

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

MINUTES – Engineering Conference Room, 8:00 A.M.

Tuesday, January 15, 2008

Present:

Committee: Leslie Tarkington, Chairman  
Nancy Barton, William Kelly, Michael Mason

Attendants: Peter Mynarski, Comptroller  
Maureen Kast, Human Resources Director (arrived at 8:07 A.M.)  
Peter Tesei, First Selectman (arrived 8:36 A.M; to 9:18 A.M.)

The meeting was called to order at 8:05 A.M.

**1. Approval of Human Resources Committee December 12, 2007 Meeting Minutes**

On a motion by Nancy Barton, seconded by William Kelly, the Committee voted 4 to 0 to accept the December 12, 2007 minutes.

New Committee Members were welcomed as well as Nancy Barton's return to the BET Human Resources Committee for another term. Leslie Tarkington discussed a variety of issues with a brief overview of the committee's commitment to its pragmatic approach and its support of Maureen Kast, Human Resources Director.

The 2008 BET Human Resources Committee Meeting Calendar was discussed and agreed upon.

**2. First Selectman Update on Human Resources Topics**

The First Selectman, Peter Tesei, discussed a variety of issues including the future issues within the Land Use Department and DPW. Diane Fox, Town Planner, is in the process of implementing a new permit processing system, so the department is postponing any hiring of additional personnel currently. Once the department has adopted this new system and settled into its possible future location, this issue will be re-addressed.

First Selectman, Peter Tesei explained a proposal of accountability and performance expectations, which was submitted to department heads in December. He explained that this is what the community expects from Town Hall.

1. Time and attendance of each employee.
2. Define two or three key goals of each department and the proposed steps to achieve these goals.
3. Be accountable for your subordinates.

Peter Tesei expressed his support in helping Human Resources establish their goals and objectives. Leslie Tarkington reiterated the committee's support of the HR Budget and the potential mitigation of risk of litigation and the resulting cost savings of having trained employees. Peter Tesei agreed with the cost benefit.

Mr. Tesei further explained that during his monthly meeting with Dr. Betty Sternberg, Superintendent of Schools, she has expressed a need for increased manpower. Nancy Barton mentioned the need for legal services, which Mr. Tesei said he will address with John Wayne Fox, Town Attorney.

### **3. HR Department Training Discussion, and Update HR Policy Manual Preparation**

Maureen Kast began with an explanation of the Human Resources Department budget and what these funds would include: Employee Training and a new Human Resources Policy Manual. She briefly explained the history of this budget, which began with \$80,000, a result of the lay off of a deputy director in 2004. Today this proposed budget includes \$150,000 for employee training (sexual harassment, diversity, business ethics, etc), and an additional \$60,000 for the policy manual, which will be out-sourced.

Ms. Kast further elaborated on the proposed consultant training efforts highlighting management and supervisors to improve problem-solving skills, respectful workplace business ethics, diversity, and teamwork. Ms. Kast stated that they wish for department heads to attend at least two to three sessions per year, usually scheduled on Wednesdays. Peter Mynarski expressed his personal positive feedback on these sessions. Ms. Tarkington agreed that training should be across the board for all town departments and encompassing the Board of Education, Police Department, Fire Department, and Library.

Michael Mason proposed that middle management, within the Town, should also be skilled in customer service issues. Peter Mynarski added that this training should extend to both the First Selectmen's and appointing authorities departments.

Maureen Kast mentioned, with Leslie Tarkington's support, that the training should be extended to the chairs of appointing authorities, and suggested a form of orientation covering progressive discipline and managerial skills.

Maureen Kast discussed the proposed human resources policy manual update and stated that the current manual was inherited four years ago. The plan is to work with an outside consultant and a committee and re-write the full manual.

### **4. Discussion of M/C Pay Plan Compensation Study**

Maureen Kast explained that the goal of the Management/Confidential study is to target every job in the M/C pay plan to the market for that position. The Hay Group has evaluated three surveys of compensation information from the tri-state area, including a sample of towns identified by the Committee and verified by Hay as comparable. Ms. Kast noted that the Town's M/C employees are coming not only from Connecticut, but elsewhere in the US. Ms. Kast also mentioned that the Board of Education has supported this project. She expects the study to allow for a performance management plan.

Maureen Kast ended by saying that she would be reviewing data and requesting feedback.

**5. Review of HR Schedules Prepared by the HR Department**

Nancy Barton suggested that any vacancies over one year old, with a “no request to fill” be eliminated from the Vacancy List. Mr. Mason said that there are exceptions so the department needs to research first before removing the vacancy from the list. Mr. Tesei added that Social Services has similar issues with vacancies.

Mr. William Kelly requested Maureen Kast to email the Vacancy Listing prior to the next Human Resources Committee Meeting. She agreed.

**6. Old Business** – None discussed.

**7. New Business** – None discussed.

Upon a motion by William Kelly, seconded by Nancy Barton, the Committee voted 4 to 0 to adjourn the meeting at 9:32 A.M.

---

Leslie Tarkington, HR Committee Chairman

---

Elaine JV Brown, Recording Secretary