

Human Resources

200 Orange Street
203-946-8252

Department Head:
Stephen Librandi
slibrandi@newhavenct.net
203-946-6767

Additional Point Person:
Noelia Marcano
nmarcano@newhavenct.net
203 946-8567

Positions: **GF- 6**

General Fund Budget: \$ 1,190,554

Capital Fund Budget: **\$0**

Special fund Budget: **\$0**

Legal Authority: Charter

[Sec. 166](#) To prepare, conduct and score examinations of qualified applicants for all positions in the classified service and to certify the results thereof to the civil service commission; to maintain the classification plan; to develop programs of training

Mission/Overview:

The Department of Human Resources is responsible for a variety of services for the City of New Haven's diverse workforce - current and potential: This includes: policy, training, recruitment and hiring, job classification studies, benefit administration and work-life programs. In addition, the Department of Human Resources provides expert assistance and information to our internal and external customers.

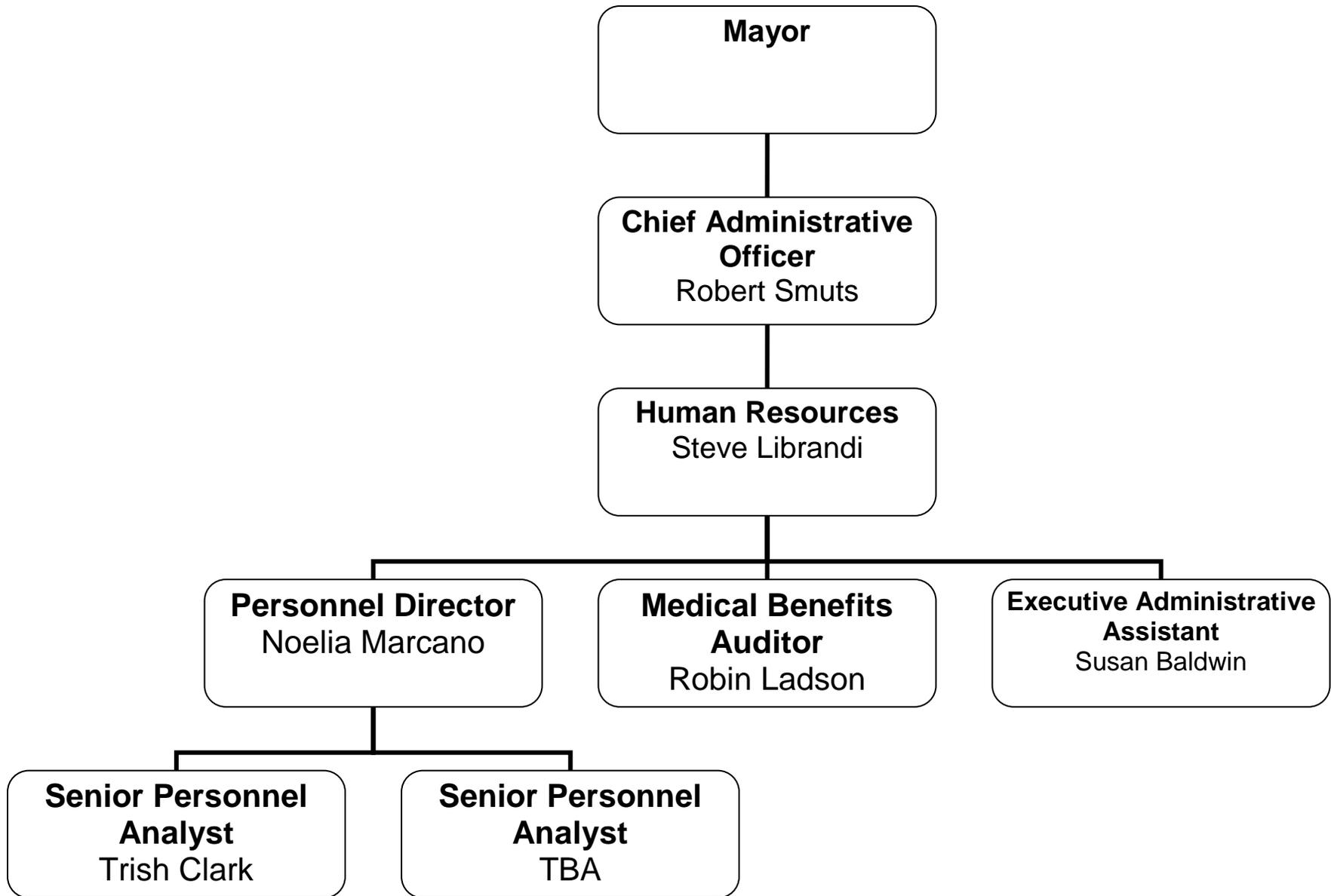
The Department of Human Resources works with other City departments to address current and future hiring needs and to ensure that staffing plans achieve and maintain diverse staff representation. We provide departments with information, advice, consultation and support on human resource issues which assists them in creating a flexible and responsive workforce that, in turn, delivers effective and efficient services to the community.

The Department of Human Resources works with employees and supervisors to manage leaves of absence in compliance with FMLA, ADA, Civil Service and contractual obligations. The staff of Human Resources works to enhance the organizational values of customer service, equitable treatment, appreciation of diversity, collaborative teamwork, employee and organizational creativity and productivity, and effective communication. Additionally, we ensure compliance with state and federal employment laws, and process complaints as needed.

The Department of Human Resources also manages the medical, dental, short and long term disability and life insurance benefits for all City and Board of Education employees, both active and retired. This includes providing assistance and information to employees and retirees, trouble shooting claims issues, working with benefit consultants to develop benefit plan design improvements and day to day processing of employees and retiree covered by the in the City's various benefit plans.

Attention Required by March 31st:

- Appointed Positions currently vacant:
 - City Controller
 - Tax Assessor
 - Director of Parks & Recreation
 - Director of Engineering
- Appointed Positions with Incumbents
 - Must be appointed to a four year term by February 1, 2014
 - Corporation Counsel must be appointed co-terminus with the Mayor



Budget Summary:

Salaries Permanent	389,554
General Office Supplies	5,000
Other Contractual Services*	796,000

** Other Contractual Services includes \$100k for the cost of EAP services for the year. The bulk of the balance is for consulting firms to perform Civil Service Testing, almost exclusively in Public Safety.*

Summary of Open Items:

H.R. Department staffing- In July of 2010 the Human Resource Department and the Medical Benefits department were consolidated and made a division of the Chief Administrators office. Prior to the consolidation there were 2 full time and 1 part time employees in Medical Benefits and 7 full time employees in H.R. The consolidated Department reduced that total staffing by 4 to 6 full time employees. Two full time positions were eliminated, the part time position was eliminated and the one full time employee was re-assigned to Labor Relations. After three plus years with reduced staffing it is clear we are in need of one additional clerical staff to keep up with administrative and reporting requires in the benefit area, which are increasing as a result of Health Care Reform.

Health Benefit RFP Process – Work with various stake holders, Purchasing, H.R., Management & Budget, Unions and elected officials to re-define the RFP process for Medical Benefit to allow the City to take better advantage of the competitive market.

Fire Testing – Review and analyze recent entry level fire fighter hiring process to continue improvement. For example; consider the use of CPAT, or using a web based application process, as we did with Police.

HRIS System – With help of I.T. and Payroll Depts., move forward on the project to implement H.R. modules available in MUNIS to replace off line applicant tracking, and to automate the loading of information on the benefit providers system. Improving accuracy and efficiency of administrative procedures. Include the retiree data on Munis system to replace current Access Data base. This improves reliability of data and insures historical information will be preserved.

Retiree Benefit Matrix – Major project which will create a comprehensive matrix of the benefits available to each bargaining unit and each individual group of retirees within that bargaining unit. At present there are 175 different version f the medical benefit plans and there is no one place where an individual can go to get retiree information easily and accurately.

Training – seek and or develop resources to establish a program of regular training in mandated topics (i.e. sexual harassment training, etc) and elective topics (i.e. supervisory training, computer training, etc).

Major Functions/Projects:

Manage the Hiring and Civil Service Testing Process

Department is responsible for hiring for all City Departments and for Civil Service positions that are part of the Board of Education. This includes the design and development of civil service tests and the identification, hiring and managing of qualified Consultants to assist in this process. In sure City compliance with all employment related laws and mandatory programs. Maintain the City's job classification system, certified civil service lists and up to date job descriptions.

Manage City's Medical, Dental, Life and Short and Long Term Disability programs

Department is responsible for the administration of the City's Medical, Dental, Life, Short Term Disability and Long Term Disability benefit programs for both the City and the Board of Education, for both the active and retiree populations. This includes the processing of applications for new employees and retirees, and changes for current employees and retiree. Provide education and support to covered employees and retirees. Manage relationships with various providers, provide guidance and support to Labor Relations in negotiating and develops plan design changes to improve service delivery and enhance cost effectiveness of the various plans.

Employment Group

H.R. Mgr. is s key member of this working group which meets bi-weekly to discuss employment related legal matters across all department of the City. This group coordinates the efforts of H.R., Corporation Counsel, Disability Services, Workers Compensation/Risk management and Labor Relations to insure legal issues are addressed promptly, in the a manner which best protects the interests of the City. This group has successfully resolved several long term complicated and difficult issues since its inception.

Tracking Committee

The department maintains list of all open positions and their particular status which is reviewed on a bi-weekly basis by department personnel with the Tracking Committee. Under the direction of the CAO, the committee oversees hiring decisions, sets testing priorities, and approves wage and salary decisions for all of City departments, insuring decisions are made in a fair and consistent manner and in line with budget requirements.

Key Systems/Processes:

Hiring and Civil Service Testing Process

- **To fill a vacant or anticipated:**
 - General Fund position (requiring Civil Service Testing)
 - General Fund position (not requiring CS Testing, such as Appointed Positions & titles exempt from testing)
 - Special Fund position
 - Department with vacancy submits Employee Requisition form to Dept of HR
 - Employee Requisition reviewed by HR & Tracking Committee for approval to post

- **If approved:**
 - HR posts position on bulletin board, online City website, online with other agencies as needed / requested by originating department

- **Applications then submitted to Dept of HR during specified posting period**

- **For positions requiring Civil Service Testing**
 - Applications are screened for minimum requirements.
 - Eligible applicants are invited to participate in an exam specific to that posting / position
 - Meanwhile, HR develops and schedules exam for that position
 - Exam may be written, oral, performance, or a combination of these
 - May occur in several phases which may be cumulative in scoring or occur in a hurdle process
 - Testing process may involve a contracted vendor to handle all or some of the exam
 - After testing, results are reviewed and scored
 - These scores and corresponding participants are ranked, and this list is certified at a Civil Service Board meeting
 - The top three ranks are referred to originating department for interview process
 - That department arranges interviews; may have assistance from HR
 - All correspondence with candidates must be copied to HR for Civil Service List maintenance

- **For positions not requiring Civil Service Testing (Special Funds, Appointed Titles, Titles exempt from testing)**
 - Applications may be screened for minimum requirements
 - Applications are shared with department of vacancy
 - That department arranges interviews; may have assistance from HR

- **Once a candidate is selected by the interview process**
 - Department may make verbal offer of employment to candidate
 - Department submits Request To Appoint (RTA) form to Dept of HR
 - RTA reviewed by HR & Tracking Committee
 - If approved, HR creates written offer letter to candidate, including instructions for pre-employment requirements & proposed start date.
 - Once pre-employment process complete
 - HR announces appointment on the weekly report, “Letters for Personnel Action”
 - Instructs candidate where / when to appear on first day & arranges New Hire Orientation

- **New Hire Process**
 - All new hires come to HR for orientation and to complete required forms
 - All new hire’s forms are processed
 - Data entry into MUNIS to generate employee number and profile
 - Filing of all new hire paperwork for record retention

- **Benefit Administration**
 - HR processes all current employee and retiree benefit enrollments and all plan changes (including BOE employees / retirees)
 - Enrollment forms are received, reviewed
 - Data entry into Anthem database
 - Data entry into MUNIS for appropriate associated deductions
 - Changes include marriage, birth, death, etc
 - COBRA processing
 - All eligible terminated employees are processed with COBRA Administrator
 - Data entry to end coverage with Anthem
 - Re-Enrollments & Administration of New Plans
 - Yearly Open Enrollment

System Deficiencies/Attention Required:

HRIS System – With help of I.T. and Payroll Depts., Move forward on the project to implement H.R. modules available in MUNIS to replace off line applicant tracking, and to automate the loading of information on the benefit providers system. Improving accuracy and efficiency of administrative procedures. Include the retiree data on Munis system to replace current Access Data base. This improves reliability of data and insures historical information will be preserved.

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Public Safety Testing – Issues related to Public Safety testing in particular those related to the Fire Department will continue to be challenge for the department. It is very expensive. The complicated and litigious nature of the process itself necessitates the reliance on high priced outside testing consultants. It is difficult to manage. The sheer numbers of applicants for entry level tests complicates very facet of testing from the collection of information, to communication with applicants, to issues with related to the cost and availability of facilities. Past issues have created an atmosphere of mistrust. Stake holders on all sides have concerns about testing fairness and accuracy that are based at least partially in past testing process breakdowns.

Training – Need additional funding required to develop additional resources, either internal, by adding staff, or external, by identifying qualified providers, in order to establish a program of regular training in mandated topics (i.e. sexual harassment training, etc) and elective topics (i.e. supervisory training, computer training, etc).

Key Contacts:

- Anthem
 - Kate Klarman – Account Manager
- Standard Life
 - Laura Germain – Account Manager
- EAP
 - Jim Rascati - Principal
- William Gallagher Associates
 - Trip McGarvey
 - John Hardy
- BOE Human Resource Department
 - Jim Prunty
 - Taryn Bonner

Position	Vendor	Status	Actual Spend YTD - FY 14	Anticipated Spend Bal. of FY -14	Estimated 13-14 Total Spend
Entry Level Firefighter Additional Expenses	Morris & McDaniel Miscellaneous Items	Completed June 2013	\$15,560		\$15,560 \$0
Drill Master Additional Expenses	Morris & McDaniel Miscellaneous Items	Completed July 2013	\$13,750 \$200	\$13,750 \$5,000	\$27,500 \$5,200
Assistant Drill Master Additional Expenses	Morris & McDaniel Miscellaneous Items	Completed July 2013	\$28,600 \$927	\$20,000 \$10,000	\$48,600 \$10,927
Police Lieutenant Additional Expenses	Booth Associates Miscellaneous Items	Completed 9/28/13	\$10,575	\$70,000 \$13,000	\$80,575 \$13,000
Police Entry Level Additional Expenses	Booth Associates Miscellaneous Items	Completed August 2013	\$80,440 \$5,561	\$22,000 \$7,000	\$102,440 \$12,561
Police Detective Additional Expenses	Booth Associates Miscellaneous Items	Scheduled 11/16/13		\$40,000 \$10,000	\$40,000 \$10,000
Entry Level Fire- Physical Additional Expenses	Morris & McDaniel Miscellaneous Items	October/November 2013		\$15,000 \$5,000	
Battalion Chief Fire Additional Expenses	Morris & McDaniel	Planned - In Arbitration		\$34,000 \$7,000	\$34,000 \$7,000
Fire Lieutenant Additional Expenses		RFP in Process		\$120,000 \$10,000	\$120,000 \$10,000
Fire Captain Additional Expenses				\$80,000 \$10,000	\$80,000 \$10,000
Police Captain		Initial Job Analysis		\$20,000	\$20,000
Fire Marshall Additional Expenses				\$40,000 \$7,500	\$40,000 \$7,500
		Public Safety Testing Total	\$155,613	\$559,250	\$694,863

Actual spending includes invoices that have been paid or are in process