Human Resources - updated 8/17/20 - EO 7NNN

Critical Functions	Human Resources (HR) is a fundamental element of every town in Connecticut. Larger communities will have a dedicated HR department and smaller ones will tend to have the chief-elected official (often in partnership with their bookkeeper and administrative assistant) handle HR duties. In any case, HR is the organizational element that manages all things, or "resources", related to its employees. This includes — but is not limited to — hiring, maintaining a budget, recruiting, managing benefits, safety, ensuring employee satisfaction, implementing a company culture, and training. HR is an investment that protects the town from preventable legal actions, increased productivity and more. Some of the key elements of this office are: • Administration of town's recruitment and hiring efforts • Payroll, Benefits information, employment resources • Collective bargaining, compensation, classification and benefit administration • Personnel records • Analysis of personnel data, such as salary, benefits, budgetary costs related to personnel and training, collective bargaining research and cost analysis, compliance and auditing • Maintains appropriate records and reports in compliance with all local, state, and federal law • Training • Advises employees and distributes information regarding benefits, compensation, policies and procedures • Federal and state compliance and reporting including but not limited to (EEO, FLSA, ADA, FMLA, WC, Civil Service and the like) and employee assistance
Statutory Notes	• **Title 31 -Labor** • **Workplace Discrimination** • **Wages And Hours** • **Employee Benefits** ✓ The Affordable Care Act ✓ The Employee Retirement Income Security Act (ERISA) ✓ The Consolidated Omnibus Budget Reconciliation Act(COBRA) ✓ The Health Insurance Portability and Accountability Act (HIPAA) ✓ CARES Act • **Immigration Laws** • **Workplace Safety** - OSHA, Workers' Compensation • **7-473b** - Requires that negotiations between a municipal employer and a municipal employee organization commence at least 120 days before the expiration of any current collective bargaining agreement. This section also requires that a mediator be appointed if a collective bargaining agreement hasn't been reached by both parties within certain time frames.
Executive Orders	**7-1-** Addressed social distancing in order to minimize COVID-19 exposure, **amended and superseded by Executive Order 7D and now 7N-1** **Executive Order 7N Link:** https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7N.pdf **7C-4** - **Flexibility for Educator Certification Timelines, Educator Evaluations, and School In-Services.** Modifies educator certification timelines, evaluations, and professional development requirements to authorize the Commissioner ofEducation to temporarily waive any requirements necessary to address the impact the school class cancelations and COVID-19 risks when classes resume and students return. - ***Sec 10-145, 1O-l45b, 10-145d, 10-151b, 10-151 and 10-220a, and any associated regulations*** **Executive Order 7C Link:** https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7C.pdf **7E-2 - Suspension of required fingerprinting availability:** The order suspends a state law that requires employees of a municipal police department or the State Police to collect the fingerprints of a person requesting such fingerprinting for a criminal history records check, and permits police department fingerprinting hours to be limited or eliminated to limit the transmission of COVID-19. Barracks will emain open to the general public for other business. - ***Sec. 21-40***

Human Resources - updated 8/17/20 - EO 7NNN

Executive Orders

Executive Order 7E Link: https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7E.pdf

7H-1 - Amended by 7ZZ-10 - Restrictions on workplaces for non-essential business: The order directs **all non-essential businesses and not-for-profit entities in Connecticut to prohibit all in-person functions** if they are able to, effective Monday, March 23, 2020 at 8:00 p.m. The governor is encouraging all businesses to employ, to the maximum extent possible, any telecommuting or work-from-home procedures that they can safely implement. The governor's order excludes any essential business or entity providing essential services or functions, such as healthcare, food service, law enforcement, and similar critical services.

Executive Order 7H Link: https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7H.pdf

7L-3 - Suspends restrictions on the re-employment of retired municipal employees: To enable municipalities to meet critical staffing needs caused by COVID-19 with skilled and experienced employees who require little to no additional training, the order modifies state statutes to allow certain retired employees who are in the municipal retirement system to work without any hourly or durational limitation while also continuing to receive retirement allowances. ***Sec. 7-438(b). Continuation of retirement allowance upon other public employment. Participation in state retirement system. Reemployment by participating municipality.***

Executive Order 7L Link: https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7L.pdf

7M-3 - Authorizing state agencies to extend statutory regulatory administrative deadlines by 90 days: The order allows flexibility in meeting statutory deadlines for filings, decisions, and notice in the many permitting and other applications and administrative hearings under the purview of state agencies, and requires agencies to post any changes on their web sites

Executive Order 7M Link: https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7M.pdf

7R-2 - Continuation of payment of public school staff: The order requires school districts to continue to employ, or restore to employment if already laid off, and pay school staff who are directly employed by the local or regional boards of education.

7R-3 - Preservation of student transportation services and special education providers: The order requires local boards of education and municipalities to negotiate amendments to contracts related to student transportation and special education services with the goal of continuing to make payments to transportation and special education providers so they may compensate their active employees, sustain the continuity of service when school resumes, and require the contracted company to attest and provide reasonable documentation of the fact that it is charging only the actual and reasonable cost of sustaining wage and health insurance payments for active employees and fleet.

Executive Order 7R Link: https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7R.pdf

7U -1 - Protection from civil liability for actions or omissions in support of the state's COVID-19 response: Protects health care professionals and health care facilities, including nursing homes and field hospitals, from lawsuits for acts or omissions undertaken in good faith in support of the state's COVID-19 response. State statutes already provide similar protections for other first responders, including police, firefighters, and EMS.

7U -2 - Financial protections for the uninsured and people covered by insurance who receive out-of-network health care services during the public health emergency: Protects those who are uninsured and those who are insured and are treated by an out-of-network emergency services health care provider from surprise bills and other significant costs. This will ensure that individuals receiving care are not being financially burdened. - ***Sec. 38a-477aa(b)(3)(A), 38a-477aa(b)(3)(B) , I 9a-673(b), I 9a-508c(l)***

Human Resources - updated 8/17/20 - EO 7NNN

Executive Orders

Executive Order 7U Link: https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7U.pdf

7V-1 - Safe workplaces in essential businesses: Requires the Department of Economic and Community Development to work in consultation with the Department of Public Health on the development of legally binding statewide rules prescribing additional protective measures that every workplace in Connecticut deemed essential – and any other business or nonprofit allowed to remain open – must follow. Such rules will be mandatory throughout the state.

- Immediately upon Governor Lamont's signing of this executive order, the Department of Economic and Community Development published the Safe Workplaces Rules for Essential Employers on its website, outlining guidance for these businesses. These rules go into effect immediately.
- Nothing in such rules or this order shall supersede Executive Order No. 7S, Section 1, or the "Safe Stores" rules

✓ Go to DECD's website for the most recent guidance: https://portal.ct.gov/DECD/Content/Coronavirus-Business-Recovery/Safe-Workplace-Rules-for-Essential-Employers

7V-6 - **Protection from civil liability for actions or omissions in support of the state's COVID-19 response: Replaces the section of Executive Order No. 7U concerning protection from civil liability for actions or omissions in support of the state's COVID-19 response with new language**, which adds protection from liability for common law claims – in addition to the previously enacted protection from liability for statutory claims – for healthcare workers and providers.

Executive Order 7V Link: https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7V.pdf

7X -4 - Modification or deferral of educator certification testing: Modifies state statutes to authorize the commissioner of Department of Education to temporarily defer any requirements regarding certification testing for educators as he deems necessary to address the impact of the COVID-19 crisis. ***- Section 10- 145f***

Executive Order 7X Link: https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7X.pdf

7BB-1 - **(Repealed and Replaced by EO 7NNN) Cloth face coverings or higher level of protection required in public wherever close contact is unavoidable** - Each employee shall be required to wear a mask or other cloth material that covers his or her mouth and nose at all times while in the workplace. Towns shall issue such masks or cloth face coverings to their employees. In the event a town is unable to provide masks or cloth face coverings to employees because of shortages or supply chain difficulties, towns must provide the materials and CDC tutorial about how to create a cloth face covering, or compensate employees for the reasonable and necessary costs employees expend on such materials to make their own masks or cloth face coverings.

- Nothing in in these rules shall require the use of a mask or cloth face covering by anyone for whom doing so would be contrary to his or her health or safety because of a medical condition.
- If a person declines to wear a mask or face covering because of a medical condition as described above, such person shall not be required to produce medical documentation verifying the stated condition.

7CC -1 - Applicability of Executive Order No. 7S, Section 7 to **additional critical and time-sensitive municipal fiscal actions**: **Expands Section 7 of Executive Order No. 7S,** permitting a municipality's legislative body and budget-making authority to jointly authorize certain actions by a majority vote of each body to include additional time sensitive and essential actions among which such bodies may authorize. The EO includes:

- the application for or acceptance of any grants, funding, or gifts;
- approval of collective bargaining agreements and legal settlements;
- the transfer of funds to or from capital or reserve accounts, the investment of funds pertaining to pensions, trusts, retirement programs or other post- employment benefit funds; or
- any financial actions required by (a) a contract or agreement or (b) a court order or consent decree that

Human Resources - updated 8/17/20 - EO 7NNN

Executive Orders

require approval, provided that such legislative body (or board of selectmen, where applicable) and budget-making authority have each approved such action and have made specific findings that such action is necessary to permit the orderly operation of the municipality and that there is a need to act immediately during the public health and civil preparedness emergency in order to avoid endangering public health and welfare, prevent significant financial loss, or that action is otherwise necessary for the protection of persons and property within the municipality.

Executive Order 7CC Link: https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7CC.pdf

7QQ-6 **- Clarification that Commissioner Orders Issued Pursuant to the Governor's Executive Orders Are Not Regulations Subject to the UAPA**. Section 4-166(16) of the Connecticut General Statutes is modified to clarify that the definition of a regulation does not include any amendment or repeal of an existing regulation and any directive, rule, guidance, or order issued by a Commissioner or Department Head pursuant to a Governor's Executive Order during the existing civil preparedness and public health emergency and any renewal or extension thereof. Notwithstanding Sections 4-166 to 189, inclusive, of the Connecticut General Statutes, any Commissioner or Department Head, as permitted or directed by any such Governor's executive order, may modify or suspend any regulatory requirements adopted by the Commissioner or Department Head that they deem necessary to reduce the spread of COVID-19 and to protect the public health. This section applies to all orders that have been issued since the declaration of public health and civil preparedness emergencies on March 10, 2020 and for the duration of the public health and civil preparedness emergency, including any period of renewal of such emergency declaration.

Executive order 7QQ Link - https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7QQ.pdf

7UU-2 - Determination of Suitable Work. For any claim submitted covering May 17 through July 25, Section 31-236-5 of the Regulations of Connecticut State Agencies is modified to read, "In determining whether or not work offered is suitable for an individual, the Administrator shall consider the degree of risk to the individual's health or, due to the COVID-19 public health emergency, the health of a member of that individual's household. In determining the degree of risk, the Administrator may consider the individual's or household member's health, his or her physical capabilities, the physical and mental requirements of the job, working conditions and the existence of any medical documentation concerning the individual's limitations. Where an unreasonable risk to the individual's health or, due to COVID 19, the health of a member of that individual's household is established, the Administrator shall find the work to be unsuitable for the individual."

Executive Order 7UU Link: https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7UU.pdf

7ZZ-10 - Extension of Essential Business Rules. Executive Order No. 7H, Section 1, as amended by Executive Order No. 7PP, is extended for the duration of the public health and civil preparedness emergency, unless earlier modified or terminated.

7NNN - 1 - **Executive Order No. 7BB, Section 2, issued on April 17, 2020, is repealed**. Effective immediately, any person in a public place in Connecticut, whether indoors or outdoors, who does not maintain a safe social distance of approximately six feet from every other person shall cover their mouth and nose with a mask or cloth face-covering. In addition, individuals shall use a mask or cloth face covering when using the services of any taxi, car, livery, ride-sharing or similar service, or any means of mass public transit, or while within any semi-enclosed transit stop or waiting area.

a. Nothing in this order shall require the use of a mask or cloth face covering by anyone for whom doing so would be contrary to his or her health or safety because of a medical condition, a child in a child care setting, or anyone under the age of 2 years. Any person who declines to wear a mask or face covering because of a medical condition shall be exempt from this order and any requirement to wear masks in Sector Rules or other rules issued by theCommissioner of the Department of Economic and Community Development (DECD), but only if such person provides written documentation that the person is qualified for the exemption from a licensed medical provider, the Department of Developmental Services or other state agency that

Human Resources - updated 8/17/20 - EO 7NNN

Executive Orders	provides or supports services for people with emotional, intellectual or physical disabilities, or a person authorized by any such agency. Such documentation need not name or describe the condition that qualifies the person for the exemption a. The Commissioner of DECD shall issue updated versions of Sector Rules, Safe Workplace Rules for Essential Employers, or other rules issued pursuant to previous executive orders, which updated versions shall set forth updated requirements for face coverings within those settings, and which, when complied with, shall constitute compliance with this order. b. This order shall supersede and preempt any current or future municipal order whenever such order conflicts with this order. Executive Order Link 7NNN- https://portal.ct.gov/-/media/Office-of-the-Governor/Executive-Orders/Lamont-Executive-Orders/Executive-Order-No-7NNN.pdf
Agency Guidance	**Department of Administrative Services:** 7M-3 - Additional Guidance - https://portal.ct.gov/-/media/Coronavirus/20200331-DAS-Memo-regarding-Executive-Order-7M-on-statutory-deadlines-or-limits-related-to-the-build.pdf?la=en 7M-3 - Additional Guidance - https://portal.ct.gov/-/media/Coronavirus/20200407-DAS-Implementation-order-for-Executive-Order-7M-temporarily-extending-certain-statutory-dea.pdf?la=en **and** https://portal.ct.gov/-/media/Coronavirus/20200414-DAS-Implementation-order-for-Executive-Order-7M-temporarily-extending-certain-statutory-dea.pdf?la=en
Continuity Issues	• **Staffing** ✓ Staffing levels for individual tasks may be stressed or interrupted due to COVID-19 ✓ Return to work protocols • **Remote Work** - ✓ Remote work is by-in-large new to municipalities ✓ Collective bargaining agreements in most instances, when they expire, are June 30 • **Safety** ✓ Office/Facility Issues • **Re-Openings**
Suggested Best Practices	**Generally Town's should:** ✓ **Form a standing committee** for the duration of the public health emergency (you may wish to keep this permanently) of management and labor to ensure full communication/discussion of actions being taken by the municipality. Such a committee should include elected officials, Public safety representatives (FD, LEO), and representatives of municipal and Board of Education bargaining units to ensure the informed decision making and effective distribution of information and the adoption of policies during the public health emergency. A key first task is to identify the critical programs and services that must be delivered. ✓ **Consider new ways of operating** for both essential and non-essential functions – shift work, telework, nonstandard hours. ✓ **Identify positions,** in partnership with bargaining units, in non-essential work functions that can meet the need in essential work positions and consider how they may be able to provide needed support during this crisis. ✓ **Identify and implement technology** solutions that allow residents to conduct business virtually and protect municipal employees from exposure. ✓ **Extend all municipal and Board of Education collective bargaining agreements** through the end of the public health emergency

Human Resources - updated 8/17/20 - EO 7NNN

Suggested Best Practices

✓ **Employees, to the degree possible - should work remotely.** Teleworking can include performing normal job duties and special projects. Towns not familiar with tele-work should have some structure by which to conduct business and ensure that work - including communication - are being done as intended. Confirm that employees have access to either a home computer or VCU laptop and have the appropriate connections to VCU. As possible, arrange for loaner laptops for those without appropriate equipment. (OSHA)

- Bargaining units should be involved in the development and implementation of remote work

✓ Do not require a healthcare provider's note for employees who are sick with acute respiratory illness to validate their illness or to return to work, as healthcare provider offices and medical facilities may be extremely busy and not able to provide such documentation in a timely way. (OSHA)

✓ Follow all guidance as set forth through Executive Order 7V-1 - which can be found at: DECD's website for the most recent guidance: https://portal.ct.gov/DECD/Content/Coronavirus-Business-Recovery/Safe-Workplace-Rules-for-Essential-Employers

✓ Distribute summaries of health insurance processes and procedures to employees.

✓ Place posters that encourage hand hygiene to help stop the spread at the entrance to your workplace and in other workplace areas where they are likely to be seen.

Manage, Collaborate and Communicate

✓ Communicate Routinely - by phone or video-conference - board and commission chairs, labor representatives, elected officials (local and state) - **Keep in mind and adhere ALL applicable FOIA Statutes, Regulations, Rulings and Policies.**

Suggested Best Practices

Manage, Collaborate and Communicate

✓ Communicate Routinely - by phone or video-conference - board and commission chairs, labor representatives, elected officials (local and state) - **Keep in mind and adhere ALL applicable FOIA Statutes, Regulations, Rulings and Policies.**

✓ Assemble a operations team, including labor representatives, to rapidly address and adapt to changes in municipal operations

✓ Coordinate through regional COGs in partnership with bargaining unit representatives, the collective use of staff or consider a regional staffing through the COG.

✓ Schedule regular meetings with any labor unions representing town employees

✓ Schedule regular (weekly at least) video meetings with department heads - providing needed updates, hearing issues and going over expectations

✓ Involve representatives chosen by members of municipal and boards of education bargaining units through their labor unions in all discussions, planning or implementation of town policies to the pandemic recovery.

✓ Discuss with companies that provide the town with contract or temporary employees about the importance of sick employees staying home and encourage them to develop non-punitive leave policies. (OSHA)

Staffing

- The State and Federal governments define "essential" workers - all municipal workers should be defined as essential
- The pandemic should not be used to circumvent or abrogate collective bargaining agreements or adversely affect municipal or board of education employees.
- Towns may consider either an inter-municipal agreement or mutual aide agreement with a neighboring community to either share staff or "piggyback" various town staffing with a community with more capacity. Before exercising this option, municipalities should consult with their bargaining units to meet any staffing challenges to ensure proper coordination in accordance with the terms of existing bargaining agreements and all applicable laws including but not limited to the Teachers Negotiations Act and the Municipal Employees Relation Act.

Human Resources - updated 8/17/20 - EO 7NNN

Suggested Best Practices

- Regional councils of government should be assembling rosters of qualified staffing who can fill in as independent contractors on an as-needed basis to fill vacancies or work loads of member towns
  - ✓ Avoids need for inter-town agreements
  - ✓ Independent contractors used to fill temporary need should be allowed through E.O. so as not to conflict with local collective bargaining agreements
  - ✓ COGs must engage and involve bargaining unit representatives to be part of any regional staffing.
- Towns with either staffing capacity issues or a temporary interruption in staffing due to COVID-19 could bridge such situations utilizing their regional council of governments (COGs). The nine regional COGs either have the staffing capacity or the ability to "staff up" to preform most town functions. COGs have the statutory authority (8-31b) to provide most any function a town may need. COGs already provide dozens of services otherwise preformed individually by towns on a shared or regional basis.
  - ✓ COGs must engage and involve bargaining unit representatives to be part of any regional staffing.
- Utilizing Executive Order 7L-3 municipalities are allowed to re-hire retired municipal employees - allowing communities third experienced staff. Before exercising this option, municipalities should consult with their bargaining units to meet any staffing challenges to ensure proper coordination in accordance with the terms of existing bargaining agreements.
- Cross-train existing staff to preform many of the routine office functions
- Ensure that employers do not discipline, terminate or otherwise retaliate against workers who utilize sick time, FMLA, disability, unemployment or any other benefit to which they are entitled during a public health emergency.

Remote Working (adapted from: Municipal Research and Services Center (MRSC)

- ✓ Agreed upon schedule of telework: include days and hours - lists of projects, milestones, due dates for remote working - memorialized in a written agreement (not to be confused with an employment contract);
- ✓ Expectations of availability during core business hours, including how the employee will be expected to communicate, and how they will conduct meetings with other employees and clients (onsite or via phone/video);
- ✓ Check in not less than weekly by voice/video/email to ensure communications
- ✓ Remote work can/should include performing normal job duties as well as any special projects assigned.
- ✓ Confirm that employees have access to either a home computer or provide a municipal laptop - with the appropriate connections to your municipality.
- ✓ Provide appropriate tech support. For many employees this will be their first time telecommuting and they will have a lot of basic software and connectivity questions. This may mean your tech support will need additional support.
- ✓ Have a written policy that addresses both emergency and non-emergency situations and is clear about expectations.
- ✓ Create a phone tree for staff, including emergency contact information. Make sure you all know how the tree will work and who calls whom and under what circumstances.
- ✓ Free conference calling services include freeconference.com and Google Hangouts. Popular web-based video conferencing tools include Zoom, Skype, Google Hangouts Meet, and GoToMeeting.
- ✓ If the current circumstances continue, your organization may want to consider using a system like gsuite for instant messaging, video chat, and document creation, management, and sharing. It offers tiered pricing depending on your organization's size, and has a phone app as well.
- ✓ **Cybersecurity** - On-site computers work on secure networks, but security off-network is questionable
  - Make your agreement explicit if you don't want employees on public WiFi, and make sure they know what public WiFi and unsecured networks are.

Human Resources - updated 8/17/20 - EO 7NNN

Suggested Best Practices

- Alert employees to an expected increase in phishing attempts. Malicious cyber actors may increase phishing emails targeting teleworkers to steal their usernames and passwords. Be aware that there are cybercriminals capitalizing on this emergency, including phishing emails purporting to be from the CDC.
- VPNs and Remote Desktop Connections pose some risk; check with your IT staff to make sure patches and updates are current.

- **Office Re-Openings**

✓ **Read, Adhere and Check for Updates from the Department of Economic and Community Development Sector Re-Opening Guidance** - https://business.ct.gov/-/media/DECD/Covid_Business_Recovery/general-reopen-051920.pdf

✓ Rank and file public employees are a resource that must be used when discussing, planning or implementing safety protocols and to assist in determining safe practices for public interactions.. To not the people who will be staffing worksites is shortsighted, may compromise their safety and will only lead to future problems.

- From the Harvard Business Review, **5 Tips for Safely Re-Opening Your Office** - https://hbr.org/2020/05/5-tips-for-safely-reopening-your-office

1. "**Require please and thank you.** The only way to create and sustain change is to have **200% accountability**: Employees must understand that they are not simply responsible to follow safe practices themselves (the first 100%), they are also responsible to ensure everyone around them does as well (the second 100%). Instruct employees that when anyone sees anyone violate safe practices, they are to remind them of proper protocol with a polite, "Please." For example, "Please wear a mask when you're in the second 100%). Instruct employees that when anyone sees anyone violate safe practices, they are to remind them of proper protocol with a polite, "Please." For example, "Please wear a mask when you're in the office."… Leaders must be instructed that when they're reminded of a safety guideline, there is only one permissible response: an immediate "Thank you" followed by compliance. Period."
2. **Hold a Covid boot camp when you return to the office.** The idea of a "boot camp" is to break down old patterns and introduce new ones. The easiest time to reset norms is when no one knows what is normal.
3. **Practice with fire drills.** Hold daily fire drills in the first week, where you ask people to stop what they are doing and practice the new behaviors. In the weeks following, twice a week is sufficient. Effective fire drills also require leadership. Leaders must walk all employees through the motions of each new safety behavior, including saying please and thank you. Fire drills require much less time, but are critical to sustaining change because they remind employees of how important the behaviors are.
4. **Perform daily rounds.** As the saying goes, "you don't get what you expect, you get what you inspect." Just like in a hospital, leaders must use a checklist to do "rounding" and measure compliance results. They can walk the work area and observe the degree to which proper behavior is being practiced. They should score it every day for the first 30 days and do their observations at unpredictable times of day. After that, rounding can happen every other day.
5. **Keep score publicly.** Leaders should then post the rounding scores publicly, every day. Above the score they can place a large circle with colors denoting the organization's level of compliance: Green = 95%+. Yellow = 80-90%. Red = <80%. They must commit to post the results no matter what they are and make sure they are visible to clients and customers. Embarrassment is a powerful motivator for improvement and the more public the embarrassment, the greater the motivation.

These practices may feel awkward for many employees and leaders, especially those who haven't been part of concerted workplace safety efforts before. But these are unusual times and if we want to keep everyone safe and healthy, people have to do things outside of their comfort zones.

If leaders take these practices seriously, they will be able to inculcate new norms much more quickly. Doing so is not only important for employee safety but for the health of your business. Adherence to these critical behaviors will make it possible for business to reopen — and to stay open.

Human Resources - updated 8/17/20 - EO 7NNN

Suggested Best Practices

- **Re-Opening Plan** - Municipalities, before opening for internal use and allowing the public access to facilities should form a Re-Opening Committee made up of Department Directors, Local Health Department and Bargaining Unit Members, Outside venders (if used in operations) to develop a comprehensive Re-Opening Plan (Suggest each town adhere to CDC guidance - **COVID-19 Employer Information for Office Buildings** (https://www.cdc.gov/coronavirus/2019-ncov/community/office-buildings.html). Such a plan, at a minimum should:

1. **Identify** where and how workers might be exposed to COVID-19 at work.
   - Conduct worksite assessments to identify COVID-19 prevention strategies. (CDC)
   - Classify worker risk of occupational exposure to SARS-CoV-2, the virus that causes COVID-19, and establish protocols and PPE to protect workers. (OSHA)
2. **Develop** hazard controls using the hierarchy of controls to reduce transmission among workers. Include a combination of controls noted below.
   - Maintain a continuous log of every person, including workers and visitors, who may have close contact with other individuals at any town facility.
   - If a worker tests positive for COVID-19, the Town must immediately notify their local health department and cooperate with contact tracing efforts, including notification of potential contacts, such as workers or visitors who had close contact with the individual, while maintaining confidentiality required by state and federal law and regulations.
   - Have a plan for cleaning, disinfection, and contact tracing in the event of a positive case.
3. **Change** the way people work
4. **Educate** employees and supervisors about steps they can take to protect themselves at work.
   - Educate workers in the **language they understand best** about coronavirus and how to prevent transmission, and the employer's COVID-19 policies.
   - Post signage, in alignment with your communities Limited English Proficiency (LEP) Plan throughout the site to remind personnel to adhere to proper hygiene, social distancing rules, appropriate use of PPE, and cleaning and disinfecting protocols.

- **Other Safety Measures:**

✓ Maintain minimum six-foot separation between all employees (and customers) in all interactions at all times.

✓ When strict physical distancing is not feasible for a specific task, other prevention measures are required, such as use of barriers, minimizing staff or customers in narrow or enclosed areas, and staggering breaks and work shift starts.

✓ Tightly enclosed spaces or small rooms should be occupied by only one individual at a time, unless all occupants are wearing cloth face coverings, masks or respirators. If occupied by more than one person, will keep occupancy under 50% of maximum capacity.

✓ Post social distancing markers using tape or signs that denote 6 ft. of spacing in commonly used and other applicable areas on the site (e.g. clock in/out stations, health screening stations)

✓ Limit in-person gatherings as much as possible and use tele- or video-conferencing whenever possible. Essential in-person gatherings (e.g. meetings) should be held in open, well-ventilated spaces with appropriate social distancing among participants.

✓ Establish designated areas for pick-ups and deliveries, limiting contact to the extent possible.

✓ Provide (at no cost to employees) and require the wearing of personal protective equipment (PPE), such as gloves, goggles, face shields and face masks as appropriate or required for the work activity being performed. Cloth face coverings must be worn by every employee not working alone on the job site unless their exposure dictates a higher level of protection under L&I safety and health rules and guidance.

✓ Limit the sharing of objects and discourage touching of shared surfaces; or, when in contact with shared objects or frequently touched areas, wear gloves (trade-appropriate or medical); or, sanitize or wash hands

Human Resources - updated 8/17/20 - EO 7NNN

Suggested Best Practices

before and after contact.

✓ Establish an increased frequency house keeping schedule that includes frequent cleaning and sanitizing with a particular emphasis on commonly touched surfaces. Adhere to hygiene and sanitation requirements from the Centers for Disease Control and Prevention (CDC)

✓ Ensure frequent and adequate hand washing with adequate maintenance of supplies. Use disposable gloves where safe and applicable to prevent virus transmission on tools or other items that are shared

✓ Conduct regular cleaning and disinfection at least after every shift, daily, or more frequently as needed, and frequent cleaning and disinfection of shared objects (e.g. tools, machinery) and surfaces, as well as high traffic areas, such as restrooms and common areas, must be completed

✓ **Provide training on proper hand washing practices** and other routine infection control precautions, such as avoiding touching the face and avoiding touching surfaces often touched by passengers or fellow employees. Including key times to clean hands include:

- Before, during, and after preparing food.
- Before eating food.
- After using the toilet.
- After blowing your nose, coughing, or sneezing.
- Before and after work shifts.
- Before and after work breaks.
- After touching frequently touched surfaces,.
- After putting on, touching, or removing cloth face coverings.

✓ Place posters that encourage hand hygiene to help stop the spread at the entrance to your workplace and in other workplace areas where they are likely to be seen.

✓ Ensure that all employees who do not speak English as their first language are aware of procedures by communicating the procedures, either orally or in writing, in their native or preferred language.

✓ All inter-departmental data sharing conducted electronically

✓ Maintain flexible policies that permit employees to stay home to care for a sick family member. Employers should be aware that more employees may need to stay at home to care for sick children or other sick family members than is usual. (OSHA)

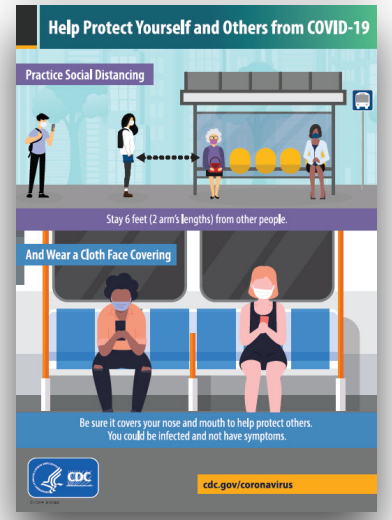
Resources

- **COVID-19: Impact on Employment and Labor - National Conference of State Legislatures** - https://www.ncsl.org/research/labor-and-employment/covid-19-impact-on-employment-and-labor.aspx
- **Telecommuting - MRSC** - http://mrsc.org/Home/Explore-Topics/Management/HR-Management/Telecommuting.aspx
- **Quick Steps to Prepare a Remote Work Policy for Your Local Government, ICMA** - https://icma.org/blog-posts/quick-steps-prepare-remote-work-policy-your-local-government
- **The Pandemic And The Future Of Remote Work For Local Government, American City & County Magazine -** https://www.americancityandcounty.com/2020/04/24/the-pandemic-and-the-future-of-remote-work-for-local-government/
- **The Pros and Cons of Telecommuting to a Government Gig, Governing** - https://www.governing.com/columns/smart-mgmt/gov-telework-public-sector.html
- **Montgomery County Telework Program POLICIES AND PROCEDURES** - https://www.montgomerycountymd.gov/HR/Resources/Files/Telework/Telework_Policy.pdf
- **British Columbia - Flexible Workplaces** - https://www2.gov.bc.ca/gov/content/careers-myhr/all-employees/work-arrangements/flexible-workplaces
- **New Federal Laws Support Employees During the COVID-19 Pandemic - MRSC** - http://mrsc.org/Home/Stay-Informed/MRSC-Insight/April-2020-1/New-Federal-Laws-Support-Employees-During-the-COVI.aspx

Best Practices Guidelines

https://www.cdc.gov/coronavirus/2019-ncov/downloads/COVID19-What-You-Can-Do-High-Risk.pdf

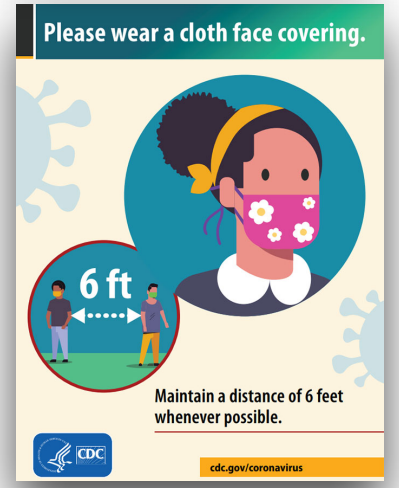
https://www.cdc.gov/coronavirus/2019-ncov/downloads/COVID19-What-You-Can-Do-High-Risk-spanish.pdf



https://www.cdc.gov/coronavirus/2019-ncov/downloads/COVID19-social-distancing-cloth-face-coverings-poster.pdf

https://www.cdc.gov/coronavirus/2019-ncov/downloads/COVID19-social-distancing-cloth-face-coverings-poster-sp.pdf

https://www.cdc.gov/coronavirus/2019-ncov/downloads/COVID19-social-distancing-cloth-face-coverings-poster-ZHCN-Chinese.pdf



https://www.cdc.gov/coronavirus/2019-ncov/downloads/cloth-face-covering-building-entrance.pdf

https://www.cdc.gov/coronavirus/2019-ncov/downloads/cloth-face-covering-building-entrance-sp.pdf

https://www.cdc.gov/coronavirus/2019-ncov/downloads/cloth-face-covering.pdf

https://www.cdc.gov/coronavirus/2019-ncov/downloads/cloth-face-covering_SP.pdf

The information contained in this document is not intended to provide legal advice and should be used only for guidance regarding various functions performed by municipalities. Individual questions regarding the applicability of Executive Orders should be directed to the Office of Policy and Management Intergovernmental Policy and Planning Division (IGPP) or the town's legal representative.

The Advisory Commission on Intergovernmental Relations (ACIR) is a 24-member agency of the State of Connecticut created in 1985 to study system issues between the state and local governments and to recommend solutions as appropriate. The membership is designed to represent the state legislative and executive branches, municipalities and other local interests, and the general public.

The role of ACIR, as contained in Section 2-79a of the Connecticut General Statutes, is to: (1) serve as a forum for consultation between state and local officials; (2) conduct research on intergovernmental issues; (3) encourage and coordinate studies of intergovernmental issues by universities and others; and (4) initiate policy development and make recommendations to all levels of government.

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