

# State of Connecticut Update on HR Centralization

March, 2022



# Agenda

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- Why Centralize HR
- Centralized HR Structure Overview
- Update on HR Centralization
- HR Employee Count and Position Savings
- HR Centralization Move Information
- Workforce Update
  - Retirement Cliff and Hiring Pace Update
  - Retirement, Hiring, Workforce Size Statistics
  - Ongoing Recruitment Efforts
- Vacancy Filling Process Information
  - Length of Time to Fill a Position
  - Authorities that Govern the Process
  - Review of the Process
  - Sample Staffing Dashboard Project
- Requested Adjustments to the FY 23 Budget

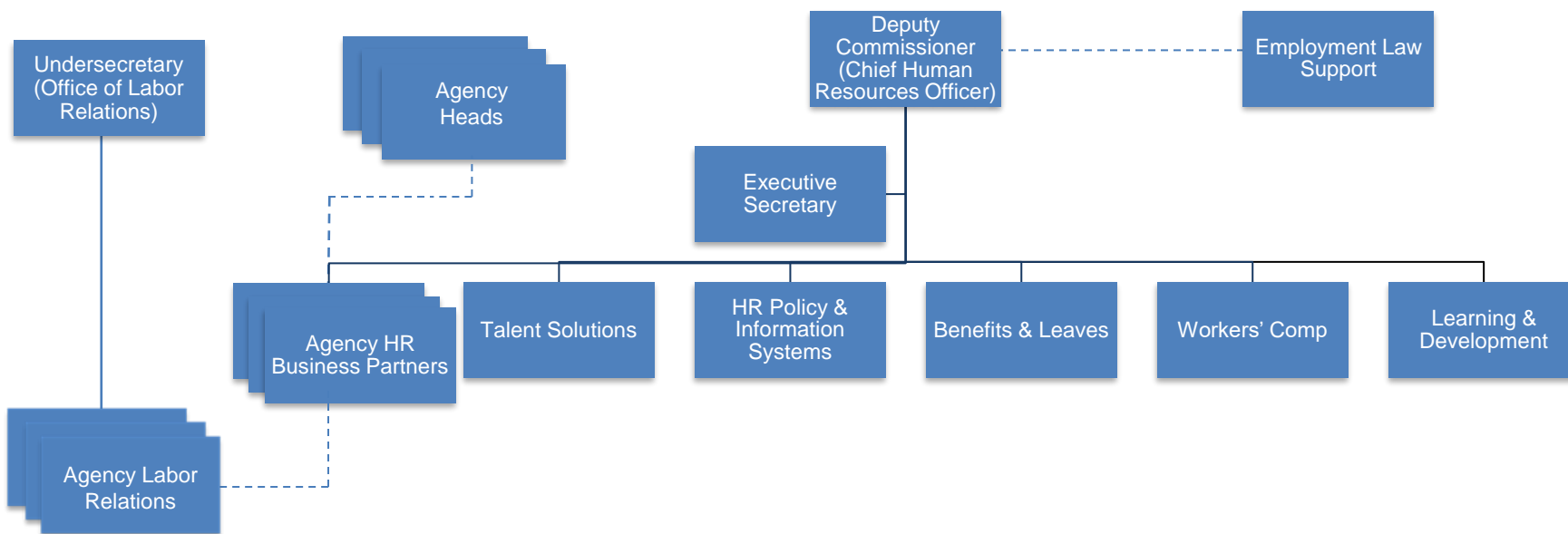
# Why Centralize HR

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- [The Lamont/Bysiewicz Administration sees a great opportunity to re-shape State government operations in ways that deliver services in an improved, more contemporary fashion for Connecticut's citizens.](#)
- HR, as a profession, has experienced significant positive change in the private sector and within other public sector employers via centralization.
- Centralization creates the appropriate environment for more specialization within certain functional areas of HR.
- More specialization drives better performance and attainment of professional excellence through greater productivity, speed, and quality of services, improved pace of innovation, and an overall reduction of risk through greater consistency and reliability.
- DAS has communicated about and testified on the progress and success of this initiative in a variety of forums, to include:
  - [DAS HR Centralization website](#)
  - [Office of the Governor Update on HR Centralization on April 20, 2021](#)
  - [2-hr Testimony to the Appropriations Committee on November 22, 2021](#)

# Structure - Overview

DAS reorganized the State of Connecticut's HR operations into a contemporary shared services structure. The State achieved higher economies of scale, more consistent standards and control, and a critical mass of HR competencies, while also having the flexibility and mobility to respond to agency needs on-site (the HRBP teams receive day-to-day operational direction from their respective agency heads or designees).



# Structure Details (1 of 3)

Functional Area	Service Focus	Purpose	Example Duties	Primary Customers
<b>Agency Labor Relations (OPM)</b>	<ul style="list-style-type: none"> <li>On-site delivery</li> <li>Planning</li> <li>Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Serve as Agency Heads' on-site labor relations subject matter experts</li> </ul>	<ul style="list-style-type: none"> <li>CBA administration</li> <li>Investigations</li> <li>Represented employee counseling/discipline</li> <li>Performance management</li> <li>Grievances</li> <li>Labor management committees</li> <li>Collective bargaining support</li> <li>Supervisor/Manager training</li> </ul>	<ul style="list-style-type: none"> <li>Agency Leadership</li> <li>Employees</li> </ul>
<b>Agency HR Business Partners</b>	<ul style="list-style-type: none"> <li>On-site delivery</li> <li>Planning</li> <li>Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Serve as Agency Heads' on-site human resources strategic partner (generalist)</li> </ul>	<ul style="list-style-type: none"> <li>Agency partnership</li> <li>Functional area liaison</li> <li>Leadership and employee advising</li> <li>Agency Labor Relations cooperation and support</li> <li>Organizational design</li> <li>Workforce management and planning</li> <li>Position management</li> <li>Classification grievances</li> <li>Clearing mandatory lists</li> <li>Selection and hiring/onboarding</li> <li>Training coordination</li> </ul>	<ul style="list-style-type: none"> <li>Agency Leadership (<b>reports day-to-day to agency leadership</b>)</li> <li>Employees</li> </ul>

# Structure Details (2 of 3)

Functional Area	Service Focus	Purpose	Example Duties	Primary Customers
<b>Talent Solutions</b>	<ul style="list-style-type: none"> <li>• Central delivery</li> <li>• Enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for overall talent acquisition strategy, vendor management, consistent and standardized recruitment and examination efforts</li> <li>• System Administration</li> </ul>	<p>Talent Acquisition</p> <ul style="list-style-type: none"> <li>• JobAps admin</li> <li>• Digital recruiting</li> <li>• Employer branding</li> <li>• Sourcing</li> <li>• Job Openings</li> <li>• Shortlisting</li> <li>• Certifying Eligible Lists</li> </ul> <p>Classification</p> <ul style="list-style-type: none"> <li>• Job class development and maintenance</li> <li>• Classification reviews</li> <li>• Out of scope agency position management</li> </ul> <p>Mandatory Rights</p> <ul style="list-style-type: none"> <li>• Freenames Admin</li> <li>• Reemployment/SEBAC</li> <li>• Other mandatory rights</li> </ul>	<ul style="list-style-type: none"> <li>• Agency HR Business Partners</li> <li>• Applicants</li> </ul>
<b>Learning &amp; Development</b>	<ul style="list-style-type: none"> <li>• Central delivery</li> <li>• Enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for overall learning and development strategy and vendor management</li> </ul>	<ul style="list-style-type: none"> <li>• Leadership development</li> <li>• Other training coordination</li> <li>• LinkedIn Learning admin</li> </ul>	<ul style="list-style-type: none"> <li>• Agency HR Business Partners</li> <li>• Employees</li> </ul>

# Structure Details (3 of 3)

Functional Area	Service Focus	Purpose	Example Duties	Primary Customers
<b>HR Policy &amp; Information Systems</b>	<ul style="list-style-type: none"> <li>• Central delivery</li> <li>• Enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• Administers Ch. 67 of the CGS and other authorities governing State employment and supporting HRIS</li> </ul>	<p>Policy Compliance</p> <ul style="list-style-type: none"> <li>• Central audit</li> <li>• Policies/procedures</li> <li>• Salary calculations</li> <li>• Salary schedules</li> </ul> <p>HRIS</p> <ul style="list-style-type: none"> <li>• Core-CT                             <ul style="list-style-type: none"> <li>• HR Module</li> <li>• T&amp;L Module</li> </ul> </li> <li>• Kronos admin</li> </ul>	<ul style="list-style-type: none"> <li>• Agency HR Business Partners</li> </ul>
<b>Employee Benefits &amp; Leaves</b>	<ul style="list-style-type: none"> <li>• Central delivery</li> <li>• Enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for Statewide administration of certain benefits and leaves</li> </ul>	<p>Benefits</p> <ul style="list-style-type: none"> <li>• Retirement</li> <li>• Service purchases</li> </ul> <p>Complex Leaves</p> <ul style="list-style-type: none"> <li>• FMLA</li> <li>• Other paid &amp; unpaid leaves</li> <li>• USERRA</li> </ul>	<ul style="list-style-type: none"> <li>• Agency HR Business Partners</li> <li>• Employees</li> </ul>
<b>Workers' Compensation</b>	<ul style="list-style-type: none"> <li>• Central delivery</li> <li>• Enterprise</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible for Statewide administration of workers' compensation</li> </ul>	<ul style="list-style-type: none"> <li>• Claims</li> <li>• Investigations</li> <li>• Safety program</li> <li>• TPA oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Agency HR Business Partners</li> <li>• Employees</li> </ul>

# The HR Structure is a Hybrid of Centralized and Decentralized Units

	1. Specialized Functional Teams <i>Fully Centralized</i>	2. Agency HR Business Partners <i>Remains Physically Decentralized</i>
<b>Purpose</b>	Maintain expertise in a designated functional area: <ul style="list-style-type: none"> <li>▪ Talent Solutions</li> <li>▪ HR Policy &amp; Information Systems</li> <li>▪ Benefits &amp; Leaves</li> <li>▪ Workers' Compensation Processing</li> <li>▪ Learning &amp; Development</li> </ul>	Support agency leadership as a strategic partner across all other HR topics, including: <ul style="list-style-type: none"> <li>▪ Organizational design</li> <li>▪ Position management</li> <li>▪ Selection &amp; hiring</li> </ul>
<b>Reporting</b>	Reports to Chief HR Officer at DAS	Matrix reporting – Reports operationally day-to-day to agency leadership and administratively to Chief HR Officer at DAS
<b>Office Location</b>	DAS	On-site with agencies
<b># Employees As of March, 2022</b>	~110	~140



# Update on HR Centralization

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- In the decentralized model, HR had:
  - A limited ability to mass expertise and resources to support changing business needs;
  - Processes across agencies facing significant issues, including incomplete, paper based, and error-ridden records, inconsistent application of relevant policies, and backlogs in processing of FMLA and Military leaves, among other issues;
  - No ability to scale learning and development programs and resources; and
  - Less defined roles and career paths/opportunities.
- Since the start of HR Centralization on 8/28/20, the centralized HR organization is demonstrating **several significant benefits:**
  - **Capacity and durability:** Ability to take on significant new Covid-19 related business (e.g., leadership and employee support, workplace disruptions, contact tracing and other notifications, reporting, telework, vaccine mandate, etc.) and continue regular business
  - **Speed and flexibility:** Ability to load balance work across the state has led to the elimination of backlogs and increased the ability to pivot to emerging priorities, such as emergency hiring for pandemic response
  - **Digital files:** Over 100,000 paper files (note: average 100 pages per file) have been digitized, and processes are now paperless through the HR service delivery system
  - **Complete and accurate records:** All transactions are tracked, executed, and coded consistently and correctly
  - **Consistent policies:** Relevant laws and negotiated benefits are interpreted consistently
  - **New capabilities:** Dedicated, specialized teams have developed new capabilities and built subject matter expertise, to include the establishment of a new Statewide Learning and Development team
  - **Defined Structure:** HR employees have more defined roles and clear career paths and opportunities for growth

# HR Employee Count and Position Savings

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HR Employee Count as of 7/1/2019

270

Attrition (78)  
Hires 58

HR Employee Count as of 3/8/2022

250\*

Estimated position savings:  
>\$3 million/yr

\*Retirement Eligible – 63

# Move Information

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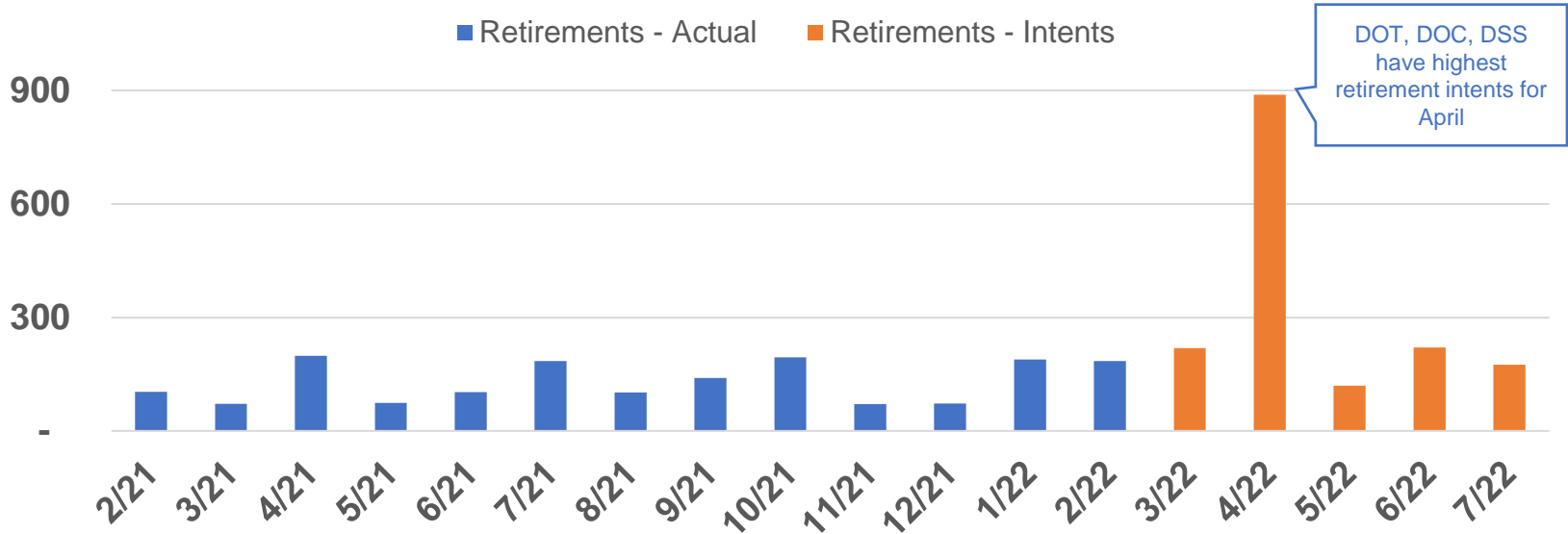
- Previous agency staff move estimated to occur by summer of 2022
- Identified location: 450 Columbus Blvd, North Tower, Floors 14 and 15
- Agencies' staff remaining on-site:
  - Agency Labor Relations (OPM)
  - Agency HR Business Partners
- Agencies' staff identified to move to Hartford, CT
  - Recruitment & Exams
  - Employee Benefits & Leaves
  - Workers' Compensation
- Other elements of HR Policy & Information Systems and Talent Solutions are already at 450 Columbus Blvd because they were originally within DAS

# Retirement Cliff and Hiring Pace Update

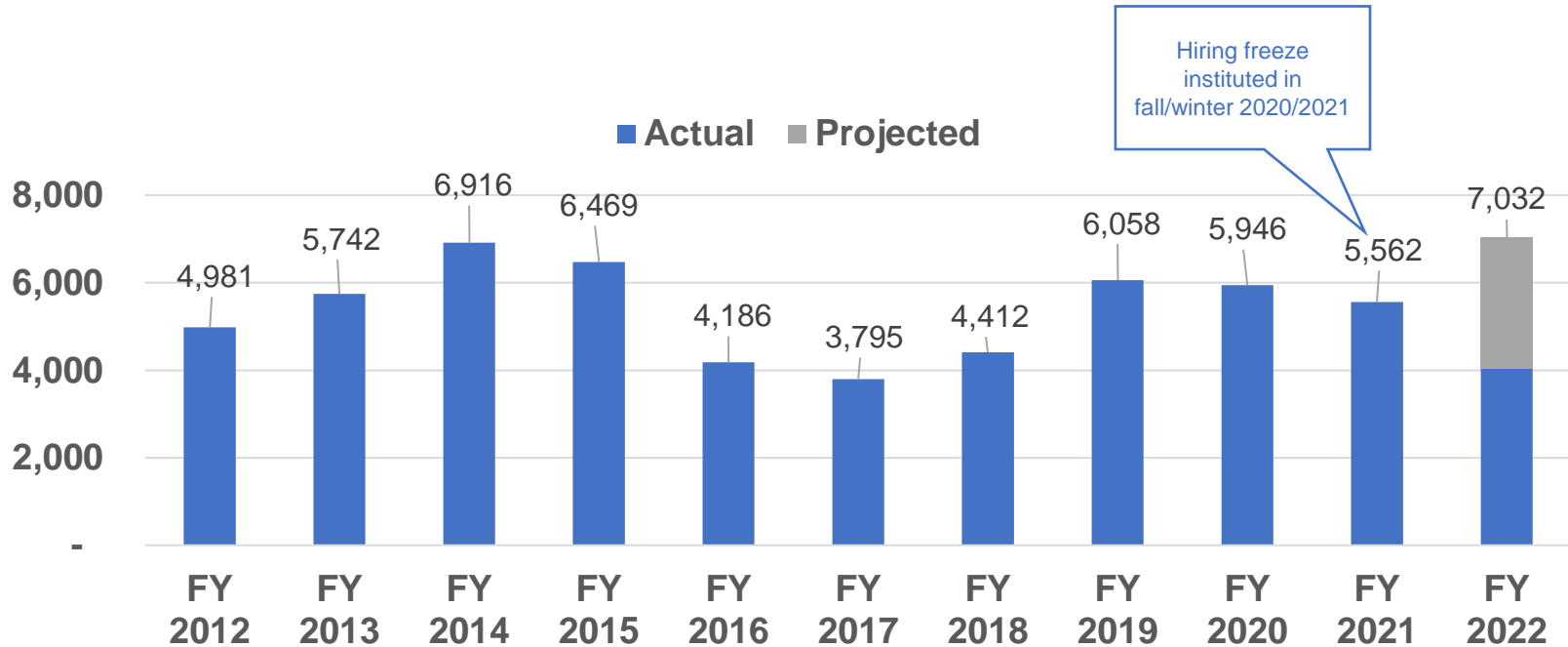
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- So far this FY, retirements are only slightly above average
- While we expect an increase in the spring, we are well prepared:
  - Pace of hiring is at its highest in a decade, despite unprecedented Covid-19 related workforce challenges
  - Overall, the workforce has remained stable for several years
  - Our recruitment efforts have expanded and continue to grow to meet workforce needs

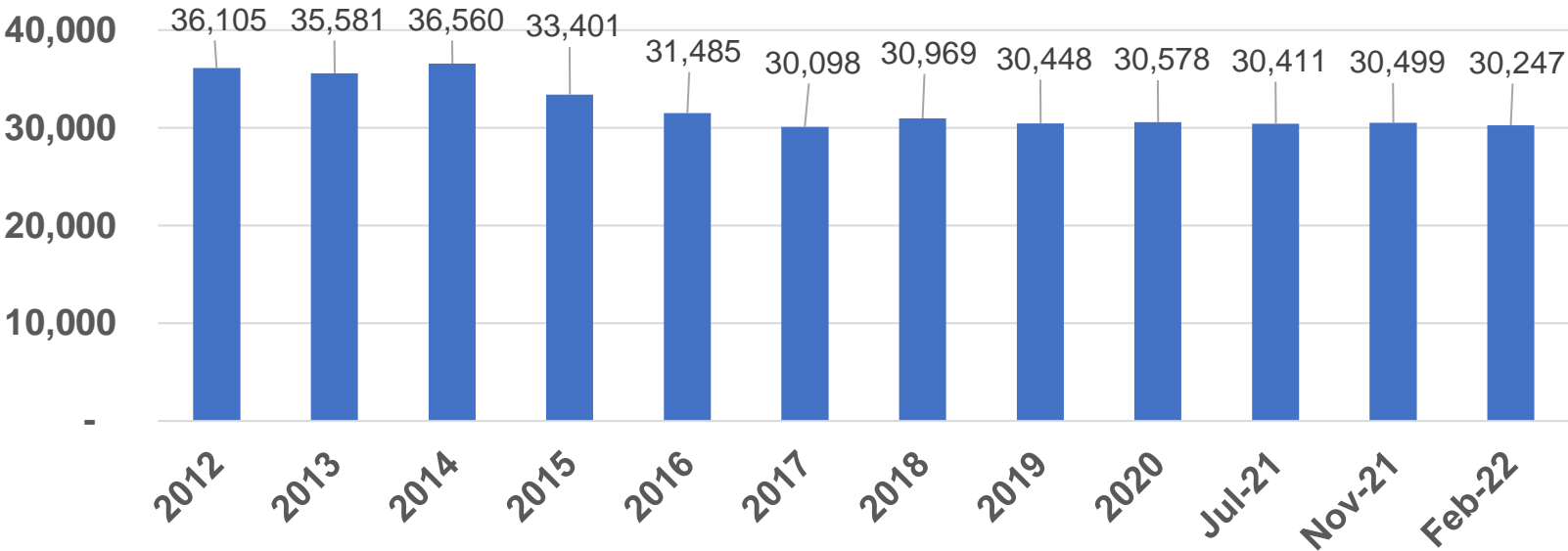
# Retirements this FY have been only slightly above average, but some agencies will see an increase this spring



We are on track to fill over 7,000 positions this fiscal year, the highest number in a decade



# The size of the state workforce remains stable



# Ongoing Recruitment Efforts to Meet Workforce Needs

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- New centralized ability that does consistent, in-depth outreach to potential candidates
  - Trained story tellers who use an augmented writing platform (Textio) to market the value proposition of working for the State in multiple
  - Engagement with professional, community, educational, and diversity-focused organizations
  - Strong social media presence that promotes employer brand
  - Use of LinkedIn Recruiter to individually contact and source passive candidates
  - Use of Handshake to promote opportunities at higher education institutions around the country, to include HBCUs and other institutions with highly diverse student populations
  - Virtual and in-person presence at career fairs often with agency hiring managers
- Engagement with hiring managers to build and grow their own professional networks (i.e., hiring managers' digital presence and profile are increasingly critical to recruitment)



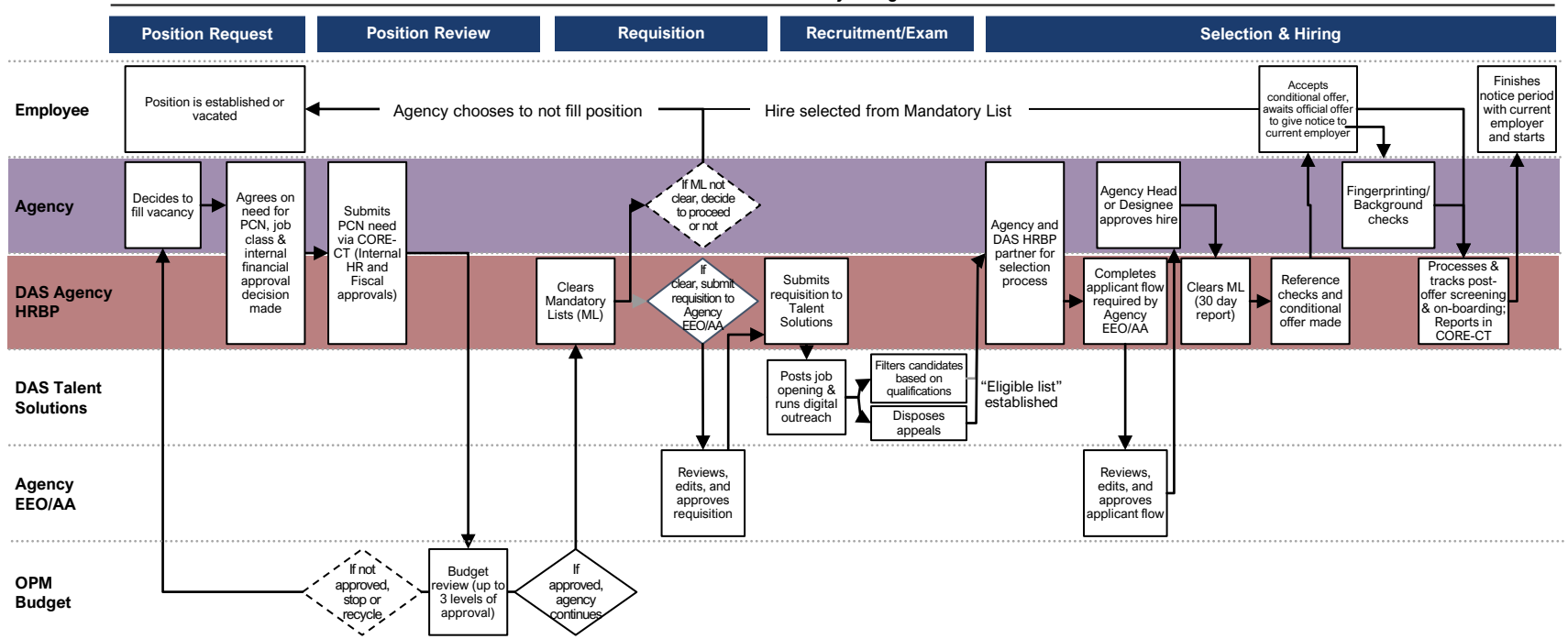
# How Long Does it Take to Fill a Position?

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- Historically, the State has not been able to answer this question comprehensively due to:
  - **A lack of emphasis on speed of the overall vacancy filling process** (i.e., the system is governed by laws, regulations, and CBA provisions that emphasize accountability, control, fairness, and transparency);
  - Information being in multiple different systems or heavily paper based; and
  - Manual and/or unique agency internal position management, affirmative action, selection, and hiring processes.
- However, HR Centralization has enabled DAS to focus expertise and resources on answering this question.
- By spring 2022, there will be a staffing dashboard to provide facts and insight into the State's staffing process.

# Agency Heads and the HRBP Teams that Report to Them are Responsible for Multiple Steps in the Vacancy Filling Process

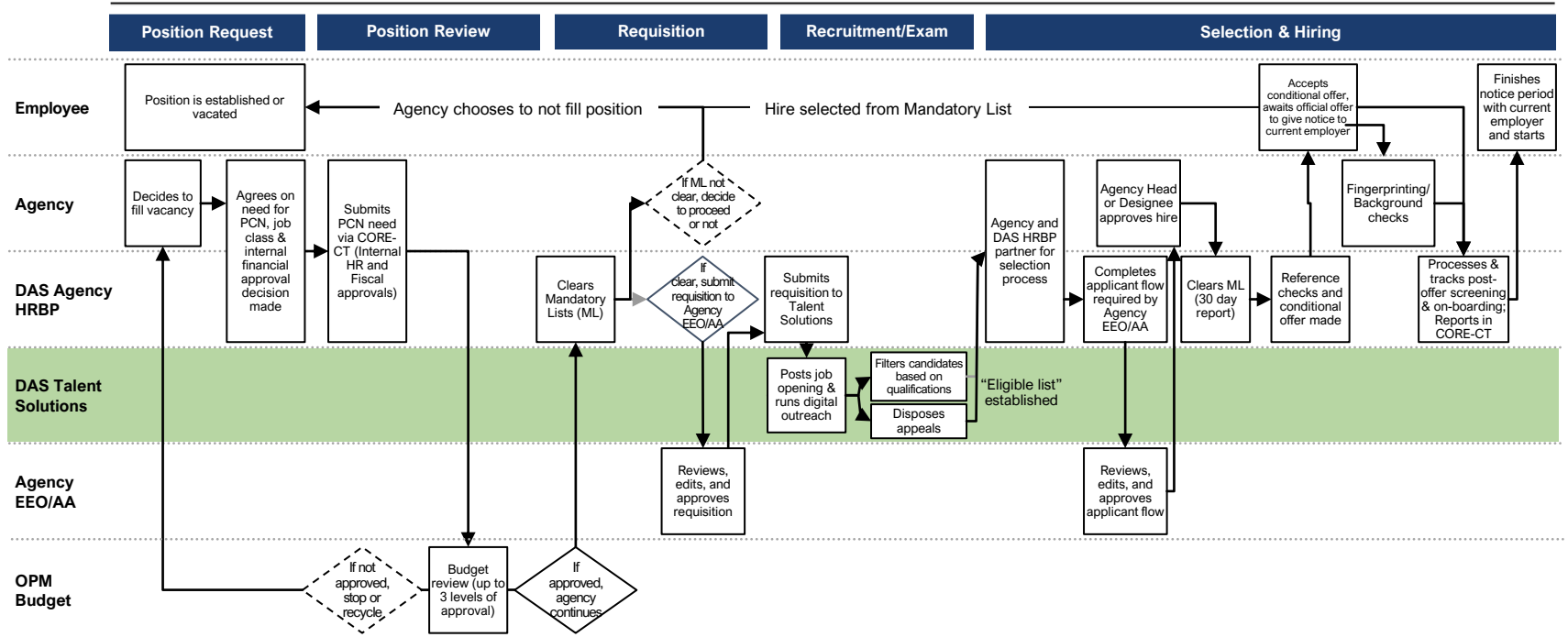
Phases of Vacancy Filling Process



Key for Agency Involvement:  Agency HRBP Team  Agency Head/Hiring Manager

# DAS' Centralized Recruitment and Exam Team (within Talent Solutions) Plays a Support Role in the Vacancy Filling Process

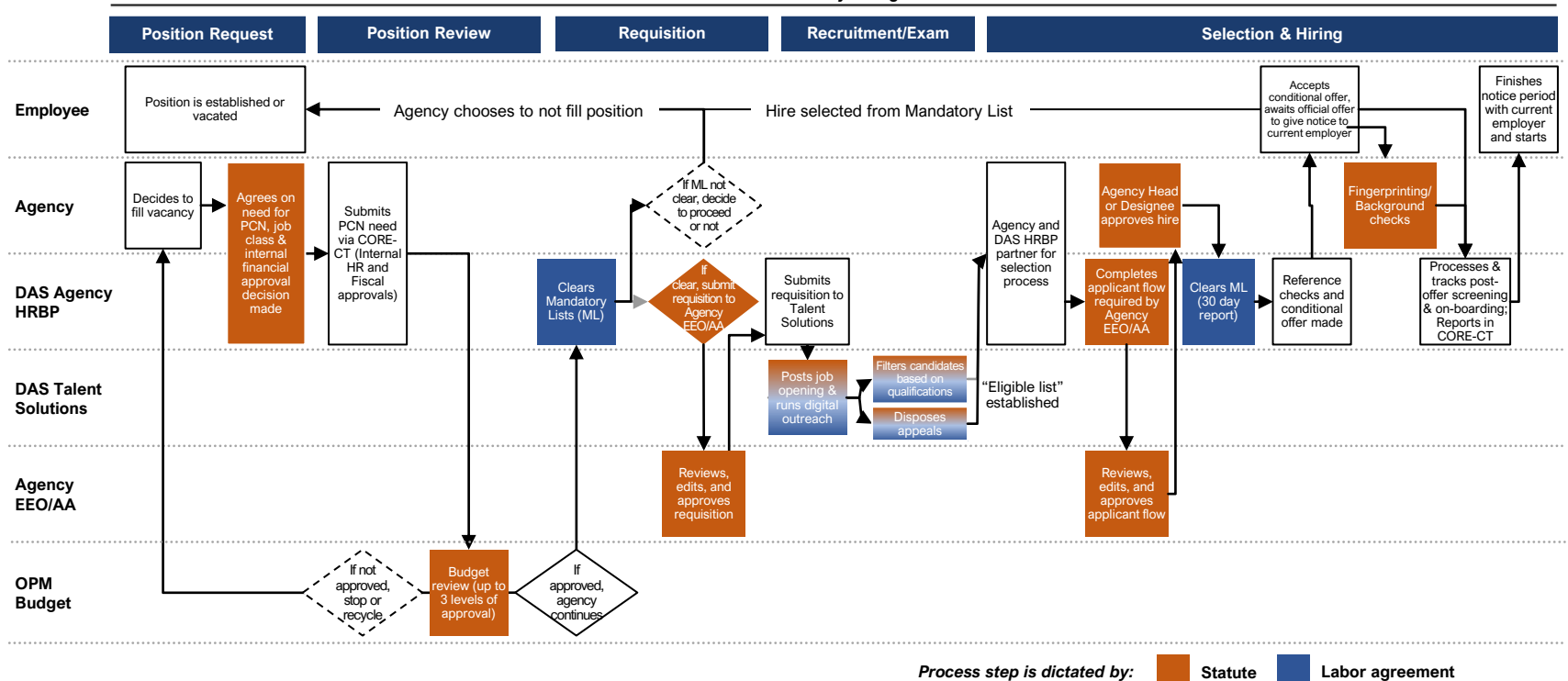
Phases of Vacancy Filling Process



Key for DAS involvement:  DAS Talent Solutions has relatively few steps in the process

# Hiring Process: Most Steps in the Process are Governed by Statute or Labor Agreement

Phases of Vacancy Filling Process



Relevant authorities: Agency Budget, State Personnel Act, SEBAC Agreements, CBAs, EEO/AA Statutes & Regs, Agency Statutory Background Checks, State Budget and OPM Statutory Authority

# DAS continues to take actions to streamline our steps in the hiring process

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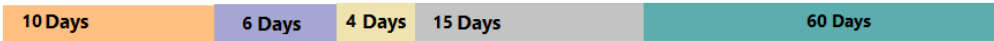
- Eliminated *written* exams for most jobs
- Combined the examination and job application into one process (prior to 2017, it was two separate processes)
- Implemented the State Executive Branch's first online applicant tracking system in October, 2017
- Proposed changes (that were approved) in 2018 to the State Personnel Act to reduce required times to post jobs and allow for appeals
- Proposing further changes to the State Personnel Act in 2022 to bring more flexibility to the recruitment/exam process
- HR Centralization has contributed further by:
  - Eliminating the DAS position review (historically performed by DAS Statewide HR) because the HRBP teams at agencies are now in DAS
  - Centralizing recruitment teams make better use of JobAps, eliminate mistakes, perform shortlisting for hiring managers, and load balance this work, as needs evolve across the state
  - Working to incorporate technology assistance with shortlisting
  - Developing end-to-end dashboard (see next page)

Class Number	<input type="text"/>	Req Create Date	<input type="radio"/> Calendar <input type="radio"/> Timeframe
Agency Number	DOT57000 X include child agencies	Specific Dates - From	01/01/2021
Recruitment Number	<input type="text"/>	To	01/31/2021
Position Number	<input type="text"/>		

[Filter Dashboard](#) [Reset Filter Parameters](#)

### Median Time to Fill

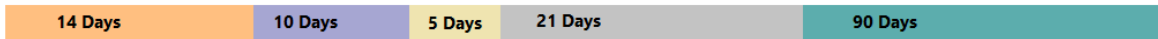
*based on filters provided*



**Total Time to Fill: 95 Days**

### State Median Time to Fill

*on filters provided*



**Total Time to Fill: 140 Days**

Percent of Time	
Agency:	78%
OPM:	6%
DAS Talent Solutions:	16%

Percent of Time	
Agency:	78%
OPM:	7%
DAS Talent Solutions:	15%

Agency Position Request		DAS Talent Solutions Recruit Process
Position Review and Approval		Agency Selection to Hire
Agency Requisition to Job Posting		

- [Time to Fill Detail](#)
- [Recruiting Trends](#)
- [Application Trends](#)

**Note: Data is illustrative and not actual**

# Adjustments to FY 23 Budget

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- Request for 13 positions in various on-site HRBP units is to prepare for the separation of CTECS from SDE and to increase bandwidth for staffing by forming dedicated staffing teams:
  - Statewide HR Program Manager for focus on continued process improvement and standardization across agencies around hiring and onboarding, etc.
  - 2 HR Generalist positions at CTECS to give them a full dedicated HRBP team for when they become a separate agency next FY
  - Adjustments at DAS (promotion by reclass and addition of a position) given additional assisted agencies to support (e.g., SDE, OEC, DOI, WCC, HR, IT, etc.)
  - 2 HR Generalist positions at DCF to increase staffing bandwidth.
  - 3 HR Generalist positions at DDS to increase staffing bandwidth.
  - 3 HR Generalist positions at DMHAS to increase staffing bandwidth.