

State of Connecticut

Human Resources Centralization

November 22, 2021



Agenda

- Key Themes
- Information Requested by Appropriations Committee
 - Status on HR Centralization Initiative
 - # of positions currently open
 - # of positions filled (by agency) since DAS has taken over the HR responsibility
 - Demographics of the new hires
 - How long does it take to fill a position?
 - In anticipation of significant number of state employees retiring by July 1, 2022, has DAS seen that people are already leaving state service?
 - # of part-time positions and seasonal positions
 - # of employees in the HR unit at DAS

Key Themes

- HR functional areas are performing more effectively and efficiently in the centralized model than in the previous decentralized model
- Pace of hiring is at its highest in a decade, despite unprecedented Covid-19 related workplace challenges
- So far this FY, retirements are only slightly above average

Update on HR Centralization

- In the decentralized model, HR had:
 - A limited ability to mass expertise and resources to support changing business needs;
 - Processes across agencies facing significant issues, including incomplete, paper based, and error-ridden records, inconsistent application of relevant policies, and backlogs in processing of FMLA and Military leaves, among other issues;
 - No ability to scale learning and development programs and resources; and
 - Less defined roles and career paths/opportunities.
- Since the start of HR Centralization on 8/28/20, the centralized HR organization is demonstrating **several significant benefits:**
 - **Capacity and durability:** Ability to take on significant new Covid-19 related business (e.g., leadership and employee support, workplace disruptions, contact tracing and other notifications, reporting, telework, vaccine mandate, etc.) and continue regular business
 - **Speed and flexibility:** Ability to load balance work across the state has led to the elimination of backlogs and increased the ability to pivot to emerging priorities, such as emergency hiring for pandemic response
 - **Digital files:** Over 100,000 paper files (note: average 100 pages per file) have been digitized, and processes are now paperless through the HR service delivery system
 - **Complete and accurate records:** All transactions are tracked, executed, and coded consistently and correctly
 - **Consistent policies:** Relevant laws and negotiated benefits are interpreted consistently
 - **New capabilities:** Dedicated, specialized teams have developed new capabilities and built subject matter expertise, to include the establishment of a new Statewide Learning and Development team
 - **Defined Structure:** HR employees have more defined roles and clear career paths and opportunities for growth

Positions Filled and Current Approved Vacancies*

	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	FY 2020	FY 2021	FY 2022 (thru 11/1/21)	FY 2022 Run Rate	Current Approved Vacancies
CSL	1	8	12	9	9	3	2	6	16	4	2	6	0
DAG	5	3	13	8	2	5	5	8	11	8	6	18	2
DAS (DCS & DPW)	34	26	43	55	34	47	42	60	73	84	33	99	57
DCC	2	1	2	2	0	2	1	1	3	1	0	0	2
DCF	138	205	409	519	281	366	442	472	260	248	156	468	218
DCP	8	16	20	13	13	19	10	17	32	21	18	54	96
DDS	235	240	345	388	148	182	246	313	427	348	137	411	1424
DEP (CEQ & CSC)	908	914	934	840	737	605	772	941	741	941	105	315	699
DMV	81	110	127	169	182	137	124	198	140	69	23	69	105
DOB	8	5	9	4	11	3	8	13	9	5	1	3	3
DOC	345	417	1026	763	376	166	382	787	869	630	234	702	535
DOH		1	26	6	4	3	7	8	5	7	8	24	2
DOI (MCO)	15	29	20	28	18	8	11	13	12	16	10	30	5
DOL (HRO)	176	112	112	57	13	18	18	43	190	363	178	534	89
DOT	256	458	430	437	367	251	200	441	682	410	156	468	278
DPH	77	57	83	92	42	63	55	99	132	104	44	132	121
DPS	192	277	179	106	5	37	79	137	190	192	109	327	84
DRS	135	179	209	172	119	106	48	47	57	42	12	36	36
DSS	386	330	351	260	65	53	215	273	180	128	65	195	239
DVA	50	70	63	45	44	34	37	60	62	51	36	108	82
ECD	35	27	29	31	4	11	4	25	38	33	3	9	10
FML									3	18	6	18	6
GOV	6	9	5	13	5	3	4	18	12	7	2	6	0
LGO	9	1	0	1	2	0	3	6	3	2	1	3	0
MHA (PSR)	373	372	384	440	343	330	370	524	458	537	230	690	790
OGA		8	15	15	5	1	0	4	1	0	0	0	1
OHS								12	4	7	4	12	7
OPM	20	12	20	20	11	12	8	22	21	24	10	30	17
SDE (OEC) (minus CTECS for 2021 values)	1485	1816	1997	1921	1319	1307	1283	1436	1281	43	7	21	20
CTECS (SDE64300 only)										1158	730	2190	1582
SDR (SDA)		35	32	45	25	19	27	54	28	39	9	27	24
TRB	1	2	4	6	2	1	3	4	1	6	1	3	1
WCC		2	17	4	0	3	6	16	5	12	8	24	7
	4981	5742	6916	6469	4186	3795	4412	6058	5946	5558	2344	7032	6542

*Demographics provided separately

How Long Does it Take to Fill a Position?

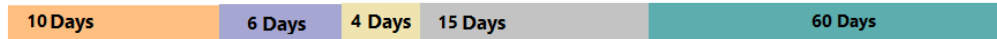
- Historically, the State has not been able to answer this question comprehensively due to:
 - A lack of emphasis on speed of the overall vacancy filling process (i.e., the system is governed by laws, regulations, and CBA provisions that emphasize accountability, control, fairness, and transparency)
 - Information being in multiple different systems or heavily paper based; and
 - Manual and/or unique agency internal position management, affirmative action, selection, and hiring processes.
- However, HR Centralization has enabled DAS to focus expertise and resources on answering this question.
- By early 2022, there will be a staffing dashboard to provide facts and insight into the State's staffing process.

State of Connecticut Performance Recruitment Dashboard

Class Number	<input type="text"/>	Req Create Date	<input type="radio"/> Calendar <input type="radio"/> Timeframe
Agency Number	DOT57000	Specific Dates - From	01/01/2021
Recruitment Number	<input type="text"/>	To	01/31/2021
Position Number	<input type="text"/>		

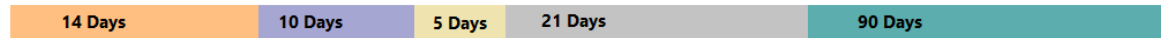
[Filter Dashboard](#) [Reset Filter Parameters](#)

**Median
Time to Fill**
on filters provided



Total Time to Fill: 95 Days

**State Median
Time to Fill**
on filters provided



Total Time to Fill: 140 Days

cy Position Request

Position Review and Approval

cy Requisition to Job Posting

DAS Talent Solutions Recruit Process
 Agency Selection to Hire

- [Time to Fill Detail](#)
- [Recruiting Trends](#)
- [Application Trends](#)

Percent of Time

Agency: 78%
OPM: 6%
DAS Talent Solutions: 16%

Percent of Time

Agency: 78%
OPM: 7%
DAS Talent Solutions: 15%

Note: Data is illustrative and not actual

Retirements Update

- So far, retirements are a little ahead this FY, but not off the charts.
- 689 retirements were processed from 7/1/21 through 11/1/21 (slight increase from 568 retirements processed during the same period in the prior FY).
- 790 retirement applications are presently submitted for 12/1/21 through 7/1/22.
- A big unknown remains – how many additional employees will decide to retire between 12/1/21 and 7/1/22?

Retirement Statistics by FY

	Grand Total 7/1/11 - 11/1/21	FY 2012 Total	FY 2013 Total	FY 2014 Total	FY 2015 Total	FY 2016 Total	FY 2017 Total	FY 2018 Total	FY 2019 Total	FY 2020 Total	FY 2021 Total	FY 2022 (Thru 11/1/21) Total
AGENCY												
Comm Human Rights and Ops	25	8	2	1	2	2	4			4	2	
CT Siting Council	2		1				1					
CT State Library	43	5	7	3	1	4	2	2	7	5	5	2
Department of Admin Services	318	31	8	31	31	40	48	36	28	25	24	16
Department of Aging & Disability Srv	125		14	11	11	17	18	15	12	10	10	7
Department of Agriculture	26	4	1	2	2	1	3	5	2	2	3	1
Department of Banking	34	3	3	2	3	4	2	5	6	2	2	2
Department of Children and Families	927	110	74	104	87	103	94	93	87	64	71	40
Department of Consumer Protection	103	15	8	2	6	19	14	12	6	12	6	3
Department of Correction	3655	391	304	475	531	335	270	250	290	377	310	122
Department of Developmental Services	1954	287	198	168	174	251	221	173	130	129	140	83
Department of Education	790	91	44	53	65	77	99	83	75	69	85	49
Department of Emergency Services and Public Protection	865	133	57	54	62	67	81	93	76	77	98	67
Department of Energy and Environmental Protection	384	32	25	26	32	39	44	52	36	32	42	24
Department of Housing	12			4		2	2	1	1	1		1
Department of Insurance	55	6	4	5	7	6	4	3	2	6	9	3
Department of Labor	304	50	18	16	27	37	30	41	19	24	30	12
Department of Mental Health and Addiction Services	1603	161	147	125	157	151	177	172	120	152	162	79
Department of Motor Vehicles	343	61	20	27	32	43	25	24	32	21	38	20
Department of Public Health	271	26	24	22	38	25	27	26	21	27	25	10
Department of Revenue Services	304	42	14	25	21	21	30	35	27	38	28	23
Department of Social Services	682	126	38	59	62	112	75	50	32	41	54	33
Department of Transportation	1234	196	69	81	104	130	135	130	111	96	104	78
Department of Veterans Affairs	171	20	9	18	14	10	29	20	15	12	20	4
Economic and Community Dev	46	6	5	5	7	6	1	3	3	2	4	4
Governor's Office	1								1			
Lt. Governor's Office	2							1	1			
Off of Gov Accountability	8		1	1	2	1	1		2			
Off of Policy and Management	42	4	2	1	5	6	5	5	6		6	2
Off of the Healthcare Advocate	1							1				
Office of Early Childhood	29			2	1	5	11	4	1	2	1	2
Office of Health Strategy	5								2	1	1	1
Teachers Rtrmnt Board	14		3		3	1	2	1	1	1	2	
Workers Comp Comm	45	2		4	1	2	7	8	7	2	11	1
Grand Total	14423	1810	1100	1327	1488	1517	1462	1344	1159	1234	1293	689

Part-Time and Seasonal Employee Update

Agency	Part Time Count (Filled)
ADS	5
DOA	1
DAS	5
DCF	225
DCP	8
DDS	693
DEEP	347
DMV	131
DOB	1
DOC	108
DOI	1
DOL	15
DOT	1
DPH	12
DESPP	207
DRS	8
DSS	2
DVA	87
DECD	3
GOV	2
MHA	245
OEC	1
OGA	2
OHS	1
OPM	1
SDE	676
WCC	4
Grand Total	2792

Agency	Seasonal Count
DCF	9
DDS	6
DEEP	380
DVA	2
DECD	13
GOV	1
MHA	14
Grand Total	425

HR Employee Update

HR Employee Count as of 7/1/2019

270

Attrition (78)
Hires 56

HR Employee Count as of 11/1/2021

248*

*Retirement Eligible – 63

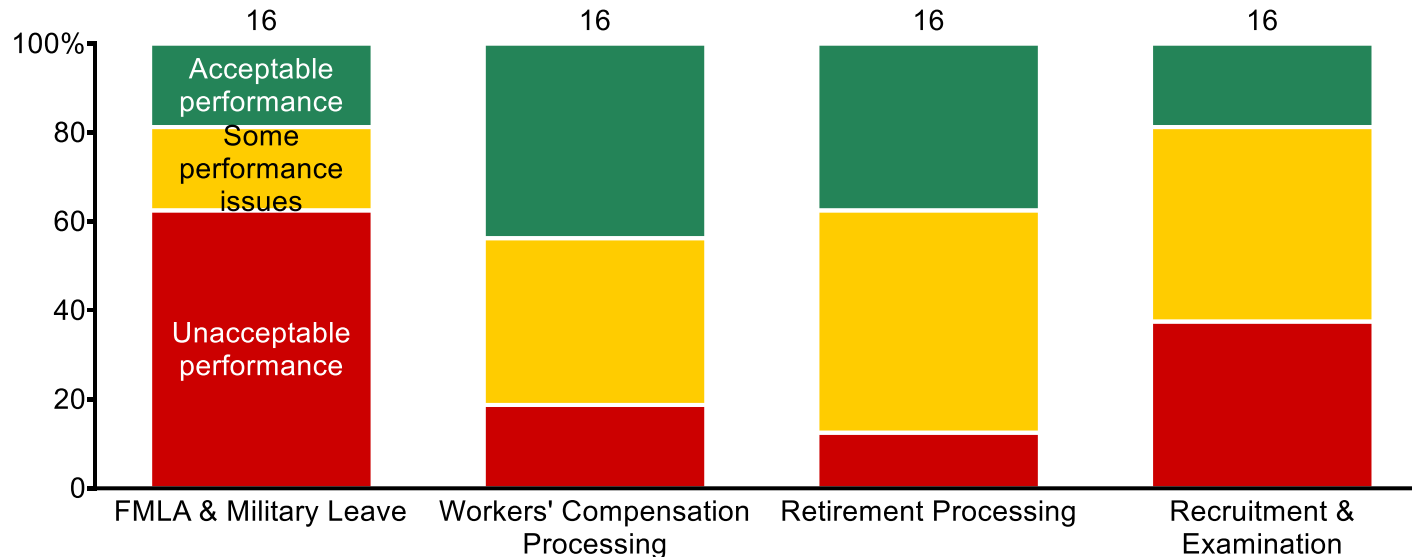
Questions

Additional Information

(Hyperlink)

Decentralized model: Significant performance issues across HR processes

Evaluation of decentralized HR performance in 16 agencies (as of 8/27/20)



AGENCIES IN SCOPE

1. DADS
2. DAS/SmART
3. DCF
4. DDS
5. DEEP
6. DESPP
7. DMHAS
8. DMV
9. DOC
10. DOL/CHRO
11. DOT
12. DPH/OHS
13. DRS
14. DSS
15. DVA
16. SDE/OEC

Example issues in agencies with unacceptable performance

- Misapplication of benefits
- Incomplete tracking
- Significant errors
- Processing delays

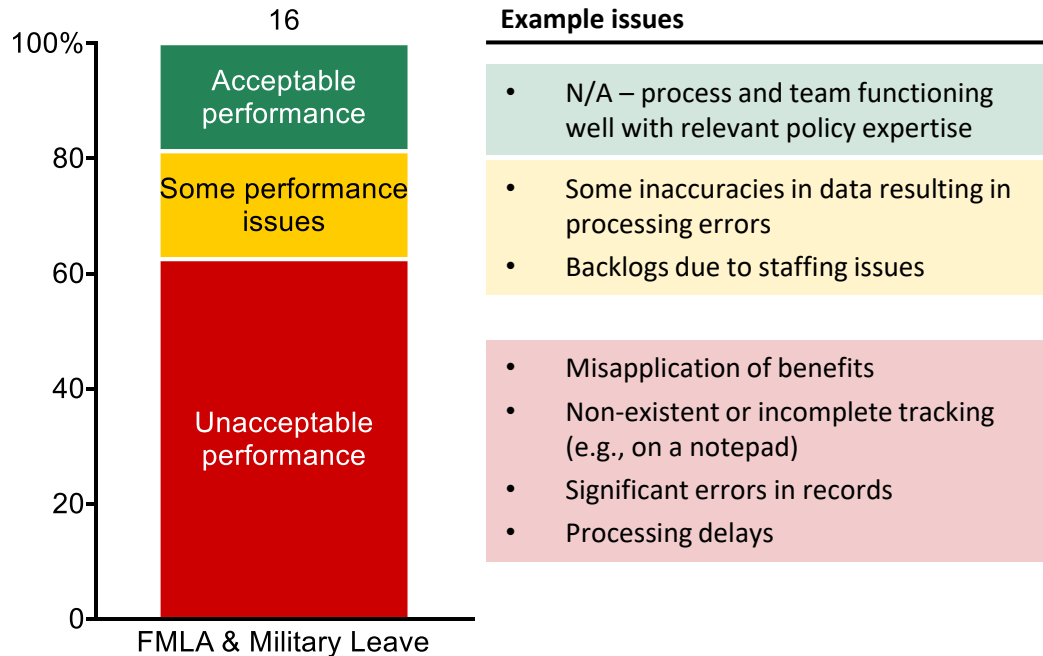
- Inconsistent processing
- Sporadic follow-up
- Little engagement w/ TPA
- Gaps in records

- Inaccurate length of service calculations
- Labor-intensive paper audits
- No training on tools

- Little candidate outreach or sourcing
- Failure to use JobAps
- No candidate shortlisting

Progress update: FMLA and Military Leave

From: Decentralized HR

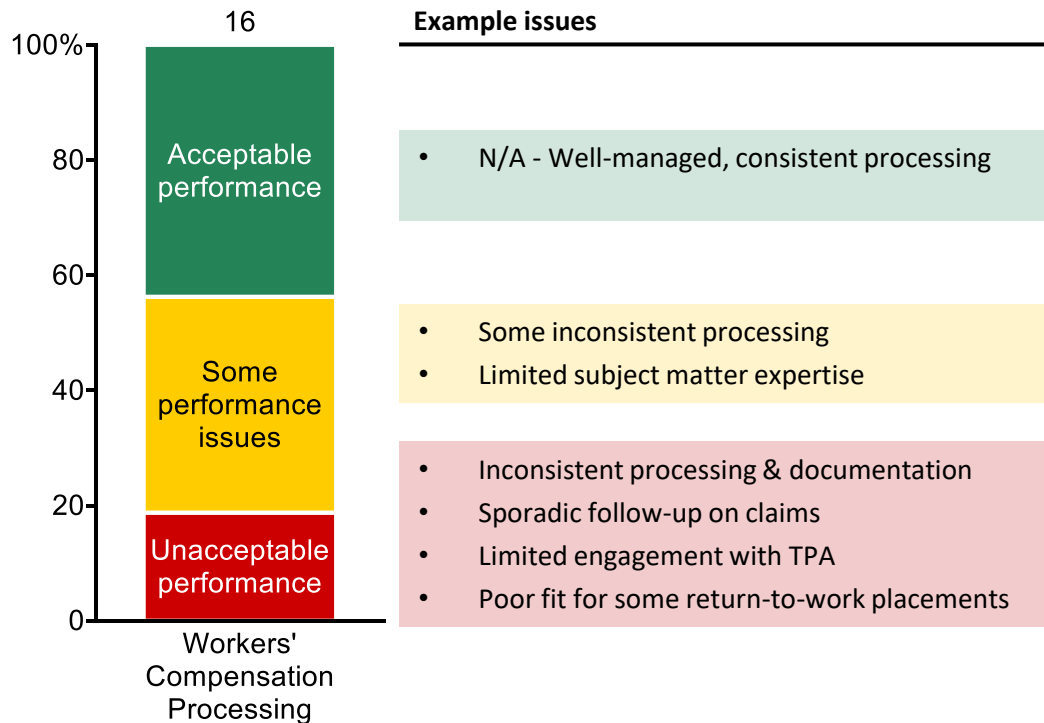


To: Centralized HR

- **Faster processing of claims** enabled by ability to load balance work statewide
 - FMLA backlog reduced from 500 to 100 cases (and counting)
 - Military Leave backlog eliminated (from 30 cases)
- **Scanned, automated files** in HR service delivery system
 - Elimination of 14,000 paper files
- **All approvals tracked, executed, and coded** consistently and correctly
 - >20% of prior approved cases required some correction
- **All approvals tracked, executed, and coded** consistently and correctly
 - 8,915 FMLA and 1,008 military claims processed since 8/28/20
- **Consistent interpretation and application** of laws and negotiated benefits

Progress update: Workers' Compensation Processing

From: Decentralized HR

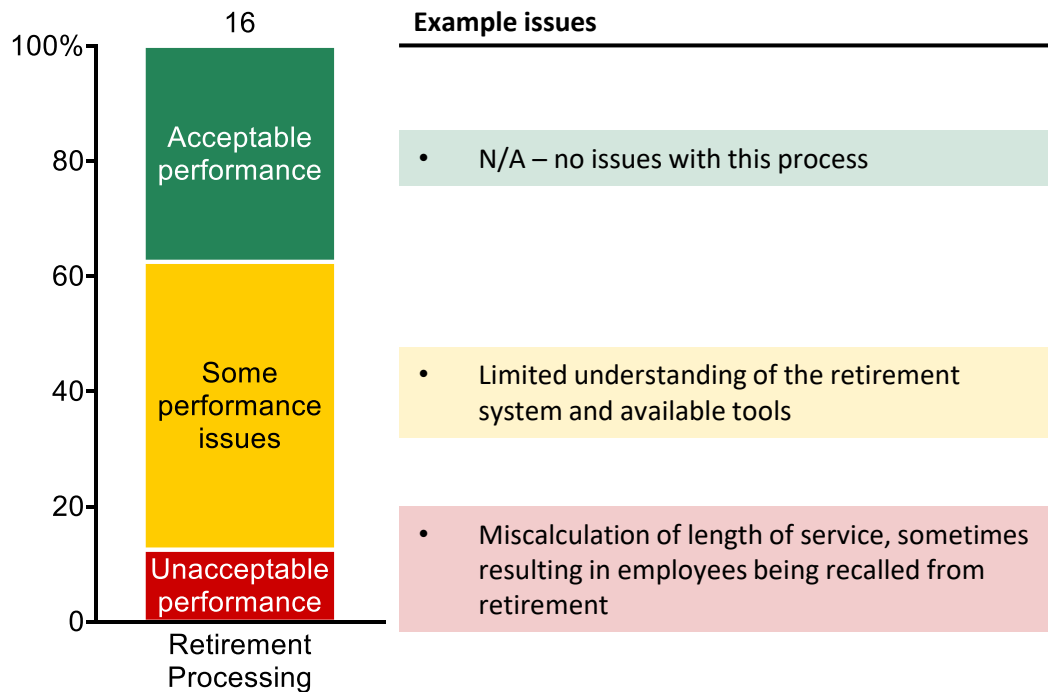


To: Centralized HR

- **Greater savings** driven by a **dedicated team of experts** with stronger oversight and better engagement with the TPA
- **Paperless processing** supported by automated files in HR service delivery system
 - Elimination of 50,000 paper files
- **All approvals tracked, executed, and coded** consistently and correctly
 - 3,564 claims processed since 8/28/20
- **Consistent interpretation and application** of laws and negotiated benefits

Progress update: Retirement Application Processing

From: Decentralized HR

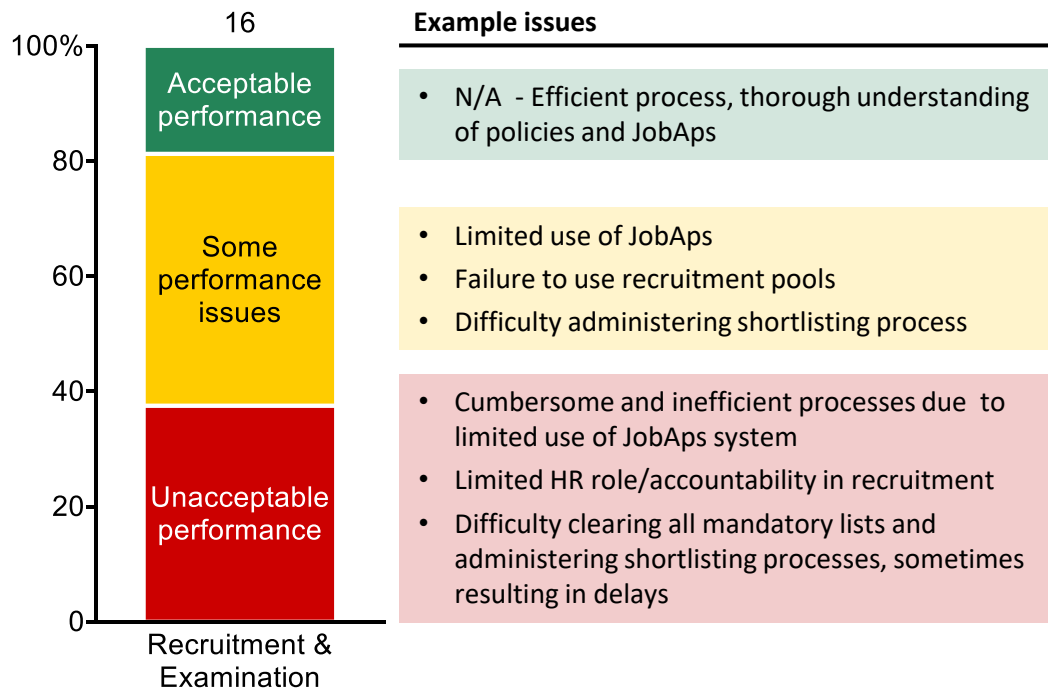


To: Centralized HR

- **Notable improvement in quality and consistency of applications** delivered to OSC Retirement Division
 - Resulting in more successful collaboration with OSC on retirement audit process
- Implementation of **time-saving audit tools** provided by OSC
- **No instances of employees having to return to work** after retiring due to inaccurate service calculations
 - 1,482 retirement applications have been processed since 8/28/20 (including 11/1/21 retirements)

Progress update: Recruitment & Examination

From: Decentralized HR



To: Centralized HR

- **New ability to do consistent, in-depth outreach to potential candidates**
 - Trained story tellers who market the value proposition of working for the State
 - Engagement with professional and diversity-focused organizations
 - Strong social media presence
 - LinkedIn Recruiter to source passive candidates
- **Reduced time to fill positions**, supported by better use of JobAps, shortlisting for hiring managers, and the ability to load balance work statewide
 - 4,895 recruitments conducted since 8/28/20, receiving 320,763 total applications.
- **Team of experts** with deep knowledge of JobAps, laws and negotiated rules, and statewide recruiting data

HR Business Partners (On-Site HR Teams)

From: Decentralized HR

HRBPs on site with agencies

Tasked with managing a wide range of HR processes

Unable to balance workload across agencies

Worked in silos, leading to inconsistent application of policies across Agencies

To: Centralized HR

→ HRBPs *still* on site with agencies

→ Better able to focus on Agency HR needs, since many processes are now centralized
Direct access to HR and Labor Relations subject matter experts as needed

→ Able to quickly (same day/overnight) deploy resources to agencies that need them (e.g., for emergency hiring for pandemic response)

→ Statewide cohort of HR Business Partners to drive consistency