

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.

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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**

**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