



RI Office of Management and Budget

Performance Report

RI Dept. of Administration – Human Resources & Information Technology February 7, 2014

Division of Human Resources

The Department of Administration’s Division of Human Resources’ (DOA-HR) mission is to promote and maintain effective programs, policies, and procedures in support of the human resource needs of RI citizens, elected officials, managers, and state employees. In FY 2014, DOA-HR has 105.5 approved full-time equivalent (FTE) employees in seven programs: Administrative Services, Classification and Examinations, Equal Employment Opportunity, Outreach & Diversity, Employee Benefits, Training and Development, and Employee Services; DOA-HR also operates four Human Resource Service Centers, which support executive agencies in personnel-related activities. DOA-HR’s expenditures in FY 2014 are funded mostly with general revenue (75.4 percent), with federal funds, restricted receipts, and operating transfers accounting for 24.6 percent. DOA-HR’s largest expenditure category is personnel and contracted services (96.9 percent), followed by operating expenses (2.9 percent) and capital purchases (0.1 percent). The tables below show DOA-HR’s funding sources and categories in FY 2014.¹

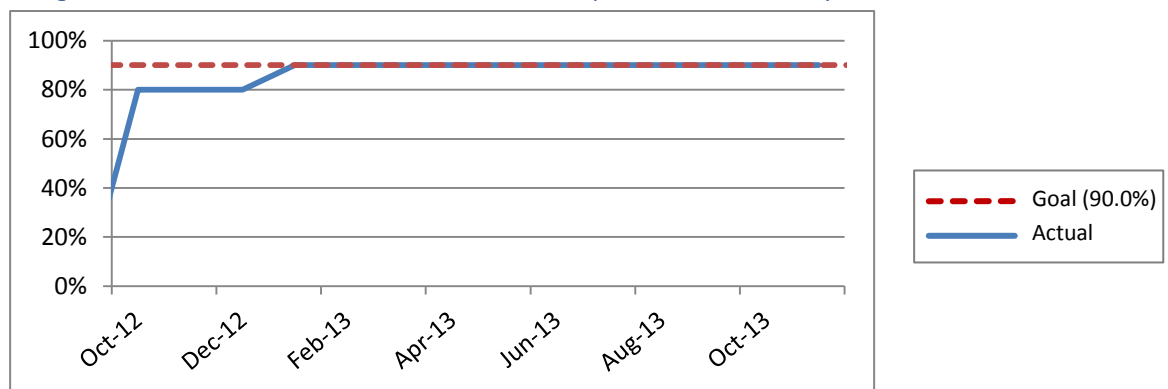
| Source | Amount (\$) | Percentage |
|---------------------|----------------------|---------------|
| General Revenue | \$ 8,261,385 | 75.4% |
| Federal Funds | \$ 727,534 | 6.6% |
| Restricted Receipts | \$ 432,599 | 3.9% |
| Operating Transfers | \$ 1,531,358 | 14.0% |
| Total | \$ 10,952,876 | 100.0% |

| Category | Amount (\$) | Percentage |
|---------------------------------|----------------------|---------------|
| Personnel & Contracted Services | \$ 10,615,349 | 96.9% |
| Operating Supplies & Expenses | \$ 321,803 | 2.9% |
| Capital Purchases & Equipment | \$ 15,724 | 0.1% |
| Total | \$ 10,952,876 | 100.0% |

CIVIL SERVICE EXAMINATIONS

Civil Service Examinations are designed to assess knowledge, skills and abilities relating to a particular position. The purpose of these tests is to objectively evaluate the qualifications of applicants relating to a specific civil service job.

Figure A: Percent of Civil Service Examinations Completed Within 120 Days



Key Points:

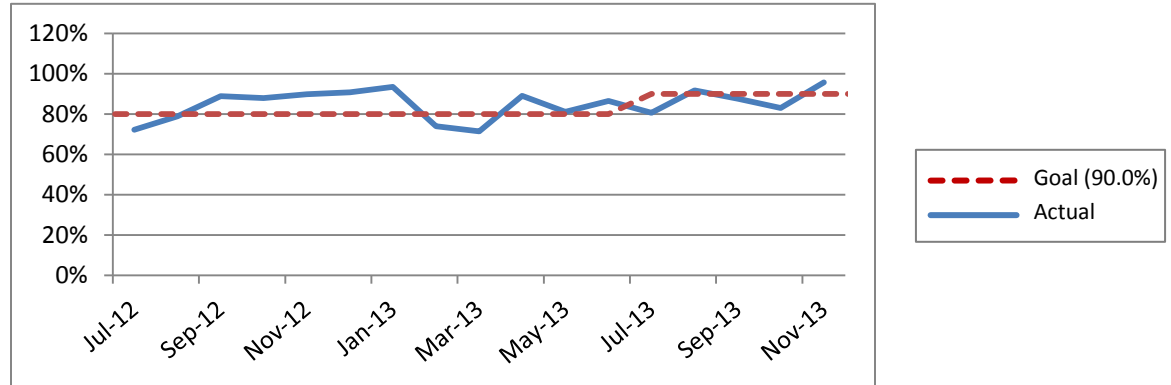
- As of August 2013, 1,471 positions in state government were eligible to have civil service exams. DOA-HR has prioritized the administration of civil service exams and lists for 15 of those positions, including correctional officers, probation and parole officers, caseworkers, eligibility technicians, and Division of Motor Vehicles representatives, among others.

¹ Figures for DOA-HR’s funding sources and budget categories are from the FY 2014 revised budget request, submitted January 15, 2014.

PERSONNEL ACTION PROCESSING

Personnel Action Requests (PAR) are submitted by agency directors to fill existing positions, create new positions, and perform other personnel actions. DOA-HR aims to process PARs in a timely fashion.

Figure B: Percent of PARs Processed Within 60 Days of Submission



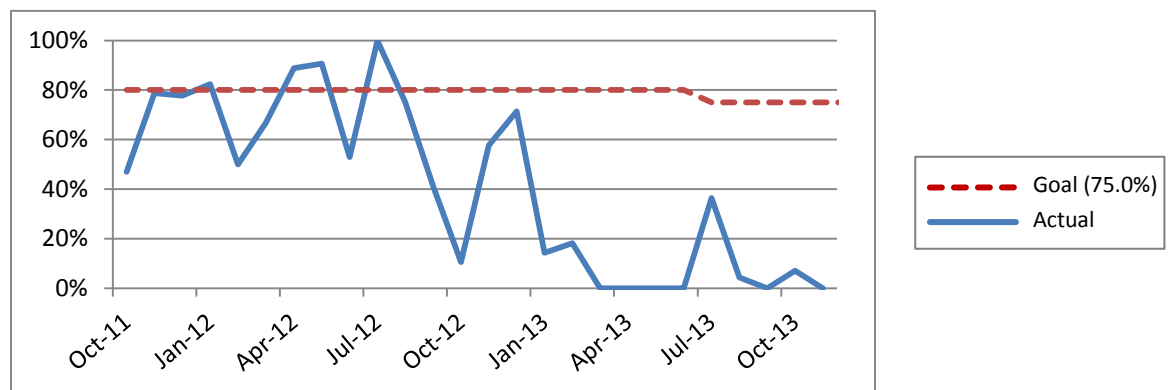
Key Points:

- In FY 2013, DOA-HR processed 970 PARs. The Human Resource Service Center (HRSC) supporting Health and Human Services agencies handled the most PARs (610) in FY 2013, followed by the General Government HRSC (239).
- DOA-HR has implemented a new electronic PAR system to reduce paperwork and improve efficiency (see *Focus on Performance*). As of January 1, 2014, DOA-HR is reducing the PAR completion target to 20 days; starting in FY 2015, this measure will be revised to track the total time required for the hiring process, from an agency's initial request to candidate selection.

DESK AUDITS

Employees who believe they are performing the duties of a different job classification than their own may request a desk audit. DOA-HR reviews desk audit requests to determine whether a classification modification is warranted.

Figure C: Percent of Desk Audit Requests Reviewed, Analyzed and Issued a Decision Letter Within 60 Days



Key Points:

- In FY 2013, DOA-HR received 221 requests for desk audits and issued 167 decisions. As of August 2013, DOA-HR reported 80 pending requests. DOA-HR currently has two FTE positions able to perform desk audits, down from eight FTE positions in FY 2012.
- The state's Comprehensive Personnel Study from January 2013 recommended development of a new and simplified job classification system and elimination of the desk audit process.

Division of Information Technology

The Department of Administration's Division of Information Technology's (DoIT) mission is to maintain and improve information technology services to executive branch departments and agencies, including technical support to end users and networks, help desk services, and application development, delivery, and maintenance. In FY 2014, DoIT has 190.5 approved full-time equivalent (FTE) employees in programs: Chief Information Officer, Finance, Information Technology, Training, Operations, and Information Security. DoIT's expenditures in FY 2014 are funded mostly with general revenue (56.8 percent), followed by federal funds (21.0 percent), restricted receipts (15.8 percent) and other sources (6.4 percent). DoIT's largest expenditure category is personnel and contracted services (71.9 percent), followed by operating supplies and expenses (14.7 percent) and capital purchases and equipment (13.4 percent). The tables below show DoIT's sources and categories of expenditures in FY 2014.²

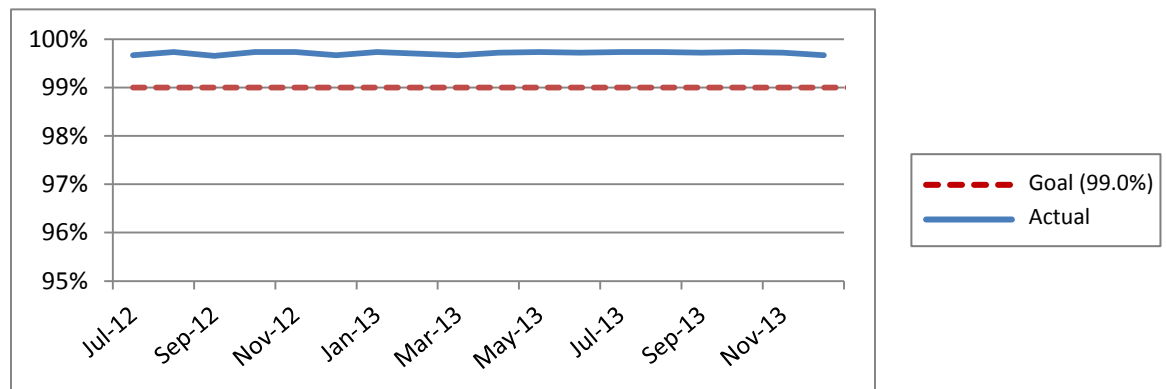
| DOIT Expenditures by Source, FY 2014 | | | |
|--------------------------------------|-----------|-------------------|---------------|
| General Revenue | \$ | 19,078,279 | 56.8% |
| Federal Funds | \$ | 6,522,188 | 21.0% |
| Restricted Receipts | \$ | 5,136,195 | 15.8% |
| Other Funds | \$ | 2,793,138 | 6.4% |
| Total | \$ | 33,529,800 | 100.0% |

| DOIT Expenditures by Category, FY 2014 | | | |
|--|-----------|-------------------|---------------|
| Personnel & Contracted Services | \$ | 24,102,702 | 71.9% |
| Operating Supplies & Expenses | \$ | 5,270,690 | 14.7% |
| Capital Purchases & Equipment | \$ | 4,155,306 | 13.4% |
| Assistance & Grants | \$ | 1,102 | 0.0% |
| Total | \$ | 33,529,800 | 100.0% |

STATE MAINFRAME AVAILABILITY

DoIT's goal is to provide consistent, sustained mainframe system availability for critical state applications, which serve most agencies throughout the state.

Figure D: Percent of Time the State's Mainframe Has Been Available for Critical State Applications



Key Points:

- The mainframe was available for 99.7% of total network time in FY 2013, with all downtime associated with scheduled maintenance. DoIT reported no unscheduled outages.

² Figures for DoIT's funding sources and budget categories are from the FY 2014 revised budget request, submitted January 15, 2014.

SERVICE TICKET ASSIGNMENT & RESOLUTION

DoIT tracks the amount of time to assign incoming request to the appropriate technician, as well as the amount of time required to resolve an issue. The tables below illustrate DoIT's aggregate performance for these measures in FY 2013 (July 2012 – June 2013).

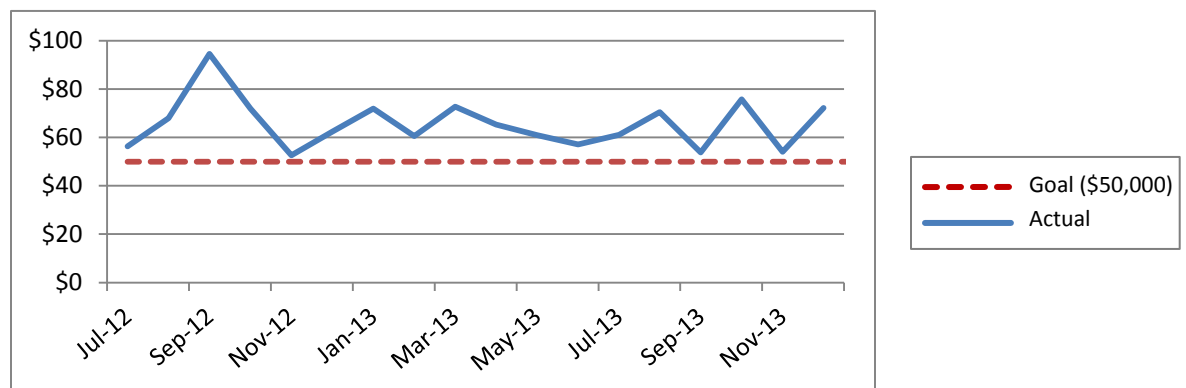
Figure E: Assignment and Resolution of Service Tickets within Target Timeframe

| Ticket Priority | Assignment Time Goal | Performance Target | Actual Performance FY 2013 |
|-----------------|--|--------------------|----------------------------|
| Severe | 10 minutes during business hours; 30 minutes after business hours | 90.0 % | 97.7% |
| High | 20 minutes during business hours; 60 minutes after business hours | 90.0% | 95.0% |
| Normal | 30 minutes during business hours; 8 hours after business hours | 80.0% | 85.4% |
| Ticket Priority | Resolution Time Goal | Performance Target | Actual Performance FY 2013 |
| Severe | 8 hours | 90.0 % | 100.0% |
| High | 8 business hours | 90.0% | 94.2% |
| Normal | 5 business days | 80.0% | 85.9% |

MAILROOM DISCOUNT SAVINGS

DoIT's Mail Facility's goal is to provide cost-efficient postal mailings to all of its clients throughout the state. DoIT tracks both the percentage of mail processed that receives discounted pricing as well as total savings from mailing discounts.

Figure G: Savings from Discounted Pricing (in Thousands)



Key Points:

- Of the 10,268,969 pieces of mail processed by DoIT's mailroom in FY 2013, 10,108,916 pieces (98.4 percent) were mailed at discounted rates.
- Discounted mailing saved state agencies and other partners a total of \$793,830 in FY 2013 – exceeding DoIT's annual target of \$600,000 by 32.3 percent.

FOCUS ON PERFORMANCE

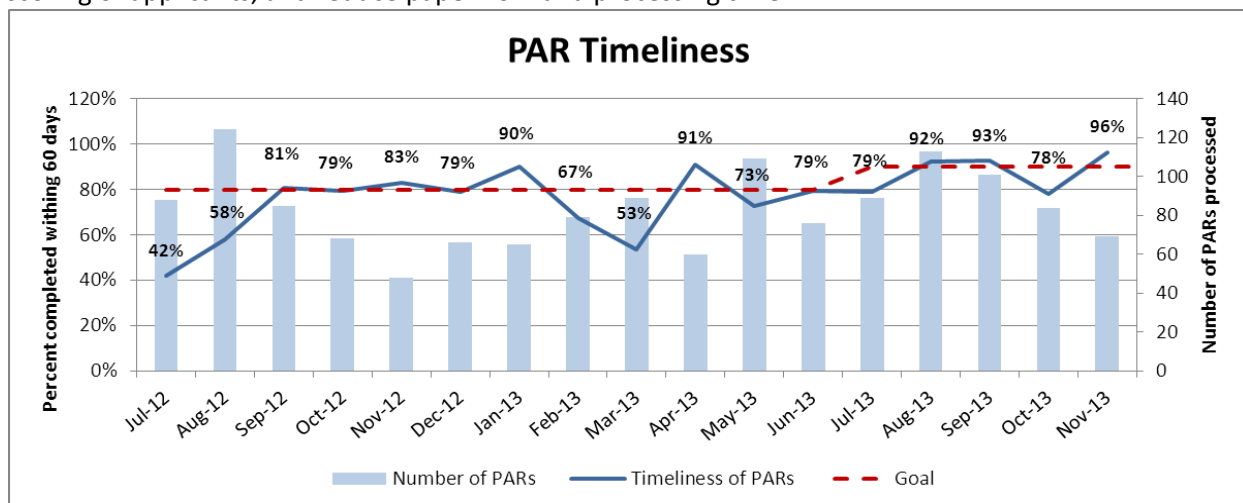
Modernizing Personnel Processes

As part of its efforts to develop and maintain a skilled state workforce, DOA-HR tracks the length of time required to complete a Personnel Action Request (PAR) – measuring from a department’s initial request to fill a position to final approval by the Office of Management and Budget. Until recently, this process was lengthy and paper-based, requiring documents to be routed through multiple offices for review and approval. In partnership with DoIT, DOA-HR developed an electronic PAR system that has eliminated paper forms, streamlined the approval process, and improved timeliness.

In spring 2013, DOA-HR began training departments on the PAR system, which allows all persons with hiring responsibility to access a common website to initiate personnel requests and track their status. Users may review pending requests, ask for more information, and approve or deny a request. If a person in the approval path takes no action within a specified number of days, he/she receives an e-mail reminder. The electronic PAR system has also streamlined the process by auto-populating personnel request forms with data from the state’s payroll system, saving time and reducing data entry errors.

In FY 2013, DOA-HR met its timeliness target for PAR processing in six out of twelve months. DOA-HR often attained its target only when it processed fewer than 80 PARs in a given month, while higher volumes led to lower performance. The electronic PAR system appears to be improving timeliness, even in higher-volume months. For example, the percentage of PARs completed within sixty days climbed from 57.9 percent in August 2012 (124 PARs processed) to 92.3 percent in August 2013 (113 PARs processed).

DOA-HR and DoIT continue to work with departments to find additional efficiencies in human resources services. Following a recommendation from the state’s Comprehensive Personnel Study in January 2013,³ OMB is working with DOA-HR, DoIT, and the Office of Digital Excellence to develop an online application system to accept electronic employment applications, perform automated screening and scoring of applicants, and reduce paperwork and processing time.



³ A copy of the personnel study is available at <http://www.governor.ri.gov/personnel/012613study.pdf>