

HUMAN RESOURCES

Objectives and Achievements	In Progress
<p>IMPLEMENT HR CENTRALIZATION <u>Objective:</u> Objective: Develop best practices for the delivery of Human Resources Services with a focus on customer service, efficiency, effectiveness and accountability. <i>This includes the transfer of employees, operations, regulations, and budget using Service Level Agreements (SLA) with state agencies to ensure continued operations.</i> <u>Achievements:</u> HR Role (Transfer of People)</p> <ul style="list-style-type: none"> • Service Level Agreements are being signed by DTI, DSCYF and DOF. • Scheduled Welcome Ceremonies with DTI and DSCYF. • Service Level Agreement are under review by DOS, DOC, and DNG. • Agency meetings are scheduled with DOE, DDA, and DSHS for Nov. • Meetings continue with OMB to discuss impacts to budgets and with DTI to discuss system security to develop standardized processes related to the transfer of HR staff. <p>Technology and HR Systems</p> <ul style="list-style-type: none"> • Onboarding System: Working with OMB/GSS to develop an RFI for an Onboarding system. The business case is submitted and draft functional requirements are developed by the Onboarding Workgroup • E-Personnel Records: Draft functional requirements are developed by the e-Personnel File Workgroup. <p>Governor’s GEAR Award</p> <ul style="list-style-type: none"> • Criteria drafted for the P3-GEAR Award. This award will be administered in conjunction with the Governor’s Team Excellence Award and includes a monetary bonus award for award recipients. This is a collaboration with P-3 GEAR Focus Group and the Department of Finance. 	<p>Project planning steps including scheduling meetings and identifying additional areas for centralization</p> <ul style="list-style-type: none"> • Transfer of HR Positions to DHR <ul style="list-style-type: none"> ○ Agency meetings, Needs Analysis, and Fiscal Review <ul style="list-style-type: none"> ▪ DOE and DDA are scheduled for November. ▪ DSHS is scheduled for December ○ Remaining agency meetings are scheduled beginning in January including DNREC, DOL, DelDOT, DSHA ○ Target 4/2/2019 for transfer of all HR personnel • Policy and Procedure Workgroup <ul style="list-style-type: none"> ○ Review, consolidate, clarify, and eliminate redundancies to create uniform and consistent policies, practices, and procedures and determine impacts to legislation, Executive Orders, and merit rules ○ Revise policies and procedures identified with estimated dates for implementation. • Technology and HR Systems <ul style="list-style-type: none"> ○ Define the workflow for onboarding related to benefits ○ Coordinate with DTI to incorporate the IT Onboarding into the statewide onboarding process ○ Evaluating ticketing systems to track DHR requests.
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<ul style="list-style-type: none"> • Continue to schedule meetings with agency leadership and HR Staff • Begin the HR Centralization process with Tier II agencies : DelDOT, DHSS, DNREC, DOL, and DSHA • Work with Pensions Office, Treasurer’s Office, and Benefits Office to outline information to share with employees as part of Onboarding • Obtain cost proposals for an Onboarding System for FY20 budget process • Draft and RFP for Electronic Personnel Records in FY20. 	<ul style="list-style-type: none"> • Resources and support for centralize HR technology solutions • Agency engagement and participation • Addressing misconceptions of what HR Centralization means • Personnel Funding – addressing funding sources and uniqueness for each agency related to centralization of personnel • Timekeeping – requires a plan including cost for migrating to a central timekeeping system.

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<p>TALENT ACQUISITION – Resetting Recruitment and Retention</p> <p><u>Objective:</u> Develop a best practice for filling vacancies in the shortest time with excellent customer service using technology and GEAR principles.</p> <p><u>Achievements:</u></p> <ul style="list-style-type: none"> • DHSS: Casual/Seasonal Nurse Recruiter position was created and posted in October 2018 with an extension to November 2018. • DOC: Hired four Internal Investigators to improve speed of background checks. Previously DOC had 260 vacant correctional officer positions and now there are 240 vacant positions as of October 2018. • DOS: DOS incentive Recruitment and Referral request was approved including sign-on and referral bonus program implementation policy and procedures. • JUDICIAL: Completed a newly proposed initiative creating a pay for parking recruitment and retention program for Wilmington-based Court employees. • JOB FAIRS: From September to October 2018, the Talent Acquisition Team participated in eight job fairs on the campuses of local colleges and universities and created a “Pop-Up” Recruitment Table at the State Fair. • JOBAPS: Improved customer service by implementing direct email contact with candidate pool to inform them of the status of open positions, also created a targeted mailer alerting candidates of hard-to-fill positions. • Compensation Study – Data collection and draft report are completed. 	<p>Reduce time to Fill - Functional Process Improvement – Recruitment and Employment Services</p> <ul style="list-style-type: none"> • Exploring current Employment Services procedures to eliminate, change, or adjust in order to shorten the time-to-fill process cycle. • Continuing to map recruitment processes within other agencies including DeIDOT and Finance departments. • Developing a standardized hiring process guidelines and forms to increase accountability and control consistent, compliant interview processes within all agencies. • Conducting a redesign of the online employment application form and procedures in order to speed up application process and increase customer satisfaction. <p>Market to Increase Applicant Pool</p> <ul style="list-style-type: none"> • Advertised a Request for Information (RFI) for Marketing and Advertising services on August 23, 2018 to acquire pricing for various marketing opportunities. As of October, 2018 reviewing RFI responses and DHR options to pursue this path. <p>Compensation Study – Draft report is under review</p>
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<p>Implement Hard-to-Fill Action Plans</p> <ul style="list-style-type: none"> • Continue to meet with designated agency recruitment and retention pilot teams to review implementation of action plan items. • Establish Benchmarks for Hiring Process • Frequent Communication with Applicants • Create Collaborative Marketing & Advertising Strategy <p>Compensation Study – Meeting with the vendor in November to begin discussions on Part II of the study.</p>	<p>Recruitment – Ability to:</p> <ul style="list-style-type: none"> • Funding for recruitment marketing and advertising. • Address non-competitive pay and offer flexible job scheduling options that may be competitively attractive to some applicants given current contractual obligations. • Maintain a high level of agency engagement and participation. • Make meaningful process improvements in the time-to-fill applicant flow process to increase the speed of hiring. • Compensation Study – Magnitude of implementation may require phased-in approach

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<p>REDUCE HEALTHCARE OPERATING COSTS <u>Objective:</u> Offer State employees/retirees/dependents adequate access to high quality healthcare at affordable cost while promoting healthy lifestyles and engaged consumers.</p> <p><u>Achievements:</u></p> <ul style="list-style-type: none"> • Robust provider network • 19% increase in freestanding imaging utilization and 20% increase in ratio of urgent care to emergency rooms. • Co-pay reductions for urgent care and imaging: tiered copays for lab and basic imaging, modified hi-tech imaging copays in Aetna HMO and Highmark Comp PPO plans, elimination of copays for high tech imaging services done at a non-hospital affiliated freestanding facility • Enhanced care management programs and services • Interactive and targeted tools: MyBenefitsMentor Consumer Decision online tool (5% increase in usage), “What’s New Video” for 2018 Open Enrollment; 19,525 (53.9%) benefit eligible employees completed, Enhanced eBenefits enrollment platform & Spousal Coordination of Benefits form. • 81% engagement in employee self-service enrollment in 2018 a 27% increase over 2017. 	<ul style="list-style-type: none"> • Supporting primary care including PCP selection • Implement/integrate Centers of Excellence vendor and determine plan design modifications to incentivize the use of high quality lower cost facilities • Focus on preventive care: Pre-diabetes and diabetes programs • Development and distribution of posters and other communications to remind members to use lower cost non-hospital affiliated sites and services when appropriate for lab, imaging, urgent care and the use of Centers of Excellence for elective orthopedic and spine procedures • Hospital quality and safety information page on SBO consumerism website • Implement use of smart technology to assist consumers to identify gaps in care and areas where they can focus and set goals for healthy living. The smart technology will learn from the user how and what they like to learn and provides them access to scientific based information on health conditions, diet and nutrition. • Development of a Disability Insurance Program curriculum for employee and Human Resources/Benefit Representatives to support understanding and compliance of the program and benefits available.
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<ul style="list-style-type: none"> • Launch of Consumerism course to new hires through the Delaware Learning Center • Explore and consider transparency, consumerism tools and services with State Employee Benefits Committee • Evaluate impacts of health policy and legislation related to the Healthcare Benchmark and Primary Care on the Group Health Program • Support advancement of value based contracting initiatives and opportunities in the Group Health Program third party vendor contracts 	<ul style="list-style-type: none"> • Engaging and expanding members education available on importance of preventive care and screenings at no cost to members • Offering benefit plan types, plan design and cost to satisfy changing needs of employees and pensioners while remaining within budgetary constraints • Maintaining compliance with all federal and state legislation and mandates including Patient Protection and Affordable Care Act • Leveraging union partners DSEA, DSTA, COAD, AFSCME to further engage employees regarding benefit programs and consumerism

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<p>Insurance Coverage - Reduce Workers' Compensation Costs <u>Objective:</u> To reduce the lost time days and incurred costs from workers' compensation injuries. <u>Achievements:</u></p> <ul style="list-style-type: none"> • Reduced lost work days from average of 54 to 52 days • Reduced overall costs compared to medical inflation rate • Provided monthly safety training to state agencies • 97.1% of all participants in the program reporting electronically. • Increased circulation of the Insurance Coverage Office "Safety Matters" newsletter. 	<ul style="list-style-type: none"> • Provide Training on Safety & Risk Management Services & Incident Reporting • Continue statewide property inspections of State insured properties to insure and eliminate unsafe conditions; currently inspect 40 State properties annually. • Increase participation of agencies using the Return to Work – the earlier injured employees return the work, in any capacity, results in the reduction of overall direct and indirect costs to the State. • Returning Employees to Work • Communicate Results – provide agencies with quarterly reports on workers' compensation costs, lost days, timely reporting, and causes of losses driving costs. • Expand electronic reporting of injuries - 97.1% of participants use electronic reporting.
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<ul style="list-style-type: none"> • Provide safety training to Executive Branch agencies (100% participation) • Establish Statewide Safety Program • Reduce Return-to-Work Time through outreach to participants of the workers' compensation program on return to work program. This program allows the injured worker to return to work on restricted duty for a limited period of time. • Further aggressive claims handling through our third party administrator to control cost. • Bi-yearly stewardship meetings with the third party administrator to monitor state's workers' compensation cost. 	<ul style="list-style-type: none"> • Safety & Loss Control Participant Engagement • Non-Executive Branch Buy-in with Return-to-Work Program and Safety & Loss Control