

Town of Cromwell



Organizational Culture Assessment Town Council Recommendations and Actions Taken

(last updated March 2024)

Do It Now

Recommendation	Action Taken	Date Initiated and/or Implemented
Utilize the emergency alert system to advise residents of budget referendum	We post signs, utilize facebook, the website, the electronic sign, and publish a legal notice in newspaper. We are working with the Emergency Management Director to enable residents to sign up to receive budget referendum alerts through Everbridge (email, phone, and text alerts). The Town Manager's Senior Executive Assistant attended Everbridge Training on 2/29/24 and is now able to send referendum information to residents who are subscribed. Residents may sign up on the website to receive alerts regarding budget referenda using the Citizen Alert button on the front page of our website.	Everbridge discussions began in Fall 2023. Training provided to Town Manager's Senior Executive Assistant as of 2/29/2024.
Heighten communication via Town Hall wide email reminding all staff of budget hearing date/time	A memo has been drafted for the future to send to all Town employees with this information at the appropriate time.	Memo drafted on 9/1/2023, Memo emailed ahead of budget workshops on 2/28/2024
IT Survey to understand Employee Needs. Look in to hiring a full-time Staff IT position or expand IT hours (explore during budget time).	All IT requests go through the Senior Executive Assistant in Town Manager's Office. They are tracked on a spreadsheet by date, issue, and date resolved. In addition, we met with our IT consultant and had discussions regarding IT being onsite 5 day a week starting ASAP for four hours per day	9/1/2023
Assign new Council/elected officials ethics and sexual harassment training	The Town Manager's Senior Executive Assistant and the Mayor created a memo for all appointed and elected officials with links to Ethics and Sexual Harassment Training. An email has been sent to all board and commission members.	12/13/2023
Have open HR office hours (and allow staff to attend – accommodate) to ask general questions and/or express concerns	The HR Office is always open, staff may come in and out at any time of the work day to ask questions and express concerns, to make sure concerns are being addressed in a timely manner, all things HR are being tracked along with the time it took to address or resolve them.	Procedure already in place - HR Tracking began on 9/1/2023
Create a more isolated spot for HR Team	The HR Team has an isolated spot. They have their own office. Although the office can be accessed through the Town Manager's office, they do have a door that they close when needed. They also utilize the Mayor's Office as needed for privacy.	Procedure already in place
Create a leadership chart	We have an organizational chart in the Budget Book. This will also be included in all Employee Handbooks.	Procedure already in place
Identify & distribute mission to employees & Town	A mission statement for the Town has been drafted in conjunction with several departments. It was brought to the Town Council. Once it is adopted, it will be included in all employee handbooks.	Initiated - 10/11/2023
Remind all elected or appointed officials that inquiries (town business) be routed through the Town Manager's office.	The Town Manager has reiterated this to the Town Council several times, and addresses this at each Organizational Meeting of the Council. Please note that this recommendation should be specific to Town Council only. Not all appointed and elected officials.	Procedure already in place and is specified in Town Charter

Develop an online resource with necessary information accessible to Town Employees.	The Town has had this resource since August of 2021. We have improved this resource by adding all Town Wide employee memos, EAP Resources, and Union Contracts	Procedure already in place - additions to improve this resource made as of June 2023
OSHA violation or hazard situations training	Specific departments have always had periodic training in this. We have a Safety Committee that meets five times a year. We are looking into a training for all staff to be able to recognize potentially hazardous situations and report them to appropriate staff to be rectified.	Procedure already in place - still seeking out a comprehensive training for all

Plan It

Recommendation	Action Taken	Date Initiated and/or Implemented
Encourage Department Heads to explore ways to obtain input from their staff for the budget prior to budget submission and invite (not require) via invitation all department heads to attend the budget hearings	Department heads presently ask their staff for input during budget time. At each budget meeting with the Finance Director, Town Manager and Department Head, all Department Heads will be reminded that they are welcome but not required to attend the budget hearings. We will send a memo out at budget time to remind them. On February 28, 2024 a memo was sent to Department Heads inviting them to attend the Budget Workshops. The Budget Workshop Meeting Agendas were attached to the memo.	Procedure already in place. Memo sent on February 28, 2024
Consider quarterly stakeholder meetings to bounce new ideas off each other and review potential benefits and costs		
Create a general email address for Cromwell Residents to provide feedback on budget, community projects, or general concerns.	There currently are email addresses on the Town website for the Mayor and Town Manager. These email addresses are monitored by the Town Manager's Office.	Procedure already in place
Advise staff of training/education opportunities via email and have a published list of training/education opportunities for employees by department.	We have implemented a quarterly schedule for Human Resources to send links to websites with continuing education training to all Department Heads encouraging them to share with their employees.	10/2/2023
Create a standard performance review process for all employees.	As of March 2024, the Town Manager successfully negotiated performance reviews into the last remaining union contract that did not previously allow for this. Now all four union contracts allow for performance reviews.	Procedure already in place for Town Hall Union. Last remaining contract settled March 2024.
Set a list of skills and outcomes the Council would like the Town Manager to learn/achieve at future training.		
Organize Leadership Training	For specific positions, when an employee is being promoted to a supervisory position, we arrange for training to be completed.	Procedure already in place
Make security camera live feed accessible to the public by putting link on the Town website.	RECOMMENDATION REMOVED PER TOWN COUNCIL 1/10/24	RECOMMENDATION REMOVED PER TOWN COUNCIL ON 1/10/24
Security camera screens be taken and removed from the Town Manager's Office (Town Council added this recommendation on 1/10/24)	Security Camera Screens in Town Manager's Office have been shut off pending establishment of Video Camera Monitoring Policy	1/11/2024
Generate experience survey to capture feedback on events, programs, and town services		
Mayor to host annual meeting with all Board & Commissions	This was discussed between the Town Manager's Senior Executive Assistant and the Mayor. It was thought that we would host an FOIA Training for all boards and commissions and provide refreshments.	10/13/2023 (Initiated)
Annual Forum for Residents apart from Town Council Meeting	Mayor Demetriades has held two community forums, the first on December 13, 2023.	12/13/2023
Encourage other Committees to send updates for Commission Liaison Reports to Town Council	A "Liaison Reports" item was added to the Town Council Agendas for Council members to report updates on the boards and commissions they are liaisons for.	12/13/2013
EAP Awareness	To increase EAP awareness, HR sends monthly email to all Town Employees that includes EAP's monthly newsletter containing information regarding services and assistance for employees. HR also adds this information to the Employee Shared Drive so employees may access the information at any time.	9/15/2023

Delegate It

Recommendation	Action Taken	Date Initiated and/or Implemented
Create a full-time HR position.	This can be explored at budget time.	
Let employees create and/or add to their own job descriptions with management and union support.	At the Town Council meeting of 1/10/2024 the consensus of Council that employees are not to create and update their own job descriptions. Creation of job descriptions should begin with their supervisors.	1/10/2024
Develop and establish a recorded cadence to update Town documents.	HR implemented a tracking system to update employee handbooks and other documents as needed. They have also added annual review of employee handbooks and job descriptions to their departmental calendar.	January of 2024
Identify training opportunities for elected or appointed Town Officials.	When we receive trainings or are made aware of any, we will continue to email to appropriate Boards and Commission members.	Procedure Already In Place
Find interested volunteers to participate in Council, Boards, and Commissions	We have sent vacancies to RTC and DTC for vacancies on board and commissions.	11/17/2023