

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

Tuesday, December 13, 2011

Committee: Jim Campbell, Chairman; Michael Mason, Randall Huffman,  
Laurence Simon

Board: Mary Lee Kiernan

Staff: Peter Mynarski, Comptroller; Maureen Kast, Human Resources Director;  
Robert Lichtenfeld, Human Resources Director, Board of Education

Other: Sean Goldrick; Mark Johnson

The meeting was called to order at 4:34 P.M.

**1. Approval of Human Resources Committee Meeting Minutes**

Upon a motion by Mr. Huffman, seconded by Mr. Simon, the Committee voted 4-0 to approve the minutes from the November 15, 2011, Regular Human Resources Committee Meeting.

**2. Review of monthly HR Reports**

Vacant Position Listing

The Committee reviewed the Vacant Position Listing as of December 5, 2011, which showed a total of 44 vacancies. Ms. Kast stated that the Greenwich Library positions that were vacant since 2009-2010 have been cut and removed from the list. The M/C position in the Retirement Office will be eliminated. A discussion followed regarding M/C positions, and the vacancies listing as it relates to fund balance.

Unemployment Expense

The Committee reviewed the TOG Unemployment Expense by Category, showing FY 2010-2011 and FY 2011-2012 through September 30, 2011; and the Unemployment Charges by Department as of September, 2011, showing FY 2011-2012 vs. FY 2010-2011. Mr. Mason gave a brief overview of the unemployment expense report review. A discussion followed regarding the increase in BOE unemployment expenses, eligibility, termination codes in Munis, and school crossing guards.

Mr. Campbell requested that the BOE provide a report regarding unemployment charges to the Committee at its January, 2012 meeting. Mr. Simon suggested that the new Human Resources Committee look carefully at the termination coding, as well as seasonal employees. Mr. Campbell also suggested that reports for the new Human Resources Committee should include a monthly listing of all new unemployment claims, as well as a complete Table of Organization.

Ms. Kast provided the Unemployment Charges, September, 2011 list for review. A discussion followed regarding funding, the reason for leaving codes, substitute teachers eligibility, seasonal and temporary employees, and management of claims.

### **3. List of Topics for HR Committee for 2012**

The Committee reviewed Topics for BET HR Committee 2012 (see attached Topics for BET HR Committee 2012). Mr. Simon gave a brief overview of each topic. Ms. Kast gave an overview of the Federal Early Retirement Reimbursement Program (ERRP). A discussion followed regarding implementation of the Hay Study HR Department recommendations, a new HRIS system, Workers Compensation/Risk management, fire station staffing, M/C salary increases, making changes to the T.O.O., the ERRP, light duty work assignments, and the elected official's salary schedule.

Mr. Campbell expressed the Committee's gratitude and best wishes to Ms. Kast upon her retirement.

There being no further business before the Committee, the meeting was adjourned at 5:36 P.M.

  
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Maria Bocchino, Recording Secretary

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Jim Campbell, HR Committee Chairman

## TOPICS FOR BET HR COMMITTEE 2012

1. IMPLEMENT HAY STUDY FOR REORGANIZATION OF HR DEPARTMENT. In particular, create an Implementation Committee and choose which items you think can be done in 2012. I would recommend that you proceed with the change in the Retirement area since Jim Lavin is leaving as well as recommending to the Budget Committee the investment in a new HRIS-Payroll system for FY12-13.
2. RFP for a new benefits consultant for the work currently being performed by Ovation Benefits. This contract has not been rebid for ten years.
3. Leave Policy and enforcement. Work with HR to write a program that monitors payroll and identifies those employees whose payroll records indicate that they are on leave.
4. Unemployment. Look at how terminations or resignations are coded to minimize the expense to the Town. Examine seasonal workers to see the cost of unemployment and develop a strategy to reduce this expense.
5. Develop and implement a strategy to reduce worker's compensation expenses. Make sure that your work does not conflict or duplicate that of the Audit Committee. With the hiring of an individual in this area, this \$3.8 million annual expenditure, should receive more attention as well as scrutiny by the BET.
6. Fire Department Staffing and the addition of new Firefighters. Adding to the Table of Organization (TO) needs approval by the HR Committee. Before adding new staffing to the Fire Department, need to make sure you have an overall strategy for staffing and deployment including resolving what we are doing at King Street and the Overtime cost.
7. Approve changes to the MC Grid in May based upon Hay recommendations of changes in the market place. Monitor to make sure that all reviews are completed for MC employees and decide on a total rate of increase for MC employees and prorate total. Discuss the concept of compression and equity adjustments as part of this process. Bring to the BET for approval in June 2012 (ideally) or July 2012 more realistically.
8. Prepare report to the Budget Committee on your recommendations for all proposed changes to the TO. This would include all proposed additions to the TO. You should plan to meet with the departments requesting these additions in January in order to have your report ready by the week of February 13<sup>th</sup>. Coordinate presentation with Budget Committee.
9. Implement and monitor the success of both the Administrative Consolidation Study and the 311 plan.
10. ERRP. Understand the money being received, the efforts being expended and the results achieved. Ask for a quarterly update. First task will be to learn what ERRP is.
11. Emergency Management Operations Coordinator. Review where this position should be. Review whether or not this is an independent contractor or not and the Town's liability to the IRS if we failed an audit.

12. Light Duty work assignments. Can the town more effectively utilize these individuals?
13. Decide what reports are most meaningful to your committee. Currently we look at:
  - a. Unemployment to see trends.
  - b. Vacancies or you could review total headcount employed instead.
14. Review the potential merger of the Tax Collector and Assessor office.
15. Set Elected officials salary (Voter Registrars) before the election in 2012. Check dates and have a schedule for all elected officials.