

Information Technology Capital Investment Program
Project Status Report

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 06/30/2020

Total Funds Requested: \$5,372,000

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

Accumulative Total Capital Fund Expenditures to Date: \$3,898,441

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 5,676 job openings were posted from November, 2017 through December, 2019, resulting in 439,221 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- met with 130 agency HR Professionals and currently awaiting final sign-off on policies and procedures from DAS legal. Anticipated go live and project finalization, fall 2020.

Online Unified Examinations: State Police Trooper Trainee- all phases for the SP Trooper Trainee complete (validation & exam questions); State Police Sergeant- validation and exam and referral questions complete as of July, 2019. State Police Sergeant was posted in September, 2019 and two rounds of validated referral questions were sent to applicants. The process has been placed on hold pending litigation. Development of the test questions for State Police Master Sergeant, State Police Lieutenant and State Police Captain are on hold pending litigation. Referral questions are being formalized for each of these titles. As of the date of the July, 2020 status report, litigation is still pending and awaiting a decision from the Judge. Without a ruling on the SP Sergeant, we cannot work on the following: validation reports for referral questions, validation for interview panels and grading criteria for interviews. Work continues on the Referral Questions for SP Captain and SP Master Sergeant with expected completion of fall, 2020.

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. QA and testing was completed at the end of January, 2019. Final requirements were given to JobAps and the system was handed over to DAS for testing in July, 2019. HR professionals statewide were trained in September and October, 2019. Union meetings occurred at the end of October, 2019. Conversion data was tested in November, 2019. Candidates with rights were notified in early December, 2019 and Freenames was implemented on December 19, 2019. In the spring of 2020, we learned that three (3) new unions have been negotiated: P-6, P-7 & P-8. This requires new negotiated rules for these unions to be built into JobAps Freenames. As of the date of the July, 2020 status report, DAS has not received the negotiated rule order for these unions which will require an additional cost from JobAps.

Issues and Risks:

Issues: none

Risks:

The project is primarily staffed with SHRM resources with little or no systems/ project experience. SHRM lost staff and were working under a significant staff shortage.

Pending litigation pertaining to the State Police Sergeant exam has placed finalization of the project on hold. As of the July, 2020 status report there is not a ruling from the Judge.

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.

Although Freenames was implemented in December, 2019, there are three (3) new unions: P-6, P-7 & P-8 which requires the negotiated rule order to be built into JobAps Freenames. As of this date, DAS is awaiting the negotiated rule order to send to the JobAps engineers to build into the system, which will require an additional cost.

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 was finalized and implemented on December 19, 2019. As noted above, as of spring, 2020, there are three (3) new unions which require the negotiated rule order to be built into JobAps. Anticipated timeframe, by December 2020.

The Onboarding module is awaiting approval of standardized policies and procedures to be used statewide. This has delayed due to upcoming HR Centralization. However with leadership now in place, it is anticipated to be completed by fall, 2020.

Finalization of the new online exams for State Police Master Sergeant, State Police Lieutenant and State Police Captain are on hold due to pending litigation. The trial is scheduled for February 6 & 7, 2020. A ruling is anticipated for early March, 2020. CPS will then need approximately 3 months to complete these exams and referral questions. The anticipated completion date is June, 2020 but is dependent upon the outcome of the litigation. As of the July, 2020 status report, litigation is still pending awaiting a decision from the Judge. We are hoping for a decision by fall, 2020 but this is out of our control.