



STATE OF CONNECTICUT  
LIEUTENANT GOVERNOR NANCY WYMAN

Connecticut Health Insurance Exchange  
Human Resources Subcommittee Special Meeting

Human Resources Subcommittee

Thursday, December 10, 2015

Capitol Building, Room 410

**Meeting Minutes**

**Members Present:**

Robert Tessier (Chair); Robert Scalettar, M.D.; Vicki Veltri

**Members Present by Telephone:**

Maura Carley

**Other Participants:**

James Wadleigh, Melinda Brayton, Steven Sigal

**I. Call to Order and Introductions**

The Meeting of the Human Resources Subcommittee was called to order at 9:30 a.m.

**II. Review and Approval of Minutes**

Robert Tessier requested a motion to approve the minutes from the August 6, 2015 Special Meeting. Motion was made by Vicki Veltri and seconded by Maura Carley. ***Motion passed unanimously.***

**III. Kardas-Larson Final Report**

The Kardas-Larson Executive Compensation Survey report was reviewed. The methodology of this portion of the survey was summarized. The executive compensation survey did not have a significant survey base with only 70% response rate from other state based exchanges and quasi-public agencies. Additional quasi-public CEO/Executive Director compensation was gathered from a website, Transparent CT.

**IV. Merit Increases for AHCT Staff – Policies and Merit Increase Tools**

Ms. Brayton began the discussion on merit-based staff salary increases including advantages for the employee, purpose and requirements. Merit increases are similar to bonuses in that they

both pay for performance; however, merit increases are more systematic at measuring employee performance based on goals. Work began on July 1 with staff for a more structured managed performance process. Employees have regular meetings with managers and performance is discussed. Managers are discussing progress on goals with employees on at least a quarterly basis. The senior leadership team discusses organizational goals quarterly as well.

The next step is to develop the policy defining the structure of actual increases. There are a number of ways this can be done. Trying to reward high performing employees and increase productivity is an important piece in developing the organization's culture. The baseline assumptions in developing the policy are still being discussed. Mr. Wadleigh added that there is a full line of sight and department goals relate to overall organization goals.

Mr. Tessier is interested in the timeline to develop the policy, since it is not currently in place. Ms. Brayton replied that it needs to be in place by March 1. Mr. Wadleigh added that increases need to be worked into the budget followed by a meeting with the Finance Committee and ultimately Board of Directors approval of the budget.

Mr. Sigal added that the compensation strategy needs to be affordable and sustainable for the organization. Ms. Brayton is concerned about retaining high performers as they are creating a new sector in the market – health insurance exchanges – and are very appealing to other companies working in this market. It is a small group but AHCT needs the ability to reward them as they are essential in developing the organization. Mr. Tessier appreciates the concern about the affordability in creating structure that continues to escalate costs. Ms. Brayton stated the merit system must have a strict structure and staff will need to understand how it will be implemented. It was decided that a merit-based pay for performance proposal needs to be presented at the March 3, 2016 HR Committee meeting followed by Board approval of the annual budget.

Examples of merit increase matrixes were discussed.

#### **V. 2015 Equal Employment Opportunities Commission Report**

Ms. Brayton summarized Access Health CT's 2015 Equal Employment Opportunities Commission Report. It is important to point out that this is an important task to look at the diversity level in the AHCT organization. The 2015 diversity levels should reflect the organization's consumer group, which it does very well. EEO submissions will continue to be done each September. Ms. Veltri stated that it is a reflection of the culture around the organization.

#### **VI. Access Health CT Management Training**

Ms. Brayton provided an update on State In-Service Training Courses offered through the Connecticut Community College System. Currently, 14 supervisors and managers are attending a supervisory skills course, which provides them with a better understanding of the manager roles. Every manager now is going through management training through this in-service program. There has been good feedback regarding the courses.

**VII. New Payroll Software System**

Ms. Brayton reported that two companies are being considered to provide a new/improved payroll system. Both systems offer HRIS (Human Resources Information System) employee tracking and the ability to provide human resources analytics based on employee records information.

**VIII. 2016 Meeting Schedule**

The proposed 2016 meeting dates were discussed and agreed upon: March 3; June 2; September 1; and December 1. Calendar placeholders will be sent to committee members.

**IX. Adjournment**

Robert Tessier requested a motion to adjourn. Vicki Veltri made the motion and Robert Scalettar, MD seconded. ***Motion passed unanimously.*** Meeting adjourned at 10:46 a.m.