Virginia Department of Human Resource Management (DHRM)

Roadmap to Success

2023

Index

- Director/DHRM Overview, Janet Lawson
- Chief Deputy Director, Rue White
- Information Security Officer, Belchior Mira
- Communications & Public Relations Manager, Mecca Hall
- Human Resources Consulting Services, Rue White
- Finance and Administration, Aubrey Chigwada, Acting Director
- Office of Health Benefits, Gary Johnston, Director
- Office of Employment Dispute Resolution, Chris Grab, Director
- Office of Workforce Engagement, Justin Shreve, Director
- Office of Workers' Compensation, Aubrey Chigwada, Director
- Office of Information Technology, Antonio Villafaña, Chief Information Officer

Director Overview

- Organization of state government
- DHRM in Code of Virginia
- Duties of the Department
  - Vision
  - Mission
  - Values
  - Strategic Priorities

Key Drivers of DHRM's Work

- Governor/General Assembly
- Stakeholders – Customers
- Executive Branch Agencies

DHRM Organization Structure

- DHRM Org Chart

Director's Comments

- Remember people are our business.
- Keep the customer in focus.
- Listen to many before forming an opinion.
- Use data to inform others and drive or support decisions.
- Challenge the status quo.
- Be innovative and creative.

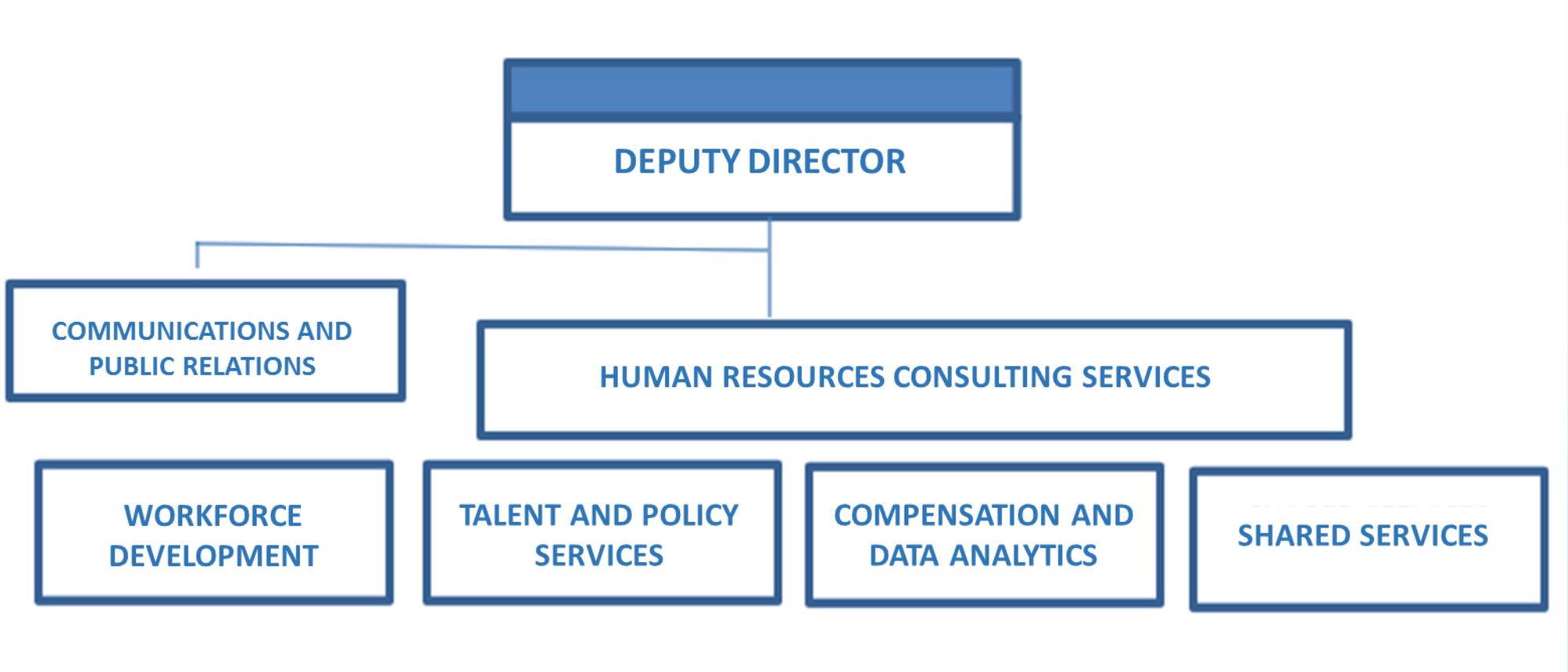
Director's Comments

- Value differences (culture and perspectives) and model the way (lead by example).
- Results matter but how you get there matters too.
- Mistakes will happen. Learn from them and don't repeat. Be resilient.
- Have courage. Speak up. You have a voice and say.
- We are ONE team. Learn and live the values.

Deputy Director's Comments

- Welcome to the DHRM Team!
- Each DHRM Team Member has the unique opportunity to improve the work life experience of thousands of state employees, and to contribute to the quality of services we provide to our many stakeholders.
- We value serving others, diversity of thought and life experiences, creativity, inclusive collaboration, teamwork, and an eagerness to make a difference.

Who We Are


DEPUTY DIRECTOR
COMMUNICATIONS AND PUBLIC RELATIONS
HUMAN RESOURCES CONSULTING SERVICES
WORKFORCE DEVELOPMENT
TALENT AND POLICY SERVICES
COMPENSATION AND DATA ANALYTICS
SHARED SERVICES

Scope of Deputy Director's Role

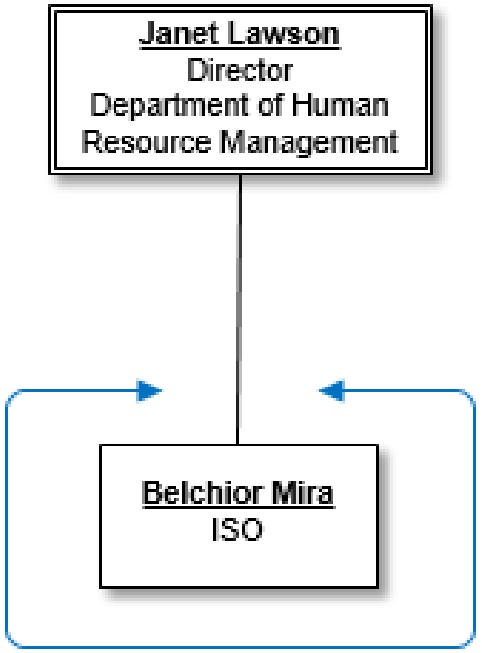
The Deputy Director provides leadership to:

- Office of Human Resources Consulting Services (HRCS)
- Office of Communications & Public Relations
- Serves as backup to the Agency Director over all agency matters

Virginia Department of Human Resource Management (DHRM)

Information Security & Risk Management (ISRM)

Who We Are ~ Information Security & Risk Management (ISRM)



Information Security and Risk Management

Information Security & Risk Management (ISRM)

Information Security Officer

- The Information Security Officer (ISO) is responsible to the Agency Head for policy and oversight of the DHRM information security program.
- The ISO provides information security governance to DHRM through policy guidance, standards, procedures and processes that protect the confidentiality, integrity and availability of the information and systems maintained at the agency.
- The ISO receives policy and program guidance from the Virginia Information Technologies Agency (VITA).
- The DHRM ISO is also the DHRM Emergency Management Coordinator (EMC) responsible for developing and maintain plans that outline the actions to be undertaken by DHRM facilities occupants during emergency situations, severe weather scenarios, and all related preparedness drills.

Information Security & Risk Management (ISRM)

Information Security Officer

- ISO core responsibilities include: developing and managing the agency IT security program; developing and maintaining an IT security awareness and training program; implementing and maintaining the appropriate balance of protective, detective and corrective controls for agency IT systems.
- EMC core responsibilities include: annual creation and update of the DHRM's continuity of operations plan (COOP) to conform to the most recent template produced by VDEM; maintenance of a current roster of DHRM personnel required to implement the continuity of operations plan; conduct of an annual test or exercise of the continuity of operations plan that includes alert, notification, and activation procedures for key personnel.

What We Do ~ Information Security & Risk Management (ISRM)

- Provide services and expertise across the Agency to implement and maintain the Information Security Program;
- Establish and promulgate IT security policies, procedures, controls, and guidelines;
- Detect security incidents, responds appropriately and safeguards information systems from exceeding risks.
- Maintain the Continuity of Operations Plan to comply with Executive Order 41 (2019)

Who We Serve ~ Information Security & Risk Management (ISRM)

- State agencies, localities and their employees who use DHRM's systems
- DHRM Offices:
  - Communications & Public Relations
  - Human Resources Consulting Services
  - Finance and Administration
  - Employment Dispute Resolution
  - Health Benefits Services
  - Workers' Compensation
  - Workforce Engagement
  - Office of the Chief Information Officer

Hot Topics/Initiatives ~ Information Security & Risk Management (ISRM)

- Continuing to evolve the DHRM Information Security Program to maturity
- Providing additional security guidance to DHRM staff, and bolstering security efforts and procedures through a wide variety of communications
- Ongoing interactions with Commonwealth Security and Risk Management to further strengthen the security posture of DHRM
- Ongoing participation on the Commonwealth Information Security Officers Advisory Group (ISOAG) meetings
- Maintaining Commonwealth of Virginia ISO Certification

Measures of Success - Information Security & Risk Management (ISRM)

- Reduction in security audit findings
- Reduction in system vulnerabilities and risks
- Improvement in security culture among DHRM personnel

Cross Collaborations ~ Information Security & Risk Management (ISRM)

- Information Security does not operate in isolation. It applies to everyone.
- Collaboration between the DHRM ISO and Commonwealth Security and Risk Management
- Collaboration between DHRM ISO and DHRM stakeholders
- Engagement with Agency staff, required to conduct Business Impact Analysis (BIA), Risk Assessments (RA), Continuity Plan Readiness Exercises (CPRE) and other actions

Communications & Public Relations

The Office of Communications & Public Relations develops and provides a comprehensive statewide communication and public relations strategy and plan for DHRM communications with state agencies, employees, the Governor's Office, State Legislature, the media, and the public.

Who We Are ~ Communications & Public Relations

Mecca Hall serves as our Communications and Public Relations Manager.

What We Do ~ Communications & Public Relations

- Central DHRM Communications Strategy and Mass Distribution
- Communication and Legislative Mandates Master Calendars
- Coordination of Freedom of Information Requests
- Agency Reputation Management and Transparency
- DHRM Press Releases
- Press and Media Inquiries
- Communications Support for Governor's Office
- Social Media Plan
- GovDelivery Platform Management
- Records Management

Who We Serve ~ Communications & Public Relations

- The People of Virginia
- Governor of Virginia
- Governor's Cabinet
- State Employees
- Human Resources Community
- Press and Media
- Citizens/Taxpayers
- General Assembly

Hot Topics/Initiatives ~ Communications & Public Relations

- Communications Branding
- Communication Protocol Management
- Mandated Reporting Protocol Management
- FOIA Policy Management
- Social Media Expansion
- Enhanced Utilization of Communications Platform
- Support promotional communication efforts for Employee Engagement Events
- Collaboration with external Public Relations Partners

Measures of Success ~ Communications & Public Relations

- Engaging, well-written, coordinated communications
- Audience Impact
- Effective utilization of readership metrics
- Diversity / Effectiveness of Communication Channels
- FOIA Expertise and Compliance
- Press/Media Relations
- Internal and External Collaboration

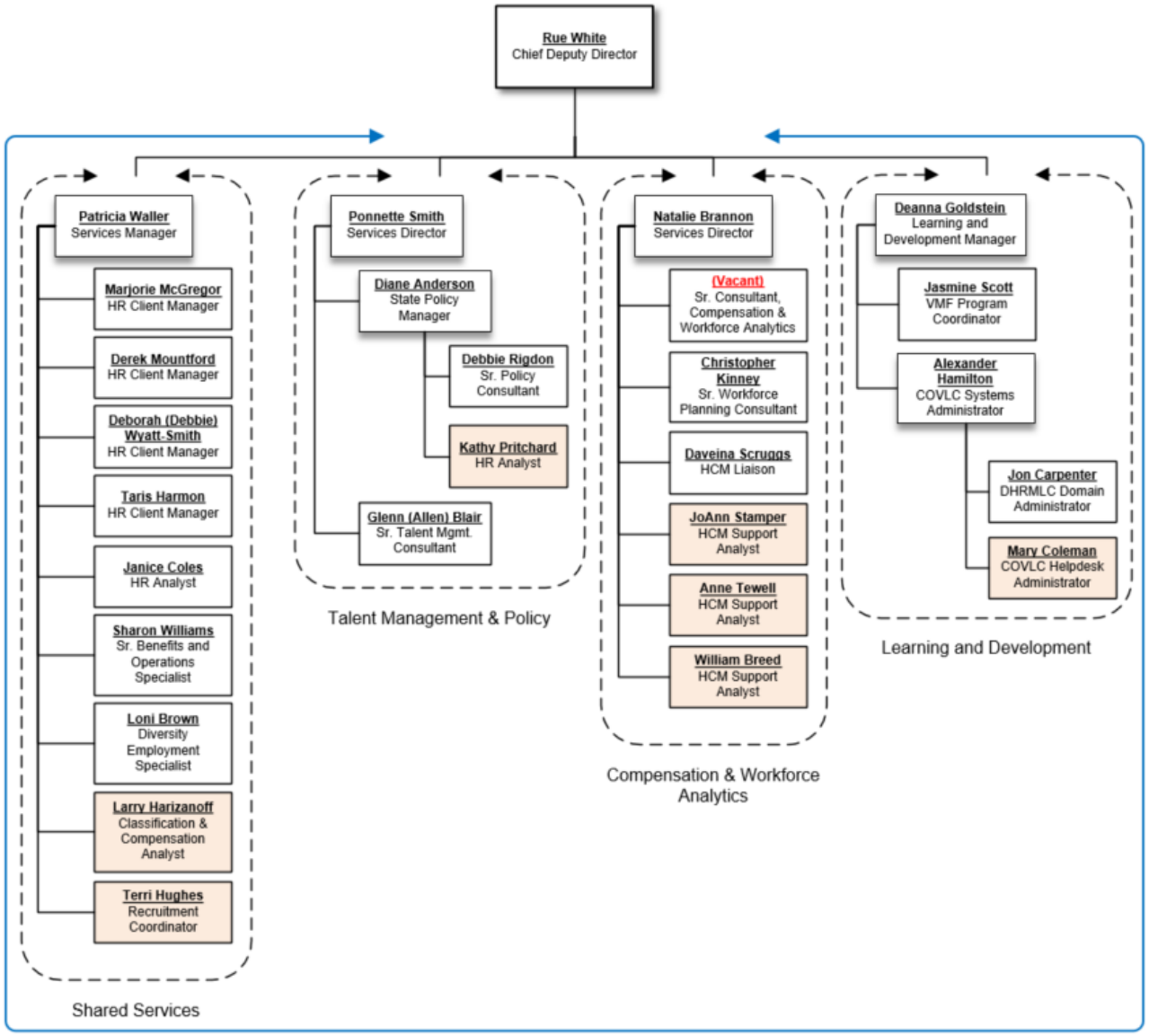
Cross Collaborations ~ Communications & Public Relations

- The scope of Communications and Public Relations impacts all other DHRM Office Areas, the Governor's Office, and our workforce.
- Daily collaboration with internal and external colleagues is essential to providing seamless services to our customer base.
- Our primary external partners are agency human resource professionals, employees, and the Governor's Office.

HUMAN RESOURCES CONSULTING SERVICES

- The Office of Human Resources Consulting Services (HRCS) develops, enhances, and maintains a comprehensive statewide suite of programs focused on four service areas:
  - Talent Management and Policy Services
  - Compensation and Workforce Analytics
  - Workforce Development
  - Shared Services
- These service areas collaborate to support the Commonwealth's best in class goal of attracting, retaining, and motivating a highly qualified workforce.

Who We Are ~ HRCS



What We Do ~ HRCS

- The Office of Human Resources Consulting Services develops and leads a comprehensive suite of statewide human resource programs and supporting infrastructure:
  - Shared Services (Fee for Service)
    - Full-scope HR Services to 16 State Agencies
  - Talent Management and Policy Services
    - State Employment Program and Recruitment Management System
    - State Policy Development and Administration
    - Talent Outreach to under-represented groups
    - Legislative Liaison
  - Workforce Development
    - Statewide Training and Development Network
    - Individual, Team, and Organizational Development
    - Virginia Management Fellows Program
    - Learning Management System and Infrastructures
  - Compensation Management and Workforce Analytics
    - Compensation, Classification, Salary Administration
    - Workforce Planning
    - Cardinal HR Systems Stewardship
    - Workforce Data Analytics

Who We Serve ~ HRCS

- The People of Virginia
- Governor of Virginia
- Governor's Cabinet
- State Agency Leaders
- State Employees
- Prospective Employees
- Human Resources Community
- State Legislature
- Legislative Staff
- Citizens/Taxpayers

Hot Topics/Initiatives ~ HRCS

- People and the Evolving Workforce and Workplace – Best in Class Programs and Services
  - Diversity, Opportunity, and Inclusive Excellence in Product Development and Service Delivery
  - Policy Development – Future Focused Transformative Impact on People and Lines of Business
  - Improved Classification and Compensation Infrastructure
  - Workforce Planning and Forecasting
  - Implementation of new Recruitment Management System and Performance Management Functionality
  - Talent Outreach – Expanding Partnerships with Veterans and other Underrepresented Groups
  - Contemporary, Consistent State Compensation Methodology
  - Increased functionality of Learning Management System, including e-Commerce and Single Sign On
  - Career Development and Training for HR Community and Employees
  - Dynamic Workforce Analytics and Workforce Dashboard Platform
  - Increased Data Analysis and Reporting Capabilities
  - Enhanced Shared Services Operations and Fee Structure
  - Collaboration and Integration of Services across DHRM

Measures of Success ~ HRCS

- Full implementation of Contemporary RMS and LMS Systems and optional functionality
- Improved Employee Experience (Exit and Engagement Surveys)
- Compensation Methodology and Policies that reflect Labor Market and support pay consistency
- Improved Workforce Development Resources for Employees and Leaders
- Meaningful and Actionable Statewide Workforce/Succession Plans
- Increase in Veterans Hiring
- Improved Internal and External Technology Platforms and Tools for delivery of core services
- Establishment of State Agency Compensation Network
- Simplified, modern policies that reinforce the Governor's Best in Class goals
- Greater Economies of Scale and ARMICS Compliance through Shared Services

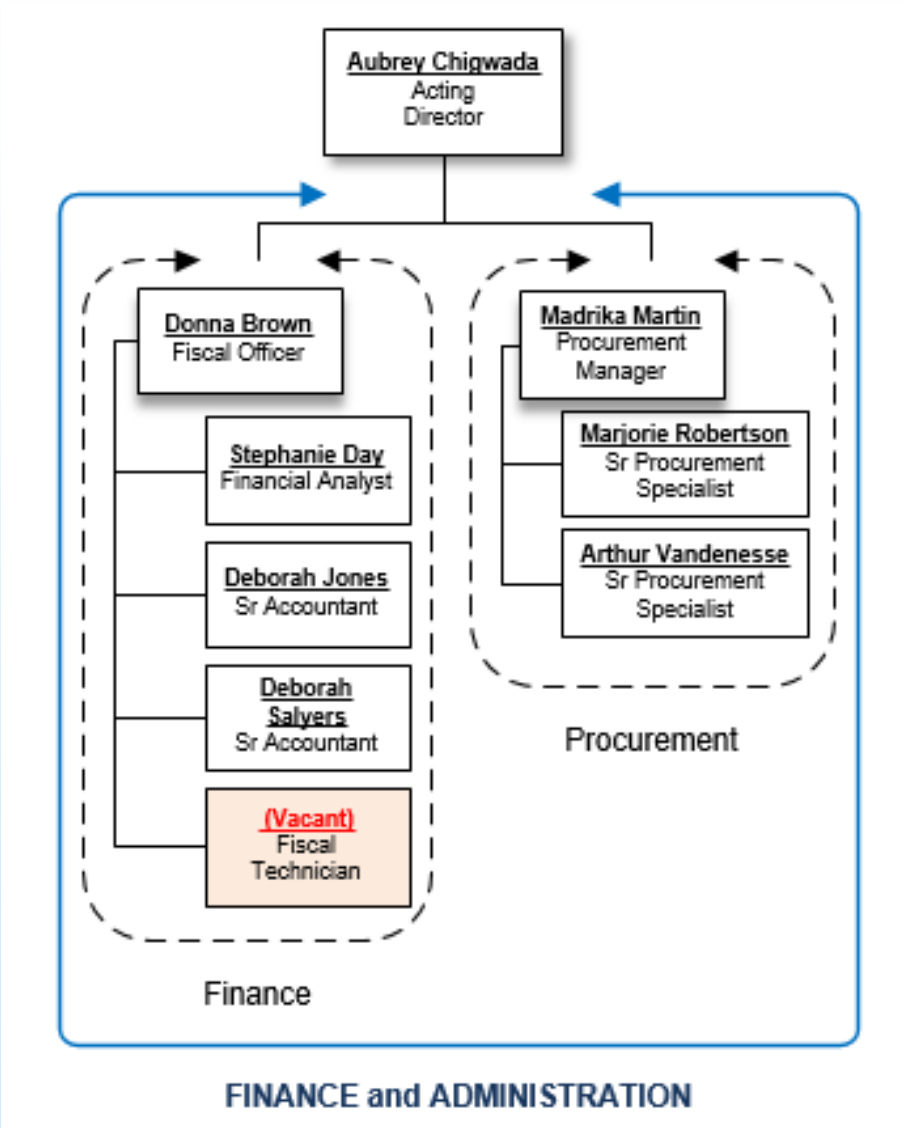
Cross Collaborations ~ HRCS

- The scope of HRCS programs and services is broad, representing the majority of core human resource programs that serve the HR community, our state employees, and prospective employees.
- For that reason, our actions impact all other DHRM Office Areas. Daily collaboration with internal colleagues is essential to providing seamless services to our customer base.
- Our primary external partners are agency human resource professionals, employees, and the Governor's Office.
- Because DHRM is a central government agency, we collaborate regularly with the Department of Accounts, the Virginia Information Technology Agency, the Department of General Services, the Department of Planning and Budget, the Virginia Retirement System, and Virginia Legislative staff.

Finance and Administration

- Finance and Administration is the agency's consultant for contracting, purchasing, accounting and budgeting.
- Finance and Administration's mission is to assist its internal customers at DHRM in procurement of contracts and purchasing that will allow each area to operate in its most effective and efficient manner.
- Finance and Administration's mission is also to ensure financial data of the agency is accurate and reported in a timely manner while adhering to budgeting and accounting guidelines set forth by the Department of Accounts (DOA) and the Department of Planning and Budget (DPB).

Who We Are ~ Finance and Administration



What We Do ~ Finance and Administration

- Purchasing and Contract Administration for DHRM. Ensuring that all purchases of goods and services align with the Commonwealth's procurement laws.
- Process all accounting transactions associated with the day to day operations of DHRM (Purchases, deposits, voucher payments, accounting transactions, travel, expense reimbursements, payroll, and Facilities Management including copiers, mail, work orders).
- Prepare all financial reporting required by Dept. of Accounts (DOA) and The Auditor of Public Accounts (APA). Ensure all financial statements contain accurate data to be presented in the Annual Comprehensive Financial Report (ACFR).
- Ensure that DHRM is operating within its budgeting constraints, serving as the liaison between DHRM and Dept. of Planning and Budget (DPB).

Who We Serve ~ Finance and Administration

- Finance and Administration's key customers include:
  - The Various departments within DHRM, providing purchasing, accounting and budgeting guidance to each area.
  - Other state agencies who depend on DHRM for the issuance of the GASB 75 Other Post Employment Benefits (OPEB) reporting.
  - The department has 2 external facing webpages that it maintains: the Finance & Administration page for Procurement transparency and the Finance & Administration page for GASB 75 reporting
  - Other customers include vendors that are paid for invoices submitted to DHRM for goods and services and Vendors with whom there are contracts with DHRM to provide services internally and to the employees of the Commonwealth (Health Care and Workers' Compensation).

Hot Topics/Initiatives ~ Finance and Administration

- Ongoing budget development and monitoring the usage of funds.
- Educate DHRM team on the availability of financial management curriculum and process assets that exists on the Internal Business Drive and inform the DHRM team on financial matters of the agency.
- There are two folders on the Internal Business Drive that the department maintains: the Budget-to-Actual Reports folder and the Fiscal & Purchasing Forms folder. Over time, use of the contents in these folders may be superseded with DHRM staff's online realtime and adhoc use of tools such as Cardinal Financials and eVA.
- There are two things every employee should know: their employee number and department number.
- Continued development and assessment of agency-wide internal control procedures and processes, as well as, continuing to educate and bring awareness of Agency Risk Management and Internal Control Structure (ARMICS) requirements to the DHRM team.

Measures of Success ~ Finance and Administration

- Finance and Administration strives to meet the needs of its internal and external customers by:
  - Ensure that all purchases meet the requirements of Commonwealth laws while providing its internal customers with the best products available at a reasonable price.
  - Ensure that all accounting transactions enter the system in a timely and accurate manner and any corrections needed will also be made in a timely and accurate manner.
  - Ensure that Agency spending remains within budget guidelines.
  - Ensure DHRM meets the Small Business Participation requirement of 42%.

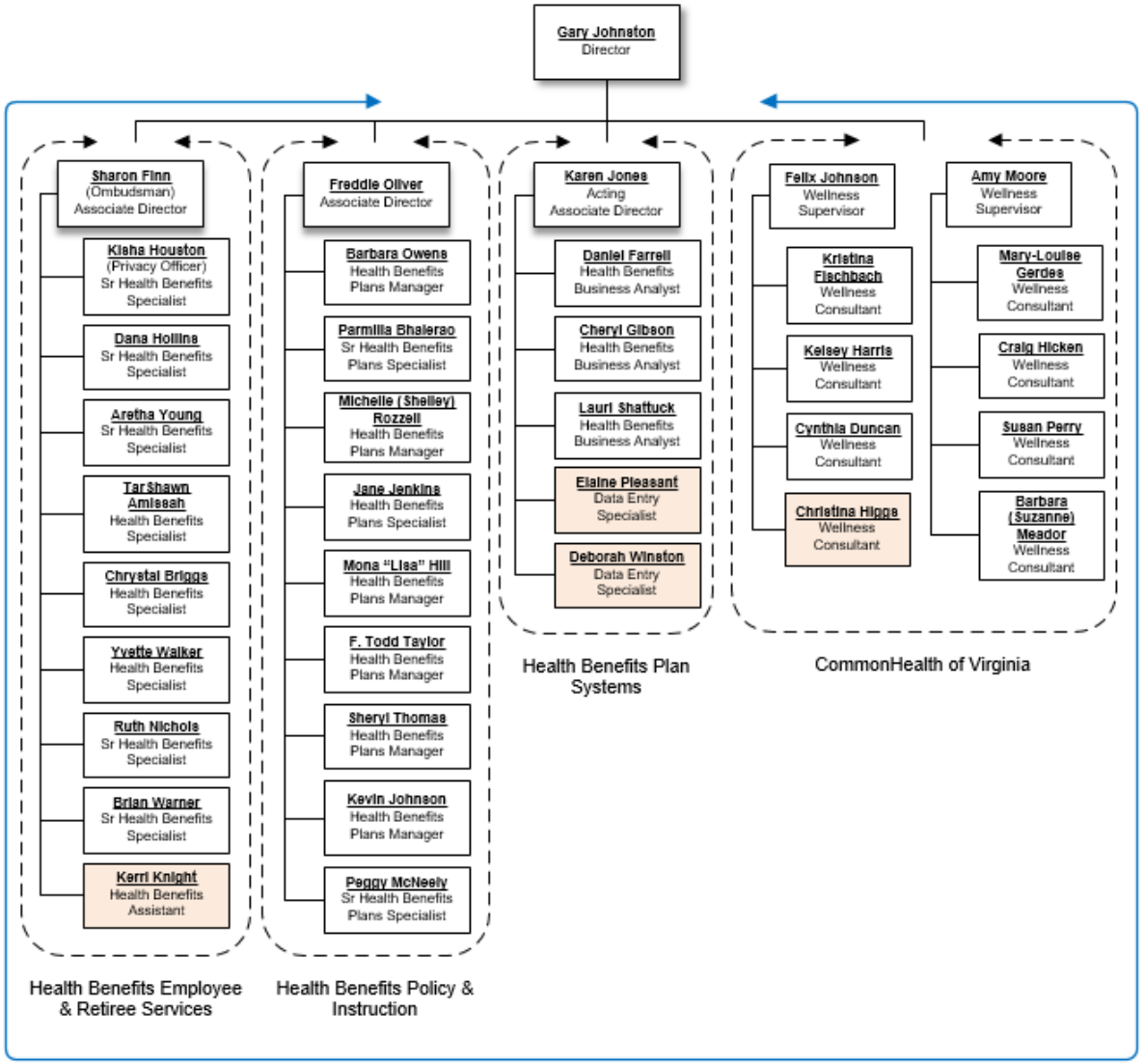
Cross Collaborations ~ Finance and Administration

- Finance and Administration is essential to the other office areas of DHRM. In order to acquire the necessary goods and services to function as an organization, Finance and Administration ensures that the office areas' needs are being met. Finance and Administration also ensures that accounting transactions are disbursed accurately to the program areas of the office so that accounting can truly reflect agency spending which reflects true budgeting outcomes.
- Finance and Administration also works closely with Office of Health Benefits (OHB)ensuring that accounting transactions for the state employee health benefits plans are being accounted for.

Office of Health Benefits

- OHB's services are established by the Code of Virginia.
- OHB administers health benefits programs for most state agencies; some local governments and school divisions; and also for individuals eligible for benefits under the Line of Duty Act (LODA).
- OHB recognizes that employee benefits are important tools for attracting and retaining highly skilled employees, and strives to offer excellent benefits at reasonable costs.

Who We Are ~ OHB



What We Do ~ OHB

- Administer the following Health Programs for state employees and retiree group participants:
  - State Employee Health Benefits Program
  - State Retiree Health Benefits Program
  - The Local Choice (TLC) Health Benefits Program—an optional program for localities and local school divisions
  - Line of Duty Act (LODA) Health Benefits Program—a program for eligible family members of eligible employees and volunteers killed in the line of duty and to those eligible employees and volunteers disabled in the line of duty and their eligible family members
- Administer the Flexible Spending Account (FSA) benefit for state employees—this benefit allows employees to set aside money from their paychecks, before taxes, to use on qualified health care and dependent care expenses
- Administer the Capitol Square Health Care Clinic (CSHCC) in the James Monroe Building for state employees and retirees
- Comply with Affordable Care Act (ACA) reporting requirements for the state employee and TLC Health Benefits Programs
- Set Employer and Employee healthcare contributions for the Commonwealth

Who We Serve ~ OHB

- State Employees and Retirees
- Local Governments and School Divisions' Employees and Retirees for TLC and LODA
- State Agencies
- Local Governments and School Divisions for TLC and LODA
- Governor's Office
- General Assembly
- Virginia Citizens

Hot Topics/Initiatives ~ OHB

- Work with third party administrators to ensure performance in line with new contracts in order to maintain excellent benefits at reasonable costs
- Develop a plan to tweak the State Employee Health Program's wellness benefits
- Expand SmartShopper (incentive program to encourage employees to shop for high value services at lower costs) utilization
- Member of the National Coalition for Low Value Care
- Weight Management Study
- Smarter Care Initiative
  - Value Based Pricing

Measures of Success ~ OHB

- OHB's primary goal is to offer excellent benefits at reasonable costs. Achieving this goal means that health benefits are a powerful tool to attract and retain quality employees
- The programs will be evaluated each year to determine the extent to which health care costs change and the reasons for any change
- Wellness programs will be tracked to determine whether they result in healthier employees and relatively lower overall costs
- $60 million in prescription savings for the first two plan years with IngenioRx
- Average healthcare increase of only 1% over the last 3 plan years
- SmartShopper utilization and associated cost savings will be tracked

Cross Collaborations ~ OHB

- OHB works closely with the following office areas:
  - OCF to manage the budget, current contracts with third party administrators, and periodically to post and review RFPs and award new contracts
  - ITech to manage BES, and for assistance with other key initiatives, such as managing premium rewards and ACA reporting
  - CommonHealth to align efforts to improve employee health
  - Office of Communications & Public Relations

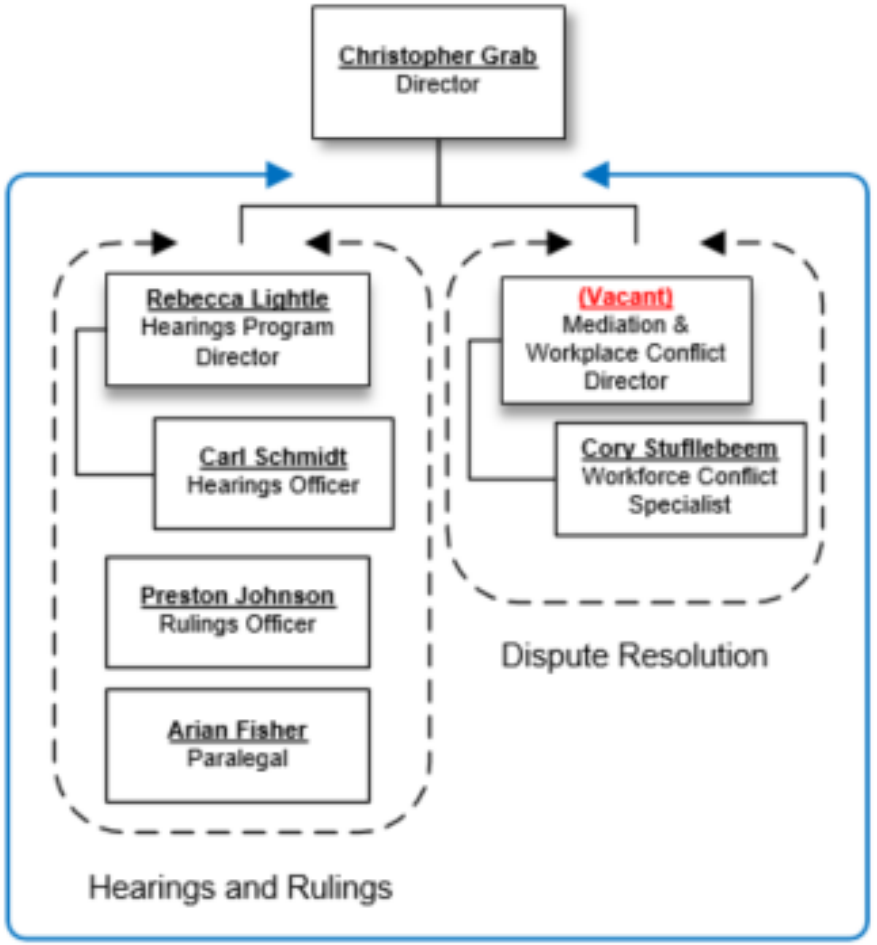
Cross Collaborations ~ OHB

- External partners key to OHB's success include:
  - Third party administrators of self-insured plans (Aetna, Anthem/IngenioRx, Delta Dental, Payflex)
  - Fully-insured plan administrators (Kaiser Permanente, Optima Health)
  - Aon (health program's actuary and consultant)
  - TLC groups
  - State agencies
  - Other localities with LODA participants
  - VCU Health Systems (CSHCC administrator)
  - Sapphire Digital (SmartShopper)

Office of Employment Dispute Resolution

- EDR's services are established by the Code of Virginia
- EDR's mission is to help employees and management resolve work-related conflict at the earliest opportunity – in general, just about any employee relations matter is something potentially within EDR's work
- EDR is impartial and provides services without bias toward employees or agencies

Who We Are ~ EDR



EMPLOYMENT DISPUTE RESOLUTION

What We Do ~ EDR

- Grievance Procedure and Grievance Hearings
- Workplace Conflict Consultation Program
  - Mediation
  - Conflict Management Coaching
  - Consultations
- AdviceLine – (888) 232-3842 (toll-free number for employees, managers, human resource professionals and everyone in between to call with questions)
- Training – EDR provides training on grievance-related topics and skill-building sessions on workplace conflict management skills

Who We Serve ~ EDR

- All Executive branch state agencies and employees
- For the grievance procedure, there are certain employees not covered such as:
  - Probationary employees
  - Wage employees
  - Faculty (teaching and administrative/professional) of state colleges and universities
  - Other exempted entities (such as independent agencies)

Hot Topics/Initiatives ~ EDR

- Workplace Conflict Consultation Program – Always evaluating the adoption of new and/or modification of existing services to better serve agencies' and their employees' needs; meeting high demands for services
- Promotional efforts – Ensure that all agency employees are aware of the EDR services available
- Grievance hearings: long-term planning

Measures of Success ~ EDR

- Customer satisfaction ratings based on responses to surveys completed by participants in EDR trainings, mediations, coaching, and consultations.
  - Yearly overall customer satisfaction rates range between 98 and 100 percent.
- Turnaround time on grievance matters
  - For example, we have an internal goal to turn grievance rulings around within 30-50 calendar days, depending on the type of ruling.
  - EDR's overall yearly average turnaround for grievance rulings varies year to year but is generally around 20 days.

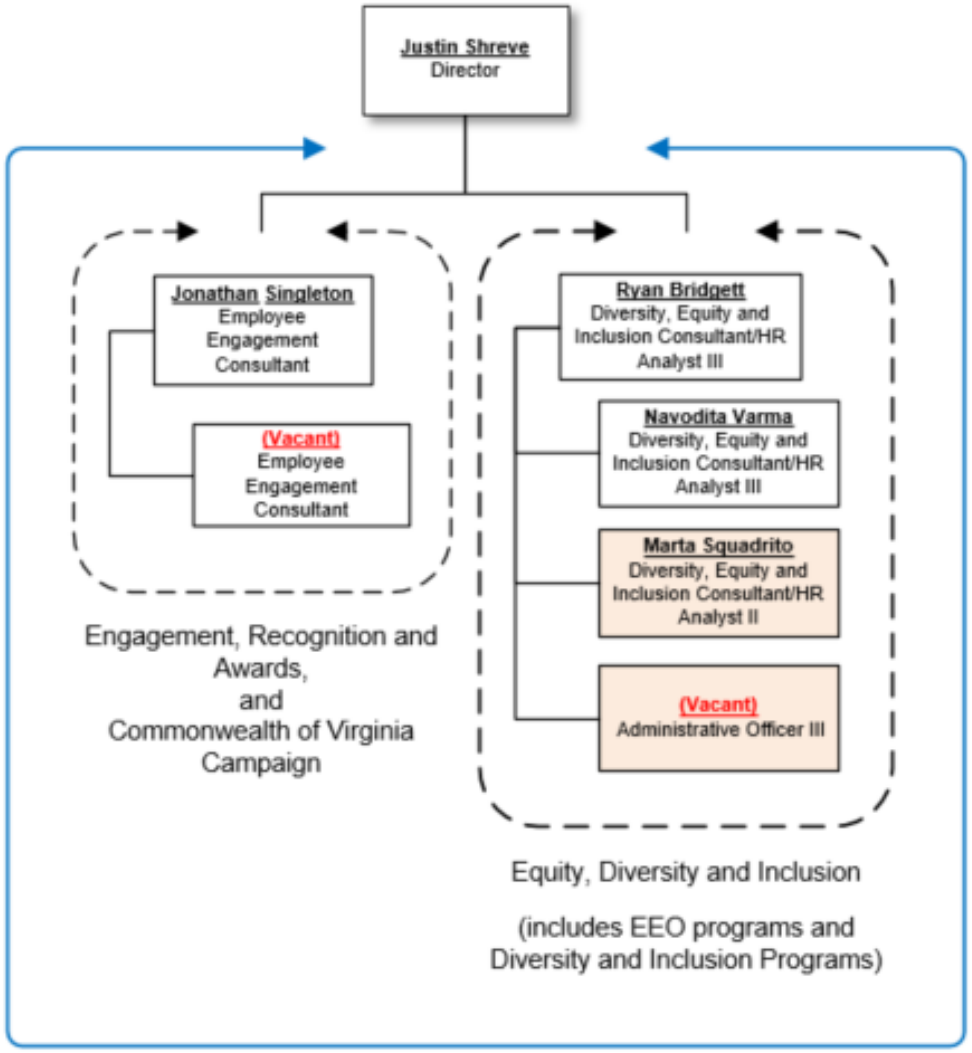
Cross Collaborations ~ EDR

- Within DHRM, EDR works primarily with Human Resources Consulting Services, most frequently with the Policy team, and the Equity, Diversity, and Inclusion Team within the Office of Workforce Engagement
- External partners
  - State agency human resources and employee relations offices, including mediation coordinators
  - Volunteer mediators
  - Private sector hearing officers and the Office of the Executive Secretary at the Supreme Court of Virginia
  - Leadership Development Institute at Eckerd College (provider of conflict dynamics profile used in EDR's workplace conflict consultation services)

Office of Workforce Engagement

- The responsibility of the O.W.E is to create, customize, implement and deliver cost effective equal employment opportunity programs, diversity and inclusion programs, financial, and engagement programs. O.W.E provides expert advice on diversity and inclusion and engagement strategies and Employee Programs administrative and technical services —all, with the end goal of supporting and advancing organizational success.
- To ensure that the Commonwealth of Virginia become an “employer of choice” we must use diversity and inclusion as the building blocks to create a culture of collaboration and trust where our employees feel valued and empowered to contribute fully to the betterment of the Commonwealth. To that end O.W.E will deliver effective programs that will contribute to sustaining a diverse, highly functional, and effective workforce.

Who We Are ~ O.W.E



WORKFORCE ENGAGEMENT

What We Do ~ O.W.E

- **Financial Support**

O.W.E's Financial Support provides innovative, responsive, fair, and consistent financial wellness services to state employees. Direction and support to developing and improving employee relationships. Financial Support engages in enhancing and expanding the financial support programs that will assist COVA to attract, hire and retain a qualified and diverse workforce that delivers essential services to the public.

- **Workplace Giving**

O.W.E's Workplace Giving provides state employees an opportunity to seamlessly contribute to charitable cause through various donation methods (e.g. payroll deductions, fund-raising events).

- **Recognition & Awards** –

O.W.E's Recognition & Awards administers and develops engagement and recognition programs to better manage, support and benefit the Commonwealth of Virginia most valuable assets – employees.

What We Do ~ O.W.E

- **Equal Employment Opportunity**

O.W.E's Equal Employment Opportunity service area is statutorily mandated and is responsible for the administration of a comprehensive equal employment opportunity program for executive branch state agencies.

- **Diversity, Equity and Inclusion**

O.W.E Diversity, Equity and Inclusion service area is responsible for the execution of the COVA's mission by ensuring that the Commonwealth workforce is diverse and that policies and practices support an inclusive culture, not only in a manner that complies with all applicable laws, but also provide a fair and equitable work environment for all state personnel to realize their full professional potential.

Who We Serve ~ O.W.E

- State Employees including retired State Employees
- Managers & Supervisors
- General Assembly
- State Agencies
- Colleges/Universities
- Governor's Office
- Other DRHM Offices
- HR/EEO Community
- Governor's Office
- Applicants
- Charities

Hot Topics/Initiatives ~ O.W.E

- CVC Program Enhancements
- Financial Wellness
- OWE Strategic Plan and Customer Service Agreement
- EEO Infrastructure development and training

Hot Topics/Initiatives ~ O.W.E

- EEO and D&I Paradigm Shift –
  - building the DEI team
  - building a strong infrastructure
  - revamping processes and procedures
  - building relationship and trust across the workforce
  - collaborating with the Office of Chief Diversity Officer and similar offices across state agencies
  - developing a comprehensive Diversity and Inclusion Strategic Plan; and
  - establishing new educational and employee outreach programs.

Measures of Success ~ O.W.E

- Percent of customer survey respondents rating overall satisfaction with services as good or exceptional.
- Number of HR Technologies deployed that enhance effectiveness and efficiencies.
- Number of employees and managers/supervisors utilizing the O.W.E's programs.
- Number of participants in financial wellness workshops.
- Percentage reduction of default loans.

Cross Collaborations ~ O.W.E

- O.W.E works closely with:
  - Finance and Administration – budgets, reimbursements, purchases
  - Office of Health Benefits – engagement and wellness initiatives
  - Office of Workers' Compensation – Return to work and safety training
  - HR Consulting Services – policy matters, talent sourcing and acquisition, career development and retention
  - Communications and Public Relations – coordination on all event briefing and similar communications
  - Office of Employment Dispute Resolution – administrative grievances, conflict resolution, mediation and training

Office of Workers' Compensation(OWC)

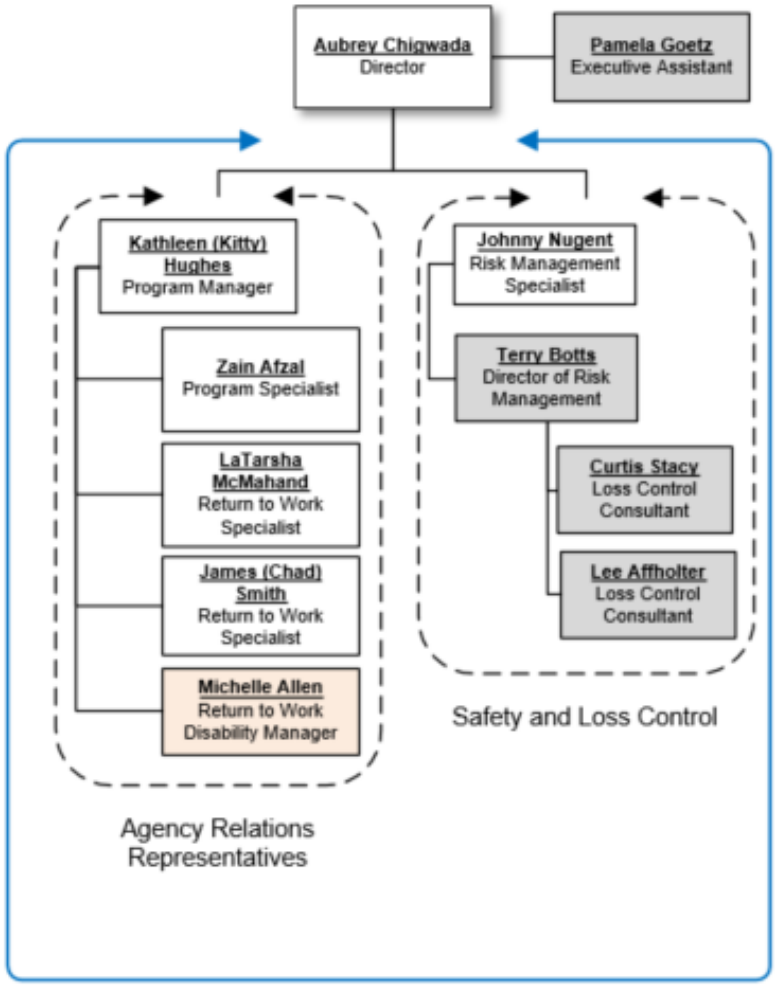
Office of Workers' Compensation Agenda

- OWC Team
- Overview of Contract
- Financial Responsibility
- Partnerships
  - Injured Worker (IW)
  - Agencies
  - MC Innovations (MCI)
    - Partners
- How we can all work together
- Technical aspects of claims handling

Office of Workers' Compensation

- State Employee Workers' Compensation Services (WCS) program
  - Established under former Code of Virginia § 2.1-526.10
  - Currently governed by § 2.2-2821 Workers' Compensation insurance plan for state employees trust fund for payment of claims
  - Program includes claims administration and cost containment services and operates through a program of self-insurance, purchased insurance or a combination of self-insurance and purchased insurance that is determined to be the most cost effective on a statewide basis.

Who We Are ~ OWC



WORKER'S COMPENSATION

Hot Topics/Initiatives ~ OWC

- Knowledge Transfer, and Cross-training
- Organizational change, creation and development of the Agency Relations Representative Unit, and the Program Specialist position.
- Loss Control Service Plans – continue the work of focused loss control consulting with agencies identified by the program's actuary as most in need to help reduce conditions influencing the agencies' workers' compensation premiums

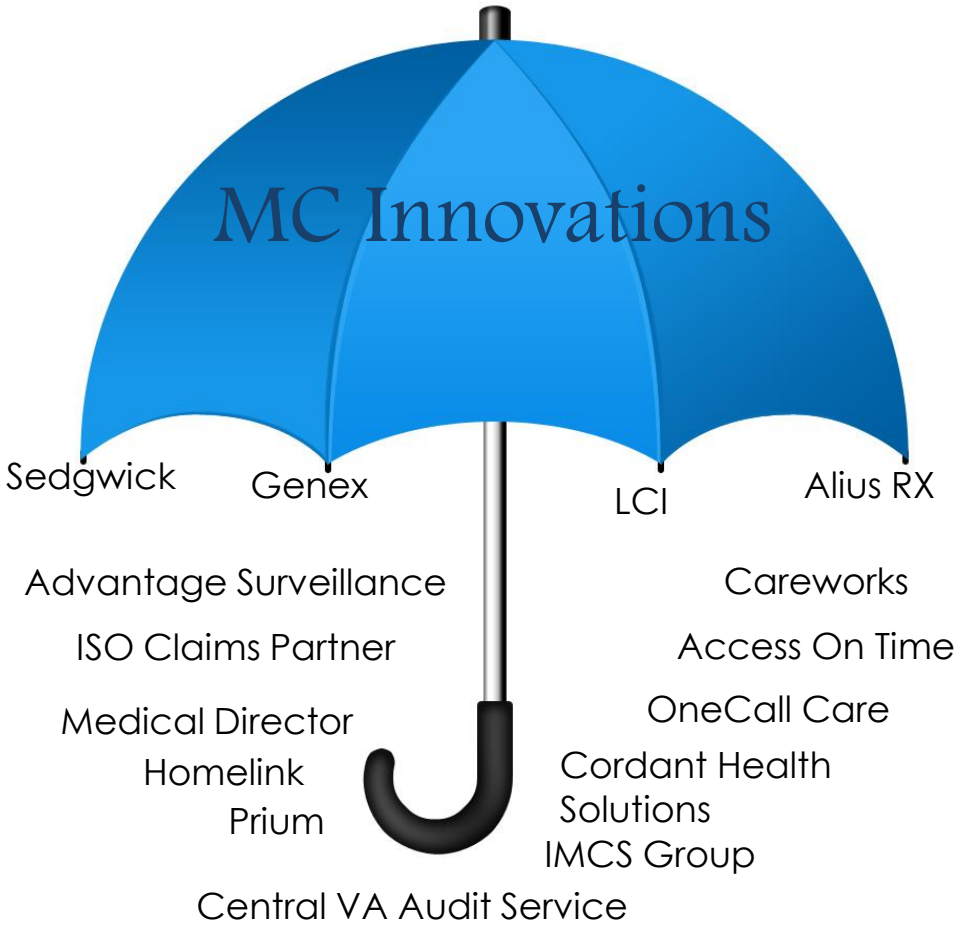
OWC Responsibilities

- Administer claims
- Set premiums
- Assure funding is sufficient
- Develop Cost Containment Program
- Manage the Workers' Compensation Program
- Monitor and oversee EO109(10) Workplace Safety and Health
- Manage Settlement Program
- Work on establishing and maintaining a Safe workplace for all State Agencies

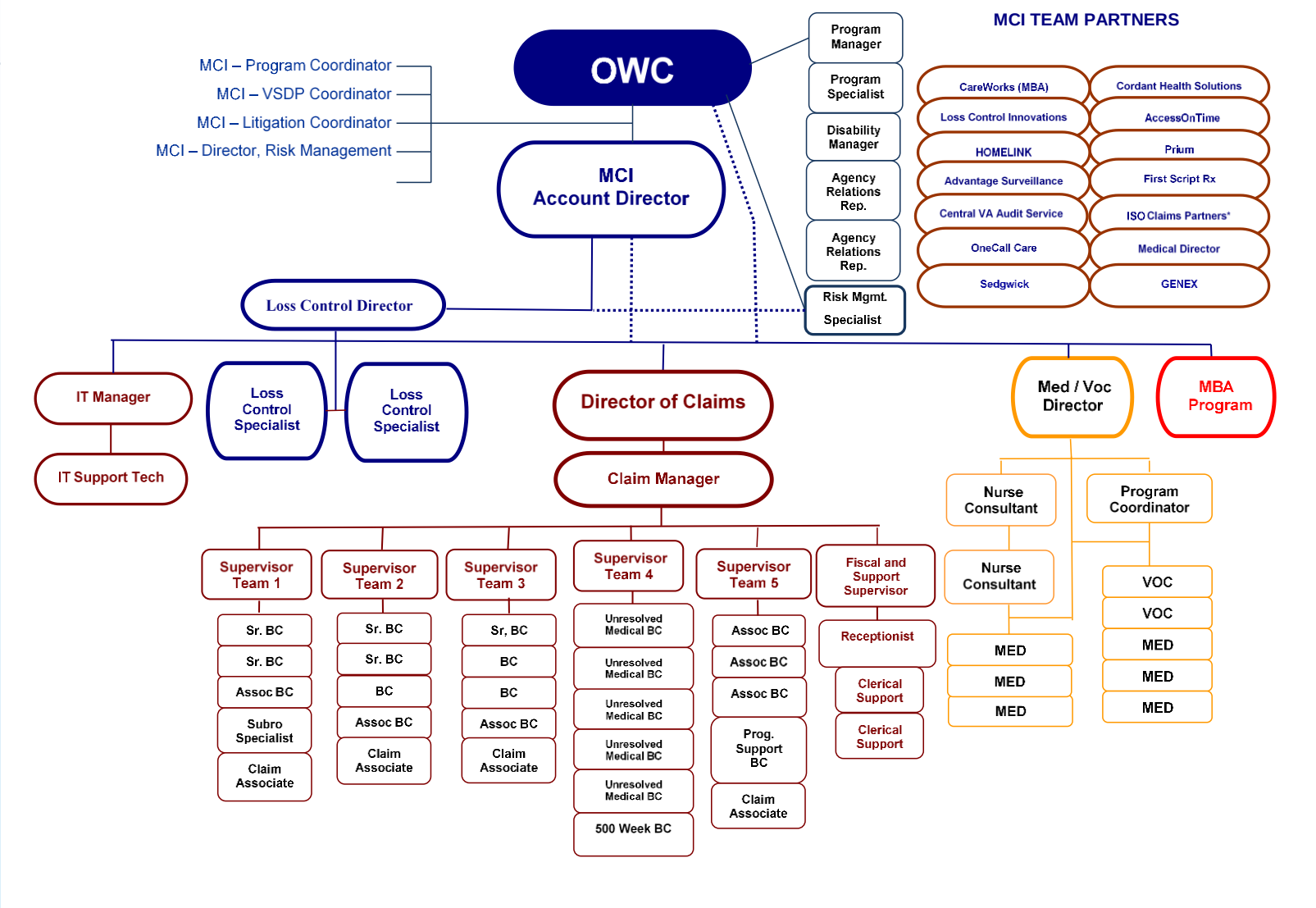
Who We Serve ~ OWC

- State agencies
- State employees with work-related injuries and illnesses
- State agency safety officers
- State employees and others seeking loss control and safety training
- General Assembly

OWC


MC Innovations
Sedgwick
Genex
LCI
Alius RX
Advantage Surveillance
ISO Claims Partner
Medical Director
Homelink
Prium
Careworks
Access On Time
OneCall Care
Cordant Health Solutions
IMCS Group
Central VA Audit Service

OWC PROGRAM ORG CHART



MCI Responsibilities

- Management of team partners
- Development of team strategies/procedures
- Coordinate program implementation
- Ongoing education & training
- Communication
- Network utilization
- Quality assurance
- Loss control
- Classification audit
- Problem solving

Cost of the Program

- Premiums – calculated from losses and payroll by actuary
- Costs of the program is paid by the agencies through an annual allocation from the General Assembly
- Cost Savings efforts have led to a year over year reduction in Total Premium costs for the Commonwealth
- The WCA Settlement program, the work of our ARR team, and the loss control efforts have all contributed to the reduction

Customer Service

- Agency Relations Representative (ARR)
  - EO109
  - Promote partnership to drive outcomes
  - Incorporate Safety Program into overall plan
  - Encourage training of all personnel for safety culture

Safety for all Employees

- Emphasis on Safety Culture
- Training programs by loss control vendor
- Oversight by OWC Loss Control Specialist
- Online training development
- Toolbox talks – boots on the ground training

Is every accident Compensable?

- Investigating claims
- Denied/Approved
- Nurse and Vocational Services

Who Pays the Claim?

- Who do you think pays for the IW's claim?
  - Insurance Company
  - State Budget
  - OWC
  - MCI
  - Injured Worker's state agency

ALL ABOUT RTW

- WC Claim is all about RTW
  - Treating the IW with kindness and compassion
  - Emphasis on safe and timely RTW
  - Perfecting the investigation facts
  - Handling the paperwork
  - Working with the partners
  - Efficiency reduces cost of claim
  - Supports IW employment retention

FT~FD~RTW

- Ultimate goal is Full Time Full Duty Return To Work
- The best result……..the IW returning to work and retaining employment
- Employee morale improved for all employees
- Employee retention is a significant goal

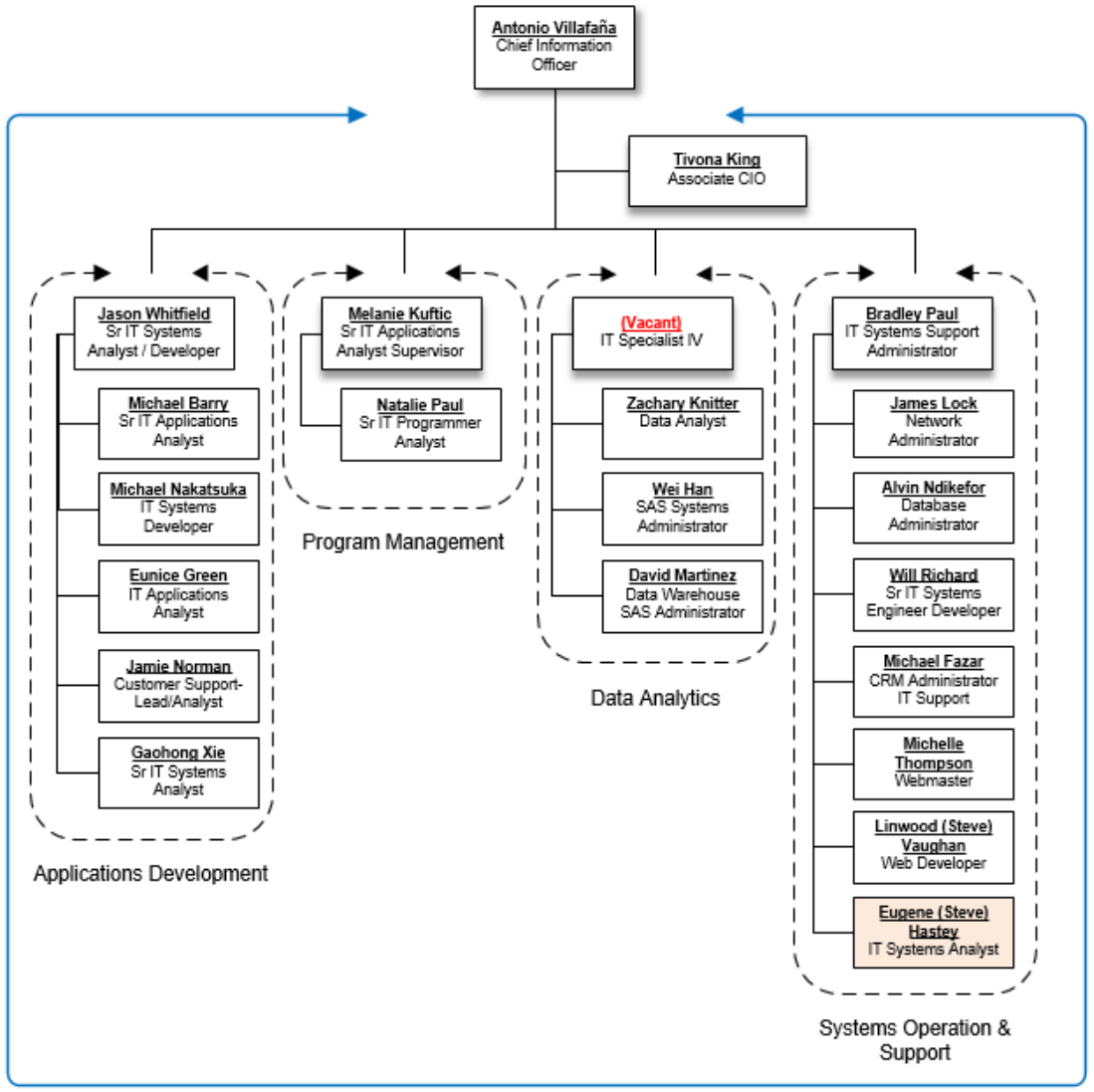
Measures of Success ~ OWC

- Our measures are designed to provide the best opportunity to return our valued state employees to gainful employment as quickly and safely as possible.
- Three key measures:
  - Customer Satisfaction Survey:
  - Agency goal: 90% or more rating the program overall as 6 or higher on a 10 point scale.
  - Return-to-Work Rate:
    - Target 88%
  - Reduction of Lost Workday Duration
    - Target: reduce duration below rolling 3-year average

Office of Chief Information Officer

- Office of the Chief Information Officer (OCIO) provides the technological platform and architecture to assist DHRM in meeting its mission objectives.
- Core responsibilities include providing technical solutions which enable key HR functions. We deliver tools for business process automation, information security, and data management.
- We are responsible for implementing IT programs and deploying the digital resources necessary to align with VA State DHRM mission and values. This includes all systems and infrastructure that support state-wide missions and activities.

Who We Are ~ OCIO



What We Do ~ OCIO

- Core mission systems include:
  - Cardinal – Ensure the availability and reporting accuracy of HR data supporting over 71,000 active salaried employees and over 9,000 wage employees
  - EmployeeDirect – Systems portal that provides access to My Employee Profile, Health Benefits Direct (for employees), Commonwealth of Virginia Campaign and other state employee centric applications
  - SecurePass – Systems portal that provides secure access to critical Human Resource and Benefits Administrators systems
  - COVLC (Commonwealth of Virginia Learning Center) – Statewide learning management system that allows agencies (as well as a number of localities) to upload content and deliver training
  - Recruitment Management System (RMS) ~ Increase talent acquisition efficiencies and allows the Commonwealth to strategically position ourselves as an employer of choice.
  - SAS Visual Analytics – Data visualization and analysis software used by DHRM to glean information and provide insights into a variety of HR and ancillary data
  - SAS Data Warehouse – DHRM enterprise system used for the analysis and reporting of structured and semi-structured data from multiple sources.

Who We Serve ~ OCIO

- State agencies/localities and their employees who use DHRM's systems
- Central administrative agencies (e.g., DOA, VRS, DPB)
- DHRM Offices:
  - Human Resources Consulting Services – formerly AHRS
  - Office of Health Benefits
  - Employment Dispute Resolution
  - Office of Workers' Compensation
  - Office of Workforce Engagement
  - Finance and Administration – formerly Office of Contracts and Finance
  - Office of Information Security

Hot Topics/Initiatives ~ OCIO

- Data Analytics - Deliver scalable, dynamic, and optimized business analytics processing in a high-performance environment
  - Customizable access to the entire analytics life cycle – from data discovery to deployment
- Migrate MS Dynamics 365 on premise solution to the Cloud
- Complete procurement and implementation a new Recruiting Management System (RMS)
- Complete migration of current LMS solution to the Cloud
- Implement and maintain Case Management enterprise solution
- Develop a robust Business Intelligence solution. This solution will include the creation of dashboards and automatic report generation

Measures of Success ~ OCIO

- DHRM OCIO measures success through a series of customer-centric metrics. Our IT Services, Infrastructure, Personnel, and Assets provide value to our constituents consistent with the following:
  - improving customer experience
  - increasing ease of use
  - adding new digital services
  - meeting legislative mandates (e.g. cyber security and cloud)
- Improving overall Operational Efficiency is the measure of DHRM OCIO IT Investment's ability to reduce agency operational and inventory costs, or provide other financial benefits such as streamlined supply chains, higher productivity, error reductions, faster merging and digitizing of administrative processes, or an improvement in agency performance against VA DHRM productivity measures.
  - Examples of how an IT investment provides operational efficiencies are:
    - reducing ongoing operations and maintenance costs
    - reducing costs through a shared service
    - reducing costs through an enterprise application

Cross Collaborations ~ OCIO

- Collaboration with other DHRM office areas - OCIO works daily with internal office areas to provide information and keep IT systems owned by these areas up and running
- Collaboration with Key External Partners:
  - DOA (Dept. of Accounts) - Cardinal
  - VRS (Virginia Retirement System) - DHRM's PMIS and BES system provide data to VRS necessary for or used in the operation of the state retirement systems
  - All agencies/localities and health care vendors use files that DHRM publishes to the DHRM File Repository

Welcome to the DHRM Team!