

STATE OF CONNECTICUT HEALTH AND EDUCATIONAL FACILITIES AUTHORITY

Minutes

Human Resources Committee Meeting

March 11, 2020

The Human Resources Committee of the State of Connecticut Health and Educational Facilities Authority met in session at the office of the Authority at 12:45 p.m. Wednesday, March 11, 2020.

The Meeting was called to order at 12:45 p.m. by Peter Lisi, Chair of the Board of Directors, and upon roll call those present were as follows:

PRESENT: Michael Angelini, Committee Chair <sup>1</sup>  
Lawrence Davis <sup>2</sup>  
Anne Foley  
Peter W. Lisi  
Sheree Mailhot <sup>3</sup>  
Susan Martin <sup>4</sup>

ABSENT: Barbara Rubin

ALSO, PRESENT: Jeanette W. Weldon, Executive Director  
Denise Aguilera, General Counsel  
Eileen MacDonald, Sr. Transaction Specialist  
JoAnne N. Mackewicz, Controller  
Michael F. Morris, Managing Director  
Cynthia D. Peoples-H., Managing Director  
Kara Stuart, Administrative Services Assistant  
of the Connecticut Health and Educational Facilities Authority

GUESTS: Gregg Barratt, The Human Resources Consortium, LLC  
Marc Kroll, Sr., The Human Resources Consortium, LLC  
Regan Traub, The Human Resources Consortium, LLC

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<sup>1</sup> Mr. Angelini entered the meeting at 1:00.

<sup>2</sup> Mr. Davis entered the meeting at 1:35.

<sup>3</sup> Ms. Mailhot participated in the meeting via conference telephone that permitted all parties to hear each other.

<sup>4</sup> Ms. Martin entered the meeting at 1:10.

## **Approval of Minutes**

Mr. Lisi requested a motion to approve the minutes of the November 13, 2019 Human Resources Committee meeting. Ms. Foley moved to approve the motion and Dr. Lisi seconded the motion.

Upon roll call, the “Ayes,” “Nays” and “Abstentions” were as follows:

### **AYES**

Anne Foley  
Peter Lisi

### **NAYS**

### **ABSTENTIONS**

NONE

## **HR-COMPENSATION STUDY OUTCOMES**

Ms. Peoples introduced the representatives from The Human Resource Consortium, LLC (“HRC”) and reported that HRC had been engaged to conduct a human resources and compensation study, and to conduct an employee satisfaction survey.

Ms. Traub stated that HRC had a good experience working with the Authority, and good progress has been made in the area of human resources and compensation matters. She also stated that HRC was highly impressed with the results of the employee satisfaction survey.

Mr. Barratt reported that he had been responsible for issuing and interpretation of the employee satisfaction survey. The survey was conducted anonymously, which included thirty-one work and work environment questions, and one demographic question for manager or individual contributor. The survey took approximately fifteen minutes to complete, with a Likert 5-scale rating. Topics of the survey included strategy to role connection; values of the organization; communication and inclusion; resources available to perform job duties; total rewards; and fill-in questions regarding human resources on what the Authority should start doing, what it should continue doing, and what it should stop doing.

Discussion ensued following the information on the employee satisfaction survey.

Mr. Barratt continued, stating that this is the first employee satisfaction survey conducted by the Authority. Typically, in an organization with less than fifty employees, a response rate of 80%–90% is an ideal goal, and CHEFA's response rate was 89.5%. Nineteen staff were invited, of which seventeen staff responded, 13 non-managers and four managers. Responses to the individual questions were reviewed in graphical format.

Mr. Kroll presented the results of the total rewards study, which encompassed the areas of compensation and benefits. The Authority determined, during the preparation of the comparison study, the percentage composition of the Authority's function in the financial services and government sectors. A composite measure of 65% financial services and 35% government services was used. New employee hires at the Authority typically are drawn from the private sector, and base salaries of the Authority are competitive with both the financial services and governmental labor market. The Authority is comprised of a highly experienced staff, including significant experience prior to joining the Authority. When a new employee is brought on board, it is the expectation that they are experienced and would be able to perform at a capable level in a short period of time, with minimal training. Recommended salary grades developed were based on a 50th percentile of the composite labor market.

Mr. Kroll continued with a discussion of the Authority's benefits program, stating that the program fits with its role as a quasi-governmental agency. Health care and retirement benefits were discussed, with a recommendation that the Authority consider the investigation of additional risk pooled options for healthcare benefits. Implementation of salary administration guidelines, a formalized salary structure, as well as a performance management process has been proposed by HRC, including recommendations for implementation of those initiatives.

Discussion followed the presentation of the compensation and benefits matters.

Ms. Weldon stated that management is pleased with the results of the employee satisfaction survey that shows staff overall is satisfied with the overall work environment and culture. Steps will be taken to address the areas identified as opportunities for further staff and management development.

The report was accepted as information.

**ADJOURNMENT**

Mr. Angelini requested a motion to adjourn the meeting. Dr. Lisi moved to adjourn the meeting and Ms. Foley seconded the motion.

Upon roll call, the “Ayes,” “Nays” and “Abstentions” were as follows:

**AYES**

Michael Angelini  
Anne Foley  
Peter Lisi

**NAYS**

**ABSTENTIONS**

NONE

The meeting adjourned at 1:52 p.m.

Respectfully submitted,

Jeanette W. Weldon  
Executive Director