

**National Association of State Personnel Executives
2004 Eugene H. Rooney, Jr. Awards Program
Leadership in State Human Resource Management**

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**2004 Eugene H. Rooney, Jr. Award for Leadership in State Human Resource Management
Marjorie H. Young, Commissioner, Georgia Merit System**

1. LEADERSHIP: State government committees, task forces, and special projects

Workforce Planning: Marjorie's leadership role in Georgia State Government has had an enormous impact on the state's human resource management. Shortly after her appointment by the governor in June 1999, Marjorie was influential in changing the state's strategic planning process. Two new components – workforce planning and technology planning – were added to a new integrated planning approach. As lead of one of the components, Marjorie was charged with developing a strategic planning process to ensure that the state has the human capital in place to meet organizational goals. Recognizing that this planning process required inclusive involvement from all levels of state government, Marjorie led a Workforce Planning Advisory Committee of key agency heads. Through her leadership, the Committee developed planning strategies resulting in a phased approach workforce planning model that provides principle direction for planning teams to direct their resources when addressing current and future workforce needs.

Performance Management and Pay-for-Performance Processes: Marjorie was charged by the governor to correct the problems with state salaries and the pay for performance management system. She formed the GeorgiaGain Advisory Committee made up of agency heads and their designees. As a result of the Committee's works, PerformancePlus was adopted as the new performance management system designed to move state employees closer to market parity, and to bring equity and fairness to all state compensation. The governor and the legislature endorsed PerformancePlus, which includes a salary structure adjustment, a one-time bonus, and incentive payments for outstanding achievements.

Diversity: Marjorie chairs the State Diversity Advisory Council that is charged with ensuring state government actively seeks, recruits, develops and retains employees who bring diversity to the workforce. In this role, Marjorie endeavors to improve communication about the business advantages of embracing diversity. The diversity strategic plan of the Council was integrated into the workforce plans of all state agencies.

Leadership Development: In order to move Georgia State Government forward to greater effectiveness and efficiency, Marjorie led a comprehensive *Leadership Learning Needs Assessment* and a *Human Resource Management Professional Development Needs Assessment* in 2003 to determine the development needs of managers at the executive, middle management and supervisory levels. This study examined workplace challenges

for state government leaders and HR professionals and their successors. The assessments also identified effective solutions to meeting those challenges. Marjorie also works closely with the Commission for a New Georgia (a task force made up of private-sector Georgians who have been charged by the governor to analyze how state government functions and to identify ways that it can operate more effectively) to identify unified strategies that will improve the state's effort to attract, develop and retain quality leadership.

Change Management: In November 2003, Marjorie created the first of a series of meetings designed to provide a forum for the presentation and discussion of current and future issues and challenges of strategic importance to Human Resource Management in state government. The goals of the change management initiative are to assist the HR community in adjusting to the changes that are affecting their jobs and their agencies and to redefine the role of HR by developing the HR profession into a full strategic partner in state government.

2. LEADERSHIP: Beyond Georgia Human Resource Organization

As an active member of national benefits and human resource organizations such as the National Association of State Personnel Executives (NASPE), the International Personnel Management Association (IPMA), the National Association of Government Deferred Compensation Administrators (NAGDA), and the Employer's Council on Flexible Compensation (ECFC), Marjorie is often called upon to share information on Georgia's human resource initiatives. As a member of ECFC, Marjorie is the only state government representative – representing the interests of Georgia and all other states. In this role, Marjorie often reacts to how national compensation regulations are drafted for implementation by the Internal Revenue Service (IRS). In October 2002, the U.S. Department of Treasury and the IRS sought Marjorie's advice on electronic transactions regarding the spending account debit card. In May 2002, Marjorie was invited to testify before the U.S. House of Representatives Government Reform Committee. Congressman Dave Weldon, Civil Service, Census and Agency Organization sub-committee chairman, invited only one state – Georgia. Marjorie presented information on how Georgia's Flexible Benefits Program helps the state recruit the best workers in a competitive market.

3. LEADERSHIP: Management Skills in Implementing HR Management Programs

Marjorie's leadership and management skills were tested upon her appointment as she made strides to revitalize the Georgia Merit System after the 1996 civil service and merit system reforms. Faced with a daunting task of bringing new vision to the state's central personnel department, Marjorie was successful in breathing new life into

an organization still reeling from the loss of authority and perceived power. A consensus builder, Marjorie formed many partnerships with key players and stakeholders throughout the state that has resulted in a greater confidence in, and appreciation of the role of the Merit System and the HR community in state government. Marjorie has a strong belief that by looking for the good, win-win situations can be created for every one. Because of her influence in state government, Marjorie was successful in increasing agency assessments (revenue from state agencies used for operation of the personnel agency). This was the first time this has been successfully done by any commissioner holding this post. Inclusion and consensus building that leads to partnerships is now the standard process for how strategic business planning is to be accomplished in the Merit System.. Marjorie is visionary. Her vision for the organization and her ability to move it in that direction has left a favorable image of the agency on its internal and external customers, and will have a lasting impact on personnel administration in state government. By having a defined leadership role in state government, the Merit System's customer-base has doubled during Marjorie's tenure. A recent *Leadership Learning Needs Assessment* shows improved impression of the Merit System among state executives and within the HR community. As a pacesetter, Marjorie directs vigorous effort to leadership in planning strategies for a skilled and competent workforce. State agencies, as well as entities outside the executive branch of state government – such as, the State Personnel Council, various boards and authorities, the legislative branches and judicial systems – seek the Merit System's expertise and are working with the agency as enthusiastic partners on statewide human resource management initiatives.

4. LEADERSHIP: Within the NASPE Organization and Local/National Acclaim in the Field

Marjorie is an active member of NASPE and attends annual and mid-year meetings with her peers. She also participates in all teleconferences with the organization and encourages her staff to share in these opportunities when appropriate. As sharing of information is a goal of NASPE, Marjorie is an active participant and supporter. She has shared with her peers information on Georgia's initiatives, such as civil service and merit system reform, workforce planning, total rewards, telework, and diversity management, that have been used as models by other governments and organizations. She also shares information by publishing articles in professional HR journals. Marjorie has served on NASPE's Mid-winter Conference, Planning, and Executive Committees. She also chairs the Total Rewards Committee, which is an appropriate role for her considering that NASPE selected Georgia's Total Compensation/Rewards initiative as a national model and as one to propose to other states. Her leadership of this committee has resulted in a national Total Rewards study and survey that is used by state HR executives across

the country in their strategic and workforce planning efforts with state governors and legislators. Under Marjorie's leadership, the State of Georgia has a human resource operation that is recognized nationally as a leader among states with central personnel systems. As a result, Georgia has received numerous awards and grants from a number of organizations including Innovations in American Government and the Ford Foundation for Georgia's Civil Service Reform; the International Personnel Management Association (IPMA) for Georgia's groundbreaking approach to workforce planning and Strategic Assessment Research; NASPE for Georgia's Total Compensation/Rewards Model; the National Association of Governmental Defined Contributions Administrators (NAGDA) for Georgia's Deferred Compensation Section 457 plans; the U.S. House of Representatives Government Reform Committee for Georgia's cafeteria plan for flexible benefits; the National Telework Collaborative and the Clean Air Campaign for Georgia's telework initiative; and FranklinCovey, which recently presented the Model State Government Award to Marjorie and the State of Georgia for the execution of Principle Centered Leadership throughout state government.

5. LEADERSHIP: Involvement in Successful State Programs or Initiatives

As a member of the Employee Benefit Plan Council, Marjorie is involved in enforcement of rules and regulations for the State of Georgia Flexible Benefits Program. Her active participation as a member of the Employees' Retirement Board ensures the protection of financial interest of retirees and future retirees. As executive secretary of the State Personnel Board, Marjorie is responsible for adopting and amending policies, rules and regulations, and reviewing adverse actions of all purported violations of department rules and regulations. In addition to the more visible initiatives previously mentioned, the following programs and statewide initiatives are a result of Marjorie's leadership: the JobSite — used by agencies to post their job vacancies and by individuals interested in applying for jobs through an on-line resume building process; Electronic Open Enrollment — a more timely and efficient way for employees to enroll for health and flexible benefits on-line; e-Learning — anytime, anywhere training and development opportunities for state employees; Employee Recognition Program — after a 10-year hiatus, the statewide recognition program was reinstated in 2001; and EAP/Wellness and Safety Programs — established to assure employees' ability to remain fully productive, saving the state millions of dollars in workers' compensation, medical and property claims and absenteeism. Marjorie's involvement in the above programs, boards and councils has resulted in a State of Georgia compensation and rewards package that attracts and retains high quality employees



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Sonny Perdue
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March 25, 2004

2004 NASPE Rooney Awards Program
Council of State Governments
P.O. Box 11910
Lexington, Kentucky 40578-19190

Dear Award Committee Members:

It is my pleasure to endorse the nomination of Marjorie H. Young for the NASPE 2004 Leadership in State Human Resource Management Award. As Commissioner of the Georgia Merit System of Personnel Administration, Marjorie has been a leader in Georgia and in Georgia's state Government. With more than 30 years of public service to the State of Georgia, Marjorie has demonstrated innovative leadership in human resource management and would be deserving of this honor.

Under Marjorie's leadership, the Georgia Merit System has received numerous awards and grants from a number of organizations including Innovations in American Government and the Ford Foundation for Georgia's Civil Service Reform; the International Personnel Management Association (IPMA) for Georgia's groundbreaking approach to workforce planning and Strategic Assessment Research; NASPE for Georgia's Total Compensation/Rewards Model; the National Association of Governmental Defined Contributions Administrators (NAGDA) for Georgia's Deferred Compensation Section 457 plans; the U.S. House of Representatives Government Reform Committee for Georgia's cafeteria plan for flexible benefits; and FranklinCovey, which recently presented the Model State Government Award to the State of Georgia for its execution of Principle Centered Leadership throughout state government.

In addition to the work that she does on behalf of the State of Georgia, Marjorie also serves on many national committees in the HR and benefits arena. She currently serves on the Employee's Council on Flexible Compensation (ECFC) and NASPE's Executive and Planning Committees. Marjorie is also chairperson of the NASPE Total Rewards Committee, reflecting the NASPE's selection of Georgia's Total Compensation/Rewards initiative as a national model and as one to propose to other states. Her leadership of this committee has resulted in a national Total Rewards study and survey that is used by state HR executives across the country in their strategic and workforce planning efforts with state governors and legislators.

I hope the Award Committee will agree with me that Marjorie would be a worthy recipient of the 2004 Leadership in State Human Resource Management Award. Thank you for your consideration.

Sincerely,

Sonny Perdue
Governor of Georgia