

1. Meeting Agenda - March 9

Documents:

[MEETING AGENDA - 03 09 17.PDF](#)

2. Minutes Subject To Approval - March 9

Documents:

[MINUTES SUBJECT TO APPROVAL - 03 09 17.PDF](#)

3. Approved Minutes - March 9

Documents:

[APPROVED MINUTES - 03 09 17.PDF](#)



**TOWN OF GREENWICH
BOARD OF ESTIMATE & TAXATION**

**HUMAN RESOURCES COMMITTEE MEETING
Thursday, March 9, 2017
3:00 PM
Town Hall Meeting Room**

AGENDA

1. Approval of BET HR Committee Meeting Minutes of February 13, 2017
2. HR Reports
 - Vacant and Posted Position Listing
 - Monthly health insurance update
 - Workers' Compensation Expense Report
 - Unemployment report for 12/31/16
3. Update on Employee Review Process, including Police and Fire
4. Review and vote on recommendation for staffing in the Office of Tax Collector for the FY18 budget
5. Review and discussion of a framework for BOE Cabinet staffing and compensation
6. Items for future discussion
7. Adjournment

Next Meeting - Tuesday, April 18, 2017 at 3:00 P.M. in the Cone Room

TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION
REGULAR MEETING HUMAN RESOURCES COMMITTEE
MINUTES
Town Hall Meeting Room

Thursday, March 9, 2017

Committee

Present: Nancy Weissler, Chairman; William Drake, Elizabeth Krumeich, Jill Oberlander

Staff: Peter Mynarski, Comptroller; Mary Pepe, Director Human Resources; Cicile Brown, HR Compensation & Performance Manager; Alison Graham, Employee Benefits Manager; Erica Mahoney, Assistant Director of Human Resources; Tod Laudonia, Tax Collector; James Heavey, Chief, Police Department; Robert Kick, Ass't Chief, Fire Department

Board: Michael Mason, Leslie Moriarty, Jeff Ramer, Leslie Tarkington

Selectmen: Peter Tesei, First Selectman

BOE: Peter Sherr, Chairman, BOE; Salvatore Corda, Superintendent, Greenwich Public Schools; Robert Stacey, Director, BOE Human Resources; Gina Williams, Assistant Director, BOE Human Resources; Lauren Rabin, Member, BOE; Barbara O'Neill, Member, BOE; Laura Erickson, Member, BOE; Gaetane Francis, Member, BOE

Public: Ken Borsuk, Reporter, *Greenwich Time*

The meeting was called to order at 3:01 P.M.

Ms. Weissler welcomed the HR Committee and attendees.

1. Approval of BET HR Committee Meeting Minutes February 13, 2017

Upon a motion by Mr. Drake, seconded by Ms. Oberlander, the Committee voted 4-0 to approve the Minutes of the February 13, 2017, Regular Human Resources Committee Meeting.

2. HR Reports

- **Vacant and Posted Position Listing** – Ms. Pepe reviewed the Vacant Position listings commenting specifically on the outstanding vacancies of Senior Business Analyst and Assistant Assessor.
- **Monthly Health Insurance update** – Ms. Graham remarked that there had been nine meetings with approximately 600 attendees to learn more about the transition to the State Partnership Plan. A representative from the Commission on Aging attended the meetings to explain private-sector options available to Medicare-eligible retirees such as

AARP plans. Ms. Graham also noted that benefits were down for the month of February 2017 due to the deductible resetting at the start of the calendar year.

- **Workers' Compensation Expense Report** – Mr. Mynarski commented that at 36 weeks into FY17, the trend was favorable to the TOG with a surplus of \$639,000. He noted that four claim settlements had been made and cases closed during the month.
- **Unemployment report for 12/31/16** – Ms. Pepe reviewed the Unemployment Claims report and was asked why Parks & Recreation Department claims were high. Ms. Pepe responded that seasonal workers were responsible for some of the increase, but that a mild winter with little snow was also a factor with former employees not being hired back.

3. Update on Employee Review Process, including Police and Fire

Police Department – Chief Heavey described the multi-level review process that was initiated in 2012; he noted that new hires are reviewed frequently during their time at the Police Academy and their subsequent probationary period. He noted that the goal of reviews was to identify areas for both improvement and promotion potential among officers. In the past, performance reviews had been done on employment anniversary dates but the Town's deadline of annual performance reviews by June 30 has been adopted. In response to a question from Ms. Weissler, Chief Heavey indicated that the Department would ask the consultant who is evaluating the Department's culture to assess the performance review form. Chief Heavey responded that the Department's Mission Statement and its values of dignity and respect for all were already reflected in the review form. Additionally, he remarked that 70% of the Police force had responded to the consultant's written survey of the Department and the next phase would be to conduct interviews.

Fire Department – Assistant Chief Kick noted that under the current Firefighters' 1042 contract, performance reviews are not required. A provision to require reviews has been proposed for the new contract, which is in arbitration. Mr. Tesei advised the Committee that the International Fire Fighters' Association was responsible for creating the fire fighters' rights and benefits. He suggested that only through the legislative process could this be changed. When Ms. Krumeich asked if there was an obstacle to implementing it locally, Mr. Kick responded that he would ask comparable towns about their performance review process. Under the current contract, Mr. Kick noted that the Department could discipline an employee who violates standard operating procedures; however, the current system does not offer a way to recognize outstanding performance.

In providing an update on the TOG review process, Ms. Brown commented that there was a component of the Leadership Training Program that dealt with how to conduct performance appraisals and that the HR Department was prepared to coach supervisors when help was requested. Ms. Weissler asked why several departments had returned fewer performance reviews than others. Ms. Brown responded that for DPW there were a large number of employees, some of whom were in the field without access to the electronic forms. The Law Department's reviews had been delayed by an unusually heavy caseload. Mr. Laudonia indicated that the Tax Collector's Office had been in turmoil following the F17 budget cuts.

Ms. Brown indicated that the HR Department had received Performance Reviews for 86% of TOG employees and 95% of BOE employees: 67% of Reviews returned scored employee performance as "very good" or "exceptional" while 0.0% had scored unsatisfactory. She

suggested that the high scoring might be attributed to relationships that had developed during employment. Ms. Weissler requested a breakdown of the ratings for the April HR Meeting.

Ms. Oberlander asked how the HR Department responded in cases where the performance review didn't match HR's experience with a department and employee, to which Ms. Brown responded that the HR Department compared the previous year's job performance experience with the current year's performance evaluation and worked with departments to counsel and train supervisors.

4. Review and vote on recommendation for staffing in the Office of Tax Collector for the FY18 budget

Mr. Laudonia summarized his recommendation to adjust his Department's TOO to the F18 budget by eliminating one Accounting Clerk 1 and one Accounting Clerk 2 position, which would be partially offset by a modest increase in part-time help. HR Committee members thanked Mr. Laudonia for responding to the Committee's request to recommend a TOO that is right-sized to the budget.

Ms. Weissler reiterated that the Committee's goal was to ensure that the annual tax bills are mailed out in June and to minimize the negative impact of the layoffs on services to residents. In response to a question from Ms. Weissler as to whether Mr. Laudonia anticipated making it through the current fiscal year without either requesting an interim or closing the office, Mr. Laudonia said it was his intent to make it through the year without resorting to either of these options. Ms. Krumeich asked if additional technology training could support the transition to which Mr. Laudonia responded that there were costs associated with increasing staff proficiency to achieve system efficiencies.

Ms. Weissler made a motion to recommend to the BET that the F18 Budget be amended to eliminate two full time positions (one Accounting Clerk 1 position and one Accounting Clerk 2 position) from the Department's Table of Organization. The budgeted salaries for these positions total \$132,099. After accounting for the \$100,000 of salary reductions, an amount of \$32,099 would be available to be transferred to temporary salaries. This amount is sufficient to fund a .71FTE (25 hours/week) position. The resulting Table of Organization for the Tax Collector's Office would be 1 Tax Collector; 1 Deputy Tax Collector; 2 Accounting Clerk 1 positions; and .98FTE in temporary/part time positions for a total of 4.98 FTE (this compares to the current 6.27 FTE), seconded by Mr. Drake. The Committee voted 4-0 to approve the recommendation and forward it to the Board of Estimate and Taxations for its approval.

5. Review and discussion of a framework for BOE Cabinet staffing and compensation

Ms. Weissler thanked Mr. Sherr, Dr. Corda, and Mr. Stacey for attending the Committee meeting to identify and discuss the following issues: implementing an institutional framework for BOE Cabinet compensation; applying the M&C salary increase plan to the BOE Cabinet; and assessing compensation equity between TOG and BOE roles with similar responsibilities.

Mr. Sherr pointed out that the BOE had adopted the BET's target M&C salary increase for the FY18 budget and described the BOE's current discussion about merit pay, the equity in

assessment of responsibilities and comparability of position responsibilities for comparable compensation.

Ms. Oberlander remarked that the perception of equity in performance compensation among TOG and BOE employees was an issue. Mr. Sherr responded that the previous June's episode was an anomaly and the BOE had implemented approval guidelines for compensation changes. Ms. Krumeich asked whether the Superintendent's reviews of Cabinet employees (direct reports) should always be reviewed by the BOE. The BOE reminded the Committee that under FOI an employee has the right to attend an Executive Session if their performance is being discussed and even to require that discussion be held in public.

Mr. Mason recommended that the BOE and TOG HR work together to develop a system that would address the issues identified by the Committee and he noted that the Town Charter provides for such an undertaking.

Ms. Weissler asked that the BOE return at a future meeting to provide an update on the BOE's planned resolution of these issues.

6. Items for Future Discussion

- CIRMA Report for 12/16 and Workers Compensation Quarterly Report
- Review and approval of the distribution of the M&C Compensation Pool for F18
- Performance Review Update
- Parks & Recreation Department: possible options to minimize unemployment expense
- A discussion of the next phase of the project to control TOG labor costs

7. Adjournment

Upon a motion by Ms. Weissler, seconded by Ms. Krumeich, the Committee voted 4-0 to adjourn at 4:53 P.M.

The next regular Human Resource Committee meeting is scheduled for April 18, 2017 at 3:00 P.M. in the Cone Room.

Respectfully submitted,

Catherine Sidor, Recording Secretary

Nancy Weissler, HR Committee Chairman

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REGULAR MEETING HUMAN RESOURCES COMMITTEE
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Board:

Michael Mason, Leslie Moriarty, Jeff Ramer, Leslie Tarkington

Selectmen:

Peter Tesei, First Selectman

BOE:

Peter Sherr, Chairman, BOE; Salvatore Corda, Superintendent, Greenwich Public Schools; Robert Stacey, Director, BOE Human Resources; Gina Williams, Assistant Director, BOE Human Resources; Lauren Rabin, Member, BOE; Barbara O'Neill, Member, BOE; Laura Erickson, Member, BOE; Gaetane Francis, Member, BOE

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Catherine Sidor, Recording Secretary



Nancy Weissler, HR Committee Chairman