

HUMAN RESOURCES

Objectives and Achievements	In Progress
<p>IMPLEMENT HR CENTRALIZATION</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>HR Role (Transfer of People)</p> <ul style="list-style-type: none"> • Service Level Agreements with OMB, DTI, DSCYF, DOF, DNG, DDA, DOE, DOS, DOL, DSHA, DSHS, DOC, DeIDOT, DNREC, and DHSS • HR personnel from 12 agencies were transferred to DHR. The personnel from the three remaining agencies will be transferred by June 23, 2019. <p>Technology and HR Systems</p> <ul style="list-style-type: none"> • Onboarding System: 12 proposals related to the RFI for an Onboarding system were received and under review. • E-Personnel Records: Functional requirements were developed by the e-Personnel File Workgroup. <p>GEAR-P3 Innovation and Efficiency Award</p> <ul style="list-style-type: none"> • Two GEAR-P3 Innovation & Efficiency Awards were presented on May 9 to the iVOTE Security Remediation Team (DTI and Elections) and the Delaware Drug Monitoring Initiative Team (DSHS and DHSS). Each team will receive \$10,000 to divide among the team members. <p>LEAN HR Demonstration</p> <ul style="list-style-type: none"> • Partnering with several agencies as part of a demonstration to establish, track and monitor mutually agreed upon performance standards for several HR processes to meet the operational needs of the agencies. 	<p>Project planning steps including scheduling meetings and identifying additional areas for centralization</p> <ul style="list-style-type: none"> • LEAN HR Demonstration <ul style="list-style-type: none"> ○ Partnering with several agencies as part of a demonstration to establish, track and monitor mutually agreed upon performance standards for several HR processes to meet the operational needs of the agencies. ○ Developing a process manual with the demonstration to begin by July 1, 2019. ○ Mapping several work processes including Reclassification, C/S Exception Request, Advance Salary Request, Talent Acquisition, and Step 3 Hearing process • 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 ○ Evaluate ticketing systems to track DHR requests. • Policy and Procedure Workgroup <ul style="list-style-type: none"> ○ 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 – focus on respectful workplace, hiring, and other policies resulting from legislation
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<ul style="list-style-type: none"> • Begin drafting details of First State Quality Fund Training Program • Work with Pensions Office, Treasurer’s Office, Benefits Office, and the Onboarding workgroup to begin the process to create a draft onboarding curriculum. • Obtain cost proposals for an Onboarding System for the budget process • Draft an RFP for Electronic Personnel Records in FY20. Work with agency HR personnel to flowchart processes and identify opportunities for improvement. 	<ul style="list-style-type: none"> • Resources and support for centralize HR technology solutions: Onboarding, Electronic Personnel Records, and Complaint, Investigation, and Request Tracking • 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"> • Achieved alignment with agency HR leads around the overall Talent Acquisition Strategic Plan that incorporates each agency’s workforce analysis data including hires, vacancies, hard-to fill, time to hire and EEO-AA demographics and action plans. We began to meet with agency HR to identify agency recruitment and retention objectives, recruitment process improvement targets, and align on metrics to measure recruitment process. • DHSS: Casual/Seasonal Nurse Recruiting Manager started April 1, 2019 reporting to DHR Talent Acquisition Manager. She is off to a good start having met with the DHSS Nursing Leadership group, began developing sourcing strategies for each division, and initiated sourcing applicants by reaching out to local nursing schools, hospitals and other avenues. • DOC: Previously DOC had 260 vacant correctional officer positions and now as of May 1, 2019, there are 191 vacant positions, of which 65 are entry level CO positions for which we continue to actively recruit. A class of 21 is set to graduate on May 10, 2019. • JUDICIAL: pay for parking recruitment and retention program for Wilmington-based Court employees started April, 1, 2019. A summary of those participating and an evaluation of the results to date shall be provided. • Compensation Study – Data collection and draft report for Part I and Part II are completed. 	<p>Talent acquisition strategy</p> <ul style="list-style-type: none"> • Partnering with agencies to develop agency specific workforce and staffing plans. Actively working with DNREC to identify agency recruitment and retention objectives, recruitment process improvement targets, and get alignment on metrics to measure recruitment process efficiency, effectiveness and accountability. We will collaborate with other agency HR leads to create specific recruitment plans designed for each agency. <p>Reduce time to fill - Functional Process Improvement – Recruitment and Employment Services</p> <ul style="list-style-type: none"> • Redesigned the online application form to improve applicant experience. We have reduced redundancies, and streamlined application form. • Mapping Employment Services procedures to eliminate, change, or adjust processes in order to shorten the time-to-fill process cycle. • 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. <p>Market to increase applicant pool</p> <ul style="list-style-type: none"> • 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. <p>Compensation Study – Draft report for Part I and II is under review by the Administration.</p>
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<p>Implement Talent Acquisition Strategic Plan</p> <ul style="list-style-type: none"> • Work with agency HR leads and hiring managers to develop agency specific recruitment action plans. • Establish benchmarks and metrics for hiring process improvements. • Continue applicant outreach for best customer service. • Create collaborative marketing and advertising strategy • Aggressively pursue nursing talent through Nurse Recruiting manager <p>Compensation Study – Segal is to provide DHR with 3-4 HR system recommendation to automate and enhance our Classification/Compensation processes by the end of May, 2019.</p>	<p>Talent Acquisition – Ability to:</p> <ul style="list-style-type: none"> • 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. • Address job offers with non-competitive pay, and offer flexible job scheduling options that may be competitively attractive to some applicants given current contractual obligations. • Securing funding for recruitment marketing and advertising. <p>Compensation Study – Magnitude of implementation may require phased-in approach</p>

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<p>REDUCE HEALTHCARE OPERATING COSTS</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"> • Implemented copay differentials to encourage use of preferred sites of care resulting in a 5.8% decrease in visits to high-tech non-preferred facilities and a 32% increase in the ratio of urgent care to ER visits • Increased copays for non-preferred lab sites in July 2018 resulting in a 7% increase in preferred lab utilization in the second quarter of FY19 • Enhanced care management programs and services resulting in a 45% engagement rate through FY19 Q2 • 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 • Established additional committees of the State Employee Benefits Committee to allow for in-depth look into cost drivers and health policy • Launched a new, mobile and consumer-friendly website focused on providing users with easy access to important information • Developed and distributed posters and other communications to remind members to use lower cost preferred sites of service when appropriate for lab, imaging and urgent care. 	<ul style="list-style-type: none"> • Supporting primary care and advancing value based care through ongoing reporting and negotiation of third party administrator contract terms • Implementing a separate network of providers and facilities that can provide high quality service at a lower cost for pre-planned procedures • Focusing on addressing the prevalence of pre-diabetes and diabetes through promotion of and participation in free programs and services • 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 • 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 • Implementing smart technology to assist consumers to identify gaps in care and areas where they can focus and set goals for healthy living. • Developing of a Disability Insurance Program curriculum for employee and Human Resources/Benefit Representatives • Exploring a Health Saving Account plan as a recruitment tool
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<ul style="list-style-type: none"> • Educate members about their benefit plans by providing online videos, training and other communications. • Enhance the SBO website with hospital quality and safety information and tools. Promote information to members. • Explore and consider transparency and 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 	<ul style="list-style-type: none"> • Engaging and expanding members understanding on the importance of using preferred sites and getting preventive care • 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