

Information Technology Capital Investment Program
Project Status Report

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

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Agency: Department of Administrative Services

Project: Talent Management Software Solution (TMSS)

Project Manager: N/A

Reporting Period: Project Inception through 12/31/2018

Total Funds Requested: \$5,372,000

Total Funds Allotted to Agency: \$5,372,000

Accumulative Total Capital Fund Expenditures to Date: \$3,002,445

Brief Project Description/Summary:

DAS Statewide Human Resource Management (SHRM) is implementing a talent management technology solution for the State of Connecticut's Executive Branch ("State") that establishes straight through processing of State positions and employees from development and maintenance of the class specifications through on-boarding and paying of new hires. The system will include separate modules that automate State class specifications and then use that information to populate on-line recruitments. Applicants will have a single, on-line source to explore and pursue State employment in a more efficient, intuitive, mobile, and simplified manner and the State has the automated ability to track the application process. Once this first priority phase is implemented, other software modules will automate and integrate the examination, reporting, re-employment/SEBAC, and on-boarding processes to complete the straight through processing of employees.

Summary of Progress Achieved to Date:

The State went through a Lean Process Improvement initiative and arrived at a significantly streamlined "great state" process. New operational processes and proposed system enhancements were reviewed with the divisions. Working project teams made up of SHRM managers, BEST and agency representatives met weekly to provide project input and oversight. Implementation of Phase 1 was completed and went live on October 30, 2017. We were able to execute the recruitment and hiring processes that have reduced the administrative time for recruitment and exam processing and created a one-step exam and job posting process. Over 2,833 job openings were posted in one year, resulting in 207,583 applications. This project was completed on budget. We are in the process of implementing Phase 2. Phase 2 has multiple facets: Onboarding; Online Unified Examinations for law enforcement, FreeNames (Reemployment/SEBAC) and Reporting. Onboarding: October, 2018: completed module testing in "stage" environment; created step guide for agency HR recruiters, November, 2018: went live in the production environment piloting with the Department of Motor Vehicles and met with 14 HR Directors to review module and standardization of statewide policies, December, 2018: met with 13 HR Directors and compiled results for standardization project. Online Unified Examinations: the Business Issues Phase and Job Analysis for State Police Sergeant, Master Sergeant and State Police Trooper Trainee have been completed. State Police Trooper Trainee - State Police Sergeant - State Police Master Sergeant: Phase One, Validation Study was completed in November, 2018 & Phase Two Test Question Development is in progress - all source documents are completed with CPS for review with an estimated completion of test questions for the above ranks by February, 2019. State Police Lieutenant - State Police Captain: Phase One, Validation Study anticipated completion in January, 2019. Phase Two, Kick-off mid-January - meetings currently being organized and source documents gathered. All State Police ranks: CPS will develop referral questions in coordination with agency subject matter experts. These questions will be asked of certified candidates (minimally qualified through posting process and passing scores on exam). This process is currently underway with kickoff meetings and estimated completion is a 3 to 4 week process per rank. FreeNames (Reemployment/SEBAC): A three day LEAN event was held in December, 2017, the Business Issues Phase has been completed. Requirements were provided to JobAps. Due to the complexity of the Reemployment/SEBAC rules which vary by each collective bargaining agreement, development took longer than expected. The rules were built into the system. The Development Phase took place in October and November, 2018. JobAps is currently in the process of QA and testing with an anticipated hand-off to DAS on January 22, 2019. Due to the complexity of this project, DAS will test during February and March, 2019. Changes to JobAps in April, 2019 with an anticipated go-live date in May, 2019. There are currently no issues jeopardizing the timelines or budgets for mentioned above for Phase 2 projects at this time.

Issues and Risks:

Issues: none

Risks:

The project is primarily staffed with SHRM resources with little or no systems/ project experience. SHRM lost staff during the summer and fall, 2018 and were working under a significant staff shortage. The requirements are largely dependent on the vendors best practices/COTS product. Only a small amount of time has been dedicated to creating unique requirements. The FreeNames (Reemployment/SEBAC) phase is complicated and with the vendor in the QA phase. Because of the complexity of this project, it will involve a significant amount of testing but this will be completed by SHRM resources. The budget may not be sufficient to cover unplanned work which may be discovered through the design and development of the system. There is not an outside Project Manager assigned to Phase 2, Diane Crouse, resigned effective November 3, 2017. SHRM staff are managing each module of Phase 2.

Next Steps & Project Milestones:

Phase 2 teams, managed by SHRM staff, began planning mid December, 2017 for implementation of onboarding, moving re-employment/SEBAC to JobAps Freenames module, and the integration of examinations for state police, protective services and correctional officers. JobAps provided demos of the three new modules to teams. The Freenames module has been developed and is in the QA phase. The onboarding module went live in November, 2018 and are standardizing policies and procedures to be used statewide. CPS is creating new online examinations that will be integrated in JobAps for a few identified exams. To date these modules will be completed by the June, 2019.