

## MEMORANDUM

**To:** Thomas F. Cooke – Director of Administrative Services  
Personnel Sub-Committee

**From:** Mary A. Glassman – First Selectman

**Re:** **Personnel Issues – Delegation of HR Function Study**

**Date:** June 25, 2014

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Tom:

The following personnel issues need to be addressed with end of the fiscal year approaching. Several of the issues overlap with the report received from Lee Erdmann. The issues are as follows, and are listed in order of priority:

**1. Deputy Director of Administrative Services:** Sean Kimball was provided with a salary of \$90,000 for his work as Interim Finance Director. This arrangement will expire at the end of the fiscal year and his salary will return to \$71,238. The Erdmann study recommends that the Deputy Director Salary range be increased.

The salary range for the Deputy Director of Administrative Services is currently \$65,000 to \$95,000. Sean, who is now a seasoned veteran and has excelled in a number of areas, should be compensated at the high end of the current range.

**Recommendation:** I recommend keeping the Deputy Director of Administrative Services salary at \$90,000. Half of the salary is funded by the Finance Department given the position's risk management function and additional budgetary services function the role has taken on over time. A finance position funded at \$40,000 is currently vacant and the Director of Finance is comfortable moving forward without filling that position, so the increase can be funded without additional budgetary resources.

**2. Human Resources Consultant:** Eric Gomes was brought in as a consultant during a period when Sean was serving as Interim Director of Finance and the Town was undertaking a health care provider consolidation. The Erdmann report notes that without this position, the Town only has one FTE devoted to Human Resources at a time when the Human Resources function – and in particular, the health care administration function – is becoming

increasingly complex. Mr. Erdmann recommends that an Employee Benefits Coordinator be added as a full-time position. As we have discussed, this position could be funded for a one-year period from the health insurance reserve, and discussions with the Board of Education over creating a shared position may provide an opportunity for shared cost in the 2015-2016 fiscal year.

Mr. Gomes' contract with the Town expires at the end of this month.

**Recommendation:** Add an Employee Benefits Coordinator position at an annual salary of \$68,000 consistent with the range proposed by the Erdmann report. As noted above, this position can be paid for out of the insurance reserve for a period of one year and there is a discussion underway to share the position with the Board of Education in future years. The creation of such a position is particularly critical to help the Town address the challenges it is likely to face from implementation of federal health care reform.

Alternatively, extend Mr. Gomes' contract for at least three (3) months. He is still deeply involved in the health care consolidation transition and has been working full-time to ensure that the transition is smooth.

**3. Director of Administrative Services:** With the Erdmann study in hand, the Town is finally in a position to establish a market reference range for this position. This will, of course, depend upon the action taken by the Board of Selectmen with respect to the potential delegation of the human resources function to the Director of Administrative Services. While this is not a time-critical issue, it should be addressed in connection with the Board of Selectmen's action on the Erdmann report.

**Recommendation:** If the Erdmann report recommendations are adopted, the salary for this position should be increased in a stepwise fashion over time, beginning with a \$10,000 increase (from \$104,508 to \$114,508) for the coming fiscal year.

### **Conclusion**

I recommend that we call for a Special Personnel Sub-Committee meeting, to be followed by a full Board of Selectmen meeting, on June 30, 2014 to review the Erdmann report with Mr. Erdmann and to consider and take action on the above recommendations.

	Current	FY15 Available			
First Selectman	\$ 113,850.00	\$ 113,850.00	Mary A. Glassman		
Dir. Administrative Services	\$ 104,508.00	\$ 104,508.00	Thomas F. Cooke		
Deputy Dir. Admin. Services	\$ 90,000.00	\$ 71,238.00	Sean M. Kimball		
Human Resources Consultant	\$ 68,000.00	\$ -	Eric Gomes		
Insurance Fund	\$ -	\$ 68,000.00	NA		
Finance Position	\$ -	\$ 40,000.00	NA		
	\$ 376,358.00	\$ 397,596.00			\$ 21,238.00
<b>FY15 Full Year</b>					
	<u>Proposed:</u>				
First Selectman	\$ 113,850.00		Mary A. Glassman		
Dir. Administrative Services	\$ 114,508.00	Finance position	Thomas F. Cooke	\$ 10,000.00	
Deputy Dir. Admin. Services	\$ 90,000.00	Finance position	Sean M. Kimball	\$ 18,762.00	
Benefits Administrator	\$ 68,000.00	Insurance Fund	Eric Gomes		
Insurance Fund/New Position	\$ -		NA		
Finance Position	\$ -		NA		
	\$ 386,358.00			\$ 11,238.00	
<b>FY16 First Half</b>					
First Selectman	\$ 113,850.00		Mary A. Glassman		
Dir. Administrative Services	\$ 114,508.00		Thomas F. Cooke		
Deputy Dir. Admin. Services	\$ 95,000.00		Sean M. Kimball		
Benefits Administrator	\$ 35,000.00	\$ 35,000.00	Eric Gomes	Assumes BOE	
Insurance Fund/New Position	\$ -		NA		
Finance Position	\$ -		NA		
	\$ 358,358.00				
<b>FY16 Second Half</b>					
First Selectman	\$ 75,000.00		TBD		New Term
Dir. Administrative Services	\$ 124,508.00		Thomas F. Cooke		
Deputy Dir. Admin. Services	\$ 97,000.00		Sean M. Kimball		
Benefits Administrator	\$ 36,500.00	\$ 36,500.00	Eric Gomes		
Insurance Fund/New Position	\$ -		NA		
Finance Position	\$ -		NA		
	\$ 333,008.00				