

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

Wednesday, July 6, 2016

Committee

Present: Nancy Weissler, Chairman; William Drake, Leslie Moriarty, Jill Oberlander

Staff: Peter Mynarski, Comptroller; Mary Pepe, Director Human Resources; Erica Mahoney, Assistant Director of Human Resources; Tiffany Navarro, Workers' Compensation Administrator; Ben Branyan, Town Administrator; Melissa Jones, Senior Business Analyst; James Heavey, Chief, Police Department; Greg Hannigan, Director, General Services Police Department; Cicile Brown, Employee Professional Performance and Compensation Manager, HR Department; Tom Klein, Director, IT Department

Board: Michael Mason, Chairman BET; James Lash, Mary Lee Kiernan, Beth Krumeich, Jeffrey Ramer, Leslie Tarkington

BOE: Laura Erickson, Chair, BOE; Barbara O'Neill, Vice-Chair, BOE; Jennifer Dayton, Member BOE; Gina Williams, Assistant Director, BOE Human Resources

Other: Lucia Jansen, RTM member

The meeting was called to order at 3:00 P.M.

Ms. Weissler welcomed the HR Committee and attendees.

**1. Approval of BET HR Committee Meeting Minutes June 6, 2016**

Upon a motion by Ms. Weissler, seconded by Ms. Oberlander, the Committee voted 4-0 to approve the Minutes of the June 6, 2016, Regular Human Resources Committee Meeting.

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

Chief Heavey provided an update on the Police Side Work Scheduling Coordinator Position, which had been approved in the fiscal 2016 budget and which was filled in November. The rationale for the position was to have the Town oversee the allocation of these jobs to minimize liability for the Town; the Town charges a fee of \$5/hour for every side job to cover administrative and other Town costs. For the past seven and a half months for which data is available, the Town has generated fees of \$170,000 (vs. the \$100,000 included in the fiscal 2016 budget); these fees are to offset the salary and benefits cost of the position, any workers compensation claims, and any bad debt expense (\$1,365 in billings are past 90 days due). Chief Heavey noted that 170 officers are eligible to apply for these jobs and that they are assigned based on the timing of the sign-up (and an officer can sign up for no more than five jobs at a time). He indicated that all side jobs have a minimum of four hours with the exception of road races, school crossing assignments and requests by non-profits considered on a case-by-case basis. In response to a question from Ms. Oberlander, Chief Heavey stated that he was not aware of any public concerns about the 4-hour minimum. Ms. Weissler asked the Chief

to return in December to update the Committee and to comment on the possibility of increasing fees for fiscal 2018.

### **3. Update on M&C evaluation process and vote on recommendation to the BET on M&C salaries for fiscal 2017**

- **Goal setting process for fiscal 2017 and the Lean Six Sigma (LSS) Initiative** - Mr. Branyan provided an overview of the LSS training (24 hours) offered to 17 M&C employees. The Lean Six Sigma training consisted of providing tools and methods as a framework to achieve improvement to Town processes thereby adding value for customers while using fewer resources. The LSS goal is to eliminate waste and improve responsiveness. Mr. Branyan offered examples for its possible applications: IT On-boarding, Contract Development, P&Z applications, Fleet preventative maintenance. The process is based on: 1) stating the problem; 2) identifying objectives; 3) defining scope; and, 4) mapping the process. A process improvement goal has been added to the annual performance reviews for those M&C employees who participated in the training.

- **Vote on recommendation for Fiscal Year 2017 M&C Salaries** – Ms. Pepe noted that of the 56 M&C employees, 54 were eligible for salary increases (two were recent hires). She reviewed the fiscal year 2017 salary increase increments: a 1.5% increase for satisfactory performance, an extra 0.5% for excellent performance, and an extra 0.5% (for a total of 2.5%) for exceptional performance. The breakdown of recommended salary increases for fiscal year 2017 is: 2 employees receive no salary increase; 1 employee receives a 1.5% increase; 5 receive a 2.0% increase; and 46 receive a 2.5% increase. The weighted average increase is 2.3%. Ms. Moriarty asked why so many employees were given the highest salary increase, to which Ms. Pepe responded that several factors influenced the outcome, including: 1) union members receive across-the-board increases; and 2) appointing authorities often had only one or two employees with no basis for comparison. She explained that while the HR Department interacted with Department heads, it could only make suggestions, not question their decisions. Ms. Pepe thought that it would be helpful to provide additional training on the performance evaluation process to managers next year.

In discussing the proposed salary increases, Committee members noted the following factors: 1) union increases have led to some compression with M&C salaries; 2) the BET HR Committee had approved the M&C Compensation Plan in February, which served as the basis for the proposed increases; 3) the Town will need to look to its M&C employees to achieve greater efficiencies in the challenging economic environment; and 4) the increases are not out-of-step with neighboring towns. However, Committee members cautioned that approving the recommended salaries for fiscal 2017 should not be construed as a precedent for fiscal 2018. The Committee also discussed the increases in the BOE Cabinet salaries, which are determined by the Superintendent and which ranged from 2.5% to 5.0%. Mr. Mason and Committee members expressed concerns about these increases in the context of the pending teacher contract negotiation and the approved increase in the fiscal 2017 budget.

Upon a motion by Ms. Weissler, seconded by Ms. Oberlander, the HR voted 4-0 to recommend to the BET approval of the recommended M&C salaries for fiscal 2017 as they are in compliance with the M&C Compensation Plan for fiscal 2017.

### **4. June 2016 HR Reports**

- **Workers' Compensation Quarterly Incident Report** – Ms. Navarro reported no significant increase in workers' compensation claims during the quarter; offering a review of the fiscal year-

to-date, there had been 54 fewer claims in fiscal year 2016 than in fiscal year 2015 (317 compared to 371). Ms. Weissler asked that HR request that CIRMA provide benchmarks for future comparisons, if possible, of the percentage of claims per department headcount for such areas as public safety, BOE, and public works. Ms. Pepe commented that the Safety Analyst investigations, follow-up preventative measures, and changes in equipment were contributing to the reduction of claims.

● **Workers' Compensation Expense Report** – Mr. Mynarski remarked the reduction of claim incidents was responsible for a favorable variance to budget this year of \$575,000. He suggested that this line item could be reduced in the fiscal 2018 budget by as much as \$200,000.

● **Vacant and Posted Positions** – Ms. Pepe began her remarks by noting the First Selectman's hiring freeze. Conditional offers that had already been extended were exempt. Ms. Pepe and Mr. Branyan noted in determining whether to grant exceptions to this freeze, they would take into account the likely impact on services as well as what efficiencies could be realized.

#### **5. Health Care Insurance Update**

Ms. Pepe remarked that it is expected that the percentage increase for the renewal of the CIGNA contract will be in the high teens and that this percentage could even increase if some unions migrate to the State Partnership Plan. In reviewing the May claims data, she noted that the trend of large number of catastrophic claims continued with 27 health claims over \$25,000 each and 3 claims over \$100,000 each. A positive impact of the new wellness program is that nearly 500 employees or spouses have completed their annual physical.

#### **6. Update on draft BET HR Committee position paper on GWI and labor contract settlement goals** - Postponed

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

- Presentation on Town and BOE Work Environment Training
- Presentation by Ms. Navarro and the Workplace Safety Analyst (October)
- BOE: Certified Staffing: Actual vs. Budget (October)
- BET HR Committee: Position Paper on labor contract goals

#### **8. Adjournment**

Upon a motion by Ms. Weissler, the Committee voted 4-0 to adjourn at 4:50 P.M.

The next regular Human Resource Committee meeting is scheduled for Tuesday, September 13, 2016 at 3:00 P.M. in the Cone Room.

Respectfully submitted,



Catherine Sidor, Recording Secretary



Nancy Weissler, HR Committee Chairman