

TOWN OF GREENWICH
BOARD OF ESTIMATE AND
TAXATION REGULAR MEETING
HUMAN RESOURCES COMMITTEE
MINUTES – Cone Room, 2nd Floor

Wednesday, April 16, 2014

- Committee: Nancy Weissler, Chairperson; William Drake, Randall Huffman,
Mary Lee Kiernan
- Board: Michael Mason, Chairman BET, William Finger, Marc V. Johnson, 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, Tiffany
Navarro, Workers' Compensation Administrator; John Crary, Town
Administrator; Robert Lichtenfeld, Director of Human Resources, BOE;
Debbie Appelbaum, BOE; Lucia Jansen, RTM Budget Overview
Committee;

The meeting was called to order at 4:02 P.M.

After Ms. Weissler opened the meeting, she welcomed Tiffany Navarro, the newly appointed HR Workers' Compensation Administrator, and asked her to introduce herself.

1. Approval of BET HR Committee Meeting Minutes of March 6, 2014

Upon a motion by Ms. Weissler, seconded by Mr. Drake, the Committee voted 3-0-1 to approve the Minutes from the March 6, 2014 Regular Human Resources Committee Meeting. Ms. Kiernan abstained due to absence from that meeting.

2. March 2014 HR Reports

Workers' Compensation Incident Report

Ms. Navarro presented the Workers' Compensation Incident Report. The report showed 21 claims of which 1 was for lost time, 8 were Medical Treatment only and 1 was incident only requiring no medical treatment. The Report indicated 291 Claims year-to-date, a 9% decrease over previous year. Ms. Weissler noted that DPW and General Government were the only departments reporting year-to-date higher claims than the prior year, and she asked Ms. Navarro to report back at the next meeting as to whether there were any special factors accounting for that.

Workers' Compensation Expense Report

Mr. Mynarski noted that at the 42nd week of the current year, the Workers' Compensation fund had a surplus of \$420,000. He indicated that this was consistent with his projection of a \$500,000 surplus for the year, made during the recent budget discussions.

Vacant and Posted Position Listing

Ms. Pepe presented the Vacant Position Listings as of April 1, 2014 which showed 34 vacant positions. Ms. Weissler asked for an update on filling the Parking Service position to which Ms. Pepe responded that seven candidates were being interviewed. She commented that it was challenging to assemble the 6-7 person panel of interviewers and that an out-of-state candidate would be interviewed via Skype.

Unemployment Claims

Ms. Pepe distributed a summary of the unemployment claims process. Mr. Drake asked if there was an average monthly estimate of unemployment compensation costs; Ms. Pepe replied that seasonality affected that amount but that it is averaging just over \$25,000 per month. Ms. Pepe noted that an outside vendor assists the Town in managing the unemployment claims.

3. Human Capital Management System Update

Ms. Pepe reported that the Human Capital Management System project was in the configuration phase. She indicated that the parallel testing phase is on schedule to begin in July. She noted that an outside consultant is responsible for the day-to-day project implementation, which is overseen by a steering committee consisting of the TOG's senior managers. However, she noted that she's ultimately responsible for the project implementation. The steering committee is looking forward to input from the new TOG's IT Director and filling the HR Department's IT position which would then be responsible for day-to-day management of the system.

The installation of timekeeping devices is expected to simplify information collection. The system will run both the full-time and part-time payrolls the same week (currently they run alternative weeks). In response to a question from Ms. Kiernan about additional personnel savings from the system, Ms. Pepe responded that she anticipated that there will be additional savings but it was premature to identify them.

4. Health Insurance Update

Ms. Graham provided CIGNA medical claim cost data for the 1st calendar quarter, which showed a positive variance versus budget. However, she noted that all claims for that period had not yet matured. She further noted that typically the first quarter of the calendar year reflected employees paying their deductibles whereas shortly thereafter, it becomes a TOG expense.

Mr. Huffman asked if the benefit of employees moving to the high deductible program was being seen. Mr. Cray responded that premium costs for the high-deductible policies are less but as yet there isn't sufficient claims' history to judge the savings to TOG. He was encouraged at the percentage of employees seeking to reduce their premiums by participating in the wellness program and high-risk screenings. The TOG is negotiating this year with the Teamsters' and Police unions, neither of which have had the mandatory high-deductible plans as part of their contracts.

Renewal discussions with CIGNA will begin in May and the HR Department will have a better idea of the health benefit cost for calendar 2015 at that time. CIGNA is expected to provide prices for both minimum premium (the current plan) and self-insured options.

5. Discussion of BOE Post-Approved Budget Staffing Changes

Ms. Weissler asked Mr. Lichtenfeld if a more efficient staffing model could be developed such that lower enrollment could lead to staff reductions. Mr. Lichtenfeld summarized the BOE staffing model which incorporates 1) student/teaching staffing ratios at the elementary, middle and high schools levels; 2) grade level staffing for supplemental services, including, ALP, PE, media, etc; and 3) staffing to meet student needs, including Special Education (SPED), ESL, reading specialists, etc. He suggested reasons for unanticipated staff increases: 1) enrollments change between budget planning and school year opening day; 2) specific student needs cannot be anticipated prior to enrollment and testing; and, 3) the sharing of specialist educators between schools creates some inefficiencies.

Ms. Weissler noted that some of the post-approved budget changes in the current year (e.g., the SPED staff at the middle schools) seemed to be structural changes taking place prior to the start of the school year. She noted that she'd expect the BOE, as a partner with the Town, to inform the BET of staffing changes vs. the approved budget. Ms. Appelbaum noted that the Superintendent plans to discuss any planned staffing changes with the BOE Chair at his weekly meeting.

Mr. Mason pointed out that the BET wants to better understand why staffing continues to increase while enrollment declines. Ms. Jansen commented that the several changes in the BOE's presentation of its actual and budgeted staffing numbers were confusing. Ms. Kiernan noted that the new ADP system should provide more reliable and transparent staffing data.

6. MC Salary Increase Recommendation for 2014-2015

Ms. Weissler asked for background information to better understand the performance review process, salary range setting and how it compared to the outside market. Ms. Pepe summarized the performance review process, which was implemented last year, based on a recommendation from Buck Consultants. Under this system, MC employees are evaluated on a numerical basis, on both key accountabilities (i.e., key job functions) and role-based competencies. In addition, each MC employee and manager identified three goals for the current year; however, performance of these goals was not factored into the numerical rating. However, it is anticipated that performance versus goals will be factored into the rating going forward.

Last year, the BET approved a 2.0% pool for MC employees, of which 1.5% was awarded to employees rated as at least competent, with the additional 0.5% being awarded for exceptional performance or for undertaking a project outside of the normal scope of work. Ms. Pepe noted that only 75% of MC employees received the full 2.0% raise last year. She also noted that MC employees and managers thought the new performance review process was fair and it was widely accepted.

Ms. Pepe noted changes to the MC staffing pool in the past year: 1) Ms. Brown's position was added; 2) the Fire Chief's assistant was now an MC employee; 3) the Treasurer's position was reclassified as MC; and 4) the Retirement Administrator was now an MC employee. She also noted that Mr. Whetmore, a Town Attorney, was being reclassified from MC to LIUNA as of July 1st. Ms. Pepe does not anticipate any grade changes or salary upgrades in the upcoming year.

Ms. Brown and Mrs. Pepe provided market and TOG data on salary increases, including the World at Work compensation survey, the TOG union contract settlements, and the 2013 Buck compensation study. Ms. Brown noted that the World at Work survey was based on a survey of 5,000 participants. Ms. Weissler and Mr. Johnson asked for more specific Connecticut and Westchester municipal comparables to be presented at the May meeting.

7. Items for Future Discussion

Policy for upgrading positions

Ms. Weissler asked Ms. Pepe to prepare a report on this topic for July's meeting.

TOG's 311 System

Ms. Kiernan asked Ms. Pepe for an update on the Town's 311 system.

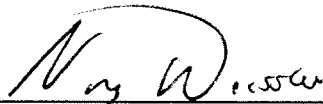
8. Adjournment

The Committee voted unanimously to adjourn the meeting at 6:22 P.M.

The next meeting will be May 13, 2014 at 4:00 PM in Cone Room.



Catherine Sidor, Recording Secretary



Nancy Weissler, HR Committee Chairman