



## Rhode Island Department of Human Services

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### *Office of the Director*

January 17, 2025

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

**RE: DHS Staffing and Operations Report**

Dear House Speaker Shekarchi

Please accept the attached report as the State's most recent update on staffing and operations for the reporting period of November 17, 2024, to January 16, 2025, as formally requested in Article 1 of the enacted SFY24 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

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.

### **Important Note on the Cybersecurity Incident**

As of this writing, it is important to note that the worker portal has been brought back online in a limited form, and paper processing has ended. The Customer Portal is expected to be relaunched in a phased approach later this month.

As you are aware, the RIBridges system managed by Deloitte experienced a significant cybersecurity breach during this reporting period, leading to an offline status for much of the timeframe. This incident remains under active investigation by the State Police and FBI. The CyberAlert.RI.gov website and the RIBridges Data Breach Hotline (1-833-918-6603) have been established as resources to keep the public informed with the latest updates, community resources, and guidance related to the breach.

To ensure continuity of operations and service delivery during this period, DHS promptly transitioned to paper-based processing for all Health and Human Services applications. This proactive measure enabled uninterrupted access for customer applications, agency processing, and compliance with federal requirements for offline application procedures.

Collaboration with our federal partners was crucial in securing appropriate program waivers. This allowed SNAP and Rhode Island Works benefits to be issued on January 1, 2025, without interruption on EBT cards. Similarly, direct deposit disbursements for other programs proceeded as scheduled.

Please note that caseload and other operational data in this report may be preliminary, incomplete, or subject to change due to limited system access during the phased recovery process. Additional updates will be shared as the system restoration progresses.

We appreciate your partnership and commitment during this challenging time. Your support is critical as we continue to prioritize the security and well-being of our community.

Sincerely,

A handwritten signature in black ink that reads "Kimberly Merolla-Brito". The signature is written in a cursive, flowing style.

Kimberly Merolla-Brito  
Director  
RI Department of Human Services

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



# Staffing and Operations Report

## January 17, 2025

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

### KEY HIGHLIGHTS

#### FOR DATA FROM November 17 THROUGH January 16

This section reflects progress made in hiring and retaining staff at DHS, which filled a cumulative total of 419 positions between January 2022 – December 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 January 17, 2025, include:

Total vacancies cited in 'DOA Leave Report' between November 17-January 16, 2025-----	6*
Total NET difference of filled positions for November 17-January 16, 2025-----	-1†
Total HIRING ACTIVITY for November 17-January 16, 2025-----	27††
Total REMAINING POSITIONS to be FILLED at DHS -----	76
Total POSITIONS IN RECRUITMENT PROCESS (defined in report) at DHS -----	69

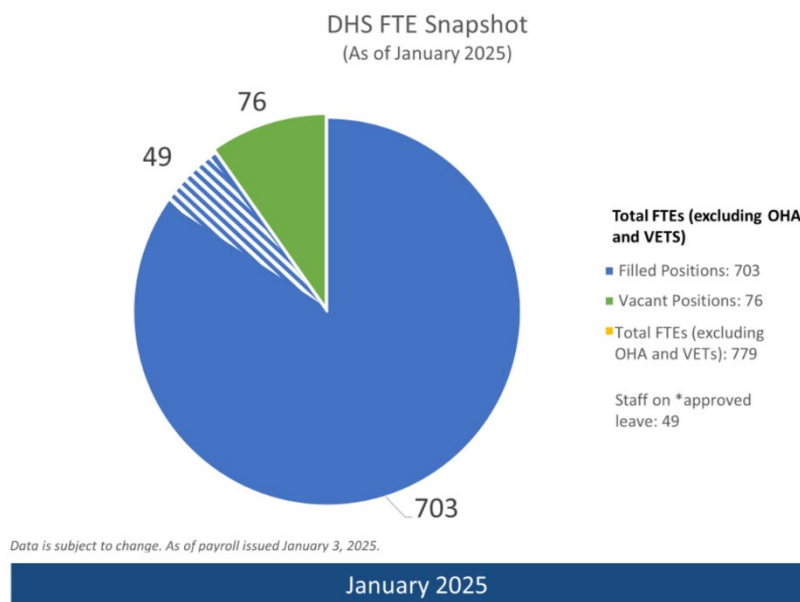
*\*The Leave Report refers to a report from the DOA that lists all employees who left DHS (includes staff from OCSS, OHA, ORS and VETS; DHS uses filters to remove VETS and OHA departures) during the reporting period. It is not intended to be compared with other stats/data points DHS uses in this report.*

*† 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*

## Newly Filled and Vacant Positions

DHS continues to prioritize the hiring of critical customer facing positions. Over a two-year span from January 2023 through December 2024, DHS filled 423 positions through a combination of promotional opportunities, lateral transfers, and new hires. The cumulative hiring activity beginning January 1 and through January 16, 2025, is 8 positions. **In alignment with forecasted state budget priorities and initiatives, DHS expects to see an impact to hiring of personnel reflected in future reports that is both strategic and purposeful, in coordination with the Department of Administration and the Office of Management and Budget.** Recent updates to the PAR process add a financial feasibility component to improve efficiency that applies to all state agencies. Hiring activity at DHS will continue to be closely monitored to ensure customers are able to access DHS's services and programs in a timely manner as federally mandated.



*Data is subject to change. As of January 2025, there were 49 staff on approved leave. Additional information regarding staff on leave is available on page 8.*

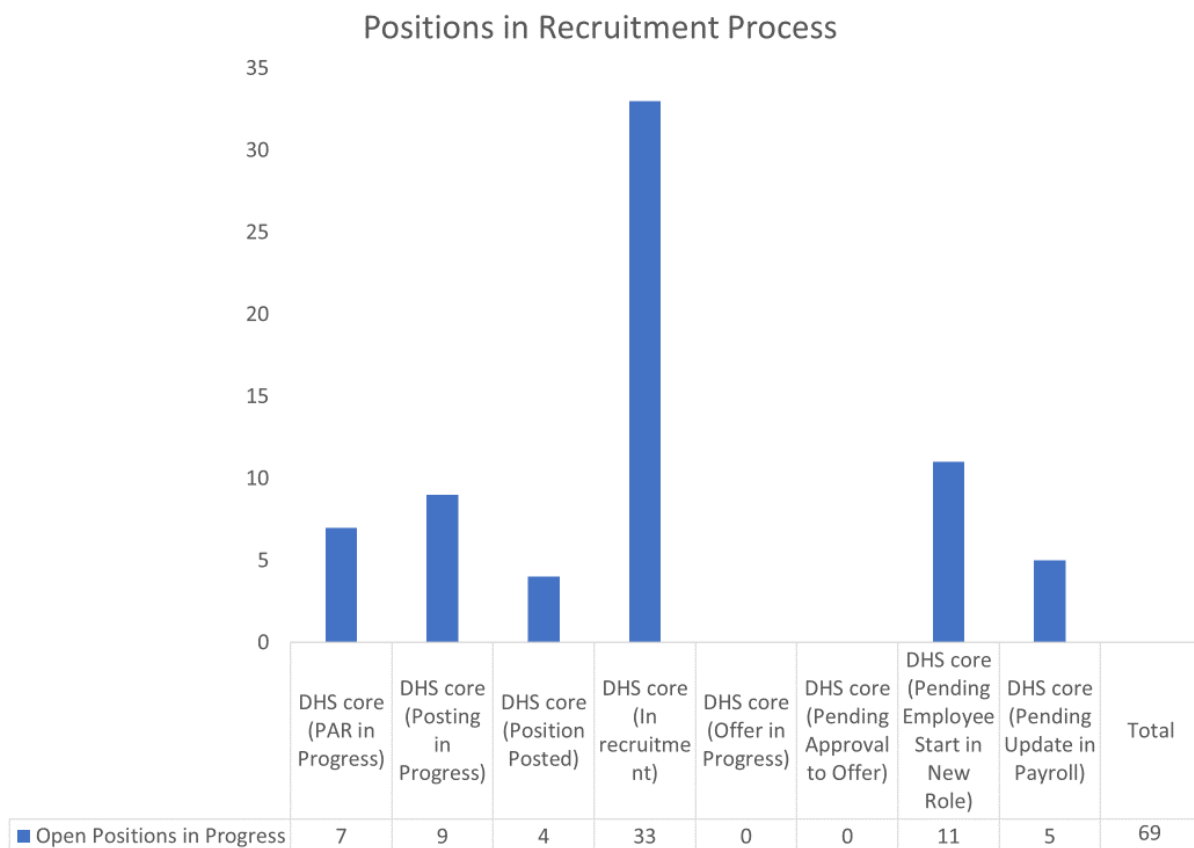
For the reporting period between November 17, 2024, and January 16, 2025, **DHS filled 27 positions.** Using the payroll data closest to the reporting period for this report, you can find a snapshot of the FTE count at DHS, which will fluctuate from each payroll period as new staff join; are promoted; 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, 5 positions have been filled with candidates who have started in their new role and have not yet been updated in payroll.

**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 had not yet transferred)
- FTE count for September 25, 2023 report: 667
- FTE count for November 24, 2023 report: 671
- FTE count for January 23, 2024 report: 681
- FTE count for March 23, 2024 report: 680
- FTE count for May 22, 2024 report: 667
- FTE count for July 21, 2024 report: 683
- FTE count for September 19, 2024 report: 687
- FTE count for November 18, 2024 report: 704
- FTE count for January 17, 2025 report: 703

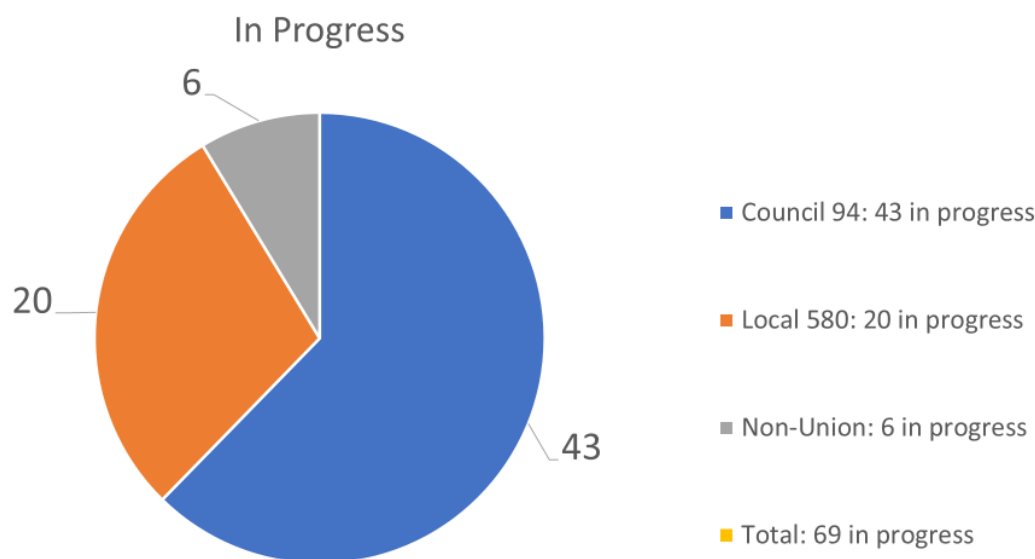
Of the total 779 DHS FTEs (only includes DHS core, OCSS, and ORS), 69 of 76 vacant positions -- or approximately 90 percent -- of those positions are in the process of being filled (payroll issued on 1/3/25). Please refer to the chart below for the status of these positions in the recruitment process.



*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.*

-see next page-

## 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 5 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 (November 17-January 16)

New hiring activity for the reporting period between November 17, 2024, and January 16, 2025, is comprised of back-office and customer-facing positions. For this reporting period, DHS hired 27 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
Administrator, Family and Adult Services	0	1	0
Chief Medical Care Specialist	0	0	1
Customer Service Aide	0	0	1
Customer Support Specialist I	0	1	2
Eligibility Technician I	3	1	7
Eligibility Technician II Lobby	1	3	0
LTSS Level II Financial Reviewer	0	3	0

Principal Human Services Policy and Systems Specialist	0	1	0
Senior Casework Supervisor	0	1	0
Social Caseworker	0	1	0
<b>Total*</b>	<b>4</b>	<b>12</b>	<b>11</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 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 issued from January 3, 2025 (data through December 28, 2024), as the basis for changes from the previous report.

TITLE	November 2024	January 2025	Change +/-
Assistant Administrator Family and Children's Services	3	4	+1
Assistant Administrator Community and Planning Services	8	7	-1
Casework Supervisor	4	3	-1
Administrative Officer	2	1	-1
Chief Program Development	6	5	-1
Chief Implementation Aide	3	4	+1
Chief Medical Care Specialist	0	1	+1
Employment And Career Advisor	16	15	-1
Junior Resource Specialist	4	3	-1
Child Support Enforcement Agent I	17	15	-2
Child Support Enforcement Agent II	7	8	+1
Senior Human Services Business Officer	6	5	-1
Community Relations Liaison Officer	2	1	-1
Customer Service Aide (DHS), Central Scanning	3	8	+5
Customer Service Aide (DHS)	35	31	-4
Customer Support Specialist I (DHS)	5	7	+2
Eligibility Technician I	167	159	-8
Food Service Administrator	1	0	-1
Child Support Enforcement Agent III	13	14	+1
Eligibility Technician II (DHS- Lobby)	34	37	+3
Eligibility Technician III (DHS)	19	20	+1
Jr Human Services Policy & System Specialist	1	2	+1
LTSS Level II Financial Reviewer	0	3	+3

Sr Food Service Administrator	1	2	+1
Senior Human Services Policy and Systems Specialist	8	7	-1
Social Case Worker	30	32	+2
		Total net aggregate:	-1

*\*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 November 17, 2024, through January 16, 2025, the Department of Administration's Leave Report indicated there were 6 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:

- 3 Eligibility Technician I
- 1 Social Case Worker
- 1 Senior Human Services Business Officer
- 1 Senior Human Services Policy and Systems Specialist

*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. Importantly, 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 January 17, 2025, DHS has 703 employees on payroll, of which approximately 49 staff members are currently on continuous or intermittent medical 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 either all or part of the time 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 medical leave are managed by DOA's Disability Management Unit (DMU). In coordination with DMU, the State has launched a light duty pilot to support Call Center operations which will enable employees on medical leaves to return to work in a temporary transitional assignment. Participation in the pilot is not a requirement but is offered as an opportunity for interested staff.

Below, please find the latest snapshot of current staff on medical leave. Please note these numbers fluctuate every pay period as staff return and other leaves are approved or pending approval.



Staff on Family Medical Leave Act (FMLA/PIL Leave)	4
Staff on Intermittent FMLA Leave	32
Staff on Maternity/Paternity Leave	3
Staff on Worker's Compensation Leave	2
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.*

## Civil Service Information

The Department of Administration/Human Resources (DOA-HR) is responsible for administering Civil Service Examinations, in addition to their responsibility to certify and rank the list of qualified passing candidate names. Qualified names are provided to DHS, per Merit System Law (RI General Laws § 36-4-26). DHS works closely with DOA-HR to fill critical positions as each agency performs a crucial function in moving qualified candidates through the completion of the employee onboarding process. Importantly, recently passed legislation to Merit System Law (S3003) in the 2024 legislative session has enabled the DOA-HR to increase the cadence of examinations and conduct quarterly testing for social workers. The legislation also revised Merit System Law to allow for greater flexibility in contacting qualified candidates more efficiently.

The current Eligibility Technician I list consists of 28 names and is currently being used for position hiring. This list is expected to be exhausted in the coming weeks. The administration of the Eligibility Technician I examination conducted on September 13, 2024, resulted in a Civil Service list of 53 passing candidates, and is the first list developed as a direct result of the quarterly testing. Transition to the new Eligibility Technician I list for interview and hiring is projected to commence in mid-January 2025.

The current Social Caseworker (SCW) civil service list consists of 45 candidates and is actively being utilized for interview and selection to fill positions. Test administration on October 11, 2024, resulted in a new list of 73 passing candidates.

DHS management is working with DOA-HR to ensure efficient and coordinated transfer of new Civil Service lists of candidates for hiring of Eligibility Technician I and Social Caseworker positions. Additional Eligibility Technician I and Social Caseworker Civil Service recruitment opportunities will be offered on January 5, 2025, with an application period ending on January 10, 2025, in accordance with the new quarterly testing protocol.

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

## Current Caseload Backlog\* Snapshot

Currently, data on pending new applications is unavailable due to the RIBridges system remaining offline. DHS has worked to ensure there was no interruption of benefits for current customers and has recently begun mailing benefit decision notices on or around January 10 for all new applications since the beginning of the data breach.

While new applications, forms, and documents are being scanned into the worker portal by DHS staff for tracking purposes, there is not enough data available currently to provide a complete summary of current caseload as staff prioritize processing applications over data entry of completed cases.

DHS has been processing all new paper applications since the system was taken offline December 13. Through the apply now DHS webpage, DHS has made available the most common forms for download so the public can more easily find critical forms and documents, fill them out, and submit them to our agency. DHS has processed applications received through the secure drop boxes, the regional offices, though our Call Center and mail. Additionally, there has been concerted effort to ensure customers have the resources they need during this time, including having access to DHS staff beyond the usual posted schedule. Extended hours have varied, and for the week beginning January 12, DHS offered extended Call Center hours of 4-7 p.m. Monday through Friday. Extended hours have been posted consistently on the DHS website as well as on social media, and we will continue to do so as needed.

It is important to know DHS has 30 days to process most applications, with the exception of medical and expedited SNAP. This is the normal, federally required timeframe to process applications. DHS anticipates completing reviews of applications within state and federal requirements during this time – both standard and expedited (seven days). Once the system is restored, DHS expects a gradual adoption of the Customer Portal from active users since the integrated eligibility system was rebuilt from the point of vulnerability identified by Deloitte. DHS will have a coordinated effort between the Executive Office of Health and Human Services and HealthSource RI to ensure customers have the resources needed to be able to use the system when it is back online. During this time, customers with questions about the data breach should be directed to [cyberalert.ri.gov](mailto:cyberalert.ri.gov) and the RIBridges Data Breach hotline at 833-918-6603, with agency lines being reserved for questions specific to customer cases.

As a point a reference, below is a pending caseload as reported December 10, 2024, when data was still available.

	Overdue Awaiting State Action
Program Name	State
SNAP Expedited	94
SNAP Non-Expedited	166
CCAP	177
GPA Burial	2
SSP	2
GPA	3
*RIW	25
Undetermined Medical	588
Medicaid-MAGI	59
Medicare Premium Payments	143
Medicaid Complex	241
LTSS	115
Grand total	1,615

*\*This is an estimate as of December 10, 2024, for RI Works and is*

## Processing Wednesdays

Data is currently unavailable beginning the week of December 15 due to RIBridges being offline. While the system has been offline, DHS has been processing paper applications and maintaining Processing Wednesdays to ensure staff have the time needed to process paper applications being received. In early January, DHS gained access to the worker portal as part of the phased restoration of RIBridges, which has assisted staff in processing applications more efficiently. Since the worker portal has been available, DHS staff have scanned documents to cases at all offices as needed to ensure the timely and accurate determination of benefits for new applicants in compliance with federal timeliness standards.

Beginning Week	Tasks Per Worker	# of Staff	Total Tasks Completed
December 1	20.3	27	548
December 8	15.9	27	429
December 15	Data Unavailable	Data Unavailable	Data Unavailable
December 22	Data Unavailable	Data Unavailable	Data Unavailable
December 29	Data Unavailable	Data Unavailable	Data Unavailable

*This chart related to Processing Wednesdays has been updated for ease of readability.*

## Document Scanning Centers

Data for document scanning centers at DHS regional offices is incomplete at this time. While RIBridges has been down, DHS staff gained access to the worker portal in early January and have been able to scan documents for customers at regional offices to ensure their applications can be processed if additional documentation was requested. This section will be updated once the RIBridges system has been restored.

## Caseload Processing Averages

Please note caseload processing averages are not currently available due to the RIBridges system being offline. DHS is processing paper applications and expects to update these averages once the system is online and functioning as intended. Since DHS staff have been prioritized to process applications within federal requirements, staff may not have had the opportunity to update cases in the worker portal even though cases may have been completed.

**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
Expedited SNAP	7 Days
Non-Expedited SNAP	30 Days
Cash Assistance (RIW/GPA)	30 Days
Medicaid MAGI	30 Days
Complex Medical	45 Days
Long Term Care (LTSS)	90 Days

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

## NEW Hire FTE Impact on Pending Applications

The Department currently has 46 Eligibility Technician positions needing supervisory approval (ETSAs), who are collectively processing over 509 cases per week. Of the 46 ETSAs, seven staff with that designation have not contributed to processing cases yet because they are newly hired. All ETSAs have, however, 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
7	Call Center onboarding (MAGI/ SNAP training, partial-day answering calls)	Each assigned group is averaging, per week, approximately:  SNAP: 370 cases Medical: 125 cases Call Center Calls : 14
18	Medical (applications, recertifications, LTSS)	
18	SNAP applications, recertifications, or interim reviews	

## Call Center

Call Center data for the Staffing and Operations Report dated January 17 will be irregular due to the RIBridges system being taken offline in response to the December 2024 data breach. The volume and duration of calls starting November 24 through January 3, 2025, resulted in an average wait time of **23 minutes and 31 seconds**.

Importantly, Call Center staff were shifted to take calls in the triage queue during this time. This was done to respond to calls as quickly as possible, reduce instances of call transfers, and maintain a high level of customer service. Staff on the triage queues answered non-case specific questions and completed data entry forms for customers who requested to submit applications, recertifications and changes since DHS continued to process paper applications as required by the federal government. Average wait times in the triage line for the month of December was about five minutes.

Additionally, while the DHS made operational adjustments and additional resources available with extended hours, it is important to note some self-service options were reliant on data from RIBridges – and in its absence self-service options for customers were not available. Until the system is functioning as intended, DHS will continue to remain flexible and adjust as needed to meet customer needs.

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## Average Monthly Wait Times by Queue

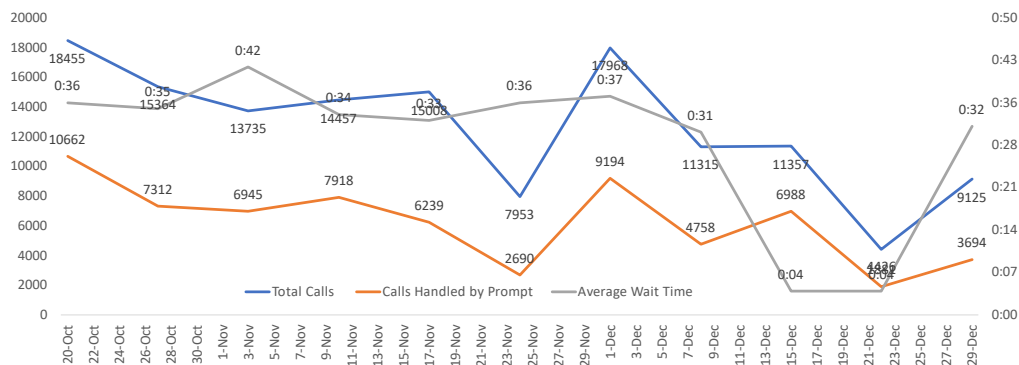
	January		December	
	Callbacks	DHS Agent	Callbacks	DHS Agent
RIW	00:17:26	02:51:26	00:12:53	01:30:09
Child Care	00:21:13	01:47:47	00:11:29	02:01:17
SNAP	00:16:08	01:32:16	00:14:12	01:18:20
Medical	00:13:01	00:40:51	00:09:22	00:51:31
SSP	00:14:50	00:18:21		00:38:21
ECA Transfer	00:08:22	00:25:16	00:10:44	00:18:57
Specialty	00:14:50	00:14:47	00:08:17	00:16:02
GPA	00:31:32	00:13:09	00:07:36	00:13:13
Tech Help			00:09:50	00:12:18
Triage		00:14:52		00:05:35
LTSS	00:04:38	00:04:38	00:09:37	00:03:19
SNAP Interviews/Intakes		00:00:40	00:09:46	00:02:15
TEST_SNAP_Interview_I..				00:00:06
Grand Total	00:15:55	00:49:15	00:12:49	00:18:42

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

During this time, there were approximately 53 staff members supporting the Call Center. Three Eligibility Technician I positions were hired during the reporting period, as well as four Customer Service Specialists. The 10 new positions approved in the FY25 budget have all been filled, with the final position starting on January 12. Current Eligibility Technician staffing levels support up to an average of 16 calls per day for each Eligibility Technician, with a handle time of approximately 20 minutes. Several factors contribute to the average number of handled calls per day, including, but not limited to the availability of staff, the process for filling positions, and general interest in Call Center positions. The handle time includes both the time spent on the phone with the customer as well as time spent taking action on the worker portal.

-see next page-

## Call center summary 10/20 – 1/5/25



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, DHS 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 14 minutes waiting on the phone.

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## 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](http://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](http://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.