1. Meeting Agenda - December 8
   Documents:
   MEETING AGENDA - 12 08 15.PDF

2. Minutes Subject To Approval - December 8
   Documents:
   MINUTES SUBJECT TO APPROVAL - 12 08 15.PDF

3. Approved Minutes - December 8
   Documents:
   APPROVED MINUTES - 12 08 15.PDF
AGENDA

1. Approval of BET HR Committee Meeting Minutes of November 11, 2015

2. HR Reports
   • Workers’ Compensation Incident and Expense Reports
   • Vacant and Posted Position Listing
   • Unemployment Expense Report as of September 2015

3. Review and vote on proposal to convert two part-time positions to one full-time position in the Tax Collector’s office

4. Update on 311 pilot and future implementation plans

5. Update on Police Side Work Scheduling Coordinator position

6. Open enrollment update

7. Discussion of framework for fiscal 2017 review of Registrar of Voters salary and M&C salary increases

8. Update on employee on-boarding and off-boarding practices

9. Update on HRIS implementation

10. Items for future discussion

11. Adjournment
   • Next meeting – January 12, 2016 at 3:00 PM in the Cone Room
Ms. Weissler welcomed attendees and expressed her thanks to Mr. Huffman, whose term was concluding in December, for his service to the HR Committee.

1. **Approval of BET HR Committee Meeting Minutes November 11, 2015**

   Upon a motion by Ms. Weissler, seconded by Mr. Drake, the Committee voted 3-0 to approve the Minutes of the November 11, 2015, Regular Human Resources Committee Meeting. (Huffman absent 11/11/15)

2. **December 2015 HR Reports**

   **Workers' Compensation Incident and Expense Reports** - Ms. Navarro reported that there had been a total of 24 claims in November but that only three were for Lost Time. In comparing year-to-date claims, she remarked that there had been 132 claims in 2015 compared to 164 in 2014. Ms. Kiernan asked if “lost time” claims reflected the loss of productivity; Ms. Pepe responded that employees who reported lost time claims were subject to a “schedule to return to work”, monthly reporting to HR and quarterly monitoring by CIRMA.

   Mr. Mynarski commented that Workers’ Compensation expenses for the first 22 weeks of FY16 were trending well.

   **Vacant and Posted Positions** – Ms. Pepe reviewed the Vacant Position listings. In response to a question from Ms. Weissler about the Director of Purchasing position, she noted that telecommunications would be transferred to IT and that she believed the compensation range...
was fair to attract qualified candidates. Mr. Stacy noted that the Education Research Manager position was being reposted as a certified position to attract a broader range of candidates.

**Unemployment Expense Report as of November 2015** – Mr. Mynarski reported that these expenses were trending well in comparison to budget, noting the positive variance for the BOE vs. the prior year.

**3. Review and vote on proposal to convert two part-time positions to one full-time position in the Tax Collector’s office**

Mr. Laudonia explained the current staffing of his Office: Tax Collector, Deputy Tax Collector, Accounting Clerk 2, 2 full-time Accounting Clerk 1’s and 2 part-time Accounting Clerk 1’s. Ms. Kiernan questioned whether this staffing decision should be part of the F17 budget deliberations, when the BET will have the benefit of information about all staffing requests and the opportunity to review these requests with department heads at the same time that budgets and new operational plans are reviewed. Mr. Laudonia indicated that although the work demands spike in January and July (and he uses temporary help to meet those demands), there is a steady workflow throughout the year. He noted that the First Selectman’s Office has indicated that it is not opposed to this decision being made off cycle, if it is budget neutral.

As for cost implications, the Committee noted that if the two part-time jobs were converted to one full-time job, there would be a savings on the salary line (i.e., fewer hours) but there would be an increase in the benefits line, which would total about $25 K if the incumbent were hired. In that case, it would represent a net increase of about $7 K. Mr. Laudonia was asked whether he would commit to absorbing the incremental benefit cost, if the request were approved, and he agreed to do so.

Ms. Kiernan noted that benefit costs will escalate at a faster rate than the underlying salaries, noting that after the first year, this was not a budget neutral proposal. Ms. Weissler noted that the HR Committee has over the past two years prioritized meeting HR needs through part-time staff additions so as to avoid the significant impact of health care insurance. However, she also noted that the HR Committee had approved in May 2015 the upgrade of the BOE Education Research Manager position, with the requirement that the BOE budget absorb the incremental benefit costs.

Ms. Kiernan shared her concerns about the application and noted that when the BET takes up a staffing request, the BET has a responsibility to think strategically about that department and ask what is the most efficient and cost effective way to structure and operate a department. She noted that the HR Department had made major changes in staffing, particularly in the payroll area, as part of a strategic review of the department and the introduction of ADP. Ms. Kiernan also noted that when the Tax Assessor started a few years ago, she took the opportunity for a strategic review of her department. The Assessor restructured job responsibilities and workflow, increased productivity, reduced overtime costs, implemented the new QDS software, and interfaced the data seamlessly with the Finance Department. Ms. Kiernan suggested that this type of strategic review with the introduction of new technology represented a model for other departments. She further noted that a new full-time union position makes staff reorganization more difficult. Mr. Laudonia responded that he has fewer staff than when he took office, that he, too, has implemented the QDS software, and that he has implemented invoice cloud electronic payment and billing, but stated that taxpayers are not interested in electronic billing. He noted that his office and the Tax Assessor’s field inquiries for each other but he did not believe it made sense to combine staffs.
The HR Committee also reviewed the peer headcount comparison. Ms. Weissler noted that this would suggest that the Tax Collector’s Office is fairly staffed vs. its peers (6.6 FTE vs. 7.0 FTE for Fairfield); and this number would be reduced to about 6 FTE if the request were approved. Ms. Kiernan noted that a much more detailed analysis of job descriptions and work portfolios for Tax Collectors in the peer communities is required to make valid conclusions on peer comparisons.

Upon a motion by Ms. Weissler, seconded by Mr. Drake, the Committee voted 3-1 to approve replacing the two permanent part-time Accounting Clerks positions with one permanent full-time Accounting Clerk position subject to a proviso that any incremental costs, including the cost of benefits be absorbed within the Tax Collector’s budget. (Opposed: Kiernan)

4. **Update on 311 Pilot and future implementation plans**

Ms. Jones and Mr. Greco updated the Committee on the implementation of the “Access Greenwich” pilot, launched in August, for residents to submit requests online or via a mobile app to the Parks & Recreation Department. They noted that 79 requests had been submitted via this new system, which is a small percentage of those that are reported by phone or in person. Ms. Weissler noted it would be helpful if the implementation team could contact the outside vendor to determine which communities have implemented this successfully and what are the factors underlying that success. Ms. Jones commented that this pilot was still being evaluated during December while DPW and the Parking Department were being considered for the next phase.

5. **Update on Police Side Work Scheduling Coordinator Position**

Chief Heavey updated the Committee on the status of the new 24-hour per week position currently filled by Mr. Bill Paul, a retired Police officer (as a retired Police officer, this is the maximum he can work under Charter). Chief Heavey noted that for the first 2-week billing period in November, there was about $100,000 of vendor billings resulting in about $7,500 in fee revenue for the Town. Crossing guards will be integrated into the system in the next fiscal year. Chief Heavey noted that working with Eversource, the largest vendor, is very time consuming and that the amount of work might require a full-time employee in the future.

6. **Open Enrollment Update**

Ms. Graham updated the Committee on the savings ($450,000) generated by the migration of nearly all of the remaining employees to the high deductible insurance plan. She noted that 60% of employees were eligible for a discounted premium for participation in the requirements of the wellness program. The Town’s contribution to the HDHP HSA was about $4 million.

7. **Discussion of the framework for fiscal 2017 review of Registrar of Voters salary and M&C salary increases**

Ms. Weissler noted that the purpose of the discussion this month was to identify additional information that the HR Committee would like to see for its review of the item in January 2016. Ms. Brown and Ms. Pepe presented the information framework.
8. **Update on Employee on-boarding and off-boarding practices**

Ms. Pepe explained to the Committee that as of July 2016 all seasonal and temporary workers would have a comprehensive background check performed. In the case of students with limited previous work experience, two favorable references from a teacher, coach or clergy would be an acceptable substitute. All employees would now have a picture ID.

The additional cost of enhancing the on-boarding practices would be covered by the HR Department through June 30, 2016.

9. **Update on HRIS implementation**

Ms. Pepe remarked that an end-of-year, town-wide meeting of payroll people on their ADP experience was being planned which would take advantage of the presence of the ADP consultant who would be available through March 2016 for coaching staff before the process was completely turned over to the TOG and ADP.

Mr. Cava is negotiating the remaining labor contracts to provide for payroll in arrears as of fiscal 2018.

Mr. Mynarski commented that the Treasurer had reconciled cash through August; Police Side Work was now being processed through ADP payroll; and, a town-wide meeting to identify any further possible issues relating to the General Ledger would be held, so that the first year with the ADP payroll would be a baseline for a future two-year comparison.

10. **Items for Future Discussion**

   a. Registrar of Voters salaries for 2017 and 2018
   b. M&C Salary Increase for fiscal 2017
   c. Discussion of off-boarding procedures
   d.

11. **Adjournment**

Upon a motion by Ms. Weissler, seconded by Mr. Drake, the Committee voted unanimously to adjourn at 4:46 P.M.

The next Human Resource Committee meeting is scheduled for January 12, 2016 at 3:00 P.M. in the Cone Room.

Respectfully submitted,

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Catherine Sidor, Recording Secretary

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Nancy Weissler, HR Committee Chairman
TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION
REGULAR MEETING HUMAN RESOURCES COMMITTEE
MINUTES Cone Meeting Room

Tuesday, December 8, 2015

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

Staff: Peter Mynarski, Comptroller; Mary Pepe, Director Human Resources; Erica Mahoney, Assistant Director of Human Resources; Tiffany Navarro, Workers' Compensation Administrator; Allison Graham, Employee Benefits Manager; Melissa Jones, Senior Management Analyst; Cicle Brown, Employee Professional Performance and Compensation Manager; Robert Stacy, BOE Director of Resources; Tod Laudonia, Tax Collector; James Heavey, Chief of Police; Greg Hannigan, Director of General Services; Tom Greco, Assistant Director, Parks & Recreation

Board: Michael Mason, Chairman BET

Other: Leslie Moriarty, Candidate 2016 BET; Jill Oberlander, Candidate 2016 BET; Beth Krumeich, Candidate 2016 BET

The meeting was called to order at 3:04 P.M.

Ms. Weissler welcomed attendees and expressed her thanks to Mr. Huffman, whose term was concluding in December, for his service to the HR Committee.

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[Signature]

Catherine Sidor, Recording Secretary

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Nancy Weissler, HR Committee Chairman

*BET HR Committee Meeting Minutes December 8, 2015 – Approved*