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July 27, 2023

The Honorable Marvin L. Abney  
Chairman, House Committee on Finance  
State House  
82 Smith Street  
Providence, RI 02903

**RE: Staffing and Operations Report for July 27, 2023**

Dear Chairman Abney:

Please accept the attached report as the State's most recent update on staffing and operations for the reporting period of May 18, 2023, to July 17, 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 as previous staffing and operations reports, 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.

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,

*Kimberly Merolla-Brito*

Kimberly Merolla-Brito  
Director  
RI Department of Human Services

CC: Sharon Reynolds Ferland, House Fiscal Advisor  
Christopher O'Brien, Committee Clerk, House Committee on Finance



# Staffing and Operations Report

## July 27, 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 May 18 THROUGH July 17

This section reflects progress made in hiring and retaining staff at DHS, which filled a cumulative total of 306 positions between January 2022 – July 17, 2023. 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 July 27, 2023, include:

Total vacancies cited in ‘DOA Leave Report’ between May 18-July 17, 2023-----	15*
Total NET difference of filled positions for May 18-July 17, 2023-----	- 5 †
Resulting from FTE reduction from FY23 to FY24: -	-3
<b>Actual net</b> due to FTE hiring activity:	-2
Total HIRING ACTIVITY for May 18-July 17, 2023-----	44††
Total REMAINING POSITIONS to be FILLED at DHS -----	107 ‡
Total POSITIONS IN RECRUITMENT PROCESS (defined in report) at DHS -----	103
Total PHE Positions FILLED -----	48 of 60

\*The Leave Report refers to 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) during the reporting period. It is not intended to be compared with other stats/data points DHS uses in this report

† Initial August 2022 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.

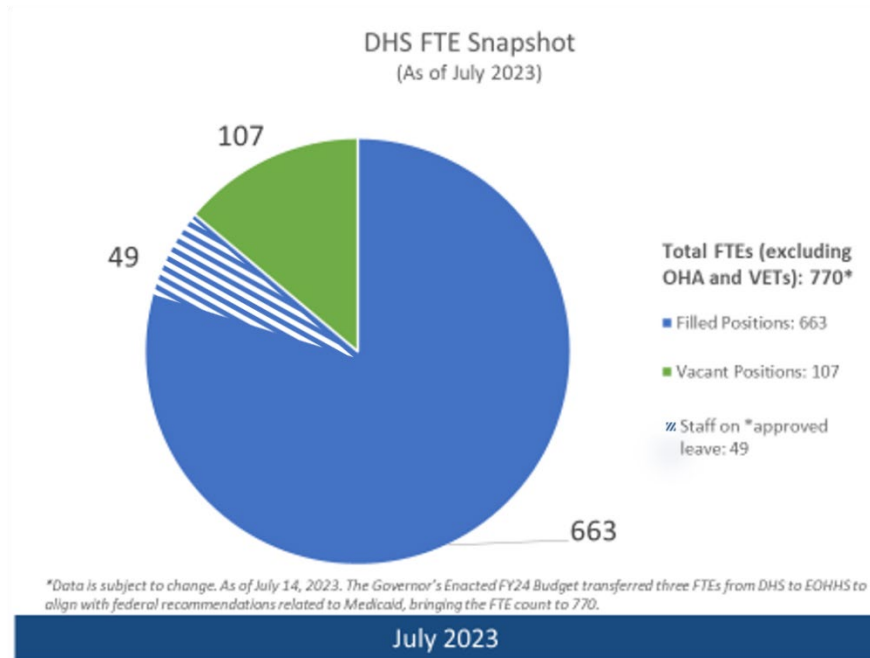
‡The FY24 Budget transferred three FTEs from DHS to EOHHS, bringing total FTE count to 770 from 773. This figure uses payroll data as the basis for the FTE count and should only be compared with figures using the same methodology.

### Legislative Update

The Governor’s Enacted FY24 Budget contained important changes for the operations of DHS, including notable highlights for facilities as well as a change in the number of allocated FTEs for the agency. With the support of the General Assembly, the **Department of Human Services was granted approval to lease office space** at 125 Holden Street and expand its current footprint at 1 Reservoir Avenue, both in Providence. As operations lay the groundwork for these customer facing offices in Providence, DHS anticipates seeing improvements in the overall customer experience. Additionally, **three FTEs from the DHS were transferred** to EOHHS to align with federal recommendations related to Medicaid.

## Newly Filled and Vacant Positions

DHS continues to prioritize the hiring of critical customer facing positions. ***From January 2022 through December 2022, DHS filled 196 positions through a combination of promotional opportunities, lateral transfers, and new hires.*** Since January 1, 2023, the cumulative hiring activity at DHS for this year is 110 positions and this includes all promotional opportunities, lateral transfers and new hires.



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

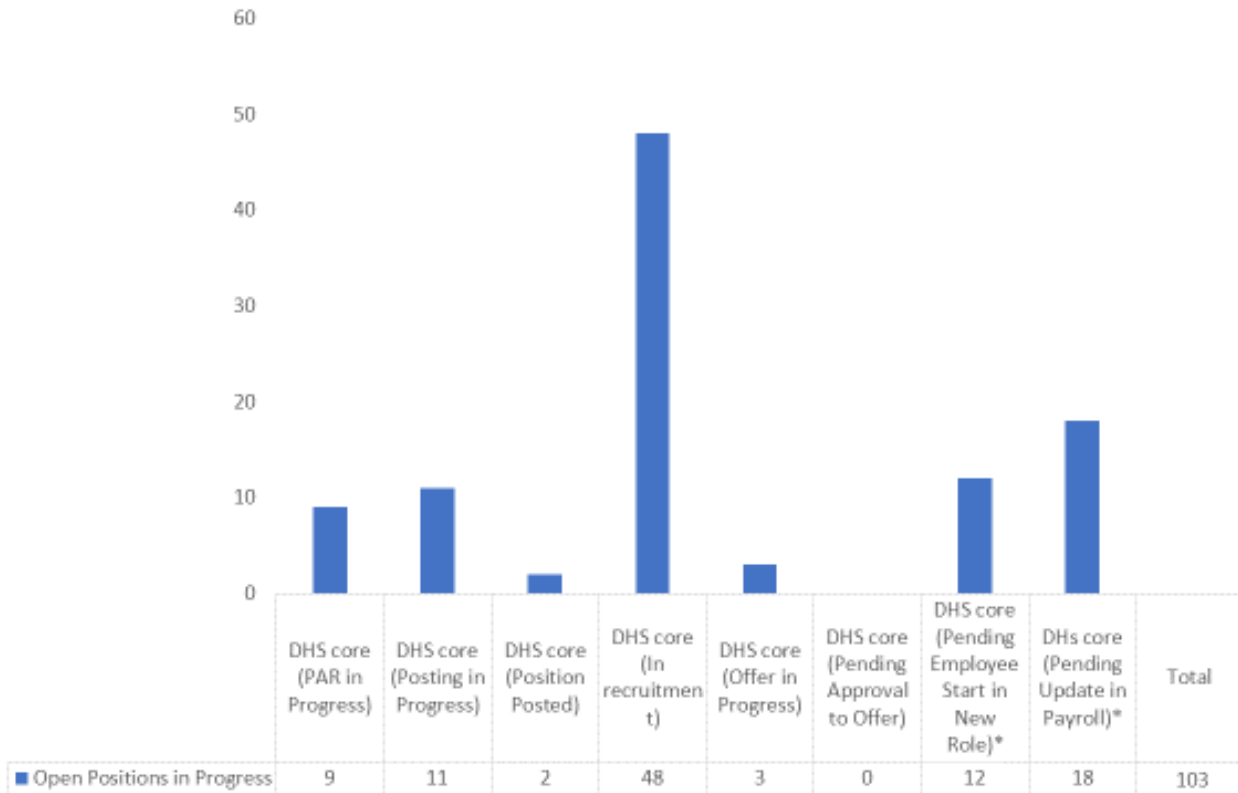
Between May 18, 2023, and July 17, 2023, **DHS filled 44 positions.** Using the payroll data closest to the reporting period for this report, you can find a snapshot of the FTE count at DHS, which will fluctuate from each payroll period as new staff join; are promoted; retire from state service; accept opportunities elsewhere or otherwise leave state service. Payroll data only counts individuals who have received a paycheck and/or are on leave. At the time of this reporting, 18 positions have been filled with internal candidates who have started in their new role but have not yet been updated in payroll. However, they are counted in the total filled since they are internal promotions.

**Using payroll data as the basis of FTE counts at DHS, the bullet points below show the progress made on filling positions:**

- 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
- FTE count for March 29, 2023 report: 656
- FTE count for May 28, 2023 report: 668
- FTE count for July 27, 2023 report: 663 (666 filled, but counts 3 FTEs that have not yet transferred)

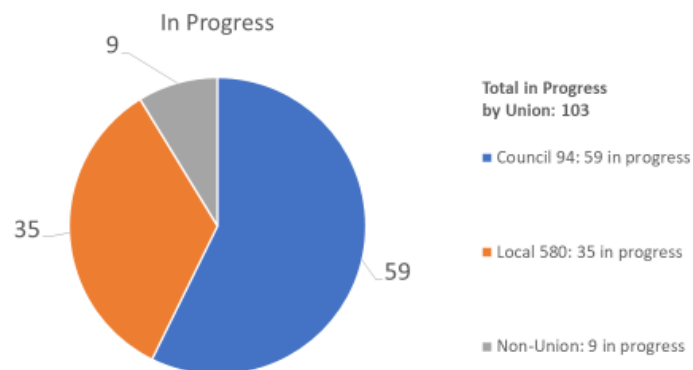
DHS’s FTE cap was reduced from 773 to 770 in FY 24 due to the transfer of three FTE staff to EOHHS. These positions were responsible for conducting required Medicaid eligibility determinations and quality control tasks. With the transference, potential compliance issues were addressed. Of the total 770 DHS FTEs (only includes DHS core, OCSS, and ORS), **103 of 107** vacant positions -- or approximately 96 percent – of those positions are in the process of being filled as of **July 17, 2023** (payroll issued on 07/21/23). 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. \*Additional categories are further explained in Appendix A.*

### Positions in Recruitment by Union Affiliation



The recruitment process is multifaceted for both union and non-union positions. It is 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 of which 18 internal candidates are currently pending an update in payroll.

**For consistency, please refer to the appendix section at the bottom of the report for definitions on terms from DHS and DOA.**

### Hiring Activity (May 18-July 17)

New hiring activity for the reporting period between May 18, 2023, and July 17, 2023, is comprised of back-office and customer-facing positions. For this reporting period, DHS hired 44 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	Promotional	New Hires
Assistant Administrator, Community and Planning	0	1	0
Chief Human Services Business Officer	0	1	0
Community Relations Liaison Officer	0	0	1
Customer Service Aide	0	0	3
Customer Support Specialist	1	0	1
Eligibility Technician I	0	7	8
Eligibility Technician III	0	2	0
Employment and Career Advisor	1	0	0
Implementation Aide	1	0	0
Interdepartmental Project Manager	0	1	0
Office Manager	0	0	1
Quality Control Reviewer	0	2	0
Senior Human Services Policy & Systems Specialist	0	1	0
Social Caseworker, LTSS	0	4	4
Supervising Eligibility Technician	1	3	0
<b>Total*</b>	<b>4</b>	<b>22</b>	<b>18</b>

*\*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.*

## 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, using payroll through July 14 as a basis for changes from the previous report noted.

Title	May 28, 2023	July 27, 2023	Change +/-
Social Case Worker	22	26	+4
Customer Service Aide (DHS)	35	38	+3
Assistant Administrator- Financial Management	1	2	+1
Associate Director (DHS) Division Of Community Services	1	2	+1
Chief Human Services Business Officer	3	4	+1
Child Support Enforcement Agent II	18	19	+1
Community Relations Liaison Officer	1	2	+1
Eligibility Technician III (DHS)	14	15	+1
Interdepartmental Project Manager	5	6	+1
Office Manager	1	2	+1
Quality Control Reviewer	9	10	+1
Senior Human Services Business Officer	3	4	+1
Supervising Eligibility Technician	22	23	+1
Chief Case Work Supervisor	4	3	-1
Clinical Training Specialist	6	5	-1
Principal Clerk	2	1	-1
Programming Services Officer	5	4	-1
Senior Word Processing Typist	9	8	-1
Vocational Rehabilitation Counselor I	19	18	-1
Assistant Administrator Community And Planning Services	8	6	-2
Employment And Career Advisor	15	13	-2
Principal Human Services Business Officer	4	2	-2
Eligibility Technician	156	148	-8
		<b>Total net aggregate:</b>	<b>-5*</b>

**\*Actual net loss of 2; Three FTEs transferring to EOHHS; DHS FTE authorization reduced to 770 from 773.** 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. Please note, internal promotional opportunities may take more than one pay period to appear in their new job title.

## Recent Departures/New Vacancies Resulting

From May 18, 2023, through July 17, 2023, the Department of Administration’s Leave Report indicated there were 15 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 for the following positions:

- **1 Assistant Administrator Community and Planning Services**
- **1 Clinical Training Specialist**
- **1 Customer Service Aide**
- **7 Eligibility Technicians**
- **1 Eligibility Technician II**
- **1 Principal Human Services Policy & Systems Specialist**
- **1 Programming Services Officer**
- **1 Rehabilitation Counselor**
- **1 Supervising Eligibility Technician**

*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. Please note certain positions, such as Eligibility Technician II and Eligibility Technician III, are only available as promotional opportunities that also create a new vacancy and the hiring process it entails.*

## Staff on Leave Snapshot

For the current report dated July 27, 2023, DHS has 663 employees (666 actual filled, but counts 3 that have not yet transferred), of which approximately 49 staff members are currently on leave based on data provided by DOA.

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. 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 (DMU). In coordination with labor leadership and DOA, the State is pursuing a new ‘light duty’ job classification. Development of this classification is in process with DMU and Blue Cross Blue Shield, with DHS currently piloting the concept and offering the assignment to staff currently on leave with DMU. 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)	13
Staff on Intermittent FMLA Leave	20
Staff on Maternity/Paternity Leave	5
Staff on Worker’s Compensation Leave	3
Staff on Military Leave	0
Light Duty	0
Pending Cases/Under Review*	8
<b>Total:</b>	<b>49</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 July 17, 2023, **we have filled 40 of 49 PHE Eligibility Technician I positions.** The remaining 9 vacancies resulted from Eligibility Technician I's leaving the agency at around 6 months, where minimum qualifications must be met to pass the probationary status. DHS has exhausted the current ET Civil Service List, receiving all 48 names from DOA, and offered all candidates an opportunity to interview. To ensure the continuous availability of candidates, DHS is using the ET list generated from the April 2023 Civil Service Exam and finalizing closure of this list in preparation for the new list anticipated in September. Importantly, DHS's final recommendations are being processed and additional Eligibility Technicians will start in their new roles in the coming weeks.

DHS initially posted 14 Eligibility Technician II (Call Center) positions and received applications and interest to recruit and hire four of those FTEs. Due to the candidate pool for Eligibility Technician II (Call Center) positions since November 2022, DHS 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 after renewals started on April 1, 2023.

Please note DHS Eligibility Technician II (Call Center) positions are promotional opportunities for existing DHS staff who have 12 months or more experience and time in service as an Eligibility Technician I. While DHS has repurposed some FTE positions to ensure adequate staffing is available to assist with redeterminations, the chart below highlights the PHE positions filled to date. These PHE positions are included within the Hiring Activity figures.

Independent of PHE staffing at DHS, and as recommended in the enacted SFY 2023 Governor's Budget, DOA awarded a tentative contract to Deloitte on May 12, 2023, for data processing support so that DHS Eligibility Technicians can focus on Medicaid redeterminations over the next months through May 2024. At the date of the signed contract, the vendor has 4-6 weeks to expedite the recruitment and onboarding of temporary support staff.

Position Titles	Status
Eligibility Technician Is	40 of 49 filled
ET II Call Center	4 of 4 filled
ET III (DHS)	0 of 1 filled
Supervising Eligibility Technician	4 of 6
<b>*TOTAL</b>	<b>48 of 60 filled</b>



## Civil Service Information

The Civil Service Exam is hosted by the 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 part of our continued collaboration to fill critical positions, DHS requested that the DOA HR switch to a new (April 2023) ET List earlier this year, which consisted of 48 total candidates:

- All 41 unique candidates on the current ET Civil Service List have been reached for interview. Seven names were present on both the employment and promotional list and were therefore not unique candidates. For example, if candidate A was on the employment list and the promotional list, and then candidate A is moved to recommended for hire, then candidate A only fills one position. Once all candidates have been interviewed and offered positions, the list will be closed. While an ET I exam is being hosted and results certified, DHS will work with HR on options to continue recruitment if the current Civil Service exam is exhausted so there is no lapse in hiring efforts
- Upon conclusion of the application period at the end of April 2023, the additional Eligibility Technician I Civil Service test yielded 265 candidates. These candidate applications have been joint-screened by a DHS and the DOA-HR team.
  - The DHS team has worked with DOA-HR and have made significant content improvements to the civil service examination.
  - Test administration is projected for August 2023 with a new Eligibility Technician I list available by early September.
- There are currently 225 candidates remaining on the current Social Caseworker (SCW) examination list established in late 2019. This Civil Service list expires on December 4, 2023. A new SCW Civil Service recruitment period closed on June 2, 2023, and has yielded 186 applicants with 108 deemed qualified. This additional recruitment will ensure continuous list availability for the DHS in early fall, or before, if the agency wishes to transition to the new list prior to the current list expiration.
  - DOA in partnership with DHS initiated an availability mailing for candidates on the current SCW list to assess their interest and availability. This mailing was conducted in April and has yielded approximately 85 responses to date, indicating there are interested and qualified candidates in the SCW position.
  - As a part of our continued efforts to expedite Social Caseworker hiring, DHS and DOA implemented a strategic hiring plan. Immediate actions taken as a part of this plan include removal of administrative delays in issuing job offers to candidates. This allows DHS to offer dates immediately to candidates upon interview completion. DHS has also taken steps to streamline the process to post Social Caseworker positions – achieved by allowing for internal posting in NeoGov once a PAR is logged, but prior to PAR approval at all stages of the system. DHS is also in final stages of negotiations with Local 580 to reduce the internal posting period from 10 days to 5 days, thereby allowing DHS to add positions to the Civil Service List sooner. Initial data suggests the outlined strategies are having a positive impact on hiring activity.

*See Appendix C at the end of the report.*

## Current Caseload Backlog\* Snapshot

For the Staffing and Operations Report dated July 27, 2023, the official backlog awaiting state action is 2,512. This number represents actual cases being worked by Eligibility Technicians across regional offices. The current caseload declined by approximately 2.4% from the May 28 report, which also highlighted a normal level of activity.

The recent reductions in the caseload backlog were achieved in several ways including targeting pending applications that needed to be archived; newly onboarded staff gaining more policy knowledge and case processing skills; working with IT vendors to analyze overdue undetermined medical cases and prioritizing the closure, purging, and merging of duplicate cases; targeting incomplete applications submitted via the Customer Portal; the introduction of scanning centers, and the success seen from the pilot Processing Wednesdays initiative (*please refer to the Processing Wednesdays analysis below for more information*).

Program Name	Overdue Awaiting State Action
	State
SNAP Expedited	23
SNAP Non-Expedited	45
CCAP	22
GPA Burial	1
SSP	0
GPA	5
RIW	218
Undetermined Medical	1,822
Medicaid-MAGI	23
Medicare Premium Payments	9
Medicaid Complex	296
LTSS	48
<b>Grand total</b>	<b>2,512</b>

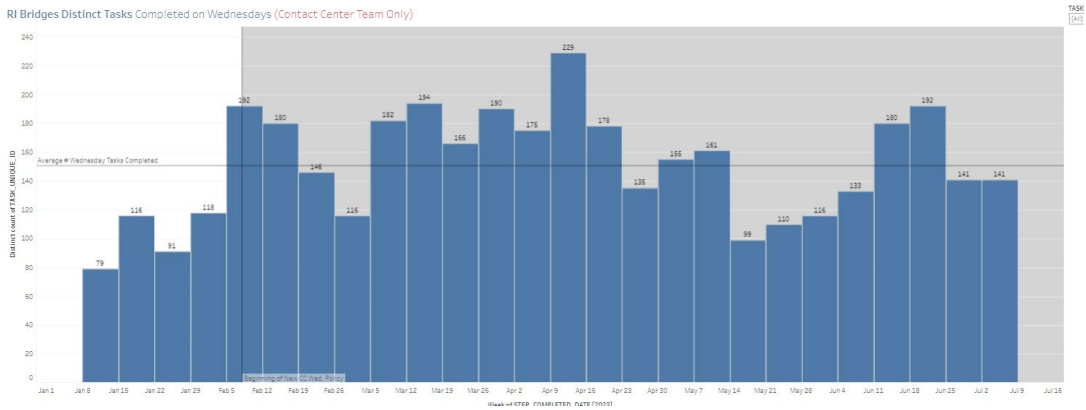
*Reporting as of July 24, 2023.*

### Processing Wednesdays

On February 8, 2023, DHS launched a pilot initiative called Processing Wednesdays. With the goal of improving operational efficiency and customer service, the strategy shifts Call Center staff to prioritize case processing one day a week, deemed crucial for addressing any backlogs.

As of July 17, DHS has seen an approximate 64 percent increase in the number of tasks completed, or an increase from 101.5 to 164 cases completed on average, when comparing the last four Wednesdays prior to launch, to the most recent four Wednesdays. While this only examines the tasks completed, Processing Wednesdays has also increased the number of tasks worked and helped reduce the backlog, which directly helps reduce the need for customers to seek additional support services either by phone or in-person.

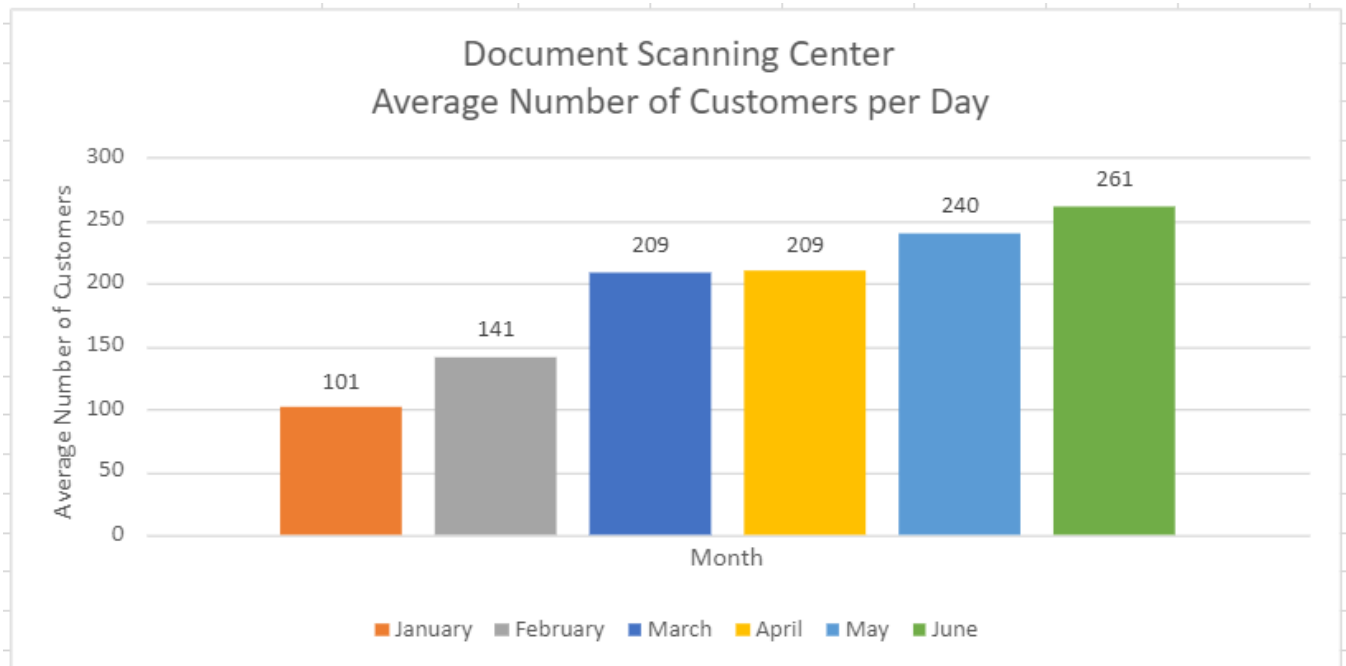
See next page for chart on Processing Wednesdays.



The chart above shows the number of tasks completed on Wednesdays. The dates listed are for the week beginning with the shaded area marking when Processing Wednesdays began.

### Scanning Center

To improve the operational flow for customers visiting the 1 Reservoir Avenue office in Providence, DHS introduced a dedicated Scanning Center in January 2023. The initiative has helped improve the customer experience by expediting the lobby wait times for both individuals only needing to scan documents and individuals waiting to meet with an Eligibility Technician. Generally, customers scanning documents spend less than 20 minutes at the Document Scanning Center, which has seen exceptional growth since its introduction. Document Scanning Centers are being planned for 125 Holden Street and 249 Roosevelt Avenue office locations. These additional resources will help improve lobby wait times, processing of applications, operational efficiency, and the customer experience. Importantly, customers are able to scan documents at any regional office, but certain offices see a higher than usual need for document scanning only, necessitating a need for this dedicated resource.



## Caseload Processing Averages

As the agency charged with administering health and human service public benefits, DHS 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
Expedited SNAP	7 Days	9
Non-Expedited SNAP	30 Days	16
Cash Assistance (RIW/GPA)	30 Days	23
Medicaid MAGI	30 Days	28
Complex Medical	45 Days	39
Long Term Care (LTSS)	90 Days	75

*Previous reports included an average days from overdue to authorization, which has been removed for clarity. The reported data was specific to a small proportion of customers whose cases had remained unresolved for numerous reasons such as failure to return missing documents. Additionally, undetermined medical was also removed as it is not a program. It is DHS’s goal to process all applications within the federal standard and operational initiatives such as Processing Wednesdays will help move the agency towards that goal.*

See Appendix D at the end of the report for additional context.

## NEW Hire FTE Impact on Pending Applications

The Department currently has 27 Eligibility Technicians needing supervisory approval (ETSAs), who are collectively processing about 264 cases per week. All ETSAs have completed new hire training and have begun either SNAP or MAGI training. With direct coaching, training and support, ETSAs build their case completion month over month until their final assessment at six months. Importantly, since assessments are done in six months, ETSAs may be represented in multiple reports alongside new staff who are beginning their training.

# of ETSAs	Assigned to:	Outcomes
11	Call Center onboarding (MAGI processing, SNAP training, triage on initial customer inquiry)	Each assigned group is averaging, per week, approximately:  Outbound: 0 cases SNAP: 234 cases Medical: 30 cases
0	outbound calls (branch based)	
15	SNAP applications, recertifications, or interim reviews	
1	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 **May 18, 2023, through July 17, 2023**, the average wait time to speak to DHS staff was approximately **54 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.

In the charts below, data on average call wait time by program queue is provided. Wait times by queue can vary greatly due to various factors including, but not limited to high call volume, the availability of eligibility technicians or supervisors, and the type of action needed. DHS understands average call wait times, especially for queues such as SNAP interviews, remain elevated and the agency remains committed to introducing strategic initiatives to improve the customer experience.

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.

To help address current limitations with the resources available, DHS is actively exploring alternative solutions to improve support for customers seeking assistance. Among the Call Center strategies to address the volume of Medicaid related calls, DHS is leveraging partner agencies to assist in handling calls, making improvements to IVR functionality and strategically positioning contracted staff to the extent that non-merit rules allow.

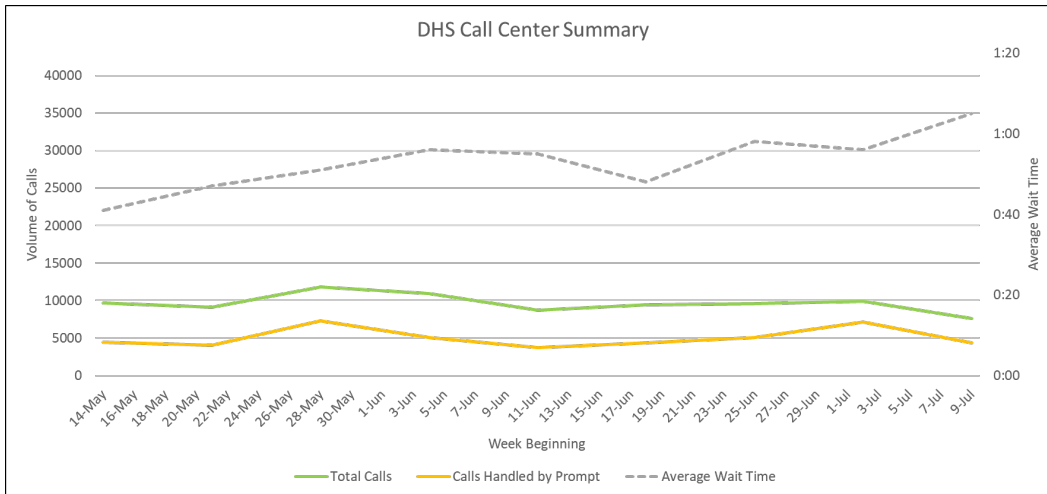
Average Weekly Wait Times by Queue

	May 14, 2023		May 21, 2023		May 28, 2023		June 4, 2023		June 11, 2023		June 18, 2023		June 25, 2023		July 2, 2023		July 9, 2023	
	Callbacks	DHS Agent	Callbacks	DHS Agent	Callbacks	DHS Agent	Callbacks	DHS Agent	Callbacks	DHS Agent	Callbacks	DHS Agent	Callbacks	DHS Agent	Callbacks	DHS Agent	Callbacks	DHS Agent
SNAP Interviews/I..	00:13:56	03:21:26	00:18:15	03:59:05	00:17:39		00:23:12	04:22:04	00:10:43	03:18:34	00:17:46	01:36:10	00:21:51	04:54:51	00:24:15	05:11:31	00:20:24	05:08:01
SNAP	00:16:52	02:13:17	00:19:35	02:15:05	00:19:44	02:15:39	00:18:11	02:43:11	00:18:02	02:15:28	00:16:15	02:12:45	00:18:02	02:48:29	00:19:22	02:46:16	00:21:23	02:50:18
RIW	00:20:01	02:05:23	00:20:14	01:51:20	00:17:23	02:23:25	00:18:59	02:29:39	00:19:05	02:05:47	00:20:08	01:55:49	00:22:45	02:23:12	00:24:08	02:41:46	00:22:57	02:51:27
Child Care	00:13:07	03:03:18	00:21:50	02:20:03	00:17:48	02:30:36	00:18:43	03:01:41	00:19:00	02:10:36	00:19:53	01:50:55	00:18:35	02:42:55	00:21:02	02:09:01	00:24:20	02:55:05
Medical	00:16:13	02:29:31	00:15:56	02:29:15	00:19:50	02:57:59	00:17:41	02:57:39	00:19:51	02:39:10	00:16:28	02:23:26	00:15:39	03:09:32	00:19:28	03:07:26	00:21:59	02:51:49
LTSS		00:14:42	00:16:27	00:17:19	00:14:52	00:26:05	00:06:28	00:20:47	00:23:31	00:27:20	00:06:41	00:25:31	00:12:39	00:29:10	00:23:38	00:26:59	00:29:29	00:14:35
ECA Transfer	00:09:14	00:09:28		00:07:08	00:06:11	00:43:40	00:24:14	00:24:54	00:07:09	00:13:08		00:19:33	00:23:39	00:21:06	00:14:00	00:24:13	00:00:03	00:20:52
Specialty		00:10:18		00:06:04		00:39:47		00:10:39	00:00:10	00:21:40		00:15:56		00:30:58		00:11:00		00:23:12
GPA	00:13:07	00:06:47		00:20:57	00:12:18	00:08:57	00:24:07	00:15:02	00:21:48	00:25:48	00:22:11	00:19:30		00:09:51	00:27:52	00:17:00		00:18:53
SSP		00:08:20		00:08:20		00:07:40		00:26:08		00:18:32	00:12:19	00:27:17		00:07:25		00:15:09		00:11:51
Tech Help	00:12:40	00:14:01	00:13:07	00:11:51	00:07:37	00:16:47	00:08:52	00:23:51	00:08:41	00:12:44	00:12:09	00:15:26	00:00:03	00:09:28	00:11:52	00:11:41		
Triage		00:00:48		00:00:27		00:01:04		00:00:29		00:00:20		00:00:17		00:00:52		00:01:04		00:00:31
Grand Total	00:16:26	01:03:17	00:19:05	01:11:13	00:19:10	01:16:10	00:18:05	01:25:08	00:18:19	01:23:01	00:16:55	01:07:59	00:18:09	01:25:47	00:19:49	01:23:42	00:21:43	01:31:04

*The chart demonstrates the impact of call backs in lowering wait times for customers who opt for the added functionality, per program*

During this time, there were approximately 44 staff members supporting the Call Center. This includes five new Eligibility Technicians I staff members, which were hired in July and are currently in various phases of the on-boarding and training. It also includes one new Eligibility Technician III who was hired in June. An Eligibility Technician I was also promoted to an Eligibility Technician II Call Center, and they will start in July.

On average, Eligibility Technicians handle approximately 15 calls per day, with an average handle time of approximately 25 minutes. The handle time includes both the time spent on the phone with the customer, as well as time spent taking action on the customer's account in RIBridges.



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 FTEs 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. 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 18 minutes waiting on the phone.

###

# 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.

**Pending Employee Start in New Role** – Refers to employees who have started in their new role from the pay period used in the report to current date but would not have been included in a full pay period as of yet. This category also refers to individuals who have accepted a role and have a start date in the future.

**Pending Update in Payroll** – Refers to DHS and DOA payroll working to address discrepancies with regards to positions hired.

**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 then 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.