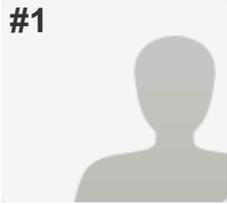


#1		<p>COMPLETE <i>Answers Entered Manually</i></p> <p>Collector: New Link (Web Link) Started: Friday, May 16, 2014 10:50:16 AM Last Modified: Friday, May 16, 2014 11:28:08 AM Time Spent: 00:37:52 IP Address: 146.243.3.220</p>
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PAGE 1: Introduction

Q1: What is your Secretariat?	ANF
Q2: What is your Agency Name?	
Human Resources Division	
Q3: Please list the name of each Workforce Planning Team member under the appropriate function/role.	
Agency Champion	Renee Fullem
Function Lead	Debora Giacchino
HR Facilitator	Natalie Wadzinski
Diversity Officer	Juanita Allen
Other Team Members	Dianne Hennigan, Utilization Review Manager

PAGE 2: Section 1: Obtaining Strategic Direction and Operational Challenges

Q4: Does your agency anticipate agency mission, services, or operational changes in the next 3-5 years?	<p>Yes,</p> <p>If yes, please explain. Possibly. There are many rules and regulations heavily impact the Workers' Comp Unit. There are some investment briefs pending (document management, online recruiting) that if funded could result in an increase in staff or current staff deployed to new functions. If the budget proposal for FY15 gets approved, we will have funds to additional employee training and focus on updating job specifications for IT and SEIU Unit 8+10 titles. There is also going to be some work on validating physical ability tests which could be a multi-year project. HRD has had a decade plus of retrenchment and we're now getting modest resources to tackle recruitment, retention, Workforce planning, employee engagement and workforce development. There is a critical war for talent.</p>
Q5: Does your agency anticipate funding, legislative, or regulatory changes that will significantly impact the agency in the next 3-5 years?	<p>Yes,</p> <p>If yes, please explain. Budget will impact our ability to implement changes mentioned in answer to Q4</p>

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Q6: Does your agency plan to consolidate, close, or open new agency locations in the next 3-5 years?

Yes,

If yes, please explain.

We expect the Employee Service Center to take on additional transaction type processing from the agencies. This may result in an increase of staff but that is not determined at this time.

Q7: Based on efforts to improve service delivery and current business trends, what skills will be needed in the future that the current workforce does not have today?

Our staff will need more advanced skills in strategic planning, creative problem solving, and using technology. Employees will be more data-driven and be more accountable.

Q8: Are there any occupational short or long term workforce trends that are likely to impact your ability to recruit and/or retain employees?

Yes,

If yes, please explain.

The market for utilization review nurses is tight and without a better job title and more competitive compensation and benefits package, it may continue to take a long time to fill any vacancies. The number of workers' comp cases has declined in recent years although there has been an increase in some more complex cases such as those involving mental health issues. In the future, there is a need to ensure any backfills for departing staff receive training from departing incumbent whenever possible.

Q9: In light of your business-related trends and your agency's current budget projections, identify the top three to five Titles, Jobs or Functions that raise concern regarding a potential talent gap.

Function 1

Utilization Review Nurses (RN)

Function 2

HR/CMS Functional Analysts

Function 3

Employee Service Center Customer Service staff

Function 4 (optional)

Civil Service exam and certification staff

PAGE 3: Section 2: Identifying Workforce Planning Target(s)

Q10: Please identify the Title, Job, or Function that will be the primary focus of the Workforce Action Plan.

Utilization Review Nurses (RN)

Q11: Please indicate classification(s) of role. Check all that apply.

Unit 6 Professional (NAGE)

Q12: Explain the direct business impact of not having the staff and skills you need in this role in the next 3-5 years. Detail any other consequences of not addressing the issues now.

The MA Department of Industrial Accidents requires all employers to do utilization review for injured workers. The two options are doing this in-house (self-insured) with regular or contract employees or having a contract with a vendor to provide these services.

Vendors in the past have not wanted to work onsite in Boston (want records send outside of Boston) and their cost is extremely high. The vendors charge per review of a particular case so one case could require 7 separate charges over the course of the treatment plan. Annually the WC unit and some outside specialists make approximately 5,500 utilization review determinations.

The Human Resources Division Workers' Compensation Unit could lose their UR certification with the DIA if in non-compliance with the process required by the Office Health Policy (OHP) at DIA and if it violates mandates set from OHP. Claimants could see a delay in their medical services being reviewed and hence a delay in treatment. Any increases in costs due to use of outside vendors is passed on to agencies via chargeback. These state agencies would have to balance their budget by trimming costs for staff or operations. The DIA also has strict regulations on turnaround time for UR so if we had insufficient staffing, we could have negative findings in the yearly audit DIA conducts.

PAGE 4: Section 3: Analyzing the Workforce Priority Function

Q13: Identify the drivers that create a retention challenge for this function in relation to the existing workforce. Check all that apply.

- Number of employees are retirement eligible,
- Number of employees are retirement likely,
- No career ladder for title (several jobs of increasing responsibility that are defined)

Q14: Identify the drivers that create a skill development challenge for this function in relation to the existing and future workforce. Check all that apply.

- Specialized skills are required,
- Degree or professional license required,
- Market shortage of this skill or knowledge,
- Long "ramp-up" time after hire - time it takes for new employee to be fully proficient

Q15: Which of the following drivers (if any) create a recruitment challenge for this role? Check all that apply.

- Specialized skills are required,
- Difficulty attracting candidates,
- Competition with federal and municipal agencies for this talent
- ,
- A more diverse applicant pool is needed

Q16: What number and percentage of the agency's total workforce does this Title, Job, or Function represent?

Number	5
Percentage	3%

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Q17: Do other state agencies use a similar Title, Job, or Function? Note - this information can be obtained from the Secretariat HR Director.

Yes,

If yes, what other state agencies use this Title, Job, or Function?

MassHealth, All state hospitals and soldiers' homes have utilization review but it is for case management not workers' comp cases, MRC has reviewers for Social Security disability claims PERAC has 2 UR nurses – no job description was readily available when drafting this plan

Q18: Are there any diversity concerns with respect to the current composition of your workforce for this Title, Job, Function?

Yes,

If yes, please explain.

Although HRD's workforce overall and in this EEO-4 category is very diverse, this function does not reflect diversity.

Q19: Are there multi-generational concerns regarding the composition of your current workforce and pending retirements?

Yes,

If yes, please explain.

Due to number of incumbents who are retirement eligible and retirement likely, it will be a challenge to backfill the positions. These positions attract employees in the later stage of their career so long tenure isn't expected.

Q20: Identify any concerns in terms of turnover trends over the last few years.

None - only employees who left retired.

Q21: What number and percentage of the incumbents in the Title, Job, or Function are retirement eligible?

Number	5
Percentage	100%

Q22: What number and percentage of the incumbents in the Title, Job, or Function are "retirement likely"?

Number	2 in 2 years
Percentage	40%

Q23: Identify the projected skill development needs for existing staff in this Title, Series or Function in the next 3 – 5 years.

UR conducts it's own internal training (on the job). The state should conduct trainings in UR. The market for utilization review nurses is tight and without a better job title and more competitive compensation and benefits package, it may continue to take a long time to fill any vacancies. The number of workers' comp cases has declined in recent years although there has been an increase in some more complex cases such as those involving mental health issues. In the future, there is a need to ensure any backfills for departing staff receive training from departing incumbent whenever possible internally

Q24: Following are strategies and tools to facilitate successful recruitment. Check all that apply.

Leverage use of social media to recruit (Twitter, LinkedIn, Facebook, etc)

,

Diversify your recruitment sources (Operation ABLÉ, Commonwealth Compact, Ladders.com, Craigslist.org, etc.)

,

Participate in or host career fairs,

Collaborate with targeted organizations that help people with disabilities (Mass Rehabilitation Commission, Easter Seals), Ethnic professional organizations (Black MBA Association, Latino Professional Network, Boston Chinatown Neighborhood Center, local Urban League chapters, etc) as well as organizations that provide services to women and veterans

,

Partner with college and university recruitment centers including job fairs

,

Update job descriptions (specific to the employee),

Update CEO posting for next opening,

Other (please specify)

Traditionally used just CEO and previously Boston Globe and Boston Herald (both online and on paper) Have done word-of-mouth informal recruitment to current UR vendors and when in health care settings Could recruit at medical job fairs if budget allows. Agencies commit to a small budget for recruitment. FTE cap is an issue. Allow flexibility in FTE cap so we can have post job as soon as we know an incumbent is leaving or retiring so there is some overlap in coverage. The incumbent would train the new hire before the incumbent terminates from the agency.

Q25: Following are strategies and tools to facilitate successful retention. Check all that apply.

Establish a mentoring program - two employees of different levels of experience are matched up; one is the role model and sounding board for the other

,

Allow flexible work schedules, telecommuting, or part-time work (first two REQUIRE HRD and UNION APPROVAL)

,

Encourage professional development - i.e. training, independent study, professional association membership, conferences

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Q26: Following are strategies and tools to facilitate skill development. Check all that apply.

Enroll staff in training classes using just-in-time training to enhance skills needed

,

Provide on-the-job training,

Other (please specify)

Promote occupation specific training to maintain valid nursing licenses (i.e. continuing education units - CEUs). Promote soft skills classes in PACE.

Q27: Following are strategies to facilitate organizational preparedness. Check all that apply.

Document institutional knowledge - capture information and experience that is not currently documented or shared with others

,

Conduct business process redesign - change way work is done to eliminate non-essential steps, roadblocks, pain points, and redundancies

,

Other (please specify)

We are already documenting all our policies and procedures. DIA has strict guidelines and we follow published medical guidelines on appropriate treatment. Our In-house IT system is user-friendly and includes text mouseovers with explanations so no separate IT documentation needs to be created. During every monthly unit meeting, a different nurse shares their internal guidelines for a particular kind of care. Business processes currently being documented and streamlined in the workers' comp unit so nurses will have less transactional/administrative work.

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Q28: Following is a list of additional potential remedies that are not within an agency's control or which may require collective bargaining or change in law or regulations. Please rate your interest in the following potential remedies by selecting the appropriate cell corresponding to your interest level.

Update job specifications	Strong Interest
Increase the job grade for job, series or function in question	Some Interest
Increase salary minimum	Some Interest
Allow more flexibility in salary range placement for new hires	No Interest
Allow advancement to next job level after a prescribed amount of time	Some Interest
Offer hiring bonuses	Some Interest
Allow retiring employees to decrease their work hours without impacting the retirement policies and guidelines	Some Interest
Allow more flexible working arrangements including but not limited to "snow-bird" arrangements where employees don't work for several months a year (i.e. may have Jan-April off) but work a regular schedule the rest of the year.	Some Interest
Allow earlier effective date for benefits access to new hires	No Interest
Offer paid professional days for all staff	Strong Interest

Q29: Do you have additional enterprise solutions or strategies you would recommend the Commonwealth explore and/or develop?

Yes,

Please list solutions or strategies.
 Change to a new title Occupational group should be nursing or health care. The EEO-1 group (Officials and Administrators) will not be changed. Modify CEO so the role listed as Program Coordinator III can be listed as Occupation "Nursing" instead of "Office and Program Admin" which is official group behind this generic title. Program Coordinator III is used for a wide variety of job roles in government. Two of the eight applicants from the last CEO posting were not nurses and apparently didn't see the UR functional title before applying. Some outside applicants may feel program coordinator jobs can be filled by generalists but this UR role requires an LPN or RN and 4 years clinical experience per DIA regulations.

Q30: What will you be trying to accomplish with your Agency Action Plan? (Examples: increase number of job applicants, build a pipeline of future applicants for entry-level positions through developing an internship program, etc).

We are trying to increase the number and diversity of the candidate pool for the next vacancy. Having a dedicated job specification or one with a closer match to the duties would be very helpful.

Q31: Describe the metrics that will be used to evaluate the success of your strategies for addressing the talent gap for this Title, Job, or Function. (Example: 20% increase in number of applicants, number of internships completed).

Increase in number of resumes next time job is posted (at least 25 applicants)
 Increase in the number and diversity of qualified candidates (will re-post if insufficient pool)
 Improved retention rates/ decrease in turnover
 Sponsorship by HRD executive leadership and senior manager active involvement in developing and implementing the workforce action plan
 Satisfaction from leadership on reporting or status updates at senior staff meetings
 Increased awareness in HRD senior staff of workforce planning concept and UR nurse challenges
 Business process of UR review is streamlined and in sync with DIA rules

Q32: Are you including another Title, Job, or Function in this Agency Action Plan? No

PAGE 6: Section 5: Developing the Agency Workforce Action Plan

Q33: Agency Activity #1 Identify an objective in your Agency Action Plan. Please ensure the objective is written using the SMART approach - specific, measurable, achievable, relevant, and time bound.

Objective	Review last CEO posting and current job descriptions (Form 30s) and update both. The HRD Workers' Compensation Director will meet with the HRD Diversity Officer and HRD Human Resources Officer by June 30, 2014 to craft an effective inclusive recruitment process.
Targeted completion date	June 30, 2014
Intermediate milestones	Updating job descriptions and drafting future job announcement
Measures of success	Increased outreach which results in more diverse larger applicant pool

Q34: Agency Activity #2 Identify an objective in your Agency Action Plan. Please ensure the objective is written using the SMART approach - specific, measurable, achievable, relevant, and time bound.

Objective	Review recruiting resources and determine costs associated with posting jobs. Determine recruitment budget with agency Chief Financial Officer.
Targeted completion date	December 31, 2014
Intermediate milestones	Attend career fairs
Measures of success	Higher quality applicant pool with the skills and experience we are seeking
Contingencies (if any)	Recruitment budget

Q35: Agency Activity #3 Identify an objective in your Agency Action Plan. Please ensure the objective is written using the SMART approach - specific, measurable, achievable, relevant, and time bound. *Respondent skipped this question*

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Q36: Agency Activity #4 Identify an objective in your Agency Action Plan. Please ensure the objective is written using the SMART approach - specific, measurable, achievable, relevant, and time bound.

Respondent skipped this question

Q37: Agency Activity #5 Identify an objective in your Agency Action Plan. Please ensure the objective is written using the SMART approach - specific, measurable, achievable, relevant, and time bound.

Respondent skipped this question

PAGE 7: Workforce Action Plan (continued)

Q38: List the measures you will use to evaluate the overall success of your Agency Action Plan including specific quantitative or qualitative metrics and the threshold for defining success.

#1 Metric definition	List of expanded recruitment sources
#1 Metric target	Add 50 new sources for nurse recruitment
#2 Metric definition	Job classification decision
#2 Metric target	Favorable decision to reclassify

Q39: Explain in detail how this workforce action plan supports your affirmative action and/or diversity plan.

The plan includes good faith efforts to broaden the applicant pool to include more diverse candidates. The recruitment sources we have identified fall into several areas:

- Professional nursing groups and nursing school alumni offices
- Affinity organizations for nurses who are minorities or have a disability
- Non-profits that serve a diverse audience (veterans, older workers, minorities, etc)

We will be working closely with the HRD Diversity Officer and HRD Human Resources Officer to craft an effective inclusive recruitment process. The goal is to increase diversity in the UR unit, Workers' Compensation Unit, and HRD as a whole.

PAGE 8: Section 6: Obtaining Approval of Agency Workforce Plan

Q40: Please list the approvers of this agency workforce plan.

Name + title	Paul Dietl
Name + title	Renee Fullem
Name + title	Debora Giacchino

Q41: Date submitted to HR Advisory Council member

Date: 04/04/2014