

# HUMAN RESOURCES

Objectives and Achievements	In Progress
<p><b>IMPLEMENT HR CENTRALIZATION</b></p> <p><u>Objective:</u> Objective: Develop best practices for the delivery of Human Resources Services with a focus on customer service, efficiency, effectiveness and accountability.</p> <p><u>Achievements:</u></p> <p><b>HR Role (Transfer of People)</b></p> <ul style="list-style-type: none"> <li>• Service Level Agreements</li> <li>• Signed: OMB, DTI, DSCYF, DOF, DNG, DDA, DOE, DOS, DSHS, DOL</li> </ul> <p><b>Technology and HR Systems</b></p> <ul style="list-style-type: none"> <li>• Onboarding System: Proposals related to the RFI for an Onboarding system are due by vendors April 5.</li> <li>• E-Personnel Records: Functional requirements were developed by the e-Personnel File Workgroup.</li> </ul> <p><b>GEAR-P3 Innovation and Efficiency Award</b></p> <ul style="list-style-type: none"> <li>• Received 20 Nominations for this award that is part of the Governor’s Team Excellence Award Program. This award includes a monetary bonus award for award recipients of up to \$10,000.</li> <li>• <b>Policy and Procedures Workgroup</b> – New statewide policies include Parental Leave and the Respectful Workplace Anti-discrimination, Non-harassment Policy.</li> </ul>	<p>Project planning steps including scheduling meetings and identifying additional areas for centralization</p> <ul style="list-style-type: none"> <li>• <b>Transfer of HR Positions to DHR</b> <ul style="list-style-type: none"> <li>○ Agency Needs Analysis and Fiscal Review, and Service Level Agreements                             <ul style="list-style-type: none"> <li>▪ Needs Analysis is being conducted with DHSS staff</li> <li>▪ Negotiating Service Level Agreements: DOC, DNREC, DHSS, DSHA, and DelDOT</li> </ul> </li> <li>○ Meetings continue with OMB to discuss impacts.</li> <li>○ Target 4/2/2019 for transfer of all HR personnel</li> </ul> </li> <li>• <b>Technology and HR Systems</b> <ul style="list-style-type: none"> <li>○ Define the workflow for onboarding related to benefits</li> <li>○ Coordinate with DTI to incorporate the IT Onboarding into the statewide onboarding process</li> <li>○ Evaluate ticketing systems to track DHR requests.</li> </ul> </li> <li>• <b>Policy and Procedure Workgroup</b> <ul style="list-style-type: none"> <li>○ Create uniform and consistent policies, practices, and procedures and determine impacts to legislation, Executive Orders, and merit rules</li> <li>○ Revise policies and procedures identified with estimated dates for implementation – focus on Hiring policies</li> </ul> </li> <li>• <b>Other Initiatives</b> <ul style="list-style-type: none"> <li>○ GEAR-P3 Award implementation</li> <li>○ Begin drafting details of First State Quality Fund Training Program</li> <li>○ Begin mapping DHR work processes</li> </ul> </li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<ul style="list-style-type: none"> <li>• Continue to work with agency leadership to finalize the remaining SLAs.</li> <li>• Work with Pensions Office, Treasurer’s Office, Benefits Office, and the Onboarding workgroup to begin the process to create a draft onboarding curriculum.</li> <li>• Obtain cost proposals for an Onboarding System for FY20 budget process</li> <li>• Draft an RFP for Electronic Personnel Records in FY20. Work with agency HR personnel to flowchart processes and identify opportunities for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>• Resources and support for centralize HR technology solutions: Onboarding, Electronic Personnel Records, and Complaint, Investigation, and Request Tracking</li> <li>• Agency engagement and participation</li> <li>• Addressing misconceptions of what HR Centralization means</li> <li>• Personnel Funding – addressing funding sources and uniqueness for each agency related to centralization of personnel</li> <li>• Timekeeping – requires a plan including cost for migrating to a central timekeeping system.</li> </ul> <p><b>Compensation Study</b> – Magnitude of implementation may require phased-in approach</p>

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<p><b>TALENT ACQUISITION – Resetting Recruitment and Retention</b></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"> <li>• Met with agency HR leads and provided the agency’s workforce analysis data including hires, vacancies, hard-to fill, time to hire etc. The talent acquisition strategic plan approach incorporates each agency’s EEO-AA demographics and staffing action plans, statewide objectives, and recruitment process improvement targets and metrics to measure efficiency, effectiveness and accountability.</li> <li>• <b>DHSS:</b> Job offer made to the Casual/Seasonal Nurse Recruiter position. The candidate expected to start April 1, 2019 and will report to DHR Talent Acquisition Manager.</li> <li>• <b>DOC:</b> DOC had 260 vacant correctional officer positions and as of March 6, 2019, there are 224 vacant positions including 83 entry level CO position for which we are recruiting. Hired four Internal Investigators resulting in improved speed of background checks. A class of 34 is set to graduate on March 15, 2019 leaving only 49 entry level CO (MBDB01) vacancies.</li> <li>• <b>JUDICIAL:</b> Completed a newly proposed initiative creating a pay for parking recruitment and retention program for Wilmington-based Court employees. Kickoff held on December 11, 2018 and formal program begins April, 1, 2019.</li> <li>• <b>Compensation Study</b> – Data collection and draft report for Part I are completed.</li> </ul>	<p><b>Talent acquisition strategy</b></p> <ul style="list-style-type: none"> <li>• <b>Partnering with agencies to develop agency specific workforce and staffing plans</b> including budgeted positions, targeted vacancies, potential retirements, succession and knowledge transfer needs, and hard-to-fill needs. Will collaborate with agency HR leads to create specific recruitment plans designed for each agency.</li> </ul> <p><b>Reduce time to fill - Functional Process Improvement – Recruitment and Employment Services</b></p> <ul style="list-style-type: none"> <li>• Redesigned online application form to improve applicant experience by reducing redundancies, and streamlining application form.</li> <li>• Mapping Employment Services procedures to eliminate, change, or adjust processes in order to shorten the time-to-fill process cycle.</li> <li>• Reviewing Merit Hiring Guide toward developing improved hiring process guidelines and forms to increase accountability and control consistent and compliant interview processes across all agencies.</li> </ul> <p><b>Market to increase applicant pool</b></p> <ul style="list-style-type: none"> <li>• Completed a Request for Information (RFI) for Marketing and Advertising services as of October 2018 to acquire pricing for various marketing opportunities. Continuing to review DHR funding options to pursue this path.</li> </ul> <p><b>Compensation Study</b> – Draft report for Part I and II is under review.</p>
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<p><b>Implement Talent Acquisition Strategic Plan</b></p> <ul style="list-style-type: none"> <li>• Work with agency HR leads and hiring managers to develop agency specific recruitment action plans.</li> <li>• Establish benchmarks and metrics for hiring process improvements.</li> <li>• Continue applicant outreach for best customer service.</li> <li>• Create collaborative marketing and advertising strategy</li> </ul> <p><b>Compensation Study</b> – Next draft of the report Part II is due from the vendor beginning in April.</p>	<p><b>Talent Acquisition</b> – Ability to:</p> <ul style="list-style-type: none"> <li>• Funding for recruitment marketing and advertising.</li> <li>• Address non-competitive pay and offer flexible job scheduling options that may be competitively attractive to some applicants given current contractual obligations.</li> <li>• Maintain a high level of agency engagement and participation.</li> <li>• Make meaningful process improvements in the time-to-fill applicant flow process to increase the speed of hiring.</li> </ul> <p><b>Compensation Study</b> – Magnitude of implementation may require phased-in approach</p>

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<p><b>REDUCE HEALTHCARE OPERATING COSTS</b></p> <p><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"> <li>• Implemented copay differentials to encourage use of preferred sites of care resulting in a 7% decrease in visits to high-tech non-preferred facilities and a 32% increase in the ratio of urgent care to ER visits</li> <li>• Increased copays for non-preferred lab sites in July 2018 resulting in a 10% increase in preferred lab utilization in the first quarter of FY19</li> <li>• Enhanced care management programs and services resulting in a 20% increase in participation through FY19 Q1</li> <li>• Promoted interactive and targeted tools leading to 19.9% utilization of myBenefitsMentor Consumer Decision online tool; 53.9% viewing of the “What’s New Video” and 81.8% overall employee participation in 2018 Benefits Open Enrollment</li> <li>• Established additional committees of the State Employee Benefits Committee to allow for in-depth look into cost drivers and health policy</li> <li>• Launched a new, mobile and consumer-friendly website focused on providing users with easy access to important information</li> </ul>	<ul style="list-style-type: none"> <li>• Supporting primary care and advancing value based care through ongoing reporting and negotiation of third party administrator contract terms</li> <li>• Implementing a separate network of providers and facilities that can provide high quality service at a lower cost for pre-planned procedures</li> <li>• Focusing on addressing the prevalence of pre-diabetes and diabetes through promotion of and participation in free programs and services</li> <li>• Developing and distributing posters and other communications to remind members to use lower cost preferred sites of service when appropriate for lab, imaging and urgent care.</li> <li>• Providing scorecards to employer organizations which provide key engagement and health status measurements on employees enrolled in a State health plan and intended to assist in the development of agency specific education and awareness campaigns</li> <li>• Staff participation in an education and training program focused on measurement of and advocacy for hospital quality and safety and effective methods of member steerage to preferred providers and sites for care</li> <li>• Implementing smart technology to assist consumers to identify gaps in care and areas where they can focus and set goals for healthy living.</li> <li>• Developing of a Disability Insurance Program curriculum for employee and Human Resources/Benefit Representatives</li> <li>• Exploring a Health Saving Account plan as a recruitment</li> </ul>
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<ul style="list-style-type: none"> <li>• Educate members about their benefit plans by providing online videos, training and other communications.</li> <li>• Enhance the SBO website with hospital quality and safety information and tools. Promote information to members.</li> <li>• Explore and consider transparency, consumerism tools and services with State Employee Benefits Committee</li> <li>• Evaluate impacts of health policy and legislation related to the Healthcare Benchmark and Primary Care on the Group Health Program</li> </ul>	<ul style="list-style-type: none"> <li>• Engaging and expanding members understanding on the importance of using preferred sites and getting preventive care</li> <li>• Offering benefit plan types, plan design and cost to satisfy changing needs of employees and pensioners while remaining within budgetary constraints</li> <li>• Maintaining compliance with all federal and state legislation and mandates including Patient Protection and Affordable Care Act</li> <li>• Leveraging union partners DSEA, DSTA, COAD, AFSCME to further engage employees regarding benefit programs and consumerism</li> </ul>

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