



Presentation to the Senate Business and Commerce Committee: State Workforce Charge

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Health and Human Services Telework Policy



- Supported telework before the pandemic with approximately 1,800 Health and Human Services Commission (HHSC) and Department of State Health Services (DSHS) employees participating in 2019
- In May 2021, developed a new agency telework plan for implementing telework in the future
- Use an Automated Telework Registry to track and manage telework requests
- Conducted a comprehensive review of the existing telework policy, incorporating lessons learned from the pandemic
- Updated the HHS Human Resources Policy Manual and HHSC Telework Handbook in May 2021 to align with the new plan
- Each division implemented telework plans to support their program and staff requirements

Telework Policy (Cont.)



HHSC permits telework arrangements when it is in the best interest of the agency. Basic guidelines include:

- Approved in advance by two supervisory levels
- May be required to come into the office on assigned telework days to perform certain duties
- Allowed only for positions whose essential functions can be performed at approved remote locations
- Must not diminish the quality of work, disrupt the productivity of the business office, or create additional costs
- Approved on a case-by-case basis

Non-Teleworking Positions

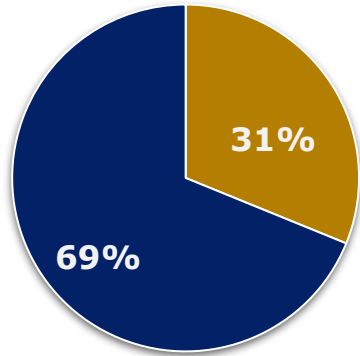


Due to the nature of their work, not all positions are eligible to participate in the telework program, for example:

- DSHS consumer protection, laboratory, and regional health staff
- State Hospital and State Supported Living Center (SSLC) direct care, food service, and facility support staff
- Regulatory enforcement and survey staff
- HHSC facility and warehouse staff
- Disability Determination Services

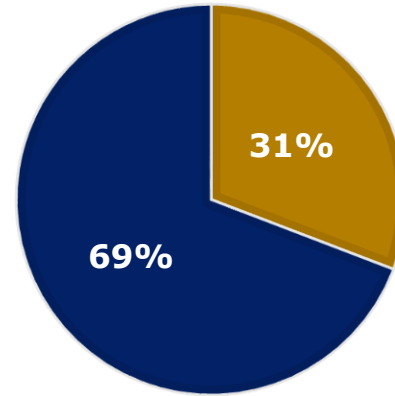
Telework Summary

HHSC Employees



■ % of Teleworkers
 ■ % of Non-Teleworkers

DSHS Employees



■ % of Teleworkers
 ■ % of Non-Teleworkers

Agency	Total Employees	Number of Teleworkers	Number of Non-Teleworkers
DSHS	3,383	1,042	2,341
HHSC	31,474	9,807	21,667
Total	34,857	10,849	24,008

Data as of 5/2/2022; does not include the Office of the Inspector General (OIG).



HHS Regions



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00 (State offices)



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Teleworkers By HHS Region

Agency	HHS Regions											
	00	1	2	3	4	5	6	7	8	9	10	11
DSHS	781	9	4	28	13	0	44	29	49	7	18	60
HHSC	4,444	222	179	817	353	179	662	627	713	120	544	947
Total	5,225	231	183	845	366	179	706	656	762	127	562	1,007

Data as of 5/2/2022; does not include OIG.



Measuring and Ensuring Productivity



- Productivity has not been affected by teleworking as evidenced by use of dashboards and key performance indicators that monitor organizational performance
- Available technology facilitates telework, e.g., replacing desktops with laptops, using Microsoft Teams for collaboration, and installing Jabber soft phones on computers
- Computer-based work can be done remotely with secure internet connection

Recruitment and Retention



- Providing a hybrid work model for eligible positions gives HHSC another tool to attract candidates and retain employees
- Turnover rates are on the rise
- The top three reasons cited by HHSC employees for exiting the agency were retirement, poor working conditions/environment, and pay/benefits
- Approximately 69% of employees are paid below the midpoint of their salary schedule group
- Private sector employers have increased the competition for state agencies by offering employees and candidates higher pay, starting bonuses, and expanded benefits

Recruitment and Retention



Applications trending down

- HHSC candidate pool has decreased 30.8% from March 2020 to March 2022
- More available positions in the market
- Lack of competitive salary
- Private sector offering bonuses and incentives

Turnover trending up

- The overall turnover rate for fiscal year 2021 was 26.9%; a 2.2% increase from fiscal year 2020
- The projected fiscal year 2022 turnover rate for HHSC employees* who are not registered to telework is 35% compared to those who are registered to telework at 16%

*Does not include employees at state hospitals and SSLCs.

Impacts of Telework



- Over 1.5 million total commuter miles avoided per week
 - On average, teleworking employees avoid commuting 140 miles per week
 - Avoided mileage generates approximately \$800,000 in potential savings collectively for teleworking employees each week
- Enhanced ability to maintain continuity of operations
- Programs streamlined processes and procedures resulting in business process efficiencies



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Appendix

Maintaining Productivity: Eligibility Staff



- Recent analysis indicated that full-time teleworkers performed 15% faster than on-site counterparts
- Full-time teleworkers are processing between 5-8% more efficiently in comparison to 2019 before teleworking was implemented
- Teleworking eligibility advisors spent more time actively working on cases than on-site eligibility advisors

	Eligibility Applications Processing Time			Eligibility Renewals Processing Time		
Month	Jan 2022	Feb 2022	Mar 2022	Jan 2022	Feb 2022	Mar 2022
100% Onsite	51 Minutes	49 Minutes	46 Minutes	44 Minutes	44 Minutes	43 Minutes
Part-Time Telework	45 Minutes	44 Minutes	42 Minutes	40 Minutes	40 Minutes	38 Minutes
100% Telework	43 Minutes	42 Minutes	40 Minutes	37 Minutes	38 Minutes	36 Minutes
Percent Comparison (Telework versus Onsite)	-16%	-14%	-13%	-16%	-14%	-16%

Maintaining Productivity: IT



- IT Application availability has consistently remained above the target of 99% for the last 26 months
- Incident resolution has remained above the target of 95% for 23 out of 26 months
- Network availability was above or near target of 99.5% for the last 26 months
- 100% timely submission of monitoring reports for major information resources projects for the last 26 months
- Retention rate of IT staff has been well above target for the last 26 months