

## 2011 NASPE Communication Awards: Brochure

**Submission Title:** Delivering on the Promise brochure

**Submission Category:** Brochure

Web link: <http://www.spa.ga.gov/pdfs/deliveringonthepromise.pdf>

**State:** Georgia

**Contact Information:** Jerri Cloud, Communications Director

State Personnel Administration

2 M. L. King, Jr. Drive, N.W.

Suite 504 West Tower

Atlanta, Georgia 30334

(404) 463-5914 (404) 656-5979 FAX

[jcloud@spa.ga.gov](mailto:jcloud@spa.ga.gov)

**1. Please provide a brief description of the submission.** The *Delivering on the Promise* brochure is a 4-page, 4-color 11x17 publication featuring several State Personnel Administration (SPA) strategic HR Transformation Initiatives, including HR Shared Services, Total Rewards, Strategic Recruitment, Employee Self-Service and Leadership Development. The brochure reintroduces the organization's mission as an enterprise leading agency, and showcases the achievements of SPA in delivering better value and service for taxpayer dollars. The body of the brochure features key components of the HR Transformation Initiatives implemented on multiple fronts to address the state of Georgia's workforce challenges in recruitment, retention, development and HR policy. It also includes testimonials from agency customers and a message of appreciation from the SPA commissioner to agency customers and stakeholders for their generous support of HR Transformation Initiatives in state government.

**2. How long has the submission been in existence?** The brochure was created in October 2010.

**3. Why was the submission created?** The *Delivering on the Promise* brochure was created to spotlight the achievements of SPA, and to garner support from executive leaders and citizens throughout the state for SPA's role as an enterprise leading agency for improved performance and management. The Commission for a New Georgia (CNG), which is an independent council of top-level public and private sector executives from all parts of Georgia, recognized early-on in Governor Sonny Perdue's administration that SPA needed to play a stronger role in order for state government to bring about enterprise-wide efficiencies, reduce costs and improve services and accountability. Over a

seven year period, SPA worked with key stakeholders across the state to implement several initiatives supporting Governor Perdue's and the Commission's promise to the citizens of Georgia for better management of government assets and operations. On October 5, 2010, a final meeting of the Commission was held at the State Capitol for a select group of agencies that were invited to participate in a special event planned for legislators, Commission taskforce chairs and members and others who contributed to improving state government.

The *Delivering on the Promise* brochure, which was created to distribute at this event and subsequent events, highlights SPA's leadership in implementing strategic initiatives, including those that support CNG recommendations to significantly transform key human resource functional areas resulting in Georgia being ranked in the top tier of the Best Managed States in the United States, and being recognized nationally as a model for transforming government. The brochure serves as a companion collateral piece to a large floor size graphic exhibit that utilizes an audio-visual presentation for a consistent look and theme.

**4. How does this submission support the goals and objectives of your agenda/department?** Georgia State Government's policy areas of Best Managed State, Healthy Georgia and Growing Georgia are supported by the following strategic goals:

State government –

- Will be an attractive place to work and build a career
- Efficiently and effectively delivers healthcare programs
- Improves workforce readiness skills

SPA agency goals to acquire and retain the right talent; to train and develop state leaders and its workforce; and to have consistent, easily understood enterprise-wide human resource policies and practices are in direct alignment with the state's policy areas and communities of interest. The *Delivering on the Promise* brochure illustrates how SPA's HR Transformation Initiatives are aligned behind the governor's vision of Georgia being the "Best Managed State" and "An Employer of Choice" through new approaches to HR management and enterprise-wide best-practice solutions.

SPA's HR Transformation Initiatives delivered on the goals of the state through:

- the consolidation and standardization of HR policy functions;
- expansion and implementation of enterprise-wide self-service capabilities;
- consolidation and sourcing of non-policy making HR functions;
- redefined roles and responsibilities in enterprise HR functions with the implementation of HR Shared Services;
- development of a leadership training system for every career level in state government;
- institution of an executive succession planning process and development program; and
- positioning Georgia as a competitor for quality talent and an "employer of choice" by redesign of benefits, salary and retirement plans of the state's Total Rewards Package.

The *Delivering on the Promise* brochure highlights transformative tools that have made human resources in Georgia State Government more effective, efficient, accountable and service-focused.

**5. Have you been able to measure the effectiveness of the submission? If so, how?** The HR Transformation Initiative awareness campaign measures include the number of *Delivering on the Promise* brochures distributed, which were 1,000 to state leaders in attendance at the Commission for a New Georgia event. An additional 1,000 copies were placed in agency reception areas and display cases. On-line versions of the brochure and the companion audio-visual presentation are prominently featured on the State Personnel Administration Web site Home Page, which has received 265,236 visits from October 5, 2010 to March 22, 2011. Online site visits are tracked through web analytics.

# State Personnel Administration

## The central personnel agency for state government

**T**he State Personnel Administration (SPA), formerly the Georgia Merit System, serves as the central personnel agency for state government and manages the State's employment lifecycle from pre-hire to retirement. SPA serves as an advisor to the Governor and executive leadership of the State to ensure the best return on its human resources (HR) investment. SPA also helps agencies improve their return on investment for their most important asset – their people. SPA works as a strategic partner with agencies to hire, train, develop and retain their workforce and provides employee benefits through the administration of the State Flexible Benefits Program. In this role, we help state agencies identify the strengths and weaknesses of their workforce and provide best-practice solutions. These solutions enhance operational performance and improve bottom-line results. SPA supports 140 state agencies, government entities, boards of education and regional library systems. SPA provides the following HR services: talent acquisition, workforce planning, benefit plan

design and delivery, performance and talent management, compensation planning, labor market studies, workforce and leadership development, executive and statewide succession planning, policy development and interpretation, immigration compliance, employee engagement, employee relations and HR shared services. In our advocacy role, we balance the dual and objective responsibility of being an agency business partner while representing the interests of employees by ensuring there are equitable procedures governing the employment relationship; minimizing employee dissatisfaction and union participation. We manage more than four million HR-related customer interactions a year from approximately 700,000 customers that include HR and benefits professionals, employees, retirees, job seekers and applicants. As a nationally recognized leader in public sector human resource management, other state and local governments across the country seek SPA's expertise and guidance for improving their delivery of HR.

*Delivering on the Promise*  
of the Commission for a New Georgia



[www.spa.ga.gov](http://www.spa.ga.gov)

# Delivering on the Promise of the Commission for a New Georgia

## Commission for a New Georgia Recommendations

A 2003 assessment of the State's administrative services found the human resources (HR) function in the state of Georgia highly fragmented. The decentralized structure made it difficult to find a clear owner of the HR discipline that could address comprehensive talent needs. This complicated the coordination and cost-effective operation of enterprise-wide HR strategies across agencies. This structure resulted in duplication of effort, higher HR costs, and inconsistent HR policies, procedures and standards. The Commission also found the State's leadership development and workforce training inconsistent and sporadic. Workforce development programs did not focus on leadership skills development, nor did they identify future leaders. Succession planning was done in individual agencies, but not at the enterprise level. As a result, the Commission for a New Georgia issued several recommendations specific to HR. Based on these recommendations, the State Personnel Administration developed strategies to transform HR functions in state government that are modeled after leading industry best practices.

## HR Transformation Initiatives

*Addressing State workforce challenges on multiple fronts*



## Consolidated and Standardized HR Policy Functions

*Leading industry business model, consistent, best-practices*

**HR Policy** – Legislation (SB 230) was passed during the 2009 General Assembly which enables SPA to adopt enterprise-wide HR rules, policies and best practices. This legislation is the cornerstone for establishing HR governance over the entire employment lifecycle. State Personnel Board rules were rewritten to establish core policies for all employees and are being used consistently across the enterprise of state government.

## *Redefined roles and responsibilities in enterprise HR*

**HR Shared Services** – In 2008, SPA implemented an HR Shared Services model as a new business strategy. The purpose of the strategy is to improve efficiency, reduce costs of human resource delivery, and promote HR best-practices across the entire enterprise. With the shared services model, SPA functions as a centralized organization that handles the transactional component of HR. Combining shared services with SPA's existing strategic role makes SPA a full service HR organization and leverages our HR expertise across the entire enterprise. Agencies participating in the shared services model are able to focus on their core mission while SPA handles their HR needs. SPA shared services customer base is expected to grow to at least 20 agencies by the end of the current fiscal year. Over 900 state employees are currently covered by the Shared Services business model. HR Shared Services has reduced administrative costs, reduced transaction errors and generated greater employee satisfaction. Currently, up to 2,900 HR transactions are performed each month with an estimated fiscal savings of \$1 million in the first year. In future years, shared services will create savings of at least \$3 million annually.

*"We believe [HR Shared Services] can serve as a model for other state agencies, and believe that over the long term it's a tremendous opportunity for state government as a whole to become more efficient and more effective."*

Patrick Moore, Executive Director  
Georgia Technology Authority

*The shared services model is effective and flexible. It allows for important nuances of the customer's business to be taken into account when deploying single source products like performance management across the state.*

Debbie Smith, Human Resources Director  
Georgia Technology Authority

## Expanded Enterprise-wide Self- Service Capabilities

*Leveraging technology to enhance service delivery*

**Team Georgia Connection** – The State Employee Intranet Site was launched in 2005 for the purpose of improving communication between 100,000 employees of the State and the University System; providing online business management tools for productivity; and building a team environment by breaking down the "silo nature" of state government.

**ESS/TeamWorks** – The PeopleSoft Portal was launched in 2006 as a new tool on Team Georgia Connection to enhance HR self-service delivery and allow employees to view their

# Delivering on the Promise of the Commission for a New Georgia

paychecks, leave balances, change their personal information, create performance management plans and manage annual performance reviews in ePerformance, and enroll/manage their benefits in GaBreeze. ePerformance, launched in 2009, transformed an outdated paper-based performance evaluation process and created a comprehensive self-service process. GaBreeze, launched in 2010, includes the GaBreeze web site, a benefits call center, and *Your Total Rewards*, which is a personalized snapshot of the value of all employee compensation and benefits.

**Pre-employment Testing** – SPA automated pre-employment testing by utilizing an existing WorkReady tool for standardized tests, and developed an automated testing system to deliver agency unique and customized testing services to job applicants.

*“As a leader of state government, I am a big advocate of finding ways to be more effective with our processes while providing the best and most efficient tools for our employees, and GaBreeze is that tool.”*

Pamela Pharris, Executive Director  
Employees' Retirement System

---

## Consolidated and Outsourced Non-Policy Making HR Functions

SPA sourced all statewide training to UGA's Carl Vinson Institute of Government in 2008, and benefits administration functions to Hewitt in 2010. These partnerships are examples of leveraging existing resources to deliver HR services to a larger audience while improving the employee experience, reducing costs and redirecting staff from transactional to value-added activity for the State.

## Established a Core Leadership Development Program and Executive Leadership Program

*Building the State's bench strength of future leaders*

**Georgia Leadership Institute (GLI)** – In anticipation of 21% of seasoned leaders retiring within the next decade, this program was launched in 2005 to develop leaders' skills and competencies at every career level in state government.

**Executive Leadership Development Program (ELDP)** – This is an executive succession planning process, launched in 2009, that covers the entire state. ELDP is designed to prepare Georgia's state leaders for future roles within state government - agency leaders, directors, and commissioners by creating a pool of qualified candidates

who possess, or have the potential to possess the capabilities needed to lead the state. ELDP is a continuous, cyclical process that includes identification, assessment, targeted development planning, individual executive coaching and a strategic centered challenge project that addresses a critical need within the participant's agency. Most of the challenge projects focus on saving lives, saving dollars and increasing efficiencies. Cycle 1 had 31 participants and Cycle 2 has 22 participants. A third cycle is currently underway.

Cycle 1 Success Scorecard created by Performance Challenge Projects:

- Cost savings projected to be in excess of \$25 million
- Grants and new streams of revenue estimated to be in excess of \$10 million
- Estimated \$500 million economic impact to Georgia
- Unprecedented inter-agency partnerships established to effect change in accomplishing challenge projects
- Estimated 42 motorcycle fatalities avoided annually
- Over 5,000 Georgians put to work through efforts of Performance Challenge
- Two ELDP participants have been appointed by the Governor to agency leadership positions

*“The Executive Leadership Development Program provided the opportunity to widen my professional network with other leaders in state agencies. Without a doubt, it paved the way and prepared me for the role in which I serve today by providing me with transportable skill sets as a leader.”*

Michael Nail, Director of Parole  
State Board of Pardons and Paroles

---

## An Employer of Choice

**Total Rewards** – In 2007, SPA commissioned a Compensation and Benefits Study to review and provide recommendations for the State's benefits and compensation package. Results of the study showed the package was not attractive to the emerging workforce and did not make the state competitive in the marketplace. To address the findings in the study, SPA implemented a phased approach of improvements to the State's Total Rewards package modeled after industry best practices. The improvements include the following: Flexible Benefit Plan enhancements which includes a 3-year, \$20 million savings from contract negotiations, reduced premiums and increased insurance coverage; a new Pay-for-Performance Management Program with expanded incentive rewards that compete effectively against the private sector; and modification of the State's retirement program. With the passage of SB 328 in 2008, a new Retirement Hybrid Plan – combines a traditional Defined Benefit Plan with a Defined Contribution Plan, or 401(k) – is offered to new hires and includes an opt-in for existing employees. Georgia is the first state to implement such a comprehensive plan of this magnitude.



# Delivering on the Promise of the Commission for a New Georgia

*Strategically targets existing State funds to have a high impact in critical areas of recruitment and retention*

## Salary Plans

- Base Pay
- Pay for Performance
- Critical Jobs
- Structure Adjustment
- New Performance System

## Pension Options

(Effective Jan. 1, 2009)

- Defined Benefit
- Defined Contribution
- Hybrid Plan
  - For new hires
  - SB 328

## Health Care Changes

- Choices
- Rates

**Strategic Recruitment** – In 2008, SPA expanded its recruitment initiative by launching Careers.ga.gov as a way to highlight career opportunities within state government. The rebranded and updated web site markets the positive experiences of working for the State and creates a single source for employment opportunities. A targeted marketing campaign, including online videos and low-cost billboard advertisements, was launched to promote the state of Georgia as an “Employer of Choice.” The SPA recruiting team developed strategic recruitment outreach programs based on emerging workforce (Gen Y and second career retirees) interests, and they participate in over 20 job fairs each year. Overall, the number of emerging workforce applicants and the pool of qualified candidates are increasing.

## Best Managed State

### National Recognition and Awards

- The state of Georgia was recognized in 2005 and 2008 by the Pew Center and Governing Magazine for having the best-managed HR operation in the country.
- SPA received the Franklin Covey Model State Government Award for executing Principle Centered Leadership development throughout state government.
- The National Association of State Personnel Executives (NASPE), which is an affiliation of the National Governors Association, recognized SPA in 2007 and 2009 for innovative HR communication efforts.

*In Georgia – which may well have the best-managed HR operation in the country – agencies’ personnel plans are included as a module of their strategic and budget plans, which are submitted annually and look out three to five years.*

– Governing Magazine, 2/05



Prior to the Commission for a New Georgia Taskforce study and recommendations, the old Georgia Merit System (GMS) was focused on reactionary HR. Over the past several years, the platform provided by CNG gave us the road map for success in every functional area of HR. SPA has implemented and fully funded all Commission for a

New Georgia Administrative Services and Leadership Development Taskforce recommendations as of April 2010. This includes consolidating and standardizing HR Policy functions with the passage of SB 230 in 2009; expanding and implementing enterprise-wide self-service capabilities with the launch of the Team Georgia Connection employee intranet site and the PeopleSoft portal; consolidating/sourcing non-policy making HR functions like benefits administration and enterprise training; redefining roles and responsibilities in enterprise HR functions through the implementation of the HR Shared Services (HRSS) model; building a system of leadership training with the launch of the Georgia Leadership Institute; and instituting executive succession planning through implementation of the Executive Leadership Development Program.

With the help of the Commission and the SPA team, this agency is now focused on the needs of the State and the critical issues that we face in the future. It has truly been a pleasure to see not only how SPA has transformed as an agency, but also how the people within SPA have made that transformation process themselves – and we had fun doing it together. We not only changed our name, we also changed our purpose.

– Raymond “Steve” Stevenson, Commissioner  
State Personnel Administration



Georgia<sup>®</sup>  
State Personnel Administration