



Rhode Island Department of Human Services

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Office of the Director

March 18, 2025

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

RE: DHS Staffing and Operations Report

Dear Chairman Abney:

Please accept the attached report as the State's most recent update on staffing and operations for the reporting period of January 17, 2025, to March 8, 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 the Customer Portal is online for new and existing customers. The Call Center self service options have also been restored since the last report, and the phased restoration of RIBridges continues as teams work to bring backend environments and the HealthyRhode mobile app back to full functionality.

As you are aware, the RIBridges system managed by Deloitte experienced a significant cybersecurity breach during this reporting period, leading to an offline status lasting approximately one month. 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) were established as resources to keep the public informed with the latest updates, community resources, and guidance related to the breach.

Collaboration with our state and federal partners continue and was crucial in securing appropriate program waivers. This allowed SNAP and Rhode Island Works benefits to be issued on time consistently during this reporting period.

Please note that caseload and other operational data in this report may be preliminary, incomplete, or subject to change due to technical discrepancies 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, appearing to read "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

March 18, 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 January 17 THROUGH March 8

This section reflects progress made in hiring and retaining staff at DHS, which filled a cumulative total of 199 positions between January 2024 – December 2024. Reporting period data reflects a 60-day window, with subsequent reports capturing data where the previous report concludes and up to 10 days of the current due date. Highlights for the Staffing and Operations Report dated March 18, 2025, include:

Total vacancies cited in 'DOA Leave Report' between January 17-March 8, 2025----- 8*

Total NET difference of filled positions for January 17-March 8, 2025-----+1†

Total HIRING ACTIVITY for January 17-March 8, 2025----- 23††

Total REMAINING POSITIONS to be FILLED at DHS ----- 75

Total POSITIONS IN RECRUITMENT PROCESS (defined in report) at DHS ----- 67

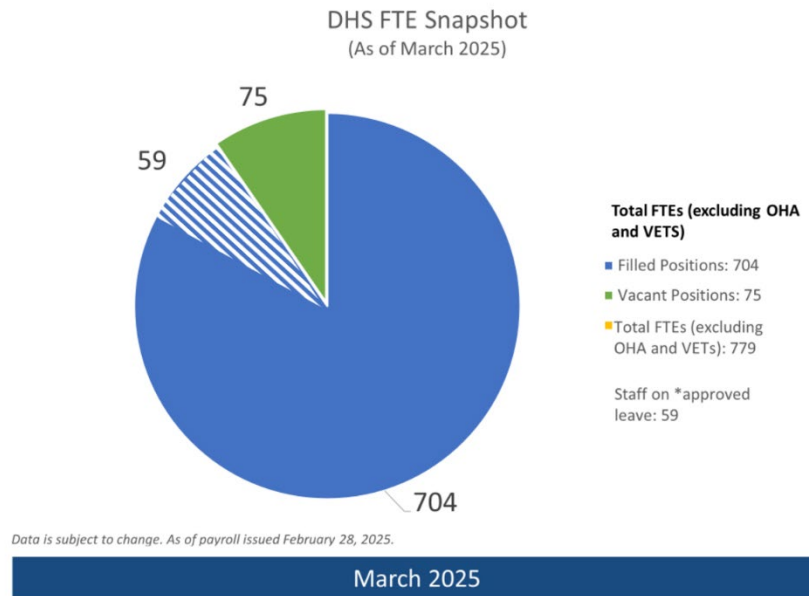
**The Leave Report refers to a report from the DOA that lists all employees who left DHS (includes staff from OCSS, OHA, ORS and VETS; DHS uses filters to remove VETS and OHA departures) during the reporting period. It is not intended to be compared with other stats/data points DHS uses in this report.*

† 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. From January 2024 through December 2024, DHS filled 199 positions through a combination of promotional opportunities, lateral transfers, and new hires. The cumulative hiring activity beginning January 1 and through March 8, 2025, is 29 positions. 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 March 2025, there were 59 staff on approved leave. Additional information regarding staff on leave is available on page 8.

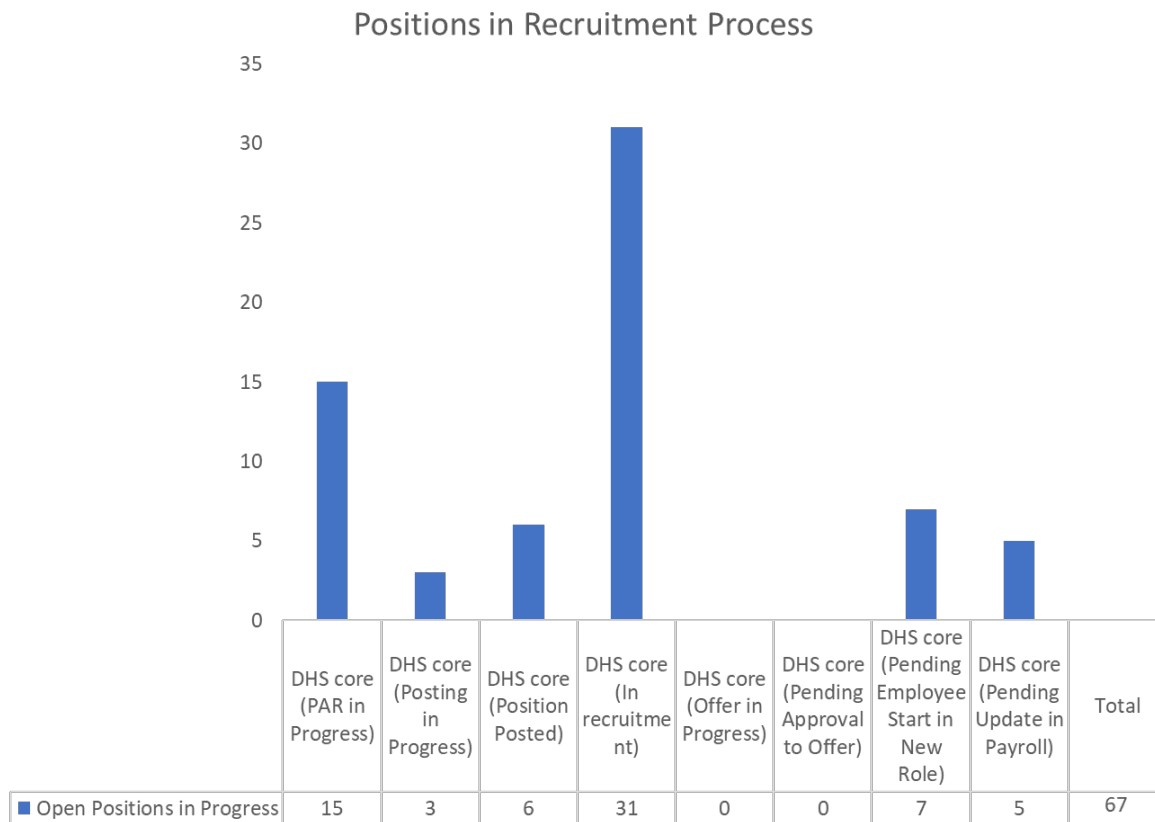
For the reporting period between January 17, 2024, and March 8, 2025, **DHS filled 23 positions.** Using the payroll data closest to the reporting period for this report, you can find a snapshot of the FTE count at DHS, which will fluctuate from each payroll period as new staff join; are promoted; retire 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, 1 position has 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

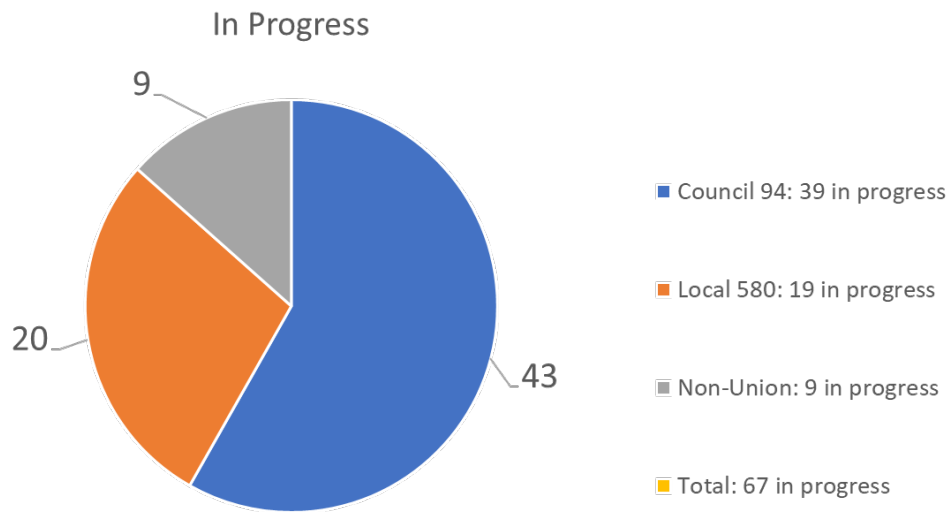
- FTE count for November 24, 2023 report: 671
- FTE count for January 23, 2024 report: 681
- FTE count for March 23, 2024 report: 680
- FTE count for May 22, 2024 report: 667
- FTE count for July 21, 2024 report: 683
- FTE count for September 19, 2024 report: 687
- FTE count for November 18, 2024 report: 704
- FTE count for January 17, 2025 report: 703
- FTE count for March 18, 2025 report: 704

Of the total 779 DHS FTEs (only includes DHS core, OCSS, and ORS), 67 of 75 vacant positions -- or approximately 89 percent -- of those positions are in the process of being filled (payroll issued on 2/28/25). 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.*

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

(January 17-March 8)

New hiring activity for the reporting period between January 17, 2024, and March 8, 2025, is comprised of back-office and customer-facing positions. For this reporting period, DHS hired 23 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
Customer Service Aide	0	0	1
Customer Support Specialist I	0	0	1
Eligibility Technician I	5	0	5
Eligibility Technician III	0	3	0
Employment and Career Advisor	1	0	0
Interpreter	0	1	0
Principal Human Services Policy and Systems Specialist I	0	1	0
Social Caseworker	0	3	0
Supervising Eligibility Technician	1	1	0
Total*	7	9	7

**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 February 28, 2025, as the basis for changes from the previous report.

Title	January 2025	March 2025	Delta
Assistant Administrator of Vocational Rehab	1	0	-1
Associate Director (DHS)	0	1	+1
Child Support Enforcement Agent I	15	16	+1
Child Support Enforcement Agent II	8	9	+1
Customer Support Specialist I (DHS)	7	9	+2
Data Control Clerk	6	4	-2
Administrator- Family and Adult Services	6	5	-1
Eligibility Technician I	159	164	+5
Eligibility Technician II (DHS - Call Center)	17	15	-2
Child Support Enforcement Agent III	14	13	-1
Human Services Policy and Systems Specialist	9	9	-1
Eligibility Technician II (DHS - Lobby)	37	34	-3
Eligibility Technician III (DHS)	20	21	+1
Interdepartmental Project Manager	6	5	-1
Principal Clerk	5	6	-1
Principal Human Services Policy and Systems Specialist	5	6	+1
Rehabilitation Counselor	30	28	-2
Senior Human Services Policy and Systems Specialist	7	6	-1
Senior Word Processing Typist	3	4	+1
Social Case Worker	32	33	+1
Supervising Eligibility Technician	26	27	+1
Vocational Rehabilitation Counselor I	17	18	+1
Vocational Rehabilitation Counselor II	23	24	+1
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 January 17, 2025, through March 8, 2025, the Department of Administration's Leave Report indicated there were eight 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 Consultant Public Health Nurse
- 1 Customer Service Aide (Central Scanning)
- 1 Eligibility Technician I
- 1 Eligibility Technician II Lobby
- 1 Eligibility Technician III
- 1 Interdepartmental Project Manager
- 1 Social Caseworker
- 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 March 18, 2025, DHS has 704 employees on payroll, of which approximately 59 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)	8
Staff on Intermittent FMLA Leave	28
Staff on Maternity/Paternity Leave	6
Staff on Worker's Compensation Leave	0
Staff on Military Leave	0
Light Duty	0
Pending Cases/Under Review*	17
Total:	59

**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, legislation to Merit System Law passed in the 2024 session (S3003) 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 (ET-I) list was created in October 2024 and is currently being used for position hiring. This list consists of 53 passing candidates and is the first list developed as a direct result of the quarterly testing.

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

HCM offered the ET-I and SCW examinations on January 5, 2025, with an application period ending on January 10, 2025, in accordance with the statutory requirement to have a new quarterly testing protocol. This recruitment resulted in 164 ET-I and 122 SCW candidate applications. These applications have been screened jointly by HCM/DHS and testing is scheduled for March 28, 2025.

See Appendix C at the end of the report.

Current Caseload Backlog* Snapshot

Since the last report, the RIBridges system managed by Deloitte has been brought back online for new and current customers. While the system was offline, DHS prioritized access to benefits and worked with federal partners to implement waivers that helped provide uninterrupted access to services and benefits.

The current total number of pending applications awaiting state action is 1,290. This represents the number actual cases DHS has to prioritize processing. While these totals suggest our caseload is stable, it is important to know the work to restore RIBridges to full functionality continues and may directly influence the pending application figures. DHS was granted approval for waivers from our federal partners that could be applied to SNAP and medical on a case-by-case basis. This has helped ensure continuity of coverage during the breach, however, it may later impact redetermination caseloads and timeliness.

The agency continues to work closely with the Executive Office of Health and Human Services, HealthSource RI, the Department of Administration and the Governor's Office to bring all functionality back into the system, such as the different sub-portals, also referred to as environments, that serve different purposes. These environments mainly support the day-to-day tasks of workers, which does not currently affect the experience of customers.

Importantly, 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).

Pending Applications Awaiting State Action

(Snapshot as of March 8, 2025)

	Overdue Awaiting State Action
Program Name	State
SNAP Expedited	103
SNAP Non-Expedited	98
CCAP	80
GPA Burial	2
SSP	1
GPA	0
*RIW	30
Undetermined Medical	270
Medicaid-MAGI	40
Medicare Premium Payments	145
Medicaid Complex	484
LTSS	143
Grand total	1,396

**This is an estimate as of March 8, 2025, for RI Works and is subject*

Processing Wednesdays

With the worker portal online and the Customer Portal online for new and current applicants, the tasks completed on Processing Wednesdays have resumed. Below, you will find data for Processing Wednesdays that has been instrumental during and before the breach in giving staff the needed time to process applications, forms, and documents during this time.

Beginning Week	Tasks Per Worker	# of Staff	Total Tasks Completed
February 2	17	28	486
February 9	15	23	341
February 16	11	22	241
February 23	14	26	363
March 2	15	28	416

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

Document Scanning Centers

The Document Scanning Centers at DHS are operational and helping customers save time by providing an alternate method for them to quickly have documents scanned to their case, without having to wait in line for those preferring in-person services. While customers can have their documents scanned at any regional office, the offices with DSCs in Providence and Pawtucket have dedicated DSCs to help ensure a high quality, customer experience for the offices with the highest volume.

The average wait time to have documents scanned at these locations is usually under 18 minutes. DHS anticipates providing its regular update on DSC usage in the next staffing report.

Caseload Processing Averages

Please note DHS is processing cases according to federal timeliness standards while the restoration phase of RIBridges continues. DHS expects to update these averages once the system, including all internal environments, is 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.

-See next page-

NEW Hire FTE Impact on Pending Applications

The Department currently has 26 Eligibility Technician positions needing supervisory approval (ETSAs), who are collectively processing over 295 cases per week. Of the 2 ETSAs, three 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
5	Call Center onboarding (MAGI/ SNAP training, partial-day answering calls)	Each assigned group is averaging, per week, approximately: SNAP: 215 cases Medical: 80 cases
8	Medical (applications, recertifications, LTSS)	
13	SNAP applications, recertifications, or interim reviews	

Call Center

For the Staffing and Operations Report dated March 18, the Call Center average wait time to speak with a staff member was 24 minutes. The current wait time is likely impacted by waivers in place due to the breach.

Since January and through March 13, DHS has been offering extended hours Mondays and Wednesdays from 4 - 7 p.m. These extended hours have been shared regularly on social media and the DHS website to ensure people could reach our agency. Recently, DHS in collaboration with its partners were able to restore the Call Center self-service options to full functionality. This technology feature provides customers with 24/7 access to a customer's status of benefits, upcoming appointments, and other critical information at the touch of a button. Access to this feature will help customers stay up-to-date on their case so they don't miss any important deadlines regarding their case.

Importantly, DHS is working with its partners to bring the HealthyRhode mobile app back online sometime around the end of March. Restoring the mobile app is one of the last remaining pieces, from the customer-facing perspective, during the restoration phase. However, it is important to note that not all environments within RIBridges are back online, which affects the day-to-day tasks of workers.

Once these technology features and environments are restored, DHS intends to ensure pending caseloads are stable before recommencing its work to operationalize efficiency-focused initiatives that were initially planned for January 2025. This includes initiatives like the SNAP Connect pilot where participants would call-in to DHS at a time most convenient for them instead of the current model of scheduling appointments for required interviews.

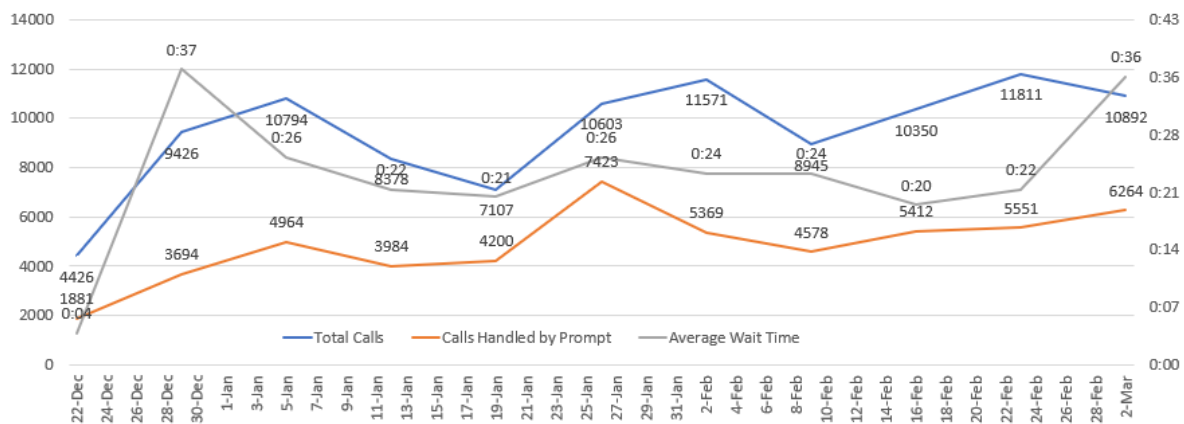
Average Monthly Wait Times by Queue

	February		March	
	Callbacks	DHS Agent	Callbacks	DHS Agent
RIW	00:16:00	01:24:52	00:11:53	01:24:13
Medical	00:15:07	00:47:06	00:11:06	00:42:32
Child Care	00:15:24	01:01:34	00:15:50	01:50:17
SNAP	00:11:35	00:32:28	00:14:05	01:18:31
Specialty	00:08:03	00:31:04	00:00:08	00:23:04
SSP	00:11:17	00:19:00		00:42:55
GPA	00:07:54	00:18:11	00:10:08	00:35:56
ECA Transfer	00:07:30	00:16:24	00:06:21	00:23:22
Tech Help	00:10:28	00:12:55	00:07:44	00:13:44
LTSS	00:09:23	00:06:04	00:06:56	00:11:19
SNAP Interviews/Intakes	00:09:37	00:05:31	00:08:51	00:06:03
Triage		00:01:51		00:03:09
Grand Total	00:12:50	00:25:46	00:12:48	00:41:41

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 54 staff members supporting the Call Center. One Eligibility Technician I position was hired during the reporting period, as well as one Customer Service Specialist. Current Eligibility Technician staffing levels support up to an average of 14 calls per day for each Eligibility Technician, with a handle time of approximately 22 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.

Call center summary 12/22 – 3/9/25



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. 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.