

# HUMAN RESOURCES

Objectives and Achievements	In Progress
<p><b>HR CENTRALIZATION</b>  <u>Objective:</u> Develop best practices for the delivery of Human Resources Services with a focus on customer service, efficiency, effectiveness and accountability.  <u>Achievements:</u>  <b>HR Role (Transfer of People)</b></p> <ul style="list-style-type: none"> <li>• Service Level Agreements signed with 16 agencies, including DSP, and moved HR personnel to DHR as of July 1, 2019</li> </ul> <p><b>Centralized Policies and Procedures</b> – Implemented centralized policies and procedures including Parental Leave Policy, Respectful Workplace and Anti-Discrimination policies, FMLA, Call Back Policy and Military Leave Policy.</p> <p><b>Technology and HR Systems</b></p> <ul style="list-style-type: none"> <li>• Implemented eSTAR across the Department of Human Resources</li> <li>• Onboarding System proposal evaluated from 12 vendors as part of an RFI</li> <li>• E-Personnel Records – Collaborating with DNREC and DTI to implement a pilot electronic personnel records pilot program</li> </ul> <p><b>GEAR-P3 Innovation and Efficiency Award (GEAR P-3 Award)</b> – Recognition award nominations are due in January 2020 for the Delaware Award for Excellence and Commitment in State Service and the Governor’s Team Excellence Award programs. Individual and team nominations are eligible for the GEAR-P3 Award that includes a monetary incentive. New this year is the addition of the Individual Award.</p> <p><b>LEAN HR Demonstration</b> – Several processes were improved in the areas of labor relations, classification and compensation, and talent acquisition. Data is being collected to achieve targeted metrics. Focus groups were held with agency leadership and training provided to staff in several areas of improvement.</p> <p><b>First State Quality Improvement</b> – Developed program curriculum to create a process improvement practitioner training program that includes training on lean process improvement, change management, and project management. Project charter with timeline was created and vendor proposals are being evaluated. A pilot program is expected to launch in March 2020.</p>	<p><b>Centralized Policies and Procedures</b> - Policy and Procedure Workgroup continue revising policies and procedures identified with estimated dates for implementation</p> <p><b>LEAN HR Demonstration</b></p> <ul style="list-style-type: none"> <li>• Documenting changes to processes</li> <li>• Identifying future training needs related to improved processes</li> </ul> <p><b>Technology and HR Systems –</b></p> <ul style="list-style-type: none"> <li>• Collaborating with DNREC and DTI to implement a pilot electronic content management system for HR (personnel) records. This will be a first of its kind implementation for the State of Delaware. DOS/Delaware Public Archives is providing guidance related to record retention.</li> <li>• Working with DTI to review business cases for technology needed by DHR that include:             <ul style="list-style-type: none"> <li>○ Workflow tracking for DHR processes and programs</li> <li>○ Onboarding</li> <li>○ ePerformance</li> <li>○ Request tracking for the Delaware Learning Center and Employee Relations</li> <li>○ Electronic Personnel Records.</li> </ul> </li> </ul> <p><b>GEAR-P3 Award</b> – Evaluate nominations submitted for the annual award. Creating new criteria for the 2020 individual recognition award cycle.</p> <p><b>First State Quality Improvement Fund</b> – Finalize vendor selection, contracts, training schedule, and application/nomination process.</p>
Next Steps (Future Activities)	Challenges (Issues and Risks affecting your effort)
<ul style="list-style-type: none"> <li>• Update business cases for DHR technology needs</li> <li>• Obtain cost proposals for an Onboarding System for the 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/support for HR technology solutions: Onboarding, Electronic Personnel Records, and Complaint, Investigation, and Request Tracking</li> <li>• Agency engagement and participation and managing expectations</li> </ul>

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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>• Continue to meet monthly with each agency’s HR team to identify agency recruitment and retention objectives, process improvement targets, and align on metrics to measure process efficiency. Creating recruitment plans for hard-to-fill positions and to improve time to hire.</li> <li>• <b>DHSS:</b> Casual/Seasonal Nurse Recruiting Manager is using Zip Recruiter and Indeed to source nursing resumes. Access is provided to CAN application at Stockley and Delaware Psychiatric Center (DPC) to improve speed of hire. Developed talent pipeline relationships with area schools for CNA’s, LPN’s and RN’s. Job fairs organized at Stockley and Delaware Vets Home. Through these efforts, DPC filled all vacant CNA positions. DHSS was approved to offer recruitment incentives for nursing positions, like DOS/Vets Home.</li> <li>• <b>DOC:</b> Previously DOC had 260 vacant correctional officer positions. As of December 17, 2019, there are 147 vacant positions, of which 115 actively recruited entry level CO positions. Through process improvements, DOC has reduced background check timing from 9 to 4 months.</li> <li>• <b>JUDICIAL:</b> Pay for parking recruitment and retention program for Wilmington-based Court employees started April 1, 2019. Out of 453/520 employees are actively participating.</li> <li>• <b>DSCYF:</b> Department was approved for recruitment incentives for Family Service Specialists, Youth Rehabilitation Counselors and Treatment Specialists on 10/12/2019.</li> </ul>	<p><b>Talent acquisition strategy</b></p> <ul style="list-style-type: none"> <li>• <b>Partnering with agencies to develop agency specific Talent acquisition strategies with specific recruitment metrics.</b> Actively working with all Executive Branch Merit Agencies to identify agency recruitment and retention objectives, recruitment process improvement targets, and get alignment on recruitment metrics to measure process efficiency, effectiveness and accountability.</li> <li>• <b>Hiring Manager Survey</b> – Developed a Hiring Manager Survey to benchmark hiring manager opinions of hiring processes within their agency. The result of the survey will provide feedback at the agency level that will roll up into a statewide view of hiring opinions. Data from the survey will be used to create a hiring manager satisfaction metric to improve the overall Talent Acquisition process.</li> </ul> <p><b>Recruitment and Employment Services</b></p> <ul style="list-style-type: none"> <li>• Mapped 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 provide consistent and compliant interview processes across all agencies.</li> </ul> <p><b>Delaware Jobs Marketing Campaign</b> - Delaware Jobs website development process began the DOS/GIC team. This effort was integrated into the work with AB&amp;C marketing company of Wilmington, DE. A milestone meeting was held on 1/7/20 where the vendor shared the research. The next step is for DHR leadership and GIC to give feedback to the vendor so they may adjust their approach accordingly. GIC will then be able to continue the path forward on the internal</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> <li>• Aggressively pursue nursing talent through Nurse Recruiting manager</li> <li>• Aggressively pursue all hard-to-fill positions in collaboration with agency HR</li> </ul>	<p><b>Talent Acquisition</b> – Ability to:</p> <ul style="list-style-type: none"> <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>

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<p><b>REDUCE HEALTH CARE 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>• Maintained less than historical average growth in State Group Health Program costs in FY19 at 5.5% leading to no increase in healthcare premium rates for the third consecutive year. Creative plan design, consumer engagement tools and use of technology improve transparency and member behavior to hold down costs and improve efficiency.</li> <li>• Implemented program design and communication campaigns to steer members to preferred sites of care resulting in FY20 estimated imaging and lab service savings of \$6.9 million</li> <li>• Enhanced care management programs and services resulting in a 62% engagement rate through FY19 for those identified as eligible for outreach</li> <li>• Promoted interactive and targeted tools leading to: 21.9% utilization of myBenefitsMentor consumer decision online tool; 52.2% viewing of the “What’s New Video” and 84.7% overall employee participation in 2019 Benefits Open Enrollment</li> <li>• Implemented a separate high-quality network for certain pre-planned surgical procedures available to enrolled health plan members.</li> <li>• Implemented programs for members identified with pre-diabetes and diabetes and participated in establishing State-wide metrics and monitoring of Diabetes cost and prevalence. Diabetes is a top clinical cost driver in the State Group Health Program seeing a 18.4% trend in FY19.</li> <li>• Staff participation in training on measurement of and advocacy for hospital quality and safety leading to SBO website enhancements and member education and materials emphasizing the importance of provider quality and safety in</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>• 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>• Creating an online toolkit for employing organizations to use in implementing worksite health education and awareness campaigns</li> <li>• Educating enrolled members about benefit plans by providing online videos, training and other communications</li> <li>• Evaluating a Request for Proposal for a third-party administrator for best in class infertility benefits administration</li> <li>• Revising Group Health Insurance Program strategic framework and Eligibility and Enrollment Rules</li> <li>• Developing a Disability Insurance Program and Return to Work Program outreach strategy focused on training and education of Human Resources, Benefits and Payroll representatives</li> <li>• Implementing an Opioid Management Program through Express Scripts for health plan members intended to reduce opioid prescribing and potential for long term-use and addiction.</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>• Create a library of benefit and health-related instructor-led courses that can be offered at state worksites.</li> <li>• Explore and consider transparency and consumerism tools and services with State Employee Benefits Committee</li> <li>• Evaluate impacts of health policy and legislation related to the Healthcare Benchmark, Primary Care and Prescription benefits and services</li> <li>• Assess the feasibility of a Chronic Lower Back Pain pilot program with DHSS that promotes use of non-Opioid treatments</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>• Providing adequate and timely administration of Disability benefits including coordination with other leave and wage replacement benefits and programs.</li> <li>• Maintaining compliance with all federal and state legislation and mandates including Patient Protection and Affordable Care Act</li> <li>• Leveraging HR centralization and union partners DSEA, DSTA, COAD, AFSCME to further engage employees</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.</p> <p><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>• Conducted safety training to 453 state agency participants in 21 classes</li> <li>• 100% of all participants in the program reporting electronically.</li> <li>• 6.3% increase in circulation of the Insurance Coverage Office "Safety Matters" newsletter.</li> <li>• Completed 40 State properties inspections in FY19</li> <li>• Implemented RTW Coordinator and Workers' Compensation TPA process for returning employees to work</li> <li>• Completed stewardship meeting on 10/29/2019 for FY19.</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</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</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>