

**COMMISSION ON ENHANCING AGENCY OUTCOMES
SUMMARY SHEET**

SmART Unit Analysis (Small Agency Resource Team)

Agencies Served By SmART Unit

Currently, 23 small agencies, commissions or offices are served by the DAS SmART Unit (Table 1). Combined, there are an estimated 1,048 full time state employees within these 23 agencies.

Table 1. State Agencies/Commissions/Offices Served by DAS SmART Unit as of July 23, 2010^a	
State Agency/Commission/Office	
Board of Accountancy (5)	^c Department of Public Works (169)
Board of Education and Services for the Blind (121)	Governor's Office (29)
Board of Firearms Permit Examiners (1)	Judicial Selection Commission (1)
Commission on Culture and Tourism (47)	Lieutenant Governor's Office (5)
Commission on the Deaf and Hearing Impaired (38)	Office of Child Advocate (8)
Commission on Fire Prevention and Control (72)	Office of Consumer Counsel (14)
Commission on Human Rights and Opportunities (74)	Office of Protection and Advocacy for Persons with Disabilities (45)
Connecticut Siting Council (9)	^c Office of the Victim Advocate (4)
Department of Agriculture (62)	Office of Workforce Competitiveness (3)
Department of Consumer Protection (156)	Police Officers Standards and Training Council (22)
Department of Emergency Management and Homeland Security (48)	^b State Contracting Standards Board (0)
^c Department of Public Utility Control (115)	
^a Number of full time employees in a state agency, commission or office (shown in parentheses) determined by PRI staff using CORE-CT data. For this summary sheet, PRI staff defines full time state employees as those who work more than 49% of whatever is considered fulltime for their positions (thus eligible for pension); and have the status of active, on leave, or suspended, as long as they were paid within the last 365 days. The definition excludes students, national guard personnel, prisoner/client workers, and temporary/seasonal workers. ^b The SmART Unit will perform these functions when the board has employees. ^c Business office functions covered by home agency. Source of Data: PRI staff analysis of CORE-CT, Office of Legislative Research (Report # 2010-R-0044)	

Small Agencies For Possible Coverage by SmART Unit

Nineteen additional small agencies (150 employees or fewer) could potentially be covered by the SmART Unit. Table 2 shows the human resources staff (HR, Payroll, Affirmative Action (AA)) currently in these small agencies. Note that some of the positions may also perform other functions besides HR, payroll and/or AA, which would need to be explored further prior to any considered merger with the SmART Unit.

Table 2. Small Agencies/Commissions/Offices Not Covered by SmART as of July 23, 2010^a			
# of State Employees¹	Agency	HR, Payroll, and Affirmative Action Employees:	
		Position(s)	Salaries^a
20	Freedom of Information Commission	<ul style="list-style-type: none"> • FOIC Program Manager (Fiscal/Administrative) \$104,954 • Associate Fiscal Administrative Officer \$84,522 • Fiscal Administrative Assistant \$61,094 • Note: Affirmative Action performed by Staff Attorney 3 	\$250,570
61	Office of the Chief Medical Examiner	<ul style="list-style-type: none"> • HR Specialist 	\$73,516
101	Connecticut State Library	<ul style="list-style-type: none"> • Principal HR Specialist \$97,032 • Fiscal Administrative Officer \$73,656 	\$170,688

116	Department of Banking ^b	<ul style="list-style-type: none"> Principal HR Specialist \$91,951 HR Assistant \$50,947 HR Associate \$58,254 Fiscal Administrative Assistant \$49,453 	\$250,605
110	Division of Special Revenue	<ul style="list-style-type: none"> Principal HR Specialist \$97,032 HR Specialist \$85,436 Payroll Officer 1 \$69,036 Admin Assist \$62,313 	\$313,817
117	Department of Economic and Community Development	<ul style="list-style-type: none"> Principal HR Specialist \$89,708 Fiscal Administrative Officer \$73,656 Note: Affirmative Action handled by SmART Unit 	\$163,364
140	Department of Insurance ^b	<ul style="list-style-type: none"> Principal HR Specialist \$84,736 HR Assistant \$59,015 Payroll Clerk \$41,217 Office Assistant \$44,304 Note: Affirmative Action handled by OSC employee 	\$229,272
83	Agriculture Experiment Station	<ul style="list-style-type: none"> Chief of Fiscal Services AES \$130,900 Vice Director – AES \$147,156 	\$278,056
9	Office of the Health Care Advocate	No HR titles (Administratively under the Department of Insurance)	
2	Judicial Review Council	No HR titles (Administratively under OSC)	
107	Military Department	<ul style="list-style-type: none"> HumResManager \$104,954 PayrollOfficer2 \$75,705 	\$180,659
131	Office of Policy and Management	<ul style="list-style-type: none"> Human Resources Associate \$73,803 HumResManager \$104,954 Fiscal Admin Officer \$73,803 Note: Affirmative Action performed by Dir. of Staff Dev. 	\$252,560
85	Office of the Secretary of the State	<ul style="list-style-type: none"> Fiscal Administrative Manager 1 \$107,007 Human Resources Specialist \$72,429 Administrative Assistant \$62,313 Note: Affirmative Action performed by OSC employee 	\$241,749
9	Soldrs' Sailors' Marines' Fnd ^b	<ul style="list-style-type: none"> Fiscal Administrative Officer \$73,803 	\$73,803
49	State Elections Enfrmnt Com	<ul style="list-style-type: none"> Fiscal Administrative Supervisor \$95,084 	\$95,084
18	Office of State Ethics	<ul style="list-style-type: none"> Fiscal Administrative Officer \$69,698 Fiscal Administrative Assistant \$49,454 Note: Affirmative Action performed by Staff Attorney 3 	\$119,152
142	Office of the State Treasurer	<ul style="list-style-type: none"> HumanResourcesAssociate \$59,384 PayrollClerk \$44,190 PrincipalHRSpecialist \$97,032 Fiscal Administrative Officer \$73,656 	\$274,262
24	Teacher's Retirement Board	<ul style="list-style-type: none"> TRB Assistant Administrator \$109,159 Fiscal Administrative Assistant \$52,745 	\$161,904
116	Worker's Compensation Commission ^b	<ul style="list-style-type: none"> PrincipalHRSpecialist \$97,032 Processing Technician \$54,546 Office Assistant \$44,304 Fiscal Administrative Officer \$73,656 Fiscal Administrative Assistant \$49,453 	\$318,991

¹Number of full time employees in a state agency, commission or office (shown in parentheses) determined by PRI staff using CORE-CT data. For this summary sheet, PRI staff defines full time state employees as those who work more than 49% of whatever is considered fulltime for their positions (thus eligible for pension); and have the status of active, on leave, or suspended, as long as they were paid within the last 365 days. The definition excludes students, national guard personnel, prisoner/client workers, and temporary/seasonal workers.

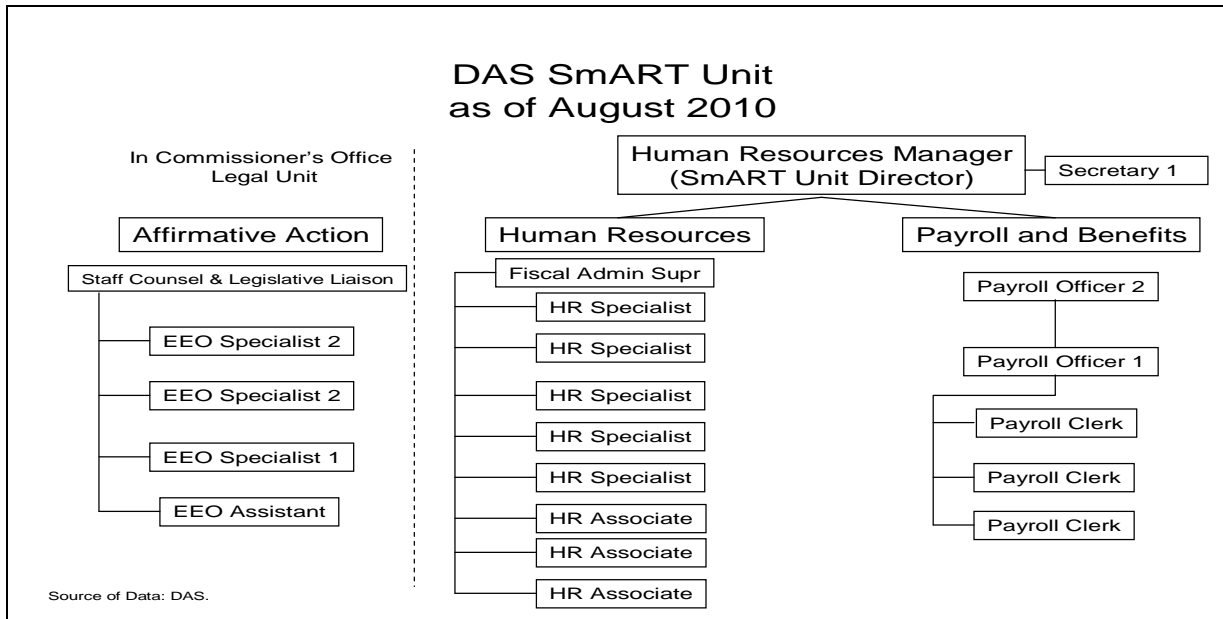
^aBase salary, excluding longevity, overtime, and fringe.

^bSalaries paid for by monies outside of the General Fund.

Source of Data: CORE-CT, DAS, Office of Legislative Research (Report # 2010-R-0044)

SmART Unit in Transition

The DAS SmART Unit is currently undergoing a transition -- the previously separate DAS human resources department is now merged with the SmART Unit, the affirmative action staff have been transferred to the commissioner's office, and a new SmART Unit director has been appointed as the previous director retired in July. The structure as of August has 16 human resources and payroll positions in the SmART Unit. The four Affirmative Action positions are now under the direction of the DAS staff counsel and legislative liaison within the commissioner's office.



Opportunities for Possible Savings by Increasing Agencies Covered by the SmART Unit

Table 3 summarizes the ratio of HR staff to employees for the current SmART Unit, as well as for the non-SmART small agencies listed in Table 2.

Agency	# of State Employees	HR, Payroll, and Affirmative Action Employees	Ratio of employees to hr staff	
			# of employees covered per HR staff person	# of HR staff per 100 employees
SmART Unit	1,048	16-20 ^a	52-66	1.5-1.9
Other small agencies	1,440	45	32	3.1

^aFirst figure is HR + Payroll positions; second figure is HR + Payroll + AA positions.
Source of Data: PRI staff analysis of Core CT data

These figures are only one piece of information needed for the analysis required to plan further expansion of the SmART Unit, and should not be dispositive. Finally, DAS estimates that three to six months are needed to move personnel, systems and processes.

Ratio Of Human Resources Workers¹ To Number Of State Employees Other States and Industry Standards

- Georgia has one human resources staff person for every 115 state employees, except for Georgia's smaller state agencies, which have one human resources staff person for every 88 state employees.²
- New Jersey has one human resources staff person for every 63 state employees, with a range from one for every 48 state employees in the Human Services department, to one for every 140 state employees in the Public Defender department.³
- A general rule in the HR field is one human resources staff person for every 100 employees.⁴
- A study by the Society of Human Resource Management⁵ reported the average HR staff to employee ratio by organization size to be:

No. of Employees	Average HR Staff to Employee Ratio
Fewer than 100	2.70
100 to 249	1.26
250 to 499	1.07
500 to 999	0.82
1,000 to 2,499	0.79
2,500 to 7,499	0.53
7,500 or more	0.42

These ratios may vary depending on such factors as degree of centralization of the HR function, geographic distribution of employees, degree of outsourcing, and level of regulatory oversight, among others.

¹ Human Resources workers are often responsible for managing personnel recruitment and selection, compensation, job classification, and administering employee benefits and insurance. Definitions of the human resources function vary, and the ratios described above may or may not include payroll, affirmative action/EEO, and/or training positions.

² Georgia State Senate Budget Task Force Final Report, March 16, 2010.

³ Human Resource Management in New Jersey State Government, Report prepared for the State of New Jersey Department of Personnel by John J. Heldrich Center for Workforce Development, Rutgers University, April 2006.

⁴ Russell, R., & Harrop, D. (2009). Staffing the Human Resources Function. (<http://mcgladreypullen.com/Issues/hrstaffing.html>)

⁵ Society for Human Resource Management Capital Benchmarking Study, March 2000.