

State of Connecticut

Update on Human Resources Centralization

March 12, 2021

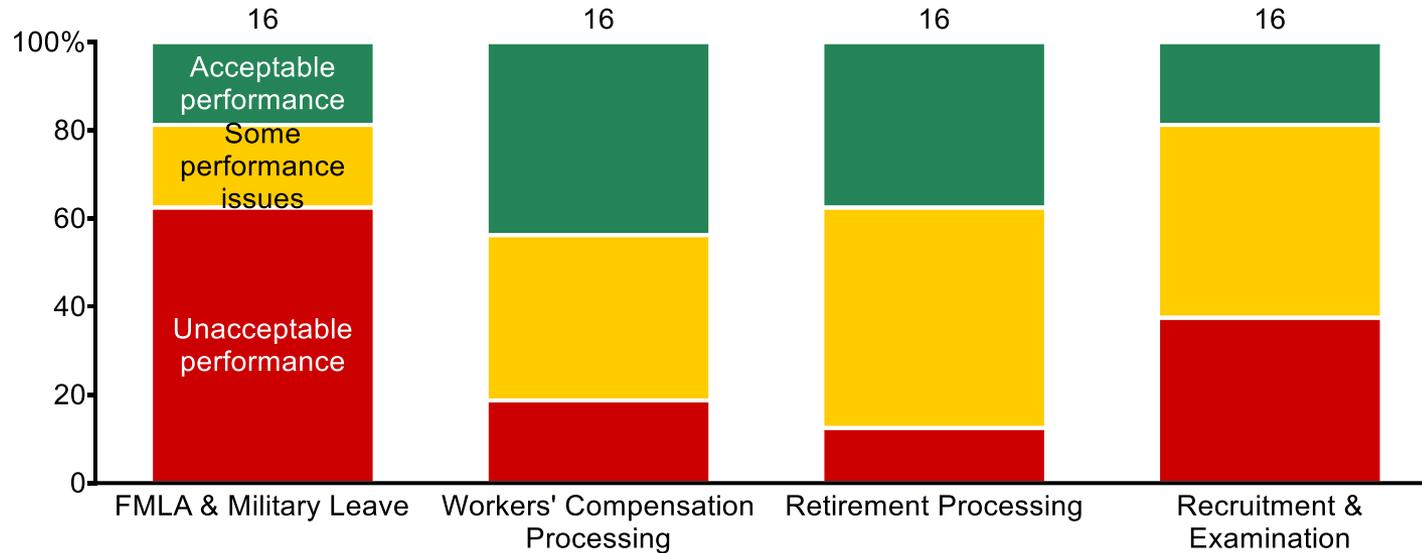


Summary: Update on HR Centralization

- In the first ~6 months of HR Centralization, there have been **measurable improvements in performance across all major HR processes**
- **In the decentralized model, HR processes across agencies faced significant issues**, including incomplete and error-ridden records, inconsistent application of relevant policies, backlogs in processing of FMLA and Military leaves, and limited subject matter expertise, among other issues
- Even in early stages, the centralized HR organization is demonstrating **several significant benefits**:
 - **Speed and flexibility**: Ability to load balance work across the state has led to the elimination of backlogs and increased the ability to pivot to emerging priorities, such as emergency hiring for pandemic response
 - **Digital files**: Over 100,000 paper files (note: average 100 pages per file) have been digitized, and processes are now paperless through the HR service delivery system
 - **Complete and accurate records**: All transactions are tracked, executed, and coded consistently and correctly
 - **Consistent policies**: Relevant laws and negotiated benefits are interpreted consistently
 - **New capabilities**: Dedicated, specialized teams have developed new capabilities and built subject matter expertise

Decentralized model: Significant performance issues across HR processes

Evaluation of decentralized HR performance in 16 agencies (as of 8/27/20)



AGENCIES IN SCOPE	
1.	DADS
2.	DAS/SmART
3.	DCF
4.	DDS
5.	DEEP
6.	DESPP
7.	DMHAS
8.	DMV
9.	DOC
10.	DOL/CHRO
11.	DOT
12.	DPH/OHS
13.	DRS
14.	DSS
15.	DVA
16.	SDE/OEC

Example issues in agencies with unacceptable performance

- Misapplication of benefits
- Incomplete tracking
- Significant errors
- Processing delays

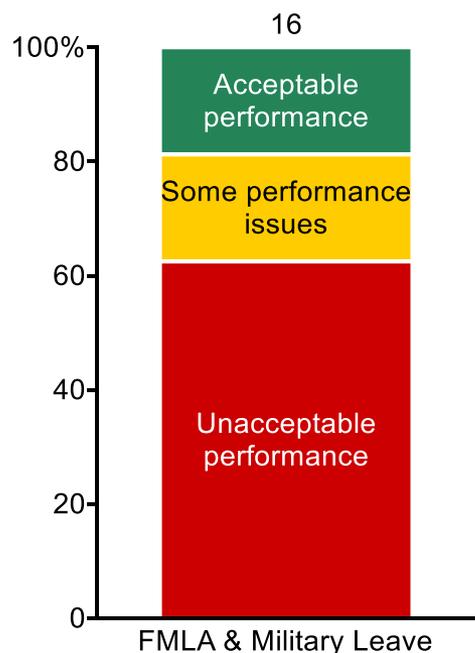
- Inconsistent processing
- Sporadic follow-up
- Little engagement w/ TPA
- Gaps in records

- Inaccurate length of service calculations
- Labor-intensive paper audits
- No training on tools

- Little candidate outreach or sourcing
- Failure to use JobAps
- No candidate shortlisting

Progress update: FMLA and Military Leave

From: Decentralized HR



Example issues

- N/A – process and team functioning well with relevant policy expertise
- Some inaccuracies in data resulting in processing errors
- Backlogs due to staffing issues
- Misapplication of benefits
- Non-existent or incomplete tracking (e.g., on a notepad)
- Significant errors in records
- Processing delays

To: Centralized HR

- **Faster processing of claims** enabled by ability to load balance work statewide
 - FMLA backlog reduced from 500 to 100 cases (and counting)
 - Military Leave backlog eliminated (from 30 cases)
- **Scanned, automated files** in HR service delivery system
 - Elimination of 14,000 paper files
- **All approvals tracked, executed, and coded** consistently and correctly
 - >20% of prior approved cases required some correction
- **Consistent interpretation and application** of laws and negotiated benefits

Progress update: Workers' Compensation Processing

From: Decentralized HR



Example issues

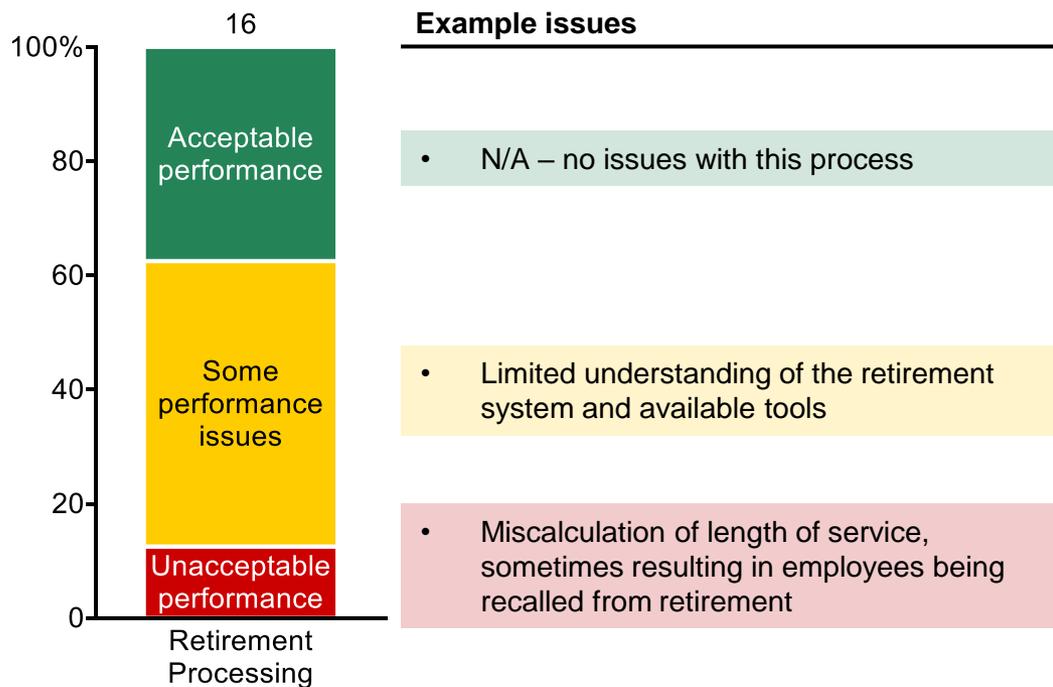
- N/A - Well-managed, consistent processing
- Some inconsistent processing
- Limited subject matter expertise
- Inconsistent processing & documentation
- Sporadic follow-up on claims
- Limited engagement with TPA
- Poor fit for some return-to-work placements

To: Centralized HR

- **Greater savings** driven by a **dedicated team of experts** with stronger oversight and better engagement with the TPA
- **Paperless processing** supported by automated files in HR service delivery system
 - Elimination of 50,000 paper files
- **All approvals tracked, executed, and coded** consistently and correctly
 - 1,366 claims processed since 8/28/20
- **Consistent interpretation and application** of laws and negotiated benefits

Progress update: Retirement Application Processing

From: Decentralized HR

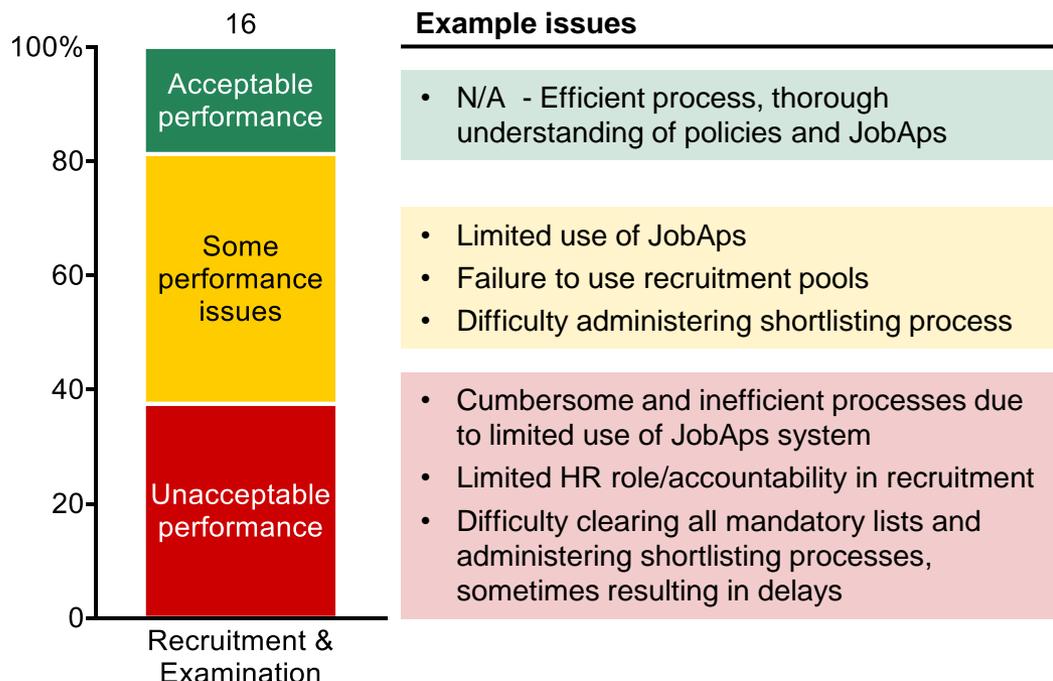


To: Centralized HR

- **Notable improvement in quality and consistency of applications** delivered to OSC Retirement Division
 - Resulting in more successful collaboration with OSC on retirement audit process
- Implementation of **time-saving audit tools** provided by OSC
- **No instances of employees having to return to work** after retiring due to inaccurate service calculations
 - Over 700 retirement applications have been processed since 8/28/20 (including 4/1/21 retirements)

Progress update: Recruitment & Examination

From: Decentralized HR



To: Centralized HR

- New ability to do **consistent, in depth outreach to potential candidates**
 - Trained story tellers who market the value proposition of working for the State
 - Engagement with professional and diversity-focused organizations
 - Strong social media presence
 - LinkedIn Recruiter to source passive candidates
- **Reduced time to fill positions**, supported by better use of JobAps, shortlisting for hiring managers, and the ability to load balance work statewide
 - 1,517 recruitments conducted between 9/1/20 and 2/28/21 (241 in February, the busiest month)
- **Team of experts** with deep knowledge of JobAps, laws and negotiated rules, and statewide recruiting data

Progress update: HR Business Partners (On-Site HR Teams)

From: Decentralized HR

HRBPs on site with agencies

Tasked with managing a wide range of HR processes

Unable to balance workload across agencies

Worked in silos, leading to inconsistent application of policies across Agencies

To: Centralized HR

→ HRBPs *still* on site with agencies

→ Better able to focus on Agency HR needs, since many processes are now centralized
Direct access to HR and Labor Relations subject matter experts as needed

→ Able to quickly (same day/overnight) deploy resources to agencies that need them (e.g., for emergency hiring for pandemic response)

→ Statewide cohort of HR Business Partners to drive consistency

Next Steps

- Continue to refine the centralized structure with improved customer service techniques to include more self-service options, technical expertise of specialized teams, and supporting technology
- Pivot focus of on-site HR Business Partners further to strategic work in support of agency organizational and staffing needs