

Government Efficiency and Accountability Review (GEAR)

GEAR09 Board Meeting

July 11th 2018



<https://gear.delaware.gov/>

Agenda

30 min

1. Introductions
2. Old Business
 - Review/approve minutes
 - 2018 GEAR Board meeting schedule
 - GEAR team update
3. New business
 - GEAR team update
 - Progress reporting
 - Employee and public comments management
 - Governmental Accountability Act (GAA) revision

90 min

4. Deep Dive
 - Information Technology
 - Human Resources
5. Open Topics discussion -- Board
6. Public Comment
7. Adjourn

Old Business

**Review/Approve Minutes from
Prior Board meeting**

Old Business

2018 GEAR Board Schedule

Tuesday, January 9, 2018

10:00 a.m. to 12:00 p.m.

New Castle County

Wednesday, March 14, 2018

8:00 a.m. to 10:00 a.m.

Dover

Tuesday, May 15, 2018

10:00 a.m. to 12:00 p.m.

New Castle County

Wednesday, July 11, 2018

8:00 a.m. to 10:00 a.m.

Dover

Tuesday, September 18, 2018

9:00 a.m. to 11:00 a.m.

New Castle County

Wednesday, November 14, 2018

8:00 a.m. to 10:00 a.m.

Dover





New Business

GEAR Team Update

- GEAR website updates:
 - Focus Area updates
 - Publishing team 4-Blockers
 - Soon to add GEAR Dashboard
- Focus Areas activities:
 - Financial Services Delivery adds School Business Manager's chairperson to team
- HCR94 requests GEAR to act on School District Consolidation task force recommendations
- Guidance/template for chartering continuous improvement ideas in development
- Kickoff GEAR Annual Report data gathering process

New Business

Progress Reporting Tracking

- 4-Blocker reporting template submitted two days before every GEAR Board meeting
- 4-Blockers posted to GEAR website before meeting
- Addresses our requirements for transparency
- **Progress indicator required for each 4-Blocker**

FINANCIAL SERVICES ENSURE EFFECTIVE INTERNAL CONTROL SYSTEMS ARE DEVELOPED AND MAINTAINED: PCard	
Objectives and Achievements	In Progress
<ul style="list-style-type: none"> Issue: State agencies have traditionally operated with significant autonomy. As a result, many administrative and financial service functions are duplicated statewide, resulting in unnecessary expenditures for employee and contractor time, software licenses, and computing service costs. Objective: Ensure effective internal control systems are developed and maintained: Increase PCard usage (each additional \$25M in spend will increase rebates \$300K and lower costs for processing checks) Current PCard spend 2017 \$130.1 M Leadership: DOF (Cole) and DST (Gonzalez). 	<ul style="list-style-type: none"> DOF working with OST to issue joint PCard RFP so that PCard spending, rebates, cost savings and banking fees addressed comprehensively. GSS drafting Critical Need memo to extend current PCard contract
Next Steps (Future Activities)	Challenges (Issues and Risks effecting your effort)
<ul style="list-style-type: none"> Review and issue the comprehensive RFP Meet with DTI to develop an implementation plan for integration of products with FSF Together with travel continue explorations of travel management services which through connection to the PCard will result in increased usage. Reduce the current pay cycle for checks and ACH transactions from daily to weekly or biweekly to drive more payments to the Single Use Account (SUA) within the PCard program 	<ul style="list-style-type: none"> Current capacity of the ERP team to handle additional workload required to implement new banking products/services

GEAR Dashboard						
	May	July	Sept	Dec		
Financial Services Delivery	1	1			Banking Architecture Redesign	Implement a new statewide banking architecture to drive agencies from banking partners.
	1	1			Tax Revenue Collections Modernization	Tax Modernization – the Department of Finance is replacing its modern, industry-standard enterprise tax platform to provide taxpayers at a lower total cost.
	1	1			Drive PCard usage	Increase procurement card (PCard) usage to simplify employee processes and reduce check/ACH payments to vendors. PCard selection in request for proposal (RFP) as part of Banking Architecture managed by the Office of the State Treasurer (OST).
	1	1			Simplify Travel Per Diem	Ensure effective internal control systems are developed and travel per diem complexity that leads to inefficiencies in use compliance and auditing (estimated savings \$800,000).
	1	1			Government Accountability Act (GAA)	Revision to the Government Accountability Act (GAA) to drive use of performance metrics by all agencies – submitted to JOI (JFC) -- now SB263.
	1	1			DE Population Consortium	Recommendation to amend Title 29 Delaware Population Counties, municipalities, school districts, and State agencies to of population statistics to avoid duplicative costs and improve now SB219

1) Develop action plan to manage and improve the quality of operation of FSF.
[On hold] 2) Make improvements to the tracking of school dist

New Business

- Employee/Public Input tracking
 - Comments distributed to GEAR Board agency leadership
 - Agencies please triage/sort into categories:

- 1. Important and actionable**
- 2. Informative but requires follow-up to determine if actionable**
- 3. General suggestion**
- 4. Not actionable**

- Seeking best practices from other states



Governmental Accountability Act

- **Actions Taken:**

- Approved by GEAR Financial Services Delivery Team (May 4, 2018) and endorsed by GEAR Board for submission to General Assembly (May 15, 2018)
- Introduced as SB 263, co-sponsored by all members of the Joint Finance Committee (June 19, 2018)
- Passed the Senate 19 Yes 2 Absent (June 21, 2018)

- **Current Status:**

- Not considered by the full House. Need to start over in the next legislative session (January 2019)



Deep Dive

2018 Deep Dive Order

Tuesday, January 9, 2018

Education

Information Technology

Wednesday, March 14, 2018

P3 – Public/Private Partnership

Financial Services

Tuesday, May 15, 2018

DHSS & Healthcare

Criminal Justice

Wednesday, July 11, 2018

Information Technology

Human Resources

Tuesday, September 18, 2018

Education, Financial Services

Criminal Justice

Wednesday, November 14, 2018

P3 – Public/Private Partnerships

DHSS & Healthcare

Deep Dive

Information Technology

Statewide IT Assessment Results



Focus Area: IT Efficiency

Statewide IT Assessment Results

11 July 2018

A photograph of Governor John Carney of Delaware speaking at a podium in a formal setting, likely a legislative chamber. He is wearing a dark suit, a white shirt, and a blue patterned tie. He has his hands clasped in front of him. In the background, a woman with blonde hair is smiling and clapping. An American flag is visible behind her. The room has high ceilings and classical architectural details.

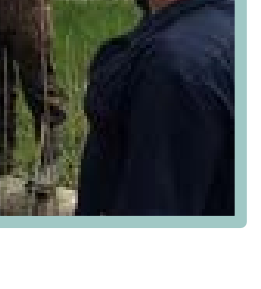
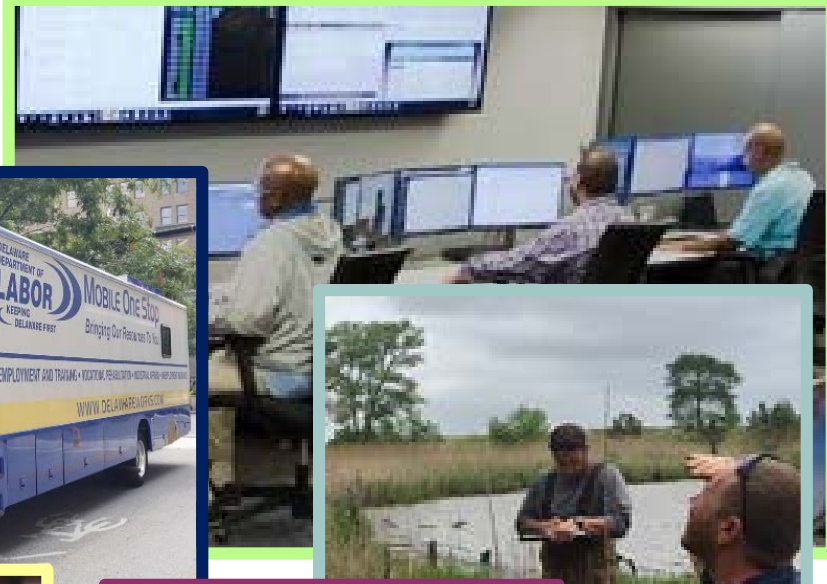
“Innovation is Delaware’s path to jobs and prosperity.”

Gov. John Carney

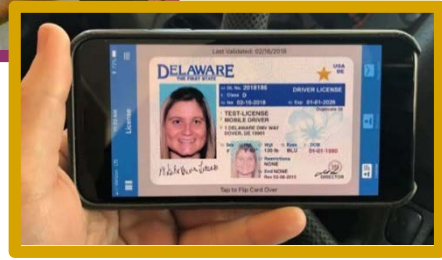
The State of Delaware engaged Excipio, a firm with IT Centralization (ITC) expertise to:

- ✓ **Perform a detailed IT operations assessment**
- ✓ **Evaluate key IT services** inclusive of those provided by DTI and by other State IT staff
- ✓ **Develop an IT centralization strategy**—an equitable, efficient, and innovative approach to delivering cost-effective IT services
- ✓ **Optimize deployment of workforce resources**
- ✓ **Maximize opportunities for savings**—potentially at least \$10M

Moving to Data-Driven Coordinated Services for Families and Youth



Go ahead *stay* home



Explore Delaware in amazing 360 degrees
Begin your journey today!

It's all about change:

- The State must **leverage IT as a strategic asset** through enterprise planning, funding, and coordination
- State IT **staffing and funding must be equitably distributed** to deliver a consistent level of service
- **Standards** must be comprehensively developed by a multidisciplinary group and **strictly adhered to in order to reduce risk and cost**
- The State must leverage **technology and data across silos** for targeted services and improved digital government

The State of Delaware technology strategy:

- Legislation in 2000 (Created DTI)
- Executive Order in 2010 (IT Consolidation)

What is, and *is not*, working?

Information Technology Centralization (ITC) made great strides towards shared services but ...

the initiative is *incomplete* and is based on an *unsustainable model*.

Why Excipio?



Jeff Gilmer
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JGilmer@Excipio.net

Strategic Assessment Process

Assessment

Findings

Recommendations

Kick-Off Meeting

- Management
- Key staff from over 40+ agencies

Data Collection

- Compile background information – 80% client data
- In scope – technology operations
- Out of scope - applications

Discovery

- On-site interviews with client resources
- Agency review of data collection process

Analysis

- Objective business, technical, financial evaluation
- Risk assessment of client's business (technology, partners)

Validation

- Joint review—agency validation of information provided
- Strategy and recommendations
- Additional agency validation of updated information provided

Final Presentation

- Executive summary for senior management
- Financial metrics (ROI, cash flow statements, NPV, etc.)
- Process and risk management recommendations

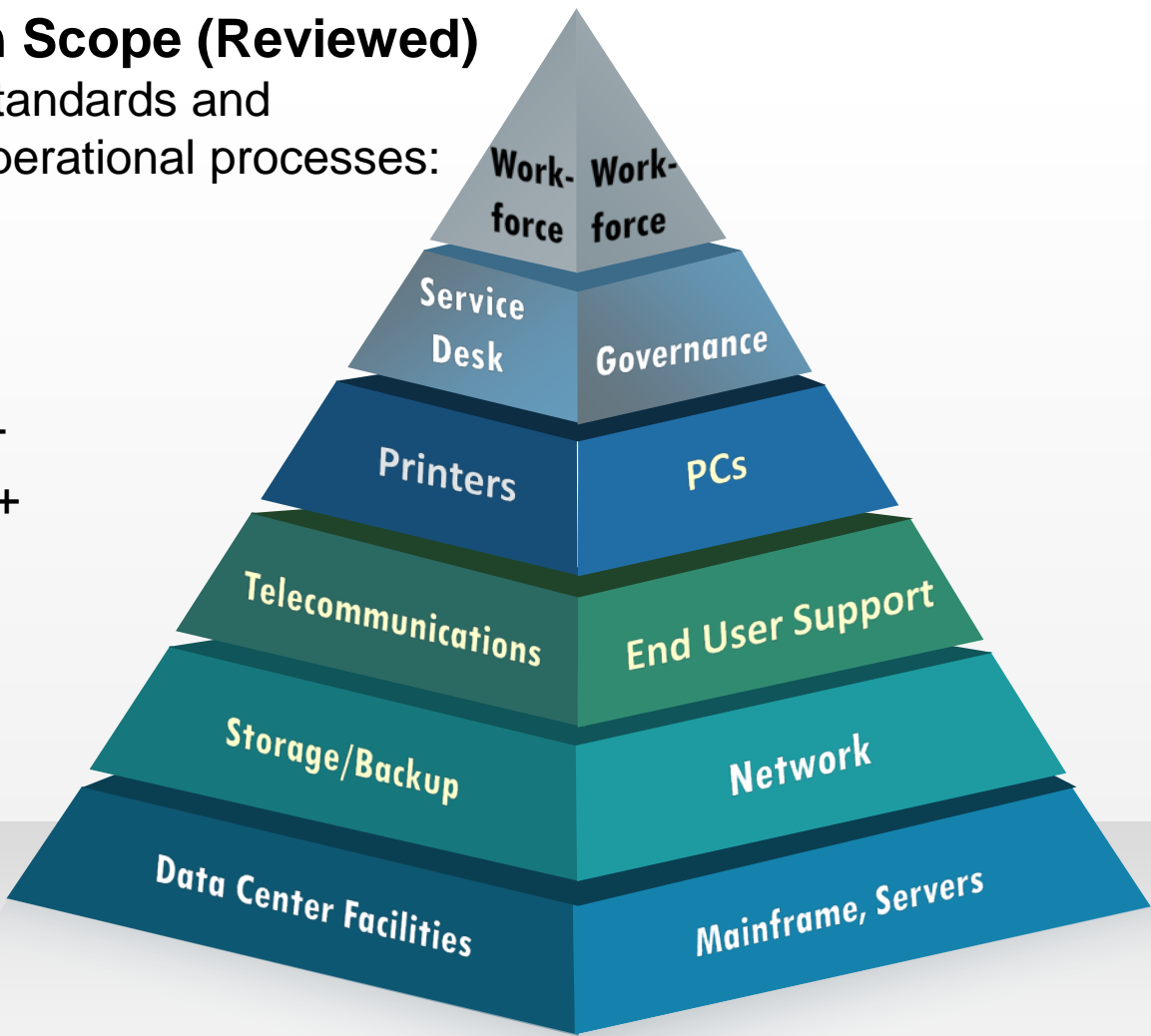
Assessment

Findings

Recommendations

In Scope (Reviewed)

Standards and operational processes:



Technology Operations

- Agencies: 40+
- Personal Computers: 22,000+
- Storage/Backup devices: 140+
- Telephone Systems: 130
- Network Devices: 5900+
- Printers: 3200+
- Servers: 850+

Out of Scope (Not Reviewed):

Applications, Security, IT Procurement, Program and Project Management.

Assessment

Findings

Recommendations

- **Technology strategic governance lacking:**
 - Uniform oversight: Executive, Financial, Technical
 - Funding: multiple requests, similar solutions (missed opportunity for savings)
 - Security or regulatory requirements (reduce risk, enhance compliance)
 - Shared services model incomplete (missed economies of scale)
- **Shared services leveraged “as needed”:**
 - When agency resource shortages exist
 - Deep technical knowledge or solution design required
- **DTI project approval process is cumbersome:**
 - Process is “one-size-fits-all”
 - State often “works around” this process
 - **Implemented solutions may or may not meet State standards**

Assessment

Findings

Recommendations

Current Environment

- Centralization strategy based on good intent
- Enterprise services (e.g., centralized email, network, DELJIS, ERP)
- Technical teams competent but placed in difficult structure.

Significant Issues

- Inefficient technology model
- Unenforced standards
- Outdated equipment
- Security risks
- Immature shared services model
- Overspending

Assessment

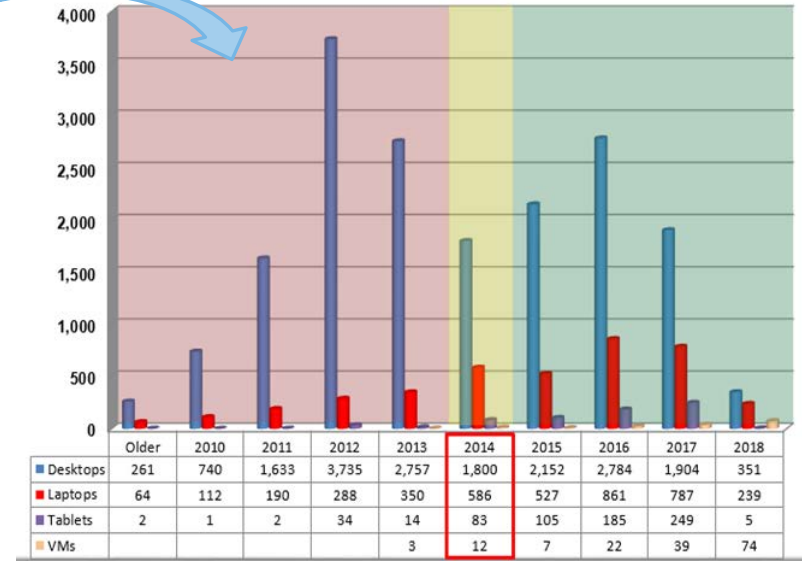
Findings

Recommendations

Personal Computers (PC)

- Total of 22,000+ PC's
- Current refresh policy is 5 years
- 10,000+ of PCs are older than 5 years
- 244 different models

“Similar issues were found in other technical operations areas including data centers, servers, mainframe, storage and networks”



Hardware Manufacturers	Green	< 4	●	14	<ul style="list-style-type: none"> • Dell is 96% of the environment • Non-Dell is primarily attributed to DoE, GIC, DHA (HP, Lenovo, Apple, etc.)
	Yellow	> 4 and < 6			
	Red	≥ 6			
Hardware Models	Green	≤ 40	●	244	<ul style="list-style-type: none"> • The metric is based on a 3-year laptop and 5-year desktop refresh cycle • The target should be 6-8 models per year across desktops, laptops, and tablets, which should result in 40 models on a five year refresh.
	Yellow	> 40 and ≤ 50			
	Red	> 50			
Operating System Age	Green	All others	●		<ul style="list-style-type: none"> • 96% is Windows 7, which ends extended support in January 2019 • 38 XP instances are still in use
	Yellow	Within 1 year of end support			
	Red	Out of extended support			

Statewide Annualized Technology Costs

Assessment

Findings

Recommendations

Operational Focus	Hardware	Hardware Maintenance	Software Maintenance	Service Providers	Total Annual FTE Cost	Total Annual Cost
Personal Computer	\$ 4,622,548			\$ 57,000	\$ 7,846,241	\$ 12,525,789
Service Desk			\$ 410,905		\$ 4,630,729	\$ 5,041,634
Mainframe	\$ 126,105	\$ 126,220	\$ 2,810,334		\$ 2,771,961	\$ 5,834,620
Servers	\$ 3,022,869	\$ 3,123,010			\$ 3,799,184	\$ 9,945,063
Storage	\$ 6,990,114	\$ 305,918			\$ 1,267,220	\$ 8,563,252
Backup/Restore	\$ 210,230	\$ 272,719	\$ 296,821		\$ 867,271	\$ 1,647,041
Network	\$ 4,106,506	\$ 1,898,134			\$ 3,337,724	\$ 9,342,364
Data Circuits				\$ 4,908,528		\$ 4,908,528
Telecom	\$ 932,116	\$ 470,144			\$ 721,579	\$ 2,123,839
Ops Managers					\$ 778,098	\$ 778,098
Total Operations Cost	\$20,010,488	\$ 6,196,145	\$ 3,518,060	\$ 4,965,528	\$ 26,798,105	\$ 61,488,326

Assessment

Findings

Recommendations

People

What is best for:

- Me
- My staff
- External political factors
- **The State?**

Business Requirements

What are the needs of:

- The agency
- Shared services
- Internal political factors
- **The State?**

Technology

What is/are:

- Defined standards
- Wants vs. needs, and why?
- Aligned inside agencies
- **What is the best standard for the State?**

Financing

Funding challenges:

- CapEx vs OpEx
- GF, ASF, Federal, or grant
- Impact to the agencies
- **Cost savings to the State?**

“For transformation to be effective the State needs to also refocus its cultural priorities”

Assessment

Findings

Recommendations



Tactical

- CapEx model
- High overheads
- Fixed cost models
- Insufficient resources
- Incomplete services
- Service provider



Strategic

- OpEx model
- Low overheads
- Consumption based
- Packaged solutions
- Service broker

**Where
are
we going
in the future?**

Assessment

Findings

Recommendations

Commoditized Services - Sourced

- Email, SharePoint, and Skype
- Desktop
- Mainframe
- Data Center
- Network

Strategic Services - Internal

- Policy, architecture, and security
- Application development and support
- Service desk knowledge
- Project/program management
- Vendor Management
- Agency IT Liaisons
- IT centralized fiscal planning and chargeback

Category	Total Annual Savings with Contingency
Mainframe as a Service	\$ 2,296,000
Desktop as a Service	\$ 2,305,000
Data Center as a Service	\$ 6,036,000
Network, Security, and Telecom	(\$ 493,000)
Centralized Service Desk	\$ 1,090,000
Potential Annual Savings with Contingencies	\$ 11,234,000

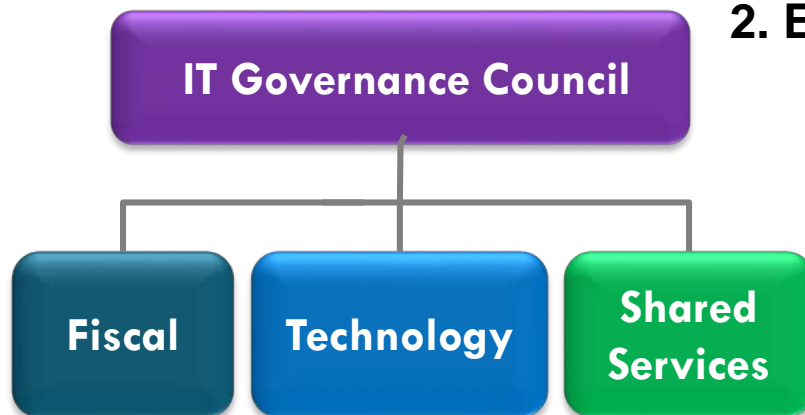
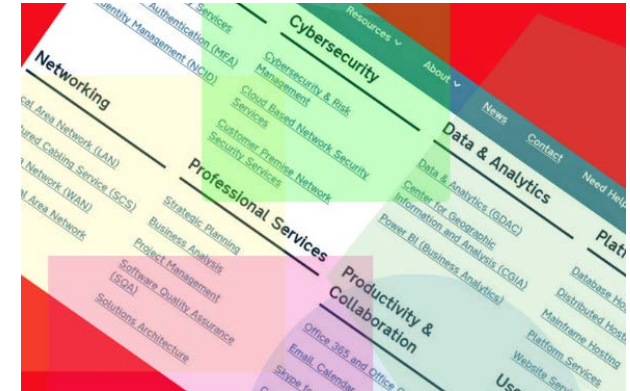
Assessment

Findings

Recommendations

1. Implement a true shared services model:

- Enterprise centralization plan of IT operations
- Establish and enforce statewide standards
- Service level agreements, Statements of work
- Service Catalogue
- Financial model



2. Establish/Reconstitute technology governance:

- Define the representation
- Agencies involvement
- Centralization of funding and budgets
- Security or regulatory requirements
- Shared services model review
- Project and exception approval process

Assessment

Findings

Recommendations

3. Centralize all technical resources:

- Single shared services organization
- Leverage resources based upon skill sets
- Strategic geographic locations for improved service
- Enhanced knowledge base available to all agencies
- Provide resources as a strategic service
- Incorporate into Service Catalogue



4. Determine data center(s) strategy:

- Should the State be in the data center business?
- Leverage internal facilities at current level?
- Exit facilities with financial or structural risk issues?



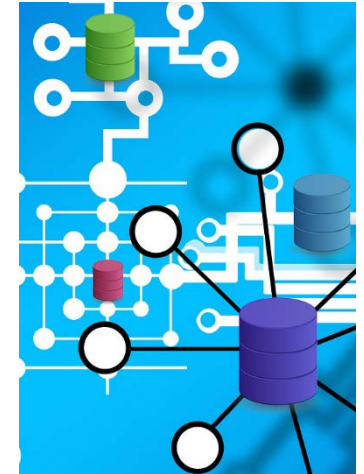
Assessment

Findings

Recommendations

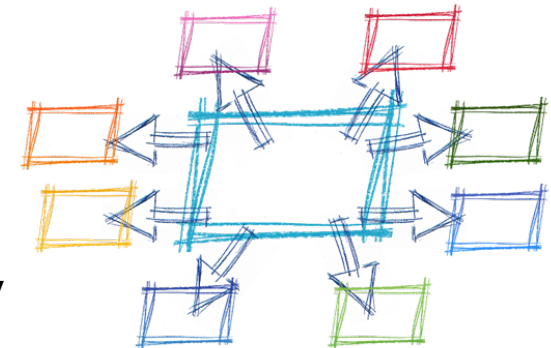
5. Evaluate and assess new technology strategies:

- Hybrid shared services solutions
 - Commodities sourced
 - Strategic internal
- Purchase and fund on an actual-use basis
- Determine asset ownership
- Ability to “turn off” services when not in use



6. Implement enterprise vendor management:

- Centralize vendor, contract, and license management
 - Gains economies of scale
 - Reduces numbers of vendors
 - Increases value through increased vendor accountability
 - Mitigates risk of license violations
- Savings through renegotiation often pay for centralization effort



What is needed from GEAR?

Support for recommendations and authority for initiatives:

Establish a GEAR Subcommittee to formalize IT Strategy, based on Excipio recommendations: Cabinet (OMB, DHR, DTI, DHSS, DSP, DELDOT), Courts, Agency IT (DOE, DHSS, DOL), Private Sector IT, Controller General, DELJIS

- Development of Shared Services Technology centralization strategy
- Design Technology Governance Structure
- Determine financial model for IT chargeback and investing a portion of captured savings through a technology innovation fund for continued improvement
- Identify budgetary and legislative changes necessary to effectuate adoption of a shared services model



Deep Dive

Human Resources



HUMAN RESOURCES DELIVERY

Presentation to the

Government **E**fficiency and **A**ccountability **R**evision Board

Presented by

Department of Human Resources

July 11, 2018

HUMAN RESOURCES DELIVERY – Overview

- ❖ **Creation of Department of Human Resources**
- ❖ **Organizational Structure**
- ❖ **Those We Serve**
- ❖ **GEAR Priorities**
 - **Centralization**
 - **Recruitment and Retention**
 - **Statewide Benefits**
 - **Insurance Coverage**



DEPARTMENT OF HUMAN RESOURCES

❖ **In July 2017, Governor Carney signed HB4 into law, creating the Department of Human Resources (DHR) which:**

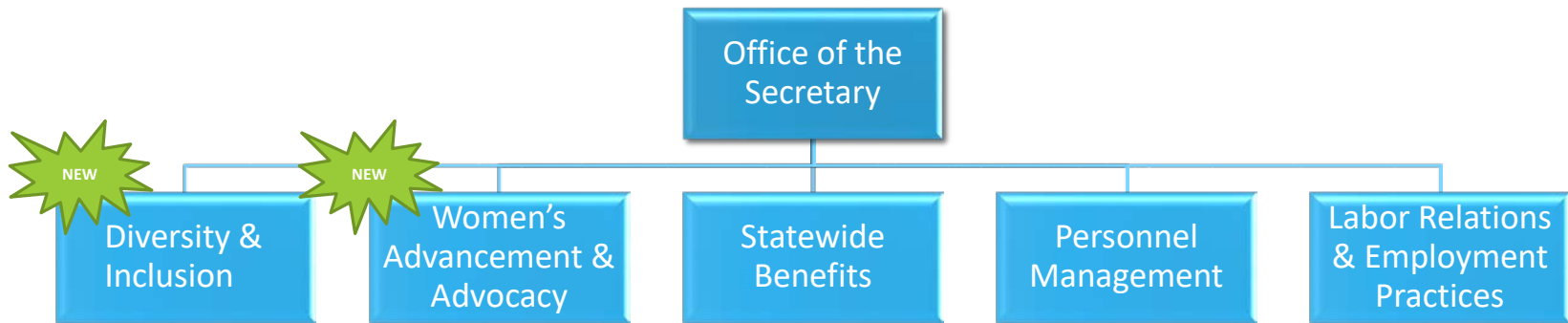
- Transferred human resources functions from the Office of Management and Budget to the Department of Human Resources
- Required the centralization of human resources – including budgetary, operational and regulatory changes necessary for implementation

❖ **FY19 epilogue mandates service level agreements be implemented no later than June 30, 2019 (SB 235, §107)**



CREATED
JULY 16, 2017

DEPARTMENT OF HUMAN RESOURCES



DEPARTMENT OF HUMAN RESOURCES THOSE WE SERVE



125,000+
Employees,
Retirees &
Dependents

**HEALTHCARE
BENEFITS**



EMPLOYEES
16,000+
Executive Branch
**Legislative
Branch**
Judicial Branch
Elected Offices



INSURANCE COVERAGE
for 56,000 Participants



TRAINING
25,000



DEPARTMENT OF HUMAN RESOURCES

GEAR PRIORITIES



- ❖ **Centralize Human Resources**
- ❖ **Reset Recruitment and Retention**
- ❖ **Reduce Healthcare Operating Costs**
- ❖ **Reduce Workers' Compensation Costs**





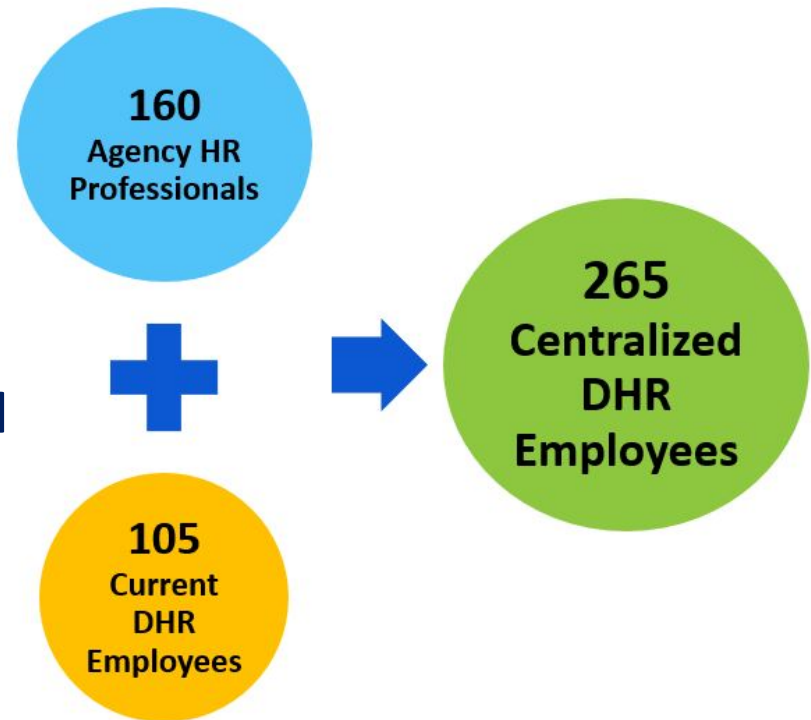
CENTRALIZATION OF 16 EXECUTIVE BRANCH AGENCIES



HR CENTRALIZATION – Objective

❖ Best Practices for the Delivery of Human Resources Services

- Excellent Customer Service
- Uniform Policies, Practices and Procedures
- GEAR Principles



HR CENTRALIZATION – Where are we now?

People



- Job Function Survey
- Needs Analysis
- Service Level Agreement

Policies



- Identify
- Prioritize
- Revise
- Replace
- Add
- Implement

Processes



- Recruitment
- Onboarding
- Electronic Personnel Records
- Complaints & Investigations
- Timekeeping

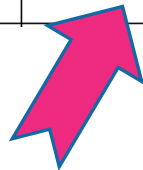


HR CENTRALIZATION – Next Steps



People

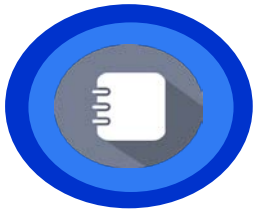
Job Function Survey	Agency Profiles	Agency Visits	Draft Service Level Agreement	Execute Service Level Agreement	Transfer Agency HR to DHR	Welcome New Employees
<ul style="list-style-type: none"> • Size/Type of Agency • Responsibilities • Skills • Training Needs • Send Data to Agency HR for Review • Finalize Report 	<ul style="list-style-type: none"> • Budgeted Positions • Funding Sources • Unions • # HR Positions • # Agency FTEs • Retirement Eligibility • Job Functions Survey 	<ol style="list-style-type: none"> 1. Leadership Call 2. Send SLA Template 3. Agency Leadership meeting 4. HR Staff meeting 5. Facility Tour 6. Needs Analysis 7. Fiscal Review 	<ul style="list-style-type: none"> • People – FTEs and Vacant positions • Budget – funding and expenses • Operations Service Expectations • Performance Expectations 	<ol style="list-style-type: none"> 1. Finalize SLA details 2. Determine Effective Date 3. Sign SLA 	<ul style="list-style-type: none"> • Budget/Position Transfer (payroll) • Email Address • Timekeeping • DHR ID • DHR Distribution Lists • Schedule Ribbon Cutting Welcome 	<ul style="list-style-type: none"> • Celebratory/Welcome Events



Target to Centralize Remaining Agencies by **April 2, 2019**



HR CENTRALIZATION – Next Steps



Policies

Create matrix to track development, approval, and implementation, and document control - 9/2018



Processes

Onboarding System

- RFP - FY19
- Contract Award - FY20

e-Personnel File System

- RFP – FY20
- Contract Award - FY21

Electronic Centralized Timekeeping System

- eSTAR - FY20



HR CENTRALIZATION – Challenges

- Responding to questions through the transition
- Funding sources of positions
- Two Leaders – Understanding that DHR agency staff will zealously represent the agency's interests and needs
 - Centralized timekeeping systems
- Every agency is unique
- Mapping HR functions from decentralized to centralized approach
- Performance levels





RECRUITMENT RESET



RECRUITMENT RESET – Objective



Develop A **Best Practice** for filling vacancies in the **Shortest Time** with **Excellent Customer Service** using **Technology** and **GEAR** principles.



RECRUITMENT RESET – Achievements

❖ Recruitment & Retention Pilot Proposals

- Highly committed and aligned agency proposal teams
- 4 Proposals
 - Pilot Presentations
 - Hard-to-fill and those with regulatory requirements
- Action Plans Drafted

❖ Recruitment Technology/Employee Services Procedures

- Process improvement in JobAps and Employment Services



RECRUITMENT RESET – In Progress



- ❖ **Implement Pilot Proposals**
- ❖ **Mapping Recruitment Process**
- ❖ **Reduce Time-to-Fill**
- ❖ **Market to Increase Applicant Pool**



RECRUITMENT RESET – Next Steps

- ❖ **Establish Benchmarks for Hiring Process**
- ❖ **Implement Hard-to-Fill Action Plans**
- ❖ **Frequent Communication with Applicants**
- ❖ **Collaborative Marketing & Advertising Strategy**
- ❖ **Competitive Compensation Strategy**



RECRUITMENT RESET – Challenges

- ❖ Increase Speed of Hiring
- ❖ Uniform Data Collection
- ❖ Enhance Customer Service
- ❖ Engage Applicants
- ❖ Address Non-Competitive Pay





RECRUITMENT & RETENTION

Total Compensation Study



RECRUITMENT & RETENTION

Total Compensation Study – Background

❖ 1986 Mid-Point Based Pay Plans

- Mid-point: amount seasoned employee expected to be paid based on job market
- Employees expected to reach midpoint within 5 years
- Pay Plan was funded for 5 years; increases haven't been consistent or predictable
- Regular market surveys stopped in 2007

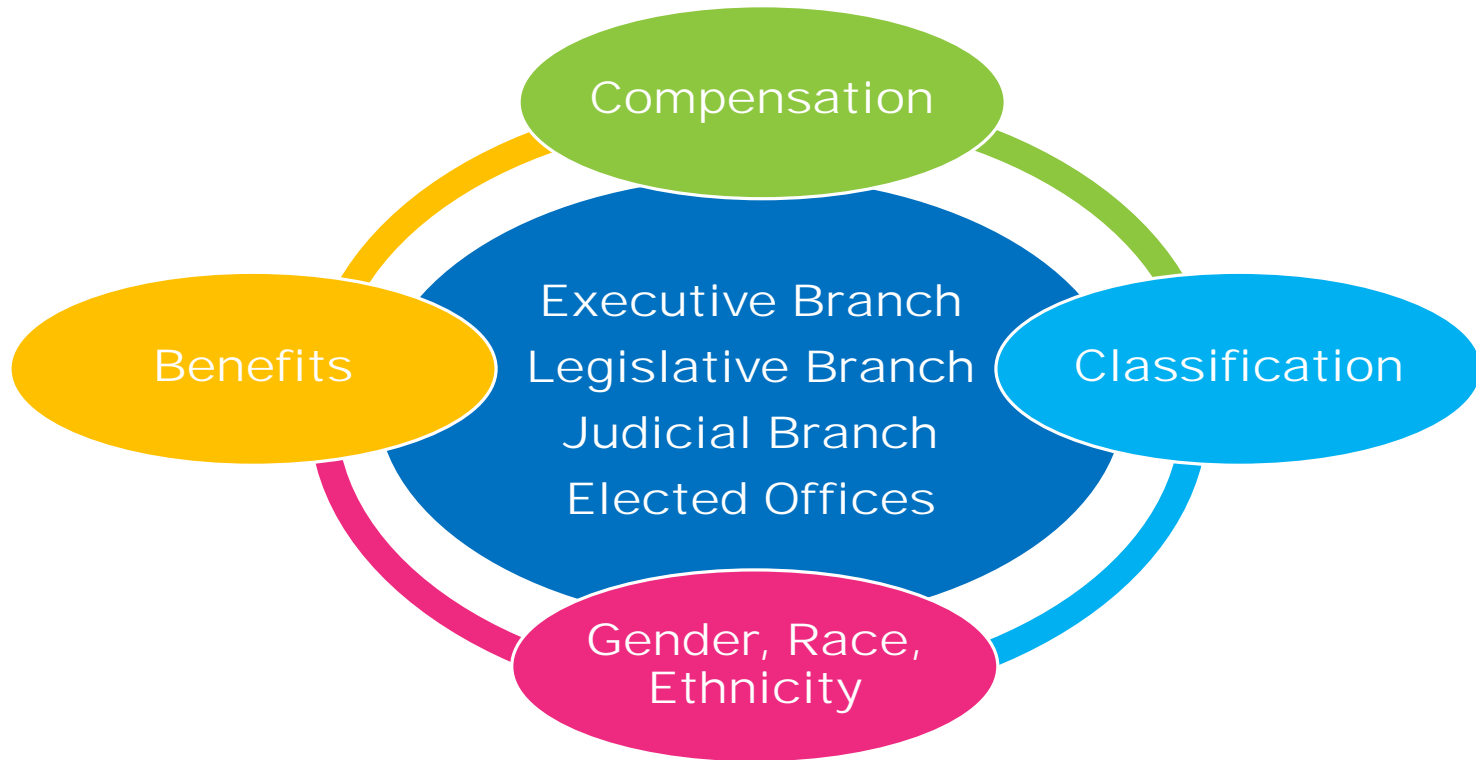
❖ 52 Collective Bargaining Agreements

❖ 8 Compensation Bargaining Agreements



RECRUITMENT & RETENTION

Total Compensation Study



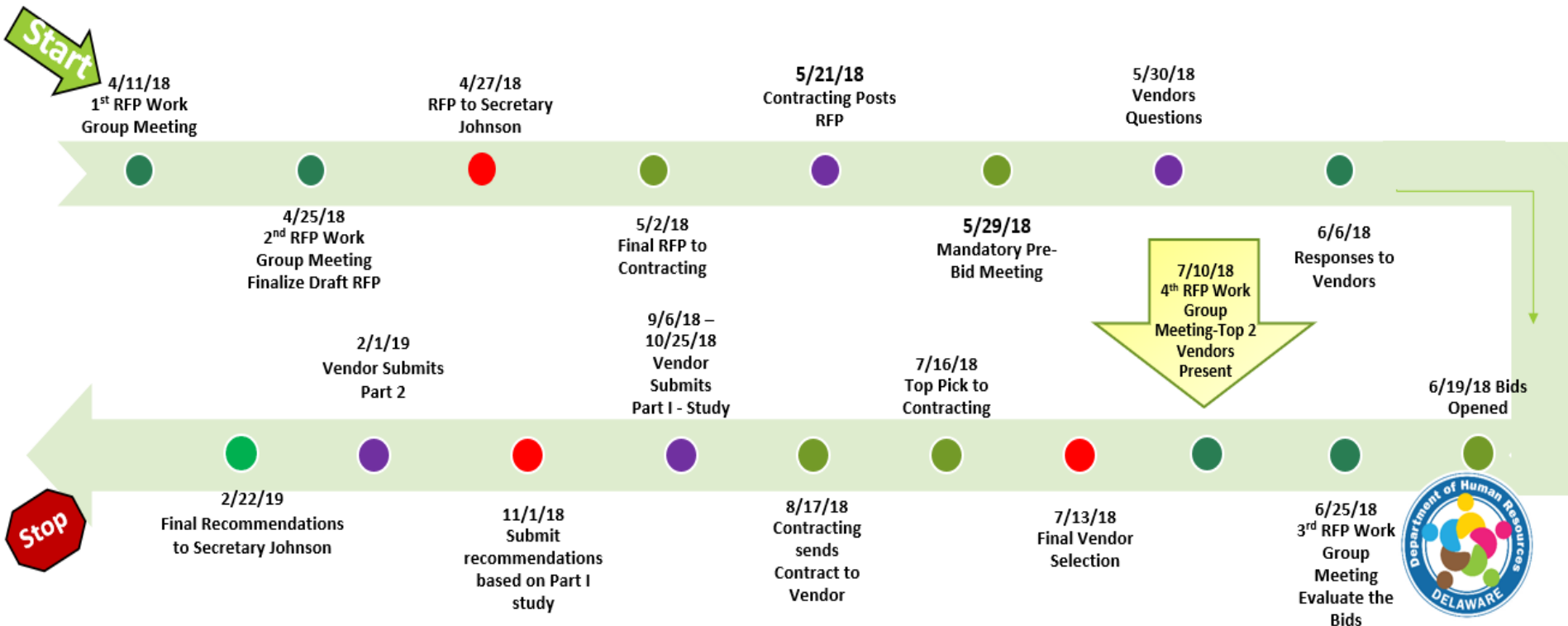
RECRUITMENT & RETENTION

Total Compensation Study



RECRUITMENT & RETENTION

Total Compensation Study - Timeline





STATEWIDE BENEFITS



STATEWIDE BENEFITS – Objective



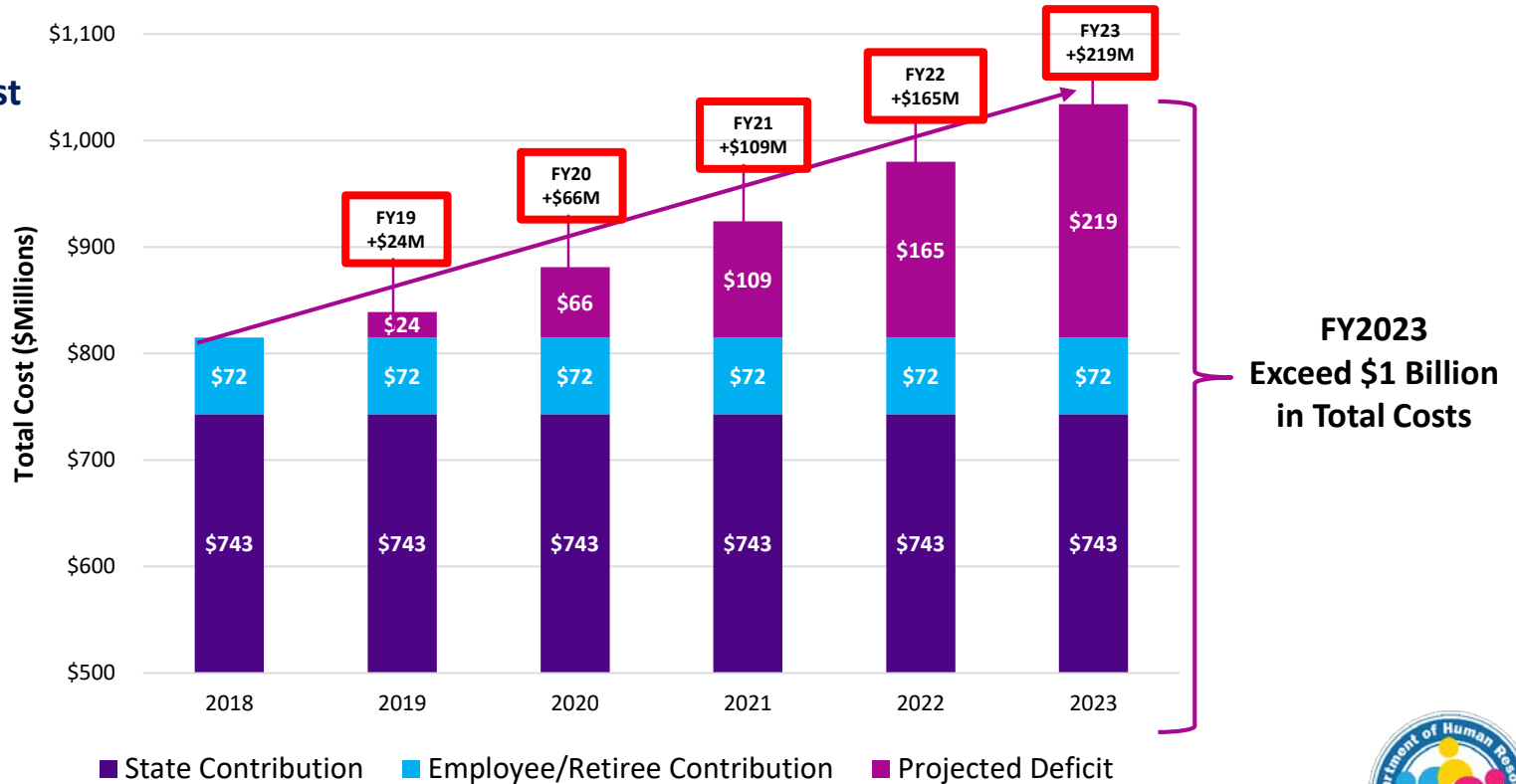
Offer employees/retirees/dependents **Adequate Access to High Quality Healthcare at Affordable Cost** while promoting **Healthy Lifestyles to Engaged Consumers.**



STATEWIDE BENEFITS – Affordable Costs

State Group Health Cost Projections

5% long-term cost projection



STATEWIDE BENEFITS – Achievements/In Progress

Core Objective	Achievements	In Progress
Adequate Access	Robust provider network	Supporting primary care
High Quality Healthcare – Produces Good Outcomes	19% increase in freestanding imaging utilization; 20% increase in ratio of urgent care to ER	Hospital quality & safety information; transparency tools
Affordable Costs	Co-pay reductions for urgent care and imaging	Co-pay reductions for lab; Centers of Excellence; cost transparency
Healthy Lifestyles	Enhanced care management programs and services	Focus on preventive care; Pre-diabetes & Diabetes programs
Engaged Consumers	Interactive & targeted tools	Smart technology applications

Open Enrollment Employee Engagement		
2016	2017	2018
28%	54%	81%



STATEWIDE BENEFITS – Next Steps

- ❖ **Integrate Centers of Excellence Network**
- ❖ **Explore Transparency & Consumerism Tools**
- ❖ **Evaluate Impacts of Health Policy and Legislation**
- ❖ **Support Advancement of Value-Based Contracting**



STATEWIDE BENEFITS – Challenges

- ❖ Continuing to Educate & Engage
- ❖ Balancing Benefit Plans & Fiscal Responsibility
- ❖ Ensuring Compliance with Federal & State Mandates





INSURANCE COVERAGE



INSURANCE COVERAGE – Objective



Reduce the lost time days and incurred costs from workers' compensation injuries.



INSURANCE COVERAGE – Background

- ❖ **Self Insured**
- ❖ **56,000 Participants**
- ❖ **Time Lost: 32,058 Total Lost Days in FY18**
- ❖ **Cost: \$37.7 Million in FY18**



INSURANCE COVERAGE – Achievements



- ❖ **Reduced Lost Work Days from Average of 54 to 52**
- ❖ **Reduced Overall Cost Compared to Medical Inflation Rate**
- ❖ **Provided Monthly Safety Training to State Agencies**



INSURANCE COVERAGE – In Progress

- ❖ Training: Safety & Risk Management Services & Incident Reporting
- ❖ Inspecting Properties for Safety
- ❖ Returning Employees to Work
- ❖ Communicating Results



INSURANCE COVERAGE – Next Steps

- ❖ **Provide Safety Training to Executive Branch Agencies (100% Participation)**
- ❖ **Establish Statewide Safety Program**
- ❖ **Reduce Return-to-Work Time**



INSURANCE COVERAGE – Challenges

- ❖ **Safety & Loss Control Participant Engagement**
- ❖ **Non-Executive Branch Buy-in with Return-to-Work Program and Safety & Loss Control**



DEPARTMENT OF HUMAN RESOURCES

GEAR PRIORITIES



- ❖ **Centralize Human Resources**
- ❖ **Reset Recruitment and Retention**
- ❖ **Reduce Healthcare Operating Costs**
- ❖ **Reduce Workers' Compensation Costs**



QUESTIONS?



Contact: Barbara.McCleary@state.de.us

- **Open topics Discussion – Board**
- **Public Comment**

Adjourn



Contact



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