



U.S. Virgin Islands Division
of **Personnel**

FISCAL YEAR 2021

BUDGET HEARING PRESENTATION

DIVISION OF PERSONNEL

SUBMITTED BY:

DIRECTOR DAYNA CLENDINEN

June 23, 2020

Good afternoon Honorable Senator Kurt A. Vialet, Chairman of the 33rd Legislature Committee on Finance, other distinguished committee members, non-committee Senators present, members of the Division of Personnel's team, and the ladies and gentlemen in the viewing and listening audience. My name is Florine Audain-Hassell, and I serve as the Assistant Director for the Division of Personnel. On behalf of Director Dayna Clendinen, who is on Bereavement Leave, thank you for the opportunity to appear before you today, to testify on the Division of Personnel's Fiscal Year 2021 Budget.

Accompanying me today are members of my team Deputy Director Valcina Quashie; Strategy and Organizational Development Officer Kurell Hodge; Network Systems Manager Cordell Rhymer Jr.; Territorial Administrator of Recruitment and Classification Millicent Aubain; and Chief of Group Health Valerie Daley.

The Division of Personnel (DOP) provides services to all departments, agencies and branches of Government. DOP is charged with responsibilities mandated in the Virgin Islands Code, Title 3, Chapter 25, Sections 451 through 667, and the Personnel Rules and Regulations. Within the Division, are the following Units: Recruitment and Classification, Strategy and Organizational Development, Fiscal and Administrative Services, Human Resources Information Technology, and Group Health Insurance.

Budget Overview

There are currently forty-one (41) persons employed within the Division of Personnel. Twenty-nine (29) employees are in the St. Thomas/St. John District and twelve (12) are in the St. Croix District. Of the forty-one employees, eleven (11) are represented by a union, sixteen (16) are classified non-union and fourteen (14) are exempt.

The FY'21 recommended budget for the Division of Personnel totals \$42,599,985 less anticipated revenue of \$28,200 towards the Training Revolving Fund. Of this amount, \$42,040,918 is funded from the General Fund, and \$530,867 from the Indirect Cost Fund.

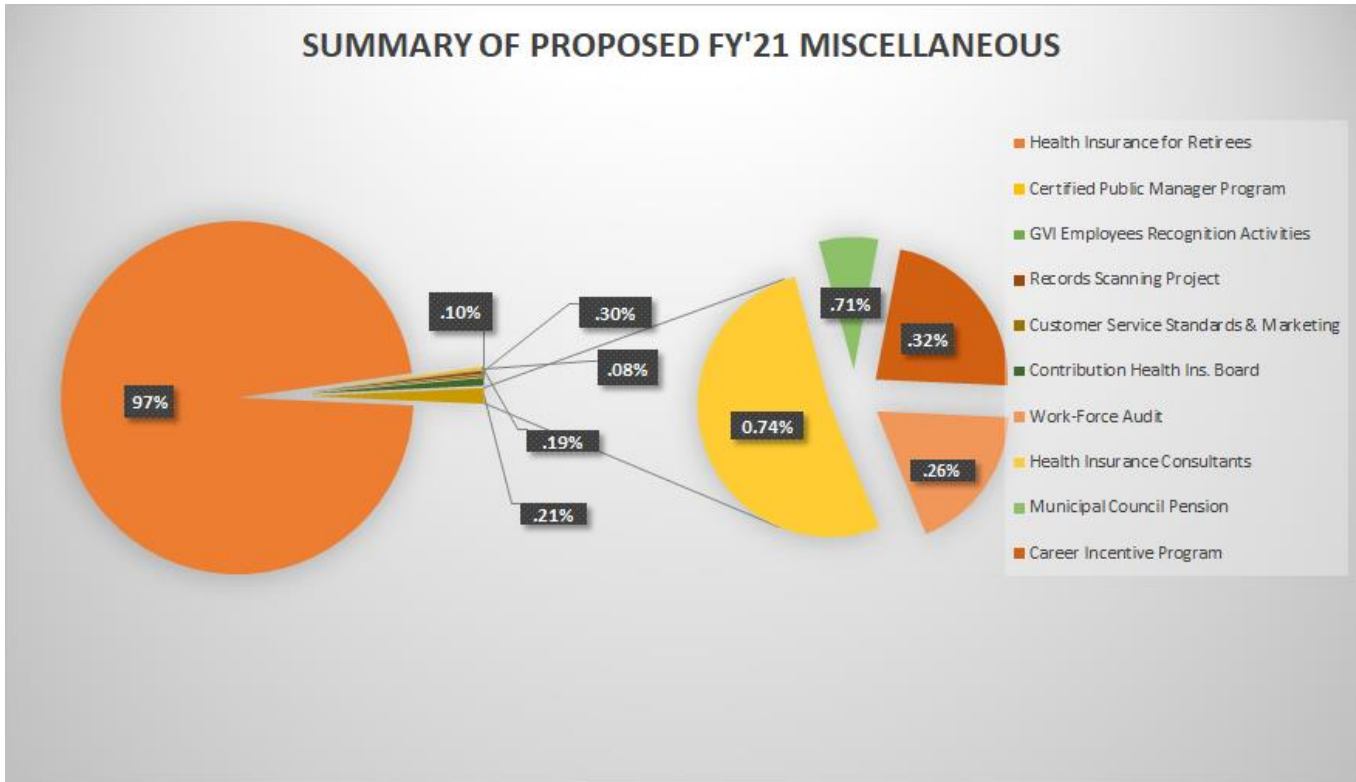
Personnel Services are recommended at \$2.4 Million; Fringe is at \$1.1 Million; Supplies are at \$45 Thousand; Other Services and Charges are recommended at \$38.5 Million, and Utilities at \$171 Thousand. Of the overall Other Services and Charges category, Health Insurance for the retirees is recommended at \$37.4 Million. The Other Services and Charges category allocation is as listed in the chart below:

FY'21 OMB RECOMMENDED BUDGET

GENERAL FUND	FY-2021 RECOMM	%	INDIRECT COST FUND	FY-2021 RECOMM	TRAINING REVOLVING	FY-2021 RECOMM	TOTAL FY 2020 BUDGET	FY-2021 RECOMM
Personnel Services	\$2,395,632	5.70%	Personnel Services	\$0	Personnel Services	\$0	Personnel Services	\$2,395,632
Fringe Benefits	\$1,076,956	2.56%	Fringe Benefits	\$0	Fringe Benefits	\$0	Fringe Benefits	\$1,076,956
Supplies	\$45,000	0.11%	Supplies	\$15,000	Supplies	\$18,200	Supplies	\$78,200
Other Services & Charges	\$38,523,330	91.63%	Other Services & Charges	\$344,867	Other Services & Charges	\$10,000	Other Services & Charges	\$38,878,197
Public Utilities	\$0	0.00%	Public Utilities	\$171,000	Public Utilities	\$0	Public Utilities	\$171,000
Capital Outlay/ Equipment	\$0	0.00%	Capital Outlay/ Equipment	\$0	Capital Outlay/ Equipment	\$0	Capital Outlay/ Equipment	\$0
Miscellaneous	\$0	0.00%	Miscellaneous	\$0	Miscellaneous	\$0	Miscellaneous	\$0
TOTAL GEN. FUND	\$42,040,918	100.00%	TOTAL INDIR. FUND	\$530,867	TOTAL INDIR. FUND	\$28,200	GRAND TOTAL	\$42,599,985

SUMMARY OF PROPOSED FY'21 MISCELLANEOUS

Health Insurance for Retirees	37,440,000	97%
Certified Public Manager Program	75,000	0.19%
GVI Employees Recognition Activities	30,000	0.08%
Records Scanning Project	116,330	0.30%
Customer Service Standards & Marketing	82,000	0.21%
Contribution Health Ins. Board	275,000	0.71%
Work-Force Audit	100,000	0.26%
Health Insurance Consultants	285,000	0.74%
Municipal Council Pension	40,000	0.10%
Career Incentive Program	125,000	0.32%
	\$38,568,330	



As stated by Joel A. Barker, "Vision without action is merely a dream. Action without Vision just passes the time. Vision with action can change the world hence, it is our hope that with the passage of the FY2021 Budget as recommended, the Division of Personnel will be able to address the many initiatives that are required to positively strengthen the culture of the Government of the Virgin Islands. Such initiatives include the enhancement of the NEOGOV software which comprises of a new performance management system, (performance review), adding an On/Off Boarding Module, and a Learning Management System. Further, to expand the capacity of the ERP to electronically accommodate all personnel files thereby eliminating paper records. In addition all exams will be updated to an electronic format.

When Director Clendinen came before the Rules Committee in May 2019, her short term objectives were to improve the working conditions of staff in both Districts, rebrand the Division of Personnel, develop and implement a robust onboarding program and put into action engagement strategies that build the capacity of Human Resources (HR) professionals across the Territory. With the support of Governor Albert Bryan Jr, Lt. Governor Tregenza Roach, and this Body, Director Clendinen and our team were able to begin and, in most cases, accomplish those goals.

Oprah Winfrey once said, "**Create the highest, grandest vision possible for your life because you become what you believe.**" This saying is the foundation on which the Division of Personnel is building our organization, including contemporizing the Division's mission, vision, slogan, website, social media presence, and the Agency's name. This collaborative effort among all units serves as a valuable guide to our actions, clarifies our purpose, and sets the parameters for which the Division of Personnel will be held accountable. As such:

Our new Mission:

As a strategic Human Resources partner with departments and agencies, the Division of Personnel works collaboratively to establish a workforce of excellence; while re-positioning the Government of the Virgin Islands as an employer of choice. We succeed through the use of recruitment, talent development, training, benefits administration and technology.

Our new Vision:

To be the trusted Human Resources advisor setting a benchmark of excellence for all GVI stakeholders desiring to build and maintain a service-oriented workforce that benefits the US Virgin Islands.

Our new Logo depicts, people connecting; standing straight, proud and tall.

A significant part of the rebranding will consist of a name change for the Division. An article in INC publication by Adam Fridman states that, first impressions dictate entire relationships, so making a powerful impact immediately is a necessary key to branding success. The first thing a customer interacts with is a name, so it has to convey the right message. We are hopeful that at the appropriate time, we will have your support in changing the Division's name from the Division of Personnel to the Department of Human Resources. This change will reflect the current realities and duties of the Department and the contemporary workforce.

As a part of our rebranding efforts and as a strategic partner to departments and agencies, we understand that the best results come when you reduce emotions and increase communication. We met and consulted with several departments and agencies about their Human Resources needs inclusive of but not limited to: posting vacancies, strategically hiring employees with the proper skills that are aligned with their needs, engaging the workforce, and reskilling and upskilling employees as necessary. At DOP, we continue to dialogue with the departments and agencies to ensure that we are responding to their needs.

Strategy and Organizational Development

As we transition from transactional to transformational Human Resources, the Strategy and Organizational Development Unit was charged with focusing on developing new services and programs, such as policy development, improving the Donated Leave Program process, and enhancing training programs to include the employee onboarding and offboarding experience. It is to this end; we have modernized many of our processes.

We began piloting our newly purchased software JotForm, which allows all of our forms to be paperless and accessible from our website. All branches of the Government, including Semi-Autonomous agencies, have full accessibility. Having these forms stored in a digital format streamlines the process, improves the user experience, and is cost-effective. In addition to reducing our carbon footprint by creating online-only files, the Donated Leave Program is managed via JotForm as well. This software allows both the employee and the HR professional electronic access to managing the program.

In addition to JotForm, we have also procured the software, Ask Nicely. Ask Nicely is designed to periodically send out employee surveys to departments, so that Department/Agency Heads, in collaboration with HR Officers can measure employee satisfaction and create action plans to address workplace concerns. Further, the ability to collect such data, allows departments/agencies to set measurable goals and objectives for the organization. The Division of Personnel can implement data-based solutions for global issues affecting the Government and recognize departments/agencies that are addressing employee concerns.

Despite the COVID-19 Global Pandemic, we have seen an increase in the number of Departments requesting and attending trainings. The training section of the SOD Unit quickly moved to an online format and continued without missing one scheduled training session. These sessions include the bi-weekly *New Employee Welcome Orientation (NEW)*, *Respect in the Workplace* training for employees and Supervisors and other HR Professionals related trainings. We also introduced a new training called *Brilliance is the CURE*, a two-day training focused on customer service. This training will be mandated at regular intervals for all Government entities as it is vital to our success to improve customer relations within Government. In the next fiscal year, we are hopeful that we will be able to launch, *Step Up to Lead*, a three-day supervisory training that will encompass soft and technical skills.

Due to COVID-19, FY2020 has proven to be an unprecedented, interesting and challenging time in Human Resources Management. Despite this unfortunate pandemic, the Division of Personnel was able to display its ability to provide an agile response, on par with Human Resources offices globally. The team quickly developed and implemented a

Telework and Situation Telework Policy, along with a COVID-19 Human Resources Guide. Situational Telework relaxed some requirements of traditional Telework. Over 88% of the Executive branch departments/agencies implemented the Situational Telework Policy. During the height of the COVID-19 pandemic almost 50% of the GVI's workforce teleworked at least part of the time, thus ensuring continuation of Government services. Further, given the special requirements of the Family First Coronavirus Response Act (FFCRA) and the necessity of reporting data correctly, the Division of Personnel engaged the Department of Finance to develop payroll codes to easily facilitate reportable COVID-19 statistics, that would allow for reporting on Telework, FFCRA and Administrative Leave.

I would be remised if I did not expound a bit on the importance of Telework now and in the future for the Government of the Virgin Islands. A decade ago, working from home, as a Government employee was unimaginable in the Virgin Islands. Today, it is the future of work, and the benefits of teleworking are very clear. No longer is remote work perceived as a casual thought; but now because of the Division of Personnel, it is a complete redesign in how we think and approach the way we work. Teleworking improves productivity, reduces operating expenses, is an excellent recruitment and retention tool, and has a positive environmental impact. According to Forbes magazine, it is estimated that employers in the U.S. lose \$ 1.8 trillion a year in productivity, from workplace distractions. Workers are finding it increasingly difficult to hit maximum productivity in a traditional office work environment. With none of the distractions from a conventional office setting, telecommuting drives up employee efficiency. It allows workers to retain more of their time in the day and adjust to their personal mental and physical well-being that optimize productivity.

With the push to reduce our carbon footprint, telecommuting is an excellent way for the Government of the Virgin Islands to continue its efforts to go green and improve the general well-being of employees. In a study by PGI, a leading provider of software services, found that 80% of remote workers reported higher morale, 82% said it helped lower their stress levels, and 69% reported lower absenteeism. Further, a study by Staples Advantage found that 80% reported a better work-life balance. Organizations that prioritize a healthy work-life balance do not have high turnover rates.

The Division of Personnel will continue to encourage departments/agencies to implement the Policy and make it a part of the organization's culture.

Recruitment & Classification

One of the most important goals of the Recruitment & Classification Unit (R&C) is to determine the current and imminent needs of the Government's workforce. This entails creating solutions that promote operational excellence to recruit, develop, and retain a diverse and efficient public sector workforce. Recognizing the efficiency of our Applicant Tracking Software NEOGOV, the Judiciary, Virgin Islands Department of Education, and the Virgin Islands Housing Finance Authority (VIHFA) have partnered with DOP in utilizing the System, which has streamlined their hiring process. We have offered the same to the Legislature, as well as other Semi-Autonomous agencies and welcome their participation.

In November 2019, Division of Personnel hosted its first annual 2019 Career Fair and Expo in both Districts. It was a premier event with all three branches of government participating, inclusive of Semi-Autonomous and Autonomous agencies. As reported to the Division, more than half of the departments/agencies have seen an increase in the number of candidates applying for jobs. Job offers were extended as a result of these recruitment campaigns. Likewise, for the first time in DOP history, we participated in the 2020 St. Croix Agriculture Fair in an effort to recruit new talent. Additionally, we are aggressively utilizing social media platforms such as Facebook, Twitter, Instagram, and LinkedIn, not only to post vacancies, but also workforce development tips and instructional guides.

The Division implemented the *GETtoWork2020* initiative which empowers the DOP recruitment staff to be more flexible in decision making when deciding if a candidate is qualified for a position. Since its inception in November 2019, the initiative has resulted in a 10% increase of candidates that have been deemed eligible for a position that they may have not otherwise qualified. In further understanding the importance of transitioning from a transactional to a transformational HR, we reformed our exam procedures and developed innovative strategies to meet the recruitment, retention and staffing needs for various departments and agencies. We have established new exam protocols to include, the abolishment of clerical exams, and the retaking of exams for individuals who have failed in hard to fill positions. Thereby eliminating barriers on testing eligible candidates who may not pass a proficiency exam, but possess the knowledge, skills and abilities after being thoroughly screened by the Department/Agency. This practice will allow for a larger pool of qualified candidates to be granted an opportunity to vie for the vacancy.

Human Resources Information Technology

Upon assuming leadership of the Division of Personnel, one of the things that concerned many departments and agencies was the time it took to process a Notice of Personnel Action, otherwise known as a NOPA. To streamline the process, we did an in-depth analysis of the entire NOPA process. While there were many instances in which the bottleneck was not at the Division of Personnel, we found opportunities within our Division to improve the process. Thus, our first step was to revise the NOPA action codes, making it more user-friendly for HR professionals. As a result of an audit of the Department of Human Services (DHS) Senior Community Service Employment Program (SCSEP) having less than a 1% error rate, we now allow SCSEP NOPAs to be fully executed without DOP's approval. This gave the DOP team an opportunity to focus on the processing of other NOPAs. We continue to periodically audit the program to ensure the error rate remains low. Further, we have merged the NOPA Unit and the MIS Unit to streamline operations as both units share similar tasks.

Beginning August 2019, the Human Resources Information Technology Unit began the implementation of the Position Budget Request (PBR) module within the Enterprise Resource Planning (ERP) system. This project was designed to modernize the manual Position Requisition Form (PRF) process. The first phase involved the training of all HR personnel throughout the central Government. The new module includes workflow, eliminating the guesswork of where a document is in the approval process. During the second phase departments/agencies were responsible for the reconciliation of their respective position control records in the ERP. In March 2020, we ran a pilot program with eight departments/agencies before rolling it out to all departments/agencies. To our dismay, there are difficulties with the program in which Tyler Munis is addressing. The project was further delayed due to COVID-19. Because we recognize the importance of such a program, DOP has begun dialogue with our current provider NEOGOV to provide a similar service, that is web based, user friendly and offers great customer support.

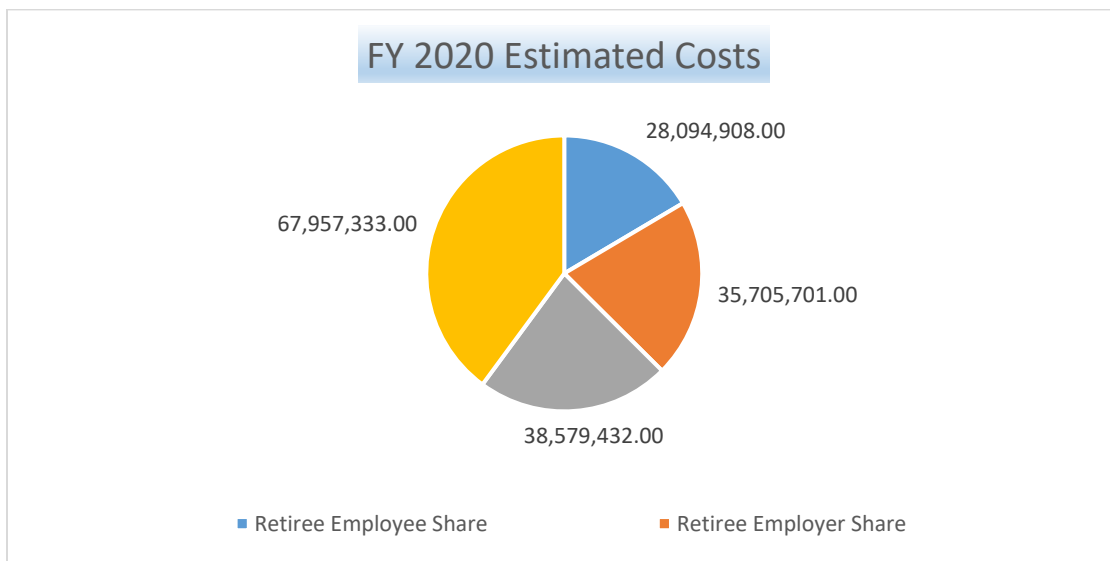
Health Insurance & Wellness

As of May 27, 2020, the GVI Group Health Insurance has approximately 13,846 participants, which include active Government employees and retirees from the three branches of Government, Semi-Autonomous and Autonomous entities. When considering the 10,170 dependents population, the plan covers more than 24,216 members.

It is estimated that FY 2020 medical and dental costs will be approximately \$170.3 Million. We are currently in negotiations with CIGNA to determine the FY2021 rates.

The Division of Personnel, along with the Government Employee Service Commission (GESC) Health Insurance Board held its 1st annual Insurance forum on St. John, St. Thomas and St. Croix for our active and retired employees. The employees got to hear from and ask questions about their benefits of Cigna, United Health Care, Standard and Bentek. Additionally Cigna rolled out new exciting products for purchase.

COVID-19 has forced us to change the way we conduct business. To ensure we educate our employees and retirees, during this pandemic, we have adjusted the way we communicate with our members, in addition to postal mail, we use social media, email, print and radio advertising. Beginning September 2020, we will host several open enrollment virtual sessions where the Group Health Insurance Unit, the providers and Gehring Group will provide benefit information.



Wellness

There is an Arabian Proverb that states, "He who has health has hope, and he who has hope has everything." Wellness is an essential responsibility for all of us. Studies show that unhealthy lifestyles have led to alarming rates of diabetes, heart disease, obesity, cancer, and unparalleled levels of stress and mental health issues. The Division of Personnel, under the Bryan-Roach Administration, is committed to changing that trend through our active role in health and wellness. In as much, we have recently onboarded a Wellness Program Coordinator, charged with enhancing our employees, retirees and their dependents involvement in improving their overall health and wellbeing.

Recognizing the mental and physical impact that COVID-19 has had on our community, we engaged WTJX – Channel 12 and the Department of Education, to assist the Division in offering two programs: Virtual African Dance sessions, and Virtual Vegan Cooking classes. These sessions encourage people to become mindful of actions they can take to make better health choices. These classes were also designed to help manage stress levels and create long term health and wellness changes.

Every year members are required to complete their Cigna Health Risk Assessment (HRA) by September 30 of the current fiscal year. This is achieved through visits with their primary care physician or any of the public health clinics for their annual wellness exam. The HRA allows everyone to have a better understanding of their health risk factors and preventable ways to curtail any future health concerns. Under normal circumstances, any current policyholder under the Cigna health insurance program who fail to complete their HRA would have a Wellness Inactivity Member Premium (WIMP) deduction of \$20.83 bi-weekly. However, in May 2020, the GESC Board requested that refunds be issued to any individual who was assessed a penalty in 2019 because they had not filled in the required biometrics but received a confirmation for successful completion of the HRA. Due to COVID-19 no member will be required to complete an HRA for FY2020 (Oct. 1, 2019-Sept. 30, 2020). However, we strongly encourage all members to still visit their primary care physician to complete an annual exam.

The Group Health Insurance office continues to reorganize and restructure the Unit to be more aligned with current health insurance industry standards, especially during this pandemic. COVID-19 has redefined our ability to serve our members. Therefore, we are working to implement the following automated and communication measures for both employees and retirees; to include but not limited to:

- Online Payment Portal
- Online Health Insurance Enrollment Forms
- Virtual Open Enrollment

In conclusion, I must express my profound gratitude to my HR Ninja's, the fabulous women and men at the Division of Personnel. My team's unrelenting commitment to excellence, collaboration, and community are undeniably inspiring. Your professionalism, work ethic, and passion for HR is noticed.

My team and I are available for any questions you may have. Thank you.