

TOWN OF GREENWICH
BOARD OF ESTIMATE AND TAXATION
REGULAR MEETING HUMAN RESOURCES COMMITTEE

MINUTES

Tuesday, May 13, 2014

Cone Room, 2nd Floor

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

Board: Michael Mason, Chairman BET; Marc V. Johnson, Leslie Tarkington

Staff: Peter Mynarski, Comptroller; Mary Pepe, Director of Human Resources; Erica Mahoney, Assistant Director of Human Resources; Cicile Brown, Employee Professional Performance and Compensation Manager; Tiffany Navarro, Workers' Compensation Administrator; Gina Williams, BOE Asst. Director Human Resources; Debbie Appelbaum, BOE member

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

1. Approval of BET HR Committee Meeting Minutes April 16, 2014

Upon a motion by Ms. Weissler, seconded by Ms. Kiernan, the Committee voted 4-0-0 to approve the minutes from the April 16, 2014 Regular Human Resources Committee Meeting.

2. April 2014 HR Reports

Workers' Compensation Incident Report

Ms. Navarro presented the Workers' Compensation Incident Report for April indicating 25 total reported claims (versus 36 last year) of which 4 were for lost time. In response to Ms. Weissler's query at the previous meeting regarding DPW and General Government reporting higher year-to-date incidents, Ms. Navarro's research indicated that snowy weather had been responsible for increased slips and falls for DPW and that the results for General Government were variable because of the relatively small number of incidents.

Vacant Position Listing

Ms. Pepe reviewed the Vacant Position Listings as of May 1, 2014. She noted that the Police Department's recruiting entry-level policemen had generated 356 applications to date; she commented that an independent consultant was involved in the 8 levels of screening, including the interview stage. The Fire Department also anticipates staff retiring in June so they have begun updating the previous applicant list.

Ms. Kiernan asked how position openings or filling non-budgeted positions would be evident in the future. Ms. Pepe reported that the new ADP system had position management functionality to show vacancies or require overriding approvals to fill unbudgeted positions.

Ms. Pepe noted that second round interviews for the Director of Parking Services will be at the end of May. HR will work with the Planning & Zoning Commission to update the job description and market comparables for the P&Z Director position, which will open up upon Diane Fox's retirement in June.

3. Human Capital Management System Update

Ms. Pepe updated the Committee on the implementation status of the Human Capital Management System. She commented on the process of data conversion and mapping that was taking place to test the compatibility of input between the old and new systems. She noted that the User Acceptance Team (UAT) is developing scenarios of complex payroll transactions for each department. At the end of May, ADP and the UAT will jointly test how well the new ADP system handles these scenarios.

She reiterated the complexity of the current system's categories of payrolls and benefits and emphasized the importance of training "super users" who would be the "go to" individuals located within departments for assistance with "Go Live" issues. She commented that ADP's "I learn" training did not satisfy TOG's expectations and said that ADP was responding with additional backup documentation. HR is also considering hiring an outside vendor to assist with employee communications about the new system.

Ms. Kiernan and Mr. Drake asked when the new HRIS person, who will be the point person for ADP, would be onboard; Ms. Pepe indicated she hoped the position would be filled by the end of June. When Ms. Pepe was asked if she had enough resources and support to implement the ADP conversion successfully, Ms. Pepe responded that she believed so—though there were inevitably some challenges to overcome. The Town needs to have completed the conversion to the ADP system by the benefits enrollment period in the fall.

4. Discussion and Vote on M&C Performance Evaluation Plan and Salary Increase Recommendation for 2014 – 2015

Ms. Pepe reviewed the evolution of performance evaluation policy resulting from previous contracts with Hay Group and Buck Compensation Consulting. Last year's performance evaluation plan has been revised to incorporate a more specific measurement of achievement of goals.

On a motion by Ms. Weissler, seconded by Ms. Kiernan, the Committee voted 4-0-0 to approve the revised evaluation plan which incorporates an assessment of the achievement of the goals into the quantitative rating of job performance for 2014-2015

The Committee discussed the appropriate increase for the M&C Compensation Pool for 2014-2015. Ms. Pepe noted that an argument can be made for differences between salary increases for non-union employees versus union employees because non-union employees are at risk because their increases are not guaranteed. In deliberating about

the appropriate size of the salary increase for M&C employees, the Committee noted the following: 1) Ms. Brown's presentation shows a range of 2.6% to 3.1% for projected increases for municipal and corporate comparables for 2014; 2) TOG union settlements for GWI and increments averaged 2.6% for 2013; and 3) the CPI for NY and NJ all urban consumers for the 12 months ending March 2014 was 1.3%. Mr. Johnson asked Ms. Pepe as to whether it was more relevant to look at the union settlement data for GWI and increment combined or just GWI. She responded that she thinks the combined data is more relevant.

On a motion by Ms. Weissler, seconded by Ms. Kiernan, the HR Committee voted 4-0-0 to recommend an increase in the M&C Compensation Pool of 2.5% for 2014-2015, and forward their recommendation to the Board of Estimate and Taxation.

The HR Committee asked HR for a recommendation of the allocation of this pool into a base increase and a "High Performance" increase. Ms. Pepe recommended the following:

- A 1.5% increase for M&Cs with performance ratings of 1 (exceeded objectives) or 2 (met objectives) as long as their salary was below the grade maximum
- An additional "High Performance" increase for those who consistently go beyond standard expectations and stand out as a performance leader and/or demonstrate outstanding performance in a special role or project. An additional 0.5% can be awarded for those employees who meet either or both criteria in an excellent manner or 1.0% for those who do so in an exceptional manner.

Members of the HR Committee supported the concept of pay-for-performance and noted that the base increase of 1.5% was consistent with inflation and that any increase above that was to reflect superior performance. Ms. Pepe noted that last year about 75% of the M&C managers received the maximum increase; she expects that there will again be differentiation in the award of the "High Performance" increase this year. The Committee agreed that to the extent that not all of the "High Performance" pool is used for awards, the remaining funds could be used, as appropriate, for salary adjustments for mid-year hires.

On a motion by Ms. Weissler, seconded by Ms. Kiernan, the HR Committee voted 4-0-0 to approve the recommended breakdown of the 2.5% into a base increase of 1.5% and a High Performance increase of either 0.5% or 1.0% based on HR's criteria.

5. Items for Future Discussion

June: Registrar of Voters

July: 1) Recommendation for a policy for the position upgrade process; 2) documentation of M&C Compensation Pool distribution; 3) an update on the 311 system by Mr. Anderson


6. Adjournment

On a motion by Ms. Weissler, seconded by Mr. Drake, the Committee voted unanimously to adjourn the meeting at 5:52 P.M.

The next meeting will be Tuesday, June 3, 2014 at 3:00 PM in the Town Hall Meeting Room.



Catherine Sidor, Recording Secretary



Nancy Weissler, HR Committee Chairman