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January 27, 2023

The Honorable K. Joseph Shekarchi  
Speaker of the House  
State House  
Providence, RI 02903

**RE: Staffing and Operations Report for January 28, 2023**

Dear House Speaker Shekarchi:

Please accept the attached report as the State's most recent update on staffing and operations for the reporting period of November 16, 2022, to January 15, 2023, as formally requested in Article 1 of the enacted SFY23 budget to show progress in recruiting and retaining staff at the RI Department of Human Services (DHS). As detailed in the budget, this report will provide an update every 60 days beginning August 1, 2022, and will cover the following topics:

- Newly filled and vacant positions by title, including lateral transfers
- Civil service information including number of eligible and available candidates as well as plans for future testing and the anticipated number of eligible and available candidates from future testing
- Current average caseload backlog
- Call Center average wait time
- Other Call Center statistics and insights

We appreciate your patience as we continue to make adjustments to this report in an effort to provide a thorough overview of the staffing and operations outlook at this agency. In following the same methodology from the staffing and operations report for November 29, 2022, we are continuing to use payroll data as the basis of FTE counts to provide a more accurate, consistent, and reliable measure of staffing levels. Importantly, this report will begin to show a decline in the current caseload backlog. We expect additional operational improvements centered on efficiency and workforce engagement—to be highlighted in the next report--will help continue that trend.

Thank you for your continued advocacy on behalf of those we serve, your interest in DHS staffing improvements, and the progress made to address outstanding issues. Please contact me if you have any questions or concerns.

Sincerely,

A handwritten signature in black ink that reads "Kimberly Merolla-Brito".

Kimberly Merolla-Brito, Acting Director  
RI Department of Human Services

CC: Raymond Simone, Chief of Staff, House Speaker's Office  
Stephen Kavanagh, Deputy Chief of Staff, House Speaker's Office



# Staffing and Operations Report

## January 28, 2023

The DHS team takes its charge seriously in promoting health, nurturing quality of life and providing stability to Rhode Island residents in need. This report provides an update on our efforts and progress to date.

### KEY HIGHLIGHTS

#### FOR DATA FROM November 16 THROUGH January 15

This section reflects progress made in hiring and retaining staff at DHS. Reporting data reflects a 60-day window, with subsequent reports capturing data where the previous report concludes. Highlights for the Staffing and Operations Report dated January 28, 2023, include:

Total vacancies cited in 'DOA Leave Report' between Nov. 16-Jan. 15, 2023-----	13*
Total NET increase of filled positions for Nov. 16-Jan. 15, 2023-----	3†
Total HIRING ACTIVITY for Nov. 16-Jan. 15, 2023-----	24††
Total REMAINING POSITIONS to be FILLED at DHS -----	114 ‡
Total POSITIONS IN RECRUITMENT PROCESS (defined in report) at DHS -----	66
Total PHE Positions FILLED -----	45 of 60

*\*The Leave Report is a report from the DOA that lists all employees who left DHS (includes staff from OCSS, OHA, ORS and VETS; DHS uses filters to remove VETS and OHA departures) since January 2022. It is not intended to be compared with other stats/data points DHS uses in this report*

*† Prior reports used a hybrid tracker that introduced irreconcilable data from payroll and HR.*

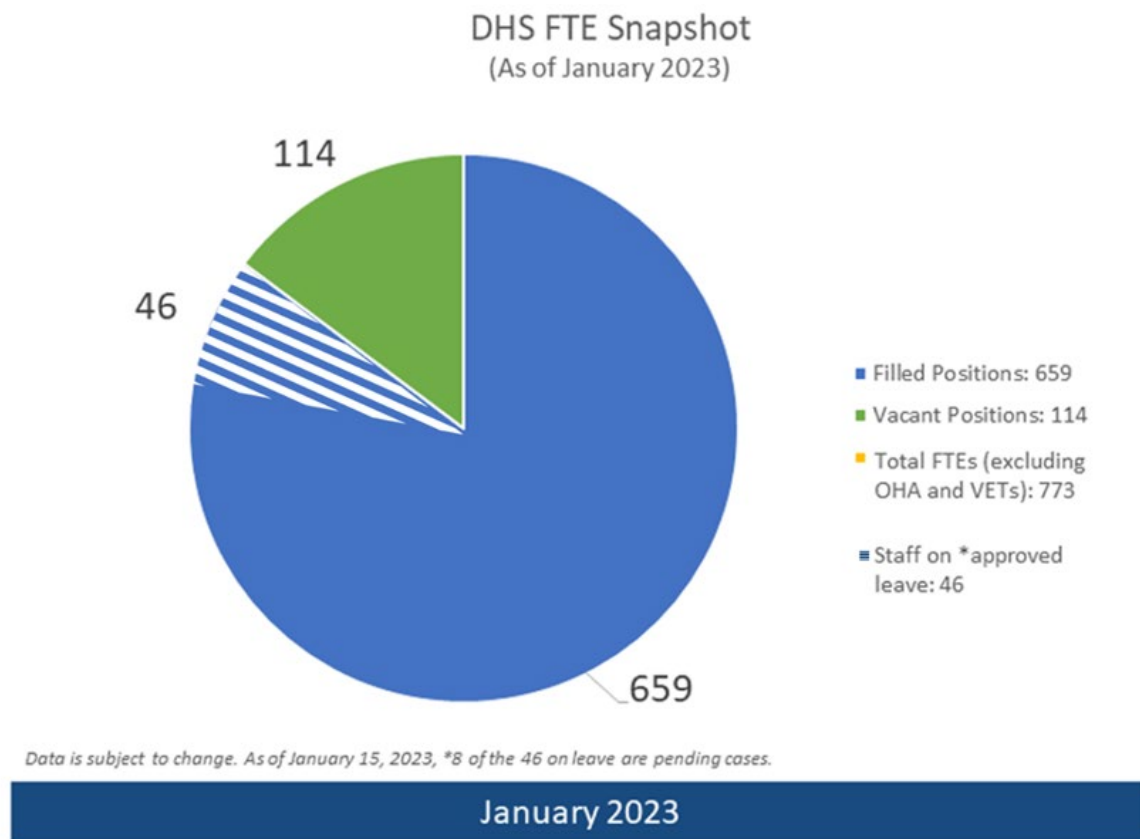
*††Total hiring activity includes all lateral, promotional, and new hires at DHS (includes OCSS and ORS) for the reporting period.*

*‡The FY23 Budget included funding for 20 additional positions that increased the FTE count for DHS from 753 to 773. This figure uses payroll data as the basis for the FTE count and should only be compared with figures using the same methodology.*

## Newly Filled and Vacant Positions

DHS continues to make progress in hiring candidates for priority eligibility positions. ***From January 2022 through December 2022, DHS filled 196 positions through a combination of promotional opportunities, lateral transfers, and new hires.*** With the start of the New Year, DHS will begin the cumulative hiring count for 2023 signifying that DHS has filled 6 positions through promotional opportunities, lateral transfers and new hires since Jan. 1, 2023.

Between November 16, 2022, and January 15, 2023, DHS filled **24 positions**. Using the payroll data closest to the reporting period for this report, you can find a Snapshot of the FTE count at DHS, which will fluctuate from each payroll period as new staff join, who are promoted; retire from state service; accept opportunities elsewhere or otherwise leave state service. Payroll data only counts individuals who have received a paycheck and/or are on leave.



*Additional information regarding staff on leave is available on page 7.*

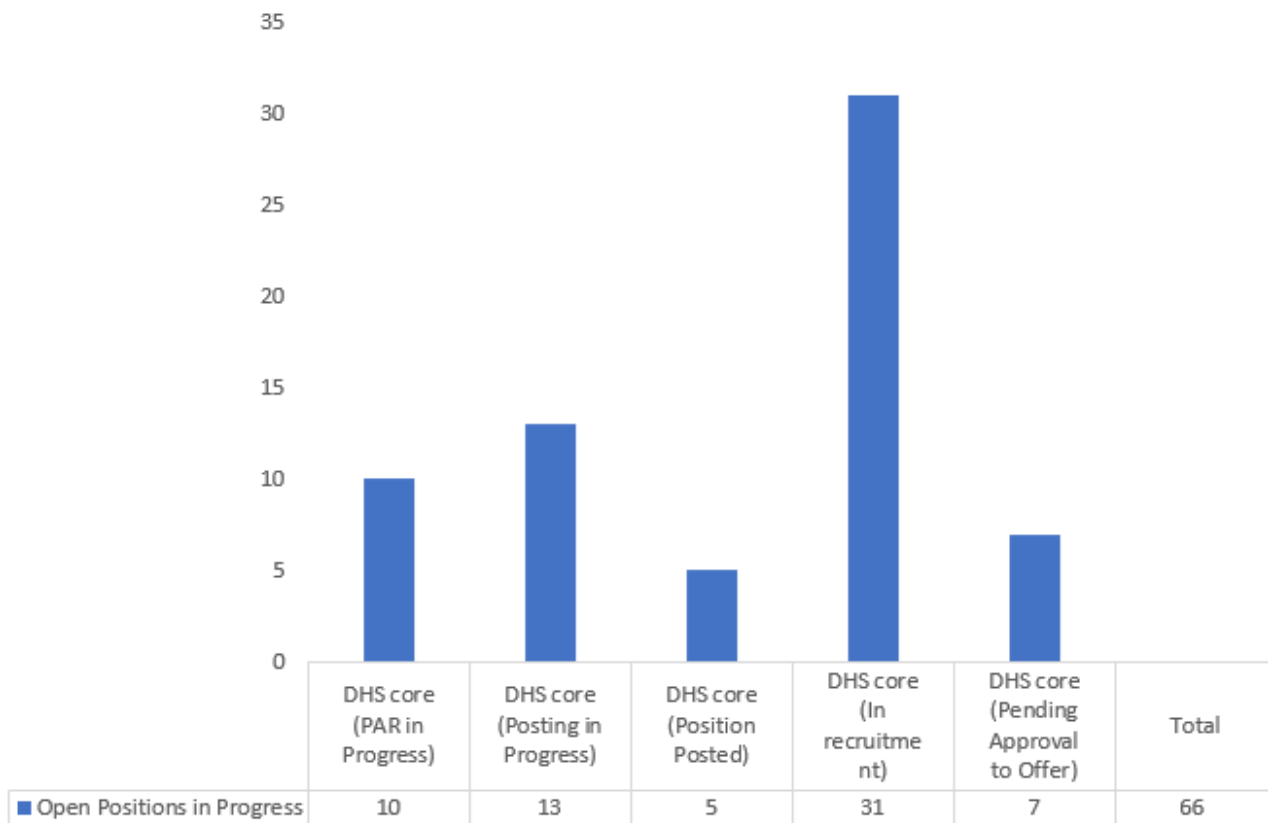
**As shared first in the November 29, 2022, Staffing and Operations Report, we will be using payroll data as the basis of FTE counts at DHS.** Through payroll information, DHS anticipates FTE counts to be a more accurate, consistent, and reliable measure of the workforce. This change results in an amended FTE count for previous reports:

- Amended FTE count for August 1, 2022 report: 635
- Amended FTE count for September 30, 2022 report: 639
- FTE count for November 29, 2022 report: 656
- FTE count for January 28, 2023 report: 659

Of the total 773 DHS FTEs (only includes DHS core, OCSS, and ORS), **66 of 114** vacant positions -- or approximately 58 percent -- of those positions are in the process of being filled as of **January 15, 2023** (payroll issued on 01/06/23). Since the November 29 staffing and operations report, DHS has seen an approximate 18 percent increase, from 56 to 66, in the number of open positions moved to the recruitment process.

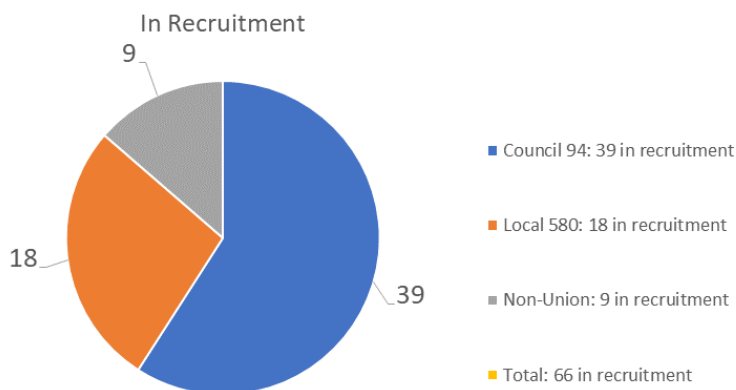
Please refer to the chart below to see the status of these positions in the recruitment process.

### Positions in Recruitment Process



*Recruitment and hiring activities change daily. Data is subject to change and may not reflect the latest status.*

### Positions in Recruitment by Union Affiliation



The recruitment process is a multifaceted process, for both union and non-union positions, intended to help ensure qualified candidates are hired to perform critical functions for DHS. It can take several weeks to several months until a position is filled and a pending start date is confirmed by a candidate. [The remaining vacant positions—not currently in the recruitment process—will be reflected in subsequent reports in tandem with payroll reporting.](#)

*For consistency, please see the definitions from DOA on the following terms in Appendix A. at the end of the report.*

**Hiring Activity**  
(November 16-January 15)

New hiring activity for the reporting period between November 16, 2022, and January 15, 2023, is comprised of back-office and customer-facing positions. For this reporting period, DHS hired 24 employees through a combination of net new, lateral, and promotional opportunities.

*Please note DHS and DOA will continue to work together to align hiring/staffing discrepancies reported. Position titles and the types of hire are outlined below:*

	Lateral Hires	Promotional Hires	New Hires
Assistant Administrator Community and Planning Services	0	1	0
Clinical Training Specialist	0	0	1
Consultant Public Health Nurse	0	0	1
Customer Support Aide	0	0	2
Customer Support Specialist I	0	0	2
Eligibility Technician I	0	1	9
Eligibility Technician II (Lobby)	1	0	0
Eligibility Technician III	1	0	0
Interdepartmental Project Manager	0	1	0
Quality Control Reviewer	0	1	0
Social Caseworker, LTSS	0	2	0
Supervising Eligibility Technician	0	1	0
<b>Total</b>	<b>2</b>	<b>7</b>	<b>15</b>

*\*For consistency, please see the definitions from DHS and DOA in Appendix A and B at the end of the report. Positions listed in ‘Hiring Activity’ are filled but may not be reflected in the FTE count above since not all have received their first paycheck at time of reporting. Additionally, since this chart also includes those with only start dates, these positions will be reflected in the ‘FTE impact’ chart for subsequent staffing reports after a first paycheck is received.*

*For consistency, please see the DHS hiring terminology in Appendix B. at the end of the report.*

## FTE Impact from Hiring Activity

Hiring at DHS fluctuates on a daily basis as employees join DHS; receive promotions; are transferred; or otherwise leave state service. The chart below focuses on the status of job classifications impacted by ongoing hiring activity, between Nov. 16, 2022-Jan. 15, 2023, using payroll as a basis with changes from previous reports marked.

Title	Nov. 29, 2022 Report	Jan. 28, 2023 Report	Change +/-
Administrator - Family and Adult Services	6	7	+1
Administrator Family and Children's Services	4	3	-1
Assistant Administrator of Vocational Rehabilitation	4	5	+1
Assistant Business Management Officer	0	1	+1
Associate Director (DHS) Division of Management Services	1	2	+1
Chief Clerk	4	3	-1
Chief Implementation Aide	3	2	-1
Child Support Enforcement Agent I	11	12	+1
Community Relations Liaison Officer	0	1	+1
Customer Service Aide (DHS)	35	32	-3
Customer Support Specialist I (DHS)	8	7	-1
Data Control Clerk	2	3	+1
Economic and Policy Analyst I	1	0	-1
Eligibility Technician I	140	161	+21
Eligibility Technician II (DHS Call Center)	25	17	-8
Eligibility Technician II (DHS Lobby)	33	28	-5
Eligibility Technician III	13	12	-1
Employment and Career Advisor	12	14	+2
Interpreter (Spanish)	4	3	-1
Principal Human Services Business Officer	4	3	-1
Productivity Project Director	8	6	-2
Senior Case Work Supervisor	11	12	+1
Social Case Worker	24	26	+2
Supervising Eligibility Technician	25	24	-1
Vocational Rehabilitation Counselor I	19	18	-1
Vocational Rehabilitation Counselor II	17	16	-1
Word Processing Typist	2	1	-1
	<b>Total filled FTEs: 656</b>	<b>Total filled FTEs: 659</b>	<b>+3</b>

All data is preliminary and subject to change. The total accounts for new staff (marked as +) in direct relation to new departures (-) resulting in an aggregate tabulation of new hires at DHS – not to be compared with 'hiring activity' since those include employees with start dates not yet on payroll.

## Recent Departures/New Vacancies Resulting

From November 16, 2022, through January 15, 2023, the Department of Administration's Leave Report indicated there were 13 departures and/or vacancies at DHS core (includes ORS and OCSS, excludes RIVETS and OHA). As the keeper of record for hiring across state agencies, DOA records show departures and new vacancies resulted in:

- **1 Assistant Director Financial and Contract Management**
- **1 Chief Implementation Aide**
- **2 Child Support Enforcement Agent**
- **2 Customer Service Aide**
- **1 Customer Support Specialist**
- **4 Eligibility Technician I**
- **1 Eligibility Technician II Call Center**
- **1 Principal Human Services Business Officer**

*Please note the Leave Report provided by DOA may not align with other data points in this report because it is not connected to payroll, which serves as a basis of the DHS Staffing and Operations Report. Additionally, the different HR/payroll systems used by the state have delays due to legacy tracking methods that have not been updated.*

## Staff on Leave Snapshot

For the current report dated January 28, 2023, the Department has 659 employees on payroll – of which approximately 46 staff members are currently on leave.

These positions are filled and active on the payroll but represent a portion of the workforce who are out of the office and not currently contributing to the day-to-day operations of the agency. While it is important to recognize that these employees are acting within their employment rights and that these rights will continue to be honored across state government, approved staff leaves reduce the agency’s actual workforce since there are fewer employees performing duties than the FTE count may suggest. All cases of positions filled and on leave are managed by DOA’s Disability Management Unit.

Additional information regarding attendance will be included in the following report. Below, please find a snapshot of current staff on leave based on the closest payroll period. Please note these numbers fluctuate every pay period as staff return and other leaves are pending approval.

Staff on Family Medical Leave Act (FMLA/PIL Leave)	11
Staff on Intermittent FMLA Leave	14
Staff on Maternity/Paternity Leave	8
Staff on Worker’s Compensation Leave	4
Staff on Military Leave	1
Light Duty	0
Pending Cases/Under Review	8
<b>Total</b>	<b>46</b>

*\*Cases pending or under review refers to staff whose cases and related medical documentation are under review by DOA’s Disability Management Unit.*

## PHE Staffing

As of January 15, 2023, **we have filled 45 of 60 PHE Eligibility Technician positions.** DHS initially posted 14 Eligibility Technician II (Call Center) positions and received applications and interest to recruit and hire 4 FTEs. Due to the limited candidate pool for Eligibility Technician II (Call Center) positions since November 2022, DHS has shifted 10 of those positions to Eligibility Technician I (Call Center) positions to expedite the hiring, onboarding, and training of PHE staff who will help ensure Medicaid customers keep and/or maintain access to health coverage when renewals are set to begin on April 1, 2023, over the course of 12 months. DHS is working in partnership with labor leadership and HR to offer a voluntary bid day for several open positions prior to securing a six (6) month extension to the Special Purpose Agreement (SPA) lateral freeze. Remaining positions after voluntary bid day would be pulled from the Civil Service List.

Currently, DHS Eligibility Technician II (Call Center) positions are promotional opportunities for existing DHS staff who have 18 months or more experience and time in service as an Eligibility Technician I. Through informal conversations, candidates have shared that the pay increase is not large enough for the volume of work. DHS has revisited business operations in the Call Center and have increased the need for Eligibility Technician I's as described above. PHE positions are included within the Hiring Activity figures. Please refer to the chart below to see the status of PHE staffing.

Position Titles	Status
Eligibility Technician Is	38 of 50 filled
Supervising Eligibility Technician (SET) temporary assignment	3 of 6 filled
ET II Call Center	4 of 4* filled
<b>TOTAL</b>	<b>45 of 60 filled</b>

## Civil Service Information

The Civil Service Exam is hosted by the RI Department of Administration (DOA). DHS works closely with DOA to fill critical positions as each agency performs a crucial function in moving qualified candidates through the completion of the onboarding process. As of January 10, 2023, the number of eligible and available candidates includes:

- 224 candidates remain on the Eligibility Technician I examination. However, as of January 10, 2023, there are only 42 active candidates left to be reached/certified on this list for interview and appointment. This civil service list expires on August 1, 2023.
- 220 candidates remain on the Social Caseworker I (SCW-I) exam. This civil service list expires on December 4, 2023. The expectation is that an additional candidate recruitment for testing will be necessary and a new SCW-I announcement in August 2023 is deemed needed to ensure continuous list availability.

As of January 10, 2023, a total of 52 candidates participated in the Eligibility Technician I civil service testing that occurred on September 30, 2022, which established a “*reserve ET-I candidate list*” of 45 passing candidates. The combined current and reserve lists comprise 87 Eligibility Technician I candidates. The expectation is that an additional candidate recruitment for testing will be necessary and a new Eligibility Technician I announcement in



July 2023 is planned to ensure continuous list availability. *For consistency, please see the DOA Civil Service HR definitions in Appendix C. at the end of the report.*

## Current Caseload\*

### Snapshot

Data on pending applications reflect a point in time. For the current January 2023 Staffing and Operations Report, the number of pending new applications across all programs was 8,661. The total overdue pending applications awaiting State action was 4,397. DHS continues to process applications within the mandatory timeliness standard set by the federal government, which typically requires applications to be processed within 30 days with the exception of complex Medicaid and expedited SNAP.

Pending applications have remained elevated during this snapshot due to ongoing challenges, however, total pending caseload decreased by six percent when compared to the November report. Ongoing challenges impacting this report period include current staffing capacity, seasonal staff availability, the increased onboarding activity associated with the influx of new staff, enhanced quality control measures, the return of SNAP related processes, and an IT discrepancy that previously counted resolved cases. Our IT vendor and state team are continuing analysis on the existing overdue undetermined medical (3,131 cases) and prioritizing recommendations for closure, purging and merging of duplicate cases. Data is also showing **more than half of these cases in pending status have already been worked** with tasks needing to be disposed as customers have active Medicaid coverage.

The recent decline in total current caseload could also be partially attributed to newly onboarded staff gaining more policy knowledge and case processing skills as well as the ongoing work to dispose of cases already worked. Each newly onboarded Eligibility Technician I, with training and experience, is projected to bring 50 households to case completion to help them maintain and/or receive benefits each month. In addition, DHS has reorganized staff assignments in a way that ensures tasks for working all programs have worker coverage. Additional operational adjustments in place since January is also aiding in the management of workload, adding more structure and accountability to drive down the backlog.

*Current caseload data continues on next page.*

Reporting as of January 15, 2023. Please note there is ongoing analysis and recommendations for closure for cases that have been resolved but are still being counted.

	Not Overdue			Overdue			Total
	Client	State	Total	Client	State	Total	
<b>SNAP Expedited</b>	36	313	349	11	26	37	<b>386</b>
<b>SNAP Non-Expedited</b>	584	607	1,191	161	154	315	<b>1,506</b>
<b>CCAP</b>	9	271	280	16	141	157	<b>437</b>
<b>GPA Burial</b>	0	1	1	0	2	2	<b>3</b>
<b>SSP</b>	0	70	70	0	24	24	<b>94</b>
<b>GPA</b>	21	55	76	9	17	26	<b>102</b>
<b>RIW</b>	112	239	351	50	133	183	<b>534</b>
<b>Undetermined Medical</b>	26	588	614	205	2,926	3,131	<b>3,745</b>
<b>Medicaid-MAGI</b>	12	38	50	157	167	324	<b>374</b>
<b>Medicare Premium Payments</b>	8	264	272	49	431	480	<b>752</b>
<b>Medicaid Complex</b>	2	68	70	48	305	353	<b>423</b>
<b>LTSS</b>	10	220	230	4	71	75	<b>305</b>
<b>Grand Total</b>	820	2,734	3,554	710	4,397	5,107	<b>8,661</b>

### Caseload Processing Averages

As the agency charged with administering health and human service public benefits, the Department must process applications that follow the federal government’s mandatory timeliness standard. While most programs have a mandatory 30-day threshold – the amount of time DHS has to process an application before it is considered overdue – there are programs with longer deadlines for processing before it is considered ‘overdue.’

Refer to the chart on the right to see the mandatory timeliness standard per program. While the majority of cases per program are processed in a timely manner, a select number of cases awaiting customer or state action that become overdue may see a delay in authorization of benefits that is not reflective of the overall customer experience.

Program	Overdue Threshold for Applications	Avg. Number of Days from Applications Received to Authorized	Avg. Days from Overdue to Authorization
Expedited SNAP	7 Days	11	13
Non-Expedited SNAP	30 Days	24	20
Cash Assistance (RIW/GPA)	30 Days	24	15
Undetermined Medical	30 Days	N/A	N/A
Medicaid MAGI	30 Days	22	43
Complex Medical	45 Days	31	49
Long Term Care (LTSS)	90 Days	62	14

Data pulled for the January 2023 Staffing and Operations Report).

For consistency, please see the DHS caseload terminology in Appendix D. at the end of the report.

## NEW Hire FTE Impact on Pending Applications

The Department currently has 45 Eligibility Technicians needing supervisory approval (ETSAs), who are collectively processing about 778 cases per week. All ETSAs have completed new hire training and have begun either SNAP or MAGI training. Of the total 45 ETSAs, only 37 have reached enough proficiency to start working within the RIBridges system to process cases. The other ETSAs are completing 1 or 2 cases per day as they become more proficient from direct coaching and support.

# of ETSAs	Assigned to:	Outcomes
2	Incoming calls at the Call Center	Each assigned group is averaging, per week, approximately: Incoming: 53 cases Outbound: 40 cases SNAP: 665 cases Medical: 20 cases
2	outbound calls (branch based)	
31	SNAP applications, recertifications, or interim reviews	
2	Processing MAGI applications	

*\*ETSAs require supervisory approval because they have not completed their probation period. As a result, a review by a supervisor for final eligibility determination is required, adding time but assuring accuracy in processing.*

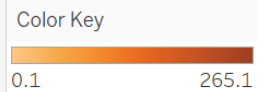
## Call Center

For the period between **November 16, 2022, through January 15, 2023**, the average wait time to speak to DHS staff was approximately **1 hour and 7 minutes**. DHS recognizes this average wait time remains longer than it should be and has implemented call back functionality to reduce the time customers spend waiting on the phone. The average wait time encompasses all calls (those opting for a call back and those that wait in queue) that are transferred and connected with a DHS worker.

**A factor that could contribute to increased Call Center volume** is the [federal government ending the COVID-19 related SNAP emergency allotments](#), scheduled to be disbursed one last time in February 2023. Additional resources (primarily informational materials such as a poster, website notifications, and a social media toolkit) were provided to regional office staff, community partners, and other state agencies to help customers seeking assistance. Through strategic planning, technology resources, additional progress on keeping up with back-office tasks and hiring efforts, DHS anticipates continued progress in reducing average wait times and improving customer satisfaction.

Importantly, the availability of call back functionality changes on a daily basis due to staff availability and call volume. In order to reach all those in the queue by the end of the day, DHS makes it available strategically in the morning until capacity is reached. Wait times, however, fluctuate from month-to-month and DHS did see a decrease in call volume from the November staffing and operations report. To help address current limitations, DHS has secured a resource through Knowledge Service that will provide improved customer access to the functionality by way of full adoption of the place-in-line call backs; exploring individual queue max limits; and DHS' ability to implement changes to IVR scripting independent of Verizon support.

## Average Weekly Wait Times by Queue (callbacks excluded)

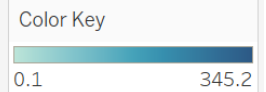


11/20/22 11/27/22 12/4/22 12/11/22 12/18/22 12/25/22 1/1/23 1/8/23 1/15/23

Child Care	02:03:46	02:10:00	02:16:45	01:55:05	02:15:19	02:11:09	02:17:45	01:49:40	02:54:53
ECA Transfer	00:15:54	00:19:07	00:14:55	00:14:33	00:27:43	00:15:33	00:33:35	00:27:23	00:09:55
English SSP						00:02:55	00:04:35	00:16:31	00:02:53
GPA	00:00:06	00:06:02	00:05:45	00:03:00	00:03:57	00:00:10	00:04:02	00:12:06	00:03:55
LTSS	00:09:41	00:07:03	00:03:19	00:04:14	00:05:35	00:04:03	00:06:43	00:07:50	00:08:24
Medical	02:02:50	03:11:52	02:28:48	02:39:58	02:41:08	02:23:36	02:20:15	02:27:52	02:53:08
Other Skills	00:07:16	00:06:23	00:01:01	00:06:19	00:12:11				
RIW	02:14:16	02:26:40	02:19:19	01:44:13	02:03:50	02:36:55	02:21:19	02:02:08	02:53:10
SNAP	03:19:56	02:59:41	02:51:04	01:59:19	02:14:48	02:23:45	02:44:33	02:20:16	03:07:49
SNAP Interviews/..	04:25:08	03:19:00	03:45:32	03:07:15	03:53:14	03:30:54	03:36:28	03:28:59	04:05:58
Spanish SSP						00:00:11	00:06:18	00:08:01	
Specialty	00:18:34	00:12:19	00:14:45	00:17:07	00:15:20	00:24:03	00:26:30	00:17:22	00:18:16
Tech Help	00:10:22	00:10:47	00:13:35	00:07:07	00:12:20	00:14:02	00:18:08	00:09:52	00:11:32
Triage	00:17:36	00:44:39	00:19:02	00:22:16	00:24:10	00:16:17	00:21:27	00:19:48	00:25:52
Grand Total	02:00:30	01:50:36	01:35:32	01:11:02	01:23:53	01:37:33	01:43:36	01:28:57	01:39:04

The charts below demonstrate the impact of call backs in lowering wait times for customers that opt to hang up and receive a call back.

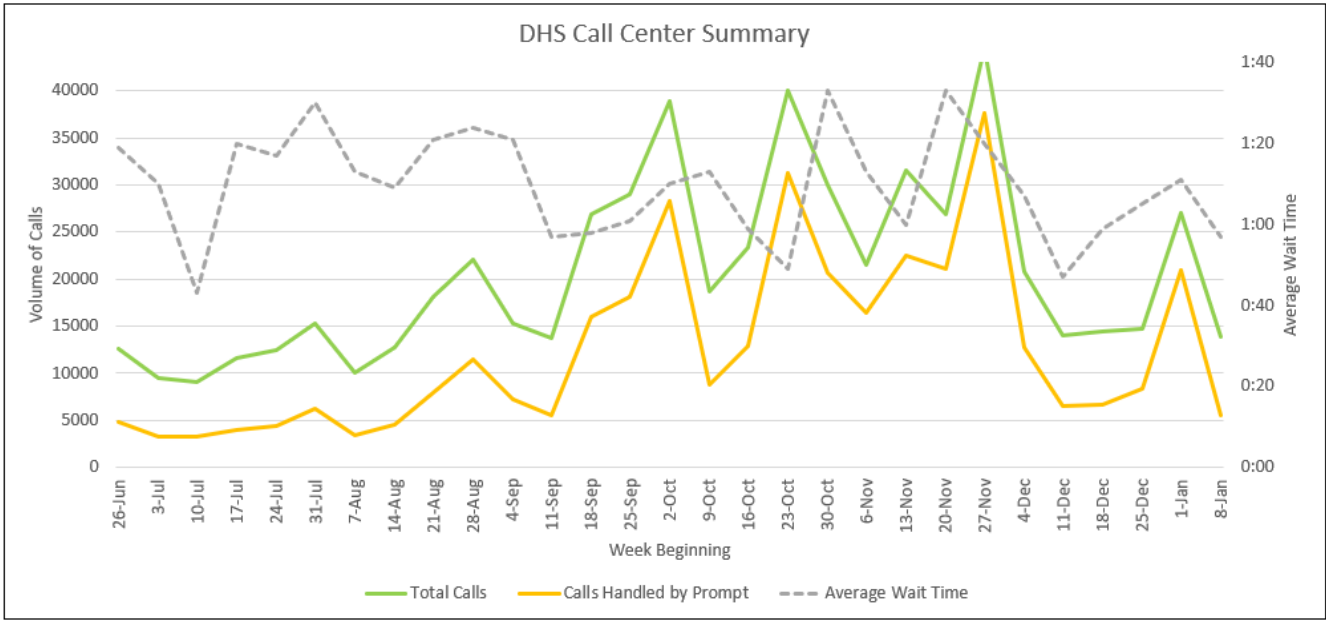
## Average Weekly Wait Times by Queue (callbacks included)



11/20/22 11/27/22 12/4/22 12/11/22 12/18/22 12/25/22 1/1/23 1/8/23 1/15/23

Child Care	01:15:34	01:16:40	01:30:33	00:56:37	01:10:58	01:26:24	01:28:22	01:00:37	01:35:34
ECA Transfer	00:15:54	00:19:07	00:14:19	00:14:28	00:25:58	00:15:28	00:32:11	00:24:23	00:09:55
English SSP						00:02:55	00:04:35	00:16:31	00:02:53
GPA	00:00:06	00:06:02	00:06:08	00:03:00	00:04:19	00:00:10	00:04:02	00:11:16	00:03:55
LTSS	00:09:41	00:07:10	00:03:19	00:04:17	00:05:35	00:04:03	00:06:41	00:07:50	00:08:24
Medical	01:37:23	01:32:09	01:19:01	01:06:01	01:22:19	01:22:35	01:15:14	00:56:11	01:45:38
Other Skills	00:07:16	00:06:23	00:01:01	00:06:19	00:12:11				
RIW	01:39:12	01:39:11	01:14:26	00:57:49	01:13:07	01:35:19	01:28:43	01:13:53	01:36:11
SNAP	02:08:19	01:43:54	01:32:36	00:57:47	01:16:19	01:15:49	01:31:10	01:13:35	01:38:40
SNAP Interviews/..	02:47:05	02:26:29	01:47:55	01:34:52	02:07:41	01:55:27	02:17:23	01:39:00	02:39:07
Spanish SSP						00:00:11	00:06:18	00:08:01	
Specialty	00:18:14	00:12:17	00:14:45	00:16:56	00:15:15	00:23:38	00:26:30	00:15:58	00:18:16
Tech Help	00:10:22	00:10:10	00:13:25	00:06:55	00:12:03	00:13:35	00:17:45	00:09:43	00:11:32
Triage	00:17:36	00:44:39	00:19:02	00:22:16	00:24:10	00:16:17	00:21:27	00:19:48	00:25:52
Grand Total	01:33:03	01:20:13	01:06:54	00:46:47	00:59:22	01:05:03	01:11:28	00:57:18	01:11:44

During this time period, there were approximately 49 staff members supporting the Call Center with approximately 34 of those employees taking five calls or more per day (*this metric does not reflect all customer facing activities staff undertake, however, future reports may introduce other data points to better reflect work performed*).



The Call Center typically sees a pattern of high call volume toward the beginning and end of each month. Since call volume may vary from day-to-day, DHS on occasion publishes a website notification to announce high call volume days and any changes to operational hours for the day.

### Impact of NEW FTE to Call Center Activity

As the agency continues to make progress in filling critical positions overall, the Department has maintained and addressed incoming calls to the Call Center with reduced staff. Despite this, call back functionality across all programs has been an instrumental tool in lowering overall wait times with data indicating callers who opted for call backs averaged approximately 15 minutes waiting on the phone.

As noted in payroll information, there was a loss of net employees to the Call Center with only four hires (three promotional) in November 2022 and reduced interest for field staff to support on a voluntary basis. Additional support may be added on a rotating basis if call center volume increases.

###

# Appendix A.

## DOA Positions in Recruitment Definitions

**Personnel Action Request (PAR)** – The Personnel Action Request (PAR) is the requisition that begins the process of filling a position. It is entered by a designated individual at the agency level and goes through several levels of approval. The specific approval process for DHS PARs includes DHS (CFO and Director), EOHHS, HR, Budget Analyst and Budget Management. Once all approvals are in place, HR and DHS work together to finalize the posting and the recruitment begins.

**PAR in Progress** – The term ‘PAR in Process’ refers to PARs that have been entered into the system by DHS but have not yet completed the approval process.

**Posting in Progress** – Once the PAR is approved, the position is prepared to be posted on apply.ri.gov. DOA/HR confers with DHS to determine when the position should be posted and as a result of such discussion, HR prepares a draft posting for DHS approval. Once DHS finalizes and approves the posting, it is returned to DOA/HR for posting.

**Position Posted** – The position is posted on apply.ri.gov for the required 10 calendar days.

**Pending Candidate Referral** – After the posting closes, DOA/HR reviews applicant information to determine who is eligible based on Collective Bargaining Agreements (if applicable for the position). If the position is a non-union position, all applicants are referred to DHS.

**In Recruitment** – The posting has closed and candidates are referred to DHS. During this time, the DHS is reviewing candidates’ qualifications/screening to determine if they meet minimum qualifications. At this time in the process, interviews are conducted if appropriate.

**Candidate Recommended for Hire/Pending Approval to Offer** – The top candidate has been recommended by the DHS for hire in the Automated Applicant Tracking System (NeoGov). DOA/HR reviews and approves the hire recommendation and notifies DHS, which then makes a job offer to the candidate.

**Candidate Accepted, Pending Start Date** – The candidate has accepted the position and DHS is waiting on confirmation of when the employee will begin in their new role.

**Filled** – The candidate has accepted the position and has a confirmed start date for when they will move into the new role or join DHS.

# Appendix B.

## DHS Hiring Terminology

**Lateral Transfer** – A lateral hire is an employee moving to a new home office location within the same job classification title. For example, an Eligibility Technician I moving from a home office of Warwick to Middletown.

**Promotional Opportunity** – A promotional opportunity is when an existing DHS employee accepts a different position opening from within DHS.

When an existing DHS employee takes another position opening with DHS, the employee is promoted into their new role resulting in a new vacancy. For example, a Supervising Eligibility Technician is promoted into a vacant Senior Casework Supervisor position. While adhering to any collective bargaining agreements, DHS promotes the internal employee and now needs to recruit for the vacant Supervising Eligibility Technician. **Please note:** DOA considers a promotional opportunity to include the above but also includes when an employee from another state agency joins DHS and fills a vacant position, which increases DHS' workforce.

**New Hire** – A new hire is a completed hire resulting in an increase to DHS workforce. This person is new to DHS (either from another state agency or new to state) and fills a vacancy at DHS not resulting in another vacancy to be filled. **Please note:** DOA considers new hires as those new to state service.

## Appendix C.

### DOA Civil Service HR Definitions

**'Active' Candidates** – Refers to candidates who have passed the civil service examination with a score of 70 or more and appear in rank order of performance on this list.

**'Certified' Candidates** – Refers to candidates who have been reached on the list, based on their score/rank, and are eligible to be interviewed and considered for appointment by the Department's interview team.

**'Available' Candidates** – Refers to candidates on the list, who during exam administration, select "Regional Location" and "Position Type" preferences. These selections will influence their availability when "certified/reached" for Departmental interview.

## Appendix D.

### Caseload Key Terminology

**Not Overdue**—Refers to applications that are within the mandatory timeliness standard set by the federal government. Each program has its own timeliness standard before it is considered overdue.

**Overdue**—Refers to applications not yet processed and past the mandatory timeliness standard. Even if an overdue application is completed a single day later, it is tracked as overdue by the agency.