

**2006 Eugene H. Rooney, Jr. Award Nomination for
Leadership in State Human Resource Management**

Nominee:

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1) Describe how the nominee has demonstrated leadership by participating on major state government committees, task forces and/or special projects related to state human resource management.

Ms. Dering Martin is the Deputy Secretary for Human Resources and Management in the Commonwealth of Pennsylvania's Governor's Office of Administration. She was appointed as Deputy Secretary by Governor Tom Ridge in 2001 and re-appointed by Governor Edward G. Rendell in 2003. During this time, she has served under the direction of five different Secretaries of Administration. Also in the early part of the Rendell administration, Ms. Dering Martin worked closely with the Deputy Secretary for Information Technology to keep the Office of Administration functioning effectively during the Secretary of Administration's extended illness.

In her capacity as Deputy Secretary for Human Resources and Management, she is responsible for policy direction and support of centralized human resource services, ensuring equity by maintaining the classification, pay, benefits, and workers compensation systems; negotiating and administering collective bargaining agreements; recruiting for all non-civil service positions; ensuring training in leadership, management and supervisory skills; and overseeing the Commonwealth's Equal Employment Opportunity program for all agencies under the Governor's jurisdiction. The Office of Human Resources and Management is comprised of nine organizational units: the Office of Human Resources, The Bureau of Equal Employment Opportunity, The Bureau of Labor Relations, The Bureau of Management Consulting, The Bureau of State Employment, The Bureau of Classification and Compensation, The Bureau of Employee Benefits and Workplace Support, The Bureau of Workforce Planning and Development, and the Bureau of Systems, Policy and Program Planning. This organizational structure enables Ms. Dering Martin to place a strong emphasis on management, performance and results in state government agencies.

Ms. Dering Martin serves on the Board of Trustees of the Pennsylvania Employees Benefit Trust Fund (PEBTF), an independent health and welfare fund that administers health benefits for nearly 300,000 Commonwealth employees, retirees, and their dependents. In addition to her duties as a trustee, she also serves on the PEBTF Finance and Eligibility Committees, which are the advisory committees to the board that make recommendations regarding plan design, eligibility, financial planning and investment of assets. She was instrumental in the 2005 implementation of the PEBTF's Get Healthy program, a combination of wellness and disease management initiatives that is expected to save the PEBTF \$35 million during the current and next fiscal year.

Ms. Dering Martin served as member of the ImaginePA Steering Committee, during the planning and implementation phases of the Commonwealth's enterprise initiative. This initiative included the integration of Finance, Budget, Procurement, and HR/Payroll functionality for a workforce of approximately 80,000 salaried and over 10,000 wage employees. She is an active participant of the Integrated Enterprise System (IES) IES Advisory Board, which meets on a regular basis to make strategic decisions regarding new and modified SAP functionality, as well as to discuss other IES-related issues of significance. Her tenure as a Steering Committee member spanned two Administrations. During this transition period, she provided a stabilizing influence to this most important information technology and business redesign initiative.

Ms. Dering Martin developed the conceptual framework for Continuity of Government plan development for all Commonwealth operations. In addition, a complete plan for Continuity of Government for human resources in Pennsylvania state government has been developed and sustained. Currently, Ms. Dering Martin co-chairs a state government committee for Pandemic Planning with the PA Department of Health. This plan is part of a national strategy and is responsive to county and local government and private sector interests. In her role to assist employers with workforce planning in the event of a public health epidemic or pandemic, Ms. Dering Martin clearly demonstrates the need for strategic planning and meaningful implementation that results in real and measurable action.

2) Describe how the nominee has demonstrated exceptional leadership in the field of human resource management beyond your state human resources organization.

Ms. Dering Martin is founder and, from 1986 thru 1999, served as president of The Dering Consulting Group. She successfully built the firm into one of the most respected teams of organization development professionals in Pennsylvania, with a client list that includes Fortune 500 companies, educational and healthcare institutions, and nonprofit organizations. She worked extensively with government organizations at the federal, state and local levels and completed international assignments with Argentina and Zimbabwe.

Prior to starting her firm, Ms. Dering Martin was the Training Director for the Commonwealth of Pennsylvania for six years, overseeing the training policy and programs throughout state government. During that time, she also served as president of the National Association of State Training Directors.

Ms. Dering Martin was selected and participated in the prestigious Program for Senior Executives in State and Local Government at the John F. Kennedy School of Government at Harvard University.

She has been actively involved in professional associations and community organizations having served on the Boards of the Harrisburg Regional Chamber of Commerce and the United Way of the Capital Region. Her current community involvement includes serving as Chair of the Board of Leadership Harrisburg-Area and on the Board of Directors of the Harrisburg Symphony. Ms. Dering Martin was selected as one of the YWCA's Tribute to Women of Excellence honorees in 2004, and in January 2006, was recognized as one of *Harrisburg Magazine's* "Movers and Shapers."

Ms. Dering Martin has had several articles published in national professional journals, including "Leadership in Quality Organizations," in the January 1998 issue of *The Journal for Quality and Participation*. She is also the author of a series of books, Discovering Meaning, Discerning Direction and Deepening Faith, published by Morehouse Publishing in 2003.

3) Describe the nominee's leadership and/or management skills in implementing human resource management programs.

Ms. Dering Martin possesses all the necessary qualities of a true human resource professional. She is extremely competent in her field and stays abreast of the latest trends in leadership, human resources and management theories and practices. Not only is she knowledgeable about the business of state government, but she also possesses and demonstrates the following core HR competencies: strategic thinking, planning and evaluation; leadership; decisiveness; innovation; vision; change management; empowerment; problem solving; and customer focus. Because of her expertise in these areas, Ms. Dering Martin has successfully developed the Deputate's HR Strategic Plan as well as the HR Agenda of the Future, a comprehensive human resources strategy that outlines five components of a model for change: 1) attracting and retaining a talented workforce; 2) assuring a diverse, high quality workforce; 3) assuring flexibility in managing human capital through merit system reform; 4) focusing on employee and organizational performance; and 5) continuously strengthening the human resources system, services and efficiency. This information has been communicated to key officials in the current Administration, as well as Senior Staff within her Deputate and agency Human Resource Directors. Ms. Dering Martin is actively engaged in efforts that demonstrate the value of human resources in government.

Ms. Dering Martin is a reputable, respected and highly sought after expert in the field of leadership and human resource management. She has facilitated countless sessions on a variety of topics at the local, state, federal and international levels for public, private and non-profit audiences.

Of particular strength for the Commonwealth is Ms. Dering Martin's ability to lead and manage multiple issues and initiatives in a holistic approach that encompasses the organization development aspects of a very complex human resource system for the largest government employer in Pennsylvania. She completely understands, appreciates, and models effective change management frameworks to increase opportunities for success in implementing human resource programs. Ms. Dering Martin also understands how to help organizations become healthy and effective and stay that way. Her ability to bring a vision of human resource excellence to the Commonwealth's human resource infrastructure is a significant reason that customer service to employees has improved and continues to improve.

As part of the Rendell Administration's ongoing initiative to put a performance measurement system into place, Ms. Dering Martin is instrumental in providing structure and leadership to the human resource system. Most importantly, she models the performance measurement system in her own Deputate first and continues to assist the agencies in understanding the utility of performance measurement as an effective management tool for themselves.

4) Describe how the nominee has demonstrated leadership within the NASPE organization in support of NASPE's mission to share information on human resource issues so that members can better achieve their state's mission and business objectives. Include evidence of local or national acclaim in the field and influence on other states' personnel executives.

Ms. Dering Martin is actively involved in the National Association of State Personnel Executives (NASPE) and is an at-large member of the Executive Committee. She currently functions on the

Executive Committee, as NASPE's Secretary/Treasurer. In addition, Ms. Dering Martin is a member of the HR Strategic Architecture Taskforce, the HR Metrics Taskforce, and has previously served on the Workforce of the Future Taskforce as well. Not only does she support the mission of the NASPE organization, but Ms. Dering Martin also has worked diligently with committee members to complete all goal assignments. Her NASPE involvement has been beneficial to the Commonwealth and has provided resources and an outstanding network of contacts for the advancement of the human resources community.

5) Describe any relevant state human resource management programs or initiatives that were successful because of the nominee's involvement.

In 2001, the Commonwealth of PA embarked on an enterprise resource planning (ERP) initiative known as the "Integrated Enterprise System." This initiative, which utilized SAP technology, consists of an integrated enterprise approach to accessing and managing employee data for the following functional areas: finance, budget, procurement, and human resources and payroll. In 2004, Employee Self Service was implemented. This new functionality enables more than 57,000 state employees to directly manage employment-related functions, i.e. leave management, pay statements, travel planning, expense reimbursement, and adjustments to personal information, such as change of address, federal tax deductions, union dues, savings bond enrollments and banking information without the assistance of an HR representative.

During the planning and ultimate implementation stages of this enterprise initiative, the Commonwealth of PA experienced many challenges. Some were the direct result of this being the first-in-the-nation enterprise-wide application of SAP systems to occur within state government. Other challenges resulted from changes in Administration, retirement and/or turnover of key personnel. The one factor that remained constant and contributed to the stability and success of the project was the involvement by Ms. Dering Martin. She served not only to help others transition into vacated roles but also assisted agencies and the Commonwealth by championing the HR/Payroll effort through her direct involvement, monthly meetings with HR Directors and active participation in many IES-related forums held throughout state government.

The upbeat, motivational and "can do" attitude displayed by Ms. Dering Martin throughout the duration of this initiative resulted in a very successful implementation. In January 2004, the Commonwealth of PA, which consists of an 83% unionized and 70% merit system covered workforce, started doing business in a new and more efficient and profound way, and the results have been astounding. In September 2004, pay statements were made available electronically and mailing of all but a few pay statements was discontinued. This act alone resulted in a savings of approximately \$500,000 annually in postage costs. The scope and complexities associated with implementing this initiative in a public sector environment are unparalleled and unprecedented.

In 2001 the National Association of State Chief Administrators (NASCA) presented Ms. Dering Martin with an Outstanding Program Award for the Commonwealth of Pennsylvania's IT Retention and Recruitment initiative. This initiative placed the Commonwealths IT salaries and benefits packages among the best. Separation rates were reduced from 7.2 percent to 4.25

percent, which was below the private sector average, and the IT Associate Program was successful in attracting and retaining the best candidates colleges had to offer.

In addition, the Office of Administration's Human Resources and Management Deputate worked with the Office of Information Technology and agencies to identify contractor employees whose work could be converted to state-funded positions. This initiative resulted in a \$2.26 million savings since the implementation of the project in 2004.

Under Ms. Dering Martin's direction, the infrastructure necessary to support an enterprise-wide Learning Management System was developed and launched in March 2006.

A Commonwealth Commuter web page was developed to provide resources to address the fuel conservation needs experienced by many state employees and citizens. Additionally, the Commonwealth is currently developing a Commuter Benefits Program that will allow employees to purchase transit passes with pre-tax dollars through payroll deductions. The selected contractor will purchase and deliver the transit passes to employees for an established monthly fee paid by each participating employee.

As a result of Ms. Dering Martin's leadership, the Commonwealth implemented a new Attorney Performance Evaluation and Compensation System, the first pay for performance system in Pennsylvania's state government. With the goal of providing exemplary legal services and assisting in the recruitment and retention of professional staff, the web-enabled on-line completion and automatic calculation components provide the Office of General Counsel with a concise method to evaluate attorney performance and appropriately allocate compensation increases. The system promotes timely and meaningful communication at all management levels, with feedback obtained from clients and subordinates.

All agencies under the Governor's jurisdiction are now required to submit an agency-specific workforce plan. The fiscal year summary plans outline current or anticipated challenges and the strategies to mitigate the impacts. A Commonwealth-wide plan is currently in the final stages of preparation and will summarize issues faced by the Commonwealth as one employer.