

1. BET HR Comm. Meeting Documents

Documents:

[APPROVED\\_BET\\_HR\\_COMM\\_MINUTES\\_09-16-14.PDF](#)  
[BET\\_HR\\_COMM\\_MTG\\_AGENDA\\_09-16-14.PDF](#)  
[SUB\\_TO\\_APP\\_BET\\_HR\\_MINUTES\\_09-16-14.PDF](#)

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

Tuesday, September 16, 2014

Committee: Nancy Weissler, Chairman; William Drake, Randall Huffman, Mary Lee Kiernan

Board: Michael Mason, Chairman BET; Marc V. Johnson, Jeff Ramer, William Finger, Leslie Tarkington

Staff: Peter Mynarski, Comptroller; Mary Pepe, Director of Human Resources; Erica Mahoney, Assistant Director of Human Resources; Allison Graham, Employee Benefits Manager; Cicile Brown, Employee Professional Performance and Compensation Manager; Erica Mahoney, Assistant Director Human Resources, Tiffany Navarro, Workers' Compensation Administrator; Robert Lichtenfeld, BOE Director Human Resources; Carleen Wood, BOE Special Education Administrator; Mary Forde, Director Special Education Pupil Personnel Services

Other: Barbara O'Neill, Chairman, BOE; Debbie Appelbaum, BOE

The meeting was called to order at 4:33 P.M.

**1. Approval of BET HR Committee Meeting Minutes July 15, 2014**

Upon a motion by Mr. Drake, seconded by Ms. Kiernan, the Committee voted 4-0-0 to approve the Minutes, as amended for the correct date on the first page, of the July 15, 2014, Regular Human Resources Committee Meeting.

**2. July and August 2014 HR Reports**

Workers' Compensation Incident and Expense Reports

Ms. Navarro presented the Workers' Compensation & Incident Report for July noting that there were 29 total claims of which 11 were Medical Claims but only 2 were Lost Time Claims. She commented that the Fire Department claims were incurred in early use of the Fire Department Training Center. Overall Claims and Incidents continued to decline compared to previous year.

Ms. Navarro's August Workers' Compensation Incident Report indicated 27 total claims (down one from the prior year), 5 for lost time and 9 medical claims. She commented that a minor Police patrol car accident and major seasonal BOE custodial work contributed to the medical claims.

The HR Department is investigating the need for protective clothing for some job categories through a temporary safety consultant. Because Sprains/Strains are still the

largest category of incidents, Ms. Pepe expressed confidence that its new pre-work Stretching Program initiative, to be launched in September for Parks & Recreation employees, will favorably impact this category of Incidents.

Mr. Mynarski commented that on-going Workmen's' Compensation expense was trending favorably again this year versus a budget number that had already been reduced in this year's budget. The Town has succeeded in negotiating settlements of a number of large claims.

Ms. Pepe noted that Unemployment Claims for fiscal 2014 were \$42k less compared to previous year, with most of that decrease in the BOE. Claims due to short-term assignments among seasonal Parks & Recreation employees and BOE staff occur annually.

### Vacant Position Listings

Ms. Pepe reviewed the Vacant Position Listings as of September 1, 2014, and commented on the status of filling openings for personnel at the Retirement Board, Assessor's Office and Planning & Zoning. She explained the recruitment and hiring process for openings at the Police Department. She noted that over 250 Police applicants were tested, which resulted in a list of 65 qualified candidates. Police has made offers to six of them. Ms. Kiernan asked what proportion of the Police recruits applicants were minorities; and Ms. Pepe responded that there was no ethnicity question on the application; however, it would be known in the interview process. Every two years, HR works with Police and Fire to recruit and interview candidates, with the goal of yielding a list of 65 qualifying candidates for each department.

Mr. Mason noted that 50% of the maintenance mechanic positions were unfilled and Ms. Pepe responded that only two current employees passed the qualifying test. The Department is reviewing the testing and hiring process with a goal of turning around a higher number of candidates for interview in the future.

Ms. Weissler asked for a motion to change the Agenda order so that Agenda Topic #6 could be discussed. The Committee voted 4-0 to approve the motion.

### **6. Discussion and Vote on GPS Request to Replace Two Part-Time Administrative Support Positions with One Full-Time Position**

Ms. Wood presented the request explaining that since the two off-site alternative high school programs were now housed in the same location, there was an opportunity to consolidate the work of two previous part-time support employees (one of whom retired and one of whom resigned) into a single full-time, 12 month position. The school has about 70 students with 8 teachers. The BOE felt that a single position would provide a consistent interface for the students and parents and result in more efficiency and control over the work flow, including the IEP's required for special education students.

The Committee asked about the financial impact. Mr. Lichtenfeld noted that this would result in about \$15,000 in salary savings (\$40k for the single secretary versus \$55k for the 2 part-time employees). However, these savings would be more than offset by the benefits cost that would exceed \$30k. He noted that the Project EVOLVE, whereby one

full-time teacher replaces 4 aides, has generated salary and benefits savings. When asked if the position could be 10 months as opposed to 12 months, Ms. Wood replied that the BOE could make that work.

Ms. Kiernan made a motion to approve replacing the 2 part-time administrative support positions with one full-time, 12 month support position; it was seconded by Mr. Huffman.

Discussion followed on the motion as to whether the position should be 10 months or 12 months. Ms. Kiernan reiterated the BOE's statement that there are summer tasks, including scheduling, and a ten month position would lead to more spending out of the temporary spending account.

Ms. Weissler made a motion, seconded by Mr. Drake, to amend the motion on the floor to make the position a 10 month position. Vote 3-1 (Kiernan).

On a motion by Ms. Weissler, seconded by Mr. Drake, the Committee voted 4-0 to approve the amended motion.

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

Ms. Pepe commented that the new Human Resource Information System will go live one week from Sunday (September 28, 2014). Her goal of changing employee time/data entry to a self-service process was being accomplished through training, communication and supervisory oversight.

Despite dissatisfaction with the ADP's implementation team's ability to respond to TOG's expectations, Ms. Pepe stated that 90% of the possible delivery issues were accounted for and 75% of personnel had received training. The remaining 25% would receive training during this last week prior to launching the new system. She noted that not all time clocks are yet in place. She referred to specific successes during the implementation process as: ADP's acceptance of TOG's banking requirement, ADP's facilitating the interface with the current Police Department payroll reporting system and the high level of support from HR employees. She noted that it is HR's ultimate responsibility to ensure that the payroll, using the ADP system, is correct.

### **4. Greenwich Public School (GPS) presentation on Actual Staffing and Enrollment for 2014-2015 School Year versus Budget**

Mr. Lichtenfeld reported that enrollment was within 1% of projection for the 2014-2015 school year; enrollment is 8,805, up 92 students over projection, almost all of it at the elementary school level. As of the date of our meeting, the BOE has added 3.3 certified staff vs. budget, 2.0 of which are accounted for by enrollment increases at Cos Cob and Julian Curtis. He also noted savings would result from the reduction of employees due to the EVOLVE program; the number of teaching assistants would be reduced whereas several Special Education teachers would be hired (e.g. 6.4 teachers would be hired, while 25 teaching assistant would no longer be necessary. This would result in saving \$250k in salary and \$500k in benefits.)

## **5. Review and Discussion of Proposed Position Upgrade Policy and Procedures**

Ms. Pepe distributed a chart summarizing position upgrades and reclassifications during her tenure. She explained to the Committee that job re-classification or job description adjustments took place for a variety of reasons. If an incumbent had been in position for a long time, when the position becomes vacant, often new skills are sought or responsibilities change or a new department head realigns tasks. If a job is being reclassified, posting is not required. With union positions, levels within the position can change, employees might change from one union to another; this would require adjustment of the job description.

Due to lengthy discussion of a previous topic, Ms. Weissler suggested that a Sub-Committee, consisting of Ms. Kiernan and herself, be formed to refine the position upgrade policy further, with the goal of bringing it back to the Committee in October.

## **6. Topic #6 moved forward on the Agenda**

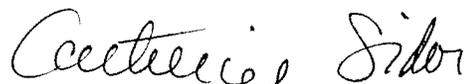
## **7. Items for Future Discussion**

- Labor contract negotiation settlements
- Status of health insurance contract renewal
- Review of CIRMA report for June 2014
- Discussion of position upgrade policy

## **8. Adjournment**

On a motion by Mr. Drake, seconded by Ms. Kiernan, the Committee voted unanimously to adjourn the meeting at 6:23 P.M.

The next meeting will be Tuesday, October 14, 2014 at 4:30 PM in the Cone Room.



\_\_\_\_\_  
Catherine Sidor, Recording Secretary

  
\_\_\_\_\_  
Nancy Weissler, HR Committee Chairman



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

**HUMAN RESOURCES COMMITTEE MEETING**

**Tuesday, September 16, 2014  
4:30 PM  
Cone Meeting Room**

**AGENDA**

1. Approval of BET HR Committee Meeting Minutes of July 15, 2014
2. July and August 2014 HR Reports
  - Workers' Compensation Incident and Expense Reports
  - Unemployment Expense Report for June 2014
  - Vacant and Posted Position Listing
3. Human Capital Management System Update
4. Greenwich Public Schools (GPS) Presentation on Actual Staffing and Enrollment for 2014-2015 School Year versus Budget
5. Review and Discussion of Proposed Position Upgrade Policy and Procedures
6. Discussion and Vote on GPS Request to Replace Two Part-Time Administrative Support Positions with One Full-Time Position
7. Items for Future Discussion
8. Adjournment
  - Next Meeting – October 14th at 4:30 PM in Cone Room

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

Tuesday, September 16, 2014

Committee: Nancy Weissler, Chairman; William Drake, Randall Huffman, Mary Lee Kiernan

Board: Michael Mason, Chairman BET; Marc V. Johnson, Jeff Ramer, William Finger, Leslie Tarkington

Staff: Peter Mynarski, Comptroller; Mary Pepe, Director of Human Resources; Erica Mahoney, Assistant Director of Human Resources; Allison Graham, Employee Benefits Manager; Cicile Brown, Employee Professional Performance and Compensation Manager; Erica Mahoney, Assistant Director Human Resources, Tiffany Navarro, Workers' Compensation Administrator; Robert Lichtenfeld, BOE Director Human Resources; Carleen Wood, BOE Special Education Administrator; Mary Forde, Director Special Education Pupil Personnel Services

Other: Barbara O'Neill, Chairman, BOE; Debbie Appelbaum, BOE

The meeting was called to order at 4:33 P.M.

**1. Approval of BET HR Committee Meeting Minutes July 15, 2014**

Upon a motion by Mr. Drake, seconded by Ms. Kiernan, the Committee voted 4-0-0 to approve the Minutes, as amended for the correct date on the first page, of the July 15, 2014, Regular Human Resources Committee Meeting.

**2. July and August 2014 HR Reports**

**Workers' Compensation Incident and Expense Reports**

Ms. Navarro presented the Workers' Compensation & Incident Report for July noting that there were 29 total claims of which 11 were Medical Claims but only 2 were Lost Time Claims. She commented that the Fire Department claims were incurred in early use of the Fire Department Training Center. Overall Claims and Incidents continued to decline compared to previous year.

Ms. Navarro's August Workers' Compensation Incident Report indicated 27 total claims (down one from the prior year), 5 for lost time and 9 medical claims. She commented that a minor Police patrol car accident and major seasonal BOE custodial work contributed to the medical claims.

The HR Department is investigating the need for protective clothing for some job categories through a temporary safety consultant. Because Sprains/Strains are still the

largest category of incidents, Ms. Pepe expressed confidence that its new pre-work Stretching Program initiative, to be launched in September for Parks & Recreation employees, will favorably impact this category of Incidents.

Mr. Mynarski commented that on-going Workmen's' Compensation expense was trending favorably again this year versus a budget number that had already been reduced in this year's budget. The Town has succeeded in negotiating settlements of a number of large claims.

Ms. Pepe noted that Unemployment Claims for fiscal 2014 were \$42k less compared to previous year, with most of that decrease in the BOE. Claims due to short-term assignments among seasonal Parks & Recreation employees and BOE staff occur annually.

#### Vacant Position Listings

Ms. Pepe reviewed the Vacant Position Listings as of September 1, 2014, and commented on the status of filling openings for personnel at the Retirement Board, Assessor's Office and Planning & Zoning. She explained the recruitment and hiring process for openings at the Police Department. She noted that over 250 Police applicants were tested, which resulted in a list of 65 qualified candidates. Police has made offers to six of them. Ms. Kiernan asked what proportion of the Police recruits applicants were minorities; and Ms. Pepe responded that there was no ethnicity question on the application; however, it would be known in the interview process. Every two years, HR works with Police and Fire to recruit and interview candidates, with the goal of yielding a list of 65 qualifying candidates for each department.

Mr. Mason noted that 50% of the maintenance mechanic positions were unfilled and Ms. Pepe responded that only two current employees passed the qualifying test. The Department is reviewing the testing and hiring process with a goal of turning around a higher number of candidates for interview in the future.

Ms. Weissler asked for a motion to change the Agenda order so that Agenda Topic #6 could be discussed. The Committee voted 4-0 to approve the motion.

#### **6. Discussion and Vote on GPS Request to Replace Two Part-Time Administrative Support Positions with One Full-Time Position**

Ms. Wood presented the request explaining that since the two off-site alternative high school programs were now housed in the same location, there was an opportunity to consolidate the work of two previous part-time support employees (one of whom retired and one of whom resigned) into a single full-time, 12 month position. The school has about 70 students with 8 teachers. The BOE felt that a single position would provide a consistent interface for the students and parents and result in more efficiency and control over the work flow, including the IEP's required for special education students.

The Committee asked about the financial impact. Mr. Lichtenfeld noted that this would result in about \$15,000 in salary savings (\$40k for the single secretary versus \$55k for the 2 part-time employees). However, these savings would be more than offset by the benefits cost that would exceed \$30k. He noted that the Project EVOLVE, whereby one

full-time teacher replaces 4 aides, has generated salary and benefits savings. When asked if the position could be 10 months as opposed to 12 months, Ms. Wood replied that the BOE could make that work.

Ms. Kiernan made a motion to approve replacing the 2 part-time administrative support positions with one full-time, 12 month support position; it was seconded by Mr. Huffman.

Discussion followed on the motion as to whether the position should be 10 months or 12 months. Ms. Kiernan reiterated the BOE's statement that there are summer tasks, including scheduling, and a ten month position would lead to more spending out of the temporary spending account.

Ms. Weissler made a motion, seconded by Mr. Drake, to amend the motion on the floor to make the position a 10 month position. Vote 3-1 (Kiernan).

On a motion by Ms. Weissler, seconded by Mr. Drake, the Committee voted 4-0 to approve the amended motion.

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

Ms. Pepe commented that the new Human Resource Information System will go live one week from Sunday (September 28, 2014). Her goal of changing employee time/data entry to a self-service process was being accomplished through training, communication and supervisory oversight.

Despite dissatisfaction with the ADP's implementation team's ability to respond to TOG's expectations, Ms. Pepe stated that 90% of the possible delivery issues were accounted for and 75% of personnel had received training. The remaining 25% would receive training during this last week prior to launching the new system. She noted that not all time clocks are yet in place. She referred to specific successes during the implementation process as: ADP's acceptance of TOG's banking requirement, ADP's facilitating the interface with the current Police Department payroll reporting system and the high level of support from HR employees. She noted that it is HR's ultimate responsibility to ensure that the payroll, using the ADP system, is correct.

### **4. Greenwich Public School (GPS) presentation on Actual Staffing and Enrollment for 2014-2015 School Year versus Budget**

Mr. Lichtenfeld reported that enrollment was within 1% of projection for the 2014-2015 school year; enrollment is 8,805, up 92 students over projection, almost all of it at the elementary school level. As of the date of our meeting, the BOE has added 3.3 certified staff vs. budget, 2.0 of which are accounted for by enrollment increases at Cos Cob and Julian Curtis. He also noted savings would result from the reduction of employees due to the EVOLVE program; the number of teaching assistants would be reduced whereas several Special Education teachers would be hired (e.g. 6.4 teachers would be hired, while 25 teaching assistant would no longer be necessary. This would result in saving \$250k in salary and \$500k in benefits.)

## **5. Review and Discussion of Proposed Position Upgrade Policy and Procedures**

Ms. Pepe distributed a chart summarizing position upgrades and reclassifications during her tenure. She explained to the Committee that job re-classification or job description adjustments took place for a variety of reasons. If an incumbent had been in position for a long time, when the position becomes vacant, often new skills are sought or responsibilities change or a new department head realigns tasks. If a job is being reclassified, posting is not required. With union positions, levels within the position can change, employees might change from one union to another; this would require adjustment of the job description.

Due to lengthy discussion of a previous topic, Ms. Weissler suggested that a Sub-Committee, consisting of Ms. Kiernan and herself, be formed to refine the position upgrade policy further, with the goal of bringing it back to the Committee in October.

## **6. Topic #6 moved forward on the Agenda**

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

Labor contract negotiation settlements  
Status of health insurance contract renewal  
Review of CIRMA report for June 2014  
Discussion of position upgrade policy

### **8. Adjournment**

On a motion by Mr. Drake, seconded by Ms. Kiernan, the Committee voted unanimously to adjourn the meeting at 6:23 P.M.

The next meeting will be Tuesday, October 14, 2014 at 4:30 PM in the Cone Room.

---

Catherine Sidor, Recording Secretary

---

Nancy Weissler, HR Committee Chairman