

STATE OF CONNECTICUT HEALTH AND EDUCATIONAL
FACILITIES AUTHORITY

Minutes of

The Human Resources Committee Meeting

of October 26, 2010

The Human Resources Committee of the State of Connecticut Health and Educational Facilities Authority met in session at the offices of the Authority at 12:00 p.m. on Tuesday, October 26, 2010.

The Meeting was called to order by John Biancamano, Committee Chair, and upon roll call those present were as follows:

PRESENT: John Biancamano, Committee Chair
 Peter Lisi
 John Mengacci (Rep. for Brenda Sisco)
 Barbara Rubin

BOARD MEMBERS

ALSO PRESENT: Benson Cohn
 Sarah K. Sanders (Rep. Denise Nappier)

ALSO PRESENT: Jeffrey A. Asher, Executive Director
 Paula Herman, General Counsel
 JoAnne Mackewicz, Controller
 Cynthia Peoples, Assistant Director
 Debra Pinney, Manager, Administrative Services
 Jeanette Weldon, Managing Director
 and Kathy Owens, Receptionist/Administrative Assistant

Notice of Meeting was read and ordered spread upon the Minutes of this Meeting and filed for the record.

MINUTES OF THE HUMAN RESOURCES COMMITTEE MEETING

October 26, 2010

The Meeting of the Human Resources Committee of the Connecticut Health and Educational Facilities Authority was called to order by John Biancamano, Committee Chair, at 12:05 p.m.

The purpose of the Meeting was to:

- 1) Approve of Minutes – Human Resources/Audit-Finance Committee – April 27, 2010
- 2) Review and Approve the Strategic Business Plan Progress Evaluation for FY 2010
- 3) Review and Approve merit increases for the Managing Director, General Counsel and Executive Director based on the Strategic Business Plan Progress Report
- 4) Conduct Executive Session to Discuss Personnel Matters

Approval of Minutes

Mr. Biancamano requested a motion to approve the Human Resources/Audit-Finance Committee Minutes of April 27, 2010. Ms. Rubin moved to accept the HR/Audit-Finance Committee Minutes; Mr. Mengacci seconded her motion.

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

<u>AYES</u>	<u>NAYS</u>	<u>ABSTENTIONS</u>
John Biancamano John Mengacci Barbara Rubin	None	Peter Lisi ¹

Review and Approve the Strategic Business Plan Progress Evaluation for FY 2010

Mr. Asher reported that in addition to the package of material that was mailed to the Committee, he sent out an email to Board members which included the calculations of the weighting factors. The important fact to note is that this was a team project which consisted of the Officers, along with David Wasch and JoAnne Mackewicz. He stated that the team spent a lot of time going through the Strategic Plan and discussing what was accomplished and what they failed to accomplish in putting together the documentation that was provided within this report.

Mr. Asher stated that on Core Goal #1, Cost Effectiveness and Timely Financing, there was a lot accomplished but there was one area in which Staff did not accomplish 100% and that was the development of the client survey and its method of implementation. He added that it is difficult to get people to respond to surveys. Ms. Rubin stated that at some point the Committee needs to discuss the efficacy of conducting a survey. Mr. Asher added that a lot of what Staff does is accomplished during client visits where feedback is requested from clients asking them what the Authority does right and what it does wrong and how can we improve. Mr. Asher added that he believes Staff has received fairly honest feedback from many of the institutions and that that is

¹ Mr. Lisi abstained from voting because he was not in attendance at the April 27, 2010 meeting.

s:\admin\board\committees\human resources\2010\10262010\minutes\final minutes 10262010.docx

much more productive than surveys. Therefore, the team agreed that there was a deficiency in that particular category and gave it a rating of 90%. A discussion ensued.

Mr. Biancamano stated that he believes surveys are a good way to measure performance. Ms. Rubin added that she does not have a problem with sending out surveys but from past experiences, very few people respond to surveys. Mr. Biancamano stated that he believes that the Committee needs quantitative measures versus a verbal report from institutions stating that the Authority did a great job. Mr. Mengacci added that there were many good things noted in the progress report and there were numerous activities that took place. He further stated that in looking at the report, the organization is clearly in much better shape and performing much better than it did in the previous fiscal year. He added that Staff has made a lot of good institutional progress and has reduced its institutional risks in many areas. He stated, however, this is a very inward-looking document and is based upon the activities that occurred and not so much the outcome that was expected and produced. Mr. Mengacci referred to Goal #1 and stated that he understands that there were many activities to educate and inform clients, however, there is nothing in the report that tells us if CHEFA's clients are more satisfied than they were a year ago. Mr. Mengacci asked what instruments will the Authority use to make the determination that its clients are more satisfied. The Authority needs to receive feedback from its clients in order to know how it is doing. Mr. Mengacci stated that the satisfaction of CHEFA's clients is not reflected in the Strategic Business Plan Progress Report. Staff needs to develop a tool that will show that these activities have produced the goal of satisfied clients. Mr. Biancamano added that there was a tremendous amount of activity which took place during the past year. Further discussion ensued.

Mr. Mengacci referred to Goal #3 (Partner in Public Policy) that was rated as having been 100% completed. The outcome was to establish a forum of regularly scheduled meetings which according to the information, is going to begin in 2012. Mr. Mengacci inquired how a rating of 100% could be applied to this goal when the outcome will not be achieved until 2012. Mr. Asher explained that Staff took what was agreed upon to be accomplished for FY 2010 in the Strategic Business Plan, but is not addressing those things that would come up in a subsequent fiscal year.

Ms. Rubin stated that in looking at the report it is her understanding that the steps for completing the goal are documented in the report for FY 2010. Ms. Rubin further stated that when considering a multi-year accomplishment which requires preliminary steps to be concluded in each of the years, all Staff can do is accomplish the steps that are targeted for those years. Mr. Mengacci stated that he agrees that there are going to be interim steps in achieving that goal along that continuum, but there should be intermediate goals set. Mr. Mengacci further stated that the only way to track progress toward the ultimate goal is to have intermediate goals. Further discussion ensued.

Mr. Asher stated that the Committee agreed in June that these were the goals that were established for the 2010, 2011 and 2012 Strategic Business Plan and the evaluation was made of those things that were to be accomplished in 2010, not the later years. Further discussion ensued.

Mr. Mengacci stated that in his opinion the Strategic Business Plan should have quantifiable measures of success. Mr. Biancamano stated that he believes it is hard to measure. Ms. Rubin pointed out that the Board agreed at the beginning of this year that a lot of the objective and measurable numeric targets that had been used in prior years no longer worked. Ms. Rubin added that the Board needed to revisit this issue and discuss how that would be achieved. Further discussion ensued.

Mr. Mengacci recommended that the Strategic Business Plan have outcomes that are measureable. He added that he has done it with numerous organizations and a number of quasi-public organizations. Ms. Rubin inquired if it is purely measured by how many satisfied or very satisfied you have on a survey. Mr. Mengacci stated if the goal is to have a knowledgeable and satisfied client base then the Board should have discussions about what tool or what method it was going to use to determine if clients are knowledgeable and satisfied. Mr. Biancamano agreed with the need for quantifiable results. Mr Lisi stated that he thought quantitative and qualitative measures were important.

Ms. Rubin suggested revisiting the Strategic Plan for FY 2011 and the Committee agreed. Mr. Biancamano requested a motion that the Strategic Business Plan Progress Report related to the incentive compensation be approved at 94.23%. Ms. Rubin moved to approve the Strategic Business Plan Progress Report with incentive compensation at 94.23%; Mr. Mengacci seconded her motion.

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

<u>AYES</u>	<u>NAYS</u>	<u>ABSTENTIONS</u>
John Biancamano Peter Lisi John Mengacci Barbara Rubin	None	None

Mr. Biancamano requested a motion to approve a 3% merit increase for the Managing Director, General Counsel and Executive Director. Ms. Rubin moved to approve the merit increase for the Managing Director, General Counsel and Executive Director; Mr. Mengacci seconded her motion.

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

<u>AYES</u>	<u>NAYS</u>	<u>ABSTENTIONS</u>
John Biancamano Peter Lisi John Mengacci Barbara Rubin	None	None

The meeting adjourned at 1:01 p.m.

Respectfully submitted,

John Biancamano
Human Resources Committee Chair