become effective upon the approval by resolution of the Board of Selectmen and may be amended, upon recommendation of the Town Manager, by resolution of the Board."

Financial Impact

Because the edits are just updates to the job description there is no financial impact at this time.

Suggested Motion

If the Personnel Sub-Committee is in support of the proposed changes, the following suggested motion is in order:

Move, effective March 11, 2021, to endorse the proposed job description changes to the Truck Driver, Mechanic/Truck Driver, and Senior Mechanic positions. Further move to recommend that the job descriptions be forwarded to the full Board of Selectmen for approval.

Attachments

- 1) Proposed Revised Job Description – Senior Mechanic
- 2) Proposed Revised Job Description – Truck Driver/Mechanic
- 3) Proposed Revised Job Description – Truck Driver

Town of Simsbury

TITLE: Senior Mechanic

GRADE: T-8

DEPARTMENT: Highway - DPW

DATE: ~~September 12, 2005~~
XXXX, 2021

POSITION DEFINITION:

~~Supervises Mechanics and others in performance of~~ Performs skilled automotive work in the inspection, diagnostics, repair and maintenance of Town trucks, heavy and light vehicles and equipment, and other mechanical equipment. Performs semi-skilled and skilled work in maintaining the vehicles and mechanical equipment of the ~~Town Public Works Department~~. Primary objectives include ensuring vehicles are fixed properly the first visit and the development of a preventive maintenance program. ~~Organizes and prioritizes work to meet Department objectives and provides oversight and direction to Mechanic/Driver.~~ May be assigned duties of the Fleet Maintenance Supervisor in their absence.

ESSENTIAL JOB FUNCTIONS:

- Receives written and/or oral instructions-~~Highway Superintendent~~ from the Fleet Maintenance Supervisor who reviews work in progress.
- Makes and implements decisions regarding repair options.
- Operates vehicle or equipment and discusses with operator to analyze, test and determine cause of malfunction.
- Uses mechanics hand and power tools to remove, disassemble and repair, rebuild, or replace defective parts or units.
- Performs engine and transmission repair work, electrical system repairs, brake jobs, ~~clutch~~ tire repairs and replacement and similar mechanical work.
- Utilizing acquired knowledge, manuals, and diagnostic equipment, ~~assists in diagnosing~~ diagnoses major engine and transmission problems and initiates contact for contracted repairs.
- Utilizes hand tools and power tools to repair damaged vehicle bodies, truck bodies, hydraulic fittings/hoses and auxiliary equipment.
- May file, grind and sand by hand or with power tools.
- Welds broken parts and structural members, and provides fabrication of steel parts.
- Performs routine vehicle maintenance work including tune-ups, lubrication, oil changes, tire repairs and balancing.
- Understands and complies with federal, state and local regulations such as safety requirements, hazardous waste disposal, OSHA, Right-to-Know, etc.
- Follows standard safety procedures and regulations.
- Completes work orders and submits to ~~Highway Superintendent~~ Fleet Maintenance Supervisor.
- Enters equipment maintenance data in manual and computer record systems.

- Plans work for, provides direction to, and oversees the work of Mechanic/Driver(s) as assigned.
- Is available for overtime, emergencies and storm related work as plowdriver ~~or observer~~, equipment operator or as otherwise needed.
- May perform emergency tree work, barricade placement, etc. in storm related or other emergency conditions.
- Ability to administer gas and diesel distribution system.
- Monitors and maintains spare parts inventory.
- Oversees and conducts general maintenance of Highway Department Building.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:

- Ability to read schematics, diagrams and prints and follow instructions, rules and procedures.
- Ability to acquire a thorough knowledge of the operation and maintenance associated with trucks, vehicles and light and heavy equipment.
- Sufficient strength and stamina to perform strenuous physical labor for extended periods of time.
- Ability to prioritize and manage multiple jobs at the same time in the absence of the ~~Highway Superintendent~~ Fleet Maintenance Supervisor.
- Ability to operate equipment and trucks ~~in excess of 41,000 pounds GVW~~ requiring a Commercial Driver's license A.
- Ability to establish and maintain effective working relationships with employees, supervisors, vendors and the public.
- Ability to communicate effectively orally and in writing.
- Ability to work and oversee the safety of employees as well as the public.
- Ability to work on emergency call-out basis, including during extended winter hours.
- Ability to work with a computer for work orders, research, communication, ordering of parts and equipment, etc.

TOOLS AND EQUIPMENT USED:

Motorized vehicles for mechanical testing purposes, power and hand tools and equipment for vehicle and mechanical system work; mechanic's tools including jacks, hydraulic lifts, air tools, diagnostic tools and other tools required for ~~minor~~ repairs and routine maintenance of motorized vehicles; electronic vehicle diagnostic equipment, personal computer, calculator, phone; mobile or portable radio.

PHYSICAL AND MENTAL EFFORT AND ENVIRONMENTAL CONDITIONS:

- Ability to work in setting subject to ~~continues~~ continuous interruptions and background noises.
- Ability to climb onto ladders, platform and equipment.
- Ability to work in confined or close quarters for extended periods of time.
- Ability to work near moving traffic equipment.

- Ability to work in poor weather conditions, including heat, cold, rain and snow.
- Ability to operate equipment requiring eye and hand coordination and mechanical aptitude.
- Ability to access and reach difficult places and negotiate varied terrain.
- Ability to get in and out of motor vehicles.
- Ability to lift and/or carry objects weighing from 25 to 50 pounds.
- Ability to work independently with minimum supervision.
- While performing the duties of this job, the employee is required to use hands to finger, handle, feel or operate objects, tools, or controls and reach with hands and arms.
- Ability to walk, sit, climb, balance, stoop, kneel, crouch, crawl and smell.
- Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.
- Ability to work in an environment that is occasionally very loud.

REQUIRED MINIMUM QUALIFICATIONS:

High School Diploma or GED equivalent ~~plus some specialized training in mechanics~~ and ~~two years (2)~~ four (4) years of practical experience in automotive and equipment repair work. ~~Specialized training and certification(s) in automotive and truck repair and maintenance are preferred.~~

~~CERTIFICATION:~~

~~Automotive Service Excellence (ASE) Certification for automobiles and light trucks.~~

LICENSE:

- Connecticut CLASS ~~B~~ A CDL with air brake and tanker endorsements must be obtained within 6 months of hire.

Note: The above description is illustrative of tasks and responsibilities. It is not meant to all inclusive of every task or responsibility.

Town of Simsbury

TITLE: Mechanic/Truck Driver

GRADE: T-7

DEPARTMENT: Highway -DPW

DATE: ~~September 12, 2005~~
XXXX, 2021

POSITION DESCRIPTION:

Performs semi-skilled and skilled work in maintaining the vehicles and mechanical equipment of the Public Works Department. Primary objectives include ensuring vehicles are fixed the first visit. May drive truck to plow, ~~and~~ sand/salt roads and transport materials to and from construction sites ~~and perform construction labor, including paving, curbing, drainage and tree work.~~

ESSENTIAL JOB FUNCTIONS:

- Receives written and/or oral instructions from ~~Fleet Maintenance Supervisor and/or the~~ Senior Mechanic who reviews work in progress.
- Makes and implements decisions regarding repair options.
- Operates vehicle or equipment and discusses with operator to analyze, test and determine cause of malfunction.
- Uses mechanics hand and power tools to remove, disassemble and repair, rebuild, or replace defective parts or units.
- Performs engine and transmission repair work, electrical system repairs, brake jobs, ~~clutch~~ tire repair and replacement and similar mechanical work.
- Utilizing acquired knowledge, manuals, and diagnostic equipment, assists in diagnosing major engine and transmission problems and initiates contact for contracted repairs.
- Utilizes hand tools and power tools to repair damaged vehicle bodies, truck bodies, ~~hydraulic fittings/hoses~~ and auxiliary equipment.
- May file, grind and sand by hand or with power tools.
- Welds broken parts and structural members, ~~including metal fabrication.~~
- Performs routine vehicle maintenance work including tune-ups, lubrication, oil changes, tire repairs and balancing.
- Understands and complies with federal, state and local regulations such as safety requirements, hazardous waste disposal, OSHA, Right-to-Know, etc.
- Follows standard safety procedures and regulations.
- Completes work orders and submits to ~~Fleet Maintenance Supervisor or Senior Mechanic~~ as assigned.
- Enters equipment maintenance data in manual and computer record systems.
- Is available for overtime, emergencies and storm related work as driver ~~or observer~~ or as otherwise needed.
- May perform emergency tree work, barricade placement, etc. in storm related or other emergency conditions.

- Performs construction labor including: paving, curbing, drainage and tree work.
- Other duties as assigned.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:

- Ability to read schematics, diagrams and prints and follow instructions, rules and procedures.
- Ability to acquire a thorough knowledge of the operation and maintenance associated with trucks, vehicles and light and heavy equipment.
- Sufficient strength and stamina to perform strenuous physical labor for extended periods of time.
- Ability to prioritize and manage multiple jobs at the same time in the absence of the ~~Shop Foreman~~ Fleet Maintenance Supervisor or Senior Mechanic.
- Ability to safely operate equipment and trucks ~~in excess of 41,000 pounds GVW~~ requiring a Commercial Driver's license A.
- Ability to recognize the need for equipment and vehicle repairs and maintenance.
- Ability to establish and maintain effective working relationship with employees, supervisors, vendors and the public.
- Ability to communicate effectively orally and in writing.
- Ability to work safely and oversee the safety of employees as well as the public.
- Ability to work on emergency call-out basis, including during extended winter hours.
- Ability to work with a computer for work orders, research, communication, ordering of parts and equipment, etc

TOOLS AND EQUIPMENT USED:

Motorized vehicles for mechanical testing purposes, power and hand tools and equipment for vehicle and mechanical system work; mechanic's tools including jacks, hydraulic lifts, air tools, diagnostic tools and other tools required for ~~minor~~ repairs and routine maintenance of motorized vehicles; electronic vehicle diagnostic equipment, personal computer, calculator, phone; mobile or portable radio.

PHYSICAL AND MENTAL EFFORT AND ENVIRONMENTAL CONDITIONS:

- Ability to work in setting subject to ~~continues~~ continuous interruptions and background noises.
- Ability to climb onto ladders, platforms and equipment.
- Ability to work in confined or close quarters for extended periods of time.
- Ability to work near moving traffic equipment.
- Ability to work in poor weather conditions, including heat, cold, rain and snow.
- Ability to operate equipment requiring eye and hand coordination and mechanical aptitude.
- Ability to access and reach difficult places and negotiate varied terrain.
- Ability to get in and out of motor vehicles.
- Ability to lift and/or carry objects weighing from ~~25 50~~ to 100 50 pounds.

- Ability to work independently with minimum supervision.
- While performing the duties of this job, the employee is required to use hands to finger, handle, feel or operate objects, tools, or controls and reach with hands and arms.
- Ability to walk, sit, climb, balance, stoop, kneel, crouch, crawl and smell.
- Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.
- Ability to work in an environment that is occasionally very loud.

REQUIRED MINIMUM QUALIFICATIONS:

High School Diploma or GED equivalent ~~plus some specialized training in mechanics~~ and two years (2) of practical experience in automotive and equipment repair work. ~~Specialized training and certification(s) in automotive and truck repair and maintenance are preferred, as is experience with heavy civil construction.~~

CERTIFICATION:

~~Automotive Service Excellence (ASE) Certification for automobiles and light trucks.~~

LICENSE:

- Connecticut CLASS ~~B~~ A CDL with air brake and tanker endorsements must be obtained within 6 months of hire.

Note: The above description is illustrative of tasks and responsibilities. It is not meant to all inclusive of every task or responsibility.

TOWN OF SIMSBURY

TITLE: Truck Driver **GRADE:** T6
DEPARTMENT: Highway – DPW **DATE:** ~~July 13, 1999~~ XX, 2021

POSITION DESCRIPTION:

Under the general supervision of the ~~Highway Foreman lead worker~~ Senior Crew Leader, Crew Leader, Equipment Operator and Highway Superintendent, drives truck to transport materials to and from construction sites, performs a variety of skilled and semi-skilled construction and maintenance work; operates a variety of equipment in the construction, operation, repair and maintenance of streets, bridges, sidewalks and storm drainage systems; ~~and plows and sands roads~~ performs basic facility maintenance.

ESSENTIAL JOB FUNCTIONS:

- Receives written and/oral instructions from assigned Supervisor to carry out established procedures in maintenance and repair of streets, bridges, sidewalks and storm system.
- Services trucks and equipment with fuel, lubricants and accessories.
- Reports malfunctions of trucks and equipment to assigned supervisor.
- Drives dump truck to haul and remove materials to plow and sand/salt roads.
- Operates equipment to mow roadsides, maintain ~~town~~ grounds and to clear storm drain systems.
- Uses jack hammer, chain saws and other mechanical and hand tools in general maintenance work.
- Establishes safe roadside work zones and acts as a traffic flagger.
- Repairs ~~fences~~ drainage structures, street signs, guardrails, and roadside equipment.
- Follows safety procedures and regulations.
- Reports tasks accomplished to supervisor.

ADDITIONAL JOB FUNCTIONS:

- Operates loader to load materials on trucks.
- May operate roller in paving work.
- Mixes paint and assists in the painting of traffic markings.
- May supervise helpers on maintenance projects.
- Assists mechanic in maintenance and repair of equipment and vehicles.
- Other duties as assigned.

REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:

- Considerable knowledge of heavy-equipment operating principles.
- Working knowledge of the hazards and safety precautions common to heavy equipment operations.
- Working knowledge of the methods, materials and tools used in street maintenance work.
- Ability to read and follow instructions, rules and procedures.
- Ability to acquire a basic knowledge of the construction and maintenance associated with roads, sidewalks and drainage systems.
- Ability to perform basic mathematical computations.
- Ability to safely operate trucks ~~in excess of 26,000 pounds GVW~~ and equipment requiring a Commercial Driver's License (CDL) and other motor vehicles.

- Ability to recognize the need for equipment and vehicle repairs and maintenance.
- Ability to establish effective working relationships with other employees, superiors and general public.
- Ability to communicate effectively orally and in writing.
- Ability to perform all duties in conformance to appropriate safety and security standards.
- Ability to perform heavy manual tasks under varying weather conditions.
- Ability to drive and operate a variety of equipment under varying conditions.
- Ability to work on emergency call-out basis.

TOOLS AND EQUIPMENT USED:

Motorized vehicles and equipment, including, but not limited to, [skid steer](#), back-hoe, dump truck, pickup truck, utility truck, street sweeper, street roller, saws, pumps, compressors, [sander/salters](#), generators, common hand and power tools, shovels, wrenches, detection devices, mobile radio, phone, ditch witch.

PHYSICAL AND MENTAL EFFORT AND ENVIRONMENTAL CONDITIONS:

- Ability to sit and work continuously for extended periods of time.
- Ability to work evenings and/or weekends.
- Ability to work in setting subject to continuous interruptions and background noises.
- Ability to climb ladders.
- Ability to work in confined or close quarters for extended periods of time.
- Ability to work near moving traffic and equipment.
- Ability to work in poor weather conditions, including heat, humidity cold, rain and snow.
- Ability to operate equipment requiring eye and hand coordination and mechanical [aptitude](#).
- Ability to access and reach difficult places and negotiate varied terrain.
- Ability to get in and out of motor vehicles.
- Must be able to frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 100 pounds.
- Sufficient strength and stamina to perform strenuous physical labor for extended periods of time.
- Ability to work independently with minimum supervision.
- While performing the duties of this job, the employee is required to use and hands to finger, handle, feel or operate objects, tools, or controls and reach with hands and arms.
- Ability to walk, sit, climb, balance, stop, kneel, crouch, crawl and smell.
- Specific vision abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.
- Noise level in the work environment is occasionally loud.

REQUIRED MINIMUM QUALIFICATIONS:

- High school diploma or GED equivalent and two (2) years of practical experience involving the use of medium and heavy equipment [and heavy civil construction](#) ~~two (2) of which must have been related to street systems.~~

MOTOR VEHICLE OPERATOR'S CERTIFICATE:

- Connecticut Class B CDL with air brakes and tanker endorsements. [Class A CDL preferred.](#)

Note: The above description is illustrative of tasks and responsibilities. It is not meant to be all-inclusive of every task or responsibility.