

1. BET HR Comm. Meeting Documents

Documents:

APPROVED\_BET\_HR\_COMM\_MINUTES\_04-09-13.PDF  
BET\_HR\_COMM\_MTG\_AGENDA\_04-09-13.PDF  
REVISED\_SUB\_TO\_APP\_BET\_HR\_COMM\_MINUTES\_04-09-13.PDF  
SUB\_TO\_APP\_BET\_HR\_COMM\_MINUTES\_04-09-13.PDF

TOWN OF GREENWICH  
BOARD OF ESTIMATE AND TAXATION  
REGULAR MEETING  
HUMAN RESOURCES COMMITTEE  
MINUTES – Cone Meeting Room

Tuesday, April 9, 2013

- Committee: Marc V. Johnson, Chairman; Randall Huffman, Mary Lee Kiernan, Leslie Tarkington
- Board: Michael Mason, Joseph Pellegrino
- Staff: Peter Mynarski, Comptroller; Mary Pepe, Director of Human Resources; Mary Jo Iannuccilli, Assistant Director of Human Resources; Allison Graham, Employee Benefits Manager; Robert Lichtenfeld, Director of Human Resources BOE
- Others: Linda J. Ulrich and Stephen Coco, Principals, Buck Consultants

The meeting was called to order at 4:30 P.M.

**1. Approval of Human Resources Committee Meeting Minutes**

Upon a motion by Ms. Tarkington, seconded by Ms. Kiernan, the Committee voted 4-0 to approve the minutes from the March 7, 2013, Regular Human Resources Committee Meeting.

**2. Review of monthly HR Reports**

Workers' Compensation Loss Report

The Committee received but did not discuss the March 2013 Workers' Compensation Losses by Injury Type; and March 2013 Workers' Compensation Losses by Department showing 3 lost time and 37 total reported claims.

Vacant Position Listing

The Committee received but did not discuss the Vacant Position Listings as of April 1, 2013, showing a total of 31 vacant positions. However, Ms. Tarkington did reference the March 7, 2013 minutes and noted that the minutes reflected that two positions listed in the April Vacancy report, Tax Collector's Accounting Clerk I and Fleet Department's Heavy Duty Vehicle Mechanic, should be eliminated from the monthly report. Ms. Tarkington stated that the minutes report this issue should be revisited during the May, 2013 HR Committee Meeting.

### **3. 311/CRM Implementation Update**

Mr. Johnson stated that he informed Mr. Dustin Anderson that he did not need to attend the meeting this month for an update on the 311/CRM implementation. Mr. Johnson informed the Committee that the 311/CRM implementation will proceed with a soft launch in two weeks involving the Parks and Recreation Department.

### **4. Human Capital Management System Update**

Ms. Pepe informed the Committee that the Request for Proposals (RFP) for the Human Capital Management System is out and responses are due next week. Mr. Johnson asked Ms. Pepe when she expected to have a final decision on the selection of a vendor. Ms. Pepe responded by saying that, contingent upon RTM approval of the budget, they expect to select a vendor by June 2013.

Ms. Pepe told that Committee that there are two additional RFP's that are currently being processed; one for Workers' Compensation Administration and one for Healthcare brokerage and consultant services.

### **5. MC Performance Evaluation and Compensation Program**

#### Recommendations from Buck Consulting

Ms. Pepe introduced Ms. Linda Ulrich and Mr. Stephen Coco, Principals for Buck Consultants. They provided a presentation on the Town of Greenwich Compensation and Performance Management Study for Management and Confidential (M&C) employees.

Mr. Coco started the power point presentation by identifying four primary areas of opportunity for improving performance management: 1) Goal-Setting, 2) Ratings Systems Criteria, 3) Process and 4) Form. Mr. Coco stated that instead of goals, performance assessments should be based on responsibilities, priorities and competencies. Mr. Coco also stated that rating criteria, governed by the HR Department, should be more clearly defined and the process should be applied more consistently across the organization. Finally, Mr. Coco said that a revised performance review form should be developed to help standardize the process and expedite reporting.

Mr. Coco and Ms. Ulrich presented a timeline for finishing Phase 1, the transition period, and moving into Phase 2, process refinement.

Ms. Ulrich reviewed findings on compensation. She described the methodologies employed for benchmarking Town of Greenwich positions with other markets and provided a variety of statistics on individual job positions. Ms. Ulrich reported that compensation for Town of Greenwich M&C positions fall within the 75<sup>th</sup> percentile of the Public Administration/NFP and Blended Markets and the 50<sup>th</sup> percentile of the General Industry. The benchmarking study included both the base salaries and the total cash compensation package that includes employee benefits.

Ms. Ulrich also provided the Committee with a Salary Structure Analysis and concluded by providing three options that link pay and performance.

The Committee complimented the HR Department and Buck Consultants and was in general agreement with the recommendations but agreed that some refinement needed to be done with review forms, supporting materials, training and implementation. The HR Department will review and provide final recommendations at the May, 2013 HR Committee Meeting.

1.

## **6. Board of Education Request for New Position**

Ms. Tarkington made a motion to add this item to the agenda, seconded by Ms. Kiernan. The motion carried 4 to 0.

Dr. Lichtenfeld came before the HR Committee to request the creation of a new position entitled "Director of Digital Learning and Technology". Dr. Lichtenfeld informed the Committee that the job description was in draft form and was hopefully expecting assistance from the Town's Human Resources Department for its completion.

Dr. Lichtenfeld stated that the creation of this M&C position was requested in conjunction with the Board of Education request for funding to implement a Digital Learning Program. He stated that the Board of Estimate and Taxation had already passed funding for Digital Learning and was hoping the Representative Town Meeting (RTM) would also approve. Dr. Lichtenfeld told the Committee that both the Pierson Study and the Blum and Shapiro Strategic Review and Study supported adding this position. Dr. Lichtenfeld made it clear that this position would be a swap for a comparable paying position at the BOE and would not increase headcount.

Ms. Tarkington expressed concerns that the funding for the Digital Learning program had been conditioned and one of the conditions was receipt of the mentioned Pierson Study (which the BET had still not received) and a report on the Digital Learning program prior to the start of the Fiscal Year 2013-14. This report should now include an accounting for the requested position determined by the Budget Committee upon review of the Digital Learning Report. Mr. Pellegrino, in his capacity as Chairman of the BET Budget Committee, had a number of questions about the position, to which Dr. Lichtenfeld responded.

As a result of questions and answers to the request for the new position, Ms. Tarkington made a motion to support the BOE request to create and fill the position of Director of Digital Learning and Technology as a M&C position and contingent upon the reduction of a comparable paying position at the BOE. The motion was seconded by Ms. Kiernan and the motion passed 4 to 0.

## **7. Items for Future Discussion**

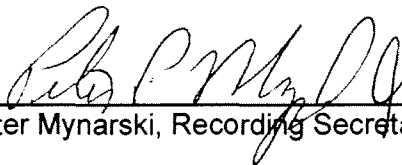
### **Full Health Benefits for BOE P/T (0.5 + FTE) Certified Employees**

Due to time constraints, this topic was not covered.

## **8. Adjournment**

**Next Meeting – Tuesday, May 14, 2013 at 4:30 PM in the Cone Room**

Upon a motion by Ms. Kiernan seconded by Mr. Huffman, the Committee voted unanimously to adjourn the meeting at 6:26 P.M.



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Peter Mynarski, Recording Secretary



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Marc V. Johnson, HR Committee Chairman



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

**HUMAN RESOURCES COMMITTEE MEETING**

**Tuesday April 9, 2013  
4:30 PM  
Cone Room Room, 2nd Floor**

**AGENDA**

1. Approval of Meeting Minutes
  - BET HR Committee March 7, 2013
2. March 2013 HR Reports
  - Workers Compensation Loss Report
  - Vacant Position Listing
3. 311/CRM Implementation Update
4. Human Capital Management System Update
5. MC Performance Evaluation and Compensation Program
  - Recommendations from Buck Consulting
  - Discussion on Smart Goals and Compensation Grid
6. Items for Future Discussion
  - Full Health Benefits for BOE P/T (.5+ FTE) Certified Employees
7. Adjournment
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Ms. Pepe told that Committee that there are two additional RFP's that are currently being processed; one for Workers' Compensation Administration and one for Healthcare brokerage and consultant services.

### **5. MC Performance Evaluation and Compensation Program**

#### **Recommendations from Buck Consulting**

Ms. Pepe introduced Ms. Linda Ulrich and Mr. Stephen Coco, Principals for Buck Consultants. They provided a presentation on the Town of Greenwich Compensation and Performance Management Study for Management and Confidential (M&C) employees.

Mr. Coco started the power point presentation by identifying four primary areas of opportunity for improving performance management: 1) Goal-Setting, 2) Ratings Systems Criteria, 3) Process and 4) Form. Mr. Coco stated that instead of goals, performance assessments should be based on responsibilities, priorities and competencies. Mr. Coco also stated that rating criteria, governed by the HR Department, should be more clearly defined and the process should be applied more consistently across the organization. Finally, Mr. Coco said that a revised performance review form should be developed to help standardize the process and expedite reporting.

Mr. Coco and Ms. Ulrich presented a timeline for finishing Phase 1, the transition period, and moving into Phase 2, process refinement.

Ms. Ulrich reviewed findings on compensation. She described the methodologies employed for benchmarking Town of Greenwich positions with other markets and provided a variety of statistics on individual job positions. Ms. Ulrich reported that compensation for Town of Greenwich M&C positions fall within the 75<sup>th</sup> percentile of the Public Administration/NFP and Blended Markets and the 50<sup>th</sup> percentile of the General Industry. The benchmarking study included both the base salaries and the total cash compensation package that includes employee benefits.

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## **6. Board of Education Request for New Position**

Ms. Tarkington made a motion to add this item to the agenda, seconded by Ms. Kiernan. The motion carried 4 to 0.

Dr. Lichtenfeld came before the HR Committee to request the creation of a new position entitled "Director of Digital Learning and Technology". Dr. Lichtenfeld informed the Committee that the job description was in draft form and was hopefully expecting assistance from the Town's Human Resources Department for its completion.

Dr. Lichtenfeld stated that the creation of this M&C position was requested in conjunction with the Board of Education request for funding to implement a Digital Learning Program. He stated that the Board of Estimate and Taxation had already passed funding for Digital Learning and was hoping the Representative Town Meeting (RTM) would also approve. Dr. Lichtenfeld told the Committee that both the Pierson Study and the Blum and Shapiro Strategic Review and Study supported adding this position. Dr. Lichtenfeld made it clear that this position would be a swap for a comparable paying position at the BOE and would not increase headcount.

Ms. Tarkington expressed concerns that the funding for the Digital Learning program had been conditioned and one of the conditions was receipt of the mentioned Pierson Study (which the BET had still not received) and a report on the Digital Learning program prior to the start of the Fiscal Year 2013-14. This report should now include an accounting for the requested position determined by the Budget Committee upon review of the Digital Learning Report. Mr. Pellegrino, in his capacity as Chairman of the BET Budget Committee, had a number of questions about the position, to which Dr. Lichtenfeld responded.

As a result of questions and answers to the request for the new position, Ms. Tarkington made a motion to support the BOE request to create and fill the position of Director of Digital Learning and Technology as a M&C position and contingent upon the reduction of a comparable paying position at the BOE. The motion was seconded by Ms. Kiernan and the motion passed 4 to 0.

## **7. Items for Future Discussion**

### **Full Health Benefits for BOE P/T (0.5 + FTE) Certified Employees**

Due to time constraints, this topic was not covered.

## **8. Adjournment**

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Peter Mynarski, Recording Secretary

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Marc V. Johnson, HR Committee Chairman

SUBJECT TO APPROVAL

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Mr. Johnson stated that he informed Mfr. Dustin Anderson that he did not need to attend the meeting this month for an update on the 311/CRM implementation. Mr. Johnson informed the Committee that the 331/CRM implementation will proceed with a soft launch in two weeks involving the Parks and Recreation Department.

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Ms. Pepe told that Committee that there are two additional RFP's that are currently being processed; one for Workers' Compensation Administration and one for Healthcare brokerage and consultant services.

### **5. MC Performance Evaluation and Compensation Program**

#### **Recommendations for Buck Consulting**

Ms. Pepe introduced Ms. Linda Ulrich and Mr. Stephen Coco, Principals for Buck Consultants. These consultants appeared to give an update and presentation on the Town of Greenwich Compensation and Performance Management Study for Management and Confidential (M&C) employees.

Mr. Coco started the power point presentation by stating that over the course of their review, they identified four primary areas where there were opportunities for improvement related to Performance Management. Mr. Coco told the Committee that the areas identified for improvement were 1) Goal-Setting, 2) Ratings Systems Criteria, 3) Process and 4) Form. Mr. Coco stated that instead of goals, performance assessments should be based on responsibilities, priorities and competencies. Mr. Coco also stated that rating criteria should be more clearly defined and the process should be applied more consistently across the organization and governed by the Human Resources Department. Finally, Mr. Coco said that a revised performance review form should be redeveloped where possible to expedite and help standardize the process, as well as capture data in a consistent way for ease of consolidation and reporting.

Mr. Coco and Ms. Ulrich defined the timeline for the Committee stating they are finishing up with Phase 1, the transition period. The next step would be to move onto Phase 2, refining the process.

Ms. Ulrich took over the presentation with a discussion on compensation. Ms. Ulrich described the methodologies employed for benchmarking Town of Greenwich positions with other markets and provided a variety of statistics on individual job position results. Ms. Ulrich reported her findings that indicate that Town of Greenwich M&C positions pay approximates the 75<sup>th</sup> percentile of the Public Administration/NFP and Blended markets and the 50<sup>th</sup> percentile of the General Industry. Ms. Ulrich's summary of findings for the

benchmarking study included both the base salaries and the total cash compensation package that includes employee benefits.

Ms. Ulrich also provided the Committee with a Salary Structure Analysis and concluded by providing three options that link pay and performance.

Subsequent to the power point presentation accompanied with a variety of questions from the Committee members and answers from Buck Consultants, Mr. Johnson made a motion to accept the Buck Consultant report as presented. Ms. Kiernan seconded the motion. A discussion ensued that dealt with unresolved issues such as; finalization of the performance review form and supporting materials, communications with M&C employees and training for the managers. Mr. Johnson acknowledged that open issues exist and withdrew his motion.

#### Discussion on SMART Goals and Compensation Grid

The issue of discontinuing the use of SMART Goals was discussed during the previously mentioned power point presentation provided by Buck Consultants.

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#### **6. Board of Education Request for New Position**

Ms. Tarkington made a motion to add this item for the Board of Education to Request a New Position to the agenda, seconded by Ms. Kiernan. The motion carried 4 to 0.

Dr. Lichtenfeld came before the HR Committee to request the creation of a new position entitled "Director of Digital Learning and Technology". Dr. Lichtenfeld informed the Committee that the job description was in draft form and was hopefully expecting assistance from the Town's Human Resources Department for its completion. Dr. Lichtenfeld reported that initially it wasn't decided whether this position would be an M&C position or a union position.

Dr. Lichtenfeld stated that the creation of this M&C position was requested in conjunction with the Board of Education request for funding to implement a Digital Learning Program. He stated that the Board of Estimate and Taxation had already passed funding for Digital Learning and was hoping the Representative Town Meeting (RTM) would also approve funding for the new conceptual program. Dr. Lichtenfeld told the Committee that both the Pierson Study and the Blum and Shapiro Strategic Review and Study supported adding this position. Dr. Lichtenfeld made it clear that this position would be a swap for a comparable paying position at the BOE and would not increase headcount.

Ms. Tarkington expressed concerns that the funding for the Digital Learning program had been conditioned and one of the conditions was receipt of the mentioned Pierson Study which the BET had still not received and a report on the Digital Learning program prior to the start of Fiscal Year 2013-2014. Mr. Pellegrino, in his capacity as Chairman of the BET Budget Committee, had a number of questions about the position, to which Dr. Lichtenfeld responded.

As a result of questions and answers to the request for the new position, Ms. Tarkington made a motion to support the BOE request to create and fill the position of Director of Digital Learning and Technology as a M&C position and contingent upon the reduction of a comparable paying position at the BOE, and accounting for it determined upon review

of the Digital Learning program report. The motion was seconded by Ms. Kiernan and the motion passed 4 to 0.

**7. Items for Future Discussion**

Full Health Benefits for BOE P/T (0.5 + FTE) Certified Employees

Due to time constraints, this topic was not covered.

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