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

From: Heather Tweeddale

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Agency: Department of Administrative Services
Project: Talent Management Software Solution (TMSS)

Project Manager: N/A

Reporting Period: Project Inception through 06/30/2019

Total Funds Requested: $5,372,000

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

Accumulative Total Capital Fund Expenditures to Date: $3,459,845

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 is complete 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 5,505 job openings were posted from October 30, 2017 through June 30, 2019, resulting in 431,269 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 and 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, 6/17/19 - meet with 130 agency HR Professionals and currently awaiting final sign-off on policies and procedures from DAS legal. Anticipated go live & project finalization fall, 2019. Online Unified Examinations: State Police Trooper Trainee - all phases complete (validation & exam questions); State Police Sergeant - phase one validation study complete as of November, 2018, source documents review and selection complete as of March, 2019, exam questions developed and in final stage of review with anticipated completion date of July, 2019; State Police Master Sergeant - phase one validation study complete as of November, 2018, source documents review and selection complete as of March, 2019, exam questions being developed, next step agency SME question review and selection with targeted completion date of September, 2019; State Police Lieutenant & State Police Captain - phase one validation study complete as of January, 2019, source documents review and selection completer as of May, 2019, exam questions in development with vendor - two month process, agency SME question review anticipated for September, 2019; All State Police ranks referral question development - kick-off meeting complete as of April, 2019, SP Trooper Questions completed and implemented as of June, 2019, SP Sergeant, Master Sergeant, Lieutenant & Captain - development meetings scheduled with SMEs and vendor in July, 2019. Freenames (Reemployment/SEBAC): Three-day LEAN event held in December, 2017, the Business Issues Phase was completed and requirements provided to JobAps in spring & summer 2018. 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 and development was completed and returned to DAS at the end of January, 2019. DAS tested February through March, 2019 including testing with large agency HR professionals. Final requirements turned into JobAps by DAS in early April, 2019. As of this date, JobAps is working on the final round of enhancement and testing anticipating turning back to DAS for review and testing end of July, 2019. Anticipated DAS testing August, 2019. Targeted training with agencies in September & October, 2019 with anticipated go live no later than November, 2019. Freenames was a very complex project due to negotiated rules and agreements of approximately 14 unions. 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 lost an additional position in the winter of 2019 therefore 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 extremely complicated and involves multiple bargaining unit contracts and is with the vendor in the enhancement phase. Because of the complexity of this project, it will involve a significant amount of additional testing once enhancements have been completed 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 enhancement 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 as well as referral questions that will be integrated in JobAps for a few identified exams. To date these modules will be completed by the end of November, 2019.