Quarterly Staffing and Organizational Performance Report

Reporting Period: July 1 – September 30, 2026
Report Date: October 31, 2026

Quarterly Overview

The Rhode Island Department of Human Services (DHS) Quarterly Staffing and Organizational Performance Report provides a comprehensive view of the Department's workforce, operational capacity, service delivery, and organizational improvement efforts. Building on the former Staffing and Operations Report, this quarterly report examines how staffing, workload demands, and modernization initiatives collectively influence the Department's ability to deliver timely and effective services to Rhode Islanders.

This report complements DHS's monthly legislative oversight reporting by focusing on organizational capacity, performance trends, and long-term sustainability.

Third Quarter 2026 Highlights

During the third quarter, DHS continued strengthening operational capacity while managing workforce vacancies, evolving service demands, and preparations for significant federal program changes.

Workforce and Recruitment: DHS ended the reporting period with 686 filled positions out of 804 authorized positions, reflecting an increase in authorized staffing from 779 to 804 under the FY2027 Enacted Budget. This expansion contributed to the reported 118 vacancies, of which 102 were actively progressing through recruitment. During the quarter, DHS recorded 44 hiring activities, including 22 new hires and 22 lateral or promotional opportunities. Despite this activity, filled staffing decreased by a net seven positions compared with the previous reporting period.

Operational Performance: DHS reported 2,135 overdue applications awaiting state action, with Medicaid-related applications accounting for approximately 85% of outstanding work. Average application processing times were within the thresholds displayed for most programs, although expedited SNAP applications averaged nine days against a seven-day standard.

Customer Access and Service Delivery: The Call Center reported an average wait time of 28 minutes and 29 seconds. Statewide SNAP Connect operations were supported by 42 field eligibility technicians in addition to approximately 46 dedicated Call Center staff.

Workforce Development and Modernization: There were 16 eligibility technicians in training, collectively processing more than 350 SNAP cases weekly while progressing through training and supervisory support. DHS continued implementing One Touch processing, Technology Adoption Days, and other operational improvements to strengthen efficiency, workforce productivity, and customer access.

-See next page-

Quarterly Performance Snapshot

Key Indicator	Q3 2026
Authorized Positions	804
Filled Positions	686
Vacant Positions	118
Positions in Active Recruitment	102
Quarterly Hiring Activity	44
Net Change in Filled Positions	-7
Staff on Leave or Pending Review	77
Overdue Applications Awaiting State Action	2,135
Average Call Center Wait Time	28:29
Field Eligibility Technicians Supporting SNAP Connect	42

Staffing figures reflect the applicable payroll reporting snapshot. Operational measures reflect the reporting periods and methodologies described in the sections that follow.

Workforce Capacity and Recruitment

During the third quarter, DHS recorded 44 hiring activities, consisting of 22 new hires and 22 lateral or promotional opportunities. Year-to-date activity totaled 133 hires and internal employment movements, including 52 new hires and 81 lateral or promotional opportunities.

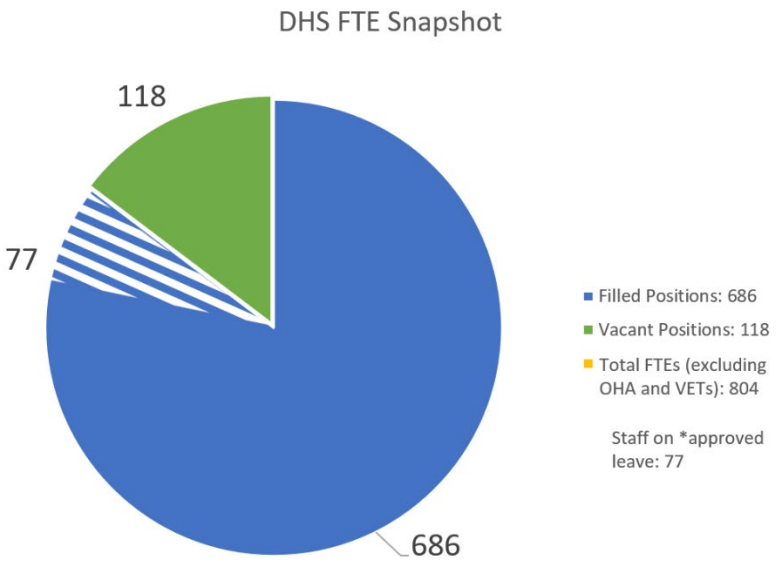
Recruitment remains a critical component of DHS' workforce strategy. Following implementation challenges associated with the State's new ERP system, DHS anticipates a more consistent hiring cadence as system stabilization and process improvements continue. These efforts are particularly important for maintaining capacity in customer-facing eligibility, casework, and other service delivery functions.

	July 1 – September 30		
	Lateral	Promotional	New Hires
Chief Casework Supervisor	1	0	0
Clinical Training Specialist	0	1	2
Customer Service Aide	1	0	6
Customer Support Specialist I	0	1	0
Data Analyst I	0		1
Eligibility Technician I	0	7	11
Eligibility Technician III	0	1	0
Employment and Career Advisor	1	2	0
Human Services Policy and Systems Specialist	0	1	0
Interdepartmental Project Manager	0		1
Principal Human Services Policy and Systems Specialist	0	0	1

Senior Human Services Policy and System Specialist	0	1	0
Social Caseworker	1	1	0
Supervising Clerk	0	1	0
Supervising Eligibility Technician	0	2	0
Total	**4**	**18**	**22**

**Positions listed in 'Hiring Activity' are filled but may not be reflected in the FTE count 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.*

The FTE snapshot below illustrates the current filled positions, vacant/in progress positions, and staff on approved leave across the Department. These employees will be captured in future reports.



Data is subject to change. As of payroll issued September 25, 2026.

Quarterly Workforce Trends

Although DHS increased its filled eligibility technician positions by eight during the reporting period, overall filled positions decreased by seven positions across the agency. Changes across job classifications, including reductions in certain supervisory, social casework, customer service, and rehabilitation functions, demonstrate the importance of reviewing workforce capacity beyond aggregate hiring activity.

DHS continues to prioritize recruitment and workforce development in operational areas where staffing directly influences timely eligibility determinations, customer access, and service delivery.

-see next page-

Title	July 2026	October 2026	Delta
Assistant Administrator Community and Planning Services	8	7	-1
Child Support Enforcement Agent II	6	7	1
Customer Service Aide (DHS)	29	28	-1
Customer Support Specialist I (DHS)	9	7	-2
Eligibility Technician	139	147	8
Eligibility Technician II (DHS - Call Center)	19	17	-2
Eligibility Technician II (DHS - Lobby)	32	29	-3
Eligibility Technician III (DHS)	22	23	1
Human Services Business Officer	4	5	1
Accountant	1	0	-1
Administrator- Family and Adult Services	8	9	1
Administrator Family and Children's Services	4	3	-1
Administrator, Financial Management	2	1	-1
Assistant Administrator (Assistance Payments)	3	2	-1
Billing Specialist	1	0	-1
Chief Case Work Supervisor	4	5	1
Chief Human Services Business Officer	5	4	-1
Clerk Secretary	1	2	1
Clinical Training Specialist	5	8	3
Customer Service Aide (DHS) - Central Scanning	8	7	-1
Data Analyst I	3	5	2
Employment And Career Advisor	14	13	-1
Human Services Policy and Systems Specialist II	2	3	1
Interdepartmental Project Manager	4	5	1
Interpreter (Spanish)	5	3	-2
Jr Human Services Policy & Systems Specialist	2	1	-1
Principal Clerk	2	0	-2
Principal Clerk-Typist	2	1	-1
Principal Human Services Policy and Systems Specialist	6	8	2
Rehabilitation Counselor	26	23	-3
Senior Telephone Operator	1	0	-1
Supervisor Of Vocational Rehabilitation (Rehab.)	8	7	-1
Weatherization Tech Monitor	3	0	-3
Quality Control Reviewer	10	8	-2
Senior Human Services Policy and Systems Specialist	8	9	1
Social Case Worker	33	28	-5

Supervising Eligibility Technician	24	26	**2**
Vocational Rehabilitation Counselor I	13	15	**2**
Supervising Clerk (DHS)	1	4	**3**
Total changes on filled FTEs (July 2026 vs October 2026)			**-7**

**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.*

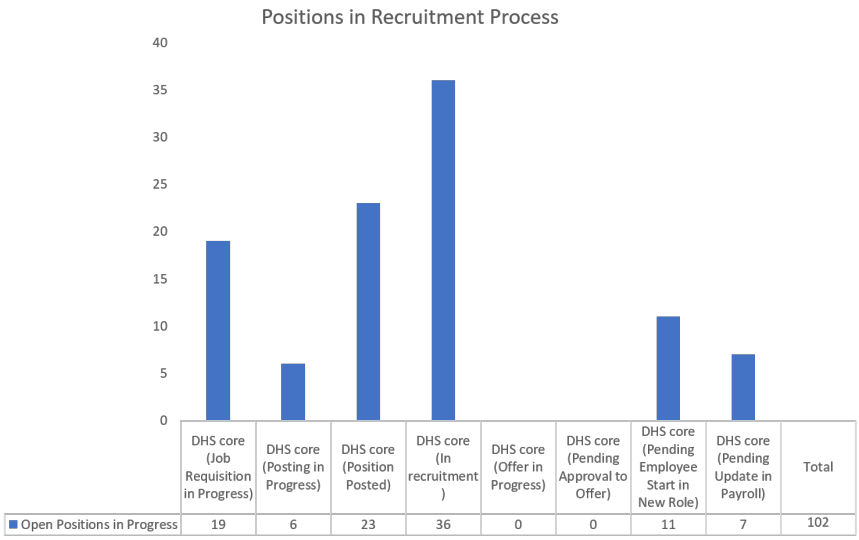
Recruitment Pipeline and Authorized Capacity

The FY2027 Enacted Budget increased DHS's authorized positions from 779 to 804 FTEs. At the end of the quarter, 686 positions were filled, representing approximately 85% of authorized staffing, with 118 vacancies remaining.

Of those vacancies, 102 positions were in active recruitment, representing approximately 86% of all vacant positions. While the increase in authorized positions contributes to the reported vacancy total, DHS continues to work with the Department of Administration (DOA) to move positions through recruitment and improve hiring timelines.

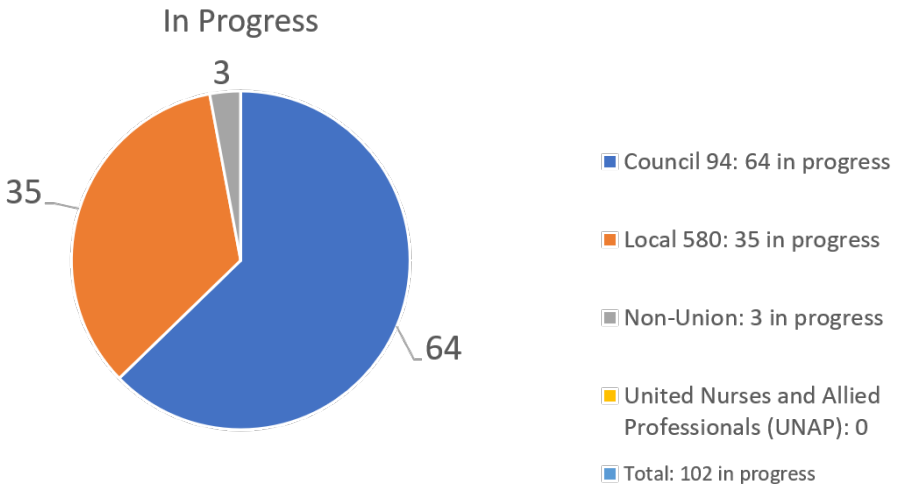
DHS will continue monitoring the relationship between authorized positions, filled staffing, recruitment activity, and the availability of personnel in critical operational functions.

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. Please refer to the chart below for the status of these positions in the 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



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

Workforce Availability and Operational Capacity Snapshot

In addition to recruitment and vacancy management, DHS continues to monitor workforce availability and the operational impacts of employee leave. At the time of reporting, 77 employees were identified as being on various forms of approved leave, light-duty status, or pending review through the DOA's Disability Management Unit (DMU), compared with 74 in the previous reporting period.

While employees on approved leave remain part of the DHS' active workforce, their availability for regular assignments may vary. These circumstances can affect scheduling, workload distribution, and service delivery capacity, particularly in units with substantial customer-facing responsibilities.

To support continuity of operations amid vacancies and varying staff availability, DHS also utilizes overtime and targeted workforce deployment to address operational needs. During the quarter, overtime supported a range of functions, including coverage for employee leave, while DHS continued advancing recruitment and workforce development efforts to strengthen longer-term capacity.

DHS continues to coordinate with DOA to strengthen workforce planning while respecting employee rights, approved accommodations, and medical leave requirements. Current efforts include:

- **Leave Coordination and Documentation:** Working with DOA to support consistent administration of leave processes, timely communication, and appropriate documentation.
- **Light-Duty and Alternative Assignments:** Identifying meaningful work opportunities for employees who are medically cleared for light-duty or modified assignments, consistent with their approved restrictions.
- **Workforce Re-engagement and Operational Support:** Expanding opportunities for eligible employees to support appropriate back-office functions while maintaining alignment with agency operational needs and applicable leave requirements.

These efforts are intended to support employee well-being, effective workforce utilization, and continuity of services to Rhode Islanders.

Type of Leave	Previous Report	Current Report	Delta
Staff on Family Medical Leave Act (FMLA/PIL Leave)	8	9	+1
Staff on Intermittent FMLA Leave	45	39	-6
Staff on Maternity/Paternity Leave	5	5	0
Staff on Worker's Compensation Leave	4	3	-1
Staff on Military Leave	0	0	0
Light Duty	2	1	-1
Pending Cases/Under Review*	10	20	+10
Total:	**74**	**77**	**+6**

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

Civil Service Recruitment and Workforce Development

DHS continues to coordinate with DOA to expand and maintain qualified candidate pools for critical civil service positions, including eligibility technicians and social caseworkers. Changes to the State's merit system have provided additional flexibility in examination scheduling and candidate outreach.

During the third quarter, examinations continued for these critical classifications. DHS will monitor candidate availability, recruitment activity, and hiring outcomes to help address vacancies and support workforce continuity. Examination activity and candidate availability are summarized in the table below.

Exam Name	Examination Date	Candidates Applied	Candidates on List
2025 - Q3 - Exam ET I	December 3, 2025	68	13
2025 - Q4 - Exam ET-I	December 23, 2025	24	4
2026 - Q1 - Exam ET-I	March 6, 2026	48	12
2026 – Q2 – Exam ET-I	May 22, 2026	65	30
2026 – Q3 – Exam ET - I	September 11, 2026	56	14
2024 - Q4 - Exam SCW	November 4, 2024	110	73
2025 - Q1 - Exam SCW	April 18, 2025	122	30
2025 - Q2 - Exam SCW	July 11, 2025	85	23
2025 - Q3 - Exam SCW	December 3, 2025	75	20
2025 - Q4 - Exam SCW	December 23, 2025	36	16

2026 - Q1 - Exam SCW	March 27, 2026	52	2
2026 – Q2 – Exam SCW	June 12, 2026	49	26
2026 – Q3 – Exam SCW	September 11, 2026	45	24

Operational Demand, Workload and Performance Snapshot

DHS's operational capacity is influenced by the volume and complexity of applications, renewals, customer inquiries, and other eligibility-related activities across its programs. Evaluating performance requires consideration of both incoming workload and DHS's ability to process that work accurately and within established timeliness standards. Staffing availability, technology, training, and workflow improvements collectively influence these outcomes. This section highlights key workload and processing indicators to illustrate the relationship between service demand and organizational capacity.

Application Workload and Processing Performance

At the end of the third quarter, DHS reported 2,135 overdue applications awaiting state action, reflecting a modest decrease from the previous reporting period. Medicaid-related applications accounted for the majority of outstanding work, including Complex Medicaid, Undetermined Medical, and Medicare Premium Payment cases.

DHS continues to address overdue applications through targeted processing, workforce support, and workflow improvements. The Department's One Touch processing model, introduced in June 2026, is intended to support more complete case resolution at the initial point of review and reduce unnecessary repeat handling.

Operational improvement efforts, including SNAP Connect, Technology Adoption Days, and process redesign, remain important components of DHS's approach to strengthening service delivery while preparing for additional federal program requirements.

DHS will continue monitoring application volumes, processing timeliness, and outstanding workloads to identify emerging pressures and target operational resources accordingly.

Pending Applications Awaiting State Action

	Overdue Awaiting State Action
Program Name	State
SNAP Expedited	51
SNAP Non-Expedited	106
CCAP	101
GPA Burial	0

SSP	3
GPA	11
RIW	57
Undetermined Medical	524
Medicaid-MAGI	91
Medicare Premium Payments	473
Medicaid Complex	541
LTSS	177
Grand total	2,135

Quarterly Performance Observations

Of the 2,135 overdue applications awaiting state action, Medicaid-related categories accounted for 1,806 applications, or approximately 85% of the total. This concentration underscores the importance of targeted Medicaid processing strategies and continued monitoring of workload complexity.

Average processing times for non-expedited SNAP, cash assistance, Medicaid MAGI, Complex Medical, and LTSS were within the thresholds displayed in this report. However, average processing times do not fully reflect the percentage of applications processed within required timeframes. Quarterly performance measures indicate continued timeliness challenges in expedited SNAP, Rhode Island Works, and Child Care Assistance, reinforcing the need for targeted processing improvements and workforce support.

Together, these indicators demonstrate the importance of evaluating both outstanding workloads and timely processing outcomes when assessing operational capacity.

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. The federal requirement threshold as well as current agency statistics are further illustrated below.

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	21
Cash Assistance (RIW/GPA)	30 Days	15
Medicaid MAGI	30 Days	16
Complex Medical	45 Days	41
Long Term Care (LTSS)	90 Days	61

See Appendix D at the end of the report for additional

Workforce Development and Operational Productivity

DHS continues to strengthen workforce capacity through structured training, supervisory support, and expanded opportunities for newly hired eligibility technicians to contribute to operational workloads.

During the reporting period, 16 eligibility technicians requiring supervisory approval (ETSAs) were collectively processing more than 350 SNAP cases weekly while progressing through core program training. These employees are also preparing to support SNAP Connect and participate in the developing ETSA Hub model.

As employees complete training and transition into their assigned offices, they will expand their participation across eligibility programs, including Medicaid, SNAP, Child Care Assistance, and Rhode Island Works.

DHS will continue assessing workforce development outcomes, including employee readiness, processing productivity, and the effectiveness of training and supervisory support in strengthening long-term operational capacity.

# of ETSAs	Assigned to:	Outcomes
0	Medical (applications, recertifications, LTSS)	Each assigned group is averaging, per week, approximately: SNAP: 350 cases Medical: 0 cases
16	SNAP applications, recertifications, or interim reviews	

Call Center

Customer Access and Call Center Performance

Customer access remains a key measure of DHS's operational performance. During the third quarter, the Call Center reported an average wait time of 28 minutes and 29 seconds. Call volumes and wait times continued to fluctuate throughout the reporting period, influenced by customer demand, workforce availability, and evolving federal program requirements.

While average wait times remain above the Department's established performance target, DHS continues to expand customer service capacity through statewide SNAP Connect operations, callback functionality, and improvements to workforce deployment and Call Center processes.

DHS maintained approximately 46 dedicated Call Center employees, supplemented by 42 field eligibility technicians supporting statewide SNAP Connect operations. This additional staffing capacity provides customers with access to required SNAP interviews while supporting the Department's broader customer service operations.

The average wait time for SNAP interviews was approximately 29 minutes. Eligibility technicians handled up to an average of 12 calls per day, with an average handle time of approximately 24 minutes, including case-related processing activities.

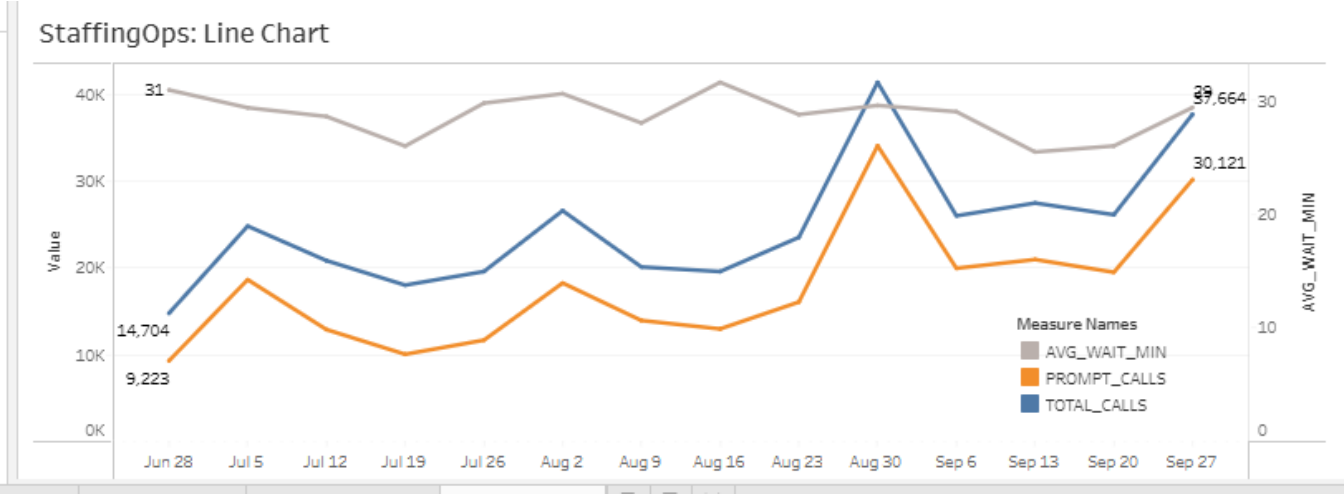
Callback functionality also remained an important customer service tool. Customers selecting this option waited approximately 14 minutes and 45 seconds on the phone, on average, providing an alternative to being on hold while awaiting assistance.

DHS continues evaluating the relationship between customer demand, staffing capacity, call handling, and wait times to identify opportunities to strengthen service delivery. Ongoing priorities include improving workforce deployment, reducing repeat customer contacts, and advancing Call Center modernization efforts to support more timely and accessible services.

StaffingOps: Avg Monthly Wait Times by Queue

	July		August		September	
	Callbacks	DHS Agent	Callbacks	DHS Agent	Callbacks	DHS Agent
SNAP	00:15:20	01:58:02	00:16:44	01:51:20	00:17:34	02:01:07
SNAP_Connect_Intake		00:30:09		00:40:20	00:00:04	00:30:03
SNAP_Connect_Recert		00:29:36	00:00:07	00:42:08		00:31:09
SNAP Interviews/Intakes	00:10:51	00:26:15	00:12:12	00:38:39	00:11:19	00:27:39
LTSS	00:08:36	00:07:52	00:10:07	00:08:02	00:08:43	00:10:10
GPA	00:15:24	00:18:16	00:15:30	00:22:44	00:14:55	00:46:46
SSP		00:25:28	00:13:20	00:25:40	00:00:09	00:33:10
Specialty	00:14:12	00:24:52	00:12:59	00:19:12	00:04:51	00:27:26
ECA Transfer	00:11:32	00:35:12	00:11:50	00:38:47	00:12:08	00:35:46
Medical	00:12:24	01:03:10	00:11:58	01:04:23	00:10:22	00:58:57
Child Care	00:15:37	02:23:02	00:16:32	02:56:18	00:13:59	02:20:24
RIW	00:16:22	02:36:03	00:17:14	02:39:25	00:16:07	02:22:55
Password Reset	00:11:31	00:13:19	00:14:24	00:16:09	00:08:48	00:20:26
Grand Total	00:13:50	00:42:43	00:14:55	00:43:38	00:15:11	00:40:36

The chart demonstrates the impact of opting for a callback, per program



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.

Customer Access Improvements

DHS continues using callback functionality and expanded interview capacity to improve the customer experience and support more efficient use of available staff.

DHS will continue evaluating how staffing levels, call volumes, callback utilization, and workflow improvements influence overall customer access and service delivery.

Operational Improvement and Modernization

DHS continues advancing operational improvements designed to strengthen workforce effectiveness, improve customer access, reduce manual processing requirements, and support long-term organizational sustainability.
These efforts complement day-to-day service delivery by addressing the underlying processes, technology, and workforce supports necessary to meet evolving program demands.

Key Initiatives and Progress

SNAP Connect and Customer Access: Statewide SNAP Connect operations have expanded customer interview access through dedicated eligibility staff and a centralized interview model. DHS continues evaluating workforce deployment and operational performance to support more timely and accessible service delivery.

One Touch Processing and Workflow Improvements: Implementation of the One Touch processing model began in June 2026 and remains ongoing. This approach emphasizes resolving actionable cases at the initial point of review, reducing repetitive handling, and strengthening processing efficiency.

Technology Adoption Days: DHS continues supporting dedicated processing activities and customer access to technology-assisted services, including self-service resources and strategies intended to strengthen workforce productivity.

Workforce Development and ETSA Hub: DHS continues refining its approach to eligibility training, supervision, and new employee development to improve readiness and strengthen processing capacity.

Technology and Systems Modernization: DHS continues advancing improvements to its technology infrastructure and business processes, including Call Center modernization, document management, worker-facing policy and verification guidance, eligibility accuracy and quality assurance supports, and integrated eligibility system modernization. These initiatives are intended to strengthen processing efficiency, reduce manual workloads, and support more consistent and accurate eligibility determinations.

Together, these initiatives reflect DHS's continued emphasis on strengthening the organizational infrastructure necessary to provide consistent, effective, and sustainable customer service.

Organizational Outlook and Next-Quarter Priorities

As DHS enters the fourth quarter of 2026, the focus for DHS will remain on sustaining core service delivery while preparing for increased operational demands associated with federal program changes, workforce capacity challenges, and ongoing technology modernization. These priorities will require coordinated planning across policy, operations, workforce development, and technology teams.

Federal Program Readiness and Workload Management: Implementation of federal SNAP changes and preparations for upcoming Medicaid requirements will continue to place demands on eligibility operations, staff training, customer communications, and systems. DHS will prioritize workforce readiness, verification and renewal processes, workload forecasting, and targeted processing strategies to support timely access to benefits as requirements change.

Workforce Capacity and Recruitment: With 118 authorized positions vacant and 102 in active recruitment, filling critical positions remains a priority. DHS will continue working with DOA to advance recruitment, support new employee training, and monitor workforce availability and deployment to meet operational needs.

Customer Access and Call Center Capacity: Customer service demands are expected to remain elevated as federal program changes take effect, and customers seek assistance navigating new requirements. DHS will continue evaluating Call Center staffing, statewide SNAP Connect operations, callback functionality, and opportunities to strengthen first-contact resolution and reduce repeat customer interactions.

Technology and Operational Modernization: DHS will continue advancing priority improvements, including Call Center modernization, document intake processes, verification processing systems, and worker-facing tools that support more efficient case processing. These efforts are particularly important to managing increased verification requirements, reducing manual workloads, and strengthening the Department's ability to respond to changing service demands.

Operational Performance and Continuous Improvement: DHS will continue monitoring processing timeliness, overdue applications, customer access, and workforce productivity to identify emerging pressures and direct resources where they are most needed. Continued implementation of One Touch processing, the ETSA Hub, and other workflow improvements will support these efforts.

Together, these priorities reflect DHS's continued focus on maintaining access to essential services while strengthening the workforce, processes, and technology needed to sustain effective operations.

###

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 occurs when an existing DHS employee accepts a different position within the Department.

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.*