



State of Illinois
Department of Central Management Services



2022 NASPEs

Leadership in State
Human Resource Management

Katrina McCarver
Division Manager, Bureau of Personnel



NOMINEE INFORMATION

Title of Nomination: Katrina McCarver

Title: Division Manager – Examining and Counseling

State: IL

Agency: Department of Central Management Services

Telephone: 618-530-6802

E-mail: Katrina.McCarver@Illinois.gov

Brief Biography of Nominee: With over ten years of experience in director level talent acquisition strategy, workforce management, and recruiting operations, Katrina joined the State of Illinois team in November 2019 as a Division Manager for Examining and Counseling in the Department of Central Management Services' (CMS) Bureau of Personnel. In that role, she leads units responsible for testing and career counseling; grading of employment applications; implementing specialized programs including the Upward Mobility Program for AFSCME members, Veteran's Outreach Program, and Disabled Worker's Program; and the newly established Hiring Reform/Resource Team. In addition to key technical competencies related to numerous Human Capital Management platforms, Lean Six Sigma principles, and project management, Katrina leads human resource functions with care and compassion, truly embodying human-centered leadership.

NOMINATOR INFORMATION

Nominator: Corey-Anne Gulkewicz

Title: Deputy Director – Bureau of Personnel

State: IL

Agency: Department of Central Management Services

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DETAILS

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.

When Katrina joined the State of Illinois Department of Central Management Services (CMS), efforts were just underway to explore transition to a unified Human Capital Management (HCM) system with electronic hiring processes. CMS had gathered staff from the various Bureau of Personnel divisions to explore, test, and refine electronic hiring processes. Just months into her tenure with the State, Katrina was tapped with leading that team, refining their work, and, most importantly, expanding and implementing the work of the Hiring Reform Team to the enterprise. Though she was new to State government, often seen as an anomalous quagmire to private-sector HR professionals, Katrina quickly “got it” and was able to apply private-sector best practices to the highly regulated government environment and move the project forward in unparalleled ways.

One cannot overstate the amount of change required to transition from a 99% paper-based, largely decentralized, hiring process to a 95%+ electronic process with CMS touchpoints along the way. Katrina leads this team and this effort with tenacity and grace. She diligently and unfailingly looks for process improvement opportunities, empowers her staff and HR staff across the enterprise to actively participate in making our processes the best they can be. Agencies’ teams give constant feedback, as they know their comments/questions/suggestions are falling on fertile soil. Katrina is an unflappable leader, confident enough in her skills and her team, to accept criticism and turn that criticism into an opportunity for improvement.

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

In the State of Illinois’ hybrid HR Administration model, with more than 60 State agencies are performing a bulk of the HR functions with CMS direction and oversight. The work of Katrina’s teams impact operations across the enterprise and into the communities we serve.

Katrina’s efforts to streamline and improve the applicant experience, whether via career counseling process improvements or eliminating testing requirements, dramatically increases accessibility of State employment for Illinois residents, particularly those in previously underserved communities.

Further, Katrina’s leadership extends beyond CMS to the more than 60 State agencies we serve. Beginning in May 2021, Katrina established weekly, then bi-monthly, calls with the entire enterprise HR staff to ensure direct communication and understanding of the hiring process by all state agency HR personnel.

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

Katrina's leadership "superpower" is the ability to assess processes from a macro level while never underestimating the micro impacts on those professionals actually carrying out those very same processes. She is an approachable leader who exercises strong analytical skills while engaging teams with empathy. This has proven extremely effective regardless of the group with which she is engaging – her teams, agencies CMS serves, executive leadership, and community groups.

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.

While Katrina has not participated directly with NASPE, many of the suggested practices shared by the Illinois delegation are directly attributable to Katrina's leadership.

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

Under Katrina's leadership, the Bureau of Personnel has experienced unprecedented successes. The following list is far from comprehensive and covers accomplishments from just the last year:

- Implemented an electronic registration process for the Upward Mobility Program (UMP), available to 30,000+ AFSCME members across the enterprise, that streamlined the registration process.
- Implemented process improvement such that UMP registrants are counseled within one week of registration.
- Reduced the number of positions requiring in-person testing by 83%, thereby reducing a huge barrier for applicants seeking to enter State service.
- Engineered both the closing of in-person testing centers during the pandemic, the subsequent re-opening, and developed self-service, online scheduling processes.
- Eliminated a 900+ pending counseling request back log in just over a month and implemented procedures to ensure counseling requests are handled within 3 business days.
- Redeployed Testing staff to increase outreach activities in communities around the State.
- Expanded the Hiring Resource Team by more than 50%, moving from a small team responsible for reviewing hiring sequences for 4% (classified, non-union) of State jobs to review of postings and approval of various touchpoints for all 48,000+ State jobs.
- Worked across divisions to formalize electronic hiring procedures on which she and another Division Manager hold bi-monthly training/question-and-answer sessions for all State HR teams.



May 4, 2022

National Association of State Personnel Executives
1776 Avenue of the States
Lexington, KY 40511

NASPE Awards Committee:

I am proud to support the nomination of Katrina McCarver, Division Manager – Examining and Counseling for the Illinois Department of Central Management Services' (CMS) Bureau of Personnel for the NASPE Eugene H. Rooney, Jr. *Leadership in State Human Resource Management Award*.

CMS is strongly committed to transitioning the role of state government HR from a transactional function to a strategic and proactive partnership role in order to make state service accessible to all and State personnel processes efficient and value-added for our business partners. As we continue through a once-in-a-generation paradigm shift with accompanying technology implementations, Katrina McCarver's leadership has been invaluable in the success of these efforts.

Katrina has been with the State of Illinois for 2 ½ years and, in that time, has had an overwhelmingly positive impact on the State's HR functions – within CMS, across the State enterprise, and into the communities of State residents. Katrina's compassion, technical know-how, and thirst for problem solving make her a leader of the first order. Katrina spent the first part of her career in the private sector and was able to seamlessly bring many private sector best practices into the State government space and implement them without being defeated by often overwhelming bureaucratic hurdles.

Katrina's human-centered leadership makes climbing mountains a shared voyage, rather than a lonely and relentless slog. While Illinois is behind the HR curve in many ways, we're catching up, and fast. We could not hope to reach our goals without Katrina's ongoing leadership.

Thank you for your consideration.

Sincerely,

Sarah Kerley
Chief Administrative Officer