



Executive Chamber, City of Providence, Rhode Island

Vincent A. Cianci, Jr.  
MAYOR

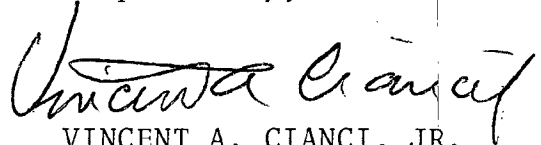
September 1, 1983

The Honorable  
The City Council  
of the City of Providence  
City Hall  
Providence, Rhode Island 02903

Dear Honorable Members:

Pursuant to Section 302, and 901 of the Providence Home Rule Charter of 1980, I am this day appointing Frank A. Merlino of 182 Woodward Road, Providence, Rhode Island, Director of Personnel and respectfully submit the same for your approval.

Respectfully,

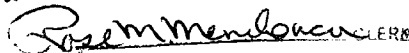
  
VINCENT A. CIANCI, JR.  
Mayor of Providence

VAC

IN CITY COUNCIL

SEP 15 1983

Read and APPROVED:

 CLERK

FILED

SEP 8 2 40 PM '83

DEPT. OF CITY CLERK  
PROVIDENCE, R.I.

FRANK A. MERLINO  
182 Woodward Road  
Providence, Rhode Island 02903

(401) 521-2977 (Home)  
(401) 861-0800 (Office)

#### EDUCATION

Bachelor of Arts Degree, Providence College, 1953

#### PROFESSIONAL EXPERIENCE

October, 1979  
to Present:

Providence Employment and Training Administration  
40 Fountain Street  
Providence, Rhode Island 02903

An employment and training agency - serving 2,000 clients per year with an annual budget of \$3 million.

##### Independent Monitoring Unit Manager

- . Member of Agency's central management team, charged with developing systems and processes for all Federal manpower programs;
- . Responsible for identifying, securing, and evaluating data necessary for management problem solving;
- . Conducted and supervised all sub-contract monitoring activities for the purpose of ensuring contract compliance and adherence to Federal regulations;
- . Conducted in-house monitoring of all systems on an on-going basis;
- . Where necessary, notified sub-contractor(s) of findings and suggested corrective action plan;
- . In the course of monitoring activity, reviewed records of sub-contractor; interviewed administrators, coordinators, instructors, and participants;
- . Verified time and attendance (participants and staff) at teaching institution - corroborated with physical attendance review and matched with in-house payment records;

- . Reviewed job development activity to verify not only that contract requirements were being fulfilled, but also that placement effort was sufficient to cope with current employment market conditions;
- . Instituted procedures for informal reviews; through meetings with sub-contractors and discussions and negotiations with administrators, have been able to effect adjustments in program operations; this approach was primarily responsible for reducing the number of formal findings and increasing the overall effectiveness of the programs; it also minimized the City's vulnerability to questioned costs and audit payback requirements;
- . Investigated complaints from participants and from Equal Employment Opportunity Officer; attempted resolution of complaint by scheduling meetings with complainant and agency; if issue could not be resolved at that level, prepare documentation for grievance procedure;
- . Responsible for generating internal management reports and studies;

#### Drug Linkage Project Manager

- . Managed a project designed to develop and maintain a working linkage between substance abuse treatment and counseling agencies and the employment and training system;
- . Developed relationships with agencies for purpose of serving a special client group - a group with special requirements for confidentiality;
- . Designed referral system and procedures for substance abuse clients;
- . Formulated staff training package and conducted in-house training;
- . Developed special filing and tracking systems in response to extraordinary requirements for select client group;
- . Managed staff of project in daily activities;

- . Planned strategy for bringing clients into the training and employment system as part of a total package of treatment evolving into independence;

April, 1977 -  
October, 1979

Providence Multi-Skills Program  
46 Aborn Street  
Providence, Rhode Island 02903

A program for promoting and developing new apprenticeships.

Program Director

- . Developed marketing strategy for promoting training through apprenticeship;
- . Surveyed business and industry in the area to assess training needs which might qualify as registered apprenticeship programs; advised employers as to the benefits of the apprenticeship concept of training;
- . Developed and implemented process and system for recruitment of candidates for apprenticeship training;
- . Conducted job development activities with employers who showed initial interest;
- . Gave technical assistance to employers in writing training specifications for apprenticeship;
- . Did interviewing/screening of applicants for apprenticeship programs; referred applicants;
- . Assisted employers in formalizing affirmative action plan;
- . Acted as liaison between employer(s) and the State Apprenticeship Council and the Bureau of Apprenticeship and Training particularly in presenting for approval and registration a proposed apprenticeship program, but also on an on-going basis after registration and indenture of an apprenticeship;

June, 1965 to  
December, 1976: Great Soctt Markets  
70 Bacon Street  
Pawtucket, Rhode Island 02860

A retail supermarket company doing business in  
Rhode Island, Massachusetts and Connecticut.

Personnel Director

- . Exercised full responsibility over all personnel administration functions for a multi-location supermarket company;
- . Assessed manpower needs and recruited applicants on an on-going basis to keep the company staffed with qualified personnel at store level;
- . Designed and conducted a management training module to motivate and prepare employees for increased responsibility in a growing company;
- . Managed and supervised a manpower deployment system for purpose of maintaining an acceptable service/production level; worked with line supervisors in the assignment of employees to develop a cooperative team attitude in each location;
- . Reduced payroll costs to .5 of 1% below the industry standard effecting a saving of between \$2,500 and \$5,000 per week;
- . Devised new method of computing production costs to protect profit margins during inflationary times (utilized tonnage benchmark rather than sales figures);
- . Part of management team negotiating labor agreements with three locals of the Amalgamated Meatcutters and Local 251 of the Teamsters' Union;
- . Supervised all labor relations activities at all levels - from rank and file up to an including top management;
- . Devised, revised and maintained comprehensive personnel record keeping system; instituted system of regular performance reviews for purpose of identifying candidates for promotion;

- . Developed a harmonious but realistic relationship with the leadership of the Union locals; handled the grievance procedure from the second step on;
- . Represented the company at formal hearings of the Workers' Compensation Commission and the Department of Employment Security Review Board;

Training Supervisor/Assistant Personnel Director

- . Designed training program for new employees; administered training program at store level;
- . Wrote company policy manual covering the conditions of employment not specifically covered in labor agreements;
- . Recruited, tested, hired and trained employees for all new stores; made work schedules to staff both new and existing stores;
- . Evaluated employee performance;

September, 1961

to June, 1965: Johnston School Department  
345 Cherry Hill Road  
Johnston, Rhode Island 02919

Classroom Teacher

June, 1953

to September, 1961: Merlino Brothers Market

Manager of family-owned business

KNOWLEDGE, SKILLS, ABILITIES

Knowledge of manpower planning, budgeting and personnel administration.

Extensive experience in supervisory and administrative functions and in analyzing and interpreting data.

Ability to schedule, set priorities and meet deadlines.



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State of Rhode Island and Providence Plantations

THE CITY OF



PROVIDENCE

I, FRANK A. MERLINO, do  
solemnly swear that I will support the Constitution of the United States  
and of the State of Rhode Island and that I will faithfully discharge  
the duties of the office of

PERSONNEL DIRECTOR

to the best of my ability.

Frank A. Merlino

or

I, VINCENT A. CIANCI, JR., MAYOR OF PROVIDENCE  
do hereby certify that on the SIXTH day of OCTOBER, A.D. 19 83,  
I did administer unto FRANK A. MERLINO  
duly appointed to the office of

PERSONNEL DIRECTOR

the above subscribed oath.

Vincent A. Cianci