

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:** 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 06/30/2021

**Total Funds Requested:** \$5,372,000

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

**Accumulative Total Capital Fund Expenditures to Date:** \$3,884,095

**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 10,278 job openings were posted from November, 2017 through December, 2020, resulting in 708,386 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, spring 2021.

Onboarding as of 7/1/2021: Each agency has their own policy and procedure for each topic area. The consolidation of policies and procedures is still ongoing. In addition, there are new DAS legal staff who have greater and competing priorities including COVID and Return to Work.

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 proceeding forward but litigation is ongoing. On August 7, 2020 a Superior Court Judge ruled that the State Police Sergeant process violated CT law. On November 2, 2020, a motion to enforce judgement was filed. We have been working with the AG's office and DESPP and are proceeding forward with a written exam (late February, 2021) for the State Police Sergeant followed by an Assessment Center the first two weeks of March, 2021. It is anticipated that the State Police Lieutenant and State Police Captain assessment centers will take place before the end of the fiscal year. The State Police Master Sergeant assessment center is anticipated to take place the summer of 2021. The Department of Justice has requested data on the State Police Trooper Trainee examination. We do not anticipate any changes in this process but noting should a change occur.

Online Uniformed Examinations as of 7/1/2021:

In the spring of 2021 with a threat of litigation, DESPP and the State entered into a MOU with the unions and agreed to creation and implementation of all phases of an additional examination for State Police Major. It is anticipated that this examination will be given in late spring or early summer, 2022. The agency has also requested class specification changes, which may require new examinations for all promotional classes.

State Police Sergeant: The examination opened on 12/9/21 and closed on 12/23/21. The final examination list was promulgated on 3/29/2021. DESPP has requested a new list late spring, 2022. There are two military make-ups which will occur during the SP Master Sergeant examination in September, 2021

State Police Lieutenant: The examination opened on 2/5/21 and closed on 2/19/21. The final examination list was promulgated on 4/20/2021. DESPP has requested a new list late spring, 2022.

State Police Captain: The examination opened on 3/5/21 and closed on 3/19/21. The final examination list was promulgated on 5/7/2021. DESPP has requested a new list late summer, 2022.

State Police Master Sergeant: The examination opened on 6/4/21 and closed on 6/18/21. The Candidate Orientation Session is scheduled for August 9, 2021 at 4:00pm. The Assessment Center is scheduled for the week of September 20 through 24, 2021.

State Police Major: The agency has requested not to run the Major Examination unit the May/June 2022 time frame.

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. In addition, it may be determined that we may need to work in rules for mandatory transfers, demotions and promotions into Freenames which may delay completion of this project. Union negotiations are starting and we will need to determine if any other requirements need to be made/changed with Freenames.

Freenames as of 7/1/2021: We are currently in contract negotiations and have not received the negotiated rule order for P-6, P-7 and P-8. DAS is also testing within JobAps possibilities for handling mandatory transfers within the system.

Reports as of 7/2/2021: We are currently gathering requirements in an effort to build a dashboard within JobAps to report metrics beginning with the initial request for refill or establishment through the actual hiring of an individual. This will require integration with UKG and Core-CT (Peoplesoft).

**Issues and Risks:**

Issues: The litigation around the online uniformed exams for the State Police classes

**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.

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. In addition, it may be determined that we may need to work in rules for mandatory transfers, demotions and promotions into Freenames which may delay completion of this project.

**Issues and Risks as of July 1, 2021:**

Onboarding: Consolidation of statewide policies and procedures and availability of legal staff.

Online Unified Examinations: Litigation and recently signed MOU in lieu of litigation.

Freenames: Union negotiations including mandatory transfers.

Reports: None to report at this time but possible integration with UKG and Core-CT.

**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 spring, 2021.

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 spring, 2021.

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 January, 2021, litigation is ongoing. We are proceeding forward and hope for finalization by December 31, but this is out of our control.

**Next Steps & Project Milestones following June 30, 2021:**

Onboarding: Consolidation of statewide policies and procedures..

Online Unified Examinations: State Police Master Sergeant: The Candidate Orientation Session is scheduled for August 9, 2021 at 4:00pm. The Assessment Center is scheduled for the week of September 20 through 24, 2021.

State Police Major: The agency has requested not to run the Major Examination unit the May/June 2022 time frame.

Freenames: Following union negotiations, building of rule order for P-6, P-7 & P-8 and well as mandatory transfer process.

Reports: Finalization of requirements, pricing, change order and implementation of dashboard.