

State of Connecticut HR Update

October 3, 2022



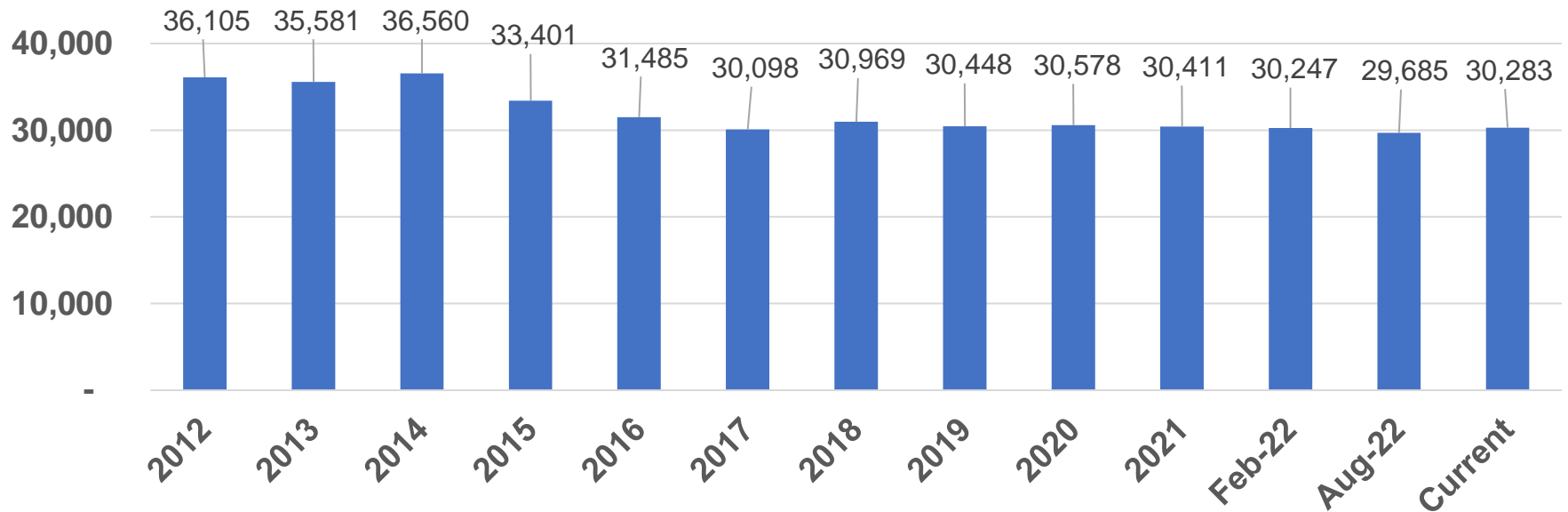
Agenda

- Executive Branch Workforce Update
 - Big Picture
 - Hiring, Workforce Size Statistics
- Past Recruitment Efforts
- Ongoing Recruitment Efforts
- New Initiatives
- Challenges

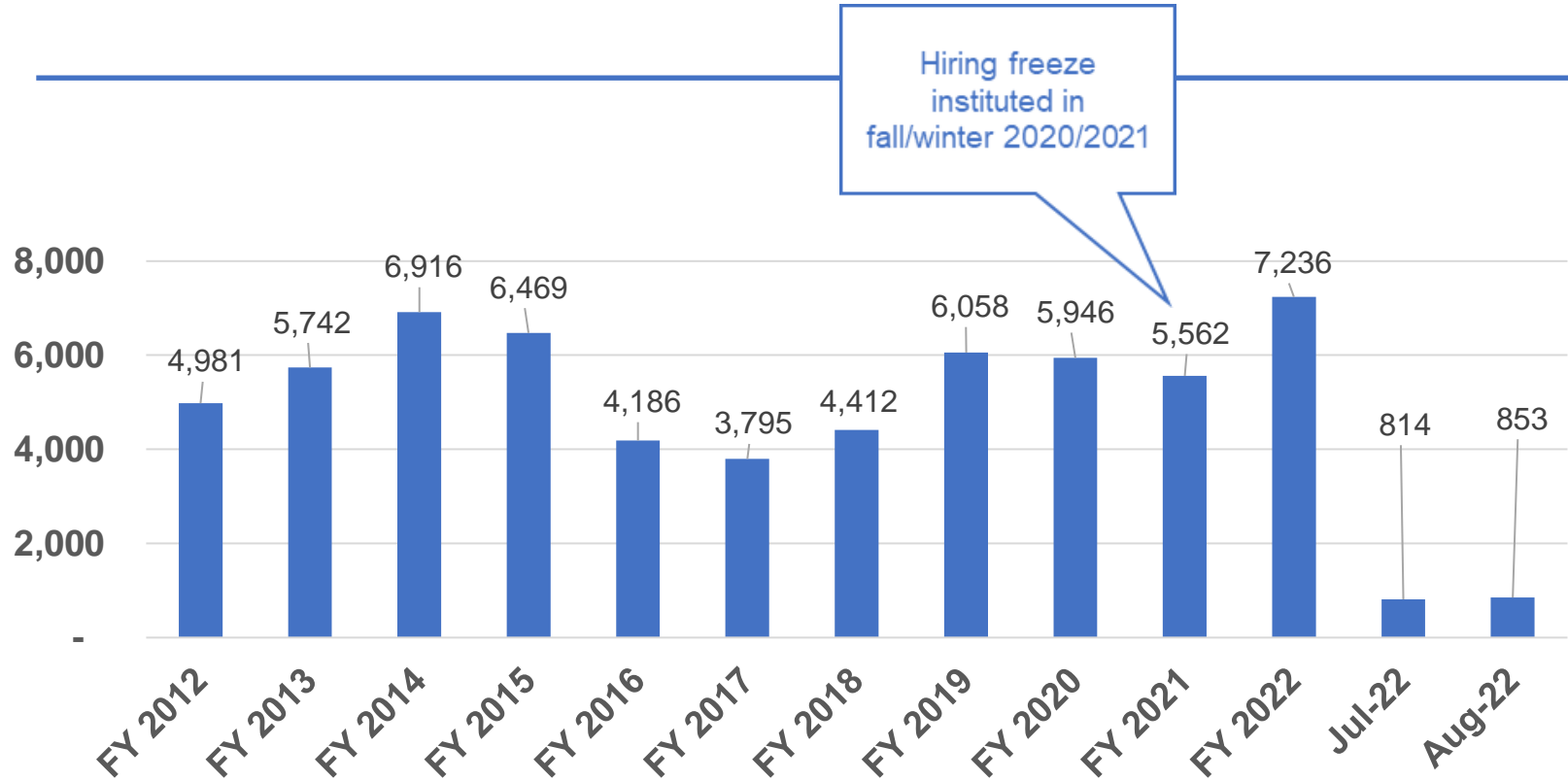
Big Picture

- Our executive branch workforce remains stable.
- We have the strongest vacancy filling stats in a decade, despite unprecedented Covid-19 related workforce challenges, a retirement cliff, low unemployment, and inflation.
- July, August, and September vacancy filling stats are even stronger than last FY which was best in a decade.
- Our recruitment efforts have expanded and continue to grow to meet workforce needs.

The Size of the State Workforce Remains Stable (Executive Branch Only)



Positions Filled



Past Recruitment Efforts

- Eliminated *written* exams for most jobs.
- Combined the exam and job application into one process (prior to 2017, it was two separate processes).
- Implemented the State Executive Branch's first online applicant tracking system in October, 2017.
- Implemented 2018 statutory changes to reduce required times to post jobs and allow for appeals.
- Proposed further changes in 2022 to the State Personnel Act to bring more flexibility to the recruitment/exam process.
- Proposed changes to agency background laws enabling DAS to assist further in this process.
- At the start of HR Centralization, eliminated the DAS position review (historically performed by DAS Statewide HR) because the HRBP teams at agencies are now in DAS.
- Created social media accounts and began digital recruitment.
- Created centralized recruitment teams to make better use of JobAps, reduce errors, perform shortlisting for hiring managers, and load balance work, as needs evolve across the state.
- Partnered with LinkedIn (Recruiter and Learning modules).
- Effective July 1, 2022, implemented new collective bargaining agreements that have more competitive salary structures and greater starting salary flexibility (for hard to fill roles).

Ongoing Recruitment Efforts

- DAS running paid ads on Facebook/Instagram for the last month to showcase our jobs page, and to a prefiltered list of high need jobs, including Nurses, Physicians, Psychiatrists, Social Workers.
- Billboards will soon feature direct care workers on main state highways highlighting how rewarding it is to serve the state and others. Digital ads will be launched with the same message soon as well.
- Ads forthcoming on radio, streaming services, Google, and print; broadcast TV in November. To run in English and Spanish, with additional ads in specific publications and locations in Polish, Portuguese, and Haitian Creole.

Ongoing Recruitment Efforts cont'd

- Indeed partnership to promote hardest to fill roles.
- New webpage for JobAps (aka Online Employment Center).
- Use of licensing information to directly contact passive candidates and recruit for hard to fill roles
 - (Example: Contacted all RNs in CT – 85,000 RNs).
- Expansion of job fair and digital recruitment.
- Exploring options to secure a healthcare headhunter.
- Review of existing nurse staffing contracts.
- Implementation of the newest “5-Families” stipulated agreement: OLR managing transfer events.
- Building of staffing units at 24/7 agencies and associated selection/hiring process improvement/standardization.
- Staffing dashboard build update.

New Initiatives

- "Hiring 101" Custom LinkedIn Learning training path to help hiring managers navigate the process.
- Custom LinkedIn Learning training path to help hiring managers create a LinkedIn profile and understand utilization.
- Legislative proposals for:
 - Background checks – enabling DAS to work on the content
 - Changes to the State Personnel Act to:
 - Reduce statutorily mandated timelines
 - Increase flexibility and decision-making capability for appointing authorities
 - Reduce requirements.
- Exploring options to reduce attrition/improve retention.
- Development of registry of nurses working in non-clinical roles across State government.

New Initiatives cont'd

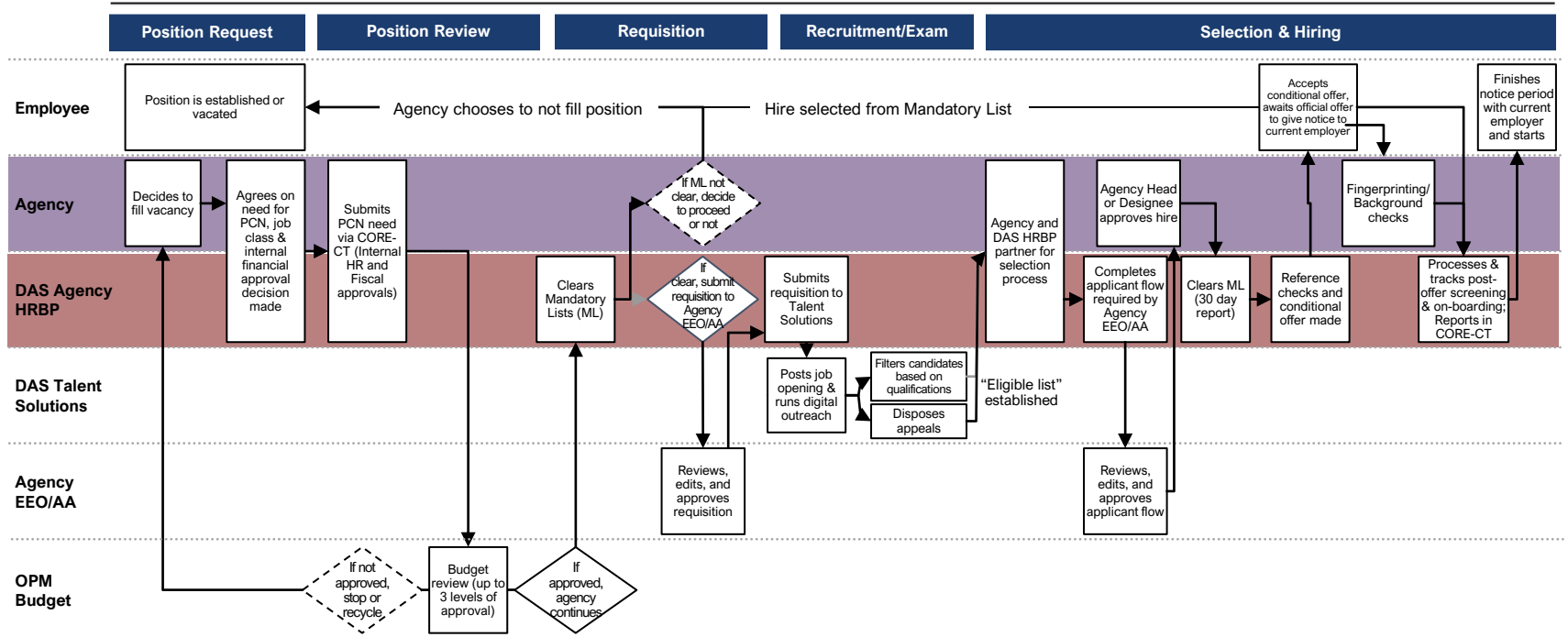
- Development of apprenticeship pilot program with DOL.
 - DMHAS facilities
 - ASNs
- Development of pipeline between State government and CT's healthcare ed programs.
- Improving collaboration with OWS healthcare initiatives / Career Connect.
- Opening discussions for healthcare agencies' resurrection of resident programs.
- Continuing communication/education on newly implemented collective bargaining agreements.

Challenges

- Record lows for unemployment; more jobs than job seekers.
- Inflation suppressing real wage growth.
- The vacancy filling process is (still) not built for speed – there are still substantial statutory, contractual, EEO/AA regulatory, and other requirements weighing the process down (see next slides).
- Non-retirement related attrition.
- Building back the HR team(s) who support agency staffing efforts.

Agency Heads and the HRBP Teams that Report to Them are Responsible for Multiple Steps in the Vacancy Filling Process

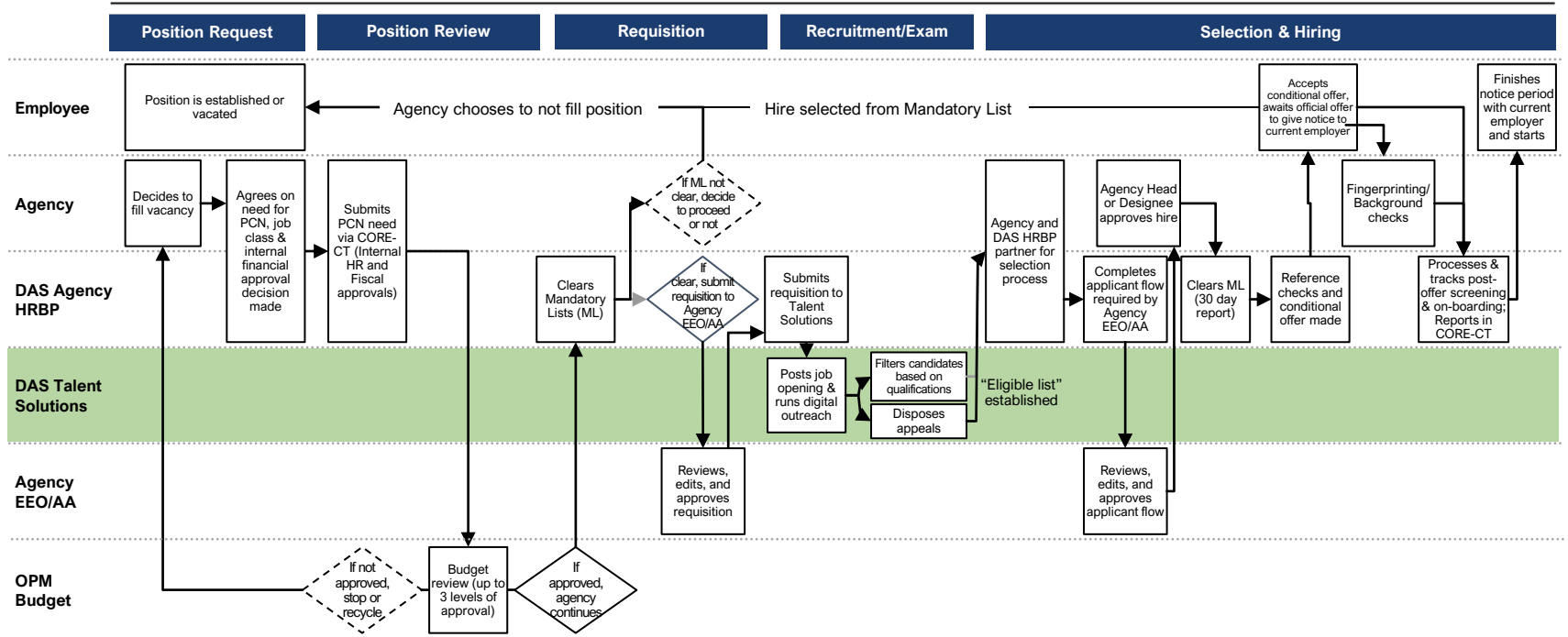
Phases of Vacancy Filling Process



Key for Agency Involvement: Agency HRBP Team Agency Head/Hiring Manager

DAS' Centralized Recruitment and Exam Team (within Talent Solutions) Plays a Support Role in the Vacancy Filling Process

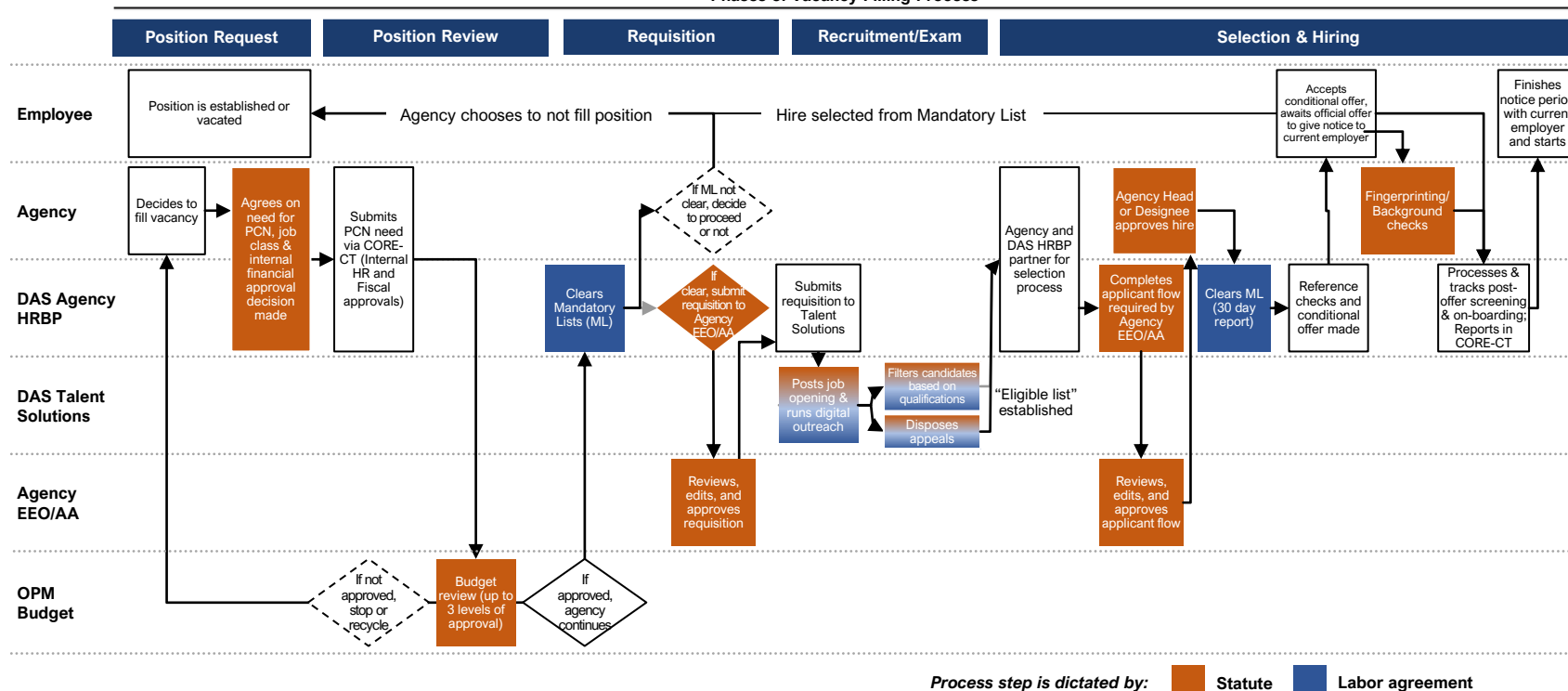
Phases of Vacancy Filling Process



Key for DAS involvement: DAS Talent Solutions has relatively few steps in the process

Hiring Process: Most Steps in the Process are Governed by Statute or Labor Agreement

Phases of Vacancy Filling Process



Relevant authorities: Agency Budget, State Personnel Act, SEBAC Agreements, CBAs, EEO/AA Statutes & Regs, Agency Statutory Background Checks, State Budget and OPM Statutory Authority