State of Connecticut
Human Resources and Labor Relations Centralization

October 31, 2019
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.
- Drafted a detailed multi-year financial plan aimed at delivering the best possible services at the lowest possible cost that is presently under review.
- Identified, drafted, and are in the process of finalizing the necessary job classes to support the proposed structure.
- Drafted an IT Investment Program application that enables 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 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 in approximately the Fall of 2020.
- 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.
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.

**Structure - Overview**

Undersecretary (Office of Labor Relations)

Agency Labor Relations

Agency Heads

Agency HR Business Partners

Talent Solutions

HR Policy & Information Systems

Benefits & Leaves

Workers’ Compensation

Deputy Commissioner (Chief Human Resources Officer)

Executive Secretary

Employment Law Support
OPM is planning to reorganize the State of Connecticut’s Labor Relations function into two 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 more consistent labor relations services and execution of/adherence to collective bargaining agreements. A centralized labor relations service delivery model will provide opportunities to deploy resources in a more coordinated fashion.
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*
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.
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) and ADA accommodations.
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.
<table>
<thead>
<tr>
<th>Functional Area</th>
<th>Service Focus</th>
<th>Purpose</th>
<th>Example Duties</th>
<th>Primary Customers</th>
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</thead>
<tbody>
<tr>
<td>Agency Labor Relations</td>
<td>• On-site delivery</td>
<td>• Serve as Agency Heads’ on-site labor relations subject matter experts</td>
<td>• CBA administration</td>
<td>• Agency Leadership</td>
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<td>• Planning</td>
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<td>• Investigations</td>
<td>• Employees</td>
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<td>• Strategy</td>
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<td>• Represented employee counseling/discipline</td>
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<td>• Performance management</td>
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<td>• Grievances</td>
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<td>• Labor management committees</td>
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<td>• Collective bargaining support</td>
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<td>• Serve as Agency Heads’ on-site labor relations subject matter experts</td>
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<td>• 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.</td>
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<td>Statewide Labor Relations</td>
<td>• Enterprise</td>
<td>• 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.</td>
<td>• Lead Contract Negotiation Teams</td>
<td>• Secretary of OPM</td>
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<td>• Central Delivery</td>
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<td>• Represent the State of Connecticut and State Agencies:</td>
<td>• Agency Heads</td>
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<td>• Planning</td>
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<td>• Arbitrations</td>
<td>• HR Business Partners</td>
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<td>• Strategy</td>
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<td>• State Labor Board</td>
<td>• DAS</td>
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<td>• SBMA</td>
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<td>• In court as a Special Attorney General</td>
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<td>• Employee Review Board</td>
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<td>• Negotiates and drafts settlement agreements</td>
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<td>• Researches and drafts:</td>
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<td>• Briefs</td>
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<td>• Position Papers</td>
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<td>• Policies, Official Memoranda, Procedures</td>
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<td>• Administers Statewide bumping and layoff</td>
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<td>• Develops and conducts training</td>
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<td>• Lead Contract Negotiation Teams</td>
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## Structure Details (2 of 4)

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| Agency HR Business    | • On-site delivery    | • Serve as Agency Heads’ on-site human resources strategic partner (generalist) | • 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  
  • Agency Labor Relations cooperation and support | • Agency Leadership  
  • Employees                                                                                                                                |
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| Talent Solutions        | • Central delivery          | • Responsible for overall talent acquisition strategy, vendor management, system support, and consistent and standardized recruitment and examination efforts | Applicant Tracking System  
• Overall administration  

Classification  
• Job class development and maintenance  
• Classification grievances (State level)  

Reemployment/SEBAC  
• Developing and maintaining mandatory lists  

Recruitment & Exams  
• Agency partnership  
• Digital recruiting  
• Employer branding  
• Sourcing  
• Job openings  
• Certifying eligible lists  
• Eligible list shortlisting  

Employee Development  
• Leadership development  
• Other training coordination  
• Future LMS admin | • Agency HR Business Partners  
• Applicants |
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| HR Policy & Information Systems | Enterprise  
 Planning  
 Strategy          | Administers Ch. 67 of the CGS and other authorities governing State employment and supporting HRIS | Policy Compliance  
 • Central audit  
 • Policies/procedures  
 • Salary calculations  
 • Salary schedules  
 HRIS  
 • Core-CT  
 • HR Module  
 • T&L Module  
 • Kronos admin | Agency HR Business Partners |
| Benefits & Leaves | Central delivery  
 Enterprise          | Responsible for Statewide administration of leaves | ADA  
 • Accessibility  
 • Accommodations  
 • Policy  
 Complex Leaves  
 • FMLA  
 • Other paid & unpaid leaves  
 • USERRA | Agency HR Business Partners  
 Employees |
| Workers’ Compensation | Central delivery  
 Enterprise          | Responsible for Statewide administration of workers’ compensation | Claims  
 • Investigations  
 • Safety program  
 • TPA oversight | Agency HR Business Partners  
 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 sunsetting of other legacy systems
Key Dates: November 2019 - February 2020

November 2019

11/4 - 11/12 - Post job openings for leadership roles

11/13 - 11/22 - Selection process for leadership roles

11/25 - 11/29 - Job offers for leadership roles made and exact start times agreed upon between losing and gaining agencies, identify needed backfills

*Transition affected employees to new job classes, as needed

December 2019

12/2 - Joint OLR/HR Leadership meeting

12/3 - 12/6 - Functional area teams initial meeting

12/9 - 12/20 - Planning events held to establish new operating procedures

*Any needed backfilling of vacancies created by leadership hires will commence

January/February 2020

1/2 - 1/31 - Refine and rehearse operational plans

Form IT project teams from SMEs and volunteers

Begin priority IT projects:
• Digitization of HR related files and HR Service Delivery System
• AI for automated short-listing of eligible lists

2/3 - Day 1 of new operating structure
Estimated Key Long Range Dates

- **July 1, 2020:**
  - Affected Human Resources and Labor Relations positions transition from agency budgets to DAS and OPM budgets respectively

- **~Summer 2020**
  - All HR related files are digitized and the HR Service Delivery system is in the configuration process

- **~Fall 2020:**
  - Office moves complete
  - Maturation of organizational structure, supporting processes, and technologies
Move Information

- Agency staff move estimated to occur in the Fall of 2020.

- 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

- If not already done so, agencies’ payroll units shall transition over to their own Fiscal/Admin Offices by December 31, 2019. Moves shall not result in additional positions within agencies.

- Start ensuring that agency HR/Medical/Workers’ Compensation files are in order (needed for anticipated digitization in second half of FY 19-20)
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, beginning December 3, 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.