

## Executive Summary

*Philosophy: The Department of Human Resources (DHR) provides leadership to and works in partnership with state agencies and departments to promote managerial and workforce excellence while fostering an understanding and observance of regulatory requirements. The Department has undergone restructuring in 2014. It is now comprised of 5 distinct Divisions.*

### **Statewide HR Operations Division**

#### **Harold Schwartz, Managing Director**

As part of a general restructuring of the Department, Classification, Benefits, Wellness, Workforce Analysis & Reporting, VTHR for DHR, and Recruitment divisions and functions are in the process of being consolidated under one major "operations" division during FY15. This *Statewide HR Operations Division* is managed by Harold Schwartz.

#### Classification - Molly Paulger

- Classification and Position Management
  - Assesses job content and assigns appropriate pay grades for all state job positions
  - Creates and maintains job classifications for all state job positions
  - Supports agency and department classification committees
  - Manages positions and maintains position pool

#### Benefits and Wellness - Clarke Collins

- Benefits
  - Manages and administers benefit programs for over 24,000 employees, retirees and their eligible dependents
  - Supervises and contracts with third party administrators for the state's self-insured medical and dental plans
  - Manages flexible spending account, employee assistance, life insurance and other employee benefits programs.
  - Implements changes required by federal and state laws pertaining to employee benefits
- Wellness
  - Works to improve employee health outcomes by providing information, education, support and coaching to employees in order to effect positive behavior changes
  - Provides direct wellness program and prevention services to over one-third of the state's workforce each year
  - Coordinates state's annual flu immunization program near worksites
  - Coordinates state's wellness activity programs and workshops

#### Workforce Analysis and Reporting- Harold Schwartz

- Information Management

- Assists managers and supervisors across state government to better manage and improve the workforce through the collection and analysis of workforce data
- Coordinates responses to public records and general information requests
- Develops workforce and financial reporting capabilities for departments across state government in order for them to access and utilize data critical to provision of human resource and business functions
- Provides analysis of data for labor relations, legislative, and other departmental functions.

#### Staffing and Compensation – Doug Pine

##### Recruitment

- Works to attract a qualified and diverse applicant pool
- Conducts recruitment and outreach activities for state government
- Coordinates statewide advertising program and marketing efforts
- Assists state managers in creating fair and effective screening tools for interviews

##### DHR Website

Coordinates DHR website which is an essential information resource for employees and respective employees

##### Compensation

- Oversees exempt salary administration
- Develops, maintains, and oversees exempt pay plans
- Develops market factor reviews

##### VTHR (Human Resources Management System)

- Manages and analyzes HR functional business processes to optimize efficiencies and strengthen overall HR services integrated with technical processes.
- Consults, coordinates, and works with leadership of other units involved with VTHR including AoA, DII, and Finance.

#### ***The Division for Workforce Development, Rose Gowdey, Director***

- Provides learning and development opportunities for supervisors, managers and the general state employee workforce
- Administers on-line learning opportunities
- Administers Supervisory Development Program (SDP)
- Administers Vermont Certified Public Managers® Program (VCPM), now accredited by National Certified Public Managers® Consortium
- Provides coaching and consulting services to agencies, departments and teams throughout state government

- Works with other divisions in DHR to deliver, analyze and follow-up on the results of the annual statewide employee engagement survey.

***Human Resources Field Operations, Christopher McConnell, Director***

- Provides human resources field support and services to all Executive Branch agencies and departments in State Government in areas of:
  - o Recruitment
  - o Labor and employee relations
  - o Classification
  - o Workforce planning
  - o Personnel Policies and Procedures
  - o Contract interpretation
  - o Training of managers and supervisors
- Develops and implements New Supervisors' Orientation
- Participates in a wide range of committees including the State Reasonable Accommodation Committee, the State Sick Leave Bank Committee, agency/department classification committees, and agency/department merit rewards and recognition committees.
- Supervises the DHR Investigations Unit in all functions, including
  - o Investigation of complex employment related claims
  - o Training, support and guidance to Human Resources Field Operations Division
  - o Training, guidance, and support to State agencies and departments.

***Labor Relations, John Berard, Director***

- Implements, interprets, and administers collective bargaining agreements for unionized state employees in certified bargaining units
- Ensures compliance with state and federal employment requirements and programs such as
  - o Federal Family/Medical Leave Act
  - o Vermont's Parental and Family leave Act
  - o Americans with Disabilities Act/Americans with Disabilities Act Amendment Act

- o Uniformed Services Employment and Reemployment Rights Act
- o Immigration employment laws
- o Fair employment practices and standards
- Assists in state emergency preparedness and continuity of operations plans
- Reviews and establishes state employment policies and procedures
- Provides support, guidance and training to the Human Resources Field Operations Division

***Legal Services, Michelle Anderson, J.D.***

- Provides general counsel to the Commissioner, Department staff and state agencies and departments.
- Represents and defends the State of Vermont in disciplinary claims before the Vermont Labor Relations Board, the Vermont Human Rights Commission, and state and federal courts.
- Provides guidance and litigation support to the Attorney General's office

**Highlights for FY 2015:**

Throughout 2014, DHR continued its work in collaboration with the Departments of Finance and Management and Information and Innovation in refining the programs and processes that are part of the PeopleSoft Human Capital Management System, known as VTHR. The VTHR system is an integral part of the way DHR delivers services to its customers and we are continually working to improve the user experience with the system as well as best utilize the system information as a tool in statewide workforce planning and development.

In January, 2014, Blue Cross Blue Shield Vermont became the third-party administrator for the state's medical and behavioral health plans with Express Scripts and Delta Dental remaining as administrators of the prescription drug and dental plans, respectively. The State, in partnership with the Vermont State Employees' Association (VSEA) and the Vermont Troopers' Association (VTA), has initiated a new prescription medication program for retirees called EGWP (Employer Group Waiver Plan), which provides enhanced Medicare Part D prescription drug benefits to all Medicare eligible retirees and Medicare eligible retiree dependents. EGWP provides comparable coverage to the existing employee plan while delivering cost savings to both the plan and the retiree through discounts and rebates coordinated by Express Scripts. This level of cost savings helped tremendously to insulate Medicare eligible retirees from the premium increases that impacted active employees, with many retirees seeing a minimal premium increase or even a slight decrease this year.

Further, with the support of the VSEA and VTA, DHR has launched the incentivized LiveWell employee wellness program. The goal of this program is to facilitate behavioral and cultural change in state employees and retirees, thereby achieving healthy and effective individuals and worksites. As a result of encouragement from the LiveWell team and participation incentives of up to \$100, there was excellent

involvement in this program with over 3,400 employees completing a health self-assessment, and over 3,000 employees participating in wellness challenges in calendar year 2014.

The Division for Workforce Development is embarking on a new initiative that will transform the way training and organizational development services are delivered to state employees and agencies. DHR will launch a four-day core supervisor training program in Spring 2015, providing a foundation for new supervisors and managers, and a review/update for those more experienced in the role. Coaching will be available to supervisors in the core program, and Workforce Development staff will be available to provide organizational consulting to agencies and departments, and specially-designed training where appropriate. As the year unfolds, new on-line tools will be available to reinforce learning and to better support employees located far from the central training centers.

The Training Center will move from its post-Irene temporary facility in Berlin to a full-scale training center on the campus of the Vermont College of Fine Arts early in 2015. We look forward to opening our doors and supporting the development needs of state government.

### **Summary**

We continue to strive to provide Vermonters with a State workforce that sets the standard for excellence. Building a culture of excellence through a qualified, diverse and healthy workforce is key to the effective and efficient delivery of services, which Vermonters should expect and rightly deserve. The Department of Human Resources is proud to be entrusted with this mission.