



## Rhode Island Department of Human Services

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### *Office of the Director*

May 16, 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 March 9, 2025, to May 7, 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, all systems impacted by the December 2024 cyber breach of the RIBridges system managed Deloitte have been fully restored and are now fully operational.

Over the last several months, DHS has worked closely with the Executive Office of Health and Human Services (EOHHS), HealthSource RI, and the Governor's Office to ensure the diligent recovery and security of the system while maintaining critical services for customers and partners. While DHS briefly pivoted to paper processing in response to the breach, it is important to know benefits were never interrupted for customers.

Additionally, in-person services remained intact, prompt policy waivers were quickly deployed, and expanded call center hours helped ensure customers were adequately supported during this time. While DHS transitions away from breach response activities, we remain committed to transparency and security. Anyone who received a legal notice about the incident is strongly encouraged to enroll in free credit monitoring. The RIBridges cybersecurity

page at [cyberalert.ri.gov](https://cyberalert.ri.gov) remains available as a hub for important notifications and resources related to the breach. The independent incident report on the breach that would provide more context on how the cybersecurity breach occurred will be made public when it is available from the State, but it is not under the purview of the RI Department of Human Services. To this end, subsequent iterations of the 60-day staffing report will reflect our return to normal operations and reporting routines moving forward, unless otherwise indicated.

As always, we appreciate your partnership and commitment to Rhode Islanders.

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: Sharon Reynolds Ferland, House Fiscal Advisor  
Christopher O'Brien, Committee Clerk, House Committee on Finance



# Staffing and Operations Report

## May 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 March 9 THROUGH May 7

This section reflects progress made in hiring and retaining staff at DHS. 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 May 17, 2025, include:

Total vacancies cited in 'DOA Leave Report' between March 9-May 7, 2025-----	4*
Total NET difference of filled positions for March 9-May 7, 2025-----	-3†
Total HIRING ACTIVITY for March 9 to May 7, 2025-----	29††
Total REMAINING POSITIONS to be FILLED at DHS -----	78
Total POSITIONS IN RECRUITMENT PROCESS (defined in report) at DHS -----	71

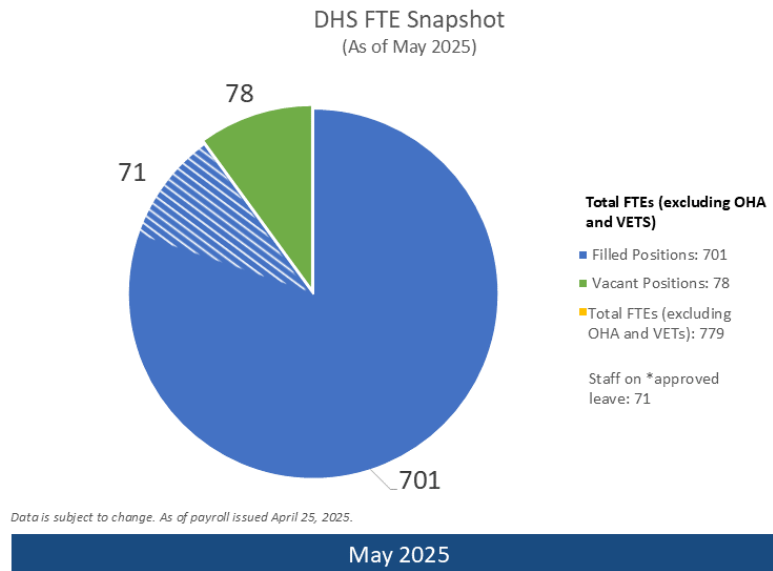
*\*The Leave Report refers to a report from the DOA that lists all employees who left DHS (includes staff from OCSS, OHA, ORS and VETS; DHS uses filters to remove VETS and OHA departures) during the reporting period. It is not intended to be compared with other stats/data points DHS uses in this report.*

*† 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. The cumulative hiring activity from year start through this reporting period is 58 positions, comprised of 21 net new hires and 37 lateral or promotional hiring opportunities for current DHS staff who continue to support the mission of the agency. Recent updates to the PAR process add a financial feasibility component to improve efficiency that applies to all state agencies. In monitoring hiring activity, it is the priority of DHS first and foremost 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 May 2025, there were 71 staff on approved leave. Additional information regarding staff on leave is available on page 8.*

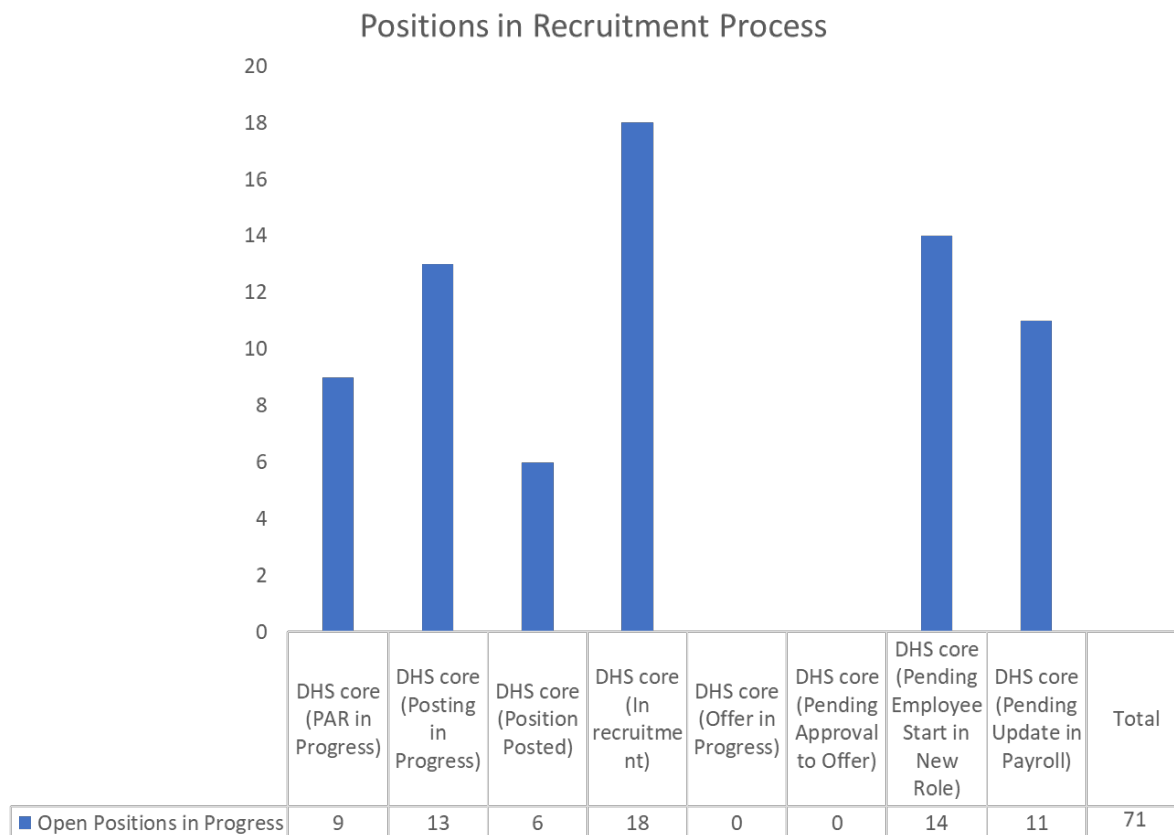
**Using the payroll data closest to the reporting period for this report, you can find a snapshot of the FTE count at DHS pictured above, which will fluctuate from each payroll period as new staff join; are promoted; retire from state service; accept opportunities elsewhere or otherwise leave state service. Payroll data only counts individuals who have received a paycheck and/or are on leave.** At the time of this reporting, 11 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
- FTE count for March 18, 2025 report: 704
- FTE count for May 17, 2025 report: 701

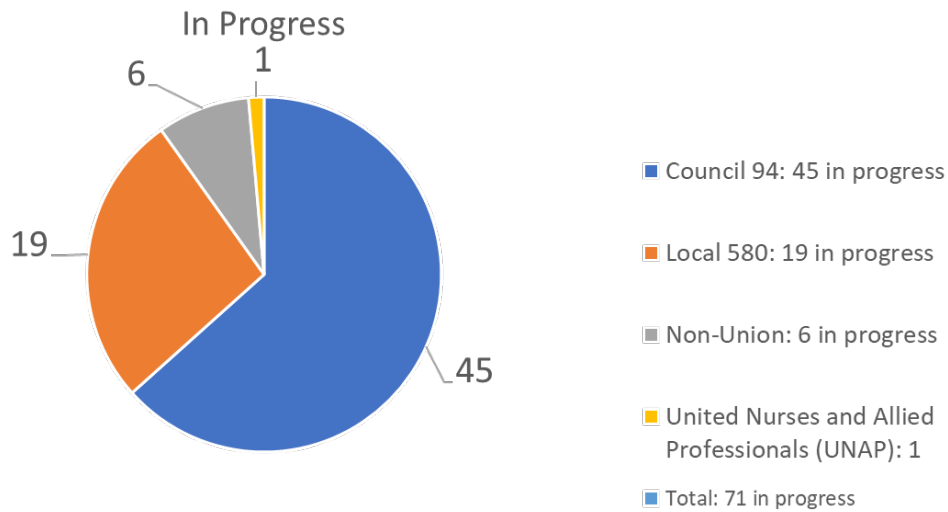
Of the total 779 DHS FTEs (only includes DHS core, OCSS, and ORS), there was a decline in filled FTEs to 701, therefore 71 of 78 positions are actively being filled at the time of this report. Please refer to the chart below for the status of these positions in the recruitment process.



*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.

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

## Hiring Activity (March 9-May 7)

New hiring activity for this report is comprised of back-office and customer-facing positions. Most recently, DHS hired 29 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	0	1
Administrator Family and Children's Services	0	0	1
Assistant Director, Administrative Services	0	0	1
Casework Supervisor	0	1	0
Customer Support Specialist I	0	0	1
Eligibility Technician I	5	3	3
Eligibility Technician III	0	1	0
Employment and Career Advisor	0	0	1
Implementation Aide	0	0	1
Interpreter	0	1	1
LTSS Level II Financial Reviewer	0	1	0
Principal Human Services Business Officer	0	0	1

Quality Control Review Supervisor	0	1	0
Senior Casework Supervisor	0	1	0
Senior Human Services Policy and Systems Specialist	0	1	0
Supervising Eligibility Technician	1	2	0
<b>Total*</b>	<b>6</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. Since 64% (37) of all hiring activity in this report were lateral or promotional hires, it is important to know that these filled positions also create a new vacancy needing to be filled that is reflected in current or subsequent net aggregate charts. The chart below focuses on the status of job classifications impacted by ongoing hiring activity, using payroll issued from late April 2025, as the basis for changes from the previous report.

Title	March 2025	May 2025	Delta
Accountant	1	0	-1
Assistant Director for Administrative Services	1	2	+1
Casework Supervisor	3	4	+1
Information Aide	3	2	-1
Child Support Enforcement Agent I	16	15	-1
Child Support Enforcement Agent II	9	8	-1
Clinical Training Specialist	6	7	+1
Consultant Public Health Nurse	6	5	-1
Customer Service Aide (DHS - Central Scanning)	8	7	-1
Eligibility Technician	164	159	-5
Eligibility Technician II (DHS - Call Center)	15	16	+1
Child Support Enforcement Agent III	13	14	+1
Eligibility Technician III (DHS)	21	20	-1
Implementation Aide	3	4	+1
Interpreter (Spanish)	2	5	+3
Office Manager	2	3	+1
Principal Human Services Business Officer	4	5	+1
Quality Control Review Supervisor	1	2	+1
Quality Control Reviewer	10	9	-1
Senior Case Work Supervisor	14	15	+1
Social Case Worker	33	30	-3
Vocational Rehabilitation Counselor I	18	16	-2
Vocational Rehabilitation Counselor II	24	26	+2
		Total net aggregate	-3

-See next page-

*\*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

The Department of Administration’s Leave Report indicated there were four 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 Customer Service Aide
- 1 Eligibility Technician II Lobby
- 1 LTSS Level II Financial Reviewer
- 1 Social Caseworker

*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, DHS has 701 employees on payroll, of which approximately 71 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)**.

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)	11
Staff on Intermittent FMLA Leave	34
Staff on Maternity/Paternity Leave	7
Staff on Worker’s Compensation Leave	0
Staff on Military Leave	0
Light Duty	0
Pending Cases/Under Review*	19
<b>Total:</b>	<b>71</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, 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 (ETI) list was created in October 2024 and is currently being used for hiring. This list consists of 53 passing candidates and is the first list developed as a direct result of the quarterly testing. An HR division responsible for civil service testing, the Human Capital Management (HCM) announcement in Q1 2025 (January 5<sup>th</sup> – 10<sup>th</sup>) resulted in 164 applications leading to 28 candidates, who are available to DHS for interviewing upon exhaustion of the current list. Additionally, the current Social Caseworker (SCW) civil service list, consisting of 73 candidates, is actively being utilized for interview and selection to fill DHS positions. The HCM SCW Q1 2025 announcement (January 5<sup>th</sup> – 10<sup>th</sup>) resulted in 122 applications, which produced 30 candidates who are available to DHS upon exhaustion of the current list.

Per statutory requirement, HCM offered the ETI and SCW examinations on April 1st, 2025. This recruitment resulted in 72 ETI and 85 SCW candidate applications. Joint DOA-HR and DHS applicant screening occurred on May 9, 2025. A test is planned for June 2025.

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

## Current Caseload Backlog\* Snapshot

The RIBridges system managed by Deloitte has been fully restored and is now fully operational. For the current reporting period, the official backlog of overdue applications awaiting state action is 1,335. This represents a stable caseload and a 24% percent decline to pre-breach data in November 2024 (1,760).

With the system fully operational, DHS is returning to prioritizing the efficient and timely delivery of public benefits. Through the consistent improvements to operations over the last year, DHS's showed its resiliency in response to the breach. Initiatives such as Technology Adoption Days, IVR enhancements, and now SNAP Connect provide DHS with enough flexibility to be able to pivot as was needed during the breach. In the coming weeks and months, DHS anticipates more customers taking advantage of hands-on support and training to navigate the Customer Portal on Wednesdays.

Additionally, DHS is excited to share the SNAP Connect pilot launched in April for Pawtucket residents is running successfully, and progress to date will be shared when more data is available. The SNAP Connect pilot builds on the agency's efficiency focused initiatives to improve the overall customer experience. Through this new service, customers have the flexibility to complete interviews or renewals when it is most convenient for them. DHS expects to see further improvements in pending applications, call center wait times, and the customer experience as a result of SNAP Connect in tandem with Technology Adoption. Additional resources regarding SNAP Connect is available on the DHS website ([dhs.ri.gov/SNAPconnect](https://dhs.ri.gov/SNAPconnect)). The pilot is being monitored closely before DHS expands it to other cities and towns.

## Pending Applications Awaiting State Action

(Snapshot as of May 12, 2025)

	Overdue Awaiting State Action
Program Name	State
SNAP Expedited	93
SNAP Non-Expedited	77
CCAP	67
GPA Burial	3
SSP	1
GPA	0
*RIW	25
Undetermined Medical	271
Medicaid-MAGI	40
Medicare Premium Payments	124
Medicaid Complex	500
LTSS	134
Grand total	1,335

*\*This is an estimate as of May 12, 2025, for RI Works and is subject to*

## Processing Wednesdays

Below, you will also find data for Processing Wednesdays, now called Technology Adoption Days, which has been instrumental in giving staff the time needed to process applications, forms, and documents.

Beginning Week	Tasks Per Worker	# of Staff	Total Tasks Completed
April 6, 2025	20.1	26	523
April 13, 2025	15.8	24	380
April 20, 2025	25.9	24	621
April 27, 2025	19.9	25	498
May 4, 2025	30.2	13	393

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

## Document Scanning Centers

The Document Scanning Centers at DHS's Holden and Roosevelt offices continue to help customers who only need to scan documents. While documents can be scanned at any DHS regional family office, the DSCs have provided an alternative option for customers with a preference for in-person service without having to wait in line. This initiative has supported broader efficiency and customer service-oriented priorities for DHS, which has allowed people to come in and complete their day-to-day business in 18 minutes or less. As more people have a reduced

need to come into the office, we will continue to offer this service but retire the reporting around DSCs unless unique circumstances necessitate an additional update.

## Caseload Processing Averages

Following the restoration of the RIBridges system and continued operational enhancements DHS has made to improve efficiency, the average time to process applications according to federal timeliness standards have improved in all areas since pre-breach reporting in November 2024. 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	8
Non-Expedited SNAP	30 Days	16
Cash Assistance (RIW/GPA)	30 Days	18
Medicaid MAGI	30 Days	20
Complex Medical	45 Days	42
Long Term Care (LTSS)	90 Days	68

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

## NEW Hire FTE Impact on Pending Applications

The Department currently has 21 Eligibility Technician positions needing supervisory approval (ETSAs), who are collectively processing over 296 cases per week. Of the 21 ETSAs, there are four staff members with that designation who have not contributing 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
3	Call Center onboarding (MAGI/ SNAP training, partial-day answering calls)	Each assigned group is averaging, per week, approximately:  SNAP: 226 cases Medical: 70 cases
7	Medical (applications, recertifications, LTSS)	
7	SNAP applications, recertifications, or interim reviews	

-See next page-

## Call Center

DHS is pleased to report all Call Center self-service options have been restored and are fully operational since April 2024. For the current Staffing and Operations Report, the Call Center average wait time to speak with a staff member was 25 minutes.

During and after the breach, it is important to note DHS was able to maintain call center operations and achieved its goal of reducing average wait times to under 30 minutes. Call Center hours have reverted back to its regularly posted schedule of 8:30 a.m. to 3 p.m.

Since the prior report, DHS also launched its efficiency focused initiative called SNAP Connect that allows SNAP recipients to call in to complete their required interview over the phone at a time that is most convenient. Currently, there are 26 eligibility technicians assigned to the SNAP Connect process to answer SNAP interview calls five days a week. While this pilot is currently limited to Pawtucket residents only, DHS is actively evaluating data and will make any necessary refinements before it is expanded to other cities and towns.

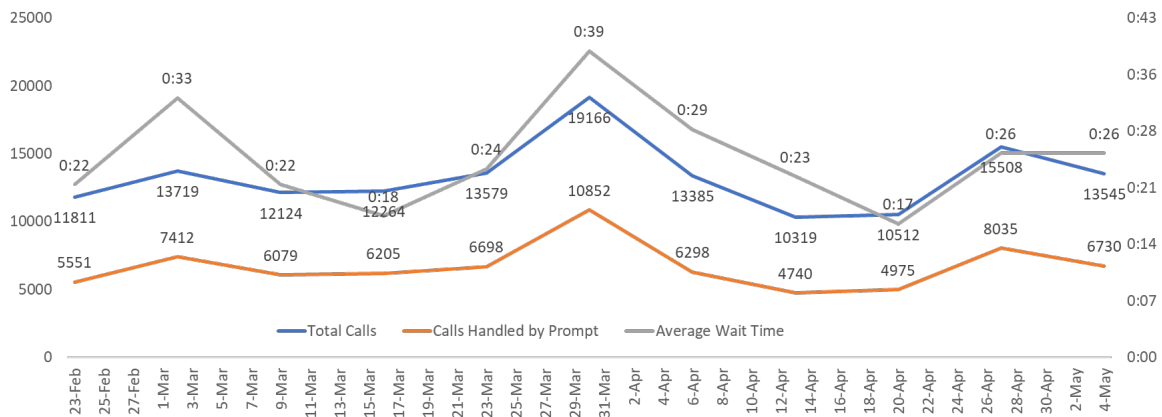
This initiative and other enhancements collectively aim to improve customer service by reducing abandonment rates, promoting one-touch processing, and striving for a 30-minute or less wait time across all queues. DHS remains committed to excellence in service delivery through optimized processes, workforce training, and innovative technological solutions.

**Average Monthly Wait Times by Queue**

	April			May		
	Callbacks	DHS Agent	Triage Agent	Callbacks	DHS Agent	Triage Agent
RIW	00:17:22	01:58:35		00:17:09	02:21:09	
Child Care	00:14:47	01:49:30		00:16:50	01:56:05	
Medical	00:14:10	00:54:41		00:11:51	01:04:31	
SNAP	00:13:24	00:45:37		00:13:22	01:22:31	
ECA Transfer	00:12:36	00:30:05		00:10:01	00:34:56	
Specialty	00:09:16	00:28:03			00:16:29	
SSP	00:14:59	00:18:56			00:16:53	
GPA	00:10:42	00:18:59		00:08:24	00:12:11	
Tech Help	00:06:48	00:10:41		00:12:22	00:15:21	
SNAP_Connect_Recert	00:12:41	00:12:48		00:10:43	00:09:18	
Triage			00:07:39			00:11:11
LTSS	00:09:53	00:07:25		00:09:10	00:06:29	
SNAP Interviews/Intakes	00:08:26	00:02:51	00:00:28	00:07:33	00:02:00	
SNAP_Connect_Intake	00:07:07	00:03:07		00:08:06	00:01:40	
Grand Total	00:13:21	00:30:02	00:07:39	00:13:21	00:37:54	00:11:11

*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 55 dedicated call center staff members. An additional team of 26 field Eligibility Technicians supported the SNAP Connect interview lines. Current Eligibility Technician staffing levels support up to an average of 13.5 calls per day, per Eligibility Technician, with a handle time of approximately 25 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.



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 13 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.