

CITY OF STAMFORD HUMAN RESOURCES

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Department Introduction & Brief History

- The HR Department serves all of the City of Stamford and classified service positions of the Board of Education, and leads the City's recruitment, selection and retention efforts to foster a workforce of highly qualified and diverse employees. The Department develops systems and policies to ensure compliance with State and Federal laws and regulations; and its Leadership and Training Institute, is designed as the central entity in City government for developing educational programs for City employees to develop work-related skills and abilities for future leadership roles in City government and to enhance the skills and abilities of current leaders. The Department is responsible for all labor and employee relations functions, designing and administering competitive cost-effective benefit and insurance programs. The Department administers the City's retirement programs including retiree medical insurance, three pension funds and the City's deferred compensation program.



Department Introduction & Brief History

City of Stamford Leadership & Training Institute

- The Department of Human Resources established and administers the City of Stamford Leadership and Training Institute. The Institute is designed as the central entity in City government for developing educational programs for City employees to develop work-related skills and abilities for future leadership roles in City government and to enhance the skills and abilities of current leaders.
- The programs offered through the Institute will be developed based on needs analysis conducted by HR staff by surveying department heads and managers, and from evaluations completed by employees who complete the training activities conducted by the Institute. A core five-seminar leadership program has been created which will be initially offered to department heads. This five-seminar program will be tailored to be offered to managers, supervisors, foreman and employees seeking to improve their skills and abilities for future leadership roles in City government. The Institute will also offer stand-alone programs to include the State required sexual harassment program, unconscious bias and workplace inclusion, Lean Six Sigma training, ethics training among other training opportunities as determined by our ongoing need analysis.



State Your Department's Strategic Initiatives for FY2023-2024

- Develop and administer employee performance reviews.
- Develop and administer an annual employee recognition program.
- Continue to migrate retirees to SPP.
- Concluding labor negotiations with 6 bargaining units.
- Expand employee training opportunities.
- Review and update of all job descriptions
 - Review and update minimum quals.
 - Review and update skills, knowledges and abilities required of the position.
 - Results of job description review will result in updated pre-employment testing.



State Your Department's Strategic Initiatives for FY2023-2024

Bargaining Unit	Term of Agreement	Bargaining Status
Dental Hygienist	7/1/2020 – 6/30/2024	Current CBA
UAW	7/1/2017 – 6/30/2022	In Negotiations
MAA	7/1/2018 – 6/30/2023	Negotiations to begin March 2023
IUOE Local 30 – Operations	7/1/2019 – 6/30/2024	Current CBA
Nurses Association	7/1/2019 – 6/30/2023	In negotiations
Assistant Corp. Counsels	7/1/2019 – 6/30/2022	In negotiations
Fire Local 786	7/1/2011 – 6/30/2019	In negotiations, Mediation scheduled March 21, 2023
Police Association	7/1/2019 – 6/30/2022	In negotiations
IUOE Local 30 WPCA	7/1/2021 – 6/30/2025	Contract pending Board approvals
Custodians & Maint. Workers	7/1/2021 - 6/30/2025	Current CBA



State Your Department's Strategic Initiatives for FY2023-2024

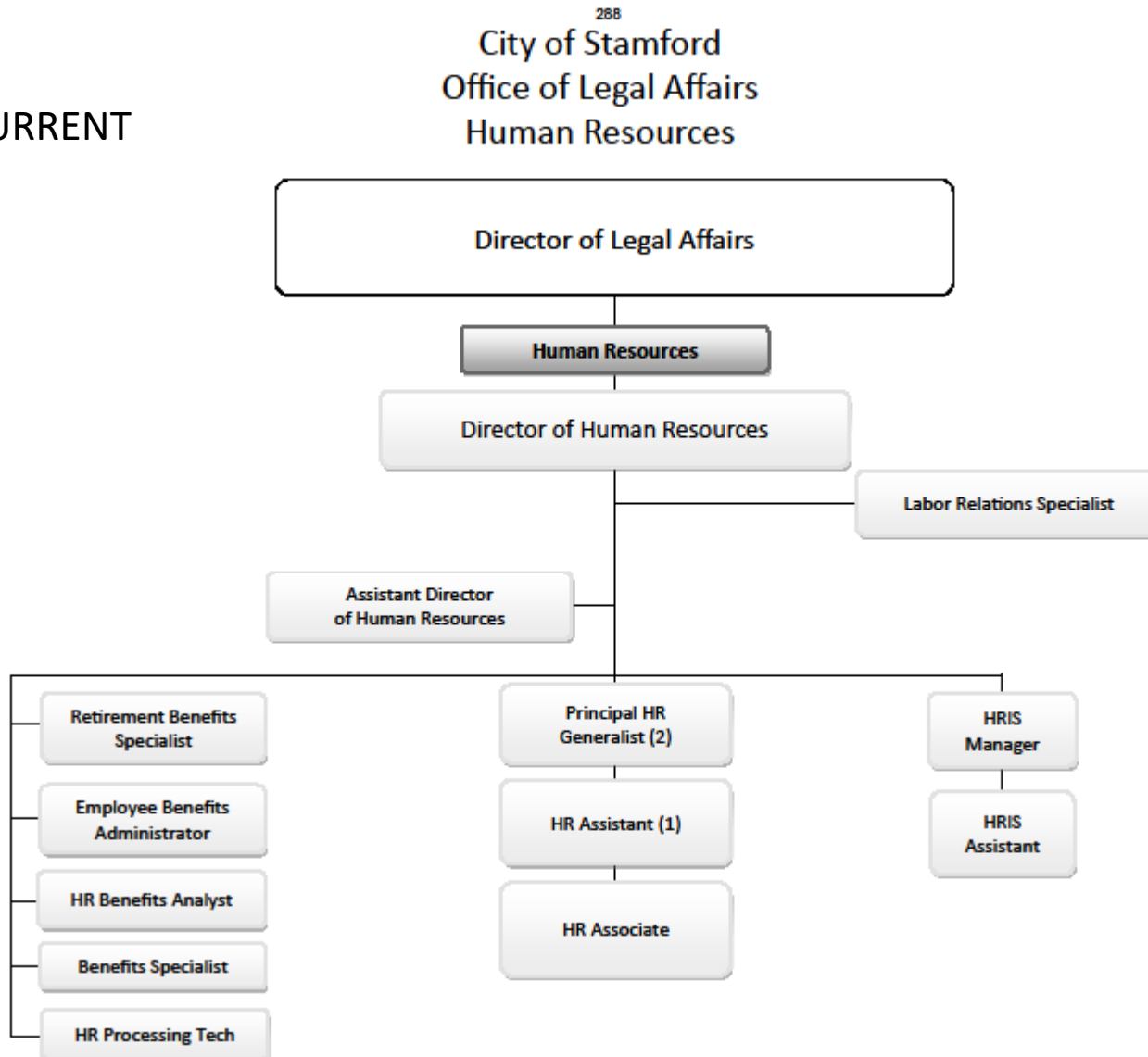
CITY OF STAMFORD LEADERSHIP AND TRAINING INSTITUTE

City Training Budget FY22-23		Proposed Training Budget FY23-24		Increase Requested						
\$85,000		\$150,710		\$65,710						
<u>Training Programs Offered</u>	<u>No. of Programs</u>	<u>Cost Per Program</u>	<u>Total Cost</u>	<u>Employees Trained</u>	<u>Training Programs Offered</u>	<u>No. of Programs</u>	<u>Cost Per Program</u>	<u>Total Cost</u>	<u>Employees Trained, Anticipated</u>	<u>Change FY24 v FY23</u>
Leadership Development Programs	3	\$10,000	\$30,000	38	Leadership Training Programs	3	\$10,500	\$31,500	45	
Customer Service Programs	3	\$3,800	\$11,400	36	Customer Service Programs	4	\$3,990	\$15,960	72	+1 session
Basic Training For First Time Supervisors	1	\$5,000	\$5,000	14	Basic Training For First Time Supervisors	3	\$5,250	\$15,750	45	+2 sessions
Lean Six Sigma Training	2	\$10,000	\$20,000	25	Lean Six Sigma Training	2	\$10,500	\$21,000	30	
Effective Interviewing Skills	2	\$5,000	\$10,000	24	Effective Interviewing Skills	2	\$5,250	\$10,500	24	
Sexual Harassment Training	on going	\$25 per emp.	\$3,000	120*	On Demand Sexual Harassment Training		\$25 per emp.	\$3,500	140	
Ethics Training	on going	in-house	in-house	700*	Ethics Training	on going	in-house	in-house	new hires, appts, elected off.	
					Diversity Training	2	\$12,500	\$25,000	50	New
Course Materials, Assessment Testing			\$2,000		Microsoft Office Excel and Power Point Training	on going	\$250 per emp.	\$25,000	100	New
					Course Materials and Assessment Testing			\$2,500	Material Increase in cost	
Total			\$81,400	957	Total			\$150,710	506	
			w/out Ethics	257						

* as of 3-3-2023

Department Org. Chart

CURRENT



Department Org. Chart

Proposed FY 24

City of Stamford
Office of Legal Affairs
Human Resources

Eliminated
Principal HR Generalist (2)
Benefits Specialist (1)
New
Career Development (1)
HR Manager (2)
Jr. HR Generalist (2)





Major changes

REQUEST FOR TWO ADDITIONAL STAFF FY24

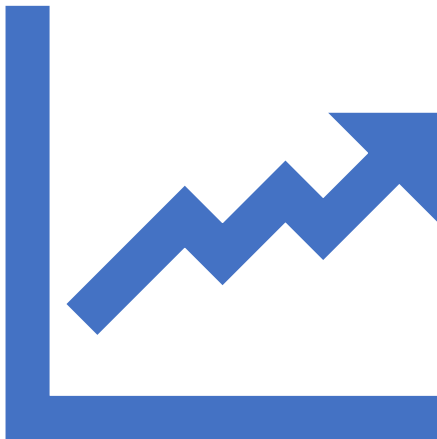
- The Department of Human Resources is presently staffed by 14 full-time positions. The City's workforce of 1,500 regular employees with an approximate 500 additional seasonal and temporary employees during the summer season results in an HR staffing ratio of 0.78 per 100 employees. The request to add two new positions to 16 HR staff will increase the staffing ratio to 0.98 per 100 employees. The Society for Human Resources Management (SHRM) has reported that for all organizations the staffing ratio per 100 employees is 2.57. The staffing ratio varies depending on the size of the organization and to the extent that employees are represented by unions and the number of unions representing employees. A minimum of 1.4 HR staff per 100 employees is the general acceptable standard.

Source: Workforce Analytics: A Critical Evaluation, How Organizational Staff Size Influences HR Metrics (2015), SHRM



What are the most significant accomplishments made & challenges faced by the department in the last FY 2021-2022.

Accomplishments



- Continued to migrate employees and retirees to SPP.
- Improved employee/retiree experience with retirement:
 - Implemented on-line access for employees to model retirement projections.
 - Combined pension and retiree medical administration to improve employee experience.
 - Transition 457/401a plans to Empower from Mass Mutual.
- Labor Settlements
 - IUOE Local 30 Operations
 - IUOE Local 30 WPCA
 - Dental Hygienist
 - Nurses Association
 - Custodians (assisted BOE)
- Complete interface with Oracle for employee worker data and HSA bank for new Flexible Spending Account employee claims reimbursement via debt card.



What are the most significant accomplishments made & challenges faced by the department in the last FY 2021-2022.

Challenges



- Recruitment to fill open positions.
- Eliminating paper in processing of personnel actions and personnel files.
- Managing a post pandemic workforce.
 - Balance in-office and remote work.
 - Increase training opportunities on-line.
 - Developing work-family policies.
- Negotiating labor agreements in a higher inflationary environment.
- Managing cost effective employee and retiree benefit programs.



METRICS

FY 2022/23 Projected



Personnel Transactions

New Hires

<i>Benefit Eligible</i>	<i>140</i>
<i>Non-Benefit Eligible</i>	<i>456</i>
<i><u>Totals</u></i>	<i><u>596</u></i>

Separations

<i>Retirements</i>	<i>82</i>
<i>Terminations</i>	<i>500</i>
<i><u>Totals</u></i>	<i><u>582</u></i>

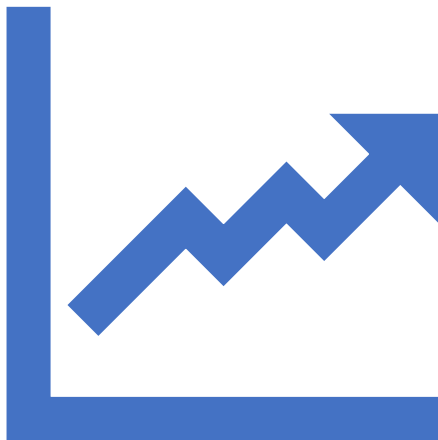
Personnel Changes

<i>GWIs</i>	<i>1,200</i>
<i>Reclassifications</i>	<i>40</i>
<i>Promotions</i>	<i>100</i>
<i>Reallocations</i>	<i>8</i>
<i>Step Progressions</i>	<i>370</i>
<i><u>Totals</u></i>	<i><u>1,710</u></i>



METRICS

FY 2022/23 Projected



Recruitment/Employment

<i>Total applications processed</i>	<i>3,000+</i>
<i>Written exams</i>	<i>19</i>
<i>Training & experience exams</i>	<i>58</i>
<i>Job Postings</i>	<i>85</i>

Police Employment Candidates

<i>Entry Level Exam</i>	<i>523</i>
<i>Lateral Exam</i>	<i>55</i>
<i>Promotions Exam</i>	<i>60</i>
<u><i>Totals</i></u>	<u><i>638</i></u>

Fire Employment Candidates

<i>Entry Level Exam</i>	<i>831</i>
<i>Promotional</i>	<i>75</i>
<u><i>Totals</i></u>	<u><i>906</i></u>



METRICS

FY 2022/23 Projected



Pension Valuation Reconciliation

	<u>Actives</u>	<u>Retirees</u>	<u>Totals</u>
<i>CERF</i>	<i>Milliman</i>	<i>Milliman</i>	
<i>Custodians</i>	110	205	315
<i>Fire</i>	251	239	490
<i>Police</i>	298	359	657
<u><i>Totals</i></u>			<u>1,462</u>

OPEB Valuation

	<u>Actives</u>	<u>Retirees</u>	<u>Totals</u>
	1,339	827	2,166

Required 1095-C Forms Produced 2,300

Monthly city 401a matches 882



FY 2023-2024 Goals

What are your department goals and plans for 2023-2024



What is the Department's/Program's budget? (highlight changes)

<p>List goals and priorities for your department</p> <ul style="list-style-type: none"> Design implement <i>and administer</i> an employee evaluation program. 	<p>Describe in detail the plan to achieve them</p> <ul style="list-style-type: none"> HR Staff to assess department expectations of employee performance and develop relevant criteria to be used to measure performance. Design performance evaluation instrument based on that assessment. Train supervisors in conducting employee performance evaluations and determine the evaluation schedule. Follow-up with supervisor to ensure that evaluations are complete. Assist supervisors in developing performance improvement plans where necessary. 	<p>What are the obstacles to attaining your goals?</p> <ul style="list-style-type: none"> The obstacles to achieving this goal are: approval of requested position who will be responsible for this program; successfully negotiating any impact with unions that this program may have on terms and conditions of employment; and, cooperation of supervisors responsible for performing the evaluations in both their training and conducting a meaningful evaluation in a timely manner. 	<p>How will you measure your success?</p> <ul style="list-style-type: none"> Success will be measured initially on implementing the program during FY 23/24 and thereafter on the number and quality of evaluations performed annually. 	<p>Budget highlights</p> <ul style="list-style-type: none"> Budget request of one position of Career Development, Leadership and Training Manager who, among other responsibilities, will be the individual responsible for the performance evaluation program.
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FY 2023-2024 Goals

What are your department goals and plans for 2023-2024



What is the Department's/Program's budget? (highlight changes)

<p>List goals and priorities for your department</p> <ul style="list-style-type: none">Review and update all job descriptions.	<p>Describe in detail the plan to achieve them</p> <ul style="list-style-type: none">HR Generalist will devise a systematic process to review each family of jobs with department managers for the following: listed duties and responsibilities are up to date an accurate; required skills, knowledges and abilities are those necessary for the incumbent to successfully perform the duties of the position; and minimum qualifications to be considered for the position are appropriate for the position and free of artificial barriers for consideration.	<p>What are the obstacles to attaining your goals?</p> <ul style="list-style-type: none">The obstacles to achieving this goal are: sufficient trained HR staff to conduct this systematic review of all job descriptions; cooperation of managers in identifying accurately the required duties and skill set required for each position; negotiating with the unions any impact on terms and conditions of employment.	<p>How will you measure your success?</p> <ul style="list-style-type: none">Success will be measured in the short-term by the number of job descriptions updated and approved by the Personnel Commission and long-term by the ability to hire, retain and promote quality employees.	<p>Budget highlights</p> <ul style="list-style-type: none">Budget request of a position of Junior Human Resources Generalist.
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FY 2023-2024 Goals

What are your department goals and plans for 2023-2024



What is the Department's/Program's budget? (highlight changes)

List goals and priorities for your department

- *Design and implement an annual "Employee Recognition Program*

Describe in detail the plan to achieve them

- HR staff, working with department managers, will design a program to recognize employees in several categories such as: employee of the year, manager of the year, team of the year, workplace safety award, personal achievement award, etc. Defined criteria will be developed for each award. Working with a selection committee, employees will nominate co-workers for awards, the committee will make selections or recommendation to the mayor, and a finalist(s) for each award will be selected. Awards are presented at an Annual Employee Recognition Ceremony. Employee, manager and team of the year recipients will have their names etched on a plaque located in the lobby of the Government Center. This program will complement the employee evaluation program.

What are the obstacles to attaining your goals?

- The obstacles to achieving this goal are cooperation from managers and employees in nominating employees deserving of the award and sufficient HR staff to implement the program

How will you measure your success?

- Success will be measured by the acceptance of the program by employees and the number and quality of employees nominated.

Budget highlights

- Budget request is for the Career Development, Leadership and Training Manager (same position requested above).



FY 2023-2024 Goals

What are your department goals and plans for 2023-2024



What is the Department's/Program's budget? (highlight changes)

List goals and priorities for your department	Describe in detail the plan to achieve them	What are the obstacles to attaining your goals?	How will you measure your success?	Budget highlights
<ul style="list-style-type: none">Expansion of the Leadership and Training Institute's training opportunities.	<ul style="list-style-type: none">Increase the number of classes offered and add additional class offerings. See the earlier slide of proposed increases in current class offerings and new offering. Of note is the addition of technology offerings with Microsoft Officer software to improve the skill set of employees and to organically develop employees for advancement within the organization.	<ul style="list-style-type: none">The obstacle to achieving this goal is having the necessary funding for faculty and commercial technology training.	<ul style="list-style-type: none">Success will be measured short-term based on the number of employees trained and a review of their written evaluations of the training; and long-term, an increase in hiring from within the organization	<ul style="list-style-type: none">Budget request of additional funding and the Career Development, Leadership and Training position who will be responsible for administering the City of Stamford Career Development and Training Institute.