

State of Connecticut

Human Resources and Labor Relations Centralization

June 29, 2020



Why Centralize Human Resources and Labor Relations

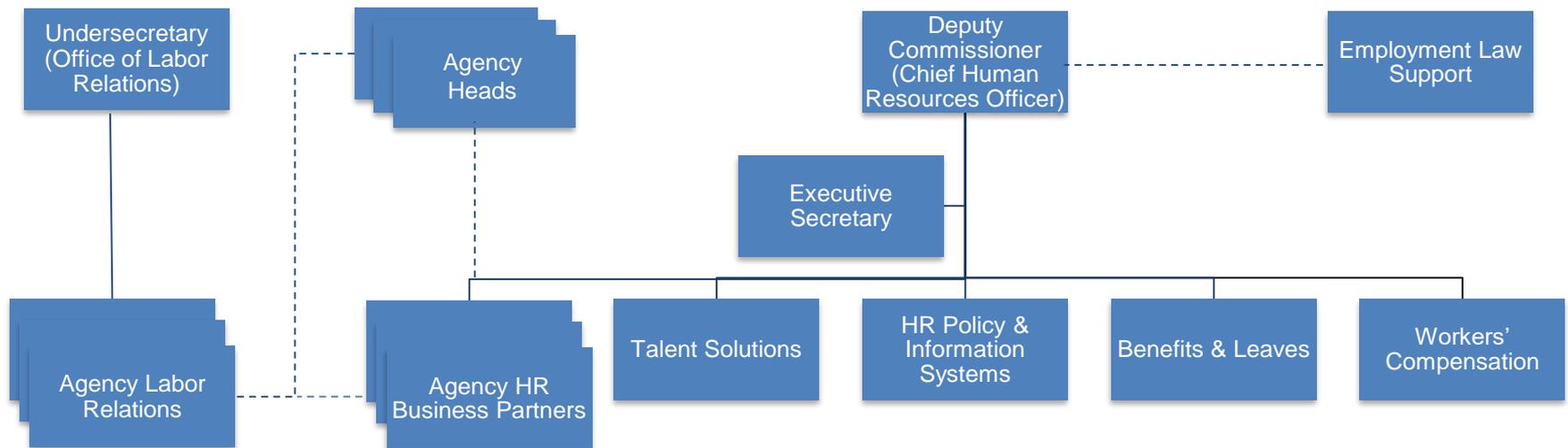
- [The Lamont/Bysiewicz Administration sees a great opportunity to re-shape State government operations in ways that deliver services in a more contemporary and cost effective fashion for Connecticut's citizens.](#)
- Human Resources and Labor Relations have experienced significant positive change in the private sector and within other public sector employers via centralization.
- Centralization creates the appropriate environment for more specialization within the different functional areas.
- More specialization drives better performance and attainment of professional excellence through greater productivity, speed, and quality of services, improved pace of innovation, and an overall reduction of risk through greater consistency and reliability.
- Centralized Labor Relations administration establishes an environment for shared ideas and the delivery of broader solutions to issues impacting the organizations that serve Connecticut residents.
- Announcing this initiative now gives the State the necessary guidance and support to begin more detailed operational planning that will ensure a smooth transition for all affected employees and stakeholders.

Accomplishments Since July 2019

- Administration announced initiative on July 31.
- Executive Order and FAQs publicized.
- Finalized a detailed multi-year financial plan aimed at delivering the best possible services at the lowest possible cost that is presently under review.
- Finalized and published the necessary job classes to support the proposed structure.
- Finalized an IT Investment Program application and received Capital Funds that enable the physical centralization of operations and provides automation for manual, repetitive tasks. A key aspect of this application is the State's pursuit of a Human Resources Service Delivery System that will 1) digitize HR records to enable online file maintenance and use from any location and 2) provide case management functionality so that work can be consistently and efficiently routed in accordance with future workflows.
- Began the internal facilities work and property coordination necessary to move the Human Resources employees identified to move to 450 Columbus Blvd.
- Conducted an Agency Labor Relations service delivery inventory to create a baseline for consolidation planning initiatives and Lean events.
- Initiated joint Human Resources and Labor Relations touch point meetings with all Agency Heads and leadership teams to discuss the project status and individual agency challenges.
- Conducted selection process for Human Resources and Labor Relations leadership roles.
- Selection processes ongoing for many Human Resources and Labor Relations roles.
- Began IT projects for Human Resources Service Delivery System and Artificial Intelligence (AI) for shortlisting of job applications.

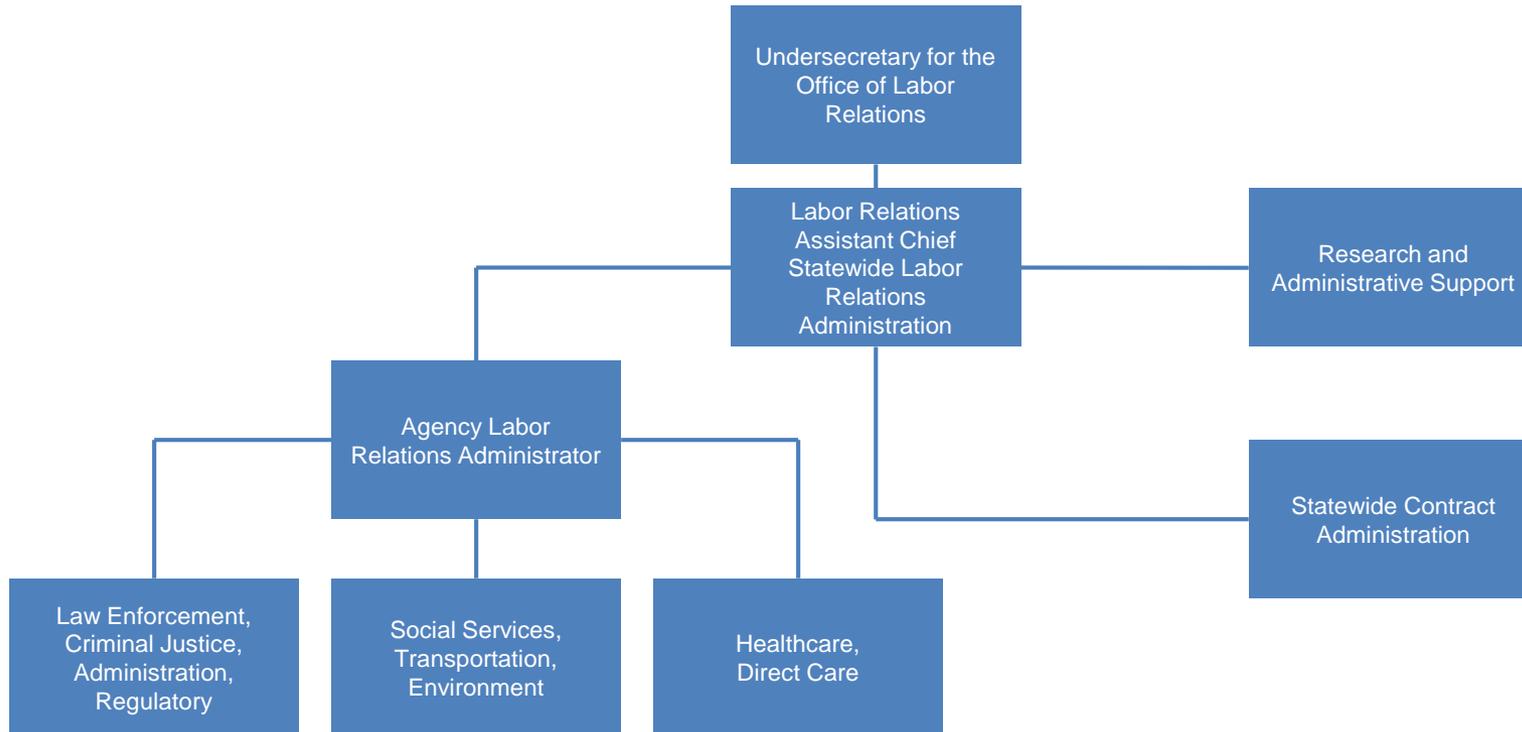
Structure - Overview

DAS and OPM are planning to reorganize the State of Connecticut's Human Resources and Labor Relations operations into a contemporary structure. By doing so the State will achieve higher economies of scale, more consistent standards and control, and a critical mass of competencies, while also having the flexibility and mobility to respond to agency needs on-site.



Office of Labor Relations

OPM is planning to reorganize the State of Connecticut's Labor Relations function into 2 distinct units providing both statewide and agency specific services. Through this system the State will achieve efficiencies by standardizing practices, addressing organizational issues earlier to avoid costly appeals and through more consistent labor relations services. A centralized labor relations service delivery model will provide opportunities to deploy resources in a more coordinated fashion to address specific agency needs.



Agency Human Resources Business Partners

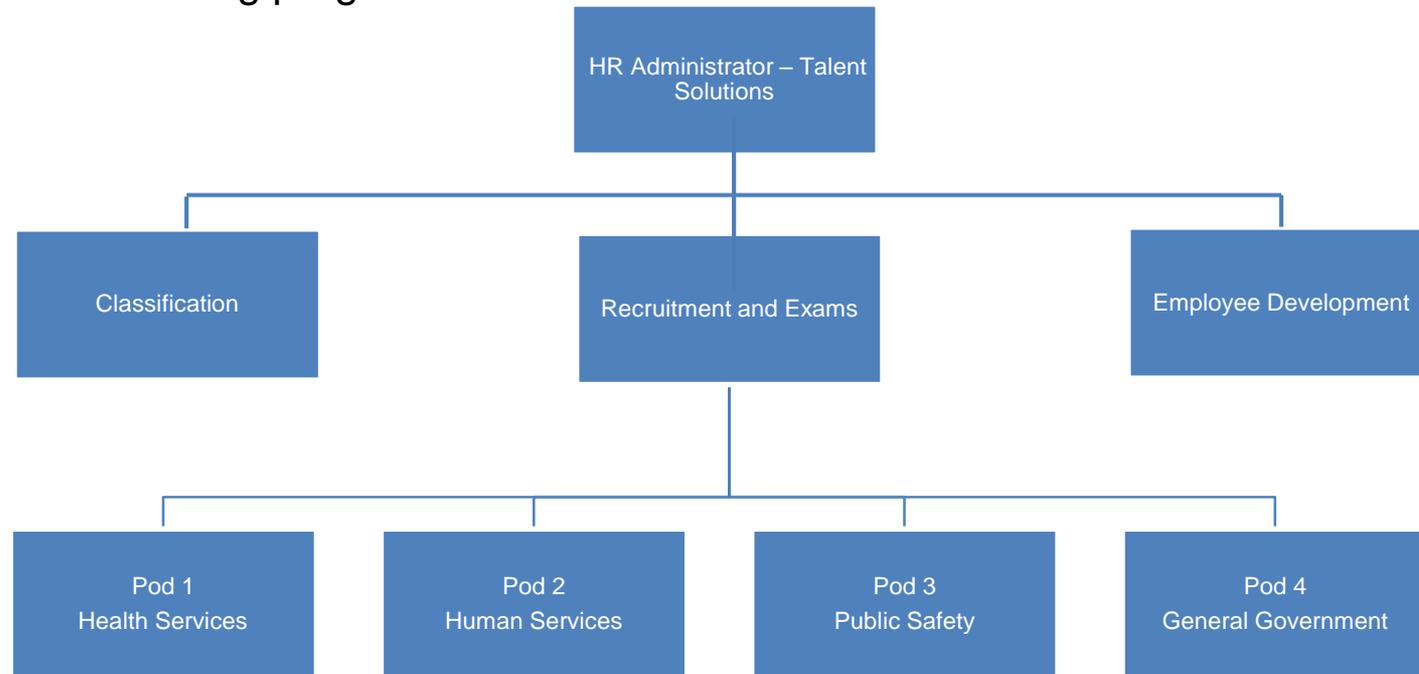
This functional unit will be primarily focused on supporting agency leadership with organizational design, corresponding position management, handling classification grievances, properly implementing mandatory rights associated with filling approved positions, the selection and onboarding of qualified applicants/employees, and handling various employee inquiries and issues.



*Each in-scope agency will have an HR Business Partner who will lead a team of HR Generalists

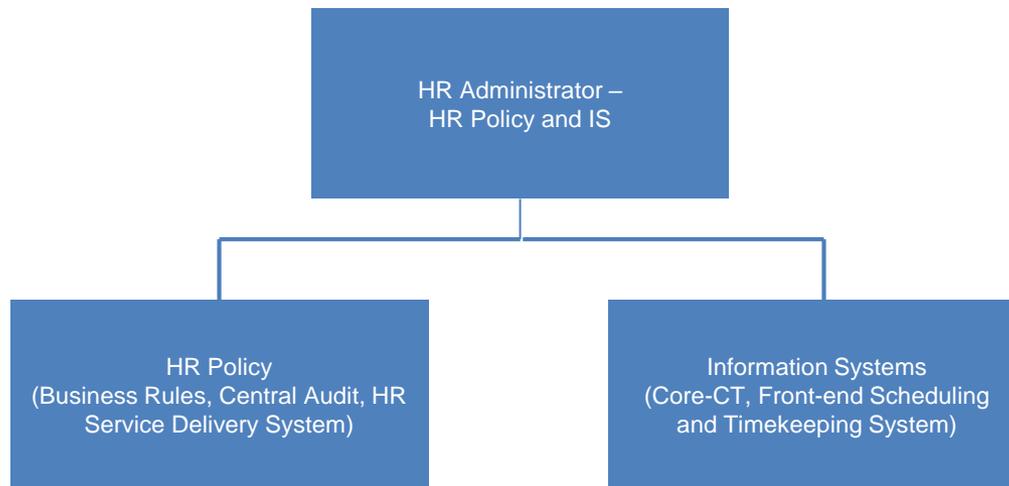
Talent Solutions

This functional area will be responsible for the State Executive Branch's overall talent acquisition strategy, the recruitment and examination (to include shortlisting) of job applicants, the administration of statutory and negotiated job placement rights, the classification and compensation system, and the coordination and development of statewide learning programs.



HR Policy and Information Systems

This functional area will be responsible for the State Executive Branch's administration of Ch. 67 of the CGS and other authorities governing terms and conditions of State employment and supporting HR Information systems.



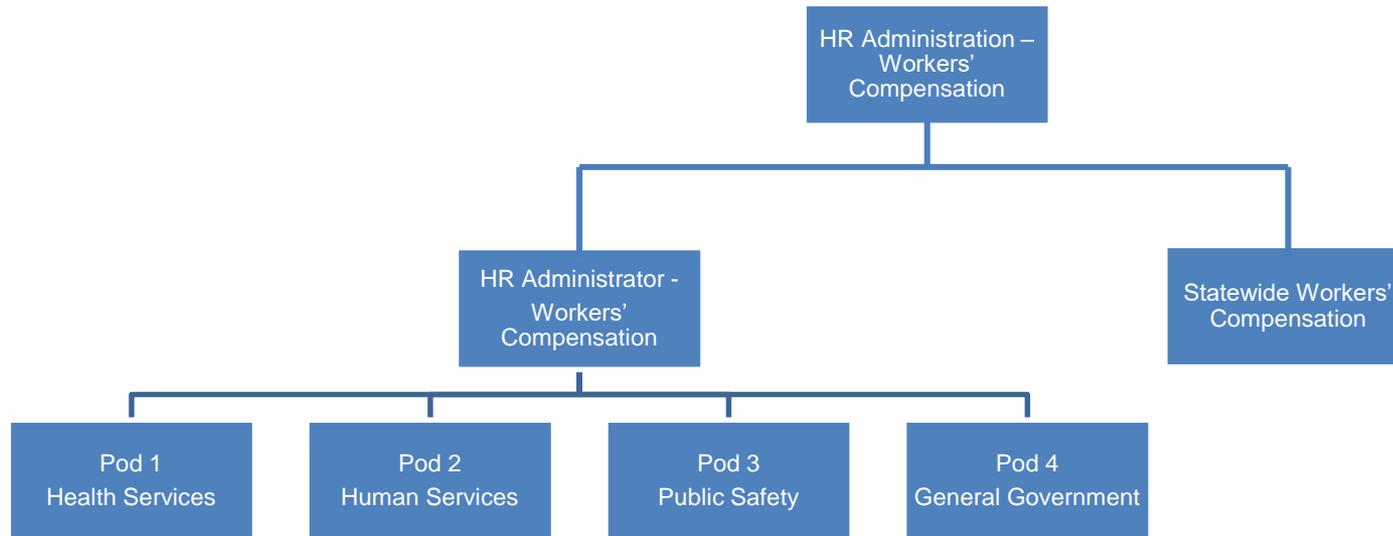
Benefits & Leaves

This functional area will primarily be responsible for providing assistance to employees in areas of leaves (e.g., family, medical, military), ADA accommodations and retirements.



Workers' Compensation

This functional area will be responsible for the administration of the State of Connecticut's Workers' Compensation program. This will also include oversight of the Third Party Administrator and ensures compliance.



Structure Details (1 of 4)

Functional Area	Service Focus	Purpose	Example Duties	Primary Customers
Agency Labor Relations	<ul style="list-style-type: none"> On-site delivery Planning Strategy 	<ul style="list-style-type: none"> Serve as Agency Heads' on-site labor relations subject matter experts 	<ul style="list-style-type: none"> CBA administration Investigations Represented employee counseling/discipline Performance management Grievances Labor management committees Collective bargaining support Supervisor/Manager training 	<ul style="list-style-type: none"> Agency Leadership Employees
Statewide Labor Relations	<ul style="list-style-type: none"> Enterprise Central Delivery Planning Strategy 	<ul style="list-style-type: none"> Negotiate and administer collective bargaining agreements; advise Agency Heads and HR Business Partners on complex HR/Labor Relations matters; represent the State of CT in formal proceedings. 	<ul style="list-style-type: none"> Lead Contract Negotiation Teams Represent the State of Connecticut and State Agencies: <ul style="list-style-type: none"> Arbitrations State Labor Board SBMA In court as a Special Attorney General Employee Review Board Negotiates and drafts settlement agreements Researches and drafts: <ul style="list-style-type: none"> Briefs Position Papers Policies, Official Memoranda, Procedures Administers Statewide bumping and layoff Develops and conducts training 	<ul style="list-style-type: none"> Secretary of OPM Agency Heads HR Business Partners DAS

Structure Details (2 of 4)

Functional Area	Service Focus	Purpose	Example Duties	Primary Customers
Agency HR Business Partners	<ul style="list-style-type: none">• On-site delivery• Planning• Strategy	<ul style="list-style-type: none">• Serve as Agency Heads' on-site human resources strategic partner (generalist)	<ul style="list-style-type: none">• Agency partnership• Functional area liaison• Leadership and employee advising• Organizational design• Workforce management and planning• Position management• Classification grievances (Agency level)• Clearing mandatory lists• Selection and hiring/onboarding• Training coordination	<ul style="list-style-type: none">• Agency Leadership• Employees

Structure Details (3 of 4)

Functional Area	Service Focus	Purpose	Example Duties	Primary Customers
Talent Solutions	<ul style="list-style-type: none"> • Central delivery • Enterprise • Planning • Strategy 	<ul style="list-style-type: none"> • Responsible for overall talent acquisition strategy, vendor management, system support, and consistent and standardized recruitment and examination efforts 	<p>Applicant Tracking System</p> <ul style="list-style-type: none"> • Overall administration <p>Classification</p> <ul style="list-style-type: none"> • Job class development and maintenance • Classification grievances (State level) <p>Reemployment/SEBAC</p> <ul style="list-style-type: none"> • Developing and maintaining mandatory lists • Less Arduous Duty process <p>Recruitment & Exams</p> <ul style="list-style-type: none"> • Agency partnership • Digital recruiting • Employer branding • Sourcing • Job openings • Administer Appeals process • Certifying eligible lists • Eligible list shortlisting <p>Employee Development</p> <ul style="list-style-type: none"> • Leadership development • Other training coordination • Future LMS admin 	<ul style="list-style-type: none"> • Agency HR Business Partners • Applicants

Structure Details (4 of 4)

Functional Area	Service Focus	Purpose	Example Duties	Primary Customers
HR Policy & Information Systems	<ul style="list-style-type: none"> Enterprise Planning Strategy 	<ul style="list-style-type: none"> Administers Ch. 67 of the CGS and other authorities governing State employment and supporting HRIS 	<p>Policy Compliance</p> <ul style="list-style-type: none"> Central audit Policies/procedures Salary calculations Salary schedules <p>HRIS</p> <ul style="list-style-type: none"> Core-CT <ul style="list-style-type: none"> HR Module T&L Module Kronos admin 	<ul style="list-style-type: none"> Agency HR Business Partners
Benefits & Leaves	<ul style="list-style-type: none"> Central delivery Enterprise 	<ul style="list-style-type: none"> Responsible for Statewide administration of leaves and retirements 	<p>ADA</p> <ul style="list-style-type: none"> Accessibility Accommodations Policy <p>Complex Leaves</p> <ul style="list-style-type: none"> FMLA Other paid & unpaid leaves USERRA <p>Retirements</p>	<ul style="list-style-type: none"> Agency HR Business Partners Employees
Workers' Compensation	<ul style="list-style-type: none"> Central delivery Enterprise 	<ul style="list-style-type: none"> Responsible for Statewide administration of workers' compensation 	<ul style="list-style-type: none"> Claims Investigations Assistance with agency safety program Assistance with accident/injury prevention TPA oversight 	<ul style="list-style-type: none"> Agency HR Business Partners Agency Safety Designees Employees

Executive Steering Committee Composition

- DAS Commissioner (Co-Chair)
- OPM Secretary (Co-Chair)
- Chief Operating Officer
- DCF Commissioner
- DADS Commissioner
- DOC Commissioner
- DPH Commissioner
- DMV Commissioner
- OEC Commissioner
- DAS Deputy Commissioner

Key Technology Needs

- Expand “zero-tier” support
 - Self-Service with CORE-CT
 - HR Delivery Service platform for online personnel files, automated case management and workflows
- Artificial Intelligence (AI) for recruitment screening and shortlisting eligible lists
- JobAps Phase 3
 - AI recruiting integrations
 - Job class organization and research capability
 - Law Enforcement hiring process
- Claims/Leaves automation
- Identification and sunseting of other legacy systems

Key Dates: November 2019 - January 2020

November 2019						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

November 2019

11/4 - 11/13 - Post job openings for leadership roles

11/14 - 11/29 - Selection process for leadership roles

December 2019						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

December 2019

12/2 - 12/13 - Selection process for leadership roles (continued)

12/16 - 12/31 - Job offers for leadership roles made and exact start times agreed upon between losing and gaining agencies, identify needed backfills

January 2020						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

January 2020

1/6 - 1/09 - Functional area teams initial meeting

1/10 - Joint OLR/HR Leadership meeting

1/13 - 1/31 - Planning events held to establish new operating procedures

Transition affected employees to new job classes, as needed

*Any needed backfilling of vacancies created by leadership hires and filling of new management positions will commence

Key Dates: February 2020 – April 2020

February 2020						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

February 2020

2/3 - 2/28 -
Operational planning continues

March 2020						
Su	Mo	Tu	We	Th	Fr	Sa
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

March 2020

3/2 - 3/31 -
Operational planning continues

Form IT project teams from
SMEs and volunteers

Begin priority IT projects:

- Digitization of HR related files (ScanOptics) and HR Service Delivery System (PeopleDoc)
- AI for automated short-listing of eligible lists

April 2020						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

April 2020

4/1 - 4/30 -
Operational planning continues

IT projects continue

Agency file scanning continues

Key Dates: May 2020 – July 2020

May 2020						
Su	Mo	Tu	We	Th	Fr	Sa
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

May 2020

5/1 - 5/29 -

Operational planning continues

IT projects continue

Agency file scanning continues

June 2020						
Su	Mo	Tu	We	Th	Fr	Sa
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

June 2020

6/1 - 6/30 -

Operational planning continues

IT projects continue

Agency file scanning continues

July 2020						
Su	Mo	Tu	We	Th	Fr	Sa
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

July 2020

7/1 - 7/31 -

Operational planning continues

IT projects continue

Agency file scanning continues

7/8 - Agency Transition Planning Report due

Key Dates: August 2020

August 2020						
Su	Mo	Tu	We	Th	Fr	Sa
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August 2020

8/3 - 8/31 -

Operational planning continues

IT projects continue

Agency file scanning continues

8/28 - Day 1 of new operating structure

Estimated Key Long Range Dates

- August 28, 2020:
 - Day 1 of new operating structure
 - Affected Human Resources and Labor Relations positions transition from agency budgets to DAS and OPM budgets respectively via MOUs
- Early 2021:
 - All HR related files are digitized and the HR Service Delivery system is in the configuration process
 - Office moves to be completed in accordance with reopening plans
 - Maturation of organizational structure, supporting processes, and technologies

Move Information

- Agency staff move occurs at a later date.
- Identified location: 450 Columbus Blvd, North Tower, Floors 14 and 15
- Agencies' staff remaining on-site:
 - Agency Labor Relations
 - Agency Human Resources Business Partners
- Agencies' staff identified to move to 450 Columbus Blvd:
 - Talent Solutions
 - Benefits & Leaves
 - Workers' Compensation
- Agencies' payroll units have transitioned over to their own Fiscal/Admin Offices. Moves have not resulted in additional positions within agencies.
- Ensure that agency HR/Medical/Workers' Compensation files are in order (needed for anticipated digitization)

Important Takeaways

- We are all part of this critical transformation and will make this a success through our open minds, cooperative spirit, and good faith efforts.
- Our Human Resources and Labor Relations employees are the subject matter experts of what is going well and what can be improved. Their contribution is vital and, next year, we will launch a series of discussion topics to directly receive their feedback on how to strengthen functional areas. Lean trained individuals will assist with this work.
- This transition plan will occur over multiple years. As we leverage efficiencies gained through the centralization of specialized functional areas and the use of new technology, savings will be achieved through future natural attrition.
- Every Human Resources and Labor Relations employee is assigned a role and there will be no reduction in salaries.
- Training for assigned roles is absolutely necessary. Embrace all opportunities now and in the future to learn and practice important aspects of assigned roles.