



National Association of State Personnel Executives

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THE NASPEs
HALL OF FAME

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THE NASPES

The National Association of State Personnel Executives is proud to present The NASPEs, an Annual Awards Program designed to recognize great accomplishments of state human resource management personnel. This prestigious program includes the Eugene H. Rooney, Jr. Awards (for Leadership and Innovative Programs), the Eva N. Santos Communication Award, and the Advancing HR Professional Award. They highlight the innovative practices leadership engages within human resources either with an individual's lead or with a cutting-edge program.

The NASPEs winners are recognized during the NASPE Annual Meeting held each summer. All nominated programs are available in the Hall of Fame.

EUGENE H. ROONEY, JR. AWARDS

Leadership in State Human Resource Management

The **NASPE Eugene H. Rooney, Jr. Awards** were established in memory of Eugene H. Rooney, Jr. who served as NASPE President at a time of great growth for the organization. The program recognizes innovative state human resource management practices that ensure access and equity while enhancing productivity and service delivery. It also recognizes individuals who exemplify the character, qualities and influence that Rooney had on state personnel administration. NASPE presents an award to one program and one individual during the NASPE Annual Meeting. An Award of Merit also may be presented to one other program.



Eugene H. Rooney, Jr. served as state human resources administrator in Massachusetts. He was well-respected for his role as a reformer and innovator—and, most importantly, valuing individuals and their commitment to public service. He served in several roles during his 21-year public service career.



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

Telephone: 217-720-0492

E-mail: CoreyAnne.Gulkewicz2@Illinois.gov

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.



ILLINOIS

JB Pritzker, Governor

DEPARTMENT OF CENTRAL MANAGEMENT SERVICES

Janel L. Forde, Director

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,

A handwritten signature in blue ink that reads 'Sarah R Kerley'.

Sarah Kerley
Chief Administrative Officer

2022 NASPEs AWARD

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

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

NOMINEE INFORMATION

Nominee: Byron P. Decoteau, Jr.

Title: State Civil Service Director

State: LA

Agency: Louisiana State Civil Service

Telephone: (225) 342-8272

E-mail: Byron.decoteau@la.gov

Brief Biography of Nominee (One paragraph, please):

Byron Decoteau Jr. currently serves as the Director of the Louisiana Department of State Civil Service. As director, he is responsible for administering a comprehensive merit-based personnel management program that is founded upon the principles of equal pay for equal work, equal opportunity, ability based employment and promotion, and freedom from political influence. Prior to his tenure at State Civil Service, Byron began his career in state government human resources with the Department of Public Safety and Corrections – Corrections Services. During his ten years with Corrections, he served in various HR roles before ultimately assuming the role as HR Director. In 2010, he joined the Department of State Civil Service as the HR Administrator over the MIS Division. He subsequently served as the head of Compensation Division and State Civil Service Deputy Director before his appointment in December of 2015 to Director.

Byron holds a bachelor's degree in Business Administration from Southeastern Louisiana and a Master's of Science in Human Resource Education from Louisiana State University. He currently maintains a Professional in Human Resources Certification from the HR Certification Institute and SHRM Certified Professional designation from the Society of Human Resources Management. He is a member of various professional HR organizations and currently serves on the Executive Board of the National Association of State Personnel Executives.

NOMINATOR INFORMATION

Nominator: Chris D. Deer

Title: State Civil Service Deputy Director

State: LA

Agency: Louisiana State Civil Service

Telephone: (225) 342-8272

E-mail: chris.deer@la.gov

ALL SUBMISSIONS MUST:

- Meet all eligibility requirements • Meet deadline requirements
- Include a complete nomination packet • Conform to all copyright laws

2022 NASPEs AWARD

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

DETAILS

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.**

Byron P. Decoteau Jr. currently serves as the Director of the Louisiana Department of State Civil Service. As director, he is responsible for administering a comprehensive merit-based personnel management program that is founded upon the principles of equal pay for equal work, equal opportunity, ability-based employment and promotion, and freedom from political influence. Prior to his tenure at State Civil Service, Byron began his career in state government human resources with the Department of Public Safety and Corrections – Corrections Services. During his ten years with Corrections, he served in various HR roles before ultimately assuming the role as HR Director. In 2010, he joined the Department of State Civil Service as the HR Administrator over the MIS Division. He subsequently served as the head of the Compensation Division and State Civil Service Deputy Director before his appointment in December of 2015 to Director.

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

Byron currently maintains a Professional in Human Resources Certification from the HR Certification Institute and SHRM Certified Professional designation from the Society of Human Resources Management. He was recently elected by his peers to the Board of Trustees for the Louisiana State Employees Retirement System. He also serves as an At-Large Board member of the Retired State Employees Association. Byron is an active participant in the Louisiana Civil Service League, helping to uphold the merit system throughout Louisiana. Not only is Byron a member of various professional HR organizations, he also encourages the staff of State Civil Service to enhance their reach through membership and participation in various local, state, and national organizations, such as IPMA-HR, SHRM, World at Work, and the Association for Talent Development.

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

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2022 NASPEs AWARD

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

Byron's leadership style can best be described as a builder. Great leaders build amazing communities. They do so in a variety of ways and over an extended period. Effective leaders share stories about what great leadership looks and feels like when individuals come together as teams, and teams come together as communities, with a unifying sense of purpose and collective ambition. Constant and clear communication represents another pillar of Byron's leadership abilities. Responding rapidly and in constant communication with all key stakeholders, Byron led efforts to revise Civil Service Rules responsive to the pandemic to ensure that paid leave was available to the state's classified employees consistent with rapidly changing federal law and responsive to the needs of thousands of employees impacted personally by illness and school and daycare closures. The rules adopted not only addressed the emergent circumstances but also were written with the foresight to address current measures being considered by the legislature to address family leave statewide. The revised leave rules also took into consideration the fiscal impact to the state of unprecedented leave needs by phasing certain measures out over time as federal requirements expired and employees had the time to make appropriate adjustments to take care of children and family members while returning to work. Through anticipation and vision, Byron was able to recognize the need for consistent rules and policies surrounding the new telework reality that had become so prevalent in the state workforce. Again, Byron led the effort to amend the Civil Service Rules to include allowing telework, both formal and situational. Not only did a Rule allowing telework facilitate the continuation of work during the many absences necessitated by the pandemic, it has proven to be a powerful "tool in the toolbox" for addressing historic recruitment and retention issues. Recognizing that not all jobs nor all employees are suited for telework, the Rule allows agencies to opt-in to a telework program with appropriate policies and periodic check-ins to ensure that the program adopted by the agency continues to satisfy agency needs and the taxpayers continue to receive the services they expect from state government agencies.

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2022 NASPEs AWARD

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

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.

Byron is a long-time, active member of the NASPE Executive Committee, and previously served the association as President. In 2018, NASPE awarded Byron with the Oscar B. Jackson, Jr. award for his contributions and support. Under his leadership at the agency level, Louisiana State Civil Service has been the recipient of many NASPE Awards, along with the 2019 IPMA-HR Large Agency Award of Excellence for exemplary contributions in Human Resources Management.

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

Byron's leadership style and tenacity were paramount to one of the largest initiatives ever undertaken by State Civil Service. In 2018, Byron directed the charge in rolling out a re-vamped and updated compensation system for classified state employees in Louisiana. Faced with years of frozen salaries and stagnant pay ranges, Byron directed the initiative that would fundamentally change how state employees would be compensated moving forward. Our compensation system at the time featured pay structures, which drastically lagged behind the relevant labor market, non-competitive minimum salaries, and a 4% annual increase, which often went unfunded and lacked a clearly defined return on investment for state agencies and taxpayers. We had not adjusted our pay schedules to reflect changes in our relevant labor market since 2007. The gap between median salaries in the public and private sector and the median salaries of classified state employees in benchmarked job titles continued to expand. This market lag made attracting top candidates to classified job titles increasingly difficult. Large portions of classified employees' pay remained stagnant due to annual increases being suspended or withheld. This lack of pay progression towards a market competitive rate made retention of classified employees increasingly difficult. Byron ultimately took the leadership role in proposing to make a better investment in Louisiana. He proposed a new investment, which would represent a fundamental shift in the way we attract, pay, and retain classified

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2022 NASPEs AWARD

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

employees. As Director of the state's merit system, Byron understood a pay structure realigned with our relevant labor market would ensure our state's ability to attract, train and retain a competent, engaged, and productive workforce proficient in providing the services to our citizens as mandated by various constitutional and legislative requirements. Annual pay increases would no longer be determined by an arbitrary, static number, but rather by prevailing market conditions. As a result of these efforts, and through Byron's leadership, our pay structures were realigned with the prevailing labor market, and state employees have enjoyed four consecutive years of annual pay increases commensurate with their respective relation to market. Byron's leadership has been on clear display throughout his entire career, but perhaps never as pronounced as the first half of 2022. Byron has taken a leadership role in recommending increases to pay rates for jobs within state government that have been put at risk by the changes in today's job market. Coming out of the pandemic, vacancies in state government have been at an all-time high. Job openings are up and job applicants are down. Under Byron's guidance and leadership, Louisiana State Civil Service has partnered with state agencies to address these concerns by conducting numerous job analysis, compensation studies, and targeted efforts to increase salaries of some of our most vulnerable and high turnover occupations. Through his role with the State Civil Service Commission, Byron has been successful in raising starting salaries for Correctional Officers, Child Welfare Workers, Nurses, Social Service Analysts, and Juvenile Justice Specialist among others. Balancing the demands of today's public sector job market with the restraints of operating in tax-payer funded environment, Byron has successfully engaged stakeholders from the legislature to the Governor's cabinet in crafting a way forward. Byron would be the first to tell you we have a long way to go and to give his staff all the credit for our gains thus far, however, without Byron's determination, adaptability, and leadership our successes to date would not have been possible.

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Office of the Commissioner
State of Louisiana
Division of Administration

JOHN BEL EDWARDS
GOVERNOR



JAY DARDENNE
COMMISSIONER OF ADMINISTRATION

May 13, 2022

To the NASPE Award Nominating Committee:

It is my pleasure to endorse the nomination of Byron P. Decoteau, Jr. for the 2022 NASPE Eugene H. Rooney, Jr. Award for leadership in state human resource management.

Louisiana has twenty major executive branch agencies in addition to its universities, housing authorities, ports, flood protection authorities and many other agencies. Since Louisiana does not have a centralized human resources office, each agency's appointing authorities make decisions regarding agency operations using Civil Service Rules and guidance from the Division of Administration as parameters within which to work. More consistency with respect to agency pay and leave practices has been desired for many years, but never has it been more crucial than during the last few years in the face of not only the pandemic but the multiple, devastating natural disasters Louisiana has faced. Since consistency is not required by law, the only way to align agency policies in the most crucial areas is to get buy-in from agency appointing authorities.

Byron has been able to give State Civil Service a voice through a proactive, transparent and collaborative approach to leadership. Byron realizes that alone, State Civil Service is limited in its ability to effect change. At the same time, he realizes that as part of a team, much can be accomplished. His success can be measured by:

- Revisions to Chapter 11 of the Civil Service Rules adopted responsive to the pandemic to ensure that paid leave was available to the state's classified employees consistent with rapidly changing federal law and responsive to the needs of thousands of employees impacted personally by illness and school and daycare closures. The rules adopted not only addressed the emergent circumstances but were written with the foresight to address current measures being considered by the legislature to address family leave statewide. The revised leave rules also took into consideration the fiscal impact to the state of unprecedented leave needs by phasing certain measures out over time as federal requirements expired and employees had the time to make appropriate adjustments to take care of children and family members while returning to work.
- Revision of Chapter 11 of the Civil Service Rules to include Rule 11.4.1 allowing telework, both formal and situational. Not only did a Rule allowing telework facilitate the continuation of work during the many absences necessitated by the pandemic, it has proven to be a powerful "tool in the toolbox" for addressing unprecedented recruitment

and retention issues. Recognizing that not all jobs nor all employees are suited for telework, the Rule allows agencies to opt-in to a telework program with appropriate policies and periodic check-ins to ensure that the program adopted by the agency continues to satisfy agency needs and the taxpayers continue to receive the services they expect from state government agencies.

- In 2018, the way Louisiana paid its classified employees changed dramatically through adoption of the market-based compensation redesign program. While compensation redesign has proven a success, changes in today's job market have necessitated still further change. Vacancies in state government have been at an all-time high, with problems at both the recruitment and retention levels. Particularly problematic have been vacancies among correctional officers, nurses and child welfare workers. State Civil Service has partnered with the Division of Administration and state agency leadership to increase salaries in these occupations, which are crucial to public safety and welfare.

Success in the areas mentioned above would not have been possible had Byron not recognized the need to bring the stakeholders together by understanding agency needs, identifying how those needs can align with goals and expectations of Louisiana's executive leadership and showing the benefit of the legislature providing the necessary resources.

Communication has been key in these initiatives. Byron proactively engages the Division of Administration in discussions regarding agency needs and available resources. He addresses agency leadership at monthly Undersecretary's meetings. He reaches out to legislators. He has leveraged technology to bring the State Civil Service meetings outside the confines of the Louisiana Purchase Room by broadcasting them statewide so that classified employees and agency leadership alike can see what the State Civil Service Commission does and how the needs of agencies and the classified workforce are constantly being identified and addressed.

Finally, Byron and his team are never complacent. There is a constant effort to identify what they term "their why". State Civil Service is in a unique position to effect change and Byron and his team are constantly researching, attending conferences and communicating with leadership in both the public and private sectors across the country to identify trends and best practices and give them effect in Louisiana. Additionally, along with being active NASPE members, Byron and his staff hold leadership positions on the state employee's retirement system board, IPMA, SHRM and other human resources organizations.

Byron is well deserving of the Eugene H. Rooney, Jr. Award.

Sincerely,



Mark E. Falcon
Special Counsel
Division of Administration

EUGENE H. ROONEY, JR. AWARDS

Innovative State Human Resource Management Program

The NASPE **Eugene H. Rooney, Jr. Awards** were established in memory of Eugene H. Rooney, Jr. who served as NASPE President at a time of great growth for the organization. The program recognizes innovative state human resource management practices that ensure access and equity while enhancing productivity and service delivery. It also recognizes individuals who exemplify the character, qualities and influence that Rooney had on state personnel administration. NASPE presents an award to one program and one individual during the NASPE Annual Meeting. An Award of Merit also may be presented to one other program.



Eugene H. Rooney, Jr. served as state human resources administrator in Massachusetts. He was well-respected for his role as a reformer and innovator—and, most importantly, valuing individuals and their commitment to public service. He served in several roles during his 21-year public service career.

2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

PROGRAM INFORMATION

Program Title: State of Georgia Career Page State: GA

Contact Person: Monique Jenkins

Contact's Title: Senior Talent Manager

Agency: Department of Administrative Services, Human Resources Administration

Mailing Address: 200 Piedmont Ave. S.E., Suite 1206, West Tower, Atlanta, GA 30334-9010

Telephone: (470) 371-1282

E-mail: Monique.jenkins@doas.ga.gov

NOMINATOR INFORMATION

Nominator: Bo McDaniel Title: Director, Enterprise Talent, and Policy

State: GA Agency: Department of Administrative Services, Human Resources
Administration

Telephone: (770) 715-5893

E-mail: bo.mcdaniel@doas.ga.gov

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2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

DETAILS

Please attach a one-page summary of the program. Provide a narrative answer for each of the questions. You are limited to four pages (based on regular 8 1/2 x 11-inch paper double-spaced in 12-point font). The four-page limit does not include the one-page summary.

1. Please provide a brief description of this program.

The Department of Administrative Services, Human Resources Administration (HRA) initiated a project to modernize the State's 9 year old careers website, Team Georgia Careers. Even though it was 9 years old, it looked 19 years old, was not mobile friendly and had very little modern technology attached to it. In reality, it was just the outward facing standard Oracle Taleo page with minor edits on an out of the box WordPress website template. HRA realized that the challenge of acquiring talent begins with the careers website and allocated resources to make that the centerpiece of enterprise recruiting marketing strategy. <https://careers.georgia.gov/>

2. How long has this program been operational (month and year)?

10 months (June 2021)

3. Why was this program created? (What problem[s] or issues does it address?)

HRA wanted to increase the number of website visits that convert into applicants for employment. We also wanted to create a modern, mobile friendly, all-inclusive careers website that provided an updated applicant experience, while sharing all relevant information needed to evaluate the state of Georgia as an employer. The goal was also to enable and empower state of Georgia recruiters with a tool to proactively promote their opportunities to otherwise passive applicants.

4. Why is this program a new and creative method?

The reimagining of the Team Georgia Careers website was new in that it took the stance that the website should look like a modern employer website, not a drab, old government website. We wanted the candidate experience on our careers page to rival that of any of our employers, including local governments and private sector companies. We took the out of the box Oracle Social Sourcing platform and turned it into a complete public facing careers website. Prior to the State of Georgia, this tool had either not been used by those who purchased it, had only been used as an enhanced job posting portal, or had been implemented with the front facing website created in another tool (WordPress, etc.). We are the only purchaser of this Oracle product to use it as a completely branded careers website.

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2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

5. What was the program's startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology and staff already in place.)

Social Sourcing - \$38,000 annually – new purchase

ThinkTalent – \$33,000 – Implementation Partner

Business Owner – In house talent (no additional cost)

Project Manager – In house talent (no additional cost)

Business Analyst – In house talent (no additional cost)

Taleo SME – In house talent (no additional cost)

Marketing Specialist – In house talent (no additional cost)

Developer – In house talent (no additional cost)

6. What are the program's operational costs?
\$33,000 per year for licensure.

7. How is this program funded?
Department budget.

8. Did this program originate in your state? ☒ ☐
The program originated in our state – Georgia.

9. Are you aware of similar programs in other states? ☐ ☒
If yes, how does this program differ?
This is the only know instance of Oracle Social Sourcing being used as a career page in government.

10. How do you measure the success of this program?
Our applicant conversion rate went from 8% to 13% since the website was launched. We also measure success by the number of page views and the number of job shares.

11. How has the program grown and/or changed since its inception?
The Talent Community has experienced high growth since the careers page was introduced. We have also added two new pages to the website (events and news page).

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State of Illinois
Department of Central Management Services



2022 NASPEs

Eugene H. Rooney, Jr. Award
Innovative Program
BeWell Illinois | Feel Like a Million



NOMINATION INFORMATION

Title of Nomination: Be Well Illinois | Feel Like a Million

Contact Person: Kari Dennison

Contact's Title: Deputy Director, Bureau of Benefits

State: IL

Agency: Illinois Department of Central Management Services

Telephone: (217) 299-7604 Fax: N/A

E-mail: kari.dennison@illinois.gov

NOMINATOR INFORMATION

Nominator: Sarah Kerley Title: Chief Administrative Officer

State: IL Agency: Department of Central Management Services

Telephone: (312) 718-1317 Fax: N/A

E-mail: Sarah.Kerley@Illinois.gov

DETAILS

Please provide a brief description of the submission.

At the beginning of 2021, the Illinois Department of Central Management Services (CMS), through the Bureau of Benefits (Benefits), launched **Be Well Illinois**, the State of Illinois' (State) new comprehensive wellness program, to support employees and retirees on their journeys to live healthier, fuller lives – in mind, body, and soul.

The program was designed to build a culture of wellness within the State and each month we share educational resources including wellness webinars, monthly health awareness causes, financial wellness, healthy eating, and exercise programming.

In May 2022, **Be Well Illinois**, in partnership with one of our healthcare vendors, Aetna, kicked off a new interactive wellness program, **Feel Like a Million**. The **Feel Like a Million** is a board game-themed program that allows State employees and dependents to participate in daily challenges designed to boost energy and help folks feel their best.

The **Feel Like a Million** program has an interactive mobile app that automatically syncs activity, and provides you alerts throughout the program period. Participants are able to join teams for participation in weekly team challenges, watch their progress through the game board, share encouragement with other participants through a social media "wall," and strive to catch the leaders on the leaderboard.

How long has the submission been in existence?

Feel Like a Million, in its current iteration, has been available since October 2021. CMS began working closely with the vendor in February 2022, and the program communications kicked off in April 2022, with challenges running from May 2 to June 12, 2022.

Why was this submission created?

"We believe that healthier employees lead longer, more active and fulfilled lives, inside and outside the workplace," said CMS Director Janel L. Forde. "Our priority through **Be Well Illinois** is to make wellness opportunities more accessible to plan members and help them get the most from their benefits." **Feel Like a Million** takes this wellness mission one step further and puts it literally in the palm of your hand.

Why is this program a new and creative method?

Since its inception, **Be Well Illinois** has been building on the improvements CMS has made in wellness over the last several years, to help employees, retirees and their dependents take a more active role in managing their healthcare and day-to-day wellness. Creating the **Be Well Illinois** brand, with a one-stop [website](#) and [Facebook](#) community allows us to provide this focused and fresh content and resources to all our members and their dependents, as well as the opportunity to build wellness brand awareness and buy-in, separate from routine insurance information. This enhanced focus on improving the State's comprehensive wellness program resulted in CMS receiving the [2020 Gold level AETNA Workplace Well-being award in August of 2020](#).

2022 NASPEs

Eugene H. Rooney, Jr. Award

Innovative State Human Resource Management Program

Be Well Illinois regularly meets with and challenges all our health carriers to determine what additional resources, tools or challenges we can bring to our members to help them move the needle on their health and wellness. This continued engagement encourages carriers to be creative and competitive to bring new and innovative opportunities to the table, which we are then able to vet and provide to our members, as determined.

These challenges to provide creative methods for increasing wellness came to fruition with the rollout of **Feel Like a Million**, the first such time an app-based wellness program was available to Illinois.

What was the program's startup costs?

CMS was able to implement **Be Well Illinois** with existing resources partially due to the generous support of each of our 10 carriers. Similarly, during planning and brainstorming period, we implemented an approach called "Benefits Bonanza" where we encouraged and challenged each carrier to be creative and strategic, providing up to three discreet ideas for partnership, prioritized by timing and/or virtual vs. in-person, and identify any months, issues or particular interest or alignment for Be Well with their own business strategy. This gave our carriers the opportunity to build on existing strengths, while focusing additional resources and efforts on new and innovative ideas, specific to the State's population. Our framework can be shared broadly and is transferable to other organizations.

Purchases of goods specifically to support the wellness program are covered by a wellness fund which exists within one or more health plan contracts. Our Wellness Program Manager was a funded position, although vacant for several years, which we were able to transition to primarily support the **Be Well Illinois** program, including **Feel Like a Million**. Marketing and IT support are part of ongoing relationships which already exist in the State and CMS. Broader expansion will likely be driven by redistributing cost savings/avoidance.

What are the program's operational costs?

Feel Like a Million has no additional program costs.

How is this program funded?

Feel Like a Million is funded via regular State personnel costs and a wellness fund which exists within our health plan contract with Aetna. That said, CMS notes that in 2019 the State negotiated over \$600M in 4-year healthcare health savings via labor (33 union) negotiations. At the same time, CMS also reactivated the Joint Labor Management Advisory Committee to collaboratively achieve additional savings while continuing to deliver high quality healthcare to our covered lives. Our intention was to put "wellness" at the forefront of all healthcare conversations and to help stakeholders recognize and appreciate the importance of preventative care (wellness) and avoided costs.

Did this program originate in your state?

NO

Are you aware of similar programs in other states?

YES

If yes, how does this program differ?

A recent search reflects the University of Texas system has used the same program. **Feel Like a Million** is an easily replicable program for other States, as its standardized design is applicable to all entities looking to motivate and engage with their employees in a fun and interactive way.



2022 NASPEs

Eugene H. Rooney, Jr. Award

Innovative State Human Resource Management Program

How do you measure the success of this program?

Participation rates are the primary measure of the success of this program, and, though it is early, the program is doing quite well. Just two days into the program more than **700 participants** have registered and more than **50 teams** have been created.

How has the program grown and/or changed since its inception?

Feel Like a Million has existed since 2008 and revamped in 2021 to update resources and refresh the look. CMS did not utilize the earlier version, and the current version has changed since rolling out in October 2021.



2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

PROGRAM INFORMATION

Program Title: MassAchieve: Learn. Grow. Succeed! State: MA

Contact Person: Dana Yonchak

Contact's Title: Senior Director, Employee Engagement & Advancement

Agency: Human Resources Division

Mailing Address: 100 Cambridge Street, Boston, MA 02114

Telephone: 617-352-0736

E-mail: dana.yonchak@mass.gov

NOMINATOR INFORMATION

Nominator: Dana Yonchak Title: Senior Director, Employee Engagement & Advancement

State: MA Agency: Human Resources Division

Telephone: 617-352-0736

E-mail: dana.yonchak@mass.gov

ALL SUBMISSIONS MUST:

- Meet all eligibility requirements • Meet deadline requirements
- Include a complete nomination packet • Conform to all copyright laws

2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

DETAILS

Please attach a one-page summary of the program. Provide a narrative answer for each of the questions. You are limited to four pages (based on regular 8 1/2 x 11-inch paper double-spaced in 12-point font). The four-page limit does not include the one-page summary.

1. Please provide a brief description of this program.

The new MassAchieve learning system was procured, developed, implemented and launched within 8 months, to deliver a powerful and robust new learning experience for development and growth to 43,000 executive department employees at the Commonwealth of Massachusetts. It is designed as an impactful, contemporary and future-facing resource, to support Commonwealth employees shape, adapt and redefine their core skills to meet the changing needs of the future workforce.

2. How long has this program been operational (month and year)?

The program launched in August 2021.

3. Why was this program created? (What problem[s] or issues does it address?)

The criticality of real time access to training and development solutions that address the needs of a high-performing workforce were never as apparent as they became during the 2020 Pandemic. Similarly, the limitations of a learning system that had not been managed nor updated in 15 years became crystal clear. Within a few weeks in Spring 2020, most of the Commonwealth's 40,000+ employees were forced to switch nearly immediately to a remote, virtual working environment. In 2 weeks, the teleworking rate of employees soared from 2% to nearly 80% of telework eligible employees. How to work and learn productively, communicate effectively, manage successfully and maintain performance integrity collided in this brand new, virtual world order. With no access to live training options, and without a solid and responsive learning system, critical training gaps were coming to light each day.

4. Why is this program a new and creative method?

Previously, the Commonwealth's learning system had been a static delivery platform for stale and outdated training, for the most part. Training efforts were focused on live, in-person trainings and eLearnings were an afterthought. In many ways, the pandemic forced an acceleration of innovative learning strategy that required creativity and technological support that put learning easily into the hands of our employees, working virtually and now, working in a hybrid model.

5. What was the program's startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology and staff already in place.)

The Commonwealth purchased licenses for the Cornerstone learning system, seen as a worldwide leader in learning platforms. An implementation partner was part of procurement, and a small and mighty team of Commonwealth employees made up the core project team. General hard (external costs) for the system were \$500,000.

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2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

6. What are the program's operational costs?

License are available for annual renewal, estimated at approximately \$500,000 annually

7. How is this program funded?

The program is funded through the Human Resources Division largely, with some portion supported through a charge back model to 9 Commonwealth executive department secretariats.

8. Did this program originate in your state? ☒ Yes ☐

9. Are you aware of similar programs in other states? ☐ No ☒

If yes, how does this program differ?

We know that many states have learning management systems, but we believe that the MassAchieve motto of "Learn. Grow. Succeed!" speaks to our use of the system as a foundation to create the learning organization of the future, with connections to performance management, talent management, recruitment, retention and overall employee engagement and satisfaction. We like to say it's much more than just mandatory compliance trainings.

10. How do you measure the success of this program?

There are a number of success metrics and key performance indicators that we have adopted and evolved over our first year launch phase, including active users as a percentage of total headcount, completion rates for trainings, and targets for self-directed, optional trainings that employees choose to take.

11. How has the program grown and/or changed since its inception?

At about our 6 month mark, we saw more than 25,000 employees using, engaging with and learning with MassAchieve. A satisfaction survey returned more than 1000 employee "thumbs up" and satisfaction with MassAchieve.

ALL SUBMISSIONS MUST:

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Commonwealth of Massachusetts: MassAchieve Powers the Future of Work

VISION FOR LEARNING. The MassAchieve team at the Commonwealth of MA is proud to have successfully delivered more than just a learning management system or a software solution to our 44,000 teammates. The goal and motto for MassAchieve is to provide an equal playing field for all employees at all levels to “learn, grow and succeed.” The future of our workforce is less system focused and more human and performance-focused, to support the learning, growth, engagement, retention, professional development and success of all Commonwealth employees, with a learning strategy that considers the skills, aptitudes and talents that employees need for the future. The opportunities for employees, managers, supervisors and leaders at all levels to build skills, improve performance, and to deliver even higher levels of service to constituents, colleagues and the citizens of Massachusetts will result in a stronger, more resilient, more effective, productive and future-focused Commonwealth.

EMPLOYEES DESPERATE FOR TRAINING SUPPORT. The new world birthed by the pandemic also meant that employees and supervisors were hungry for virtual training, learning, support and development resources. And, since they were on screens for hours a day, they needed virtual training resources that were easy to navigate, inspirational, dynamic, simple to use, and that could deliver online training and learning tools at a moment’s notice for many different needs and situations, as well as meeting employees where they were with the varying degrees of computer literacy across our workforce.

BUILT FOR EMPLOYEES, BY EMPLOYEES. Between January-August 2021, a small but mighty core team, the “MassAchieve dozen” (or so), engaged with and benefitted from the input, feedback, support and contributions of every Secretariat and agency from across all executive departments. Their goal was to shape a new training system and resource that could support the growth, development, skill-building and advancement of all Commonwealth employees. In cooperation with several working groups they assembled, about 75 employees had a signature on the development of the system, training strategies, content re-imagining, and communications and launch planning. They connected with experts in training, learning and development, IT, procurement, finance, HR, leadership, accessibility, labor, performance management, communications, project management, systems testing and more.

PARTNERS IN LEARNING. The MassAchieve team has developed a system that is much more than a software solution. They have created a learning and training resource for professional growth, development, advancement and support so that employees can perform at their best, whether serving the needs of a co-worker, a customer at their counter, a colleague at another agency, a patient or recipient of services, a family in need, or their Secretariat’s leadership. MassAchieve supports all employees, whether they are serving the public or serving their own colleagues, and the trainings available in MassAchieve reinforce the Commonwealth’s commitment to the growth and development of its employees overall as a high-performing workforce.

EMPOWERED LEARNING FOR ALL. The MassAchieve team did what others had tried unsuccessfully to do over the years, to upgrade the training and development resources available to employees across the Commonwealth with a training platform and eLearning courses that were easy, cost and time effective to access. With dedication and commitment, creativity and courage, and input from across the Commonwealth’s agencies and Secretariats, the team was inspired to create a plan for the introduction of a new training and education resource, that would lay the foundation for a culture of learning, training, and development at the Commonwealth, with equal access and opportunity for all employees.

2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

PROGRAM INFORMATION

Program Title: TransformHR: Modernizing how employees request HR services State: PA

Contact Person: Kelly Hitz

Contact's Title: HR Communications Specialist

Agency: Governor's Office of Administration

Mailing Address: Finance Building, 613 North Street, Suite 110, Harrisburg, PA 17120

Telephone: 717.705.5695

E-mail: khitz@pa.gov

NOMINATOR INFORMATION

Nominator: V. Reid Walsh Title: Deputy Secretary for Human Resources and Management

State: PA Agency: Governor's Office of Administration

Telephone: 717.787.7191

E-mail: vwalsh@pa.gov

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2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

ONE-PAGE SUMMARY

In September of 2021, the Commonwealth of Pennsylvania launched its revamped Employee Resource Center (ERC). Built on ServiceNow's HR Service Delivery platform, it brings a consumer-grade experience to employees looking for more information about their employment or needing to contact HR. This modern, mobile-friendly application allows employees to quickly and easily search a knowledgebase of over 500 articles, submit cases to HR operations teams, and track the status of tickets. Over 75 HR case types have been configured in ServiceNow, allowing HR leadership to assess workloads quickly and easily.

This implementation was the first under the commonwealth's HR systems modernization initiative, known as TransformHR. The goals are to: modernize and improve the ERC; reduce confusion around "who do I contact?"; standardize HR processes into case management so that standard service level agreements can be developed; reduce dependency on email for executive communication; and reduce the number of standalone HR applications.

Since September 2021, the ERC has received more than 1.5 million total page views, employees have submitted 32,142 self-service cases, 5 communication campaigns have been launched and functionality around vaccine tracking was implemented in approximately five weeks. In February 2022, 17 additional HR services were added, allowing managers and/or HR staff to initiate requests via the ERC portal. We plan to implement onboarding in September and to integrate ServiceNow with our NEOGOV applicant tracking system and SAP ERP for new hire integration. We are also exploring the release of a mobile app version of the ERC and ways to use that app as the launch pad to other applications.

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2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

DETAILS

Please attach a one-page summary of the program. Provide a narrative answer for each of the questions. You are limited to four pages (based on regular 8 1/2 x 11-inch paper double-spaced in 12-point font). The four-page limit does not include the one-page summary.

1. Please provide a brief description of this program.

In September of 2021, the Commonwealth of Pennsylvania launched a comprehensive redesign of its employee self-service and information portal for employees, known as the Employee Resource Center (ERC). Built on ServiceNow's HR Service Delivery platform, the ERC is a modern, mobile-friendly application that allows employees to quickly and easily search a knowledgebase of over 500 articles, submit requests to HR operations teams, and track the status of tickets from submission to completion. Over 75 HR case types have been configured, allowing HR leadership to quickly and easily assess workloads across HR functions. The commonwealth intends to expand its use of ServiceNow as an experience layer, providing a singular digital experience for employees and minimizing the need to navigate to different back-end systems to accomplish different tasks.

2. How long has this program been operational (month and year)?

The new Employee Resource Center became available to commonwealth employees on September 1, 2021.

3. Why was this program created? (What problem[s] or issues does it address?)

The commonwealth had been using another HR case management tool since 2012 and was nearing the end of the contract. Workflow challenges had limited the expansion of that tool beyond operational shared services functions, and the employee-facing functionality no longer

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2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

provided a modern end-user experience. HR leadership wanted to have better data around HR work tracking and to offer employees ways to interact with HR beyond phone calls and resource account emails.

4. Why is this program a new and creative method?

Instead of just focusing on case management and workflow needs, the commonwealth prioritized end-user experience and has set the stage for additional HR technology modernization that not only focuses on back-end systems, but also prioritizes singularity and simplicity in how employees use technology to interact with HR.

5. What was the program's startup costs? (Provide detailed information about specific purchases for this program, staffing needs and other expenditures, as well as existing materials, technology and staff already in place.)

Year 1 license costs for 75,000 employees: \$1.9M

Integrator costs for HR portal, 75 HR services and the HR knowledgebase: \$2M

6. What are the program's operational costs?

Annual HRSD Enterprise subscription for 75,000 employees: \$2.5M

1.5 dedicated internal administrator FTE's: \$205,000 in annual salary and benefits costs.

7. How is this program funded?

Non-SAP HR technology funding is built into our HR shared services billing model, which bills out the cost of HR services to customer agencies through a federally approved billing model.

8. Did this program originate in your state? Yes ☒ ☐

9. Are you aware of similar programs in other states? ☐ No ☒

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2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

If yes, how does this program differ?
Click or tap here to enter text.

10. How do you measure the success of this program?

Three examples of how we measure the success of this program are:

- 1) Analytics regarding the number of visitors to the site and the number of cases initiated by employees. Since the site's launch, there have been more than 1.5 million total page views and 32,142 cases submitted via self-service.
- 2) Opportunities to reduce the HR footprint and redeploy staff time to support other HR functions. For example, we have achieved operational efficiency savings of 75% of an FTE by utilizing the technology to streamline an existing process.
- 3) Executive leadership has recognized the value of a singular platform for employee-centric content and are interested in expansion opportunities. Additionally, agencies outside of our current billing model have committed additional funds to adopt the system for their employees.

11. How has the program grown and/or changed since its inception?

ServiceNow has given us a platform that we will continue to expand upon. As more HR processes are transitioned over to the new platform, HR staff are recognizing additional opportunities and are identifying additional use cases for HR process automation, the use of online campaign functionality to engage different audiences and ways to use mobile functionality to connect with our employees that don't sit behind a desk. These ideas are coming from outside of the initial project team, which means that the HR community is

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2022 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Innovative State Human Resource Management Program

recognizing the value of modernizing how we interact with our customers moving into the future.

ALL SUBMISSIONS MUST:

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EVA N. SANTOS COMMUNICATION AWARD

The **Eva N. Santos Communication Award** was named in memory of Eva N. Santos, who served as NASPE president and through her leadership sought to recognize excellence in state government HR Communication. Winners of the Award are recognized during the NASPE Annual Meeting. In addition, award-winning efforts will be publicized in press releases, letters to governors and policymakers, and the media.



Eva Santos was appointed HR Director of the State of Washington in 2005 by Gov. Christine Gregoire and served in the position until her death in December 2012. She was a leader and innovator in state human resources and understood the important role of communication in effective HR leadership. As NASPE Awards Committee Chair, she established the Communication Award to recognize outstanding achievement in state HR communication.



State of Illinois
Department of Central Management Services



2022 NASPEs

Eva N. Santos Communications Award
CMS University



NOMINATION INFORMATION

Title of Nomination: CMS University

State: IL

Contact Person: Samantha Kelton

Contact's Title: Training Coordinator, CMS Bureau of Personnel, Personnel Compliance Office

Agency: State of Illinois Department of Central Management Services

Telephone: (217) 720-1984

E-mail: Samantha.Kelton@illinois.gov

NOMINATOR INFORMATION

Nominator: Sarah Kerley

Title: Chief Administrative Officer

State: IL

Agency: Department of Central Management Services

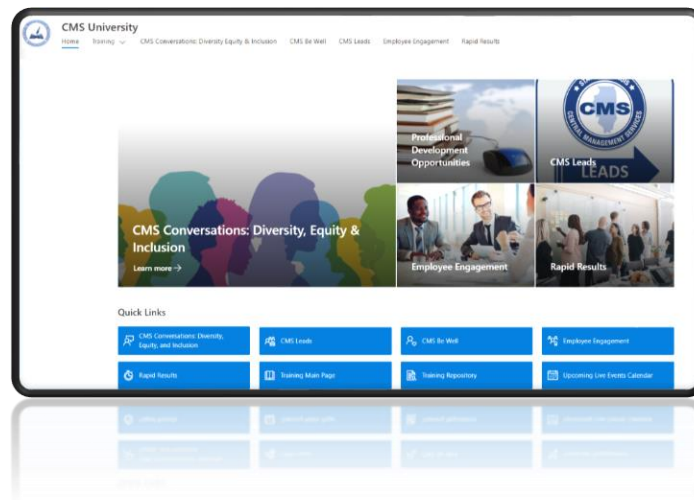
Telephone: (312) 718-1317

E-mail: Sarah.Kerley@Illinois.gov

DETAILS

Please provide a brief description of the submission.

The Illinois Department of Central Management Services (CMS) completed a large communication effort in February 2022 when it expanded and relaunched the **CMS University** website. **CMS University** is a comprehensive professional development platform bringing together numerous, broad ranging resources for all State employees in a searchable, accessible, and mobile-friendly format.



CMS University provides a user-friendly method for compiling and accessing all professional development opportunities at any of the State 60+ agencies, boards, and commissions, as well as CMS-developed or sourced leadership development, social justice, and employee engagement resources. This website provides a centralized and interactive communication center for state employees to access on-demand and live training opportunities.

The Statewide launch coincided with the kickoff of Black History Month and served to highlight the social justice and anti-racism resources the Department of Central Management Services (CMS) developed following the death of George Floyd in May 2020. This section of **CMS University** was coined “CMS Conversations: Diversity Equity & Inclusion” and provided resources for employees to better understand the social justice context of our time while, more importantly, bringing empathy, respect, and understanding to the workplace.

This level of direct communication with State employees about their training opportunities is a first within Illinois State government.

How long has the submission been in existence?

CMS has placed greater emphasis on leadership development since 2019, and in 2020, launched **CMS University** as a CMS-specific resource for leadership training, social justice resources, and employee engagement.

Recognizing the disjointed approach to professional development, the CMS team collaborated with all State training coordinators, cataloged and organized 127 on-demand trainings, transitioned all live training opportunities to a user-friendly Statewide training calendar focused on competencies for easier access and alignment with employee needs.

Why was this submission created?

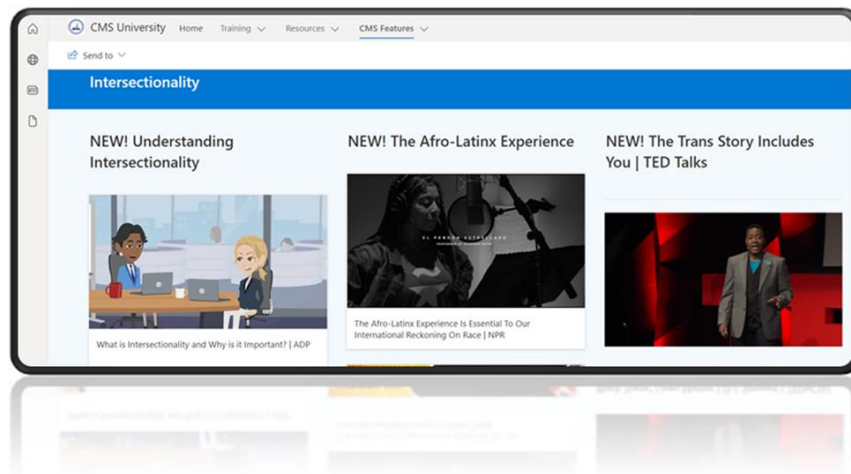
In Illinois, many of the strategic/developmental human resources functions have been largely decentralized with agencies doing little to coordinate, collaborate, or share opportunities. However, the State is in the middle of a once-in-a-generation transformation, including implementing a multi-faceted Human Capital Management (HCM) system. One module of that HCM system is a learning management module. The creation of CMS University is an important communication tool in the journey to a fully integrated HCM learning management system.

How does this submission support the goals and objectives of your agenda/department?

The Illinois Department of Central Management Services is firmly committed to transforming the State of Illinois' human resources practices from largely decentralized transactional functions to integrated strategic business partnerships supporting the mission of the State's agencies. This communication center is making ADA accessible and coordinated professional development attainable for all State employees, is critical to that goal.

Have you been able to measure the effectiveness of this submission? If so, how?

Agencies and employees across the State, both within the Executive Branch and in other branches of government, have provided overwhelmingly positive feedback about CMS University for not only the nature of the content, but the transparent and accessible way in which the information is provided. Resources are only valuable if they are, in fact, used. Since the reboot, agencies are increasingly leveraging the training opportunities made available through CMS University for professional development, increasing social justice awareness and DEI literacy, and as part of corrective action measures.



Calls from outside the Executive Branch (e.g. the Administrative Office of Illinois Courts) to gain access to CMS University underscores the value this communication portal to all State employees, and, in turn, all State residents.



State of Illinois
Department of Central Management Services



2022 NASPEs

Eva N. Santos Communications Award
CMS Celebrates: Women's History Month



NOMINATION INFORMATION

Title of Nomination: 2022 Women's History Month Campaign

State: IL

Contact Person: Samantha Kelton

Contact's Title: Training Coordinator, CMS Bureau of Personnel, Personnel Compliance Office

Agency: Illinois Department of Central Management Services

Mailing Address: 555 West Monroe, 13th Floor, Chicago, IL 60661

Telephone: (217) 720-1984 Fax: N/A

E-mail: Samantha.Kelton@illinois.gov

NOMINATOR INFORMATION

Nominator: Sarah Kerley

Title: Chief Administrative Officer

State: IL

Agency: Department of Central Management Services

Telephone: (312) 718-1317 Fax: N/A

E-mail: Sarah.Kerley@Illinois.gov

DETAILS

Please provide a brief description of the submission.

Since 2019, the Illinois Department of Central Management Services (CMS) has increased its efforts to celebrate and recognize diversity in the workplace, including celebration and recognition of history months, heritage months, etc. Building on the successful campaign in 2021, CMS crafted a **2022 Women's History Month campaign** designed to both recognize the efforts of hard-working women in public service, but also focusing on recruitment for hard-to-fill positions. This approach allowed us to leverage our diversity efforts to further our imminent recruitment goals, as well.



The 2022 Women's History Month campaign evidenced a comprehensive, multi-platform communications strategy, incorporating [LinkedIn](#), [Facebook](#), [YouTube](#), as well as a designated subsite of the [CMS website](#), and consistent email communications to State of Illinois employees and external partners.

In order to further the discussion around in-demand careers and the success of women in those fields, each week of March, we highlighted an in-demand career/industry by posting video messages and still image posts from women in those fields, as well as a compilation of the diversity of women in that field across the State. The **Women's History Month campaign** culminated in a webinar featuring State employees in the targeted fields.



For more information about how this communication plan was implemented, including links to fliers, session recordings and interviews, please visit <https://www.illinois.gov/cmswomenshistory>, [LinkedIn](#), [Facebook](#), [YouTube](#).

How long has the submission been inexistence?

Illinois Department of Central Management Services has placed greater emphasis on promoting diversity and inclusion in the workplace since 2019. While the WomenIn series was launched in March 2021, it was fine-tuned in 2022 as an opportunity to promote women in the workplace and serve as an explicitly targeted recruiting tool.

Why was this submission created?

As March is Women's History Month, we strove to both recognize women in our enterprise, as well as to highlight the exciting careers (including difficult-to-fill positions) within State service. The communications strategy and the resultant materials are assisting with our recruitment efforts on an ongoing basis.

This was our largest and most robust communications strategy in support of a recognition month, which we are replicating for other recognition months and with different target industries. For example, in May 2022, we are highlighting Asian American/Pacific Islander employees in finance and audit. The success of the **2022 Women's History Month Campaign** laid the foundation for more and varied communications in support of other programming in the future.

How does this submission support the goals and objectives of your agenda/department?

The Illinois Department of Central Management Services is firmly committed to creating a workforce that reflects the State of Illinois' diversity and leverages the knowledge, creativity, and determination of our staff to advance the Administration's priorities. CMS has built and will continue to foster an inclusive agency that treats each employee with respect and dignity and feels empowered to serve the residents and State agencies of Illinois.

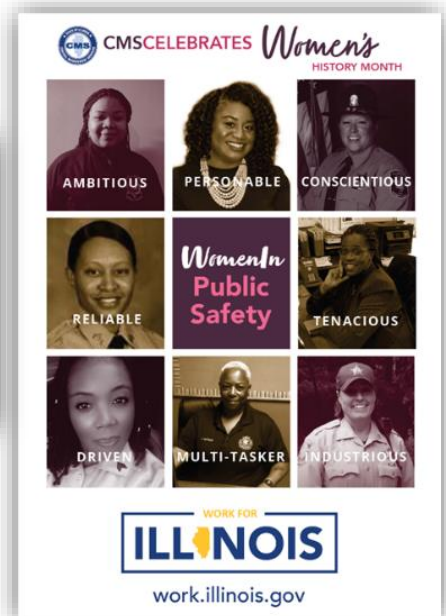
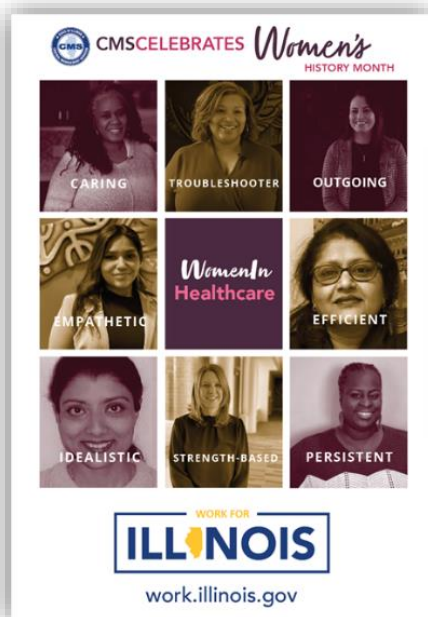
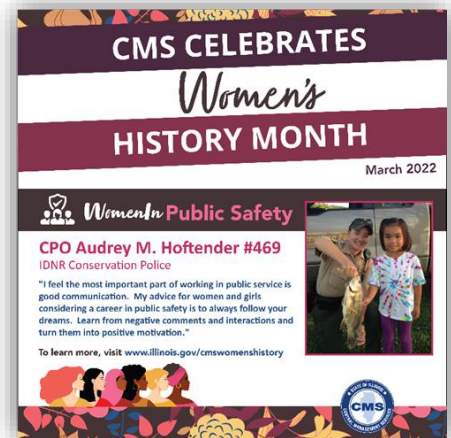
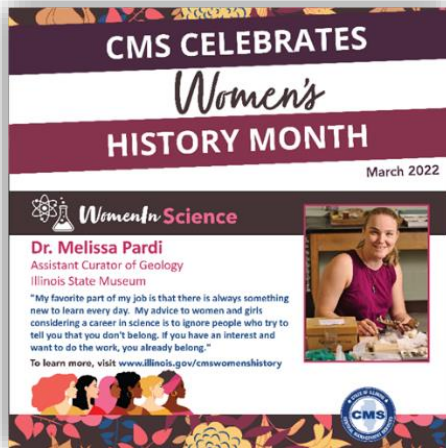
Pursuing excellence through diversity, equity, and inclusion (DEI) is a primary focus of our agency. Our mission and commitment to diversity, equity and inclusion is to develop equity-based inclusion strategies that will ensure all have the right to the same fair treatment and level of services. It is a work environment that is expected from our top leadership and that is reflective of the many diverse populations who call this great State of Illinois home. Celebrating diversity in the workplace is consistent with our diversity, equity, and inclusion plan.

Moreover, CMS is working hard to implement recruitment strategies in the difficult employment market that show the value of public service, mission-driven work, and diverse workplaces. Our **2022 Women's History Month campaign** combines these two important goals and initiatives into one effective effort.

Have you been able to measure the effectiveness of this submission? If so, how?

While we do not have specific analytics, we had fantastic participation and follow-up from participants across the State enterprise, as well as with our external partners. Anecdotally, various (male and female) interviewees have mentioned our **2022 Women's History Month campaign** and programming as content and messaging that resonated with them during the recruitment process.

Sample 2022 Women's History Month Campaign Materials





CMSCELEBRATES *Women's*
HISTORY MONTH



WomenIn Demand Webinar

Highlighting the achievements of women serving the State of Illinois in in-demand careers.

WomenIn Demand Webinar

[Click here to register now](#)

Thursday, March 31, 2022
12:00 PM, CST

For more information, please visit
www.cms.illinois.gov/cmswomenshistory

JOIN US

Women's History Month is about honoring women all over the world. It's about celebrating the huge strides women have made (and are making) in government, health care, social justice, science, math, technology, and all across the board. The Illinois Department of Central Management Services (CMS) is teaming up with multiple State Agencies to host this special event in celebration of Women's History Month. We will hear talks from women from diverse backgrounds and lived experiences who will shed light on their personal and career journeys, strides they made to get to where they are today, and the "why" behind their public service careers. At this session, you will hear from:

-  WomenIn Public Safety
-  WomenIn Science
-  WomenIn Healthcare
-  WomenIn IT

**Don't just find a job,
find your career.**




FEATURED SPEAKERS



Sarah Kerley
Chief Administrative Officer
Illinois Department of
Central Management Services



Robin J. Woolery
Deputy Director
Illinois State Police
Division of Forensic Services



T'Kira Siler-Wilkerson
Senior Public Service Administrator
Illinois Veterans' Home at Chicago



Lora Rensing
Bureau Chief of Construction
Illinois Department of
Transportation



Dessa Gypalo
Chief Data Officer
Illinois Department of
Innovation & Technology

2022 NASPEs AWARD

Eva N. Santos Communication Awards

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

NOMINATION INFORMATION

Title of Nomination: Kentucky Employee Assistance Program COVID Response

State: KY

Contact Person: Trina Koontz

Contact's Title: Benefits Branch Manager, KEAP

Agency: Kentucky Personnel Cabinet

Mailing Address: 501 High St, Frankfort, KY 40601

Telephone: 502-564-5788

E-mail: trina.koontz@ky.gov

NOMINATOR INFORMATION

Nominator: Mary Elizabeth Bailey Title: Commissioner

State: KY Agency: Kentucky Personnel Cabinet

Telephone: 502-564-7571

E-mail: marye.bailey@ky.gov

ALL SUBMISSIONS MUST:

- Meet all eligibility requirements
- Meet deadline requirements
- Include a complete nomination packet
- Conform to all copyright laws

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DETAILS

Feel free to include links to websites and snapshots as part of your nomination.

1. Please provide a brief description of the submission.

The COVID-19 pandemic impacted us all in many unforeseen ways. The Kentucky Employee Assistance Program (KEAP) took a proactive approach at reaching out to employees of the Commonwealth of Kentucky with a centralized location for tips to assist with virus-related anxiety. These included several pre-recorded “wellness breaks” put on by KEAP staff as well as webinars on the following topics: Self-Care During Covid-19 , Alone at Work: Isolation Risks When Telecommuting, Working at Home with Kids, and Re-entry: Maximizing resilience, flexibility and interpersonal skills as workplaces return to “normal”

2. How long has the submission been in existence?

At the beginning of the pandemic, KEAP produced a series of “wellness breaks” aimed at helping employees take time each day for intentional, mindful, self-care practice. Recorded versions were added to their “Tips to help you manage virus-related anxiety” page that housed a number of resources. KEAP then developed and offered webinars specifically to assist employees with increasing their coping skills during the virus-related challenges and added recorded versions to the webpage upon completion.

3. Why was this submission created?

This submission was created to assist state workers with stress, anxiety, and fears related to the coronavirus.

4. How does this submission support the goals and objectives of your agenda/department?

The Office of Employee Relations within the Kentucky Personnel Cabinet is passionate about helping state employees perform their jobs in a healthy, safe, and fulfilling manner to benefit the citizens of Kentucky. This submission further allowed KEAP to assist HR professionals in not only responding to employee concerns and needs but also by serving as an outlet for HR professionals and providing direct support to those individuals while they navigated these uncharted waters.

5. Have you been able to measure the effectiveness of this submission? If so, how?

While the effectiveness of this type of submission is difficult to measure, the number of participants that took part in KEAP webinars during this period more than doubled from the prior fiscal year.

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Link: <https://personnel.ky.gov/KEAP/Tips%20to%20help%20you%20manage%20virus-related%20anxiety.pdf>



Tips to help you manage virus-related anxiety

stigmafree

Help make KY State Government a *stigma free* workplace



KEAP Pandemic
Response.pdf

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Your Employee Assistance Program would like to thank you for all the hard work you are doing and the flexibility you are demonstrating during these uncertain times. We recognize that often uncertainty and anxiety go hand and hand. Taking some time each day for intentional, mindful, self-care practice can help us be more calm and focused. State Employees are in the business of serving others, that is why it is so important to invest in our own wellbeing.

Take a scheduled "wellness break" with us each day and listen to one of the following:

1. [Quiet the mind](#)
2. [Putting the brakes on automatic worry](#)
3. [Sitting with stress](#)
4. [Increase compassion to decrease distress](#)
5. [Observing your thoughts](#)

Where can I go for support related to my stress, anxiety, and fears related to the coronavirus?

The current coronavirus outbreak and constant media coverage can be anxiety-producing. While it is important to stay informed, there are things we can do to manage our mental well-being:

- Avoid speculation and get your information from reputable sources such as the official Kentucky Coronavirus Website: (telephone: **1-800-722-5725** / website: <http://www.kycovid19.ky.gov/>).
- Manage how you follow the outbreak in the media. If the news is causing you stress or anxiety, reduce your media intake and refer to the reputable information sources listed in the bullet point above.
- Talk about your fears, anxiety, and stress. The Kentucky Employee Assistance Program provides confidential services for employees. Employees may contact KEAP at 502-564-5788 or (800) 445-5327. Please also review KEAP information at <https://personnel.ky.gov/Pages/KEAP.aspx>.

Here are some additional [tips](#) to help you manage anxiety during this time.

Read a message from the American Foundation for Suicide Prevention on [Taking Care of Your Mental Health in the Face of Uncertainty](#).

Remember [LiveHealth Online](#) is a safe way for KEHP members to see a psychologist or therapist at home via smart phone, tablet or computer.

View our recorded webinars:

[Self-Care During Covid-19](#), [Alone at Work: Isolation Risks When Telecommuting](#), [Working at Home with Kids](#), and [Re-entry: Maximizing resilience, flexibility and interpersonal skills as workplaces return to "normal"](#)



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Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

NOMINATION INFORMATION

Title of Nomination: State Civil Service Diversity Course Suite State: LA

Contact Person: Lindsay Ruiz de Chavez

Contact's Title: Public Information Director

Agency: Louisiana State Civil Service

Mailing Address: P.O. Box 94111, Baton Rouge, LA 70804-9111

Telephone: 225.342.8274

E-mail: Lindsay.ruiz@la.gov

NOMINATOR INFORMATION

Nominator: Byron P. Decoteau, Jr. Title: Director

State: LA Agency: Louisiana State Civil Service

Telephone: 225.342.8274

E-mail: Byron.decoteau@la.gov

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DETAILS

Feel free to include links to websites and snapshots as part of your nomination.

1. Please provide a brief description of the submission.

Our Diversity Course Suite consists of 3 courses (SCS Competency Values Diversity, Exploring Diversity, Diversity for Supervisors) that review the concept of diversity and its importance within a workplace. The courses provide the background of the concepts, the benefits that come along with a diverse workforce, and actionable practices that learners can use to embrace and champion diversity within their workplace. Each course approaches the topic of diversity from a different perspective.

2. How long has the submission been in existence?

The first course, SCS Competency Values diversity was released in July of 2020 with subsequent classes being released in September (Exploring Diversity) and December (Diversity for Supervisors) of 2021.

3. Why was this submission created?

Diversity within an organization is one of the driving forces for success. These courses were created to underscore the importance of diversity within Louisiana State government. Each course, as mentioned, approaches the topic from a different perspective.

SCS Competency Values Diversity explores the state-wide competency of Values Diversity. The course explores the definition of the competency according to the State-wide competency model. Learners are provided simple behaviors that when practiced will demonstrate to their coworkers that they are valued for who they are.

Exploring Diversity reviews the different dimensions of diversity and how a diverse workgroup can benefit an organization. Learners are given tips on how to overcome the barriers of diversity and how to implement techniques for encouraging diversity in the workplace.

Diversity for Supervisors provides supervisors with the tools and resources they need to create and maintain a positive work environment within their workgroup, where diversity, equity, and inclusion are valued.

4. How does this submission support the goals and objectives of your agenda/department?

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Diversity is an important consideration for an organization to foster. Diversity ensures that not only is an organization representative of the surrounding population but it also ensures that those different employees from different backgrounds are able to produce different ideas. These different ideas and viewpoints can be of great benefit to an organization, as they challenge the status quo and move the organization to a stronger and brighter future. As such, Values Diversity was identified as one of 9 Critical Core competencies for all employees within Louisiana State government, regardless of job or agency. Additionally, customer focus is one of SCS's core values. In order to serve a diverse population of customers, an organization must have a diverse workforce that mirrors the population it serves. These courses help employees develop this critical competency and give them ways in which they can create and maintain a culture that embraces diversity.

5. Have you been able to measure the effectiveness of this submission? If so, how?

Insight into the effectiveness of our courses is obtained in a few different ways. First, the courses provide scenarios that the participants must navigate, thus allowing them the opportunity to practice their newly learned skills and receive feedback. In addition to this, two of the courses (SCS Competency Values Diversity and Diversity for Supervisors) require the learner create and print out an action plan on how they will incorporate their new skills into the workplace. This activity increases the likelihood that the learner will transfer the knowledge into the workplace as it requires them to put a plan down on paper.

Screenshots/Course Trailers:

SCS Competency Values Diversity

<https://youtu.be/HTdPkts77Mg>

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CPTP_SCS_Comp_Values_Diversity_WBT

Resources | Print Screen

VALUES


the ability to respect **individual differences** and to understand the **benefits** these differences provide

DIVERSITY

Closed Captioning Menu

- SCS Competency Model
- Competency
 - Competency Defined
 - Learning Outcomes
 - Introduction Video
 - One Method for Developing Com...
 - Ask Introduction
 - Scenario
 - Guidelines for Navigating Conver...
 - Communication Closing
- Education
- Closing
- Action Plan

Audio icon | Play button | Progress bar | Refresh icon | < PREV | NEXT >




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CPTP_SCS_Comp_Values_Diversity_WBT

Resources | Print Screen

Here are some simple ways you can practice valuing diversity at work:

- Expand your understanding by expanding your network.
- Seek to identify commonalities and differences amongst the members of your work team.
- Invite input from people with different beliefs, backgrounds, etc.



Closed Captioning Menu

Other Ways

Here are some simple ways you can practice valuing diversity at work:

1. Get to know someone new who is different from you.
2. Seek to identify commonalities and differences amongst the members of your work team. Create opportunities for team building where individuals are allowed to express themselves.
3. Invite input from people with different beliefs, backgrounds, etc. Don't go to


Audio icon | Play button | Progress bar | Refresh icon | < PREV | NEXT >

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Resources | Print Screen

ACTION Plan to Develop Values Diversity

What is 1 strategy you can commit to using to help you develop this competency?

type your text here

What support can you draw on to help implement this strategy?

type your text here

What challenges could you have using this strategy?

type your text here

How will you overcome those challenges?



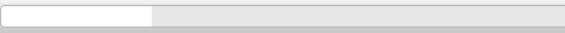



type your text here

Action Plan

It's time to create an action plan to help you develop this competency. Based on the information that is presented, what is one strategy you can commit to using to help you develop this competency? What challenges could you have to using this strategy? How will you overcome those challenges? Type your responses in the boxes.

NOTE: You must complete this activity to earn credit for the course. Your responses are not recorded or shared with anyone.

Click the Print Screen button if you want to print your action plan.

Exploring Diversity


<https://youtu.be/QT08cS9syaM>

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Diversity Definition

Diversity is any difference or trait that can be used to differentiate a person or groups of people from one another.

DIVERSITY

any difference or trait that can be used to differentiate a person or groups of people from one another





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CPTP_SCS_Exploring_Diversity_WBT


Resources

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Dimensions of Diversity


These differences are called "dimensions of diversity" and include gender identity, religious beliefs, race, ethnicity, parental status, age, education, physical and mental ability, income, sexual orientation, occupation, language, geographic location, and many other categories.

All of these dimensions, combined, create our identities. And while we may share some dimensions, how they intersect, is unique for each of us.



DIMENSIONS OF DIVERSITY

religious beliefs, geographic location, ethnicity, race, income, education, parental status, gender identity, physical/mental abilities, language, sexual orientation, occupation, age




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CPTP_SCS_Exploring_Diversity_WBT

Resources

[Closed Captioning](#) [Menu](#)

Benefits Drag and Drop





Drag the benefit to the correct category.

Personal

Agency

Drag the benefit to the correct category.

Broader Service Range	Increasing Your Contribution	Fair Environment	Richer Base of Expertise
Sense of Belonging	Effective Communication	Exploring Your Talent	Variety of Viewpoints

    [< PREV](#) [SUBMIT](#)



STATECIVILSERVICE
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CPTP_SCS_Exploring_Diversity_WBT

Resources

[Closed Captioning](#) [Menu](#)

Encouraging Intro

Overcoming personal barriers to diversity is just one way you can foster a diverse workplace. The next part of the journey requires you to take direct, intentional action. You can create a positive, diverse work environment through empathy, inclusion, and intervention.

Click on each section to learn more.


Click NEXT to continue.



Empathy



Inclusion



Intervention

    [< PREV](#)

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Diversity for Supervisors

<https://youtu.be/CLgxUq2KcE0>



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Inclusion


Greeting your employees is only one opportunity you have to practice inclusion every day. Inclusion in the workplace means that:

- You treat everyone fairly and respectfully.
- You make sure everyone has access to opportunities and resources.
- You encourage everyone to contribute.

Inclusion

Treat everyone fairly and respectfully Access to opportunities and resources Encourage everyone to contribute

▶ 🔍 ⚙️ ⏮️ ⏭️



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Q2

After you take the time to greet your team, you head to the office to catch up on emails. You see an email from your boss, asking you to prepare a diverse work team for an upcoming project. When you are done reading the email click NEXT.

INBOX:

Managers Digest
Training Manager Magazine
Fashion For Supervisors
Urgent: Diverse Team Needed
DEI Training

From: My Immediate Supervisor

Diverse Team Needed for Upcoming Project

For your team meeting this morning, I will need you to select a team of diverse individuals to spearhead the project. Let me know who you choose and why ASAP.

▶ 🔍 ⚙️ ⏮️ ⏭️

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The screenshot shows a video player interface. In the top left corner, there is a logo for 'STATE CIVIL SERVICE' with the tagline 'COMPREHENSIVE PUBLIC TRAINING PROGRAM'. Below the logo is a 'Menu' button. The main content area is divided into two sections: a light gray section on the left with the text 'Honor Brave Space Rules', 'Be Human', 'Connect', and 'Collaborate'; and a dark video frame on the right showing a close-up of a man's face. At the bottom of the video frame, there is a progress bar and a 'PREV' button. The top right corner of the interface has links for 'Resources' and 'Print Screen'.

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NOMINATION INFORMATION

Title of Nomination: State Civil Service Cybersecurity Course State: LA

Contact Person: Lindsay Ruiz de Chavez

Contact's Title: Public Information Director

Agency: Louisiana State Civil Service

Mailing Address: P.O. Box 94111, Baton Rouge, LA 70804-9111

Telephone: 225.342.8274

E-mail: Lindsay.ruiz@la.gov

NOMINATOR INFORMATION

Nominator: Byron P. Decoteau, Jr. Title: Director

State: LA Agency: Louisiana State Civil Service

Telephone: 225.342.8274

E-mail: Byron.decoteau@la.gov

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DETAILS

Feel free to include links to websites and snapshots as part of your nomination.

1. Please provide a brief description of the submission.

The submission is an e-Learning course covering the topic of cybersecurity. The course is set up as a first person game in which the learner encounters a variety of situations that are commonly used by hackers to gain access to systems. The learner must not only navigate these situations appropriately but also identify the suspicious elements that they should be on the lookout for in real-world situations. Throughout the course, learners are also given background information on the different methods used by hackers.

2. How long has the submission been in existence?

The course was released in August of 2020 so it has been in existence for 20 months.

3. Why was this submission created?

The course was created to support Act 155 which was passed by the Louisiana State Legislature in 2020. The legislation required all state and local agencies to identify employees or elected officials who have access to the agency's IT assets. These individuals are required to complete the cybersecurity training.

4. How does this submission support the goals and objectives of your agenda/department?

In recent years there have been multiple instances of hackers, both foreign and domestic, gaining access to the networks of organizations in both private and public sectors. Once they gain access, these hackers hold the networks for ransom and as a result the organizations are unable to operate and meet the needs of their customers and risk losing critical information should they not pay the ransom. This is specifically dangerous for those governmental entities. Government at every level exists to provide essential services to its citizens. Were a hacker to gain access to these systems, the ability of the governmental entity to provide these services would be compromised. This literally could result in a life or death situation in some instances. This course ensures that agency employees as well as all government employees statewide, are informed about the dangers that hackers pose and the techniques hackers use to gain access to networks. Learners not only learn about these techniques, they are able to practice identifying suspicious emails and other threats and effectively handling them once they are identified. By dispersing this information, this training assists in keeping state and local networks safe.

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5. Have you been able to measure the effectiveness of this submission? If so, how?

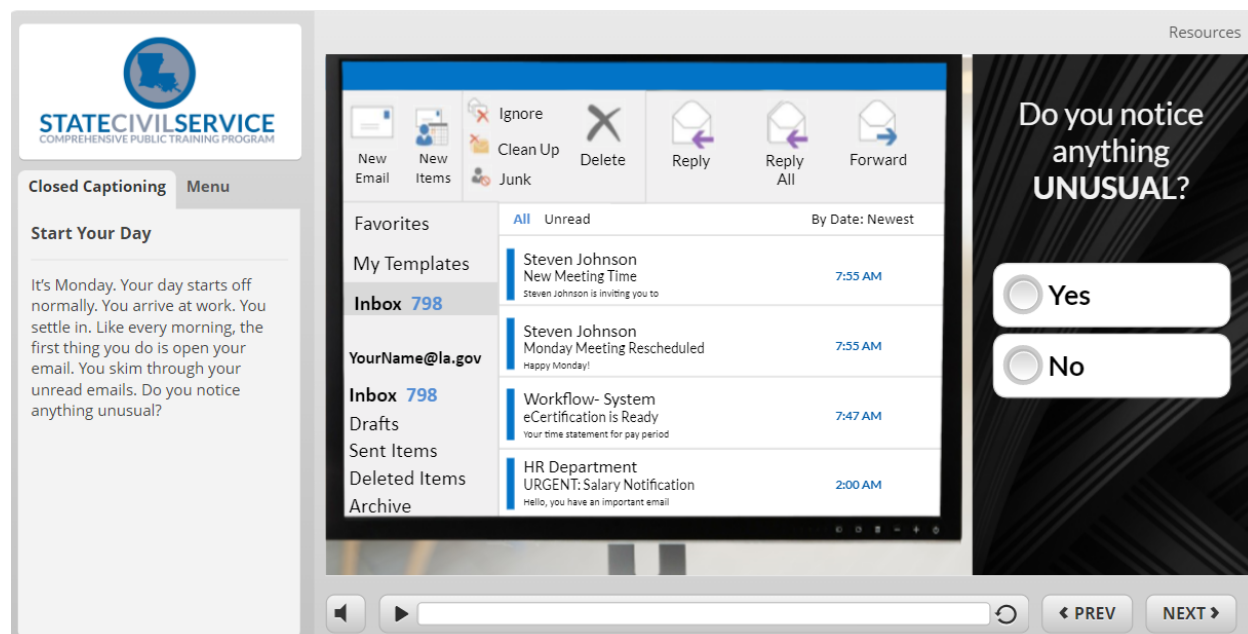
The effectiveness of this course is best measured by the number of learners that it has reached. The course is made available to all state employees through our LMS. Since its release this course has been taken by 43,669 state employees. This number is an underrepresentation though, as there are instances when multiple employees have taken the training in a workshop style set-up. In addition to state employees, the Louisiana Legislature has mandated that the course be made available to all governmental entities throughout the state. To date, the course has been distributed to 253 different government organizations within Louisiana to train 155,350 people. So in total, this course has reached almost 200,000 people. In addition to the numbers of learners who have been impacted by this training, we also collect feedback from our learners after they have completed the course. This feedback, which is obtained through Survey Monkey, has been overwhelmingly positive. Many have stated how they have enjoyed how interactive the course is and that they enjoy the game-like feel it has to it. Others have gone as far as to say that it is the best e-learning course they have ever taken.

Course Promos:

<https://youtu.be/t3CPC15ihBA>

<https://youtu.be/WG0CijJufGk>

Screenshots:




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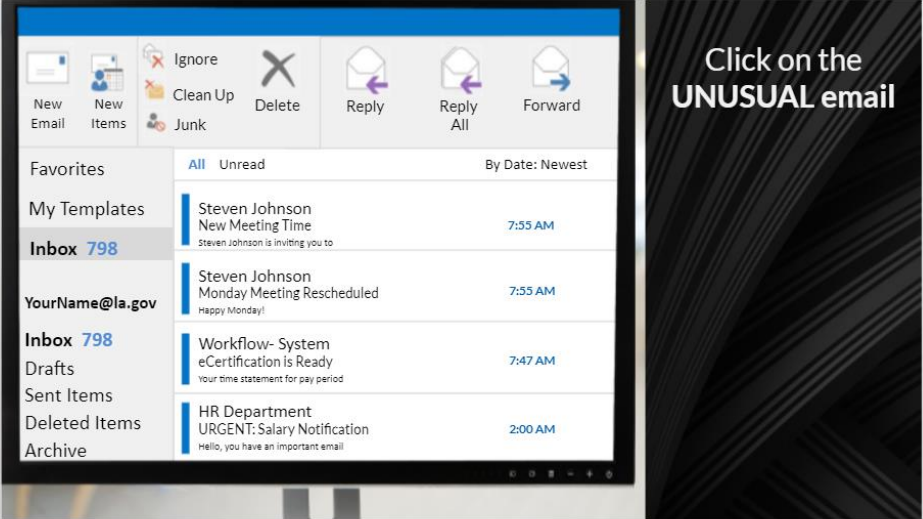
Yes - 2.1

Click on the unusual email.

Correct: Exactly. While you may get emails from your HR department regularly, they probably wouldn't be sent at 2 a.m. on a Sunday. Before you open any email, consider the sender, the subject, the time sent, and other information that you can collect without opening the email.

Incorrect: Not quite. While you may get emails from your HR department regularly, they probably wouldn't be sent at 2 a.m. on a Sunday. Before you open any email, consider the sender, the subject, the time sent, and other information that you can collect without opening the email.

Resources





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Phishing Defined

Phishing is simple. I use email to trick you into giving me information or access to your system. There's different types of phishing - spear fishing, where I target you or someone specific and pretend to be from a specific organization, like your work or your bank. There's vishing where I call you on an internet telephone service. There's smishing - that's where I text you. There's even pharming - that's phishing + farming - that's where I redirect web traffic to a fake site.

Resources




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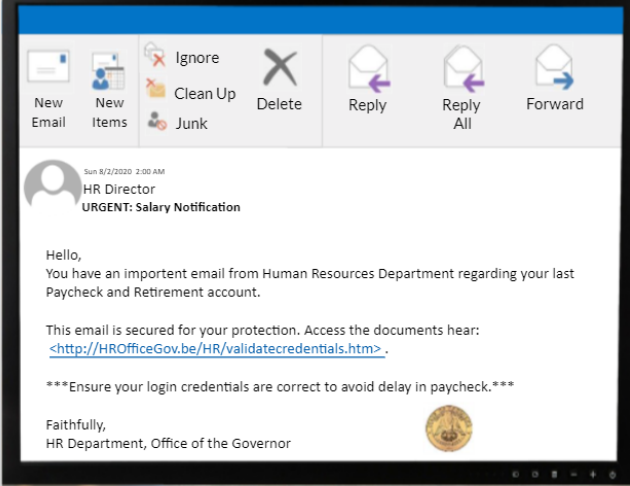
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Review the Email

Look at the email more closely.
Click on everything that indicates
this email is fake. When you are
finished, click submit.

Resources



Look at the
email more
closely

Click on
everything that
indicates this
email is fake

Click **SUBMIT**

◀ ▶ 🔊 🔇 🔍 ↺ ⏪ ⏩ ⏹

◀ PREV SUBMIT

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NOMINATION INFORMATION

Title of Nomination: OneHR Connect – HR Communication Ecosystem

State: PA

Contact Person: Darice Mayhew

Contact's Title: Talent Planning Manager

Agency: Governor's Office of Administration

Mailing Address: Harrisburg, PA 17120

Telephone: 717-705-5656

E-mail: dmayhew@pa.gov

NOMINATOR INFORMATION

Nominator: V. Reid Walsh

Title: Deputy Secretary for Human Resources and Management

State: PA

Agency: Governor's Office of Administration

Telephone: 717-787-8191

E-mail: vwalsh@pa.gov

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DETAILS

Feel free to include links to websites and snapshots as part of your nomination.

1. Please provide a brief description of the submission.

OneHR Connect is single digital destination for the Commonwealth of Pennsylvania's HR

professionals to connect with one another and receive updates from colleagues and leadership.

Comprised of a SharePoint website and integrated Microsoft Teams Channel, OneHR Connect is

the online hub for all HR communications, including staff movements, training and

development, recognition, job postings, projects updates and outcomes, and other relevant

topics. OneHR Connect is a collaborative effort among site administrators, HR leadership, and a

rotating team of content creators who are committed to creating an environment of

transparency through open communication and the use of modern technology tools.

2. How long has the submission been in existence?

The OneHR Connect SharePoint site was launched in May 2021 and the OneHR Connect

Microsoft Teams Channel was integrated in August 2021. The Teams Channel is primarily used

to drive traffic to the SharePoint site and highlight important articles and announcements in the

main "Daily Connect" area of the site.

3. Why was this submission created?

Pennsylvania continues to mature the shared services delivery model and pursue opportunities

to increase the consistency, quality and efficiency of HR programs and services through

technology investments and optimizing organizational structures. Examples include centralized

classification and compensation, training and development, and talent acquisition functions, as

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well as major initiatives that extend beyond HR, such as telework. In this environment of continuous change and adaptation, we realized that we needed a singular place for HR employees to find out what was going on across the HR landscape.

Creating this space has provided a way to communicate, regardless of distance, and provides more transparency to employees at all levels of the organization. Moving from a decentralized to a centralized HR function, it was important for us to build a new form of community to break down silos and streamline information sharing across the enterprise, for the benefit of all.

This internal communication hub was created specifically to:

1. Streamline communication, reducing inbox and email clutter;
2. Build community and create belonging;
3. Increase employee engagement through knowledge sharing, recognition, feedback, collaboration, and leadership transparency; and
4. Increase leadership visibility and connection across the entire HR community.

4. How does this submission support the goals and objectives of your agenda/department?

With the centralization of HR staff into a shared services delivery model in 2017, we recognized the need to foster a new sense of community and comradery to complement the new organization. Transparency and communication were guiding principles in preparing employees to transition to the new organization and we wanted to operationalize and institutionalize these behaviors going forward. OneHR Connect supports our internal commitment to breaking down the silos that still exist after centralization and our goal to share more information across

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- Meet all eligibility requirements • Meet deadline requirements
- Include a complete nomination packet • Conform to all copyright laws

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our entire HR organization and solicit feedback.

OneHR Connect also allows us to increase the visibility of HR leadership through videos and posts, providing a sense of connection for staff who do not normally interact or work with them.

Another goal was to streamline communications and reduce inbox and email clutter. Having a central repository that employees can visit regularly for important announcements, templates, resources, and tools decreases the staff time spent searching through emails, files, and or favorites/bookmarks for important information. OneHR Connect was used to communicate progress for our Talent Acquisition, Talent Development, and Organization Management centralization initiatives via regular update posts. We have also developed subsites for our HR Business Partners and our Enterprise Recruitment team to routinely communicate information and events.

5. Have you been able to measure the effectiveness of this submission? If so, how?

SharePoint offers some high level quantitative analytics around employee use and engagement. Some details include:

- Almost 900 HR users have access to OneHR Connect.
- Over 300 Daily Connect news articles, announcements, and project overviews and outcomes have been published since OneHR Connect launched less than one year ago. This type of information would otherwise have been sent by email or not have been shared widely at all.
- OneHR Connect averages 8,000 visits per month, with approximately 500 unique viewers per

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month.

- Users spend an average of 11 minutes on the site per visit, demonstrating a high level of engagement with the content.

Additionally, we have received highly positive feedback about OneHR Connect through an online suggestion form available on both the SharePoint site and Teams channel. Examples of the feedback we have received include:

- “This site has a lot on it that will be very useful.”
- “I love the Daily Connect articles – very informative!”
- “The HRM Weekly page fits perfectly with the goals of streamlining communication.”

HR employees who have participated in the rotating team of content creators, known as the OneHR Connect Squad, have also responded positively to the opportunity to contribute to and sustain this digital community.

- “This role has benefited me by allowing me to develop stronger working relationships with Division Chiefs whom I would typically not communicate with. It has made me more comfortable with going to these staff members for issues which arise in my daily workload.”
- “As a founding Squad Member, it was a great experience to work together with fellow HR employees to create meaningful change in the HR community. OHRC has helped me to grow in areas of communication, organization, and leadership.”
- “This opportunity has allowed me to expand my HR knowledge and networking community. I have learned more about HR activities statewide, and not just within my HR Delivery Center.

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I've created some great new work relationships with the delivery center manager, field human resource officers, and other division chiefs. I've also had the pleasure of applying some creative writing skills with my fellow team members for article submissions.”

- “It's great to have all this information in one location and consistently updated as the program evolves. As new employees come on board or are transferred into positions this will prove to be very helpful.”

Following are some site examples and screenshots that describe key areas of the site.

Site Examples

While direct weblinks are not available due to this site being an internal, permission-based application for OA-HR employees only, here are a few screenshots that highlight some of the different areas of our site.

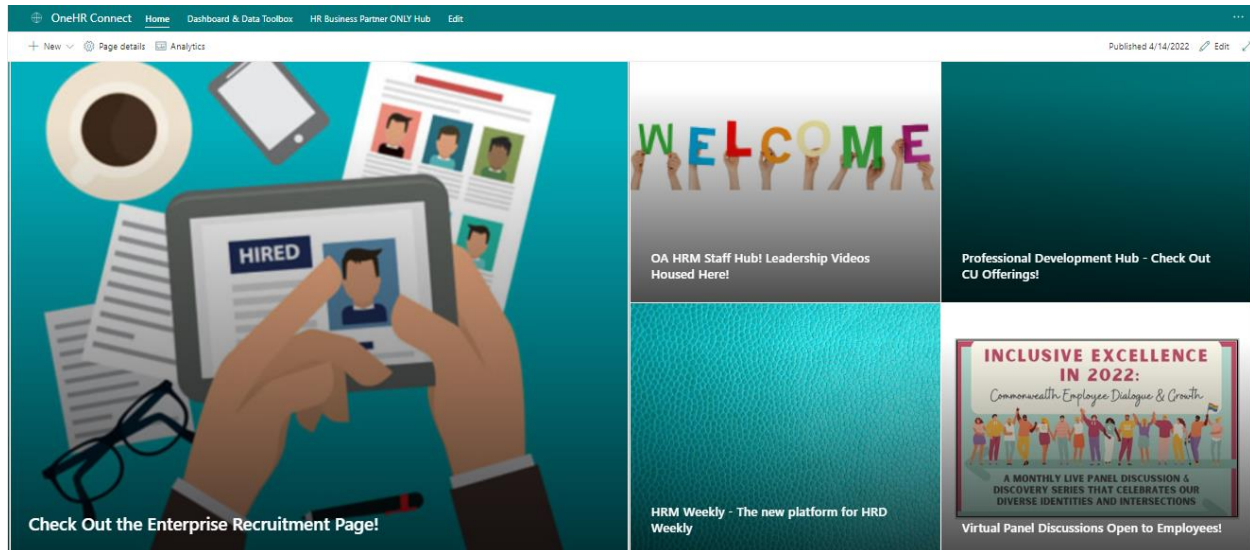
Main Landing Page: The information you see here changes on a regular basis (except for the Welcome & HRM Weekly tile). Fresh content is highlighted through the main landing page with hot article and announcements.

ALL SUBMISSIONS MUST:

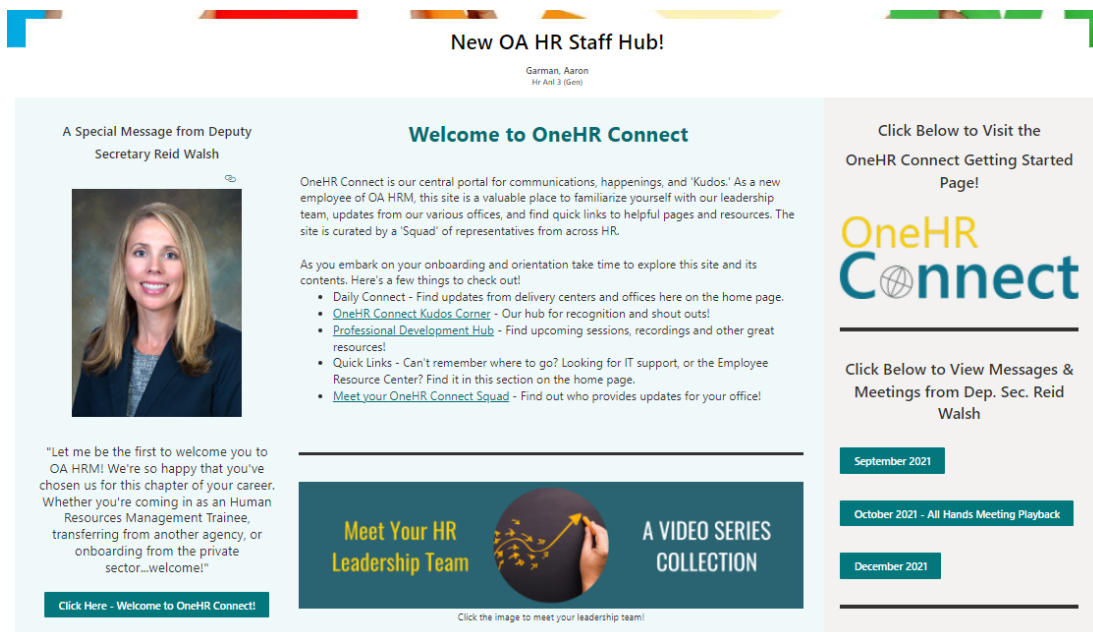
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Welcome Page for New HR Employees: When new HR employees join our organization, they are immediately given access to this site and directed to our New HR Staff Hub. At this page, you can familiarize yourself with site navigation, review profiles and watch welcome videos from all our HR leaders, and easily access important areas of the site, like the recognition and professional development hubs.



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The Daily Connect: The Daily Connect is where employees find updates from each of our six HR delivery centers and central offices right from the home page. Each area has a OneHR Connect Ambassador who is responsible for contributing site content on a bi-weekly basis. These individuals are up-to-date and knowledgeable about what's happening in their office/delivery center and communicate regularly with leadership to collect and relay information. This creates networking and stretch opportunities for HR professionals. The role rotates every six months to grow the network and provide visibility to other HR professionals.

Daily Connect

See all

Telework Updates for OA Staff




COLLABORATION

Partnership Between HR and Customer Agency to Create HR Liaison Positions

The HR Office that supports PennDOT Engineering District 9-0 recently restructured itself to...

Rhoads, Jedidiah 5 days ago




GOOD NEWS

Bureau of Organization Management (BOOM), Position Classification Services, IED OM Team

In the fall of 2021, all Organization Management (OM) functions for agencies served by HR...

Rhoads, Jedidiah 5 days ago

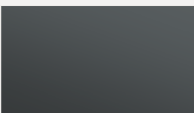


THE TEAM

Introducing the HRSC Agency Services Division

Learn More About the HRSC Agency Services Team & What Each of Them Do! Submitted by...

Mayhew, Darice April 19




RECORDS MANAGEMENT

Records Management: The Path Towards a TEAMS Environment

The General Government HR Delivery Center (GG HRDC) has completed its own...

Mayhew, Darice April 11



CONFIDENTIAL


Confidential Employee - What Does it Mean & When Should You Designate It?

For other announcements, click here to visit the

OneHR Connect


Microsoft Teams

General Channel



RECOGNITION

Visit the OneHR Connect Kudos Corner



PA Employee Resource Center

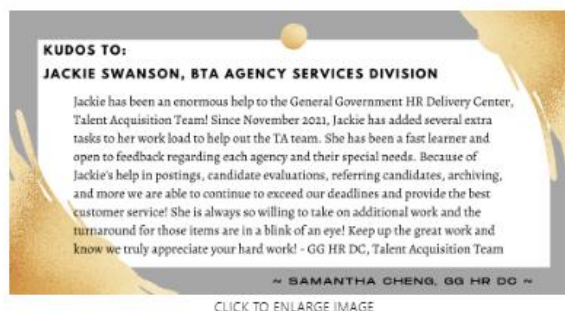
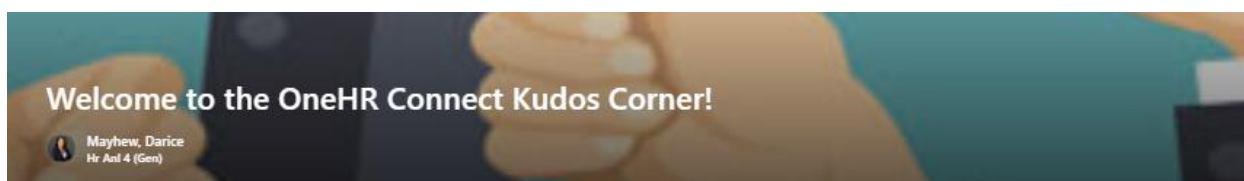
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Kudos Corner: A place where HR employees can submit an easy online form to recognize another HR employee who has helped them or made a notable contribution. Highlights are posted weekly, and employees interact via the comments to congratulate one another.



Click the form below to highlight the accomplishments of a HR employee, coworker, project team, manager, or leader!




Highlights will be posted weekly!



Want to celebrate or recognize a HR employee, coworker, project team, manager or leader for their accomplishments? Or, for simply being a supportive and reliable team member? Use this form to submit a kudo to be published through OneHR Connect! The data supports that recognizing employees increases loyalty, enhances performance and generates greater success, so let's do our part expressing appreciation and gratitude and making each other feel valued.

Why is Recognition Important?

Check out the links below

-  Creating a Culture of Recognition | Great Place to Work®
-  Why Employees Need Both Recognition and Appreciation
-  NASPE SERD Highlights from Across the US

[Low to No Cost Recognition Ideas](#)

[Governor's Awards for Excellence Program](#)

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Data & Dashboards: Having all our data and dashboards in one central location allows us to improve efficiency in sharing important analytics related to our work and providing the necessary tools for HR leadership to communicate and facilitate HR needs from and solutions for our customers.



The Enterprise Systems & Data Analytics site is a "One-Stop Shop" of databases, reports, and dashboards. Click on the icons below to start your information journey.

***Note:** Based on the permissions level, you may (or may not) have access to certain links. If you have a legitimate business reason to access this information, please use the [Submit an AskHR Request](#) or contact the business owner directly to gain access.



Click the Power BI icon to be taken to the Report and Dashboard repository



Click the Microsoft Access icon to be taken to the database repository page

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HR Business Partner Hub

Mayhew, Darice
Hr Anal 4 (Gen)

ATTENTION: This page is for HR Business Partners & approved staff only. If you have a legitimate business reason to access this information, please contact your **Senior HR Business Partner** (i.e. *Delivery Center Manager*) or the **OA Bureau of Talent Planning** for assistance.



POSITION
TRACKING

Data Refreshes Daily

DIVERSITY
DATA

Data Refreshes Weekly (Every Sunday)

RETIREMENT
PROJECTIONS

Data Refreshes Weekly (Every Sunday)

TURNOVER
DATA

AVERAGE
TIME TO FILL

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NOMINATION INFORMATION

Title of Nomination: **Virtual Workforce Data Center** State: **WA**

Contact Person: **Kelly M. Woodward**

Contact's Title: **State HR Assistant Director**

Agency: **Office of Financial Management (OFM)**

Mailing Address: **302 Sid Snyder Ave SW STE 300, Olympia, WA 98504**

Telephone: **360.688.3905**

E-mail: **kelly.woodward@ofm.wa.gov**

NOMINATOR INFORMATION

Nominator: **Kelly M. Woodward** Title: **State HR Assistant Director**

State: **WA** Agency: **Office of Financial Management**

Telephone: **360.688.3905**

E-mail: **kelly.woodward@ofm.wa.gov**

SUMMARY

The state of Washington published the Virtual Workforce Data Center in September 2021. The majority of the dashboards at the data center have been longstanding products scattered across OFM's public website. Many existing products were recently revamped using the Microsoft Power BI data analytics tool and subsequently combined into a centralized location. The data center doesn't only provide quick access to available state government workforce data; it also informs when products are under revision or development (coming soon). The center is publicly available, equally informing state government entities and members of the public.

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Management created the [Virtual Workforce Data Center](#) in September of 2021. The Virtual Workforce Data Center was a significant milestone for the state of Washington. This effort was part of a strategic plan to bolster internal data integration while making data more transparent and accessible to our stakeholders. It creates an intuitive way for the HR professionals and the public to visualize the work state agencies are doing related to a broad range of workforce metrics. Specifically, the data center hosts dashboards that highlight enterprise data on the following topics:

- Enterprise demographics and individual agency composition
- Modern work environment
- Succession Planning
- Compensation
- Employee engagement data

All of these items create a robust and interactive aggregation of employee centered data that has been utilized to inform policy, legislation, and agency direction. The intent was to structure the virtual data center in such a way that it provides meaningful data on every step of the employee life cycle for approximately 70,000 state employees in 148 state agencies, boards, and commissions.

4. How does this submission support the goals and objectives of your agenda/department?

The data center supports strategic goals at the division, agency, and state levels. The state of Washington aims to be an efficient, effective, and accountable government; accountability is achieved through data transparency. At the agency level, we strive to supply vital information for stakeholders to make informed decisions. Finally, we are committed to serving as the state's central HR policy body at the division level. The data center improves data transparency by allowing the public to assess workforce data without compromising the need to safeguard employee information. The data center also shares critical data metrics with government agencies through easy-to-digest visualizations or dashboards to inform essential business or policy decisions.

Additionally, the data center fosters and reinforces consistency in collecting, displaying, and interpreting the data, allowing for accurate, consistent comparisons.

5. Have you been able to measure the effectiveness of this submission? If so, how?

Yes. We have received reports from state agencies that the virtual data center has been an invaluable resource for legislative decision packages, funding proposals, and business decisions. Additionally, we have spoken to higher education institutions that are using the Virtual Workforce Data Center as a source of data for their analysis and as a model for their students.

A virtual data center is something that all NASPE participating entities should consider. It would improve data transparency and efficacy of data utilization.

The page features decorative hexagonal patterns in blue and orange lines, primarily located in the corners and along the sides, framing the central text.

ADVANCING THE HR PROFESSION AWARD

The HR professional's role continues to evolve from transactional to strategic. This award will recognize programs and efforts within state government that address the changing landscape and, much like NASPE itself, serve to advance the HR profession by providing professional development opportunities, facilitating communication and networking between HR staff at all levels, and promoting a sense of community and value in HR work.

2022 NASPE Award Nomination for the Advancing the HR Profession Award

Arizona State Human Resources Academy Rooted in Knowledge, Strength & Diversity

CONTACT:

Barbara Bratcher
HR Deputy Director, Operations
State of Arizona
Dept. of Administration
Human Resources Division
100 North 15th Avenue, Phoenix, AZ 85007
Barbara.Bratcher@azdoa.gov
Office: (602) 542-4918

NOMINATOR:

Emily Rajakovich
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State of Arizona
Dept. of Administration
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hr.az.gov



RECIPIENT

What is the Arizona State Human Resources Academy (AzHRA)?

HR practitioners across State government are delivering on our Governor's aggressive goals for Arizona by committing to the State's culture of continuous improvement, where we all, individually and collectively, work every day to become better, faster, and more efficient at delivering value and mission-critical outcomes.

AzHRA is a vehicle not only for continuous improvement but also for continuous professional development. This nomination is for two components of AzHRA: *AzHRA Orientation* and *AzHRA Level 1*.

AzHRA Orientation is the prerequisite for entry into AzHRA Level 1 and provides a high-level overview for new State HR professionals to level-set knowledge in five foundational HR competencies: (1) Ethical Practice (2) HR Knowledge (3) Consultative Relationship Management (4) Business Acumen and (5) Communication. AzHRA Orientation participants:

- Discuss the State Personnel System (SPS) rules, Enterprise-wide policies and guidelines, Guiding Principles and Guidelines for State HR Representatives, Position Authority, Compensation Guidelines, including the HR Job Family Classifications, Performance Management, Communities of Practice, and relevant federal and state laws
- Review the State HR organizational structure, including Shared Services
- Observe an ADA/FMLA role play and brainstorm possible scenarios
- Engage in a panel discussion with the State's agency Chief HR Officers
- Navigate the State HR website
- Meet other HR professionals, establish an HR network and foster cross-agency collaboration

AzHRA Orientation is an interactive two half-day virtual session delivered by the State's agency Chief Human Resources Officers in a total of six hours. We are very proud of the fact that HR practitioners who attend AzHRA Orientation are eligible to receive six continuing education credits from the Society of Human Resources Management (SHRM). As of March 2022, 384 (approximately 62%) of HR practitioners across the enterprise have attended AzHRA Orientation. The goal is for all new HR practitioners to attend the AzHRA Orientation within 90 days of hire.

AzHRA Level 1. Once HR practitioners complete AzHRA Orientation, they are eligible to attend AzHRA Level 1. AzHRA Level 1 was designed, developed, and continues to be delivered to HR practitioners so that Arizona State government can achieve consistent application of employment laws, rules, policies, State HR practices and at the same time, provide professional development opportunities to build a bench of strong HR talent throughout the enterprise.

All HR practitioners across the enterprise are now required to attend AzHRA Level 1, and for employees new to state HR, ideally within 90 days of assuming the HR practitioner role. As of April 2022, 170 HR practitioners across Arizona State government have completed Level 1 of AzHRA.

AzHRA Level 1 consists of five days of virtual classroom sessions lasting 3 to 3.5 hours each day and is delivered on a bi-monthly cadence. Sessions include:

- Arizona Management System (Arizona's Lean Management System)
- Predictive Index
- Public Sector 101
- Communications
- Recruitment (including new job board demonstration)
- HR Operations
- Benefits
- Classification and Compensation
- Employee Relations (FMLA, ADA, Disciplinary Actions, Internal EO and EEOC Complaints)
- Ask the Panel (CHRO and Attorney General Representatives)

In addition to virtual classroom sessions using Google Meets (tools include Jamboards, breakout rooms for networking and collaboration, and poll questions), the State is making use of its LinkedIn Learning resources and recommends relevant coursework to AzHRA Level 1 participants. Beyond the virtual classroom sessions and LinkedIn Learning resources, the State of Arizona challenges AzHRA participants to further increase their professional development and to strengthen networking connections with peers throughout the enterprise by attending one or more of the State's Communities of Practice (e.g., FMLA/ADA; Operations; Recruitment). HR practitioners who attend Level 1 receive 12.75 SHRM continuing education credits.

How long has AzHRA been in existence?

AzHRA Orientation was first launched in October 2018. AzHRA Level 1 was first launched in person the week of October 29, 2019. Both AzHRA Orientation and AzHRA Level 1 have been converted to virtual formats in light of the pandemic.

Why was AzHRA created?

The State of Arizona lacked standardized enterprise-wide training and development specific to professional HR practitioners resulting in the potential risk of inconsistent application of employment law and State HR rules, policies, and practices ([Statewide Policies Guidelines and Bulletins | Human Resources](#)). HR information and guidance were made available on an ad hoc basis via the State HR website ([Human Resources](#)) and other informal settings such as standing meetings not attended by all HR practitioners across the state.

The State of Arizona created AzHRA to move away from the transactional training and development of the past to a more strategic approach with the ultimate goal of standardizing and elevating the delivery of HR services throughout the enterprise. AzHRA focuses on the application of key HR rules, regulations, policies, procedures, and best practices and provides tools to enhance the knowledge, consistency, and accuracy of the performance of HR roles throughout the State and to deepen our own bench of HR professionals.

What are the costs for AzHRA?

AzHRA course materials were designed, developed, and are delivered by State of Arizona HR professionals. With over 400 HR practitioners, including employees with decades of experience in state service, the State of Arizona has tremendous in-house knowledge, insight, and experience. AzHRA Orientation was developed and is presented by the State of Arizona's agency Chief Human Resources Officers, collaborating with an agency training officer and project manager. AzHRA Level 1 is led by a project manager based at the Arizona Department of Administration who works collaboratively with subject matter experts (SME) from across the enterprise to develop and deliver content. An estimated 700 SME hours were dedicated to the development of AzHRA Orientation and AzHRA Level 1. Preparation and delivery of the content is estimated at approximately 130 SME hours. Materials including supplies and printer costs are estimated at \$1,600 per year.


Funding comes from various sources within the enterprise including the Pro Rata Fund within the Arizona Department of Administration. SME participation is funded by the agency employing the SME.

How is AzHRA success measured?

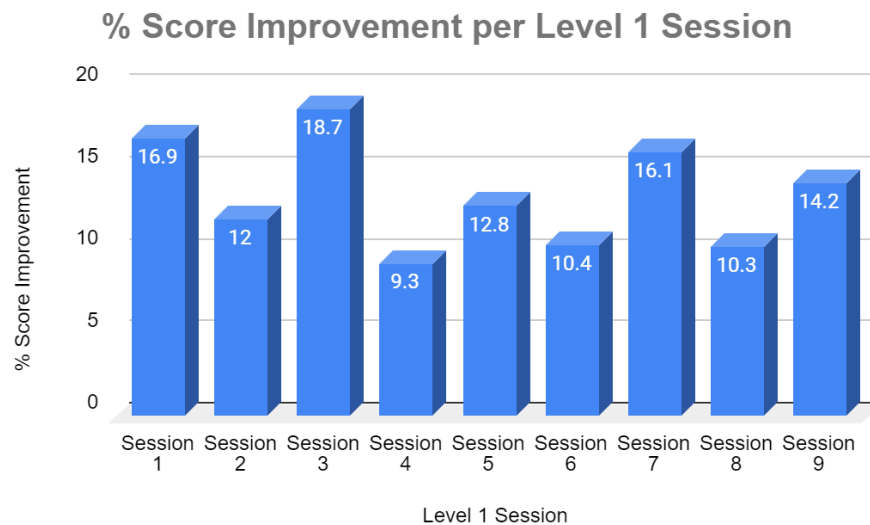
AzHRA Orientation participants are asked to evaluate the content and delivery of the program, which has been administered quarterly since moving to a virtual format in 2021. AzHRA Orientation has received no less than 90% "very satisfied/satisfied" evaluation ratings for the last four sessions.

- 95.8% Very Satisfied/Satisfied with Virtual AzHRA Orientation
- 95.8% Very Satisfied/Satisfied with the activities and exercises
- 91.7% Felt the timing/pace was "just right"

Participants in AzHRA Orientation are provided an orientation workbook which contains exercises, the State of AZ HR competencies, the State HR essentials, guidelines for HR

representatives, laws that govern HR decisions, the State of AZ Department of Administration HR website and important links/information.  [HR Orientation Workbook 11.18.21.pdf](#)

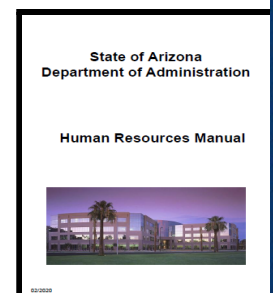
AzHRA Level 1 participants are required to complete a pre-assessment just before the kick-off of training and a post-assessment just before the close of training. Results are compared to determine knowledge transfer as well as identifying areas where the training can be improved. The average percent score improvement for each session is captured below.



Lag Metric: 100% of AzHRA participants successfully completed AzHRA Level 1 by showing improvement in the post-assessment compared to the pre-assessment.

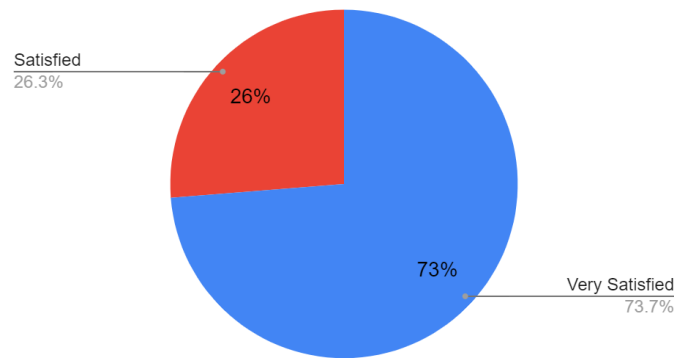
Lead Metric: Percent Reduction in HR Skills Gap. Based on the score improvements from the post assessments in AzHRA Level 1, the State of Arizona has increased HR knowledge across our enterprise an average of 13%.

One of the resources provided to AzHRA Level 1 participants is a State HR Manual. The manual consists of sections on the federal and state laws, rules comprising the AZ Administrative Code, statewide policies and guidelines that govern HR decisions, and the State Personnel System Employee Handbook. It also contains payroll codes, compensation guidelines, salary schedules and a reference section with the State records retention schedule, and the State FMLA process flow. When participants were surveyed on the effectiveness of the HR Manual, an average of 86.2% of participants rated it “very effective”.



When asked about the likelihood of recommending AzHRA Level 1 to their peers, 95.7% of respondents responded “very high/high”. Participants were also surveyed for satisfaction with the activities and exercises in AzHRA Level 1, which also earned high marks.

Satisfied with Activities and Exercises?



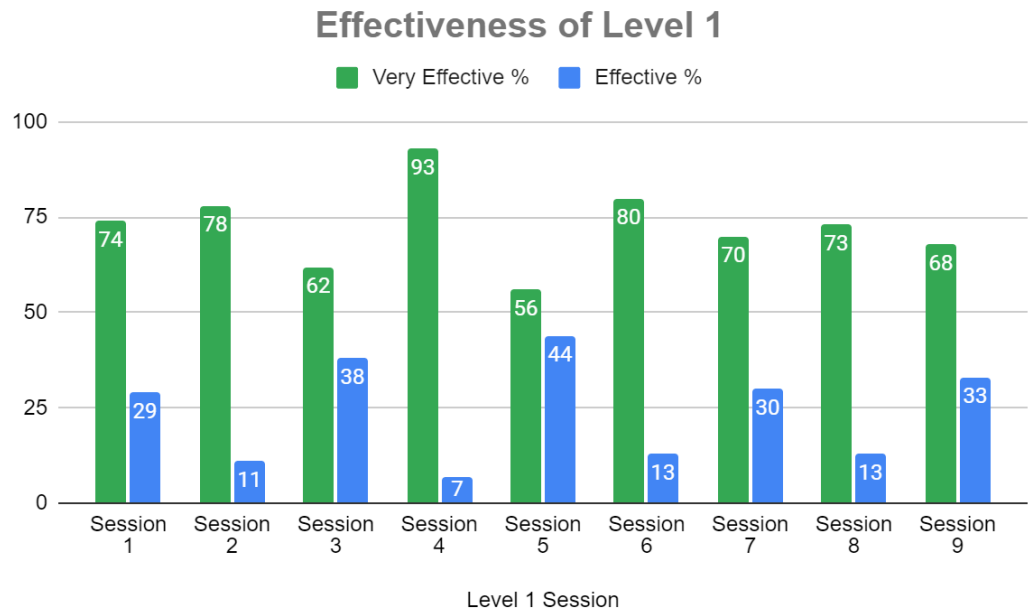
The tools and information used by the State of Arizona in both AzHRA Orientation and AzHRA Level 1 are easy to replicate and share. The State of Arizona would be willing to connect and share our resources for these programs with other states.

How has AzHRA evolved since its inception?

AzHRA leadership is committed to contribute and reinforce the State’s culture of continuous improvement. AzHRA Level 1 was first piloted in October 2019, but only after being delivered to focus groups to finely tune content and delivery. Pilot participants from across the enterprise were carefully and intentionally selected to ensure that candid and comprehensive feedback would be received to further enhance the training.

As a result of the pandemic, in-person training was drastically limited across the State in early 2020. The AzHRA project manager and contributing SMEs converted all in-person content to virtual content, researched the optimal structure for virtual delivery including shortening sessions from full to partial-day, and reducing the size of cohorts from approximately 30 to 10-12 participants for the initial virtual sessions.

Participants are asked to complete a course evaluation. Participant feedback is used to continuously improve the content and delivery of AzHRA. When asked: “How effective was the AzHRA Level 1 in helping you gain knowledge and skills”, participants responded as follows:



AzHRA has further evolved with the additions of a Level 2 General Session, Specialty Tracks in the fields of HR Operations, Employee Relations, Classification & Compensation, Recruitment and a Level 3 General Session. The State is actively gathering feedback and data from AzHRA Levels 2 and 3 attendees and will use this data to enhance participant outcomes. These levels will be considered for future award submission.

AzHRA was initially designed to level-set human resources knowledge to ensure the State’s HR professionals were consistently and effectively delivering HR services to the enterprise. AzHRA fully met our initial goal of providing a strategic approach to training and developing State HR professionals. As an added benefit, AzHRA became THE place for new and seasoned State of Arizona HR professionals to gather, learn and network. The sense of community has continued to blossom as participants attended more AzHRA sessions and referred peers to attend as well. The State of AZ advanced the HR profession simply by offering a regular gathering place of learning and sharing of HR knowledge.



State of Illinois
Department of Central Management Services



2022 NASPEs

Advancing the HR Profession Award
Personnel Workbench



NOMINATION INFORMATION

Title of Nomination: Personnel Workbench

Contact Person: CoreyAnne Gulkewicz Contact's Title: Deputy Director, Bureau of Personnel

State: IL Agency: State of Illinois Department of Central Management Services

Telephone: (312) 771-2616

E-mail: CoreyAnne.Gulkewicz2@illinois.gov

NOMINATOR INFORMATION

Nominator: Sarah Kerley Title: Chief Administrative Officer

State: IL Agency: Department of Central Management Services

Telephone: (312) 718-1317

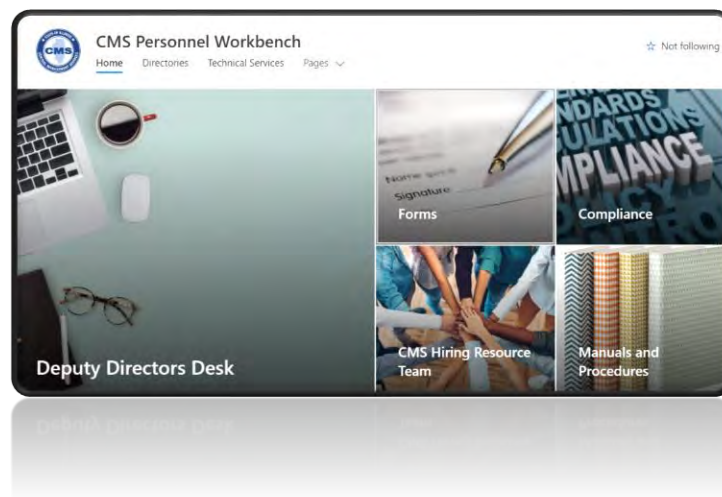
E-mail: Sarah.Kerley@Illinois.gov

DETAILS

Please provide a brief description of the submission.

CMS's **Personnel Workbench** is a critical element in the Illinois Department of Central Management Services' (CMS) effort to transform HR practices from transactional to strategic, with a laser focus on the importance of personnel work to the overall mission of the State and its many, varied agencies.

The **Personnel Workbench** is an integrated platform used by all State of Illinois personnel staff, bringing together important policy and practice updates, on-demand training, and an interactive question submission mechanism for HR professionals around the State to pose questions and get timely answers from the experts.



Most recently, the **Personnel Workbench** has also been leveraged to more closely tie HR professionals together in the performance of their work. The State had a cumbersome process of either emailing or mailing large volumes of documents to CMS for review. These requests were not systemically tracked so were often lost in various inboxes or stagnant as it was not clear who was required to move the process to the next step. Through the Personnel Workbench, agency HR staff can submit documents, triggering a workflow for other HR units at CMS and back again. This transparency allows for proper tracking of requests and documentation and allows for real-time analytics as to roadblocks in the process.

As this is an internal site, we will grant access to lscott@csg.com and any other reviewer(s).

How long has the submission been in existence?

The **Personnel Workbench**, in some form, has been operational for approximately a decade. However, over time, its usefulness was severely hampered due to failed execution. There were times when it was underused and, thus, not a trustworthy source of all relevant information. Other times, the volume of information provided, without navigation tools, made it ineffective.



Why was this submission created?

As the State of Illinois moves from a transactions-centered functions to a strategic HR initiative and in the midst of a once-in-a-generation technology transformation, it was imperative that Statewide HR professionals were more closely aligned and better trained.

What are the costs of this program/effort?

We were able to implement this effort without any additional operational costs due to the talents of CMS Bureau of Personnel staff.

How is the program/effort funded?

This effort did not require additional funding, as CMS was able to leverage existing resources.

How do you measure the success of this program/effort?

Success is measured in the improved quality of materials and questions submitted that show an increased knowledge by Agency HR staff on State of Illinois hiring practices. In particular, success will continue to be measured with the tracking of the process of filling union positions by a reduction in the length of time this process takes.

How has the program/effort changed since its inception?

The Personnel Workbench has changed dramatically from its inception years ago. The interactive nature of the new Workbench changes this from merely a place where HR staff “might” remember to go to get information to an interactive location they work in daily and can easily search and find information as well to incorporate best practices and improve HR functions at their agencies.

2022 NASPE AWARDS

Advancing the HR Profession Award

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

NOMINATION INFORMATION

Title of Nomination: Women's History Month: Working Women Talk Wednesday's Speaker's Series

State: KY

Contact Person: Vikki Stone

Contact's Title: Executive Director, Office of Diversity, Equality and Training

Agency: KY Personnel Cabinet

Mailing Address: Frankfort, KY

Telephone: 502-797-9752

E-mail: Vikki.stone@ky.gov

NOMINATOR INFORMATION

Nominator: Mary Elizabeth Bailey Title: Commissioner

State: Kentucky KY Agency: Kentucky Personnel Cabinet

Telephone: 502-564-7571

E-mail: marye.bailey@ky.gov

ALL SUBMISSIONS MUST:

- Meet all eligibility requirements • Meet deadline requirements
- Include a complete nomination packet • Conform to all copyright laws

2022 NASPE AWARDS

Advancing the HR Profession Award

DETAILS

Feel free to include links to websites as part of your nomination.

1. Please provide a brief description of this program.

Every March, to celebrate Women's History Month, the KY Commission on Women and the KY Personnel Cabinet Offices of Diversity, Equality and Training and Public Affairs facilitate a four-part weekly webinar series entitled "Working Women Talk Wednesdays." This virtual format ensures accessibility to all employees across the state. The goal of the series is to engage, educate and inspire women viewers. A recording of each webinar is also archived for future viewing and made available to state employees who were unable to attend the live webinar.

During the inaugural webinar series (2021), our speakers included - First Lady Britany Beshear, Personnel Cabinet Secretary Gerina Whethers and Cynthia Knappek, president of Leadership Louisville. Regional thought leaders and subject matter experts served as panelists for the following topics: Women's Mental Health Matters, The Changing Face of Women in the Workplace, and Mentorship to Leadership.

In 2022, Vikki Stone, Executive Director of Office of Diversity, Equality and Training (ODET) served as moderator while employees from across state government served as the subject matter experts and delivered their personal experiences. The theme for this year's event was, "Focus on Resilience: Mind, Body and Spirit". Subject matter included managing finances, the workplace, work/life balance and mental/physical health.

2. How long has this program or effort been operational?

Two years

3. Why was this program/effort created?

To provide meaningful, pertinent and thought-provoking information to engage, inspire and inform our employees.

4. What are the costs of this program/effort?

No cost

5. How is this program/effort funded? Through our current operating budget

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No cost

6. How do you measure the success of this program/effort?

By employee engagement – collectively over the past two years over 500 employees have participated.

7. How has the program/effort changed since its inception?

We continually look for ways to enhance this annual program. This year, we recruited internal employees for the panel discussions. It was wonderful to engage our employees who shared their knowledge, skills and real-life experiences to audiences across the state.

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CELEBRATING WOMEN'S HISTORY MONTH: VIRTUAL SERIES "WORKING WOMEN TALK WEDNESDAYS"

MARCH 17, 24 AND 31
11:30 A.M. - 12:30 P.M.



From left to right: Britainy Beshear, Cassandra Gray, Jacqueline Coleman, Neeli Bendapudi, Gerina D. Whethers, Cynthia Knapke, and Marita Willis

This Women's History Month, join the KY Commission on Women and the KY Personnel Offices of Diversity, Equality and Training and Public Affairs for a series of weekly conversations addressing a variety of educational and inspirational topics centered on women in the workplace. **Click the link below to register by 4p.m., March 15.** Access links will be emailed to all registrants on March 16. Webinars will be occur **11:30 a.m. - 12:30 p.m.** every Wednesday, beginning on March 17.

Registered Kentucky state employees will receive MyPurpose credit for the completion of each webinar.

March 17

"Women's Mental Health Matters: Strategies for Resilience, Self-Care and Well-Being"

Opening Remarks - First Lady Britainy Beshear

Presenter - Cassandra Gray, CEO of Creative Spirits Behavioral Health

March 24

"Changing Face of Women in the Workplace"

Opening Remarks - Lieutenant Governor Jacqueline Coleman

Presenter - Dr. Neeli Bendapudi, President of University of Louisville

March 31

"Mentorship to Leadership"

Opening Remarks - Personnel Cabinet Secretary Gerina D. Whethers

Presenter - Cynthia Knappek, President of Leadership Louisville

Weekly Moderator: Marita Willis, Chair - KY Commission on Women

[Select here to register](#)



Kentucky Personnel Cabinet
Office of Diversity,
Equality & Training



Kentucky Commission on Women
OFFICE OF THE GOVERNOR

2022 WHM Flyer



Virtual Live Webinar Series Beginning on March 9

This March, the Office of Diversity, Equality and Training and Personnel Cabinet present the 2nd annual Working Women Talk Wednesday series to celebrate Women's History Month. This year, panelists will discuss resiliency of the mind, body and spirit. Starting March 9th, tune in for candid conversations among women who share their professional strategies for and personal stories of resiliency. Click the link below to register by 4:00 PM, March 7th. Access links will be emailed to all registrants on March 8th. All sessions will occur from 11:30 AM - 12:30 PM every Wednesday, beginning on March 9th.

Registered Kentucky state employees will receive *MyPURPOSE* credit for the completion of each webinar.

Topics & Speakers

March 9

March 16

March 23

March 30

**Resilience in
Mental/Physical
Health Matters**

**Resilience in
Work/Life Balance
Matters**

**Resilience in the
Workplace Matters**

**Resilience in
Managing Your
Finances Matters**

Panelists:

Rosemary Holbrook

Trina Koontz

Rolanda Hamilton

Panelists:

Alexandria Ramos

Jeanna Hawkins

Alaina Myers

Panelists:

Mary
Elizabeth Bailey

Nila Meeks

Marita Willis

Cassidy Connell

Panelists:

Scarlet Murphy

Odette Gwandi

Bassi Sidibe

Holly Johnson

[Click Here to Register](#)



2022 NASPE AWARDS

Advancing the HR Profession Award

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

NOMINATION INFORMATION

Title of Nomination: OSHR Qualified Workers' Compensation Professionals Program State: NC

Contact Person: Scarlett Gardner

Contact's Title: Manager, Safety, Health and Workers' Compensation

Agency: NC Office of State Human Resources

Mailing Address: 116 W. Jones Street, Raleigh, NC 27603

Telephone: 984-236-0848

E-mail: Scarlett.Gardner@nc.gov

NOMINATOR INFORMATION

Nominator: Glenda Farrell Title: Chief Deputy Director

State: NC Agency: NC Office of State Human Resources

Telephone: 984-236-0818

E-mail: Glenda.Farrell@nc.gov

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2022 NASPE AWARDS

Advancing the HR Profession Award

DETAILS

Feel free to include links to websites as part of your nomination.

1. Please provide a brief description of this program.

The OSHR Qualified Workers' Compensation Professionals (QWCP) program was developed to provide critical training to state employees involved in Workers Compensation claim handling process. Providing the course modules as a certification program that covered all aspects of Workers' Compensation (WC) needed by agency workers' compensation professionals and agency safety professionals was also a way to incentivize and recognize an employee's completion of all Workers' Compensation and Safety training modules.

Employees in any agency/university in North Carolina may obtain recognition as a Qualified Workers' Compensation Professional (QWCP). The Qualified Workers' Compensation Professional (QWCP) designation requires that an employee successfully complete all 15 WC training modules. Each audio/video module is approximately 10-35 minutes in length and includes knowledge quizzes that require a passing score of 80%. Individuals with minimal or many years of experience with handling workers' compensation claim-related matters will benefit from this program.

The respective roles and responsibilities of the employee, employer, third party-administrator and other vendors, and Attorney General's office, as applicable, in workers' compensation claim handling are addressed in detail.

Newly certified QWCPs receive an electronic certificate and letter from OSHR including instructions for annual certification renewal. QWCPs will also be announced in Workers' Compensation Tip emails and recognized on the Safety, Health, and Workers' Compensation Division CompWorld SharePoint site. This designation may be renewed annually by participation in an OSHR webinar that will include any updates on law and claim handling procedures.

Link to our OSHR Qualified Workers' Compensation Professional Program brochure:

<https://oshr.nc.gov/media/4019/open>

2. How long has this program or effort been operational?

The program was launched on June 28, 2021.

3. Why was this program/effort created?

This program was created to advance the profession of the network of HR professionals involved in the workers' compensation (WC) claim handling process. This includes agency/university WC primary contacts and safety professionals that are regularly involved in WC claims. The program provides training opportunities and communications that meet the needs of hybrid work communities.

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The 15 modules include: A Primer in Workers' Compensation Terms and Definitions; Forms Used in Workers' Compensation Claims; Roles and Responsibilities in Workers' Compensation Claims, Initial Injury Reporting and Incident Investigation; Claim Compensability; Communications in State Workers' Compensation Claims; MMI, Return to Work and Medical Treatment; FCEs, Work Conditioning and Vocational Rehabilitation; Functional Job Descriptions; Return to Work; Claim Closing and Settlement Strategies; Salary Continuation; Life Cycle of a Litigated Claim; Medicare Set-Asides; and Rules 605 Discovery and 607 Requests.

4. What are the costs of this program/effort?

The program was developed by the NC OSHR's Workers' Compensation team who created the training content. To ensure that the program did not create any litigation issues, we actively collaborated with the attorneys who handle Workers Compensation claims at the Attorney General's Office. The training is housed on our Learning Management System, which can be accessed by employees who are part of our HR/Payroll System. We are charged \$10 for each user license for participants that are not part of our HR/Payroll System, and we have set aside \$1,000 to cover these anticipated expenses.

5. How is this program/effort funded?

There is no budget line for maintaining this program; however, costs associated with adding non-HR/Payroll System users is currently covered by OSHR.

6. How do you measure the success of this program/effort?

This Qualified Workers' Compensation Professionals Program has been well received by state employees in agencies/universities interested in obtaining certification and understanding more about Workers' Compensation, in general. Since the launch in late June 2021, 304 people from 34 agencies have completed at least one module. There have been 1669 modules completed. Seventy-five people have successfully completed all 15 modules and been presented certificates.

Breaking the modules into 15 workers' compensation topics has allowed users to select the topics that may be relevant to their job functions, rather than only being allowed to participate if they intend to complete the entire certification program. Someone who takes part in investigation of injuries would benefit from Initial Injury Reporting & Incident Investigation and Functional Job Descriptions and some other modules but likely has no need to know the information contained in Medicare Set-Aside or Claim Closing and Settlement Strategies. We anticipate that over the course of the next several years this training could well be utilized gradually by likely around 400 persons or more statewide.

We continue to receive positive response to the training. The training is available where employees need it, when they need it. We have seen some people who have just begun handling workers' compensation matters take the training right away to gain as much knowledge as they can from the beginning. Another benefit is that the modules are available if someone needs to go back and refresh their knowledge on a particular topic.

Below is one example of positive feedback received from an agency employee on January 11, 2022: "I would like to mention that I found this training to be most helpful and of high quality. The speed at which it was delivered, the relativity of the questions and the straightforwardness of this training were excellent. I have taken a lot of training through the State and this was by far one of the best! Thank you to those who spent the time to prepare this professional and informative training."

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2022 NASPE AWARDS
Advancing the HR Profession Award

7. How has the program/effort changed since its inception?

The program has not yet changed since it was rolled out 10 months ago.

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2022 NASPE AWARDS

Advancing the HR Profession Award

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Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

NOMINATION INFORMATION

Title of Nomination: OneHR Conference

State: PA

Contact Person: Kelly Hitz

Contact's Title: HR Communications Specialist

Agency: Governor's Office of Administration

Mailing Address: Finance Building, 613 North Street, Suite 110, Harrisburg, PA 17120

Telephone: 717.705.5695

E-mail: khitz@pa.gov

NOMINATOR INFORMATION

Nominator: V. Reid Walsh

Title: Deputy Secretary for Human Resources and Management

State: PA

Agency: Governor's Office of Administration

Telephone: 717.787.7191

E-mail: vwalsh@pa.gov

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2022 NASPE AWARDS

Advancing the HR Profession Award

DETAILS

Feel free to include links to websites as part of your nomination.

1. Please provide a brief description of this program.

The OneHR Conference is an annual event that brings together a growing number of public and private sector human resources professionals to network with colleagues and learn from industry leaders about the latest trends, topics, best practices, resources and tools in the profession. With office closures during the pandemic, followed by the implementation of a telework program for commonwealth employees, opportunities to come together and foster a sense of community are more important than ever. The one-day conference, organized in partnership with Harrisburg University, features experts from the commonwealth's HR team and private industry presenting on a broad range of topics relevant to the HR profession. The event has featured leading companies including Deloitte, NEOGOV, LinkedIn, SAS, Microsoft, Kronos, Accenture, SAP, KPMG, SuccessFactors, ServiceNow, and Salesforce. The conference keynotes and sessions are designed with all HR professionals in mind, from entry level to senior leadership, and continuing education credits are available for attending. Commonwealth staff collaborate with Harrisburg University to identify topics of value to our employees, based on the type of work they perform and current workplace issues. The conference also provides the opportunity to collaborate with other states and municipalities. The 2021 and 2022 events included panels on both "Post-Pandemic Opportunities to Reimagine the Workplace: Workplace Culture & How Various State Leaders are Responding" and "The Journey to Strategic HR," featuring government panelists from Tennessee, Missouri, Washington, North Dakota, Nebraska and Alaska. The first OneHR Conference was held in 2019 and attracted nearly 700

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commonwealth and non-commonwealth participants, drastically exceeded expectations and post-event metrics show the event was exceedingly well-received by attendees. Since then, the OneHR Conference has seen year over year growth in attendance. [View the full conference website, including the most recent speaking agenda and past event information.](#)

2. How long has this program or effort been operational?

The first OneHR Conference was held in 2019 at Harrisburg University of Science and Technology in Harrisburg, Pennsylvania and has been held annually since.

3. Why was this program/effort created?

Prior to June 2017, most state agencies staffed and funded their own human resources offices to support their operations. With the adoption of a shared services delivery model, employees have adjusted to working in a consolidated structure to support multiple agencies.

While effective, this model can leave little opportunity for employees to come together in one place to hear from leadership and to connect with colleagues from other parts of the state. In addition to the professional development objectives of the conference, the conference also presents an opportunity to create a feeling of cohesion among previously siloed employees. Additionally, holding our own conference is an investment in the professional development of our employees and is more cost effective than sending employees to outside sources for training and development.

4. What are the costs of this program/effort?

The cost of the event has remained at \$29 per commonwealth attendee since 2019, inclusive of planning and food. Speakers are not compensated for their participation. Based on annual attendance, the cost for each year's event has been:

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-2019 - \$19,227

-2020 - \$22,504

-2021 - \$21,402

-2022 – \$23,490

5. How is this program/effort funded?

Costs are funded by operational funds earmarked for training. Sponsorships from companies such as LinkedIn, Pennsylvania State Employees Credit Union, SAP, AIA and UKG also help to offset costs.

6. How do you measure the success of this program/effort?

The success of the OneHR Conference can be measured through attendance figures and a post-event surveys.

Since the first year of the event, attendance has been:

-2019 – 743 (663 of which were commonwealth employees)

-2020 – 776 (776 of which were commonwealth employees)

-2021 – 849 (738 of which were commonwealth employees)

-2022 – 905 (810 of which were commonwealth employees)

Attendees receive a survey after the conference to gather feedback on what worked well and what could be improved. Comments from the 2022 conference include:

- “This is the best conference I've attended in years. The speakers were interesting and provided valuable information. Fantastic conference!”

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- "The event is great for getting to interact and network with others in your field, especially people working remotely or in satellite offices in different parts of the state."
- "I really enjoyed this year's conference. It was to connect with colleagues in-person and learn about the latest HR trends, etc. Everything was organized well and I appreciated the relevant session topics. The food was also good. Overall, everything was nice!"
- "Thank you for holding the conference. I have found it to be insightful, and thought-provoking. I wish there were more opportunities such as this throughout the year."
- "WELL DONE! CONGRATULATIONS to those who put the conference together. Very professional. Thank you for the opportunity to take the day and really re-set. THANK YOU!"

Additionally, the conference has expanded to attract attendees both from other states and from the private sector. For the 2022 event, attendees hailed from Colorado, Illinois, Michigan, Minnesota, North Carolina, New Jersey, South Carolina, Texas, and Virginia.

7. How has the program/effort changed since its inception?

The 2020 and 2021 conferences were held virtually due to the pandemic. The OneHR Conference returned to an in-person format in 2022.

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OSCAR B. JACKSON, JR. AWARD



Oscar B. Jackson, Jr. was appointed Administrator of the Oklahoma Office of Personnel Management by Gov. David Walters in 1991. Jackson served in this capacity and later also as Secretary of Human Resources and Administration until his retirement in 2011. Jackson was the ultimate ambassador to NASPE members, frequently reaching out to new appointees and to long-time members to welcome them and offer encouragement. He truly reflected the spirit of NASPE.

Each year, the NASPE President can select an individual or individual(s) to recognize for their commitment to the association and their work that went above and beyond for the betterment of the association.

While always willing to lend a hand and jump in when needed, Kate Sheehan didn't anticipate having to step into a position quite so soon, but with the departure of NASPE President Franklin Plaistowe in Washington, she stepped in to take on the NASPE President's duties.



**Kate Sheehan, Division Director
Division of Personnel & Labor Relations
State of Alaska**

NEVILLE KENNING

CORPORATE PARTNER AWARD



Neville Kenning was NASPE's first and longest-serving corporate member and was part of the organization for 25 years. Kenning was a renowned classification and compensation consultant who earned the respect and trust of his clients through a strong work ethic and taking time to get to know them and understand their needs. He was the ultimate corporate partner who understood that it was about "relationships, relationships, relationships" and not about selling - the business would come once relationships and trust were built.

Last year, we announced an award in Neville's memory – the Neville Kenning Corporate Partner Award. The award winner was chosen by a vote of the state members on the NASPE corporate partner who has added the most value to the association and to state government human resource management throughout the year.

This year's winner has set the tone by providing amazing resources on the changing landscape of HR and the future of work and being a true partner. We're thrilled to present the inaugural Neville Kenning Corporate Partner Award to Deloitte.



Deloitte.

