

Information Technology Capital Investment Program  
Project Status Report

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**To:** Information Technology Strategy and Investment Committee  
John Vittner, Office of Policy and Management

**From:** Jeremy Kushin

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**Agency:** Department of Administrative Services

**Project:** DAS/State of Connecticut Executive Branch Centralization and Modernization of Hu...

**Project Manager:** Jeremy Kushin

**Reporting Period:** Project Inception through 12/31/2021

**Total Funds Requested:** \$4,596,200

**Total Funds Allotted to Agency:** \$4,596,200

**Accumulative Total Capital Fund Expenditures to Date:** \$3,734,377

**Brief Project Description/Summary:**

**LinkedIn Learning**

The State of Connecticut purchased 30,000 enterprise LinkedIn Learning license for in-scope Executive Branch agencies to support the professional growth and development needs of employees. The license provides unlimited access to over 16,000 courses covering business, technical and soft skills. The platform will also be used for state mandatory training.

**ScanOptics/UKG**

To digitize all in-scope employee personnel, payroll, medical and Workers Comp files and set up a Case Management system that will create efficiency with workflows for all of the Centers of Excellence and HRBP areas. The Case Management system also includes an employee HR self-service delivery portal that is available to all in-scope employees. This portal will deliver a tier-zero resource for employees to view information and submit requests. We have also purchased an add on advanced analytics tool, Looker, that provides in-depth reporting capabilities.

**Ideal**

In an effort to modernize and enhance HR's service delivery and support lean recruiting efforts, HR will use machine learning and artificial intelligence ("AI") shortlisting to assist in providing the most qualified applicant pool to hiring State agencies.

Ideal will provide a cloud-based single software solution that uses machine learning and AI to assist in shortlisting the most qualified applicants for recruitments, especially with jobs that attract a high volume of applicants. Ideal will provide HR with a solution that has the unbiased ability to screen and shortlist large recruitment pools into smaller, manageable lists. Ideal will provide a solution that will integrate with the State Applicant Tracking System (JobAps) and utilize the JobAps codes that identify actions taken on applicants' applications and selection activity.

**JobAps (Phase 3)**

This phase of JobAps updates will include an Integration with Ideal, Enhancements to the Referral Questionnaire Spreadsheet Report, and Online Employment Center Enhancements. The Integration with Ideal will allow users to shortlist candidates within the platform. The enhancements to the Referral Questionnaire Spreadsheet Report will allow users to generate more relevant and efficient information through JobAps. The Online Employment Center Enhancements will improve the look of the web page and include professional service hours.

**LinkedIn Recruiter**

In an effort to modernize and enhance HR's service delivery and support lean recruiting efforts, State of Connecticut, Executive Branch Human Resources will use LinkedIn Recruiter, which is a cloud-based solution recruitment tool that shall be used for strategic sourcing, pipelining and branding. Personalized targeted job slots shall be used to attract qualified passive and difficult to source candidates for difficult to fill titles using strategic sourcing and pipelining. The system has access to a social network pool of professionals. The system uses algorithms to match and attract users to State jobs, especially for difficult to recruit for areas. This would assist the State with filling critical positions as traditional recruitment methods have been resulting in limited to no applicants, especially in areas of physicians, psychiatrists, engineers and some specialty and skilled trade's titles.

**Summary of Progress Achieved to Date:**



**LinkedIn Learning**

- As of this date, the platform is live in all in-scope Executive branch agencies with the following exceptions:
  - o DMV and DESPP are actively testing the platform and are expected to go live in the January or February time frame
  - o DRS and the Connecticut Technical Education and Career System (CTECS) need to have their employees update their System Profile email address in Core to finalize their implementation. Additionally, DRS is using Saba as their primary platform into which LinkedIn Learning content will feed, which requires additional testing.
  - o DMHAS and DDS delayed due to pressing agency priorities; expected to implement in early 2022.
  - o Waiting for OTG and OLG to engage.
- The State of Connecticut Active Shooter training was successfully deployed on LinkedIn Learning as a proof of concept.
- Learning & Development team is consulting with agencies to analyze learning needs and recommend appropriate content.
- Sub-administrators have been designated in live agencies and are tasked with assigning and reporting on completed training.

**ScanOptics/UKG**

All files have been picked up by ScanOptics and are fully uploaded into the PeopleDoc (UKG) platform, we have implemented live workflows for Centers of Excellence and HRPB areas, and the employee self-service portal is active for all in-scope users.

Digitized files improve the speed of access of files from any location and are a more secure file keeping method than paper files. HR users are now able to access the files from any location instead of going to a specific physical location to find a document. Previously, files were kept in drawers which could be detrimental to security.

Case Management has improved a standardization of processes and allows for greater productivity. Forms are now standardized ensuring accuracy and completeness. HR users can fill out interactive forms and send them to the correct location with the click of a button, which eliminates the need for extraneous emails and non-director communication.

The employee portal contains a wealth of information and gives employees immediate answers to their questions which greatly improves customer service. It also ensures that accurate information is being disseminated to the employee population. Employees are also able to apply for medical leaves directly through the portal.

We have started to use our new advanced analytics reporting tool, Looker, to generate reports that will provide valuable metrics to users.

Finally, we are embarking on going live with a standard Vacant Position Request Form that will be used in all 35+ in-scope agencies. This will automate the initiation of a request and send it through a defined approval process based on agency preferences. This will serve as the source of information for agency approval time within the Dashboard Project.

**Ideal**

To date, we have accomplished the following:

- A signed statement of work with Ideal.
- A signed statement of work with JobAps.
- Identified project goals and objectives.
- Identified HR resources to have input during implementation and onboarding.
- Collaborated with EEO regarding what proprietary information will not be sent to Ideal (demographics, race, gender, location, resume etc).
- Communicated with Ideal and JobAps regarding the proprietary information we are not sending over to Ideal and discussed the impacts this has on the assessment.
- Selected action taken code to trigger Ideal to assess applications.
- Selected action taken codes for Ideal grading process.
- Reviewed recruitment metrics and selected initial 10 job classes to be used to pilot Ideal.
- Reviewed and audited JobAps data entered in for the selected 10 job classes from 2019 and 2020. Ensured that information was entered in for all recruitments and added in missing information as needed.
- Collected data from CORE on what candidates did not pass working test period from the selected 10 job classes in 2019 and 2020.
- Explained our business process and recruiting workflow to Ideal.
- Began integration between JobAps and Ideal. JobAps provided API access to Ideal. Ideal has two endpoints (applications and jobs) flowing from JobAps to Ideal.
- o Ideal was not receiving information on who was selected to interview or who was hired for recruitments. Collaborated with JobAps to ensure all necessary information is going to be sent to Ideal.
- o JobAps was not receiving some applicant information because they had a security setting in place that was blocking some Ideal data. Collaborated with JobAps and Ideal to come up with a security solution.
- o Some applicants not being graded at all due to a memory storage issue. JobAps engineers resolved programming code causing the issue.
- o JobAps provided access to CreatedBy date field to Ideal to address issue with older web posting dates not being assessed.
  - Determined where to store assessment and Ideal report card within JobAps.
  - Finished Stage integration between JobAps and Ideal, so all necessary information is flowing to Ideal.
  - Identified new roadblocks and problem solved these roadblocks. For example:
    - HR project team gained access to Ideal dashboard.

- Ideal and HR completed user acceptance testing in the staging environment. This included over 5000 applications functionally being graded as expected across 40 recruitments and 16 different position titles. This also included a variety of referral question types and multiple rounds of referral questions being tested.
- Determined workflow for Freenames applicants.
- Ideal and HR discussed EEO reporting capabilities and how we can best utilize Ideal's dashboard if methodology questioned.
- Chief Human Resources Officer issued a directive to HR Professionals to update Action Taken Codes for all recruitments in a timely fashion as applicants progress through a certified list in the hiring process, in accordance with the JobAps step guide. Action taken codes are critical to the machine learning component of Ideal.
- JobAps created custom report with report card and Ideal generated grade.
- Determined workflow for auditing action taken codes as applicants progress through a certified list in the hiring process.
- Ideal is moving applications based on action taken codes from one stage to another based on the Ideal generated grade in production. Ideal silently grading new applicants in production to test.
- Ideal collecting new applicants from JobAps in production and apply a grade to these applicants.
- Ideal hosted one live, web-based training session that was recorded to Talent Solutions staff.
- Collaborated with EEO to discuss applicant flow requirements relative to Ideal and upcoming workflow changes within Talent Solutions
- JobAps modified a report to display action taken history in chronological order.
- Identified new roadblocks and problem solved these roadblocks. For example:
  - o Action taken codes were reverting to prior action taken codes. JobAps and Ideal engineers resolved this issue.
  - o Action taken codes were not being sent to Ideal in chronological order. JobAps and Ideal engineers resolved this issue.
  - o Did initial audit of action taken codes for recruitments and addressed any non-compliance.
  - o Ideal graded new applicants in production and Ideal allowed generated grades to be accessible for the first set of job titles being piloted.

In addition, since our last update we have accomplished the following:

- Ideal provided advanced analytics in dashboard.
- HR determined next job titles to pilot with Ideal and Ideal configured additional titles for a total of 161 job classes being sent to Ideal.
- CT-HR-2 form updated to reflect selected to interview candidates. The form now gets sent to the Talent Solutions recruiter who enters in the selected for interview information and hire information to collect data for Ideal dashboard. Hire information has increased from 4 hires to 103 hires.
- Began grade validation for a LPN posting.
- Identified information that is not currently being parsed on our job postings through Ideal.
- Identified referral questionnaire text that was not being parsed through Ideal.
- HR met with JobAps and Ideal regarding possible changes to our workflow and their feasibility.

### **JobAps (Phase 3)**

The Integration with Ideal is being is being troubleshooted and re-worked during these last six months pertaining to regrading. Process changes have been made by JobAps to resolve issues.

The enhancements to the Referral Questionnaire Spreadsheet Report has been tested and is being utilized. The project is complete.

Several draft mock ups of the enhancements to the Online Employment Center have been created. Software subscriptions have been procured and Best practice research has been completed. Meetings have been held with JobAps and the DAS Digital Services team. Note: the DAS Digital Services Team has a new style guide. This means that the original draft had to be re-designed. Revisions are being worked on and will be shared with DAS Digital Services for approval prior to sending to JobAps to implement in the stage environment.

### **LinkedIn Recruiter**

During this time period, a significant formatting issue has been discovered with jobs placed in the specialized slots. This has caused daily increased workload on the state. Several meetings have been had and LinkedIn has escalated this issue to their engineering team. LinkedIn has resolved the issue of non-member access to the State of Connecticut Executive Branch page.

LinkedIn discontinued supporting pre-paid sponsored updates, so the statement of work was revised to provide the State of Connecticut with four (4) additional career pages and three (3) additional job slots. The State of Connecticut is designing the four (4) additional career pages. Formatting with LinkedIn has improved. We still encounter issues from time to time with spacing or special formatting but these are less frequent issues than previously encountered. We have run into the issue of the limitations with messaging on LinkedIn. We have a limited allocation of messages that need to be sent but in addition to this our response rate needs to stay at 13% average in order to allow us to send multiple messages to groups of candidates. When the response rate falls below 13% for inmail we become limited to 1 on 1 messaging which is more time consuming. We also still have issues with any of our State jobs that are posted on our OEC with either no location or multiple locations. LinkedIn isn't able to process these as it can only assign one location per job post and will not allow a job to pull in without a location. We work on these with them for workarounds on a case to case basis.

**Issues and Risks:****LinkedIn Learning**

The employee's System Profile email address field in Core (one of two email address fields in Core), is maintained by employees, not Human Resources. Therefore, DRS and CTECS will need to run a campaign to have employees update their email addresses on a timely basis.

**ScanOptics/UKG**

Employees are logging into the self-service portal without SSO. This is something that we can always change given the necessary IT support for this project.

**Ideal**

We are customizing Ideal to meet our business needs. As such, we need to ensure Ideal understands our process, while ensuring our affirmative action process is adhered to. We spent time up front to minimize issues and risk by ensuring EEO, JobAps, and Ideal understand our recruitment process and understand the goal and purpose of this project.

Part of this project is to implement single sign on. While JobAps and Ideal can commit to implementing single sign on, our internal IT department has other priorities of greater need at this time. We can proceed without single sign on if IT does not have the time to devote to this portion of the project.

**JobAps (Phase 3)**

We have had to work with JobAps to customize the Ideal integration due to regrading issue to meet our business needs. Delays in finalization of Online Employment Center enhancements due to staffing shortages. LinkedIn no longer supporting pre-paid sponsorships requiring revisions to the SOW and issues with inmail.

Integration with Ideal: Two different contractors (Ideal and JobAps) with different requirements and timelines. Regrading issue with Ideal caused the State to have to re-work processes with JobAps.

**Online Employment Center Enhancements:**

Compliance with the DAS Digital Services style guide, the DECD Branding Guide and accessibility guidelines. Staff shortages have delayed finalization of this project.

**LinkedIn Recruiter**

Needing to revise the SOW due to services no longer being supported by LinkedIn caused a delay. Formatting issues have gotten better but are still present. Issues with inmail seats due to response requirements.

**Next Steps & Project Milestones:****LinkedIn Learning**

- Continue to drive account activation and usage throughout all agencies.
- Continue work effort to deploy additional custom content on LinkedIn Learning, including Diversity & Inclusion, Workplace Violence Prevention, Ethics, Sexual Harassment

**ScanOptics/PeopleDoc**

Continue to expand employee case management and build significant workflows, create more request forms for the employee self-service portal, continue to train users on more sophisticated features of the system. We also plan on utilizing our new advanced analytics tool to provide valuable information to the agencies that we service.

**Ideal**

- Ideal to make changes to what information they are parsing from our job postings.
- HR to meet to discuss referral questions and determine possible changes to workflow.
- If necessary, HR to set up Ideal as a user in staging JobAps.
- If necessary, HR to set up Ideal as a user in production JobAps and provide login.
- Ideal will grade new applicants in production and Ideal to allow generated grades to be accessible for all job titles being piloted.
- HR and Ideal to complete user acceptance testing in the production environment.
- Transition to Ideal platform and train staff. Ideal to host one more live, web-based training sessions that can be recorded and used by HR.

While the next steps include elements of the project milestones, the project milestones are:

- Testing to ensure data is flowing correctly and that assessments are accurately grading applicants within the production environment.
- Training staff in how to use this new software.

**JobAps (Phase 3)**

JobAps/Ideal: Upon resolution of the regrading issue, testing will continue in the stage environment. We will then move to production. The tool will need to machine learn from our manual recruitments. DAS will send applications to Ideal for their review while conducting a manual review simultaneously. This can take three to six months.

Referral questionnaire spreadsheet report: completed.

Design OEC rebranded page: Several mock-ups have been completed. A final draft must be sent to the DAS Digital Team and CHRO for review and approval. The target is to have this project completed by July 1, 2022.

**LinkedIn Recruiter**

Continue to troubleshoot above-noted issues and risks as well as any other issues, Update branded page at least quarterly, the main focus of this project has been completed.