



National Association of State Personnel Executives

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THE NASPEs
HALL OF FAME

The page features decorative hexagonal patterns in blue and orange. In the top left, a blue hexagon is partially visible, with an orange one overlapping its bottom-left corner. In the top right, a blue hexagon is partially visible, with an orange one overlapping its bottom-right corner. In the bottom left, a blue hexagon is partially visible, with an orange one overlapping its top-right corner. In the bottom right, a blue hexagon is partially visible, with an orange one overlapping its top-left corner.

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.

2023 NASPEs AWARD

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

NOMINEE INFORMATION

Nominee: Matthew Brown Title: State Personnel Director

State: IN Agency: Indiana State Personnel Department

Telephone: 317-232-3080

E-mail: mattbrown@spd.in.gov

Brief Biography of Nominee (One paragraph, please):

Matthew (Matt) Brown began his career at the Indiana State Personnel Department (INSPD) as an Employee Relations Specialist after he earned his bachelor's degree in Public Affairs with a concentration in Public Management from Indiana University. He graduated from the Robert H. McKinney School of Law in 2013, summa cum laude, and began working as an Associate Attorney with Faegre Baker Daniels. As an associate, Matt represented clients in federal and state courts and in administrative hearings before a myriad of state and federal agencies. In 2014, Matt returned to INSPD as Employee Relations Counsel. In 2017, he joined the executive leadership team as Deputy Director. Matt has held the role of State Personnel Director since December 2020.

NOMINATOR INFORMATION

Nominator: Jordan Bolden Title: Chief of Staff

State: IN Agency: Indiana State Personnel Department

Telephone: 317-607-4185

E-mail: jobolden@spd.in.gov

ALL SUBMISSIONS MUST:

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

DETAILS

Provide a narrative answer for each of the questions. You are limited to four-pages (based on regular 8 1/2 x 11" paper double-spaced in 12-point font). Also, provide one letter endorsing the nominee's achievement. Do not send supporting documentation.

- 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.**
- 2. Describe how the nominee has demonstrated exceptional leadership in the field of human resource management beyond your state human resources organization.**
- 3. Describe the nominee's leadership and/or management skills in implementing human resource management programs.**
- 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.**
- 5. Describe any relevant state human resource management programs or initiatives that were successful because of the nominee's involvement.**

1. Upon assuming directorship of the Indiana State Personnel Department (INSPD) in 2020, Matthew (Matt) Brown led the agency as it accomplished several monumental, and often historically difficult, projects, most notably the first compensation restructure for all State of Indiana executive branch, civil service employees since 1976.

In addition to compensation, Matt led the INSPD team as we rolled out the NextLevel State Work initiative to make state employment more attractive. This initiative packaged together 4 new employee-centric policies, 5 employee-focused programs, and 2 changes to the state's compensable time rules. Also, in 2022, Matthew led the INSPD Benefits and Wellness team as they introduced a new Tiered Network to the State Employee Health Plan, which saved the state of upwards of \$23M, and as they designed a brand-new, evidence-based Wellness Rewards Program, which identifies and targets behaviors that most strongly affect health outcomes. Additionally, INSPD was able to update the state's Affirmative Action Planning Process, provide consolidated HR data dashboards to customer agencies in Tableau for better workforce planning and decision making, enhance and standardize the state employee orientation experience, and modernize the state's Human Capital Management tool, PeopleSoft HCM to 9.2 from 9.1 – which had not been updated since it was rolled out in 1999. As a result of these changes, the state has seen a significant drop in employee churn, improved recruitment efforts, a 20% increase in participation in the employee engagement survey, and an increase in our employee engagement score from 3.67/5 (2019) to 3.98/5 in 2023—all indicative of a more engaged and committed workforce.

2. As a career professional in the field of HR, Matt has been a member of various professional HR organizations and member associations. Matt's leadership through his insistence on doing what's best for state employees has led the Indiana State Personnel Department to successfully plan and execute changes that have set an example for other states' personnel teams to follow. Since the announcement of NextLevel State Work, and especially the compensation study and its subsequent implementation, several other state personnel departments across the country have asked to meet with us to learn more about

our process and our implementation. By successfully leading and implementing large-scale changes in Indiana, Matt has set a strong example that other states can now follow.

3. Matt leads with decisive action and dedication to the project at hand. He regularly assesses project goals and ensures his teams' efforts align with the agency's long-term goals. He drives for excellence in all he does. He leads by example, working aside his team to get the job done. Throughout the year-long process of the NextLevel State Work implementation, to give just one example, Matt worked early mornings, late hours, and weekends to make sure the team's projects stayed on track with their target completion date. Seeing Matt's drive, other State Personnel executives and team members reflected that same dedication and intensity to keep the project on track. When faced with an identified risk or barrier, like increased employee turnover or rising employee health plan costs, Matt is quick to take mitigating action to address the concern. He is not afraid to seek external support when needed, and he never hesitates to advocate for the resources requested by his team.

Matt is not only focused on present day accomplishments, but he also actively invests agency resources towards employee trainings that set up INSPD for future success. Matt has worked with the INSPD Learning & Development team to create Staff Training & Resources (STAR), a comprehensive training program to introduce new INSPD employees to each division and the major components of state government HR, thus developing the knowledge base and competency of INSPD employees and equipping our teams to better serve State of Indiana employees.

4. Matt's exceptional leadership has been instrumental in Indiana's recognition as a model employer, not just in the state, but also nationwide. Through his exceptional strategic planning, deep knowledge of HR and state government, and unwavering dedication, Indiana has become a top employer, and this has not gone unnoticed among other state personnel departments. At the most recent National Association of State Personnel Executives (NASPE) conference, Indiana was recognized by the National Association of State Budget Officers (NASBO) for having one of the most well-rounded approaches to Employee Engagement among other state governments. The NASBO representative highlighted Indiana's Next Level

State Work initiative and discussed the positive impacts Indiana had reported. This recognition is a testament to Matt's visionary leadership and the tireless efforts of his team. In fact, several state personnel teams have requested meetings with Matt and his team to discuss our compensation overhaul, hoping to emulate our successful initiatives. Thanks to Matt's leadership, the State of Indiana has truly become a trailblazer in the realm of employee engagement and has set a new standard for other state governments to follow.

5. Most notably, with great foresight Matt initiated the state employee Compensation Study in October 2021 to address the widening gap between compensation ranges in the public and private sectors. Seeing that in 2021, for example, Indiana's salary ranges were lagging on average 30% behind market ranges, Matt took action to address this clear disparity. With support from Governor Eric J. Holcomb, and through a process of consensus building among key stakeholders across various agencies, INSPD was able to roll out a new compensation structure, built with a market-based compensation philosophy. Following the study and implementation, new salary ranges were aligned with market values, generally utilizing the 50th percentile of market as the target midpoint for state employee salary ranges.

The changes that came out of this compensation study and resultant salary adjustments for state employees cannot be overstated. Starting minimum salaries for critical to fill positions increased on average by over 15%. Nurse salaries, for example, increased from \$47,502 annually to a more competitive \$62,218 in the Indiana job market, and family case managers' starting salaries increased from \$40,092 to \$47,320. The NextLevel State Work initiative and compensation restructure during the great resignation and COVID-19 pandemic enabled Indiana to stand out as an employer of choice, resulting in substantial positive impacts to Indiana's retention rate, employee engagement, and talent acquisition.

In an article published by WFYI, one employee shared that before the compensation study and salary adjustments, she was doing odd jobs outside of work to make ends meet, and her personal life was suffering. "So, this [salary adjustment] not only will help with financial things," she said, "but it will also help with my work-life balance." Specifically, this employee was looking forward to spending more time

with her children. "I think [the new pay plan will] make the state of Indiana jobs more sought out and harder to get and people will really hold on to those jobs," the same employee predicted in November 2022. And to confirm her assessment, in the short time since salary adjustments were announced in the fall of 2022, the state has seen a consistent decline in employee resignations (from -897 in October 2022 to -459 in March 2023), as well as a consistent rise in new hires (from +649 in October 2022 to +943 in March 2023).

In sum, Matt Brown began his directorship during a statistically challenging era in state employment. But anticipating a challenge, Matt aligned his team around central pillars, established strategic plans to make Indiana a model for the future of state employment, and cascaded goals to each of his teams, who worked effectively to analyze the existing structure and create a more effective state employee compensation system. And since Matt Brown took the top HR leadership role, the State of Indiana has seen a complete reversal in our vital recruitment and retention stats, employee engagement scores, overall healthcare costs and more—all of which stats are a direct result of Matt's foresight and solutions-oriented, lead-by-example mentality. Both our vital statistics and our employees speak to the success and the impact of the agenda Matt focused his energy on bringing to fruition.



STATE OF INDIANA
OFFICE OF THE GOVERNOR
State House, Second Floor
Indianapolis, Indiana 46204

Eric J. Holcomb
Governor

April 11, 2023

NASPE Awards Program Committee,

It is my honor to nominate Matthew A. Brown, our State Personnel Director, for the Eugene H. Rooney, Jr. Award for Leadership. Matt has demonstrated exceptional leadership, innovation, and commitment in improving the State of Indiana's employee experience and the human resources landscape during a time of unprecedented change.

Matt demonstrates a deep commitment to public service and a keen understanding of the complex legal and operational issues that impact the field of human resources. He has extensive experience as a labor and employment attorney and his hands-on work previously as a deputy director have given him a unique perspective on the challenges facing HR professionals in both the public and private sectors.

Under Matt's leadership, the state has undergone a significant transformation in its approach to human resources management. Matt became State Personnel Director during a time of great uncertainty and change, and he has risen to the challenge in remarkable fashion. He has been a driving force behind our efforts to modernize the state's compensation system to improve the recruitment and retention of employees, and he played a critical role in the development and implementation of the NextLevel State Work initiative.

Matt took the helm of the Indiana State Personnel Department in December 2020, just as the COVID-19 pandemic began to transform the workplace and the Great Resignation began to reshape the workforce. Despite these challenges, Matt worked with my team to develop and implement the NextLevel State Work initiative, which addressed key areas of the employee experience and led to significant improvements in recruitment, retention, and employee satisfaction. The initiative included the introduction of new policies and employee-focused programs, as well as a comprehensive overhaul of the state's compensation structure, resulting in over \$160 million in annual pay increases for all civil service, executive branch employees.

Matt is a true innovator in the field of human resources and shows an unwavering commitment to achieving excellence in all that he does. He is an exceptional leader and mentor, a dedicated public servant, and a worthy nominee for the National Association of State Personnel Executives' Eugene H. Rooney, Jr. Award for Leadership.

Sincerely,

A handwritten signature in brown ink that reads "Eric J. Holcomb". The signature is stylized with a large, sweeping "E" and "H".

Eric J. Holcomb

2023 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: Kelly Hardwick Title: State Personnel Director

State: MS Agency: Mississippi State Personnel Board

Telephone: 601-359-1406

E-mail: Kelly.hardwick@mspb.ms.gov

Brief Biography of Nominee (One paragraph, please):

Kelly Hardwick was appointed Executive Director of the Mississippi State Personnel Board in March 2017. Kelly is no stranger to Mississippi state government. He served as both General Counsel and Chief of Staff for the Mississippi Home Corporation, the housing finance authority for Mississippi and served as Chief of Staff to Lieutenant Governor Amy Tuck. In this role, he was responsible for all affairs and daily operations for the Lieutenant Governor and acted as both counselor and adviser. After serving as Chief of Staff to Lieutenant Governor Amy Tuck for two years, Kelly returned to private law practice specializing in governmental consultation, public finance, and business transactions. Kelly received his Bachelor of Science degree from the University of North Alabama and his Juris Doctorate from the University of Mississippi School of Law.

NOMINATOR INFORMATION

Nominator: Brittany Frederick on behalf of the MSPB Executive Team Title: Communication Director

State: MS Agency: Mississippi State Personnel Board

Telephone: 601-359-2701

E-mail: Brittany.frederick@mspb.ms.gov

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2023 NASPEs AWARD

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

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

Since being appointed State Personnel Director in 2017, Kelly has taken a proactive approach to improving state human resources management. He is not afraid to challenge the status quo and erase the common government philosophy of "that's the way it's always been done." Kelly is a leader who empowers his staff to utilize their knowledge and experience to make improvements to state human resources management. Major projects and achievement under Kelly's leadership include:

- **Project SEC²:** Project SEC² (State Employee Classification and Compensation) was the first major review and overhaul of Mississippi's classification and compensation system since 1981.
- **Complete rewrite of MSPB Policy and Procedures Manual and State Employee Handbook:** By clarifying how agencies should address unsatisfactory job performance and eliminating unnecessary regulations, MSPB updated policies ensure employees' right are protected through due process and allow agencies to operate more efficiently.
- **Overhaul of the state employee Performance Management System:** MSPB implemented a new Performance Review System that is based on an employee's actual performance including job knowledge, technical skills, ability to use required equipment, problem solving, decision making, and project management. Previous performance

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reviews evaluated employees based on competencies such as integrity, which are now considered disciplinary issues.

- **Pandemic Guidance for State Agencies:** Kelly took a transparent approach to providing timely COVID-19 guidance to state agencies to assist with compliance with applicable executive orders and federal laws.

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

Under Kelly's leadership, MSPB spearheaded the organization of Mississippi's first chapter of the International Public Management Association for Human Resources to establish affiliation with an international organization for government HR professionals. Kelly served as the chapter's first president, and Mississippi will host the Southern Region conference for the 13 southern states less than two years after the chapter was established.

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

Under Kelly's leadership at MSPB, the agency has seen a significant reduction in staff turnover. Kelly empowers his staff to utilize their knowledge and expertise to make positive changes. He takes a proactive approach to leadership and constantly seeks ways to improve processes and serve agency stakeholders.

Additionally, Kelly takes an open approach to communicating with the Mississippi Legislature.

Under his leadership, key MSPB staff members now have open and efficient communication with leaders in the Legislative Budget Office. This intangible approach to open communication

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has led to tangible benefits for state employees like pay increases (just by communicating relevant, accurate information to key stakeholders in the Legislative process).

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.

Kelly currently serves as NASPE secretary/treasurer. He previously served as an at-large director. In 2021, he received the Oscar B. Jackson President's Award President's Award for his commitment to NASPE and its members.

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

The most notable initiative that owes its inception and success to Kelly's leadership is Project SEC² (State Employee Classification and Compensation), the first major review and overhaul of Mississippi's classification and compensation system since 1981. Over the last 40 years, Mississippi's classification and compensation system became outdated and disjointed. After research and review, Kelly empowered MSPB staff to modernize the system to give more accountability and to be more functional and transparent for the Legislature, agencies, and state employees. Project SEC² improved Mississippi's classification and compensation system by streamlining the number of job classifications from more than 1,900 to 641 and establishing salaries that are competitive, consistent, and equitable. Notably, Mississippi was the first state to electronically collect and evaluate more than 23,000 Position Description Questionnaires from state employees.

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The most influential change to Mississippi State government HR in four decades would not have been possible without Kelly's leadership, although he would disagree. Whenever Project SEC² is praised, Kelly always gives accolades to his staff, which is a testament to his humble leadership approach. However, those who work for Kelly attribute the success of a project of this magnitude to a leader who believes in his staff, confronts change with a smile on his face, and believes the best in state government HR is yet to come.

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KELLY HARDWICK
EXECUTIVE DIRECTOR

April 12, 2023

To the NASPE Award Nominating Committee:

It is our pleasure to nominate Kelly Hardwick, State Personnel Director for the State of Mississippi, for the NASPE Eugene H. Rooney, Jr. Leadership in State Human Resource Management Award.

Kelly Hardwick was appointed Executive Director of the Mississippi State Personnel Board in March 2017. Under his leadership, the Mississippi State Personnel Board has worked proactively to improve state human resources management through projects including:

Major projects and achievement under Kelly's leadership include:

- **Project SEC²:** Project SEC² (state employee classification and compensation) was the first major review and overhaul of Mississippi's classification and compensation system since 1981.
- **Complete rewrite of MSPB Policy and Procedures Manual and State Employee Handbook:** By clarifying how agencies should address unsatisfactory job performance and eliminating unnecessary regulations, MSPB updated policies ensure employees' rights are protected through due process and allow agencies to operate more efficiently.
- **Overhaul of the state employee Performance Management System:** MSPB implemented a new Performance Review System that is based on an employee's actual performance including job knowledge, technical skills, ability to use required equipment, problem solving, decision making, and project management. Previous performance reviews evaluated employees based on competencies such as integrity, which are now considered disciplinary issues.
- **Pandemic Guidance for State Agencies:** Kelly took a transparent approach to providing timely COVID-19 guidance to state agencies to assist with compliance with applicable executive orders and federal laws.

As members of Kelly's executive team, we can attest to his commitment to Mississippi state government human resources through his open approach to communicating with key stakeholders including members of the State Legislature, the Legislative Budget Office, agency heads, and state HR staff members. Kelly empowers his staff to make improvements to state government. Kelly's humble nature always directs external accolades away from himself, but we can assure you that none of the recent monumental changes would have been possible without Kelly leading the way, believing in us, and fighting to improve state government human resources management.

It is not only an honor to submit him for consideration for this award, but to work for a genuine, humble, proactive leader like Kelly Hardwick.

Sincerely,

Three handwritten signatures in blue ink. The top signature is the most prominent and appears to be "H. Hardwick". Below it are two other signatures, one of which is clearly "Michael Finley".

Ensuring a Quality Workforce

210 East Capitol Street, Suite 800 • Jackson, Mississippi 39201
Phone (601) 359-1406 • www.mspb.ms.gov

RECIPIENT

2023 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: Franklin Plaistowe Title: Chief Human Resources Officer

State: WA Agency: Attorney General's Office

Telephone: 360-480-7916

E-mail: Franklin.Plaistowe@atg.wa.gov

Brief Biography of Nominee (One paragraph, please): Franklin has worked for the State of Washington since November of 2003. He began his career as an Attorney with the Attorney General's office and then moved into the HR field working as an agency HR Manager, a Labor Negotiator, acting as the State Chief Human Resources Officer for more than 6 years and then finally moving into his current role as the CHRO for the Attorney General's Office. In his spare time, Franklin and his spouse are raising an amazing kiddo, Carmela and he enjoys singing slightly off-key and interpretive dancing.

NOMINATOR INFORMATION

Nominator: Michaela Doelman Title: State CHRO

State: WA Agency: Office of Financial Management

Telephone: 360-790-8315

E-mail: Michaela.Doelman@ofm.wa.gov

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2023 NASPEs AWARD

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

DETAILS

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

As the State Chief Human Resources Officer for the State of Washington, Franklin Plaistowe participated in numerous committees, projects and task forces that had tremendous impact for the State Workforce and the people of Washington. Some of the most notable are:

- HR Governance Workgroup: As a decentralized state that provides centralized support to more than 75 state agencies and higher education institutions with their own HR leaders, Franklin built out an HR Governance structure that brought HR leaders together in a collaborative fashion to help inform HR priorities, seek feedback on policy and other HR initiatives and share best practices to improve the HR field across Government. The HR Governance structure can be found here: <https://ofm.wa.gov/state-human-resources/hr-leadership-and-development/hr-governance>.
- Statewide DEI Council: As part of the HR Governance model, Franklin was the Executive Sponsor for the statewide DEI council which has put on an annual DEI conference that provides free learning and skill building to thousands of state employees, created statewide DEI competencies, helped to develop an executive order and training directive related to DEI, and also supports the state workforce in better attracting and retaining a workforce that reflects the people we serve and provides better opportunities to historically underrepresented populations.
- Washington Resilience Group Taskforce: During the pandemic some state agencies (like health and unemployment insurance agencies) were really overwhelmed with work while other agencies experienced a decrease in workload. Franklin realized the state could benefit by having a nimbler workforce that would allow employees to move into different roles based on needs when a state of emergency is declared. Franklin helped lead a workgroup that developed a strategy and plan to ensure the state workforce was more prepared to shift to support whatever need was necessary in a future emergency or disaster. Examples included efforts to provide staff across agencies to support COVID contact tracing efforts as well as redeployment of healthcare staff between agencies.
- Information Technology Professional Structure (ITPS) Workgroup: The state's IT classification and compensation structure was outdated and impacting the ability to recruit and retain skilled IT workers while also resulting in inconsistency in classification and compensation across agencies. Franklin helped lead a multi-year taskforce that completely overhauled the classification and compensation structure. Afterwards, he co-chaired the ITPS committee with the state's CIO to ensure the structure remained cutting-edge as technology needs evolved.

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

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On the scale of Centralization, the State of Washington is further to the side of de-centralized. The State HR team is a team of approximately 75 individuals providing centralized HR policy and some services to approximately 98,000 state government and higher education employees. Each organization has their own HR team with an HR leader that reports to that organization's CEO/Director. Even though HR leaders did not report to Franklin in his role, he was still looked to as the leader that most HR Directors and agency CHROs would go to for guidance, mentoring and support when it came to advancing HR work in their organizations. Most notably, Franklin provided leadership through:

- **Providing Statewide guidance and Directives**: Under his leadership, Franklin issued multiple State HR directives and workforce guidance that helped set the tone for improving the workplace culture for state employees. Most notably Directives 20-02 (Workforce Diversity Plans), Directive 20-03 (DEI Model Policies), Directive 21-01 (Working conditions for employees performing duties at another agency and salary guidance in response to Novel Coronavirus), and Directive 20-04 (Salary setting for employees performing emergency/disaster duties at another agencies in response to Novel Coronavirus). Workforce guidance he issued during the pandemic encompassed providing leave with pay for employees to quarantine and providing paid leave for employees to receive vaccination as the Novel Coronavirus vaccines were being distributed, even before federal leaves were available, coordinating with state agencies where employees fell in line within the Department of Health's vaccine distribution plan, and leading the path for agencies and higher education institutions on a safe "[Healthy Washington - Roadmap to Recovery](#)" guide in alignment with the states COVID-19 phased recovery plan. In addition to the workforce guidance issued, under Franklin's leadership, State HR quickly amended the civil service rules and negotiated several Memoranda of Understandings with our labor partners to align with the workforce guidance.
- **Building and overseeing an HR Governance structure**: As a decentralized State, Franklin built and led an enterprise governance structure that brought to together leaders from all state agencies and higher education institutions to share best practices, set priorities, inform State HR decisions, and build community for more standard practices and employee experience across the enterprise. This governance structure was a key factor in helping state agencies navigate the pandemic as well as we did.
- **Mentoring and Guidance**: Franklin is looked to as a mentor and key leader in the statewide HR community and beyond. During the #metoo movement, he provided consultation and leadership coaching to agency executives as they navigated various complaints and investigations, he provides regular coaching and mentoring to other HR Directors as well as members of his team, and he even partners with a statewide consortium of HR leaders across all governments (cities, counties). During the pandemic, he led the statewide HR community on various issues, to include a vaccine mandate, and a healthy WA phased approach to reopening services.
- **Influencing beyond HR**: When Franklin started in his role, HR was not a well-respected profession amongst statewide agency leaders. Through his keen listening skills, building relationships and trust, and demonstrating HR's value to business operations, Franklin built the business case for why HR is so important. The result is that over Franklin's tenure, the State HR team grew by more than 30%, has expanded their bargaining responsibilities for K12 school employee healthcare benefits, built a team to advance DEI across the enterprise, and has been able to launch many successful programs like the ITPS classification overhaul.

In addition, many NASPE members have shared how Franklin's leadership and support was instrumental when he served as the president of NASPE, during the #metoo movement and most recently throughout the COVID-19 pandemic. He frequently led nation-wide meetings sharing advice and guidance that the

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State of Washington developed so that others could learn from our best practices and our lessons learned.

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

Franklin is a facilitative leader. He brings in subject matter experts who are all focused on a shared mission and goal so that we can achieve holistic and well-thought-out HR programs. Some of the specific skills and competencies he regularly leverages are:

- Strategic thinking: Franklin is always thinking about the end goal, and how to navigate the complexities of the system to achieve that end goal. He has built relationships with key elected officials, partners with the statewide budget team to ensure HR policies are prioritized and facilitates statewide leadership sessions to ensure culture and employee well-being priorities are supported and carried out across the enterprise.
- Supports change management: During Franklin's tenure, he oversaw a lot of change both within his team and across the enterprise. Franklin frequently used the ADKAR model for change management, ensuring the people impacted by the change had plenty of lead time to know what was happening, understood the value of why the change was happening, partnered with agencies to build toolkits and other learning so folks had the skillset to manage the change and be successful doing their work in the new environment and continued to support people after the change occurred until it became second nature.
- Cross-boundary collaboration: There are two centralized HR teams in the State of Washington. The team that Franklin lead oversaw statewide HR policy, rulemaking, strategy & innovation, classification & compensation, and bargaining. The other team, which is in another agency oversees statewide training, leadership development, EAP, and talent acquisition. Prior to Franklin's hire, the relationship between the two teams was tenuous. Franklin approached the work without ego and helped the two teams focus on the opportunity to provide more holistic and improved services to the rest of state government through better collaboration. Through his collaboration work, he helped build working agreements that resulted in new policies and trainings coming out in tandem so that employees had access to the learning they needed to successfully administer these new policies.
- Shows empathy and compassion: Franklin exudes empathy and compassion regularly, but it was exemplified during the pandemic when State HR had to administer rules and policies that not everyone was happy about. Both his team and other state employees were under huge amounts of stress, and Franklin ensured that every interaction and every policy that was built kept the human element in mind. He helped build policies that supported working caregivers and people with compromised immune systems, he supported a workplace culture where people could be real and talk about their own struggles, and he always approached other people's frustration with a compassionate attitude, recognizing that our emotions are more than just one circumstance but instead usually reflect all that person is dealing with.

- Facilitative leader: Franklin was a subject matter expert in many things but he always ensured

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- Include a complete nomination packet • Conform to all copyright laws

2023 NASPEs AWARD

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

he built a strong, diverse team of experts before making any important decision or building any policy or program. He sought out voices that are not traditionally heard and ensured everyone had an opportunity to share before making decisions.

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.

Franklin is the epitome of the NASPE mission. Not only did he regularly lead the NASPE calls during the COVID-19 pandemic, sharing all of the work Washington was doing as we were the first state to have a confirmed COVID case and to experience the international fraud assault on unemployment claims, but he has always encouraged his team to join committees and share information in the public forum. Under Franklin's leadership, one of his teams won a 2022 NASPE award for the HR Dashboard they built that makes employee and HR data transparent and accessible to the general public.

When I was at the NASPE mid-year meeting in January of 2023, more than 5 HR leaders across the nation both asked how Franklin was doing and shared how instrumental his leadership was in helping their states navigate the COVID-19 pandemic. They shared how he helped lead many of the NASPE calls, and that he was always willing to get on the phone to talk through any issues they were having.

5. Describe any relevant state human resource management programs or initiatives that were successful because of the nominee's involvement.
The following programs were successful because of Franklin's leadership in State HR:
 - Raising visibility of the importance of HR as a profession in state government and expanded the role of State Human Resources.
 - COVID-19 initiatives on several emerging issues during the pandemic, to include, Implementing a statewide vaccine mandate and initiating COVID related leaves before the federal government did
 - Building an HR Dashboard that's accessible to the general public
 - Promoting movement toward statewide DEI initiatives through creation of a team within State HR and developing workforce guidance and directives
 - Started the conversation about recruitment and retention early on through his HR Employer of Choice advisory and coordinating group, which worked collaboratively with the HR community to support strategic efforts across state government to become an employer of choice.

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STATE OF WASHINGTON
OFFICE OF FINANCIAL MANAGEMENT

Insurance Building, PO Box 43113 • Olympia, Washington 98504-3113 • (360) 902-0555

April 3, 2023

Dear NASPE Awards Committee,

I am delighted to endorse Franklin Plaistowe's nomination for NASPE's distinguished Eugene H. Rooney, Jr. Leadership in State HR Management award.

I had the distinct privilege of working with Franklin in several roles. I first partnered with him in his role as our state's Chief Human Resources Officer while I was an HR director in two agencies, and then I briefly supervised him in my role as Deputy Director of our agency. From these vantage points, I have witnessed Franklin as an instrumental leader in helping advance the HR profession in the state of Washington.

When I first joined state service after working in the private sector, I wasn't sure what to expect about how the state managed HR. I had worked for an international company that was known for an HR department that fostered an employee-centric and high-performing culture. Franklin was one of the first people outside my agency to reach out and welcome me to state government. He shared his HR management philosophy, the governance model he built for the state, and some key initiatives his team was leading like the "Employer of Choice" and "DEI" programs. It was a pleasant surprise to find out that, through his statewide leadership, the state was keeping pace with many of the private sector's best practices in HR.

Although I could share many examples of how Franklin's leadership helped advance the HR field, the most notable one is how he led the state of Washington through the COVID-19 pandemic. As you know, Washington was the first state to have a diagnosed case and to experience and identify the international fraud scheme that targeted people filing for unemployment. He quickly identified how big the pandemic would become and built a team of people to focus solely on pandemic issues and response.

Through his leadership, the State HR team built and maintained a [Healthy Washington – Roadmap to Recovery](#) guide that ensured state HR, facilities, and safety professionals had up-to-date standard guidance for every phase of the pandemic. This easy-to-reference document was used by more than 50 state agencies and higher education institutions and was also shared with cities, counties and other states. It involved countless hours of expert analysis, legal advice, rule and law updates, and consultation with health professionals that helped many HR organizations respond to ever-changing pandemic guidelines in a way that was legally compliant and prioritized employee and customer health and safety. To say that the guide was vital and impactful to the HR community is an understatement.

Even now in his role as the CHRO for our State Attorney General, Franklin continues to be a leader in the state HR community, a mentor to other HR leaders, and an advocate for the advancement of the HR profession. In light of his many contributions and achievements, I give my wholehearted endorsement for him to receive this special award.

Sincerely,

Emily Beck
Deputy Director

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.

2023 NASPEs AWARD

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

PROGRAM INFORMATION

Program Title: NextLevel State Work State: IN

Contact Person: Jordan Bolden

Contact's Title: Chief of Staff

Agency: Indiana State Personnel Department

Mailing Address: 402 W Washington Street, Indianapolis, IN 46204

Telephone: 317-607-4185

E-mail: jobolden@spd.in.gov

NOMINATOR INFORMATION

Nominator: Jordan Bolden Title: Chief of Staff

State: IN Agency: Indiana State Personnel Department

Telephone: 317-607-4185

E-mail: jobolden@spd.in.gov

RECIPIENT

DETAILS

1. Please provide a brief description of this program.

In March of 2022, Indiana Governor Eric J. Holcomb announced The [NextLevel State Work](#) program—a multipronged initiative designed to address three key aspects of the State of Indiana employee experience: (1) Flexible Work Arrangements, (2) Competitive Compensation, (3) Employee Engagement & Well-being. By directly utilizing feedback from the state's biannual employee engagement survey, this initiative packaged together 4 new standardized policies, 2 changes to the state's compensable time rules, 5 new or revived employee-centric programs, and the most comprehensive overhaul of the State of Indiana's compensation structure since 1976 resulting in pay increases for all executive branch, civil service employees.

In total, the NextLevel State Work initiative enabled and standardized remote work at 15hrs/week for all eligible employees; standardized education reimbursement at \$5,250 as part of total compensation package for all executive branch employees; introduced referral bonuses; doubled paid community service leave time; allowed for accrued leave to be used immediately by new employees; encouraged the rehiring of retired state employees; allowed for the double filling of positions for employees retiring from key roles within each agency to promote a more thorough knowledge transfer; committed to creating a culture of recognition by standardizing and funding two employee awards programs; conducted a dependent care needs assessment; and most importantly, directly addressed the chasm between public sector and private sector jobs by rolling out a completely new compensation structure for all 24,000+ executive branch, civil service employees, based on the results of a yearlong compensation study.

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

The NextLevel State Work initiative was announced by Governor Eric J. Holcomb in March 2022. The new compensation structure was implemented in October 2022.

ALL SUBMISSIONS MUST:

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

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

The goal of the NextLevel State Work initiative was to retain Indiana’s No. 1 resource—its high-quality employees--and continue attracting others like them. Before the NextLevel State Work policies were announced March 2022, the state's net employee churn (Jan. 2021- Dec. 2021) was -2,079; the average number of applications per job opening dropped from 12 applications per opening in 2019 to about 7 per opening in 2022; and our vacancy rate peaked at over 25% in 2021. The state was unable to consistently recruit or retain talent in many critical service roles.

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

Other state personnel organizations have worked to rebuild employee compensation systems or to enable remote and hybrid work schedules, but no other state has gone as far to design and implement such a comprehensive system of employee-centered policies and programs.

Some highlights from this comprehensive set of policies include:

- **15hrs of remote work** for all eligible employees through the Flexible Work Arrangements Policy. Over **8,168** state employees currently use this policy.
- **\$5,250** in annual tuition reimbursement as part of employees’ total compensation package.
- **\$500 Referral Bonuses** for each full-time candidate referred and successfully hired by the state paid to referring employee.
- **15 hours** of community service leave time available to all full-time employees.
- **Allowed immediate** use of accrued leave time for newly hired employees.
- Most importantly, **set compensation for all executive branch, civil service employees at the 50% percentile of Indiana market--increasing salaries statewide by an average of 15%.** Starting minimum salaries for critical to fill positions such as “Nurse” increased from **\$47,502** annually to a more competitive **\$62,218** in the Indiana job market, and a “Family Case Manager” starting salary increased from **\$40,092** to **\$47,320**.

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To our knowledge, no other state HR organization has undertaken or completed the implementation of such a comprehensive program. Altogether, over **24,000** employee salaries were increased by a total of **\$222M annually**.

5. What was the program's startup costs?

The Compensation Study and benchmarking of state salaries totaled \$321K. Outside of the Compensation Study, the program startup costs were de minimus and limited to routine operational expenses of the agency.

6. What are the program's operational costs?

The compensation restructure resulted in an additional \$160M directed to executive branch employee wage increases from the general fund annually, but the investment totaled a nearly \$222M with the inclusion of the Legislative and Judicial branch employees and employee fringe benefits.

7. How is this program funded?

Allocated general funds approved by the Indiana General Assembly. Some employee salaries are funded, in whole or in part, by federal funds in relation to program objectives and requirements.

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

9. Are you aware of similar programs in other states? ☒ ☐

If yes, how does this program differ?

While other states may offer employees standalone tuition reimbursement or remote work programs, or where others may have adjusted employee compensation structures, no other state has taken such swift and direct action to address employee needs this comprehensively—from their date of hire to their retirement. In addition, the State of Indiana has amended its Tuition Reimbursement policy to allow for partnerships with local universities to offer Tuition Assistance--where the state would pay tuition expenses directly to the university in order to remove additional financial barriers for employees.

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

ALL SUBMISSIONS MUST:

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In the 12 months since the announcement of phase one of the NextLevel State Work initiative in March 2022, the State of Indiana has seen dramatic turnaround in the number of applications per open position, employee churn and vacancy rates:

- In early 2022, job applications had fallen to less than 7 applicants per open position. Now in early 2023, we see 9 to 10 applications per open position, and that number continues to increase month over month.
- In 2021, State of Indiana employee churn was -2,079. In contrast, employee churn in the 12 months since the March 2022 announcement of the Next Level State Work policies, employee churn is +1,559 (from 29,765 employees on March 6, 2022, to 31,324 on March 6, 2023).
- In 2022, the State of Indiana's vacancy rate reached an all-time high of 24% with a sustained negative churn. As of March 2023, our recovering vacancy rate sits at 17% and will continue to decline with sustained positive employee churn.
- Average time to fill and time to hire have both been fallen by 13 days since early 2022.

In addition to hiring and retention metrics, in 2019 the statewide engagement survey, "The Pulse Survey," had 9,055 participants with a statewide average score of 3.67/5. In March 2023, the Pulse Survey had 18,090 participants and a statewide average score of 3.98/5. This dramatic increase in participation and score are a testament to the increase in levels of employee engagement, which, according to Gallup's Q12, is one of the strongest indicators of overall productivity, longevity, and an overall positive employee experience.

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

Looking to the future, we are committed to continuing to make the State of Indiana as an employer of choice. We recognize that there is always room for improvement, and we are eager to hear from our employees through our upcoming engagement surveys. We will carefully analyze the feedback and use it to guide our ongoing efforts to make Indiana a top employer. Our NextLevel State Work initiative is a

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progressive and iterative program that will continue to evolve with the goal of enhancing employee experience. We are dedicated to developing and amending policies that are employee-centric and that help to create a positive workplace culture. We believe that by staying committed to these goals, we will continue to improve the state of Indiana as an employer of choice.

An example of our commitment to constant improvement is the addition of Tuition Assistance to the Education Reimbursement policy which required employees to front the cost of their tuition and be reimbursed upon successful completion of the course. Since then, the state has developed partnerships with local universities like Ivy Tech and amended the original policy to allow the state to pay for tuition costs directly at partner institutions, thus eliminating a barrier to education for employees. INSPD is continually pursuing partnerships with other universities to expand this program.

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Using feedback from the 2021 Pulse Survey and collaborative discussions with agency leaders, we've identified three key areas for growth, to help us better meet the needs of state employees:



Flexible Work Arrangements



Competitive Compensation



Employee Engagement & Well-being

In early 2022, Governor Eric J. Holcomb announced the beginning of the State Employee Compensation Study. In complement to the Compensation Study, listed below is a full package of new policies designed to make state jobs more competitive in the current market.

NextLevel State Work Phase 1: Policies Effective March 7



Flexible Work Arrangements Policy



Education Reimbursement Policy



Referral Bonus Policy



WHOLE Employee Policy



Community Service Leave



New Employee Leave Time - Accrual & Availability



Re-Employing Retired State Employees



Bridge to Retirement Program

NextLevel State Work Phase 2: Effective May 1



Dependent Care Support Survey



Governor's Public Service Achievement Awards



Spot Bonus Program

NextLevel State Work Phase 3: Effective July 1



Comprehensive Compensation Study Results and Policy Recommendations

2023 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: Commonwealth of KY Employee Resource Groups

State: KY

Contact Person: Vikki Stone

Contact's Title: Executive Director

Agency: KY Personnel Cabinet Office of Diversity, Equality and Training

Mailing Address: 501 High Street, Frankfort KY 40601

Telephone: 502-797-9752

E-mail: Vikki.stone@KY.gov

NOMINATOR INFORMATION

Nominator: Mary Elizabeth Bailey Title: Deputy Secretary, KY Personnel Cabinet

State: KY

Agency: KY Personnel Cabinet

Telephone: 502-564-6619

E-mail: MaryE.Bailey@ky.gov

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2023 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.

Commonwealth of Kentucky's Employee Resource Groups (ERG) are comprised of over 200

employees who participate in this voluntary, employee-led program. These employees share a

common interest in diversity and inclusion. The ERGs are committed to raising cultural

awareness, and to creating a sense of belonging amongst all state government employees by

collectively developing programming, conducting (virtual) events and activities, and supporting

community initiatives when possible.

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

March 2022

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

The Commonwealth of Kentucky is committed to providing a working environment in which all

employees feel valued, respected and have a sense of belonging. The Personnel Cabinet's Office

of Diversity, Equality and Training (ODET) spent over two years researching data proven

methods on how the most successful employers were engaging with their employees.

We, as the rest of the world, had major workplace disruptions due to the COVID 19 pandemic.

Our workforce shifted to a hybrid model, when appropriate, where employees were working

from home parts of the week and in the office on the other days. We also had major social

issues, including the Breonna Taylor case, that were in the news and affected many of our

employees. We sensed a need for our workforce to have a voice, a safe place where they could

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2023 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination

Innovative State Human Resource Management Program

express their thoughts and receive support from others who have gone through or have supported others in similar situations.

As we began the process of creating and developing our ERGs, we were guided by two principles. One, regardless of the ERG focus, they all would be open to all employees, not just members of a particular demographic but anyone who wanted to be an ally. Second, we wanted to make sure our ERGs would be reflective of the demographics of our workplace. As a result, we established eight ERGs: Women, Veterans, Black or African American, Hispanic and Latino, Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+), Accessibility, Multi-Generational, Asian American or Pacific Islander.

In terms of procedure and policy, our employees must apply to participate in the program and obtain their supervisor's approval. With approval, ERG participants may use up to two (2) hours per month to participate in planning and programming activities. An employee in an ERG leadership position, may use up to three (3) hours per month as long as it does not interfere with regular work responsibilities or impact fellow employees, and it must not result in overtime. Each ERG has an elected Chair, Vice Chair and Scribe. High level agency leadership serve as Executive Sponsors and advocate for the group.

ERGs are an enhanced benefit for our employees in that they provide the opportunity for networking and professional development. Perhaps the most valuable aspect of participation in an ERG is the sense of community and belonging, which is inherent to the goals and objectives of the ERGs.

As a part of our learning module, Cornerstone, we have a place for forums where employees

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2023 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination

Innovative State Human Resource Management Program

can post messages, attach articles and share information of interest. These forums are

monitored for content and employees must acknowledge they understand their conduct must adhere to standard workplace policies.

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

The KY Personnel Cabinet provides leadership and guidance to attract, develop, motivate and retain a talented, diverse workforce; foster an understanding of and adherence to regulatory requirements; and create a positive, supportive work environment that values all employees. We have a workforce of over 27,000 employees, who work in 11 Cabinets, that serve all 120 counties in the state. To advance our DEI initiatives and further demonstrate our commitment to provide a workplace environment where our employees feel valued, respected and have a sense of belonging, we embarked upon the journey to create our inaugural ERG program. We were innovative in our approach to creating our ERGs by applying the best practices we identified in the private sector, but also being mindful of the processes and protocol that are inherent in the public sector workplace. Our ERGs provide safe spaces where our employees can openly discuss some of the social issues and, together, find ways to better support their needs and the needs of their fellow employees in the workplace. The creation of this program is one of the initiatives we have undertaken to support our employees.

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.)

N/A funding not required utilized staff support

6. What are the program's operational costs? N/A funding not required utilized staff support

[Click or tap here to enter text.](#)

7. How is this program funded?

N/A funding not required utilized staff support

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2023 NASPEs AWARD

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

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

9. Are you aware of similar programs in other states? ☒ ☐

If yes, how does this program differ?

Whereas some state-led ERGs are found within independent state agencies, the Kentucky ERGs are open to all Kentucky Executive Branch employees. Allowing any agency to join and interact within a state-wide ERG promotes inclusion and allyship across all agencies within state government. To further build networking and belonging, all ERG Executive Sponsors hold positions in cabinet-level leadership.

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

At this point we measure success by engagement and participation. As mentioned earlier our ERG program currently has over 200 participants with employees signing up virtually every day.

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

We have been and continue to be responsive to the needs of our employees. The ERG program expanded from five groups to eight in response to employee interest. Additionally, the program has grown through a continual increase in participation. Participation is measured by new member signup, activity in the online ERG forum, monthly meetings, community engagement, in-person events, and employee development opportunities. The ERGs are partnering with local non-profits to serve the public and build professional working relationships across the Commonwealth. The changes have been organic. An example of this is the sub-committees that are being developed in the ERGs. The sub-committees focus on mentorship, leadership, and volunteering in the community. The ERG program has developed a Speaker Series where each ERG hosts speakers to speak to the groups on topics like leadership, DEI, state-wide initiatives, and employee health.

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2022 NASPEs Award
Eugene H. Rooney, Jr. Award Nomination
Innovative State Human Resource Management Program - One Page Summary

The Commonwealth of Kentucky's Employee Resource Groups (ERG) are comprised of over 250 employees who participate in this voluntary, employee-led program. These employees share a common interest in diversity and inclusion. The ERGs are committed to raising cultural awareness, and to creating a sense of belonging amongst all state government employees by collectively developing programming, conducting in-person and virtual activities and supporting community initiatives when possible.

The Commonwealth of Kentucky is committed to providing a working environment in which all employees feel valued, respected and have a sense of belonging. The Personnel Cabinet's Office of Diversity, Equality and Training (ODET) spent over two years researching data proven methods on how the most successful employers were engaging with their employees.

We, as the rest of the world, had major workplace disruptions due to the COVID 19 pandemic. Our workforce shifted to a hybrid model, when appropriate, where employees were working from home part of the week and in the office on the other days. There were also major social issues, including the Breonna Taylor case, that were in the news and affected many of our employees. We sensed a need for our workforce to have a voice, a safe place where they could express their thoughts and receive support from others who have gone through or have supported others in similar situations.

As we began the process of creating and developing our ERGs, we were guided by three key principles. One, regardless of the ERG focus, they all would be open to all employees, not just members of a particular demographic but anyone who wanted to be an ally. Second, we wanted to make sure our ERGs would be reflective of the demographics of our workplace. As a result, we established eight ERGs: Women, Veterans, Black or African American, Hispanic and Latino, Lesbian, Gay, Bisexual, Transgender, and Queer (LGBTQ+), Accessibility, Multi-Generational, Asian American or Pacific Islander. Third, we understood the importance of support from executive leadership. Our ERGs are led by Cabinet Secretaries and executive leadership.



EMPLOYEE RESOURCE GROUPS

TEAM 
KENTUCKY.
PERSONNEL CABINET



PERSONNEL CABINET

Office of Diversity, Equality & Training



ERG Mission Statement

Employee Resource Groups (ERGs) are an employer-recognized, voluntary employee-led group of individuals who share a common interest in diversity and inclusion. ERGs are committed to raising cultural awareness and creating a sense of belonging amongst all state government employees by collectively developing programming, conducting (virtual) events and activities, and supporting community initiatives when possible.

Some benefits of belonging to an ERG are:

- ✓ Gain a sense of belonging and community with fellow employees.
- ✓ Support the Commonwealth of Kentucky's diversity initiatives, aspirations and goals.
- ✓ Participate in mentoring, educational and professional development opportunities.
- ✓ Connect with fellow ERG team members via MyPurpose online communities.
- ✓ Collaborate with ERG team members to create programming for positive outcomes and cultural awareness.





Current ERGs

- Women
- Accessibility
- Veterans
- Black or African American
- Hispanic or Latino
- Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ)
- Multi-Generational
- Asian American or Pacific Islander

TEAM
KENTUCKY.
PERSONNEL CHAIR

ERG Organizational Structure

Executive Sponsors

LGBTQ

Executive Sponsor
Secretary Lindy Casebier
Tourism, Arts and Heritage Cabinet

Veterans

Executive Sponsor
Deputy Secretary Keith Jackson
Justice and Public Safety Cabinet

Women

Executive Co-Sponsor
Secretary Gerina D. Whethers
Personnel Cabinet
Marita Willis, Chair
Kentucky Commission on Women

Hispanic/Latino

Executive Sponsor
Secretary Holly M. Johnson
Finance Cabinet

Multi-Generational

Executive Sponsor
Secretary Jamie Link
Education and Labor Cabinet

Black or African American

Executive Sponsor
Secretary Jim Gray
Transportation Cabinet

Asian American or Pacific Islander

Executive Co-Sponsor
Secretary Rebecca Goodman
Energy and Environment Cabinet
Commissioner Whitney Allen
Ky Department of Veterans Affairs

Accessibility

Executive Sponsor
Secretary Eric Friedlander
Cabinet for Health and Family Services

ERG Employee Participation Overview



Participation:

Open to ALL Kentucky Executive Branch employees. Applicants must receive their supervisor's or manager's approval to participate.



Time Commitment:

Employees can volunteer in a limited capacity (no more than two hours) during work hours each month for planning ERG activities and meetings.

[Click Here To Join Today!](https://extranet.personnel.ky.gov/Pages/erg.aspx)

<https://extranet.personnel.ky.gov/Pages/erg.aspx>



Scan the QR Code to learn more or join an ERG.

Additional Questions?

Please Contact: Syl Flores at Syl.Flores@ky.gov

TEAM
KENTUCKY.
PERSONNEL CABINET

2023 NASPEs AWARD

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

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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.

PROGRAM INFORMATION

Program Title: Managing in State Government

State: ME

Contact Person: Sheila Adkins

Contact's Title: Senior Talent Development Consultant

Agency: Bureau of Human Resources, Department of Administrative and Financial Services

Mailing Address: SHS 4, Burton Cross Building, Augusta, ME 04330

Telephone: (207) 860-8783

E-mail: sheila.d.adkins@maine.gov

NOMINATOR INFORMATION

Nominator: Jessica Crosby Title: Director, Talent Management

State: ME Agency: Bureau of Human Resources, Department of Administrative and Financial Services

Telephone: 207-624-7775

E-mail: Jessica.a.crosby@maine.gov

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2023 NASPEs AWARD

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

One- Page Summary

Maine's Bureau of Human Resources is, by statute, required to offer management training to all new managers and supervisors in Maine state government within their first probationary period. Historically this training, called Managing in State Government, has been offered in person and, until 2020, HR in each service center or agency conducted their own version of new manager training for their supervisors and managers. This approach required significant training time and coordination by each HR team and lacked a consistent statewide message. When the pandemic prevented large in person gatherings and saw many state employees teleworking, the existing model of training new managers could no longer support the needs of the state's workforce, and a complete overhaul was required.

With the hire of Sheila Adkins, Senior Talent Development Consultant, Managing in State Government was completely reconceptualized into a modern, agile, and centralized program. In collaboration with the state's HR directors, Sheila identified a core cadre of subject matter experts from HR teams across state government as well as the Office of the Attorney General. She developed and implemented program SOPs and version control on the training content. Without the assistance of a Learning Management System, Sheila used existing technology to track submitted names and attendance to bring much needed oversight and organization to the program.

The result is a four- day virtual training offered quarterly to all new managers and supervisors in state government. Attendees are not passive participants; a Manager Action Plan (MAP) must be submitted by each supervisor at the end of the program. Managing in State Government previously focused entirely on the compliance aspects of management (including performance management and workplace harassment), but now includes sessions on Emotional Intelligence in the Workplace; Building a Resilient Team; Retaining Our Employees: Best Practices for Feedback, Recognition, and Career Development, and many more. The new, holistic program keeps managers up to date with best practices in leadership and trains on modern management competencies.

At this time more than 500 supervisors have gone through the revised program. It is wildly successful, with tenured managers now requesting a modified version for "refresher" sessions. There have been numerous special classes by request due to popular demand, and agencies that originally were not participating have since joined. Only one of the cabinet level departments does not send its new managers to the central program, and all of the constitutional offices participate. Managing in State Government, in tandem with an annual engagement survey started in Fall 2023, will help move the needle on improving workplace culture statewide, moving the state closer to becoming the employer of choice in Maine.

ALL SUBMISSIONS MUST:

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

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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.

Managing in State Government is a four-day virtual training program for new managers and supervisors in Maine state government. The program is coordinated centrally and facilitated quarterly by a cadre of subject matter experts in HR and the Office of the Attorney General. Sessions are listed below.

Session
<i>Welcome to the Managing in State Government Program</i>
<i>Maine State Government Code of Ethics</i>
<i>Effective Communication Skills for Leaders in State Government</i>
<i>Emotional Intelligence in the Workplace</i>
<i>Collaborative Leadership: Best Practices for Success</i>
<i>Workplace Harassment</i>
<i>Americans with Disabilities Act</i>
<i>Family Medical Leave and Your Responsibilities</i>
<i>Employee Health and Wellness Benefits</i>
<i>Building a Resilient Team</i>
<i>Workers' Compensation for Supervisors</i>
<i>Functional Job Analysis Process (FJA)</i>
<i>Filling of Vacancies: Recruitment Essentials</i>
<i>Competency Based Interviewing and the Selection Process</i>
<i>Performance Management Process and Best Practices</i>
<i>Retaining Our Employees: Best Practices for Career Development, Feedback, and Recognition</i>
<i>Employee Counseling: The Fork in the Road</i>
<i>Principles of Progressive Discipline</i>
<i>Understanding Contract Administration</i>

2. How long has this program been operational (month and year)?
In its current iteration, the program has existed since February 2021.

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

The program centralizes new manager training, providing a consistent message to all new managers and supervisors in Maine state government. It frees up HR across the state from having to train their new managers and supervisors- instead, a core group of subject matter experts train new managers and supervisors on a quarterly basis. The training is offered virtually, allowing managers from all parts of the state to attend the training with their peers and learn from one another.

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

Instead of each HR team offering similar but different training in silos, the program reduces redundancy and improves consistency of message and training content. The virtual classroom also offers participants from geographically distanced areas of the state to learn together and creates a culture of the state as one employer. The training offered also combines compliance training with leadership competencies and is updated by the subject matter experts as trends and best practices change.

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 program uses existing technology (Microsoft Teams) and existing facilitators (HR experts and attorney generals). No other additional costs were required.

6. What are the program's operational costs?

The program does not have any costs other than the time and salaries of the facilitators (all in house experts).

7. How is this program funded?

Managing in State Government does not have any costs beyond the time the facilitators provide and their salaries.

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

9. Are you aware of similar programs in other states? ☐ ☒

If yes, how does this program differ?

[Click or tap here to enter text.](#)

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

Sheila Adkins captures a number of metrics to track program success, including program participation and attendance; surveys on the sessions; and the Manager Action Plans. We also have data from the annual engagement survey that will help, in part, show if initiatives such as Managing in State Government are shifting agency culture.

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

The program was originally three days and has added a fourth day as new modules have been requested by managers going through the program. The program has also added new agencies as its success has grown. Originally, two large departments (Health and Human Services and Corrections) both continued to do their own training. As positive word of mouth spread about the new program, both agencies hopped on board and now send their new managers and supervisors for training.

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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.

PROGRAM INFORMATION

Program Title: Human Resources Best Practices Guide – Mississippi State Government
State: MS

Contact Person: Michael Finley

Contact's Title: Director of Training and Development

Agency: Mississippi State Personnel Board
Mailing Address: 203 East Capitol St Jackson, MS 39201

Telephone: 601-359-2718

E-mail: Michael.finley@mspb.ms.gov

NOMINATOR INFORMATION

Nominator: Michael Finley Title: Director of Training and Development

State: MS Agency: Mississippi State Personnel Board

Telephone: 601-359-2718

E-mail: Michael.finley@mspb.ms.gov

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1. Please provide a brief description of this program.

Creation, development, and implementation of best practices for Mississippi state agency Human Resource personnel in recruitment, retention, employee development, and succession planning. The best practices in this Guide came from Mississippi state agency HR practitioners and offers best practices, areas addressed, and implementation.

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

The Human Resource Best Practices Guide for Mississippi State Government was released in January 2023.

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

The Best Practices Guide was created to assist Human Resource personnel in MS state government agencies by providing best practices in four primary areas of Human Resources. By addressing these complex issues, the Guide is intended to assist HR personnel in developing, implementing, and improving their HR practices. This Guide also promotes consistent methodology for state agency HR departments by providing a standard of continuous improvement by which state agencies can review and enhance their HR approaches.

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

Previously, state agency HR departments operated in a silo with little collaboration. This program allows different state agencies to share the processes that work for them or best practices.

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.)

Virtually zero start-up cost. No purchases were made. The technology used is Microsoft Word. The only cost is man-hours.

6. What are the program's operational costs?

No operational cost. Once published, the Human Resource Best Practices Guide for Mississippi State Government is available for any state agency. The document is in a PDF format, allowing

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Eugene H. Rooney, Jr. Award Nomination

Innovative State Human Resource Management Program

easy email sharing. It is also posted on the Mississippi State Personnel Board website for anyone to download.

7. How is this program funded?

The program was funded through regular workday activities.

8. Did this program originate in your state?

☒☐

9. Are you aware of similar programs in other states?

☐☒

If yes, how does this program differ?

Click or tap here to enter text.

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

The Mississippi State Personnel Board surveyed to determine the impact of this program. From the survey, 81% said they liked the program “very well,” and 12% said they “liked” it.

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

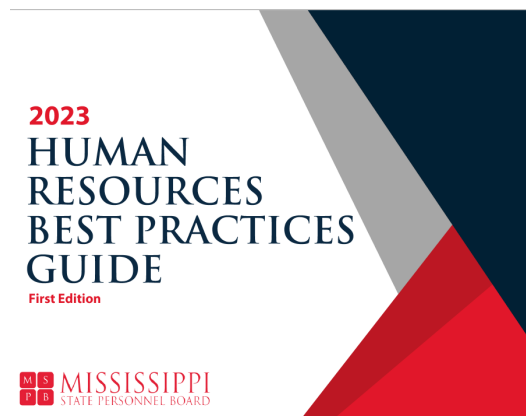
As this is the first year it was introduced, MSPB is planning a second “HR Summit” this fall to increase the number of topics and edit the current ones. The plan is to continue to make this a living document so that all MS state agencies can benefit.

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The 2023 Human Resources Best Practices Guide presented by the Mississippi State Personnel Board.



In the fall of 2022, The Mississippi State Personnel Board (MSPB) Office of Training and Development designed a plan to address the growing needs of Mississippi state agency Human Resource Departments.

In November 2022, MSPB held an HR Summit, inviting over 150 HR personnel from numerous state agencies. The purpose of this Summit was to gather the necessary information to create HR Best Practices.

Focus groups determined four areas to concentrate on:

1. Employee Recruitment
2. Employee Retention
3. Employee Development
4. Succession Planning

During the HR Summit, the main group was broken into four separate groups with round-robin discussions on these four areas led by a facilitator. A member of MSPB captured the comments of the HR personnel, and the result is thirty-one best practices in these four areas.

In addition to the best practice, implementation was addressed and added to the final product.

These best practices and implementation ideas came from the Mississippi state HR personnel who use these tested practices in their jobs. They did not come from an outside source. These practices have been proven to work in the MS state government.

While pleased with the results, this guide is not a “one-and-done” effort. It will be a repeating cycle. We plan to hold a yearly HR Summit where we can review the practices already created for any necessary updating and also look at other HR areas of need and develop best practices for those areas.

In June 2022, the State of Missouri established MO Appreciation (<https://moappreciation.mo.gov/>), an innovative initiative to improve and build an overall culture of recognition for the State of Missouri's 42,000+ dedicated team members. MO Appreciation came to life through the ideas and work of team members involved in the Missouri Leadership Academy. This leadership class brings together emerging leaders to build skills and explore personal and professional growth. As part of the curriculum, classes are tasked with completing a capstone project focusing on a specific area of improvement and presenting their ideas to the Governor of Missouri. After this presentation, MO Appreciation was immediately recognized as something the State of Missouri wanted to invest in and promote.

Prior to implementing MO Appreciation, surveys completed by state team members revealed that only 21% felt that they received meaningful, non-financial recognition. Additionally, only 50% of our workforce felt they received praise, thanks, or other forms of recognition. This means that, simply put, the majority of our team members felt underappreciated and undervalued. That leadership was struggling to provide meaningful recognition to their teams on a regular basis. As the nation faced unprecedented vacancies and turnover rates in the overall workforce, it was imperative that Missouri focus on this feedback to help improve the overall morale of state team members and become a more competitive, desirable employer.

MO Appreciation recognizes that there is no one-size-fits-all when it comes to recognition. Instead, MO Appreciation is an online tool available to state team members that provide ideas, support, and centralizes helpful resources as we all work together to intentionally provide meaningful recognition. Five months after the launch of MO Appreciation, [Quarterly Pulse Survey](#) (QPS) results show recognition scores are trending upward. Additionally, the state has created an entire recognition brand with MO Appreciation and has named MO Appreciation Ambassadors to work hand-in-hand with the Office of Administration, Division of Personnel to continue to drive change throughout the state.

2023 NASPEs 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.

PROGRAM INFORMATION

Program Title: MO Appreciation State: MO

Contact Person: Julie Schlup

Contact's Title: Talent Development Specialist

Agency: State of Missouri - Office of Administration – Department of Personnel

Mailing Address: 301 W. High Street, Jefferson City, MO 65101

Telephone: 573.522.1336

E-mail: Julie.Schlup@oa.mo.gov

NOMINATOR INFORMATION

Nominator: Julie Schlup Title: Talent Development Specialist

State: MO Agency: Office of Administration-Division of Personnel

Telephone: 573.522.1336

E-mail: Julie.Schlup@oa.mo.gov

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1. Please provide a brief description of this program.

[MO Appreciation](#) is a website and overall brand to help promote a culture of meaningful recognition amongst state team members. This website highlights tools and resources aimed at rewards and recognition for our teams, including a helpful list of formal and informal recognition ideas and a branded MO Appreciation storefront. Since implementation in June 2022, the website has been visited over 70,000 times and we have established a group of MO Appreciation Ambassadors, which are volunteers from each department who are dedicated to continuing to drive the importance of appreciation and meaningful non-financial forms of recognition.

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

MO Appreciation was implemented in June 2022 and has been operational for 10 months.

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

Based on findings from 2021 team member surveys, the state recognized that a majority of team members felt undervalued and asked a team of emerging leaders to work on a proposed solution. Through research, this team felt strongly that developing a culture of meaningful recognition would allow the state to reduce turnover, increase productivity, improve team member morale, and allow Missouri to be a more competitive and desirable employer. This team presented their idea for MO Appreciation to the Governor and other senior-level leaders in February 2022 and it was implemented by June 2022.

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

It is worth noting that our very own team members brought the idea behind MO Appreciation to life through a capstone project focused on exploring opportunities to improve meaningful, non-financial recognition. The idea to centralize recognition resources and make them easily accessible as an online resource was innovative and thoughtful. Prior to this, recognition information was sprinkled amongst handbooks, internal communication tools, or not publicized at all. MO Appreciation centralizes all of the recognition opportunities throughout the state with specific guidance on how to nominate, offers helpful resources and tools (such as our new digital recognition badges and certificates), names appreciation ambassadors dedicated to driving change, and provides an extensive list of informal recognition ideas and activities for anyone's use.

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.)

Program costs were minimal as internal resources were utilized. MO Appreciation project leads were representatives from multiple departments and OA-ITSD team members build the website, so each respective department absorbed the payroll. The state also collaborated with Accredible to provide digital badges and certificates through MO Credentials, which is a total investment of \$180,000 for a 3-year contract.

6. What are the program's operational costs?

The total operational cost to date is \$181,000 (\$1,000 for a kick-off event and \$180,000 for a 3-year contract with Accredible).

7. How is this program funded?

The Office of Administration absorbs costs through existing team members' salaries, as well as any costs associated with statewide award programs. Departments fund individual expenses for internal

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Innovative State Human Resource Management Program

programs and for statewide MO Appreciation Ambassadors. Departments submit their budget each year to the legislature for approval.

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

9. Are you aware of similar programs in other states? ☐ ☒
If yes, how does this program differ?

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

The State of Missouri conducts a [Quarterly Pulse Survey](#) (QPS) with all team members for feedback.

The survey includes questions surrounding recognition. Before MO Appreciation, in October 2021, QPS reported 50% of team member say they are thanked or praised and 21% of team members say they get meaningful non-financial recognition. Just 5 months after MO Appreciation launched, November 2022 QPS reports, 55% of managers in the organization provide praise, thanks or other forms of recognition and 27% of team members say they get meaningful forms of non-financial recognition. These results show that recognition scores are trending upward. Additionally, as of the beginning of March 2023, the website has been visited more than 70,000 times, and more state entities have reached out for information, including the Missouri Supreme Court.

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

Since launching the website in June 2022, the state has also launched a MO Appreciation council made up of one team member from each of the 17 departments, as well as the Attorney General's Office. Appreciation ambassadors were hand-selected through a competitive application process by their Department Director. These statewide ambassadors will lead grassroots efforts within their respective departments, and provide a voice for team members to leaders. We have also launched MO Cred., which is a program that offers team members digital badges and certificates to recognize skills and professional achievements.

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PROGRAM INFORMATION

Program Title: WalkSmartNC State: NC

Contact Person: Scarlettte Gardner

Contact's Title: Division Director, Safety Health & Workers' Compensation

Agency: State of NC-Office of State Human Resources

Mailing Address: MSC 1331, Raleigh, NC 27699-1331

Telephone: 984-236-0848

E-mail: Scarlettte.gardner@nc.gov

NOMINATOR INFORMATION

Nominator: Glenda Farrell Title: Chief Deputy Director

State: NC Agency: State of NC-Office of State Human Resources

Telephone: 984-236-0818

E-mail: glenda.farrell@nc.gov

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1. Please provide a brief description of this program.

The primary goal of WalkSmartNC is to promote pedestrian safety on State property (worksites, colleges/universities, recreational areas, etc.) by changing human behavior to reduce pedestrian involved traffic crashes, injuries, and fatalities via various communication tools and educational events.

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

January 2019 to present.

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

After a pedestrian-related state employee tragedy, WalkSmartNC was launched to increase awareness of pedestrian safety and encourage behavioral change in drivers and pedestrians to reduce injuries/deaths caused by accidents between motor vehicles and pedestrians.

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

This statewide wellness initiative employs a fully customizable virtual library of communication and educational campaign toolkit for public or private sector use that focuses on making roads safer for pedestrians in any location. A downloadable Social Media Toolkit provides content and images for posts on a variety of driver and pedestrian safety topics. In addition, downloadable fully customizable signage, rack cards, and flyers are also available that can be easily altered to include location specific information. We have three WalkSmartNC pedestrian

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Innovative State Human Resource Management Program

safety training videos with distinct content posted on YouTube to ensure they are readily to

anyone for viewing, broadcast, or inclusion on any training platform. WalkSmartNC

encourages individuals and organizations to share these campaign materials through their own communications channels and encourage their partners to share materials as well.

WalkSmartNC also conducts highly visible pedestrian safety education events with law

enforcement participation in areas with a history of vehicular/pedestrian accidents including

distribution of educational materials to drivers and pedestrians that ignore or break pedestrian safety related traffic rules.

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.)

Minimal; OSHR initially utilized OSHR's internal staff resources including a Division Director,

State Safety and Health Director, Communications Director, and graphic artist to develop the website and first educational materials.

6. What are the program's operational costs?

Upon the award of North Carolina Governor's Highway Safety Program grant funding in FY

2020, a 20-hour per week project manager coordinated daily activities, events, grant

reimbursement requests and required reporting, and served as liaison to other stakeholder

organizations communications from approximately January 2020-May 2021 and January-

September 2022. At this time, OSHR staff is solely again handling all WalkSmartNC related

activities. The program's operational costs have covered staffing, graphic design, printing,

plastic sandwich boards for exterior poster display, training materials and other items as

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Innovative State Human Resource Management Program

follows: FY 2020: \$19,803.93, FY 2021: \$73,208.94; FY 2022: F25,326.81; and FY 2023:

\$15,031,86.

7. How is this program funded?

WalkSmartNC has been funded via a grant from the North Carolina Governor's Highway Safety Program and General Fund appropriations to OSHR.

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

9. Are you aware of similar programs in other states? ☐ ☒

If yes, how does this program differ?

[Click or tap here to enter text.](#)

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

1) # of persons taking the Walk & Drive Smart pledge 2) Analysis of pedestrian/driver interactions during on-road education events 3) Pedestrian feedback/ongoing newspaper & radio interest/comments to social media postings 4) # of downloads of WalkSmartNC pedestrian safety training videos posted on YouTube 5) Analysis of WalkSmartNC training event results.

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

WalkSmartNC website content has grown from a collection of pedestrian safety related statistics to now include a detailed social media toolkit, signage, and flyers highlighting safety tips for drivers and pedestrians, an ongoing pledge campaign to walk and drive smart, and three training videos, currently posted on YouTube and the state government training portal. that include comprehensive content on driver and pedestrian safety and proactive steps everyone can take to make walking safer in their communities.

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The NC Office of State Human Resources (OSHR) is honored to administer and manage WalkSmartNC, North Carolina state government's ongoing initiative to improve pedestrian safety. WalkSmartNC has been supported by the Governor's Highway Safety Program (GHSP) since its inception in early 2019 with grant funding awarded through September 30, 2023. The primary goal of WalkSmartNC is to promote pedestrian safety on State property (worksites, colleges/universities, recreational areas, etc.) by changing human behavior to reduce pedestrian involved traffic crashes, injuries, and fatalities. WalkSmartNC accomplishes this objective through targeted public awareness campaigns with strategic messaging, creation of training resources, development of a virtual library including educational materials and toolkits, and educational activities and events.

OSHR engages with collaborative partners and other pedestrian safety stakeholders to pursue these goals. Although WalkSmartNC's initial target population was state employees in the downtown Raleigh state government complex, the project holds longer term and widespread value as a community or employer-based program that can be piloted and implemented in any location.

Broad integration of WalkSmartNC will help advance State workplace safety by engaging and empowering state employees to discuss pedestrian safety issues. The plan is rooted in public health principles and research regarding conducive environments for effective injury prevention programs, policies, and organizational change including effective leadership, infrastructure, credible data and decision-making tools for program design, monitoring/evaluation, and identification and engagement of stakeholders and implementation partners.

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PROGRAM INFORMATION

Program Title: Financial Wellness

State: PA

Contact Person: Timothy Pucino

Contact's Title: Administrative Officer

Agency: Office of Administration

Mailing Address: 108 Health and Welfare Bldg, 625 Forster Street, Harrisburg PA 17120

Telephone: 717-705-9358

E-mail: tpucino@pa.gov

NOMINATOR INFORMATION

Nominator: Jay Gasdaska
Management

Title: Acting Deputy Secretary for Human Resources and

State: PA

Agency: Governor's Office of Administration

Telephone: 717.772.4237

E-mail: degan@pa.gov

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Innovative State Human Resource Management Program

DETAILS

Recognizing the connection between an employee's sense of financial wellbeing with presenteeism and absenteeism, the Commonwealth of Pennsylvania's Bureau of Employee Benefits made a strategic decision to build a custom Financial Wellness Program (FWP). The program leverages internal resources and existing business partner relationships to deliver relevant and trustworthy information to employees at no cost to the Commonwealth.

The FWP started in 2019 by offering free on-site financial wellness educational sessions with the State Employees' Retirement System to employees in the Harrisburg area (largest concentration of employees) whose age and/or years of service suggested they were near retirement eligibility. Sessions averaged between 20 and 30 participants. There is also an employee [Financial Wellness website](#) to provide reliable information regarding their finances and guide them through life events such as marriage, the birth of a child, buying a home, etc. In 2020, the FWP expanded through partnerships with the Pennsylvania Treasury Department and Department of Banking and Securities to expand the topics offered to employees and increase the frequency of events. The onset of the COVID-19 pandemic also saw a transition to virtual sessions. In 2020, there were seven sessions with 2,386 participants. The increased participation was a direct result of our virtual platform, which allowed us to reach the entire workforce, and the addition of new topics that appealed to a wider range of employees regardless of their age or length of service. The program continues to grow and evolve as more topics are introduced. In 2022, we held 120 sessions with nearly 12,000 participants.

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Innovative State Human Resource Management Program

1. Please provide a brief description of this program.

The Commonwealth of Pennsylvania's Financial Wellness Program (FWP) uses partnerships with state agencies and business partners to provide webinars on financial topics, ensuring employees have access to useful information from trustworthy sources. Commonwealth agencies whose mission includes financial literacy for the public tailor their presentations for an employee audience. For example, the PA Higher Education Assistance Agency presents information on the Public Sector Loan Forgiveness program, the PA Housing Finance Authority conducts public presentations on home buying, and the Department of Banking and Securities presents on protections from cyber-fraud. The content for retirement webinars is based on eligibility requirements and email announcements target the specific audience, so employees only receive pertinent notices. [Webinars are recorded](#) (where permissible according to regulatory requirements) and distributed to the target audience and made available to all employees on the Financial Wellness website.

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

The program began in January 2019.

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

Numerous studies have found a correlation between the financial concerns of employees and their productivity at work and use of leave. Providing employees with accurate financial information from trusted authorities can help to alleviate financial stressors that limit employee engagement and productivity in the workplace.

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

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First, content and announcements are tailored to specific employee groups. Employees are identified by factors such as retirement class, years until retirement eligibility, and enrollment options to receive email notices about webinars relevant to them. Content that is general in nature, such as budgeting or tax preparation, is advertised through normal communication channels and open to all employees.

Next, office tools are utilized to facilitate audience feedback and streamline registration. Attendees are surveyed after every webinar and the findings are shared with the presenters to ensure quality of content and clarity of communication. Registration has evolved into a self-registration process. Registrations, managing audience sizes, and surveys are managed via MS Forms.

Finally, the program continues to leverage virtual presentation technology to reach employees across the Commonwealth. When the pandemic started, the Financial Wellness Program shifted to virtual platforms that enabled attendance to grow more rapidly. Attendance for webinars reached over 7,000 in calendar year 2021 and nearly 12,000 in calendar year 2022. The virtual platform also makes it easier for partners to offer additional content without incurring travel costs.

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.)

Using Commonwealth agencies and existing partners allows for all presentations to be offered for free. HR professionals who specialize in employee benefits have also created webinar content

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at no cost. Existing IT resources are utilized to host and record webinars and website content, communicate the availability of sessions to employee and manage session registration and attendee surveys.

6. What are the program's operational costs?

None.

7. How is this program funded?

There is no special funding for the Financial Wellness Program.

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

9. Are you aware of similar programs in other states? ☐ ☒

If yes, how does this program differ?

[Click or tap here to enter text.](#)

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

The effectiveness of the Financial Wellness Program is measured through growth in the number of webinars and attendance, as well as surveys of attendees to obtain their feedback on the value of the content and suggestions for future sessions. Approximately three-quarters of survey respondents (76% for deferred compensation, 72% for retirement) indicate that sessions met their expectations and comments are positive, indicating the presentations are informative and helpful.

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

The Financial Wellness Program launched with free lunch-n-learn presentations on retirement planning topics and an informational website in 2019. A partnership with the PA Department of

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Treasury was formed and a grant was received from the National Association of State Treasurers in 2020 that allowed for further growth of educational content and communications. After the grant was used, free resources continued to be leveraged to further develop Financial Wellness content. The Financial Wellness Program began with in person meetings and employees showed interest with attendance from 30 to 60 employees per session. Attendance increased to hundreds per session when the program changed to a virtual platform and reached almost 12,000 in calendar year 2022 (not including views of recordings). The variety of content has continued to grow. HR Professionals have added webinars on leave payout, benefit elections for new hires, and [the value of Commonwealth benefits](#). The next new webinar will focus on the action steps and timeframes leading up to an employee's retirement. Lessons learned from the Financial Wellness Program have informed broader changes to employee communications. For example, open enrollment messages now include webinars with a Q&A and video recordings on employee-facing websites. These initiatives help achieve clarity in messaging and support employees making complicated benefit elections. Finally, administrative improvements continue to be made on registration and receiving follow up information, such as handouts and contact information. Manually tracking email registrations and a follow up email has evolved into a self-registration process with a calendar invite that includes all pertinent handouts, contact, and additional online resources for attendees.

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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: Recruiting Academy State: TN

Contact Person: Kimberly Mantlo

Contact's Title: HR Program Administrator, Recruiting

Agency: Department of Human Resources

Mailing Address: 312 Rosa L Parks Avenue; 17th Floor, Tennessee Tower, Nashville TN 3743

Telephone: 615-478-8411

E-mail: Kimberly.Mantlo@tn.gov

NOMINATOR INFORMATION

Nominator: Lesley T. Farmer Title: Deputy Commissioner & General Counsel

State: TN Agency: Department of Human Resources

Telephone: 615-761-8163

E-mail: Lesley.T.Farmer@tn.gov

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ONE-PAGE SUMMARY

The State of Tennessee has faced severe recruiting shortfalls for the past three years due to the following issues.

- Changing job market
 - COVID - lingering impact
 - Decreasing participation rates
 - Increasing wages by competitors
 - Reduced candidate requirements by competitors
- Changing technology
- Competitor agility in hiring vs. state government process
- Limited branding for state government
- Lack of recruiting training at the agency level

These challenges have been addressed by the DOHR Recruiting Division, serving as a strategic business partner to the agencies by developing and facilitating an enterprise recruiting academy.

The Recruiting Academy is a weeklong immersive learning program where agency participants learn and practice the skills to enhance quality candidate outreach and attraction. They were exposed to live role plays, technical training, and sourcing candidates for live jobs, culminating in a virtual career fair at the end of the week. By learning these skills, the participants become true recruiters for their agencies. They are well equipped with the knowledge of locating and approaching passive candidates and then driving them to apply for career opportunities within Tennessee State Government. This groundbreaking program highlights the successful collaboration between DOHR and state agencies and serves as a model for other state governments challenged with recruiting issues. We hope that you find our Recruiting Academy to be an excellent solution to address state government recruiting challenges in this competitive labor market.

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DETAILS

1. Please provide a brief description of this program.

The Tennessee Department of Human Resources Recruiting Academy Program is an innovative weeklong training event where the agency participants learn and practice the skills needed to enhance candidate outreach and attraction.

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

This program began as the Recruiting Bootcamp focused on attracting state troopers, starting in February of 2021. Due to the overwhelming success of the Recruiting Bootcamp, the program was expanded to the full Recruiting Academy as it exists today.

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

The Recruiting Academy was created due to a significant decrease in candidates that apply to

Tennessee State Government jobs due to several reasons:

- Changing job market
 - COVID - lingering impact
 - Decreasing participation rates
 - Increasing wages by competitors
 - Reduced candidate requirements by competitors
- Changing technology
- Competitor agility in hiring vs. state government process
- Limited branding for state government
- Lack of recruiting training at the agency level

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

The Recruiting Academy is groundbreaking in that the learn-practice method has never been used in training programs in Tennessee State Government. Concepts and skills were taught each morning, and actual practice, including sourcing candidates for current postings, occurred in the afternoon. The Recruiting Academy ended with a live virtual career fair, resulting in over

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250 candidates being interviewed. 100% of the participants for the recruiting academy

reported that they felt this learning method was highly effective and resulted in connecting

with a significant number of candidates that they would not have otherwise been able to do.

The participants also reported that the DOHR Recruiting Team accelerated their learning by

providing an open, supportive environment where they felt comfortable practicing newly

learned skills in live role plays.

5. What was the program's startup costs?

The Recruiting Academy had a cost-effective start-up because state resources were used to

create and facilitate this training. The following items were paid for by billing the agencies for

each participant:

- Lodging for five nights in a Tennessee State Park lodge
- Food (breakfast, lunch, dinner, and snacks were provided to all participants daily)
- Printing (a recruiting resource manual, course materials, and a graduate certificate was provided to each participant)
- Promotional items (water bottle, pen, and recruiting event cart) are all branded with the TN State logo
- Travel and lodging for two internal guest speakers that taught competencies of strategic agility and diversity and inclusion as it relates to recruiting
- A one-month subscription to the Indeed recruiting databases for all participants
- The agency paid the mileage expenses to the employees directly

The total was approximately \$56,000 to train 19 HR staff from 9 state agencies.

6. What are the program's operational costs?

This academy has no ongoing operational costs as the Recruiting Division staff manages this

program as part of their daily duties.

7. How is this program funded?

The Recruiting Academy was funded by the event participation fee and the normal monthly

billing charged to the agencies for DOHR services.

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

This innovative program originated in Tennessee State Government.

9. Are you aware of similar programs in other states? ☐ ☒

To our knowledge, no other state government uses this training method for agency staff. We have already seen great success in that the number of candidates attending the recruiting academy virtual career fair was the largest we have hosted since we purchased the Brazen career platform six months ago. Additionally, a participant survey was sent out to the participants after the academy was completed. Again, the results were very positive, with 100% of the participants reporting that they would highly recommend this academy to other agencies.

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

We measure success by comparing the number of candidates and hires before and after participants attend the academy. In addition, a time-to-fill comparison before and after the academy will also be used to measure the effectiveness of this program.

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

This is the first year we offered the entire enterprise the recruiting academy. As mentioned, we conducted a Recruiting Bootcamp for our Department of Safety (focusing on State Trooper positions). As a continuous improvement organization, we are already seeking ways to improve and expand this program for the next cohort. Our goal would be to have a subject matter expert in each agency to assist with recruiting challenges.

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4/12/23

Dear Selection Committee,

We are excited to submit the Tennessee Department of Human Resources Recruiting Academy for consideration for the Eugene H Rooney, Jr. Award for Innovative State Human Resource Management Program

For the past three years, the State of Tennessee has faced serious recruiting shortfalls due to the following issues

- ✓ Changing job market
 - COVID - lingering impact
 - Decreasing participation rates
 - Increasing wages by competitors
 - Decreased candidate requirements by competitors
- ✓ Changing technology
- ✓ Competitor agility in hiring vs state government process
- ✓ Limited branding for state government
- ✓ Lack of recruiting training at the agency level

These challenges have been addressed by the DOHR Recruiting Division serving as a strategic business partner to the agencies by developing and facilitating an enterprise recruiting academy. The Recruiting Academy is weeklong immersive learning program in which agency participants learn and then practice the skills needed to enhance quality candidate outreach and attraction. They are exposed to live role plays, technical training, sourcing candidates for live jobs all culminating with a virtual career fair at the end of the week. By learning these skills, the participants become true recruiters for their agencies. They are well equipped with the knowledge of how to locate and approach passive candidates and then drive them to apply to career opportunities in Tennessee State Government. This groundbreaking program highlights the successful collaboration between DOHR and state agencies and serves as a model for other state governments that find themselves challenged with recruiting issues. We hope that you find our Recruiting Academy to be an excellent solution, deserving of the prestigious Eugene H. Rooney, Jr. Award for Innovative State Human Resource Management Program, to address state government recruiting challenges in this competitive labor market.

The Tennessee Department of Human Resources Recruiting Academy Program is an innovative weeklong training event in which the agency participants learn and then practice the skills needed to enhance candidate outreach and attraction.

This program began as the Recruiting Bootcamp focused on attracting state troopers which was started in February of 2021. Due to the overwhelming success of the Recruiting Bootcamp, the program was expanded to the full Recruiting Academy as it exists today.

The Recruiting Academy was created due to a significant decrease in candidates that apply to Tennessee State Government jobs as a result of the following

Changing job market

- COVID - lingering impact
- Decreasing participation rates
- Increasing wages by competitors
- Decreased candidate requirements by competitors

Changing technology

Competitor agility in hiring vs state government process

Lack of branding for state government

Lack of recruiting training at the agency level

The Recruiting Academy is groundbreaking in that the learn - practice method has never been used in training programs in Tennessee State Government. Concepts and skills were taught each morning and actual practice including sourcing candidates for current postings occurred in the afternoon. The week ended with a live virtual career fair in which resulted in over 250 candidates being interviewed. 100% of the participants for the recruiting academy reported that they felt this method of learning was highly effective and resulted in connecting with a significant number of candidates that they would have not otherwise been able to do. The participants also reported that their learning was accelerated by the DOHR Recruiting Team providing an open, supportive environment where they felt comfortable practicing newly learned skills in live role plays.

The Recruiting Academy had a cost effective start up due to state resources being used to create and facilitate this training. The following items were paid for by billing the agencies for each participant

- Lodging for 5 nights in a Tennessee State Park lodge
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- A one month subscription to the Indeed recruiting database for all participants
- The agency paid the mileage expenses to the employees directly

The total was approximately \$56,000 to train 19 HR staff from 9 state agencies

There are no real ongoing operational costs for this academy as the Recruiting Division staff manages this program as part of their daily duties.

The Recruiting Academy is funded by the event participation fee and the normal monthly billing that is charged to the agencies for DOHR services.

This innovative program originated in Tennessee State Government.

To our knowledge no other state government uses this method of training for agency staff.

We have already seen great success in that the number of candidates to attend the recruiting academy virtual career fair was the largest that we have hosted since we purchased the Brazen career platform 6 months ago. A participant survey was sent out to the participants after the academy was completed. The results were very positive with 100% of the participants reporting that they would highly recommend this academy to other agencies.

We measure success by comparing the number of candidates and hires before and after participants attend the academy. A time to fill comparison before and after the academy is also used to measure the effectiveness of this program.

This is the first year that we offered the recruiting academy to the entire enterprise. As mentioned previously, we conducted a Recruiting Bootcamp for our Department of Safety (focusing on State Trooper positions). As we are a continuous improvement organization, we are already seeking at ways to improve and expand this program for the next cohort. Our goal would be to have a subject matter expert in each agency to assist with recruiting challenges.

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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: HR Systems Management State: WA

Contact Person: Angie Hogenson

Contact's Title: HR Analytics & Initiatives Manager

Agency: Office of Financial Management – State Human Resources

Mailing Address: Olympia, Washington 98504

Telephone: 360-688-0692

E-mail: Angie.Hogenson@ofm.wa.gov

NOMINATOR INFORMATION

Nominator: Angie Hogenson Title: HR Analytics & Initiatives Manager

State: WA Agency: Office of Financial Management – State Human Resources

Telephone: 360-688-0692

E-mail: Angie.Hogenson@ofm.wa.gov

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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 Office of Financial Management (OFM) State HR and IT Services divisions developed HR Enterprise Systems Governance. This governance process is a highly interactive partnership, coordinating enterprise HR systems management between HR/Payroll business owners and IT technical staff.

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

April 2020

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

By law Washington state government (*excluding higher education*) agencies are required to use one centralized HR/Payroll system managed by OFM. There are currently 102 agencies in the states HRMS. However, HR & Payroll transactional management is decentralized at the agency level. Ongoing tensions between differing enterprise and agency system business needs created issues that adversely impacted our ability to effectively manage all HR enterprise systems.

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

This inclusive and collaborative team effort allows for the timely delivery of enterprise system enhancements that meet business needs and allows the state to manage HR and payroll operations effectively and efficiently. Redirected and engaged key staff in establishing a formal, consistent, ongoing, streamlined meeting and information sharing process. All aspects of the technology change impacts are addressed: stakeholders are engaged proactively; system changes meet business requirements that include privacy, security, accessibility, and DEI; related system impacts are

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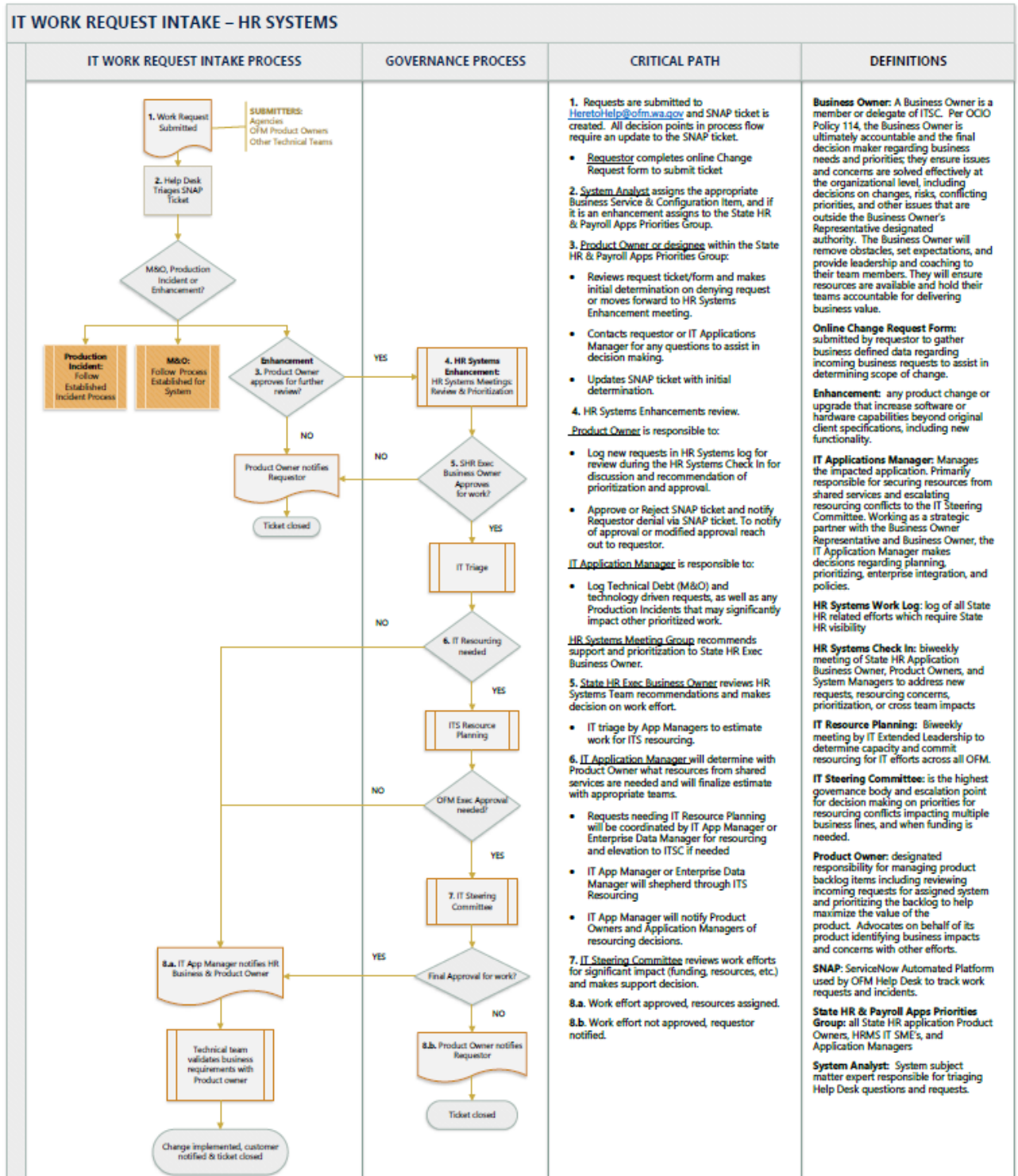
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addressed; change management is embedded into efforts; training and resource materials are

updated; system users receive timely communications.



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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.)

Existing staff and technology were redeployed. No new staff or equipment expenditures required. Took multiple ongoing meetings and streamlined to one biweekly group meeting.

What are the program's operational costs?

Existing staff time and technology resources

6. How is this program funded?

Existing resources.

7. Did this program originate in your state?

☒☐

- a. Are you aware of similar programs in other states?

☐☒

If yes, how does this program differ?

[Click or tap here to enter text.](#)

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

- IT is providing more accurate scopes of work and time estimates. Deliverables are met on time and meeting requirements.
- Timely notification of new business needs allowing for better IT resource planning.
- Reduction in redundant or unnecessary work as everything is triaged before work is approved.
- Management of work is more agile, unanticipated work effort is prioritized or changes in staffing resources occur, the team can work together to reprioritize existing work and escalate if there are concerns about what work must be re-prioritized.

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

This group now also serves as a readiness resource as Washington begins the phased implementation of the state's transition to the new ERP under the One Washington (<https://one.wa.gov/>) Project. Any changes to existing enterprise systems must now be reviewed under the umbrella of the ERP effort to ensure we are in alignment to support the ease of transition to the new system. Must also consider the return on investment of implementing changes or new technology that would be made obsolete by the implementation of the ERP.

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SUMMARY: Washington State HR Enterprise Systems Governance

Human resource information systems are the foundations for effective operations of HR and Payroll in state government. They automate HR-related functions, provide employees with self-service, ensure legal compliance with state and federal laws, reduce human error, help provide analytical insights into organizational data for better workforce planning, employee experience, retention, talent acquisition, and much more. Effective management of these systems allows HR to focus on work that technology cannot do to support the workforce. To successfully use the technology to its fullest capacity, enterprise HR systems require intensive management. Washington State has established a cross-disciplinary governance team and process for the effective management of 20+ HR enterprise systems.

The Office of Financial Management (OFM) State HR and IT Services divisions developed the governance process to address issues with system governance, unclear processes and procedures, inconsistent prioritization, management of IT resources and comprehensive implementation of system changes. Governance processes can be a time suck, however operationally it has allowed for timely and comprehensive governance of enterprise HR/Payroll systems. Ensures that subject matter experts from business and IT are at the table, all impacts are reviewed and discussed, and timely decisions are made. The implementation of this governance structure has alleviated tensions and competition for resource prioritization, provided process clarity, and enhanced risk and liability management. The effort it took to implement this process paid for itself during the pandemic. With telecommuting staff had documented process and clear roles and responsibilities that allowed us to continue to improve managing the enterprise systems in an evolving environment.

In hindsight it seems a governance partnership was the obvious answer. Requests went out to other states and local governments for insight on how they managed systems. Staff attended workshops specific to the topic of HR systems governance. No specific models or structures were identified that addressed the issues the state was experiencing. In fact, the most consistent response was others had the same challenges. We are proud of what we have achieved.

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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.

PROGRAM INFORMATION

Program Title: Equity and Inclusion Results and Accountability (EIRA) State: WI

Contact Person: Laurice Lincoln

Contact's Title: Director, Bureau of Equity and Inclusion

Agency: Department of Administration

Mailing Address: 101 E. Wilson St., 4th Floor P.O. 7855, Madison WI 53707-7855

Telephone: 608-266-3017

E-mail: Laurice.lincoln@wisconsin.gov

NOMINATOR INFORMATION

Nominator: Laurice Lincoln Title: Director, Bureau of Equity and Inclusion

State: WI Agency: Department of Administration

Telephone: 608-266-3017

E-mail: laurice.lincoln@wisconsin.gov

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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.

This program is a monitoring and accountability program designed to promote and advance equity and inclusion efforts. The program reviews agency compliance regarding state standards and agency fidelity to the implementation of best practices that promote diversity, inclusion and belonging.

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

This program was rolled out in January of 2022. Agencies participated throughout the year to review their strategic planning progress and intersections of EI principles into agency operations and workforce planning.

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

The program was developed to support Executive Order (EO) #59 of the WI Governor. The Governor, in that order, required all state agencies to develop and implement EI Strategic Plans. The EO also required the Bureau of Equity and Inclusion to monitor those plans and to provide training, guidance, and support for the successful execution of agency's plans and the advancement of equity and Inclusion in the state's workforce.

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

The program is new because if not only reviews and acknowledges compliance with affirmative action and equal employment opportunity standards it provides a pathway for agencies to achieve outcomes by creating a pathway to implementing high quality EI practices. This program supports agencies in understanding where their efforts may be falling short in achieving desired outcomes and how to correct course and move on to the positive side of the tipping point to behavior and operational change.

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 startup cost for the program centered around reimbursement for mileage because the monitoring visits at each agency were onsite. The staff conducted the visits in teams of two. The first year of planning required about 40 hours of training for all the staff involved in the process to ensure reliability in the monitoring review. Development of the materials was completed by staff in the bureau and reviewed by unpaid consultants and other HR professionals. Costs were minimal but the rewards unmeasurable in increasing skill and competence. Increase agency engagement and commitment to the work and a change in

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climate for EI Professionals that staff expressed new awareness in the value of their work to the workforce.

6. What are the program's operational costs?

Staff time to participate in the day long process onsite at the agencies. The monitoring program asked that various employees and HR staff to participate in discussions, providing feedback and reviewing with the monitoring team practices and process in place to support the workforce in understanding, applying and fostering EI principles in their work.

7. How is this program funded?

Budgeting for staff mileages reimbursement. This was our only additional cost.

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

9. Are you aware of similar programs in other states? Yes ☒ ☐

If yes, how does this program differ?

I am aware of programs in other states that monitor results as well as compliance around K-12 education, early education, and disabilities services. This monitoring program is different in that it is specific for measuring and monitoring accountability to EI strategic planning and EI advancement in the workforce.

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

Successful monitoring is measured quantitatively but the number of agencies that participate in the process. The number of agencies that are able to make effective changes in their EI implementation resulting in measurable changes and outcome achievement. Decrease in the number of underutilized positions for marginalized groups. Reductions in turnover for those groups and an increase in reported employee wellbeing and positive outlook on the workforce and their work unit. Reduction in discrimination and harassment complaints and improvement in promotional and leadership opportunities for marginalized groups. Qualitative measures of success are improvements in communication, increased employee engagement and reported increase in employee satisfaction. Reported improvements in morale and reductions in stress and mental health concerns. Successful implementation of the EI Strategic plans impacts the workforce positive thought the employee lifecycle. Monitoring for result provides leadership that is adaptable, focused on planning continuous improvement opportunities and employee success.

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

The program was rolled out in 2022. From that initial rollout and completions we have developed better scheduling tools, identified additional training for the monitoring staff, refined our reporting of results to the agencies. Added additional questions and eliminated some that were easily accessed from system reports. We have also added a required overview

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2023 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination

Innovative State Human Resource Management Program

of the process by agency leadership and the scheduling of a debriefing and discussion to go over the results.

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Wisconsin Bureau of Equity and Inclusion
Program summary 2023 submission,
Innovative State Human Resource Management Program

The Bureau of Equity and Inclusion (BEI) **Equity and Inclusion Results and Accountability (EIRA)** guidelines is a monitoring program and resource to support state agencies in improving equity and inclusion advancement in the state's workforce, human resource operations, policy and program development, and service delivery. The following core principles guide the **EIRA** monitoring process:

1. Developed of the EIRA process is in partnership with our EI partners and state agencies.
2. The EIRA process will be transparent and responsive to the EI needs and expectations of the agencies of Wisconsin.
3. The EIRA process drives improved outcomes for all state agencies, state employees, and the general public receiving services from state agencies.
4. The EIRA process ensures the protection of equitable consideration of state employees and potential employees regardless of sex, gender, age, disability, race, ethnicity, language, socioeconomic status, or veteran status.
5. The EIRA process provides divergence motivations, improvement supports and recommendations, and interventions based on each agency's unique strengths, progress, challenges, and needs.
6. The EIRA process encourages agencies to direct their resources to have the most significant positive impact on outcomes and the advancement of equity and inclusion.

The monitoring program reviews compliance indicators and fidelity to best practice indicators adapted specifically for Equity and Inclusion advancement. The monitoring program also assesses the readiness of an agency for change and recommends skill building and competencies specific to improving readiness for EI advancement. The monitoring process is an onsite visit for agencies with 50 or more full-time employees and a self-assessment for agencies with less than 50.

The goal of BEI monitoring compliance indicators is to ensure that state agencies are meeting the requirements of both federal and local regulations. BEI's monitoring approach is outcome-oriented and aligned with federal and state regulations and BEI Equity and Inclusion standards. BEI measures compliance against a state target of 100%. The monitoring process also reviews the agency's capacity to support change that leads to desired outcomes. The coordination of resources, development of infrastructure to support effective professional development, alignment of organizational structures and leadership, and use of instructional practices shown to improve developmental, and behavioral outcomes (Fullen, 2005; Massell, 1098; O'Day, Goetz, & Floden, 1995).

Essential components for this work as identified by the National Center for Systemic Improvement:

1. **Stakeholder engagement,**
2. **Data-based decision making,**
3. **Alignment,**
4. **Leadership.**

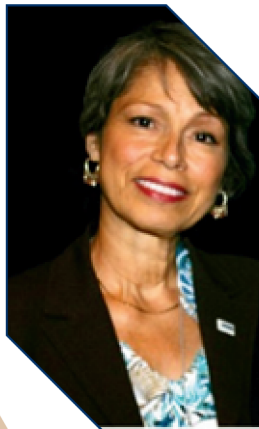
These components are described on a scale of 1 – 5, with five being the highest level of fidelity to practice. Each monitoring team uses this scale to review and measure the quality of best practice implementation. EI p practices that rate a three or higher on the scale have the best possibility of positive outcomes.

Components of the agency monitoring process Includes: Review and assessment of EI goal progress, evaluation of EI compliance activities, review and evaluation of EI Practices, EEO and AA compliance determination, review of assessment of required Respectful Workplace policies, recruitment file review, and the complaint process and file review.

The monitoring meeting is an interactive, contextual, and reflective process to engage all participants.

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.

2023 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: State Civil Service 2022 Annual Uniform Pay Plan Review 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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Eva N. Santos Communication Awards

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 [State Civil Service Annual Uniform Pay Plan Review](#) report provides the research and analysis to support recommendations to improve market competitiveness for the classified service on an annual basis. State Civil Service Certified Compensation Professionals prepare this report each year in accordance with WorlDatWork best practices.

2. How long has the submission been in existence?

The State Civil Service Annual Uniform Pay Plan Review report is researched and produced annually. The 2022 Annual Uniform Pay Plan Review was published in October.

3. Why was this submission created?

The Annual Uniform Pay Plan Review report is prepared in accordance with Civil Service Rule 6.2(a), which says that State Civil Service is obligated to conduct such “research as [the SCS Director] may deem appropriate, shall cause to be prepared for submission to the Commission, a uniform pay plan, or amendments thereto, for the classified service.” The Annual Uniform Pay Plan Review report aligns with SCS Rule 6.2(a) by providing the research necessary to support amendments to the uniform pay plan for the classified service. Through the adoption of SCS Rule 6.2, the Commission has charged the Director of State Civil Service to analyze the effectiveness of the uniform pay plan at least annually, and to recommend appropriate changes based upon the results.

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

The Annual Uniform Pay Plan Review report aligns with the four elements of maintaining market competitiveness by providing an assessment of the pay range structures, a review of actual employee salaries, a targeted review of jobs in the classification plan, and recommendations for pay solutions to improve market competitiveness within the boundaries of financial feasibility.

Louisiana Uniform Pay Plan encompasses six Pay Schedules: Administrative (AS), Medical (MS), Protective Services (PS), Scientific and Technical (TS), Social Services (SS), and Technician and Skilled Trades (WS). Research done for the sections in this report is broken out by each pay



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schedule. Sections in this report include Pay Structure Competitiveness, Pay Structure Lag Trends, Median Salary Comparisons, Median Salary Lag Trends, Percent into Pay Range Analysis, Targeted Review of Classified Jobs, and Recommendations for the upcoming year.

PAY STRUCTURE COMPETITIVENESS

The data indicates that, on average, classified pay schedule midpoints for classified benchmark jobs are competitive when compared to public sector medians, but lag private sector medians by amounts ranging from 6.5% to 12.5%.

 ADMINISTRATIVE PAY SCHEDULE (AS)	 PROTECTIVE SERVICES PAY SCHEDULE (PS)	 SOCIAL SERVICES PAY SCHEDULE (SS)	 TECHNICAL/SCIENTIFIC PAY SCHEDULE (TS)	 SKILLED TRADES PAY SCHEDULE (WS)	 MEDICAL PAY SCHEDULE (MS)
Public sector lead 0.1%	Public sector lead 0.5%	Public sector lead 4.2%	Public sector lead 0.6%	Public sector lag 4.6%	Public sector lead 3.1%
Private sector lag 8.1%	Private sector lead 8.6%	Private sector lag 8.9%	Private sector lag 6.5%	Private sector lag 12.5%	Private sector lag 7.9%

In detail, the report provides comparisons of classified pay structure midpoints, as well as the actual median salaries of classified employees, to their counterparts in the public and private sectors for the relevant labor market area consisting of Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas. A review of the pay structures provides insight as to whether, overall, the midpoints of the pay ranges are at a competitive position relative to the market. A review of the actual median salaries of classified employees helps to determine if those salaries are tracking appropriately with the market. Details regarding the methodologies used for these figures can be found within the respective sections.

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SALARY SURVEYS AND THE RELEVANT LABOR MARKET

This report will focus on comparisons to the median salaries of employers from the specific states defined as the relevant labor market. Once applicable classified benchmark jobs have been identified, salary information for those jobs is obtained through surveys from third-party compensation survey providers. A review of data for the relevant labor market ensures accurate comparisons across different survey providers.

The Department of State Civil Service defines the relevant labor market as public and private employers within the South Central and Southeastern regions, preferably in service-providing industries. States used for the analysis in this report in the South Central and Southeastern regions include Alabama, Arkansas, Kentucky, Louisiana, Mississippi, Oklahoma, Tennessee, and Texas.



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

The effectiveness of the Annual Pay Plan Review Report is ultimately measured by the support it obtains. The research involved in compiling the Annual Uniform Pay Plan Review report is the basis of the recommendations made by the State Civil Service Director to the State Civil Service Commission. The process involved in making changes to the Uniform Pay Plan must receive the approval of the Commission; however, Louisiana's Governor must also approve any changes to the pay of classified employees.

For example, the 2018 Annual Review Report produced a recommendation to grant classified employees with a 2% general increase and to realign the state's six classified occupational pay schedules with the relevant market. Approval was received from both the Commission and the Governor, directly resulting in increases to employee pay and the competitiveness of the pay schedules. The report was also used to educate the Louisiana Legislature who ultimately ensured funding was available for the 2018 recommendations. Fiscal Year End 2019 resulted in a slight decrease in voluntary turnover from 12.86% to 12.59% and down again in 2020 to 11.63% prior to increasing in years following the pandemic.

Again, the report was successful in 2019 by raising the minimums of certain pay schedules and increasing the minimums and maximums for the Medical Pay Schedule 2021 by 6% during the post pandemic demands for nursing professionals. For 2022, the Commission and Governor aligned to approve an increase to the pay schedules to ensure no pay schedule had a minimum pay level below \$10/hour effective July 1, 2023. In addition, increases were made to the annual market adjustments rates for classified employees effective July 15, 2023. The details of the recommendations can be found on the next page.

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RECOMMENDATIONS

SCS is providing the following recommendations in order to better recruit and retain talent in this highly competitive market. With the unemployment rate now at near historic lows, these adjustments are needed to maintain market competitiveness. Specifics on recommended pay plan changes will be presented to the SCS Commission at a future pay hearing. For a review of historical structure adjustments and a general increase history, please see Appendix B.

PAY STRUCTURE RECOMMENDATIONS



Administrative “AS” Pay Schedule

A structure adjustment is being recommended to adjust the pay range of the lowest job to \$10 per hour. The other pay ranges in the AS pay schedule will be adjusted as well to maintain a 7% midpoint differential between them. Cost is estimated as \$1,847,535.95, which includes base salary only.



Protective Services “PS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness. The lowest pay range in this pay schedule already starts above \$10 per hour.



Social Services “SS” Pay Schedule

A structure adjustment is being recommended to adjust the pay range of the lowest job to \$10 per hour. The other pay ranges in the SS pay schedule will be adjusted as well to maintain a 7% midpoint differential between them. Cost is estimated as \$1,400,551.60, which includes base salary only.



Technical & Scientific “TS” Pay Schedule

SCS will continue to monitor this pay schedule for market competitiveness. The lowest pay range in this pay schedule already starts above \$10 per hour.



Skilled Trades “WS” Pay Schedule

A structure adjustment is being recommended to adjust the pay range of the lowest job to \$10 per hour. The other pay ranges in the WS pay schedule will be adjusted as well to maintain a 7% midpoint differential between them. Cost is estimated as \$13,048,745.86, which includes base salary only.



Medical “MS” Pay Schedule

A structure adjustment is being recommended to adjust the pay range of the lowest job to \$10 per hour. The other pay ranges in the MS pay schedule will be adjusted as well to maintain a 7% midpoint differential between them. Cost is estimated as \$763,021.43, which includes base salary only.

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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: 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.

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. To ensure compliance with Act 155, state agency heads are required to annually verify that Cybersecurity Awareness training has been done and report to State Civil Service on the completion of the training by employees and contractors. Course completion reports are due to the State Civil Service Director by March 31st of each year for the previous year.

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 Learning Management System. This course has been taken by 57,620 state employees since its release. This number is most likely 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. In 2022 alone, the course has been distributed to 233 different government organizations within Louisiana to train 82,620 people. Incredibly, since its inception, the course has reached almost 240,000 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.

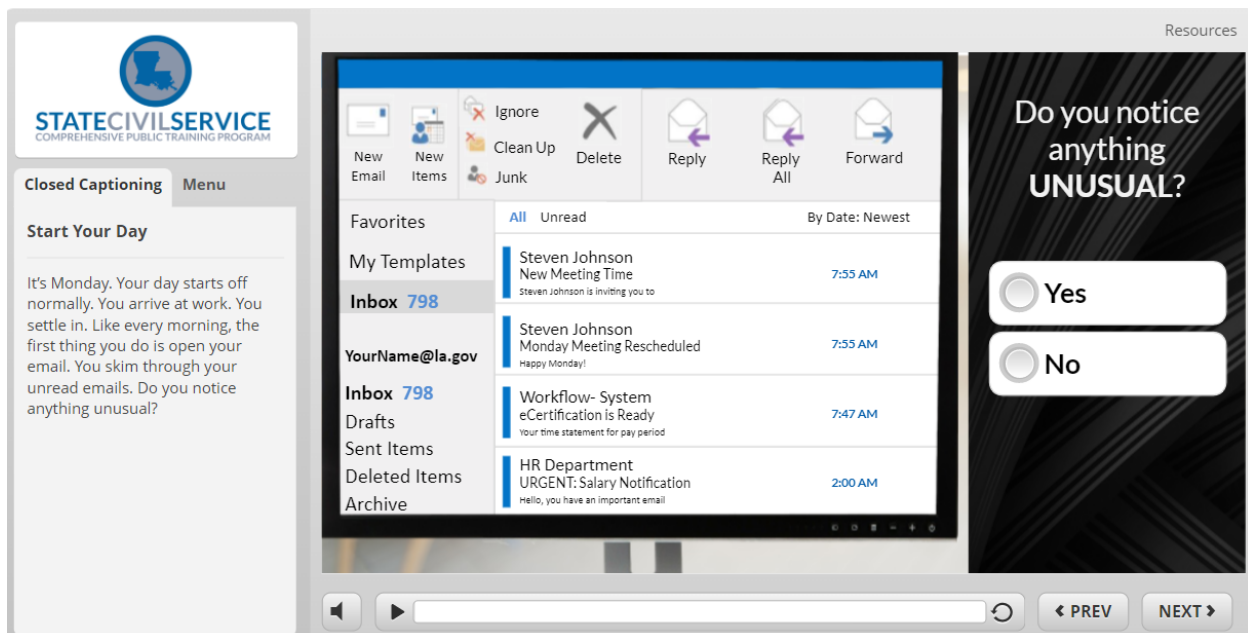
A few screenshots and promotional videos can be found below:

Course Promos:

<https://youtu.be/t3CPC15ihBA>

<https://youtu.be/WG0CijJufGk>

Screenshots:




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STATE CIVIL SERVICE
COMPREHENSIVE PUBLIC TRAINING PROGRAM

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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.

New Email New Items Ignore Clean Up Delete Reply Reply All Forward

Favorites All Unread By Date: Newest

My Templates

Inbox 798

YourName@la.gov

Inbox 798

Drafts

Sent Items

Deleted Items

Archive

Steven Johnson
New Meeting Time
Steven Johnson is inviting you to

7:55 AM

Steven Johnson
Monday Meeting Rescheduled
Happy Monday!

7:55 AM

Workflow- System
eCertification is Ready
Your time statement for pay period

7:47 AM

HR Department
URGENT: Salary Notification
Hello, you have an important email

2:00 AM

Click on the **UNUSUAL** email



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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.

Phishing


Tries to trick you into giving information:

- Passwords
- Social Security numbers
- Banking information

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Menu

Review the Email


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




New Email




New Items




Ignore




Clean Up




Delete




Reply



Reply All



Forward



Sun 8/2/2020 2:00 AM
HR Director
URGENT: Salary Notification

Hello,

You have an important email from Human Resources Department regarding your last Paycheck and Retirement account.

This email is secured for your protection. Access the documents hear:
<http://HROfficeGov.be/HR/validatecredentials.htm>.

Ensure your login credentials are correct to avoid delay in paycheck.

Faithfully,
HR Department, Office of the Governor

Look at the email more closely

Click on everything that indicates this email is fake

Click SUBMIT

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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: 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?

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,

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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.

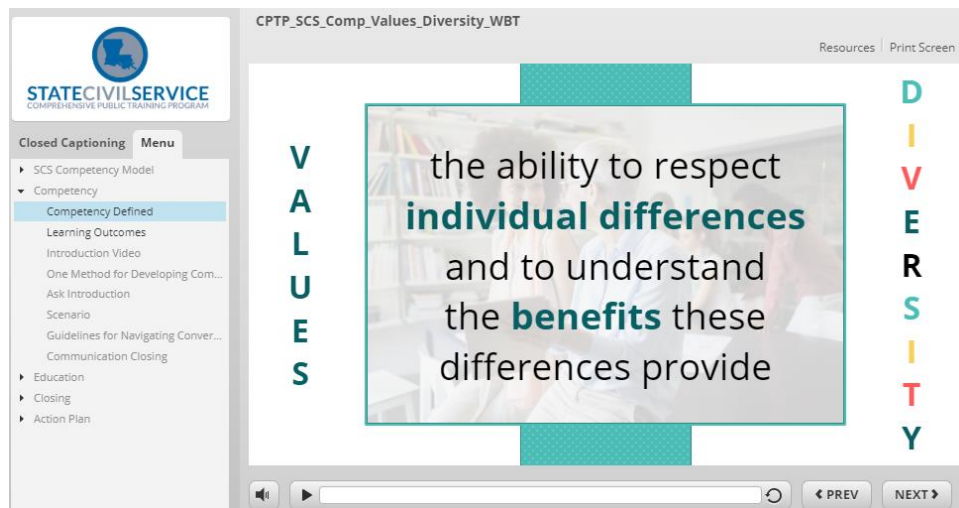
5. Have you been able to measure the effectiveness of this submission? If so, how?

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:

COURSE TITLE – SCS Competency Values Diversity

Course Trailer: <https://youtu.be/HTdPkts77Mg>



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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

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.

Resources | Print Screen

PREV NEXT

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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.

CPTP_SCS_Comp_Values_Diversity_WBT

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

PREV NEXT

COURSE TITLE – Exploring Diversity

Course Trailer: <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.

CPTP_SCS_Exploring_Diversity_WBT

Resources

DIVERSITY

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


PREV NEXT

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

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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.

CPTP_SCS_Exploring_Diversity_WBT Resources



religious beliefs geographic location ethnicity






race income education


DIMENSIONS OF DIVERSITY

gender identity parental status

physical/mental abilities language

sexual orientation occupation age


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Benefits Drag and Drop

Drag the benefit to the correct category.






CPTP_SCS_Exploring_Diversity_WBT Resources



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

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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.

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Empathy **Inclusion** **Intervention**

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COURSE TITLE – Diversity for Supervisors

Course Trailer: <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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- Welcome
- Title
- Help Slide
- Learning Outcomes
- Pitch
- ▶ Scenario
- ▶ Meetings
- ▶ Difficult Conversations
- ▶ Empathetic Conversations
- Conversation Tips

Honor Brave Space Rules

Be Human

Connect

Collaborate

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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: State of Missouri Quarterly Pulse Survey Website

State: MO

Contact Person: Nancy Abbott

Contact's Title: Special Assistant Professional

Agency: Office of Administration

Mailing Address: Harry S Truman State Office Building, 301 West High Street, Room 430,
Jefferson City, MO 65102-0809

Telephone: 5735221985

E-mail: nancy.l.abbott@oa.mo.gov

NOMINATOR INFORMATION

Nominator: **Alyssa L. Bish, Ph.D., MPA** Title: Director

State: MO

Agency: Office of Administration, Division of Personnel

Telephone: 5735221343

E-mail: alyssa.bish@oa.mo.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 Quarterly Pulse Survey (QPS) website <https://qps.mo.gov/> is the key resource to learn all about the State of Missouri's organizational health survey called the Quarterly Pulse Survey (QPS). This survey anonymously asks team members the same questions at the same time to get their candid perspectives on how we are working together and moving on major initiatives. The website is an effective tool to provide answers to frequently asked questions, view results, and discover how the data is being put into action.



2. How long has the submission been in existence?

Our first iteration of the QPS website started several years ago with our internal website and has evolved into our current public website which was launched in December 2022. Our goal is to share information with not only State of Missouri team members but Missouri citizens as well.

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3. Why was this submission created?

The QPS website was created to inspire our team members to share their voice quarterly during submission periods and show how that feedback helps shape our Governor's and our department leader's priorities. It also provides transparency by sharing the latest survey results and how we are using those results to learn, grow and work.

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

Transparently sharing the [data](#) with all team members is a key feature of the QPS website. The website contains informational graphics to illustrate the data, particularly what we are doing well and where we can improve.



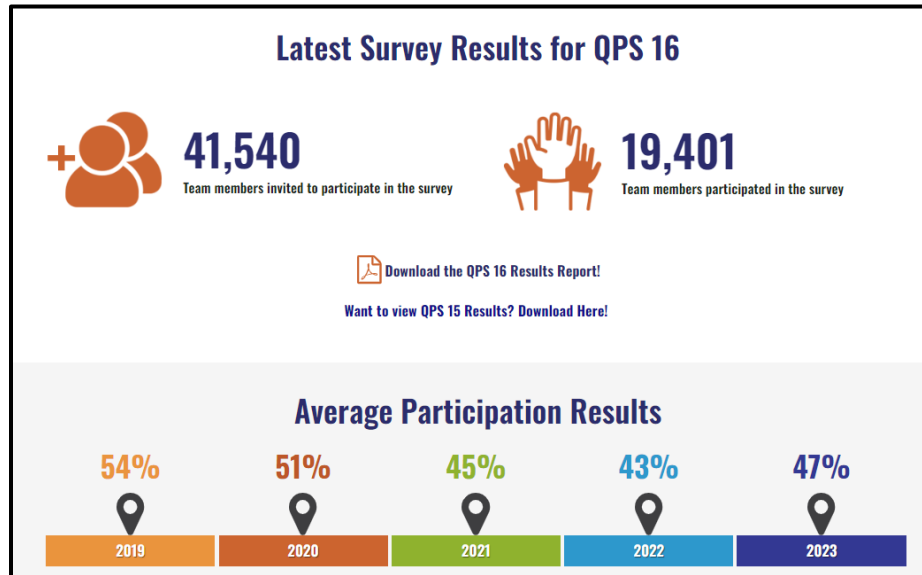
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Statewide reports are available after each cycle of the survey to provide the results, highlight key takeaways and serve as a reminder of the next opportunity to share feedback and provides the topics the questions will cover.



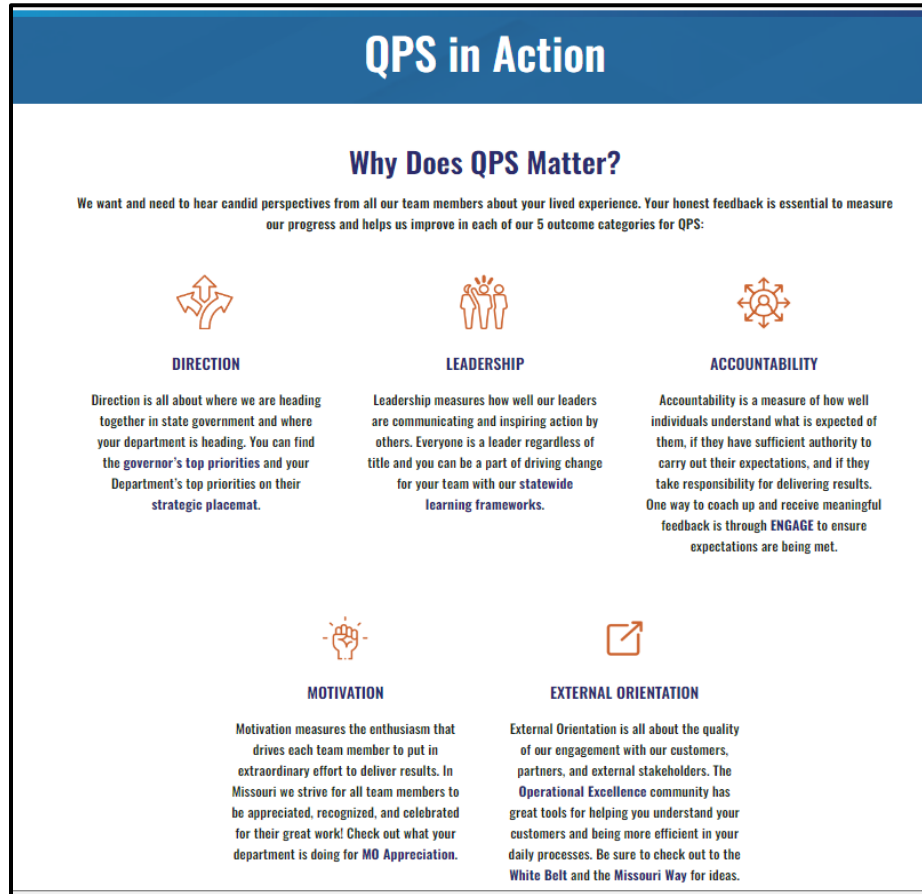
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The [QPS in Action](#) resource illustrates why QPS matters and real action taking place based on 5 outcomes: Direction, Leadership, Accountability, Motivation and External Orientation. Survey questions are structured around these categories and contain links to learn more.



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[You Said It, We Did It!](#) shows leaders are listening to feedback and developing new programs. All initiatives contain website links to resources to learn more.

You Said It, We Did It!

Through your QPS feedback, new programs were developed to transform how we learn, grow, and work.

CONTINUOUS IMPROVEMENT	FINANCIAL WELLBEING	PROFESSIONAL DEVELOPMENT	REWARDS & RECOGNITION
 SHOW ME EXCELLENCE Equipping team members to continuously improve our departments to serve citizens with excellence	 5.5% PAY INCREASE All state team members received a 5.5% raise in March 2022 based on QPS data	 MO LEARNING 24/7 access to best in class training, including State of Missouri custom content	 MO APPRECIATION Building a culture of meaningful appreciation for team members and the work they do
 YELLOW BELT Enhanced problem solving skills	 DISCOUNT HUB A website with discounts for recreation, stores, and vacation opportunities	 MO WAY TRAINING Training program for all state team members	 PROFESSIONAL & LEADERSHIP DEVELOPMENT AWARD Honoring the top 10% of team members by awarding them up to \$1500 for professional development
 WHITE BELT A set of simple problem solving tools that can be used by all team members in their daily work		 ENGAGE 2.0 Bringing supervisors and team members together to have meaningful professional development conversations	
		 LEADERSHIP ACADEMY Professional development program designed for emerging leaders	

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The [FAQ page](#) answers many concerns team members have reported in an effort to bolster participation.

FAQs

QPS Myths Revealed

MY VOICE ISN'T HEARD

Every response shapes our data and drives change into Results. Results are a powerful tool to change State government in that they help justify spending, staffing, and policy changes.

THE SAME QUESTIONS ARE ASKED EVERY 3 MONTHS

QPS occurs quarterly, but the same questions are asked only twice a year. Spring/Fall we focus on accountability, motivation, and customer service. Summer/Winter we focus on direction, leadership, and professional development.

WE KNOW WHO PROVIDED SPECIFIC FEEDBACK

Data is 100% anonymous. We do not track emails, names or IP addresses.

Frequently Asked Questions

Why should I participate?	+
What if I have different experiences with my direct supervisor than I do with other managers and leaders in my organization?	+
Is my "organization" my office, my division, my department, or the state government?	+
QPS Communications	+
Is there a Learning Path in LinkedIn Learning?	+

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

As this is a new resource, we have not completed a measurement of effectiveness, however, we did notice a 7% increase in our response rates since our launch of the website. Since December 15, 2022 we have 8289 page views and as we add more content we expect the number of views to increase. After each cycle of QPS, results are shared with team members in an array of communications and contain links to our website for more information and to learn about what is next!

Thank you very much for your consideration! ☺

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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: Statewide Learning Framework

State: MO

Contact Person: Dr. Tom Joseph

Contact's Title: Sr. Talent Development Specialist

Agency: Office of Administration, Division of Personnel

Mailing Address: Harry S. Truman State Office Building, ATTN: Division of Personnel Suite 430,
Jefferson City, MO 65101

Telephone: 573-751-6554

E-mail: tom.joseph@oa.mo.gov

NOMINATOR INFORMATION

Nominator: Dr. Tom Joseph Title: Sr. Talent Development Specialist

State: MO

Agency: Office of Administration, Division of Personnel

Telephone: 573-751-6554

E-mail: tom.joseph@oa.mo.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 Statewide Learning Framework](#) serves as guided learning for all State of Missouri team members. It ties together key topics from other leadership and training opportunities, like the [Missouri Way](#), [Show Me Excellence](#), and [MO Learning](#), for a robust experience. Missouri also completes an organizational health survey (the [Quarterly Pulse Survey](#)). The quarterly topics of the Learning Framework reflect the measured outcomes of the survey. Through the Learning Framework, we help team members gain professional development in critical areas identified through the organizational health survey while supporting our existing leadership and training opportunities.

The framework features monthly themes and several hours of curated content tied to each theme. Further, the content is intentionally chosen for three groups: a) supervising leaders, b) all leaders, and c) non-supervising leaders. The purpose of breaking the content into three groups is to ensure each month's content applies to everyone, regardless of title. For example, if the theme is "belonging," the content for a supervising leader might explore how a manager can create belonging on a team. In contrast, the non-supervising leader content would examine why we should care about belonging and its impact on the workplace.



Along with the weekly curated content is a featured live training each month. We identify team members from across the agencies with expertise in the month's theme and ask if they are

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interested in facilitating a live presentation. These presentations are one hour long and in a virtual format to increase accessibility.

All monthly calendar content and live training content is uploaded to our online learning platform, MO Learning (powered by LinkedIn Learning). Here, there are various learning paths created to reflect the monthly calendar. It includes all curated content (both internal and external) and the recorded presentation for the month. One significant aspect of the framework's content is that it contains various learning mediums to reach all our team members. You can find podcasts, articles, videos, and activities. Not all team members have daily access to a computer, so we have intentionally created and found learning content to meet their needs.

We take several avenues to distribute the framework. First, all information is added to the framework's [site](#) regularly, including live training opportunities, blog posts, and the monthly calendar PDF document. Each week, the Division of Personnel meets with HR directors from across the State of Missouri, and content for the following week is shared with them. Then, they distribute the information internally to their teams, as appropriate. We have made graphics available on lobby TVs with URLs and QR codes for registration, and the communications team sends out learning content (varies by agency).

2. How long has the submission been in existence?

The Statewide Learning Framework was created in late 2021 in anticipation of the calendar year 2022. The framework was revised with constituent feedback in late 2022 to reflect the current design and content.

3. Why was this submission created?

The State of Missouri requires all supervisors to complete 52 hours of professional development each fiscal year, and some units require non-supervisors to have continued learning as well. We received feedback that there are so many learning opportunities that team members do not know what to learn. Through the framework, we can provide guided learning that will help all team members reach their required hours or develop new skills if they do not have a requirement.

We did not want the learning framework to be another resource that was not utilized, so tying it to other successful programs was intentional. The State of Missouri takes its organizational health survey seriously, so making the backbone of the framework the survey outcomes was the perfect way to blend the initiatives.

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

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As mentioned, the learning framework supports programs the State of Missouri already uses, like the Missouri Way, Show Me Excellence, MO Learning, and the Quarterly Pulse Survey (organizational health). Each of these programs is utilized statewide, so their incorporation into the learning framework was natural and made sense.

Furthermore, we use constituent feedback to change the framework to meet team members' needs. In 2022, feedback from team members and HR directors was used to design the 2023 framework. The themes from the 2022 framework that were important to staff remained while we added new topics to meet the State's evolving needs. This year, the framework has a branded slogan, "Fostering a Sense of Belonging through Learning." This year, there has been a large push to increase team member belonging, so we emphasized its importance by making it a key framework point. Each month's content will tie back to belonging in some capacity.



The framework for 2023 is pictured above. Here, you can see each month has its own theme. The four topics in the middle (direction, leadership, motivation, and public service) are the Quarterly Pulse Survey outcomes.

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

We track various program metrics, including site and learning path unique views and live session registration. We have also received feedback from other agencies that they push the content out to their team members when appropriate.

5% increase in supervisors achieving 52 hours of professional development in the fiscal year 2022 compared to the fiscal year 2021 (framework may not be causal, but it was developed for this purpose)

Framework Site Unique Views: Over 6,000

Learning Path Unique Views: Over 1,500

Live Session Registrations: Over 800

Due to limitations in our content tracking system, we cannot analyze total framework completion.

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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.

2023 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: CPTP SCS HR Foundations

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) 219-9462

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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2023 NASPE AWARDS

Advancing the HR Profession Award

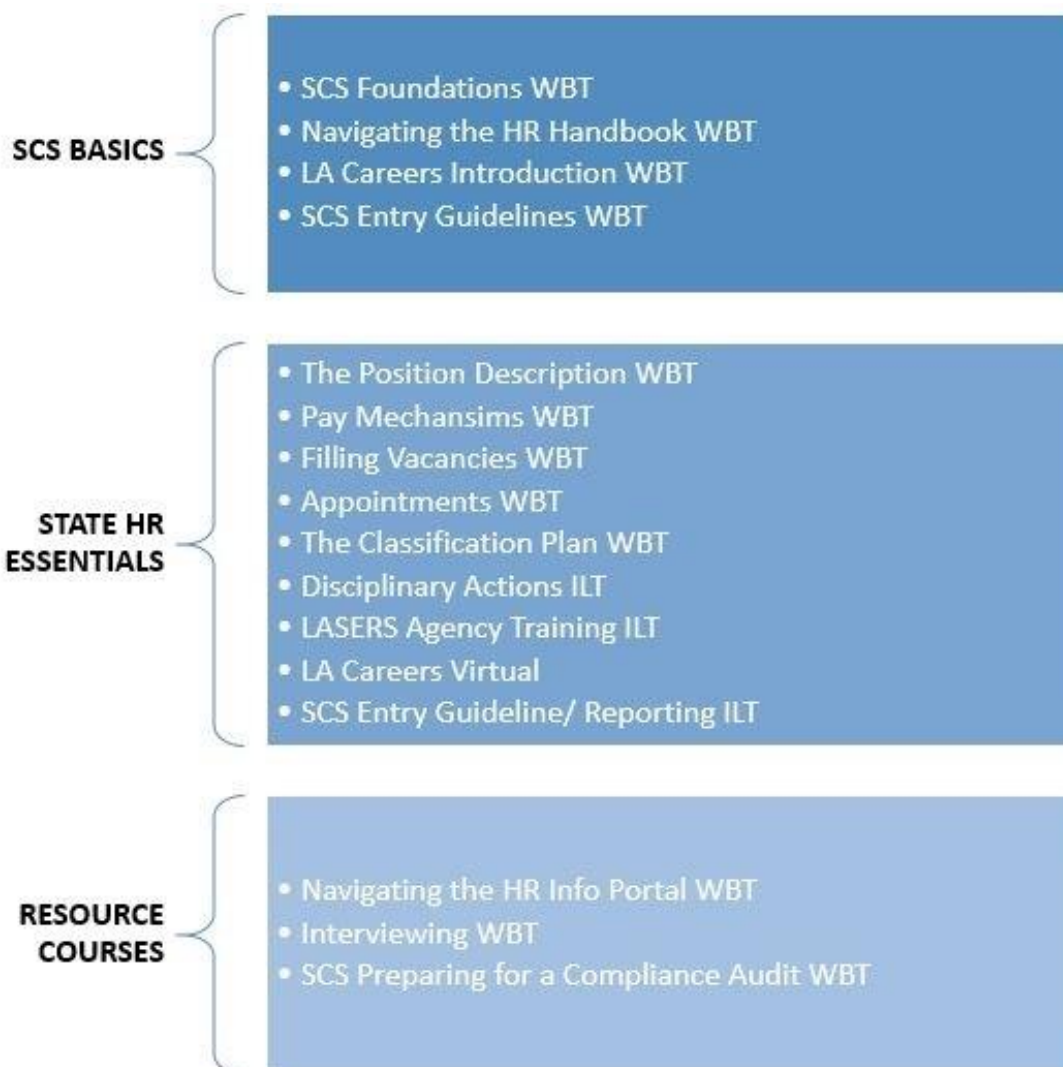
DETAILS

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

1. Please provide a brief description of this program.

The program provides learners with the knowledge and skills they need to successfully perform their jobs while also adhering to SCS Rules. Participants learn about the background and purpose of SCS as well as their role in ensuring that state government employs a competent workforce based on merit system principles.

The program is broken into two groups: SCS Basics and State HR Essentials. The courses in SCS Basics must be taken first and in succession, however, after that, the learner can take the courses in any order they choose. We've provided additional courses, that while not essential, are useful resources for HR Professionals.



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2023 NASPE AWARDS

Advancing the HR Profession Award

With a few exceptions, all of the courses are web-based. This decision was made with two thoughts in mind. First, it allows the learner to take the courses at their convenience from their desk, which limits the amount of time the learner will be away from the job. Second, web-based courses can serve as a just-in-time learning solution that learners can access to help them through certain tasks.

While the program is not required, SCS highly encourages new HR Professionals to complete the program as they will find the content useful. The program provides both the foundation and the framework within which the state's HR Professionals operate.

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

The program went live in June 2022.

3. Why was this program/effort created?

This program replaces a previous version of HR training offered by SCS. The previous program, while it served an important purpose, needed to be updated and expanded. The program consisted of 5 web-based courses and an instructor-led capstone.

After much information gathering and discussion, we realized that the program needed to be revamped so that it provided our state HR Professionals with information that guided them on how to work in partnership with SCS and within the SCS Rules. Through this revision, we also wanted present the information in a more user-friendly manner.

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

There is no cost for employees to take the program. There was also no cost in development or implementation since the program was developed by State Civil Service employees.

5. How is this program/effort funded?

This program was created by the Comprehensive Public Training Program (CPTP) in conjunction with State Civil Service. CPTP is funded by Louisiana state agencies through Inter-Agency Transfers.

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

The success of the program will be determined by the quality of work done by the agencies in relation to their job postings and the actions performed at the agency level.

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

The program has a resource module included in the curriculum. The plan is to add to the resource module as the need arises. The program will also be undergoing some revisions in the future as the structure of SCS was recently changed.

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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.

This year's Oscar B. Jackson, Jr. President's Award is presented to someone who has been consistent, thorough, and hard-working in his position, leading by example about what it means to be a fantastic corporate partner but also working to add value in his role as Corporate Council Co-Chair. He created fantastic programming on key factors in being an employer of choice at last year's annual meeting and the follow-through with webinars and at the Mid-Year Meeting. He's continued the great work this year in the second year of his term.



**Mark Betchey, Director
State & Local Government Strategy
Oracle**

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.

The Neville Kenning Corporate Partner 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 Neville Kenning Corporate Partner Award to NEOGOV.



NEOGOV

