

**A. DEPARTMENT OF PERSONNEL & LABOR RELATIONS - STRATEGIC ACTION PLAN  
2022 Update)**

**(April,**

Action Item #	Action Item	Assigned To	Milestone Date	Status / Explanation
1	RESTRUCTURE PERSONNEL/H.R. ORGANIZATION			
1.1	Consider outsourcing Payroll and Benefits administration		7/1/2021	Completed
1.2	Create and fill the position of Benefits administration		7/1/2021	Completed
1.3	Reorganize Department structure and assign separate individuals to the duties of Human Resource administrator and Director of Personnel and Labor Relations		7/1/2021	Completed
1.4	Fill Director position		10/18/2021	Completed
1.5	Fill Human Resource Generalist position	Director	10/1/2021	Position posted; Interviews conducted - no strong candidate identified. (job desc. Modification recommended)
1.6	Create and fill the position of Payroll Specialist.	Director	5/1/2022	Dedicated position required; payroll cannot be combined with Benefits administration due to demands /requirements of both responsibilities. <b>Staffing Plan presented to City Council on April, 13, 2022.</b>

1.7	<b>Create and fill new position for Organizational Development Specialist (Sr. HR Generalist)</b>	<b>Director</b>	<b>8/1/2022</b>	This position will assist in the development of enterprise-wide initiatives and programs in the following areas: a) design and implementation of a Succession Planning Framework which will identify key positions; assess existing bench strength; identify internal talent potential having the potential for development and promotion; and assist Mayor and department heads in the development and documentation of action plans for staff members who demonstrate greater potential. b) development and implementation of a Performance Management Assessment for management and non-management staff. c) development in a formalized New Employee Onboarding process that will establish key steps and practices which will advance the assimilation of new hires to their position and to the organization. d) assessment of staff training in such areas as supervisory skills, project management; budgetary planning, etc.; identifying training sources to deliver training and development in these areas. <b>Staffing Plan presented to City Council on April 13, 2022.</b>
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2	<b>BENEFITS ADMINISTRATION</b>			
2.1	Implement Wellness Program	Director, H.R. Generalist, Office Asst.	<b>Q4 2022</b>	Conn. Partnership Plane offers a Health Enhancement Program (HEP), a limited wellness program, but yet to be fully activated. HEP Education components are currently promoted through regular newsletter issues. Plan is to activate and promote program for maximum integration.
2.2	Expand and Enhance State H.E.P.	Director, H.R. Generalist, Office Asst.	12/31/22	Will complement HEP with in house program to meet other employee health needs not provided by HEP.

2.3	Enhance benefit management oversight and employee advisory services	Director, Payroll/Benefits Coordinator	9/30/2022	Full Benefit Administration hinges on the approval/hire of full-time Payroll Specialist.
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3	PERSONNEL (H.R.) ADMINISTRATION			
3.1	Audit of Immigration (I-9) forms for active employees.	Personnel Director	12/31/20	Completed and Reviewed. All forms were extracted from the individual employee files and relocated to separate repository binders.
3.2	Move Personnel files to a centralized and secure location.	Personnel Director	12/31/20	Completed and Reviewed. Personnel files are secured in locked cabinets.
3.3	Audit Personnel files for appropriate document filing.	Personnel Director	12/31/20	Completed and Reviewed. The following documents and/or records were purged from Personnel files and relocated: employees' medical history, status, etc.; medical leave, FMLA-related, workers' compensation; child support/garnishments; Affirmative Action self identification of race, gender, disability and veteran status.
3.4	Enhancing Recruitment Efforts	Personnel Director	In Progress	Utilizing job posting sites beyond Indeed.com. For each vacancy, coordinating a targeted advertising Plan (association-related, CCM, etc.) to attract job specific disciplines. Utilizing ADP Recruitment Portal to include "disqualifying questions" to eliminate non-qualified applicants.

3.5	Update Hire/Offer letters to comply with workplace standards	Personnel Director	12/31/20	Completed and Reviewed. New hire package includes an acceptance letter for new hires. An "Employment Acceptance Agreement" is included which includes job-specific information such as work schedule, start date, salary benefits, union affiliation, probationary period, and Employee Handbook of COWH policies and procedures. Employee signature is required upon acceptance. Employees changing positions receive a letter documenting job specific information.
3.6	Exit Interviews with terminating employees	Personnel Director	2/1/22 or first termination	Part 1: Exit interview format created (Completed). Part 2: Begin offering terminated employees invitation to meet with Personnel Director to discuss feedback prior to leaving. Will be initiated with next termination.
3.7	Labor Relations Strategies	Personnel Director	In Progress	1. Reinforce management rights across all labor contracts. 2. Re-evaluate past practices approach in resolving labor issues.

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4	<b>RECORD MANAGEMENT &amp; COMPLIANCE</b>			
4.1	Employment Application Compliance - AA/EEO Statements	Personnel Director & Staff	12/31/20	Reviewed, revised and completed Dec 31st, 2020. Notices posted in all locations and added to application forms; City of West Haven website has been updated to include the AA/EEO verbage. Electronic and paper Employment Applications have been expanded to include disclosure, authorization sign-off for background test, pre-employment drug testing, and credit background.
4.2	Employment Application Compliance - Fair Credit Reporting Act Form	Personnel Director & Staff	12/31/20	Reviewed, revised and completed Dec 31st, 2020. On-line Employment Application Forms have been updated with Fair Credit Reporting

4.3	Sexual Harassment Training	Personnel Director	6/30/21	Reviewed and completed. On-line training application launched and communicated to all employees as a required training to complete. Completion of 2-hour course will generate a Certificate of Completion which is collected by Personnel and filed. Training is conducted on an ongoing basis and required.
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<b>B. PERSONNEL &amp; LABOR RELATIONS - STRATEGIC OPERATIONS PLAN (2022)</b>				
<b>Action Item #</b>	<b>Action Item</b>	<b>Assigned To</b>	<b>Milestone Date</b>	<b>Status / Explanation</b>
<b>1</b>	<b>TECHNOLOGY / ADP PORTAL</b>			
1.1	Expand on Recruitment Portal usage to ensure accurate applicant tracking	Personnel Director & Staff	In Progress	External postings include link for applicants to complete employment application within ADP Portal. Additional functionality to be determined.
1.2	Launch ADP Vers. II of time and attendance application	Payroll / Benefits Coord. and Personnel Dir.	Contingent on release of Version II from ADP	Time & Attendance phone App. - Version II - reduced distance radius from work site. Application was activated in Feb, 2022 and later suspended due to ADP tech issue; technical issues are unresolved.
1.3	Utilize ADP Vers. II - Employee Onboarding	<b>Payroll / Benefits Coord. and Personnel Dir.</b>	<b>In Progress</b>	1. Currently working on loading new hire processing documents for on-line access and completion prior to hire date. 2. Onboarding schedule will be loaded to track new hire orientation events.
<b>2</b>	<b>ORGANIZATIONAL DEVELOPMENT</b>			

2.1	Develop a standardized format for Performance Assessment/Management	Organizational Development Specialist	Contingent on funding and recruitment of new position	Development of format contingent on addition of Organization Development Specialist
2.2	Design a Succession Planning Framework	Organizational Development Specialist	FY 2023 Contingent on funding and recruitment of new position	Framework will identify key positions, existing benchstrength; internal talent demonstrating greater capability for growth and development; documentation of action plans. Ongoing monitoring of progress.
2.3	New Employee Onboarding Program	Organizational Development Specialist	FY 2023 Contingent on funding and recruitment of new position	Key steps and common practices will be identified to assimilate new hires to the organization. Personnel Dir., Personnel Staff, and hiring managers will sign-off checklist for orientation steps completed.
2.4	Inservice Training and Professional Development	Organizational Development Specialist	Contingent on funding and recruitment of new position	Conduct assessment of training needed in areas such as Supervisory Skills, Project Management, etc.
<b>3</b>	<b>PERSONNEL DEPT. OPERATIONS</b>			
3.1	Identify goals, objectives and performance measures for Personnel Staff	Personnel Staff & Dir.	7/1/22	Begin development and plan to incorporate in FY '23 budget to clarify objectives, expectations, and performance metrics.
3.2	Review and update Personnel policies and procedures.	Personnel Staff & Dir.	9/30/22	In Progress.