naspe

National Association of State Personnel Executives

2024
THE NASPEs
HALL OF FAME

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.

2024 NASPEs AWARD

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

NOMINEE INFORMATION

Nominee: Mary Elizabeth Bailey   Title: Cabinet Secretary

State: KY   Agency: Personnel Cabinet

Telephone: 502-564-6616

E-mail: marye.Bailey@ky.gov

Brief Biography of Nominee (One paragraph, please): Mary Elizabeth Bailey has worked in State Government, specifically Human Resources, for over 25 years. In her current role, Secretary Bailey provides executive policy and management support to the Cabinet's departments, offices, and divisions; promulgates administrative regulations; and advises the Personnel Board and all agencies in the Executive Branch on matters pertaining to the classified service. In her previous role as the Commissioner of the Department of Human Resource Administration, she oversaw the administration of the Commonwealth's employment application process, state payroll functions, personnel administration for all branches of government, official personnel records for state employees, the state Classification and Compensation system, the Executive Branch Performance Management Program, and state government's organizational structure.

NOMINATOR INFORMATION

Nominator: Jamie Caldwell on behalf of the Personnel Cabinet's Executive Leadership   Title: Commissioner

State: KY   Agency: Personnel Cabinet

Telephone: 502-564-6826

E-mail: Jamie.Caldwell@ky.gov

ALL SUBMISSIONS MUST:
• Meet all eligibility requirements • Meet deadline requirements
• Include a complete nomination packet • Conform to all copyright laws   **Page 1 of 4**

DETAILS

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

In her career in Kentucky state government human resources, Secretary Bailey has served in an enterprise-level leadership role for the last nineteen years. Secretary Bailey's leadership has been instrumental in the implementation of so many projects and initiatives within state government, including but not limited to the:

- Modernization initiative of the state's merit system through the changes to Kentucky Revised Statute (KRS) Chapter 18A. The resulting changes were the first since 1986.

- Analysis and compilation of two separate, comprehensive reports on the state's classification and compensation plan, which were provided to the Kentucky General Assembly. The report produced in 2023 was focused on the results of a comprehensive review and refactoring of over 1,200 job classifications to ensure all jobs were up to date and assigned to the appropriate pay grade. Most importantly, both reports included recommendations to better align and maintain the state's job classifications and the salaries of state employees.

- Largest human resource transformation in over thirty years with the implementation of the state's Kentucky Human Resource Information System in 2011.

- Improvement of Kentucky state government's performance management system.

- COVID-19 Pandemic response, through continuous support and up-to-date guidance to executive branch agencies and state employees to ensure that the essential functions of our state could be performed safely and efficiently.

- Implementation of statutory requirements to provide military veterans with an interview preference.

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- Development of additional compensation tools such as Locality Premium, Critical Position Premium, and Sign-On Bonuses by revision of new Kentucky Administrative Regulations.

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

Throughout her career, she has served on numerous committees and is a member of the National Association for State Personnel Executives, CSG South-Staff Alliance for Intergovernmental Leadership, and Society for Human Resource Management, and the International Public Management Association for Human Resources (IPMA-HR), now the Public Sector HR Association (PSHRA). In 2016, Bailey was awarded the first-ever Distinguished Service Award by the PSHRA Kentucky Chapter; in 2020, Bailey also received the Walter R. Gattis Award, the Chapter's highest award. She remains the only chapter member to ever receive both awards.

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

Secretary Bailey is state government's subject-matter human resources expert—specifically regarding KRS 18A, Kentucky's classification and compensation regulation. She brings necessary historical knowledge and insight into every decision, but she never allows herself or her staff to get stuck in the mindset of "how things have always been." Secretary Bailey pushes not only the Personnel Cabinet but the whole of human resources administration in state government towards innovative solutions. Through her leadership, Secretary Bailey has empowered Personnel Cabinet staff to overhaul recruitment strategies, enhance employee retention initiatives, and provide the highest-level benefits available for all employees. Through her leadership, the Personnel Cabinet has emphasized holistic support of state employees through physical, mental, and financial wellness programs and initiatives, as well as promoting and encouraging professional development and continual learning. These innovative initiatives greatly impact the culture of the workplace.

RECIPIENT

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.

Secretary Bailey values her participation in NASPE. She prioritizes attending the annual and mid-year conferences and is an active member of NASPE community forums, where she shares insight from her own experience with other NASPE members. She is truly dedicated to lending a supportive hand to any state that asks her for information or resources.

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

Secretary Bailey's involvement and leadership are truly the key to the success of each Executive Branch HR project's implementation. The successful launch of the Kentucky Human Resources Information System (KHRIS) project demonstrates this clearly. KHRIS is an integrated ERP system that was launched on March 16, 2011, after 4 years in development. It remains the largest enterprise-wide technology transformation in the history of Kentucky state government. It replaced approximately 25+ agency legacy systems and incorporated the following into one system: Organizational Management, Personnel Administration, Payroll, Time and Labor, Benefits Administration, Benefits Billing and Receivables, Financial Management, Employee Suggestions, and Employee and Manager self-service portals.

RECIPIENT

COMMONWEALTH OF KENTUCKY
OFFICE OF THE GOVERNOR

Andy Beshear
GOVERNOR

The State Capitol, Suite 100
700 Capitol Avenue
Frankfort, Kentucky 40601
Phone: (502) 564-2611
Fax: (502) 564-2517

RECIPIENT

April 9, 2024

To the NASPE Award Nominating Committee:

Team Kentucky is dedicated to moving our state forward, together. The support of our state employees is vital to our efforts to support all Kentuckians, continue our economic winning streak, and make Kentucky the place where people choose to live, work, and raise a family.

Secretary Bailey's extensive career in public service has been dedicated to supporting our public servants statewide. Over 30,000 state employees are positively influenced every day by her leadership and the work of her team at the Kentucky Personnel Cabinet.

From revitalizing the employee application and hiring process to expanding employee benefits and promoting Kentucky state government as the Commonwealth's employer of choice, Secretary Bailey has led the way for countless initiatives during her tenure.

Throughout the COVID-19 pandemic, my administration's priority was to save as many lives as possible while also safeguarding Kentucky's economy and workforce. Secretary Bailey played a crucial role in leading the state government's response to the pandemic, ensuring that both government employees and agencies had the necessary resources and support to perform essential tasks safely and efficiently. Because of her efforts, we were able to provide continuity of services to the citizens of the Commonwealth.

Kentucky families deserved leadership that would protect them during the pandemic, and they also deserve to earn an income that will allow them to support their families. In addition to my work in securing an 8% and 6% across-the-board pay increase for state employees, Secretary Bailey oversaw and provided legislative testimony on the comprehensive review of more than 1,200 job classifications and subsequent adjustments to jobs and their assigned pay grades, where applicable.
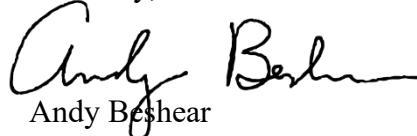
This resulted in additional salary increases for more than 20,000 state employees and ensured that all job classifications were current and met the needs of the agencies that serve Kentucky citizens.

These Kentucky citizens sometimes include vulnerable populations, such as veterans receiving long-term care in our nursing facilities. It is important that we have the capability to recruit and retain top-notch talent to provide the very best care for all who are in our care.

Secretary Bailey has elevated recruitment and retention practices, especially for critical and hard-to-fill positions in the state's nursing and correctional facilities. She has also provided guidance and assistance in applying compensation tools such as locality premiums and special entrance rates. As a result, there has been a notable increase in employees in these jobs and a decrease in turnover.

I promoted Mrs. Bailey from her position as Commissioner of the Personnel Cabinet's Department of Human Resources Administration to Deputy Secretary of the Personnel Cabinet in December 2022 and then to Cabinet Secretary in May 2023. Secretary Bailey's career in state government has been and continues to be a testament to her dedication to the success of Team Kentucky and the support of state employees across the enterprise.

Sincerely,

Andy Beshear

RECIPIENT

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.

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2024 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: Academy for Supervisors 101   State: AK

Contact Person: Rohan Ralliaram

Contact's Title: Learning & Development Manager

Agency: State of Alaska – Division of Personnel & Labor Relations
Mailing Address: 550 W 7th Ave, Ste 1960, Anchorage Alaska 99501

Telephone: 907-947-0001

E-mail: rohan.ralliaram@alaska.gov

NOMINATOR INFORMATION

Nominator: Rohan Ralliaram   Title: Learning & Development Manager

State: AK   Agency: State of Alaska – Division of Personnel & Labor Relations

Telephone: 9079470001

E-mail: rohan.ralliaram@alaska.gov

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2024 NASPEs AWARD

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

DETAILS

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

1. Please provide a brief description of this program.

The State of Alaska's Academy for Supervisors 101 is designed for entry level supervisors to learn about state specific HR policies and procedures, coaching and progressive discipline and performance management while also learning leadership fundamentals that set them up for success as new supervisors within the state.

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

January 2023

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

The State of Alaska's Academy for Supervisors 101 was created to address multiple issues:

- Travel: Prior to this Academy, all supervisory training was done in person in three locations, Anchorage, Juneau and Fairbanks. This meant that supervisors would have to travel hundreds of miles to stay in these hubs for a week to get training. The cost was upwards of a thousand dollars per supervisor.

- Information Overload: While the prior supervisory training was successful, some feedback mentioned that supervisors felt like there was too much information given to them and they still lacked technical knowledge on things like writing a performance evaluation.

- One time training: Our prior supervisory training was the only time state supervisors were offered HR training leading to some supervisors feeling like there should be more complex training provided at different times in their supervisory careers.

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

The Academy for Supervisors 101 is a re-vamped Academy that is facilitated both in-person or virtually allowing for supervisors across the largest state in the nation to be able to attend. The Academy has 2.5 days of mandatory pre-work that is available in our statewide LMS system AspireAlaska. Supervisors can then choose to either attend in-person or virtually. The training time has been reduced to 2.5 days where supervisors in-person can be in table teams, learning entry level supervisory basics and being able to practice technical skills like performance evaluation writing. For our virtual training, our table teams are replaced by breakout rooms where supervisors can join in from our northernmost city of Utqiagvik down to our southern gateway of Ketchikan. The Academy for Supervisors 101 breaks down the information overload by offering entry level supervisory skills and then building on it in our level 200 course that will

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be offered later this year. Our intention is to ensure that we meet our supervisors at multiple touchpoints through their careers with the state. The virtual option has saved the state thousands of dollars in 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.)

The Learning & Development team is a small but powerful team of three within the State of Alaska. We used content provided in our Learning Management System through Cornerstone along with creating custom content through Articulate. The Articulate license was $1399. One user license was enough for us to create custom content. The Academy is currently facilitated by one trainer for the State of Alaska.

6. What are the program's operational costs?

The operational cost mainly comes into play when the course is offered in person. Our Program pays for the travel and accommodation for one trainer to go to different locations for a week. When we go for a week, the course is offered twice.

7. How is this program funded?

There has been no budgetary change to what the Learning & Development program receives.

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?

Our approach to breaking down the Academy into different levels, allowing us to tackle more complex policies and concepts once a supervisor has been in that position for a longer period of time.

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

Every supervisor can provide anonymous feedback. With over 250 supervisors providing feedback we currently have an overall rating of 4.67/5.00 making the Academy for Supervisors the highest rated and most in-demand course in our catalog.

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

The Learning & Development team has revisited the pre-work assigned out to supervisors twice to ensure that the concepts being taught are not dated or redundant. We continue to review user feedback as well as look for content that truly address supervisors in today's world versus things that worked decades ago.

State of Alaska: Academy for Supervisors 101

For over a decade, the State of Alaska has offered a 5-day long, in-person Academy for Supervisors. This training was available in Anchorage, Juneau and Fairbanks, three hub locations, which meant supervisors outside of these hubs had to travel hundreds of miles and be away from family for a week. In Alaska, these travel costs would normally be in the thousands for just one supervisor. At the onset of COVID, the in-person Academy went on hiatus. During the months that followed, the Learning & Development team pivoted from tradition and designed a re-vamped Academy for Supervisors 101 course that has become one of the most well-reviewed courses in our catalog.

The Learning & Development team looked through hundreds of supervisor feedback reports that while generally praised the course, highlighted the need for training on basic HR policies and procedures while pointing out that the 5-day Academy could sometimes lead to information overload. During this time, we also saw turnover across the state, leading to a large number of new supervisors.

In January of 2023, after months of planning, pilots and edits, the Learning & Development team launched the re-vamped Academy for Supervisors 101. The Academy for Supervisors 101 is a 2.5-day course that is offered both in-person and virtually with supervisors completing mandatory pre-work that is available in our statewide learning management system AspireAlaska prior to attending the Academy. The Academy for Supervisors 101 is meant for entry level supervisors as well as supervisors new to state service as it highlights HR basics, policies and procedures, coaching and progressive discipline as well as performance management. Supervisors who attend in-person are able to ask questions, work in table teams on activities that reinforce concepts learned through the pre-work and practice writing evaluations and performance plans. Since the Academy for Supervisors 101 is also offered virtually, the State of Alaska has been able to save tens of thousands of dollars on travel and hotel accommodation; instead of table teams, breakout rooms over Teams is where supervisors are able to engage in activities with supervisors joining in from above the Arctic Circle in Utqiagvik on Alaska's North Slope, to Bethel in Alaska's famous Bristol Bay, all the way down to Southeast Alaska in Ketchikan. The Virtual Academy for Supervisors 101 has been able to bring supervisors spread out across the largest state in nation into an atmosphere that feels safe, inclusive and allows for curiosity and the ability to practice and get to know each other. With over 250 supervisors being able to attend within the first year, more than ever before, the Academy for Supervisors 101 currently has a 4.67 rating out of 5.00.

The Learning & Development team has not stopped just there. We've heard from our employees about the importance of continuous training and so we are working on our Academy for Supervisors 200

which will be recruitment and retention focused, with the intention of launching an Academy level 300, 400 and so on. With the aim of making training accessible to all employees across the great State of Alaska; the Learning & Development team continues to forge new paths and break barriers.

2024 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: Governor's Office Academy of Leadership   State: IL

Contact Person: Dr. Victoria (Vicki) Davis

Contact's Title: Deputy Director, Office of Operational Excellence

Agency: IL Department of Central Management Services

Mailing Address: 300 West Jefferson Street, Ste. 137, Springfield IL 62702

Telephone: 21-494-6401

E-mail: Vicki.Davis@Illinois.gov

NOMINATOR INFORMATION

Nominator: Sarah Kerley   Title: Chief Administrative Officer

State: IL   Agency: IL Department of Central Management Services

Telephone: 312-718-1317

E-mail: Sarah.Kerley@Illinois.gov

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2024 NASPEs AWARD

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

DETAILS

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

1. Please provide a brief description of this program.

The Governor's Office Academy of Leadership (G.O.A.L.) is an exciting program open to mid-level merit compensation leaders in executive branch agencies under the Office of the Governor. These leaders are the backbone of State government and play critical roles in providing stability through transitions and maintaining the operations that serve the State's mission. The G.O.A.L. program provides an opportunity to develop leadership skillsets, build long-term relationships across agencies, and broaden perspectives to lead effectively in a diverse and changing environment.

Over the course of 11 months, 30 fellows form a learning cohort, meeting for a day and a half per month in-person and again virtually, covering topics to include: Monthly topics Include: Public Service Leadership; Fostering Inclusive Cultures; Creating & Communicating Purpose, Vision and Strategic Direction; Building High Performing Teams; Leading in Times of Crisis; Political Savvy and Working Effectively with the Media, Legislators, and the Public; and Critical Thinking and Problem-Solving. Fellows work together to put their training to the test. Working in teams, they pitch and plan projects with real world operational impacts which are then presented to Agency Leaders and the Governor's Office at the end of the program.

More information about G.O.A.L. can be found at the [G.O.A.L. website](#).

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

The first cohort kicked off in March 2023, running to completion in December 2023. The second cohort began in February 2024 and will run for 11 sessions.

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

This program has been created for the purpose of advancing excellence in public service leadership. Leaders in public service organizations share many traditional roles and responsibilities with business leaders, but there are some significant differences: Public Service leaders are the stewards of citizen trust, and their overarching purpose is to provide for the common good, applying fiscal responsibility but not exclusively focused on a financial bottom line. The motivation that calls leaders to public service and the unique and tremendous responsibility they are entrusted with shapes how they lead and innovate to provide for the public welfare.

CMS's broader, enterprise-wide professional development efforts are in the early/developmental stage. However, the need to train the next generation of leaders could not wait. Governor Pritzker's administration tasked CMS – the operational engine of State government overseeing enterprise human resources and continuous improvement/operational excellence work – to plan and implement an ambitious leadership program for the State's workforce. CMS's Development Steering Committee, with the support of the Governor's Office, leveraged leaders from a broad spectrum of State service (for example, Executive Director of the Governor's Office of Management and Budget, Department of Human Rights Deputy Director, CMS Assistant Director, Governor's Chief Equity Officer) for the evaluation and selection team. Under the direction of Director Raven DeVaughn and Deputy Director for the Office of Operational Excellence Dr. Vicki Davis, CMS gathered experts from industry leaders, academics, agency leaders, and others to provide a robust and immersive leadership training program.

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

The inter-agency cohort model is a creative approach to leadership training. Agencies have historically shared resources among their individual leadership teams, which limits the amount of perspectives to which candidates are exposed and thus stunts growth. With each session one and a half days long and alternating between Springfield and Chicago, the 30-person cohort was able to connect on a deeper level both in the classroom and outside of it. The program also provided fellows with tangible professional takeaways. Each participant has new headshots taken at the start of the program. Continuing education credits are also available. The fellows were "badged" through the University of Illinois – Springfield, allowing them to advertise their newly earned competencies to broad audiences. Fellows were also evaluated with the Strengths Deployment Inventory and the Hogan Assessments.

Another novel aspect of this program was the degree of interaction with elected officials and agency heads. Governor Pritzker has personally kicked off both cohorts and was joined by the Lt. Governor at the inaugural event. Networking sessions included nearly all Executive Branch Agency Heads, as well as other executive leaders, e.g. Chiefs of Staff, Chief Fiscal Officers, etc. The training topics included things often avoided in the government space, like developing political savvy.

Finally, this program was more than just intellectual training. Instead, fellows were also afforded the opportunity to put their training to work through an end-of-cohort project.   The program culminates with a team project having operational impacts (reduce expenses, add revenue, increase efficiencies, introduce innovation, address inequities, etc.), to be worked outside of sessions, and presented to Agency Leaders and Governor's Office Staff at the program conclusion.

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.)

There were no start-up costs. The development was all done internally with existing staff.

6. What are the program's operational costs?

 For the first cohort, the total cost was just under $59,000. Spending was generally broken out as follows:
* Speakers - $25,500
* Books - $1,000
* Networking event - $6,500
* Supplies - $2,500
* Travel for staff - $3,500
* Assessments - $19,000

7. How is this program funded?
 General revenues.

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?
        During development, Dr. Davis researched a number of other State leadership programs, including talking to representatives from Tennessee, California, and Pennsylvania. G.O.A.L. is different due to its cohort nature, the manner and method of meeting (both length of engagement and the nature of meetings (both in-person and virtual)), involvement of the Governor, involvement of the program alumni in the later cohort, and the internal creation by a steering committee made up of State leaders (not a university or a consulting group).

10. How do you measure the success of this program?
Despite being operational for just over one year, 9 of the graduated 27 inaugural fellows have been promoted since starting the G.O.A.L. program!

11. How has the program grown and/or changed since its inception?
The second cohort is just underway. However, the program team engaged in significant after-action assessment and sought feedback from the inaugural fellows. As a result, the program was extended an additional month to now cover 11 months' worth of topics. The inaugural cohort fellows have been tapped to assist with training, provide guidance for making the most of the program, and providing expanded networking opportunities.

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"The G.O.A.L. program is a true gem within state government. Not only did it provide the opportunity to increase my knowledge on critical leadership topics, but it also gave me the space to take those lessons (and helpful tips from leaders) and implement them in real time, then come back and share lessons learned with others who were doing the same."

Communicating Vision, Purpose, Strategic Direction and Action

G.O.A.L.

Governor's Office Academy of Leadership
Advancing Excellence in Public Service Leadership

"G.O.A.L. also provided a rare opportunity to interact with remarkable leaders from other state agencies. Building relationships with peers enabled us to share lessons learned with one another and create strong networks to better accomplish tasks that require cross-agency collaboration."

2024 G.O.A.L. Fellows

2024 NASPEs AWARD

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

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PROGRAM INFORMATION

Program Title: HR Analytics for Agency Leaders through Tableau   State: IN

Contact Person: Jordan Bolden

Contact's Title: Chief of Staff

Agency: Indiana State Personnel Department

Mailing Address: 402 W Washington St Ste W161, Indianapolis, IN 46204

Telephone: (317) 232-0200

E-mail: jobolden@spd.in.gov

NOMINATOR INFORMATION

Nominator: Jordan Bolden   Title: Chief of Staff

State: IN   Agency: Indiana State Personnel Department

Telephone: (317) 232-0200

E-mail: jobolden@spd.in.gov

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 Indiana State Personnel Department (INSPD) is revolutionizing HR data accessibility through the HR Data Dashboards for Agency Leadership program. Readily available HR Dashboards empower Agency Heads, Chiefs of Staff, Deputy Directors, and other operational leaders across over 90 executive, quasi, and separately elected agencies to make data-informed workforce decisions by providing them with critical, real-time HR data at their fingertips.

The following eight, robust HR Dashboards accessible to agency leadership teams provide the following suite of tools designed to empower informed decision-making: 1) Hiring Metrics; 2) Compensation and Classification Review (to monitor status of change requests); 3) Onboarding; 4) Staffing and Demographics; 5) Workforce Strategy and Performance (key HR metrics, such as goal plans, PIPs, performance rating distribution); 6) Pulse Survey Results (bi-annual employee engagement survey); 7) Training; and 8) Offboarding. Through these dashboards, INSPD is able to provide agency leaders with real time, self-serve access to over XXX HR metrics or data points, all of which are relevant to their agency operations, strategic workforce planning, and decision making.

Adoption of these dashboards has been at the highest levels of state government leadership, with 55 State of Indiana Agency Heads, 51 Chiefs of Staff/Deputies; and 13 of Governor Eric J. Holcomb's Operations Directors accessing HR data through the dashboards in the past 12 months. These leaders represent 71 agencies—or 79% of the state. This high adoption rate

ensures that those with authority to enact significant workforce changes have access to critical

HR data. In addition, this initiative fosters a data-driven culture within INSPD itself, enabling staff

to leverage insights for improved service delivery and program development. This includes over

200 staff across critical HR functions like Benefits and Wellness, Employee Relations,

Communications, Workforce Strategy and Performance, Talent Acquisition, Compensation,

Enterprise Information Services, and the entire field HR team consisting of HR Business Partners,

HR Managers, and HR Directors who provide direct services to our customer agencies.

Overall, there are 665 users permissioned for INSPD's Tableau site with 492 users accessing the

site in the last year. On average, 120 user login and access the dashboards each day. The three

most accessed dashboards in the last 12 months are: Staffing and Demographics (5,033); Hiring

Metrics (2,030); and the Pulse Survey (1,611). In total, these dashboards provide over 100

critical HR data points.

By making HR data accessible through user-friendly dashboards and achieving high engagement

across all levels of agency leadership, INSPD equips agency leaders and its own staff with the

tools they need to make data informed decisions resulting in a more effective public workforce

and good stewardship of taxpayer dollars. This nomination for the Eugene H. Rooney, Jr. Award

for Innovative State Human Resource Management Programs recognizes the program's

groundbreaking approach, its cost-effective development, and its lasting impact on the State of

Indiana. INSPD aspires to inspire personnel departments at other states to embrace similar

initiatives, advancing transparency, access, and data-driven HR decision making across state

governments.

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

The first HR Dashboards were created in Tableau in 2017 for HR Directors—agency leaders

were permissioned only upon request. In late 2022, after seeing the need for increased HR data

awareness statewide, we decided to enhance existing dashboards, introduce new dashboards,

and expand the audience of our HR Workbooks/Dashboards beyond INSPD to directly empower

leaders of Indiana's state agencies. In February 2024, INSPD hosted two training sessions which

were attended by over 300 agency leaders. This high level of engagement underscores the

value of the program.

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

Prior to the HR Data Dashboards for Agency Leadership program, critical HR data was only

accessible upon request, slowing down or completely hindering informed decision-making at

state agencies. Leaders lacked a centralized, user-friendly platform to access essential metrics.

This lack of readily available data impeded strategic planning and hindered proactive talent

management. HR Data Dashboards for Agency Leadership address this head-on. They empower

agencies and operational leaders to quickly find routine HR information, from instantaneous

access to staffing reports and Time To Fill & Time To Hire statistics to identifying key vacancies.

Leaders can now make informed decisions regarding recruitment, retention, and workforce

development strategies, all supported by readily available data. Furthermore, customizable

subscriptions empower them to receive regular updates emailed to them at a desired

frequency, ensuring they stay ahead of trends and make proactive adjustments as needed. The

HR Data Dashboards for Agency Leadership program tackles the challenge of information

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• Meet all eligibility requirements • Meet deadline requirements

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

accessibility and equips leaders with the tools they need to build a stronger, more effective

workforce.

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

Unprecedented scope and user enablement: By permissioning dashboards to over 440 agency

leaders across 90+ state agencies and focusing on user enablement, leaders can quickly access

and understand complex HR data, fostering informed decision-making.

Scalable and Sustainable: The shift to standardized dashboards ensures program sustainability

and reduces maintenance needs. This allows us to focus on continuous improvement and the

development of even more powerful HR data tools.

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.)

We added a Business Intelligence Developer position in 2021 focused on enhancing existing

dashboards and building new ones. All in, that investment was approximately $95,000 for the

position (includes fringe) and necessary resources.

6. What are the program's operational costs?

We spend about $175,000/year on the staffing to support and maintain Tableau, in addition to

$5,000 - $10,000 for technology needs. In total, we spend between less than $200,000 annually

on this program its resources.

7. How is this program funded?

This program and the staff that support it are funded with the agency's limited General Fund

allocation.

Did this program originate in your state? YES ☐

8. Are you aware of similar programs in other states? ☐ NO

 If yes, how does this program differ?

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9. How do you measure the success of this program?
We measure success through statewide adoption and usage which we track through Tableau.

Right now, we see almost 80% of agencies adopting.

10. How has the program grown and/or changed since its inception?
We launched HR Dashboards in 2017 for HR leaders. Recognizing the statewide need for

broader HR data access, we expanded them in late 2022 to empower operational leaders across

Indiana agencies. In February 2024, we completed the comprehensive Field Operations HR

Dashboard. This user-friendly interface provides a powerful one-stop shop for HR users. In a

single glance, they can gain a high-level snapshot of all HR operations at their agency,

encompassing critical areas like staffing, job management, compliance, employee status, leave

usage, and employee relations.

- **Staffing:** Number of open requisitions, pending offer requests, and future dated transactions.

- **Job Management:** Job code action requests and transactions in process.

- **Data Quality:** Number of data errors.

- **Compliance:** I9 forms not compliant and intermittent employees exceeding 180-days.

- **Leave Management:** Number of employees on leave (total, exceeding 4 weeks, active FMLA, and FMLA returning within 7 days).

- **Employee Status:** Number of employees eligible for retirement.

- **Employee Relations and Performance Management:** Number of disciplinary actions in the last 13 months, ongoing investigations, and Performance Improvement Plans (PIPs) with issues in the last 13 months.

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Empowering Data-Driven Decisions:
HR Analytics for Agency Leaders in Indiana

Indiana State Personnel Department

The Indiana State Personnel Department (INSPD) is revolutionizing HR data accessibility through the HR Data Dashboards for Agency Leadership program. Readily available HR Dashboards empower Agency Heads, Chiefs of Staff, Deputy Directors, and other operational leaders across over 90 executive, quasi, and separately elected agencies to make data-informed workforce decisions by providing them with critical, real-time HR data at their fingertips.

Key User Metrics

Users permissioned in INSPD's Tableau site
665

Active users in the last year
492

Average daily logins
120

Startup Cost (including staff)
$95,000

Annual Operational Costs
$175,000 - $200,000

Benefits to Agency Leaders

Optimize Workforce Strategies
Make data-driven decisions on recruitment, retention, and development initiatives.

Track employee engagement
Understand employee engagement and job satisfaction and action plan to address areas of improvement.

Drive Strategic Planning
Gain insights to inform long-term workforce strategies.

Statewide Adoption by Agencies

Unprecedented Scope & User Enablement
79%

Unprecedented Agency Leader Access
Empowering over **440** Chiefs of Staff, Agency Heads & Deputies with HR data.

Quote from an agency leader:

"I have set up four views of the Unemployment Insurance Operations Division to monitor staffing trends at an aggregate level and I use this data to stay ahead of trends. For example, the Employee Churn Report shows me that we have a significant amount of turnover in Q2 and Q3 each year, so we're now proactive in hiring at those times to combat this trend."

– Noah Shelton, Chief of Unemployment (dept. with approx. 500 employees)

Top 5 Accessed Dashboards

Dashboard	Count
Staffing & Demographics (Staffing report view)	5,033
Hiring Metrics	2,030
Pulse Survey	1,611
Open Enrollment	1,378
Staffing & Demographics (Salary by job code view)	1,336

2024 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: Governor's Minority Management Trainee Program (GMMTP) State: KY

Contact Person: Vikki Smiley Stone

Contact's Title: Executive Director

Agency: Office of Diversity, Equality & Training (ODET)

Mailing Address: 501 High Street, Frankfort Ky, 40601

Telephone: 502-797-9752

E-mail: vikki.stone@ky.gov

NOMINATOR INFORMATION

Nominator: Mary E. Bailey   Title: Cabinet Secretary

State: KY   Agency: Personnel Cabinet

Telephone: 502-564-6616

E-mail: marye.bailey@ky.gov

ALL SUBMISSIONS MUST:
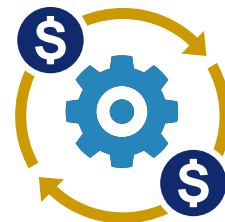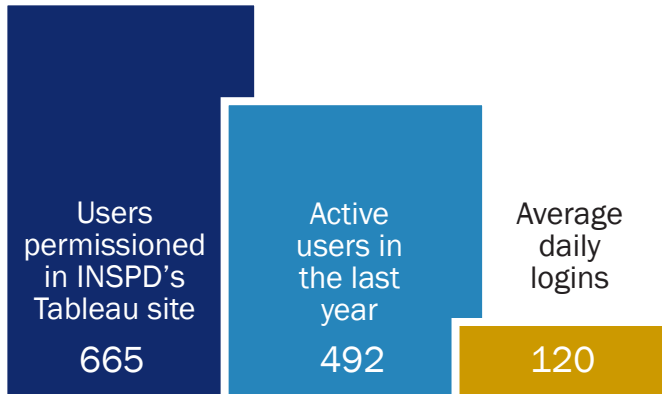• Meet all eligibility requirements • Meet deadline requirements
• Include a complete nomination packet • Conform to all copyright laws

2024 NASPEs AWARD

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

DETAILS

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

1. Please provide a brief description of this program.

The Governor's Minority Management Trainee Program (GMMTP) is a twelve-month transformational leadership development program designed to provide guidance and leadership development opportunities for minority employees in the merit system. A flagship program, the GMMTP has garnered respect as a model for developing leaders within state government. **Supplemental Video Made for the 2023-2024 GMMTP Recruitment. Developed in-house by the Office of Diversity, Equality & Training and the Office of Public Affairs.**

https://youtu.be/dGE2n4bIgVo

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

The revitalized GMMTP launched in March 2023 and will have its first graduating class in April 2024. Initially created in 1995 as a two-year in-person program, the GMMTP has been completely updated with a focus on sustainability and internal leadership development to meet the needs of the Commonwealth's workforce.

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

In 1995, the GMMTP was established to address the shortage of minorities in leadership positions in state government, with the primary goal of providing opportunities for minority leadership growth in the Commonwealth. The revitalized GMMTP underwent an 18+ month development process that took a comprehensive approach to addressing various programmatic components. We analyzed the needs of employee training and development and the intentionality of our Diversity, Equity, and Inclusion (DEI) efforts to recruit, retain, and recognize the Commonwealth's top talent and future leaders.

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

The 2023-2024 GMMTP has undergone a significant transformation. We merged public sector leadership principles with creative programmatic concepts to facilitate the evolution of the Kentucky State government's current workforce. This revamped program emphasizes organic learning, enhanced internal and external training opportunities, and a dedicated commitment to diversity, equity, and inclusion.

We strategically introduced innovative changes to the program and utilized technology, including social media platforms and software development, to expand the applicant pool, ensuring representation from our diverse employee base. We also developed an in-house online application portal, which streamlined the application process and significantly conserved processing hours and physical resources. To make the program specific to state government, we utilized internal resources and support, from material development to mentorship.

Guest speakers, mentors, and course materials are all drawn from the Kentucky state government, creating an organic and sustainable learning environment. This strategic approach enhances the program's resilience, making it adaptable to internal and external changes. It also promotes a sense of internal community and a shared understanding among the cohort and state agencies. Acknowledging the importance of agency involvement, we empowered each agency to select candidates, fostering ownership and commitment. This internal selection process enhanced agency buy-in, ensuring alignment with the agency's growth vision for the identified employees.

The 2023-2024 GMMTP represents a significant leap forward in leadership development and reflects our steadfast commitment to innovation, sustainability, and inclusivity.

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 start-up costs were $0. All programming, materials, speakers, marketing, technology, and publications were either used or built in-house via the Office of Diversity, Equality & Training or in partnership with other departments and agencies internal to the Kentucky state government.

6. What are the program's operational costs?

There are $0 operational costs. All subject matter experts, guest speakers, and mentors are volunteers. Marketing, media, and IT are handled in-house by a partnership between the Office of Diversity, Equality and Training, the Office of Public Affairs, the Division of Technology Services, and other internal agencies.

7. How is this program funded?

No funding is provided. All subject matter experts, speakers, and mentors are volunteers.

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 Governor's Minority Management Trainee Program (GMMTP) has been a resounding success, with three key indicators to gauge its effectiveness:

1. The graduation rate is an impressive 100% for those who completed the program since its redesign in 2023.

2. The program's evaluation now includes rigorous criteria, such as completing over 50 hours of leadership training, a Capstone report, and adherence to the Kentucky state government's Executive Branch Curriculum for Managers. These courses equip graduates with the essential skills needed for successful leadership in state government.

3. Every graduate who completes the curriculum receives an hour of supervisory experience on their official transcript, significantly enhancing access and equity for all demographics within state government.

Lastly, the program's success is reflected in the number of participants prepared to secure promotions or supervisory positions post-graduation. Impressively, 25% of the 2023-2024 GMMTP cohort has already received offers for advancement, affirming the program's instrumental role in cultivating exceptional leaders within our organization. This success underscores our commitment to fostering a diverse and capable leadership cadre that positively contributes to the state government's mission and objectives.

11. How has the program grown and/or changed since its inception?
The GMMTP has undergone significant changes and growth with a commitment to innovation, sustainability, and inclusivity. The program has evolved from a more rigid training program to a dynamic, hybrid, and organic learning structure that leverages technology and internal resources. The reach of the applicant pool has been significantly expanded through social media platforms, software development, and in-house digital media promotions to ensure representation from a diverse employee base, reinforcing the program's dedication to diversity, equity, and inclusion (DEI).

The program's application process has also been revamped to an online application portal that addresses financial sustainability, streamlines processes, conserves resources and enhances communication with auto-responses and tracking mechanisms. Internally sourcing all aspects of the program, from material development to mentorship, has fostered a sustainable learning environment. Guest speakers, mentors, and course materials are drawn from within the Kentucky state government creating a program specific to Kentucky State government's needs.

The newly revitalized GMMTP's growth and success can be attributed to its holistic approach, collaborative spirit, buy-in across state government agencies and departments, and our commitment to building and developing future state government leaders.

2024 NASPEs AWARD

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

Overview

Created in 1995, the Governor's Minority Management Trainee Program (GMMTP) began as a two-year in-person professional development program designed to address the shortage of minority leadership within state government.

In 2023, the GMMTP took a significant leap forward by merging established leadership principles with the technological and virtual resources needed for agility and responsiveness to today's workforce. The GMMTP emerged as a more comprehensive, sustainable, and internally sourced program poised to empower and facilitate the needs of the state's future leaders.

To facilitate the program's revitalization, the Office of Diversity, Equality and Training (ODET), in collaboration with the Division of Technology Services, developed an in-house online application portal that streamlined processes, conserved financial resources, and enhanced communication. This revitalized approach also leveraged cutting-edge technology, including social media platforms and software development, to ensure representation across all Executive Branch agencies.

Enterprise-wide involvement is paramount to sustainability for the GMMTP. To ensure an equitable and seamless selection process, agency leadership reviews the nomination packets and determines who will serve as their agency's representatives for the program. This internal selection process enhances "buy-in" and ensures alignment with the agency's vision for professional development for the selected employees. Internal sourcing of all resources, from material development to mentorship, creates relationships within the Kentucky state government and promotes a sustainable learning environment with minimal financial impact.

The success of the GMMTP is measured in transformational outcomes. The program boasts a remarkable 100% graduation rate for participants who successfully complete the curriculum. Rigorous evaluation criteria, including completion of over 50 hours of leadership training and adherence to the Executive Branch Curriculum for Managers, ensure participants are primed for success in leadership roles.

The GMMTP's impact extends beyond graduation. Participants gain invaluable supervisory experience, enhancing access and equity within state government. Impressively, 25% of the 2023-2024 cohort has already secured promotions or supervisory positions, a testament to the program's instrumental role in cultivating exceptional leaders.

Participation in the GMMTP journey embodies a narrative of growth, innovation, and inclusivity. Its evolution from a traditional professional development program to a dynamic, internally sourced initiative underscores our commitment to fostering diverse and capable leadership within the Kentucky state government. The GMMTP is a shining example of how strategic innovation and collaboration can drive transformative change in leadership development.

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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: City Wage Tax Exemption Letter   **State:** MI

Contact Person: Susan Wilmore

Contact's Title: Director, Bureau of Data and Applications Support

Agency: Michigan Civil Service Commission

Mailing Address: P.O. Box 30002, Lansing, MI 48909

Telephone: 517-284-0111

E-mail: wilmores@mi.gov

NOMINATOR INFORMATION

Nominator: John Gnodtke   **Title:** State Personnel Director

State: MI   **Agency:** Michigan Civil Service Commission

Telephone: 517-241-3717

E-mail: gnodtkej@mi.gov

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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.
Automation using self-service through Michigan's HRIS to provide documents for local tax filings for remote employees in response to exponential increased demand. More detail is provided in the separate one-page summary and below.

2. How long has this program been operational (month and year)?
The City Wage Tax Exemption Letter solution went live in February 2021, providing letters to employees for the 2020 tax year. It has been refined and improved during subsequent years.

3. Why was this program created? (What problem[s] or issues does it address?)
Before the COVID-19 pandemic, data required to properly apportion income on Michigan city income tax returns for non-residents of cities were compiled manually by HR on an as-needed basis to a small number of employees. Most employees requesting the information had simply changed work locations during the year, so the hours worked in different cities were relatively easy to determine based on appointment dates; few were remote or hybrid employees.

Due to COVID-19 work-from-home orders, approximately 80% of the workforce began remote work for at least part of 2020. Since most of our workforce lived in different localities than their pre-pandemic work locations, an unprecedented number of letters would be required for the 2020 tax year and an automated solution would be required to timely meet the need. It is one thing for an agency's HR office to produce ten bespoke letters memorializing hours worked; it is another to need to produce thousands.

4. Why is this program a new and creative method?
The City Tax Wage Exemption solution provides a quick, easy method for employees to request letters, populates relevant data from the HRIS, facilitates timely routing through established approval paths, and eliminates manual effort preparing letters. It also eliminates manual calculations, which are prone to error, and allows attestation to the accuracy of values used at each step from submission to approval.

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 IT resources were used to create this solution. No separate costs were tracked. The technical team supporting our Infor S3 product used Infor tools to develop custom tables, forms, programs, and IPA Flows within the existing Infor S3 framework. Functional resources from MCSC's central HR area provided guidance on solution requirements and performed

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extensive testing and validation throughout development. Payroll experts from our Office of Financial Management also weighed in on tax compliance matters.

6. What are the program's operational costs?

Existing staff and IT resources are used to support this solution. No separate costs are tracked. The technical team tasked with supporting our Infor S3 product provide any technical support as needed. Minor changes have been needed since implementation. Functional resources from the MCSC's central HR area provide user support and testing of annual updates.

7. How is this program funded?

This solution is considered part of the regular annual cost of supporting HR, Benefits, Leave Processing, and Payroll functions for the State of Michigan. No further breakdown exists within that overall budget for this solution.

8. Did this program originate in your state?   ☒ **Yes**   ☐ **No**

9. Are you aware of similar programs in other states? ☐ **Yes**   ☒ **No**
   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 solution goes live each year after W-2s are sent, but employees now routinely ask when City Wage Tax Exemption Letters for the new tax year will be available!

HR staff have indicated high satisfaction with this process, both in ease of use and effort saved no longer having to manually produce letters. Since HR offices prepared letters manually before, we lack statistics on prior volume, but we believe it was at most a few hundred annually. Letters processed so far by tax year are 6,588 in 2020; 6,754 in 2021; 4,877 in 2022 (after more employees became fully remote and no longer needed to report non-resident city taxes); and 3,818 for 2023 (as of 3/27/24).

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

After identifying the need for a solution in late 2020, the initial year's version was produced with a short turnaround. During a review of experience from the first cycle, it was discovered that individual pieces of data used in the process were missing for select employees, typically due to missing history on specific values. This resulted in a review and cleanup effort of data elements across the board and improvements to the overall data integrity in our system.

The process has also been modified since to allow HR to generate letters for departed employees who no longer can access self-service to eliminate the need for manual calculation and letter preparation by HR.

2024 NASPEs AWARD

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

State of Michigan City Wage Tax Exemption Letter Process in Employee-Manager Self-Service

Several Michigan cities allow non-residents of the cities to apportion their taxable income between time worked inside and outside the applicable locality. Wages related to time worked outside the city can be exempt from taxation. The City Wage Tax Exemption Letter solution provides employees the necessary documentation to defend the apportionment of non-resident income if audited on city-income-tax returns. It replaced a labor-intensive manual process where HR staff individually created letters upon requests from employees based on individual review and summarizing of HR and payroll records.

Employees begin the process of requesting a letter in their self-service account. After employees initiate requests, they are provided a breakdown of total hours paid each pay period and the number of those hours eligible for exemption as not worked for holidays or leave use. This data is auto-populated from state payroll records in our HRIS. Employees then allocate the remaining hours worked as occurring inside or outside the applicable city limits pay period by pay period and attest to the accuracy of the data when submitting.

The solution routes submitted documents for approval first by the supervisor and then by HR. Requests can be rejected and routed back for correction at any point in the approval process.

Once all approvals are recorded, a letter is generated systematically and emailed to the employee. The letters are on employer letterhead, addressed to the employee, and signed by the applicable supervisor. The letter includes the summarized information the employee needs to complete their return. A second page also includes a full detailed accounting of hours. Letters can also be reissued from within self-service if additional copies are needed.

With the exponential growth of remote work after the COVID-19 pandemic, the demand for these letters skyrocketed. Whereas HR professionals could create the occasional letter mostly for employees who moved office locations mid-year before 2020, it became apparent in late 2020 that HR would need to provide thousands of customized letters requiring knowledge of individual work schedules not readily available to HR.

IT staff created a solution on a tight timeframe that effectively saved the equivalent of several full-time HR positions that would have been needed to produce tens of thousands of individual letters over the last few years. The system has also been modified over the years to add functionality and improve data integrity in the HRIS.

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PROGRAM INFORMATION

Program Title: MO Cred   State: MO

Contact Person: Dr. Tom Joseph

Contact's Title: Sr. Talent Development Specialist

Agency: Office of Administration
Mailing Address: Harry S. Truman State Office Building, Jefferson City, MO, 65101, Suite 430B

Telephone: 5737516554

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

NOMINATOR INFORMATION

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

State: MO   Agency: Office of Administration

Telephone: 5737516554

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

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2024 NASPEs AWARD

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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.

MO Cred is a digital credentialing platform new to the State of Missouri that provides a non-monetary form of rewards and recognition for team members' learning, skills, and achievements. Digital credentialing allows us to email a badge or certificate to a team member, which can then be shared on social media, added to email signatures, or printed as a certificate. This innovative approach to rewards and recognition allows us to invest in team members in a new and exciting way while publicly showcasing our amazing work.

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

MO Cred began as a pilot in June 2022 and launched statewide in February 2023.

Since statewide launch: 1 year

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

We distribute an organizational health survey, the Quarterly Pulse Survey (or QPS), each quarter. In the summer of 2022, team members shared that we needed to improve non-monetary rewards and recognition. Digital credentialing emerged as a possibility in researching various methods, so we launched a pilot and saw immediate success. Now, team members can share to social media, add to their email signatures, or print certificates for various initiatives we've added to MO Cred. Currently, we have over 40 credentials distributed from just our

statewide account – this does not include individual departments sending their own. We have credentials for completing major training modules (50 hours of content), statewide years of service, and governor's awards.

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

In our research, no other state government is distributing digital credentials. We all compete with the private sector, and they regularly send credentials. Now, we can do the same while promoting our own internal programs and maintaining our branding. Furthermore, digital credentialing is an easy win for low-cost recruitment and retention. Sharing digital credentials on social media gets the word out of our work and our investment in team members. And, we know that team members who feel valued are more likely to stay with the organization.

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 pilot launch with vendor A was $1,000 with about 40 hours of total time invested, which included demoing the software, working with marketing, answering questions, and managing analytics.

Once we received approval to take the program statewide, much more time and effort were involved. In the pilot, we identified several areas where vendor A was not meeting our needs, so after more research and demoing, we landed with vendor B.

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For a three-year contract, we received a discounted rate of about $60,000 per year, which

covers distribution for all employees, if needed. There was a heavy lift (20 hours) on our IT and

cybersecurity teams to connect the vendor's software to ours, including authentication to sign

in. It was about 100 hours, spanning several months for statewide administration and launch.

Finally, there were several constituent meetings, which totaled 20 hours.

6. What are the program's operational costs?

We signed a multi-year contract, so the only operational costs are FTE hours spent. Statewide

administration is about 10 hours per week, with 2 hours or less per week for department

administrators.

7. How is this program funded?

MO Cred launched as a governor's priority. Following the pilot's success, our governor included

it in his priorities for FY 24, which included it being added as an NDI to our division budget

moving forward.

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 primary metric we use to measure program success is the engagement rate. In the administrator portal, we can view a breakdown of the number of credentials distributed and the number engaged. We all feel the email fatigue, so seeing engagement numbers rise and be consistently high is an excellent indicator of the program's success.

Other indicators we use to measure success are the number of inquiries we receive about the program, someone's credentials, or the addition of other initiatives to MO Cred.

Finally, due to the success of MO Cred, some departments have begun to tie the program to other key initiatives to boost engagement. One department offered digital credentials for participation in QPS and saw its completion rate increase by 20% over two cycles.

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

The program began as a small pilot within one department and only included about 400 supervisors. It has expanded to a statewide audience of 50,000 team members, and we've purchased administrative accounts for each executive department. Furthermore, we launched the program as a governor's priority, which is incredible. Currently, the program is only available to State of Missouri employees. We've discussed the possibility of expanding our audience to retirees and the public (for example, a company wins an accessibility award from the State of Missouri). There is no timeline for when or if this expansion will occur.

One Page Summary

[MO Cred](#) ("cred" is short for "credential") is the State of Missouri's newest rewards and recognition program. It is an outcome of our organizational health survey, the [Quarterly Pulse Survey](#) (QPS), wherein team members shared that we needed to do better in non-monetary rewards and recognition.

The idea behind MO Cred is that it allows state government to innovate and be competitive with the private sector while doing so at low cost and providing a non-monetary form of rewards and recognition. Private companies often send digital credentials for certifications, such as SHRM or SCRUM. These are the credentials we see on networking sites like LinkedIn, wherein our peers are sharing they received a particular certification from a company. Now, the State of Missouri can distribute its own credentials for learning, skills, and achievements.

MO Cred began as a pilot in June 2022 with supervisors from the Office of Administration (about 400 personnel). By August 2022, we had a 40% engagement rate with the distributed credentials. Following this success, we received approval to take the program statewide with a February 2023 launch.

Bringing MO Cred statewide was no easy feat. Our contracting and implementation spanned September 2022 to February 2023, wherein we demoed other vendors, worked with cybersecurity and financial offices, and then secured a contract for statewide use. We also worked with each department to secure a "MO Cred administrator" team of up to three personnel. Since we purchased a premium package, we can brand the credentialing pages to match our own state-branded content. Each department has an administrator seat, so they have their own credentialing pages ([mocred.oa.mo.gov](#), [mocred.dolir.mo.gov](#)), with unique branding and URLs.

Since the program's launch, we have seen tremendous success. This fiscal year, statewide engagement is over 85% (a 45% increase from the pilot). Currently, we are distributing credentials exclusively for learning, skills, and achievements related to the State of Missouri (an external training opportunity would be excluded). Team members regularly share their credentials on social media, add to their email signatures, or print certificates to display in the office.

The Office of Administration (which distributes both for itself and statewide programs) has sent 29,000 credentials. Furthermore, we've leveraged MO Cred's excitement to boost engagement in our other programs, like the QPS. One department distributed credentials for completing the QPS and saw their rates increase by 20% over two cycles.

With MO Cred's low implementation and FTE maintenance cost (less than $2/team member and < 0.5 FTE), it is easily transferable to other states. State employees are eager for innovative approaches to rewards and recognition, and digital credentialing is an easy win for everyone.

2024 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: Statewide Employee Wellness   State: NC

Contact Person: Linda Forsberg

Contact's Title: NCFlex Benefits/Wellness/Employee Recognition Manager

Agency: Office of State Human Resources
Mailing Address: MSC 1331 Raleigh, NC 27699-1331

Telephone: 984-236-0830

E-mail: *Click or tap here to enter text.*
Linda.forsberg@nc.gov

NOMINATOR INFORMATION

Nominator: Glenda Farrell   Title: Chief Deputy Director

State: NC   Agency: Office of State Human Resources

Telephone: 919-236-0818

E-mail: Glenda.farrell@nc.gov

ALL SUBMISSIONS MUST:
• Meet all eligibility requirements • Meet deadline requirements
• Include a complete nomination packet • Conform to all copyright laws   **Page 1 of 4**

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 State of North Carolina's Statewide Employee Wellness initiative is a collaborative effort of three OSHR divisions that helps reinforce to state employees that the work they do matters and we are vested in providing ways to support their wellness. The program exemplifies OSHR's commitment to employee wellness through a holistic approach. This encompasses providing state employees with the tools they need to thrive in the workplace and at home:

   - Engaging monthly wellness webinars with a licensed nutritionist focused on nutrition;

   - Biannual team walking challenges to encourage daily activity among state and university employees;

   - Financial wellness webinars educating on retirement as well as a program for reducing student debt;

   - A comprehensive Employee Assistance Program (NC EAP) that provides a wide scope of resources available to state employees, including a series of on-demand mental health and support seminars, monthly newsletters that equip them with tactics, methods and resources focused on mental health, self-care and alleviating stress within and outside of the workplace; and enrollment in our Perks at Work program, as well as

   - A dedicated Personal Observance Leave day for the employee to use as they choose; and

   - Teleworking and Flexible Work Schedules.

ALL SUBMISSIONS MUST:

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

While aspects of the program were implemented at different times, the overall reevaluation

and commitment to employee wellness began in March 2020.

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

The COVID-19 pandemic highlighted the importance of a holistic approach to employee

wellness – physical, mental/emotional and financial. The program was developed to offer

employees a valuable set of tools and resources to invest in and improve their mental health

and wellness.

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

North Carolina has worked to expand its support of state employees by developing a holistic

approach to that commitment at **no cost to employees**. Highlights of this comprehensive

approach include:

- Eight hours of **personal observance leave** (approved July 2022). In 2023, **33,391 employees** used an average of 7.7 hours.

- **Nutritionist-led monthly webinars** (launched Dec. 2021) with an average of 1,295 employees registered for each event (**159% increase** since pilot webinar)

- Additional webinars focused on other aspects of physical and financial health.

- Agencies can now spend up to $50/year/employee for **worksite wellness initiatives**.

- Employee assistance program (EAP) offers employees free and confidential assessments, short-term counseling, training and development, as well as work-life services to help manage personal life issues with a **utilization rate of 19.21%** in 2023.

- Bi-annual fitness challenge engaging **over 4,400 employees** in daily physical activity in spring 2024, an **increase of approximately 1,436** employees since fall 2020.

- Through statewide work groups, expanded the Teleworking Program Policy to meet the

    needs of employees and agencies in mid-2020 with hybrid and flexible work schedules.

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 costs were limited to routine operational expenses, i.e. virtual video conferencing.

6. What are the program's operational costs?
Operational costs remain limited to routine operational expenses of the agency.

7. How is this program funded?
Existing staff with no new funds. Agencies use lapsed salaries for worksite wellness funds.

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

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

10. How do you measure the success of this program?
Aspects of the program are measured in various ways. Highlights indicating growth and efficacy

include:

- **159% increase**, on average, in Wellness Webinar registrations since its pilot webinar.

- **94%** of employees rated their overall satisfaction Wellness Webinars as **Good or**

    Excellent.

- Doubled **Worksite Wellness funds** agencies can spend from $25/yr to $50/yr/employee.

- Over **257,110 hours** of personal observance leave used in 2023; over 47,686 hours used

    in 2024 (as of April 10).

- Over **2,200 employees utilizing counseling services** to address a variety of issues,

    including personal and workplace stress through the EAP.

11. How has the program grown and/or changed since its inception?
The program is constantly expanding to address the wellness needs of the State's employees.

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2024 NASPE Innovative State HR Mgmt Program - NC OSHR Wellness Program Summary

North Carolina's Office of State Human Resources recognizes that **the State's most valuable resource is our employees**, and the COVID-19 pandemic in 2020 emphasized the need for prioritizing employee wellness. OSHR has since implemented and overhauled many initiatives to help employees lead healthier lives both in and out of the workplace at no cost to the employee. The multifaceted program answers many of the concerns most often expressed during, and since, the pandemic. A series of monthly wellness webinars is offered to improve physical health with an emphasis on nutrition, and a team walking challenge to encourage daily activity among employees is held biannually. Focused on mental and emotional well-being, an independent employee assistance program offers all employees free and confidential assessments, short-term counseling, training and development, as well as work-life services to help manage personal life issues that can distract from professional responsibilities. Work-life services include resources for childcare providers, elder care, grief management, addiction recovery, on-demand well-being videos, and employees can access free and discounted legal and financial services, including Perks at Work, a statewide employee discount shopping program. The State now also provides eligible employees with eight hours of leave to invest in the familial, cultural and communal activities they find most valuable and fulfilling.

Each initiative is meant to invest in employees as the individuals that they are rather than answer employee wellness needs with a broad-scale, one-size-fits-all solution. By equipping employees with a toolbox stocked with many beneficial services, we're able to **sustain an all-around healthier workforce and make state employees feel confident that they're valued,** just as one recent wellness webinar attendee shared by saying, "Please keep these up – it's a reminder to me that the State cares."

2024 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: Employee 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: Jason Swarthout   Title: Acting Deputy Secretary for Human Resources and Management

State: PA   Agency: Governor's Office of Administration

Telephone: (717) 787-8191

E-mail: jswarthout@pa.gov

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2024 NASPEs AWARD

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

DETAILS

The Commonwealth of Pennsylvania's Office of Administration (OA) launched a financial wellness program to assist employees through the various stages of their lives and careers. A key component of this program is regular in-person and online informational sessions with reputable experts. OA has leveraged innovative and customized approaches to increase webinar participation from several hundred employees in the first year to nearly 14,000 in 2023. They include targeted outreach to employees at key times in their career, such as when they are first hired and when they are approaching retirement; educating employees about the value of their benefits; and continuing to develop new educational content to maintain engagement. Understanding the value of their benefits contributes to employees' personal and financial wellbeing and strengthens recruitment and retention of the workforce.

Beginning in 2019, OA collaborated with the State Employees' Retirement System to provide free on-site educational sessions to employees in the Harrisburg area (largest concentration of employees) whose age and/or years of service suggested they were near retirement eligibility. These sessions averaged between 30 and 60 participants. The widespread adoption of online meeting technology during the COVID-19 pandemic presented an opportunity to significantly expand the program to employees beyond Harrisburg. In 2020, the program reached 2,386 participants in seven sessions. OA has also added new topics that appeal to a wider range of employees regardless of their age or length of service. In 2023, we offered 146 sessions that attracted nearly 14,000 participants.

2024 NASPEs AWARD

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

1. Please provide a brief description of this program.

Webinars and in-person sessions are conducted to assist employees at various stages of their lives and careers.

Each month, OA notifies employees hired in the prior month of upcoming webinars about their health plan and voluntary benefit options. This is in addition to the benefits information they receive during new hire onboarding. Employees close to retirement age receive information on webinars about their pension, deferred compensation, and retiree healthcare/Medicare benefits, and the steps leading up to retirement. Retirement sessions are delivered at different frequencies based on the topic, but there is at least one retirement related webinar each week.

[The webinars are recorded](#) (where permissible under regulatory requirements), distributed to the target audience, and made available as part of a robust Financial Wellness Guide on the [Commonwealth Employee Resource Center](#). OA also delivers live presentations and webinars on the value of Commonwealth's benefit package to support employee engagement and workforce retention.

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?)

Employees often have an incomplete or incorrect understanding of their benefits package, benefit choices, or the timing to complete the retirement process. These sessions provide clear and accurate information so employees can plan accordingly and make the best decisions

regarding their benefits and retirement. Education on the value of the Commonwealth's benefits

package also supports employee recruitment and retention.

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

First, the educational content and announcements are tailored to specific employee groups.

Employees are identified by factors such as retirement class, years until retirement eligibility, and

date of hire to receive email notices about webinars relevant to them. Outside partners assist

with providing webinars on topics that Commonwealth agencies cannot directly address, such as

when licensing is required to give financial advice. Presentations to employees and management

staff on the value of Commonwealth benefits are delivered at regular HR meetings, training

facilities, and as otherwise requested. Providing education on the value of benefits has benefited

recruiters in their interactions with job seekers and supports the retention of active employees.

Microsoft Office tools are used to collect audience feedback and streamline registration.

Attendees receive a survey after every webinar and the findings are shared with the presenters

to ensure high quality content and clarity of communication. Registration has evolved into a self-

registration process.

Finally, the program continues to leverage virtual presentation technology to reach employees.

While the largest concentration of state employees is in the Harrisburg area, approximately

three-quarters of the workforce is located in other areas of the state. Attendance for webinars

reached over 7,000 in calendar year 2021 and nearly 14,000 in calendar year 2023. The virtual

platform continues to be fully utilized, with in-person sessions resuming at the beginning of 2023.

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.)**

All presentations are delivered by state agencies and existing partners at no cost to the Commonwealth or employees. HR professionals who specialize in employee benefits have also created webinar content. OA leverages existing IT resources to host and record webinars and website content, communicate the availability of sessions to employees, and manage 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?

      Many financial wellness programs are administered through a contract at the expense of the employer or leverage third parties who provide "free" presentations but who often have a sales motive, also. Using Commonwealth agencies and existing partners allows all sessions to be offered at no cost to OA or attendees and ensures that the information presented is factual and impartial.

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

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RECIPIENT

The effectiveness of the webinars is measured by attendance and surveys of attendees to obtain their feedback on the value of the content and suggestions for future sessions. Approximately 84% of survey respondents indicated that the sessions they attended met their expectations. The survey comments are positive overall, indicating the presentations are informative and helpful.

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

The educational sessions began with free lunch-n-learn presentations on retirement planning topics and a website in 2019. At that time, employees showed interest with an attendance of 30 to 60 per session. Attendance increased to hundreds per session when the program changed to a virtual platform and reached almost 14,000 in calendar year 2023 (not including views of recordings). The variety of content has also continued to grow. HR professionals have added webinars on leave, benefit elections for new hires, and the action steps leading up to an employee's retirement. Presentations on the value of Commonwealth benefits were added in 2023 and are conducted both virtually and in-person. In-person sessions for other topics resumed in 2024 for the first time since the pandemic. 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 while they make complicated benefit elections. Finally, OA has made administrative improvements to registration and providing follow-up information such as handouts and contact information, with the manual tracking of email registrations and sending follow ups being replaced by a self-registration process with a calendar invite that includes all pertinent handouts, contact information, and additional online resources for attendees.

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RECIPIENT

2024 NASPEs AWARD

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Innovative State Human Resource Management Program

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PROGRAM INFORMATION

Program Title: HR Analytics Dashboard Program   State: PA

Contact Person: Cheryl Maneval

Contact's Title: Manager, HR Analytics & Reporting

Agency: Governor's Office of Administration

Mailing Address: Keystone Building, 400 North Street, 9th Floor, Harrisburg, PA 17120

Telephone: 717.425.7371

E-mail: chmaneval@pa.gov

NOMINATOR INFORMATION

Nominator: Jason Swarthout   Title: Acting Deputy Secretary for Human Resources and Management

State: PA   Agency: Governor's Office of Administration

Telephone: 717-787-8191

E-mail: jswarthout@pa.gov

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2024 NASPEs AWARD
Eugene H. Rooney, Jr. Award Nomination
Innovative State Human Resource Management Program

DETAILS

The HR Analytics Dashboard program was launched in 2021 to offer a single source of reliable and accurate data for organizational decision-making and strategic planning. The dashboards, built on the Power BI platform, integrate various data sources, including the Commonwealth's HR/Payroll system (SAP), HR case management platform (ServiceNow), and applicant tracking system (NEOGOV), and have standardized branding, layout, functionality, and security to provide a consistent user experience. There are currently 10 HR dashboards in production, as well as separate dashboards for customer feedback surveys and licensing certification:

- The Annual State Workforce Statistics dashboard is available to the public and provides high level enterprise and agency data.

- Nine internal dashboards provide HR and senior leadership with the ability to explore data and trends with drill-through capabilities: Human Capital Management, Time to Fill, Turnover, Diversity, Retirement Eligibility, Position Tracking, NEOGOV Tracking, Filled Position Trends, and Employment Surveys.

The dashboards have increased accuracy and transparency while empowering leaders to make data-driven decisions. In 2023, the Office of Administration (OA) leveraged insights from the Time to Fill dashboard to reduce hiring times by nearly 27 percent and HR staff are using the dashboards to assist in ongoing collective bargaining negotiations. Most recently, an internal dashboard was created to track vacancies related to the processing of licenses, certifications, and permits to support an executive order by the Governor to standardize processing times and issue refunds for applications that exceed those times.

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2024 NASPEs AWARD

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

1. Please provide a brief description of this program.

The HR Analytics Dashboard program provides the framework for improvements in planning

and decision-making and expanding HR's impact on the success of Commonwealth agencies. It

has become a vital tool for decision-making and strategic planning, empowering leaders to

make data-driven decisions. The dashboards integrate multiple data sources, including the

HR/Payroll system (SAP), HR case management platform (ServiceNow), and applicant tracking

system (NEOGOV) and provide agencies with a single source for data.
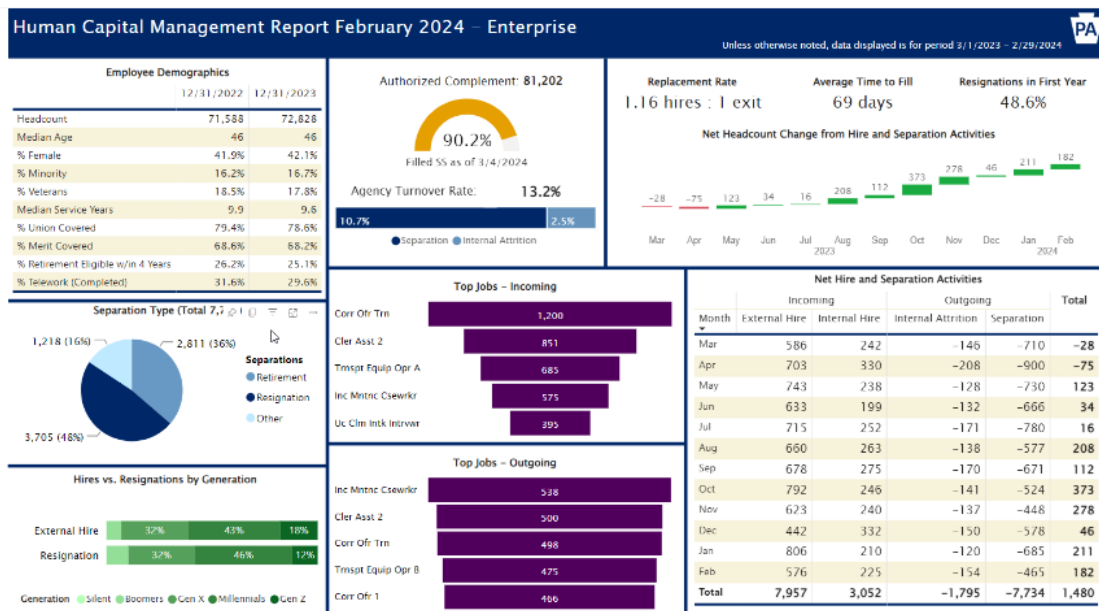
2. How long has this program been operational (month and year)?

   The HR Analytics Dashboards program was launched on June 1, 2021.

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

The HR Analytics Dashboard program was implemented to ensure consistency in using HR data

and provide HR staff with visualizations to help make decisions and identify trends in the

workforce. The dashboards have increased the consistency of data reported by HR staff and

decreased the number of requests to the HR Analytics & Reporting team seeking the same data.

The dashboards have added efficiency to the calculation of HR metrics like time to fill and

turnover, which were previously performed manually. Being native to the government cloud

and active directory has streamlined our ability to grant access to new users without having to

coordinate installation on individual desktops or manage separate credentialing and security.

4. Why is this program a new and creative method?
   Prior to this program, HR staff in various agencies were creating their own reports, leading

   to potential inconsistencies, or they were not reviewing and analyzing HR data at all. The HR

   Analytics Dashboards provide key data in a central place, in a user-friendly format, so that

   all agencies are viewing the same data, including key metrics like time to fill and turnover. It

   provides a single source of reliable and accurate data for all HR users to share consistently.

5. What were 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 Office of Administration hired one additional full-time employee (FTE) to the HR Data and

Analytics Team and purchased developer licenses for the team. The dashboards utilize existing

IT resources and contracts.

6. What are the program's operational costs?

The annual cost of Microsoft Power BI licenses, plus the personnel costs associated with part of

the HR Analytics & Reporting team, approximately 3 FTEs.

7. How is this program funded?

The costs for HR services are recovered from customer agencies through a federally approved

billing model.

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

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9. Are you aware of similar programs in other states?   ☐   No ☒
        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) Increase in the usage of the dashboards by our HR community.

2) Increased requests for dashboard data and use of the dashboards by HR leaders and agency

leaders in meetings.

3) Tangible results of using the dashboards to improve HR's impact. In 2023, the Office of

Administration used the Time to Fill dashboard to identify the interview phase as the longest

step in the hiring process and worked with agency leaders and hiring managers to shorten it by

an average of 10 days. Additionally, HR Managers are sharing metrics with agency leaders to

identify actionable areas of focus. The Diversity, Equity, Belonging, and Inclusion office is using

the dashboards to drive new initiatives and monitor progress. Most recently, an internal

dashboard was created to track vacancies related to the processing of licenses, certifications,

and permits to support an executive order by the Governor to standardize processing times and

issue refunds for applications that exceed those times.

**Average Time to Fill – Shared Services Agencies**

| Shared Services | Agency | PA |

CY: 2023   Quarter: All

Total Reqs 13,171

Average TTF 76

Average TTF by Quarter

2023/1	2023/2	2023/3	2023/4
87	76	73	66

Average TTF by Step by Quarter

Quarter	Req/Exam	Posting	Evaluation	Refer	Interview		
2023/1	21	13	13	3	41	10	6
2023/2	19	12	12	3	33	9	6
2023/3	18	13	9		33	10	5
2023/4	15	12	8		31	8	5

● Req/Exam ● Posting ● Evaluation ● Refer ● Interview ▸

Agency	Avg TTF	Req/Exam	Posting	Evaluation	Refer	Interview	Offer	Hire
Aging	61.11	8.75	9.78	8.22	0.57	32.43	5.00	10.78
Agriculture	84.44	22.50	12.46	4.53	0.72	35.39	9.00	5.72
Banking & Securities	64.65	9.94	12.00	12.60	1.50	31.17	6.20	6.00
Civil Service Commission	88.00	20.00	14.00	6.00	0.00	44.00	4.00	0.00
Community & Economic Development	50.78	17.10	8.48	10.54	1.52	38.10	4.22	5.13
Conservation & Natural Resources	79.44	19.50	13.62	6.12	1.72	33.21	9.02	6.81
Corrections	63.84	15.77	12.68	6.88	2.65	26.97	9.54	2.77
Drug and Alcohol Programs	76.43	15.85	12.21	5.50	2.04	33.44	4.25	6.07
Education	108.42	26.99	15.42	12.49	1.62	47.48	11.57	9.09
Environmental Protection	82.29	18.76	12.22	5.14	1.37	34.48	10.50	5.06
Total	**75.63**	**18.52**	**12.34**	**10.21**	**2.63**	**34.46**	**9.09**	**5.49**

Organization	Avg TTF	Req/Exam	Posting	Evaluation	Refer	Interview	Offer	Hire
–	72.50	14.50	14.00	9.00	0.50	29.00	5.00	0.50
00041000 – AG Off of Sec	106.43	18.29	14.14	2.71	0.86	45.57	12.86	12.00
00042200 – AG Bur Frm Shw	89.00	14.00	14.00	5.00	0.00	34.00	15.00	7.00
00042600 – AG Bur Admv Srvs	132.00	7.00	14.00	9.00	0.00	57.00	40.00	5.00
00042651 – AG Bdgt Fnce Div	112.00	38.00	14.00	12.00	0.00	10.00	27.00	11.00
00042661 – AG Off Rgnl Spt Srvs Div	111.00	10.00	14.00	1.00	0.50	83.00	2.50	0.00
00043171 – AG Phila Prk Rctrk	122.00	34.50	14.00	4.00	0.00	91.50	1.50	2.50
00043172 – AG Penn Ntl Rctrk	185.60	36.00	20.00	2.20	0.00	110.20	4.60	12.60
00043173 – AG Prsq Isl Dwns Rctrk	58.50	6.50	9.00	2.00	2.00	28.00	8.50	2.50
00043184 – AG Poc Dwns Rctrk	57.29	10.33	9.71	3.86	1.00	26.40	6.29	2.86
00043185 – AG Chstr Dwns Rctrk	63.17	16.60	11.50	16.60	0.60	33.80	17.83	3.33
Total	**75.63**	**18.52**	**12.34**	**10.21**	**2.63**	**34.46**	**9.09**	**5.49**

Filter Values = Grouping: Shared Services

Data Refreshed: Daily

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

The program started by sharing URL links for individual dashboards. In 2021, the dashboards were published to a central SharePoint portal and new ones were added based on identified needs and priorities. We now have 10 dashboards, in addition to separate dashboards for customer feedback surveys and the licensing, permit, and certification employee hiring initiative. Due to popular demand from the Governor's Office staff and agency leaders, we have created a separate HR Analytics site to provide high-level executive data.

2024 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: Pennsylvania's Permitting, Licensing, and Certification Hiring Project   **State:** PA

Contact Person: Miranda Martin

Contact's Title: Director, Talent Management Office

Agency: Office of Administration

Mailing Address: 613 North Street, Harrisburg, PA 17120

Telephone: 717-710-2595

E-mail: mirmartin@pa.gov

NOMINATOR INFORMATION

Nominator: Jason W. Swarthout   **Title:** Acting Deputy Secretary for Human Resources and Management

State: PA   **Agency:** Governor's Office of Administration

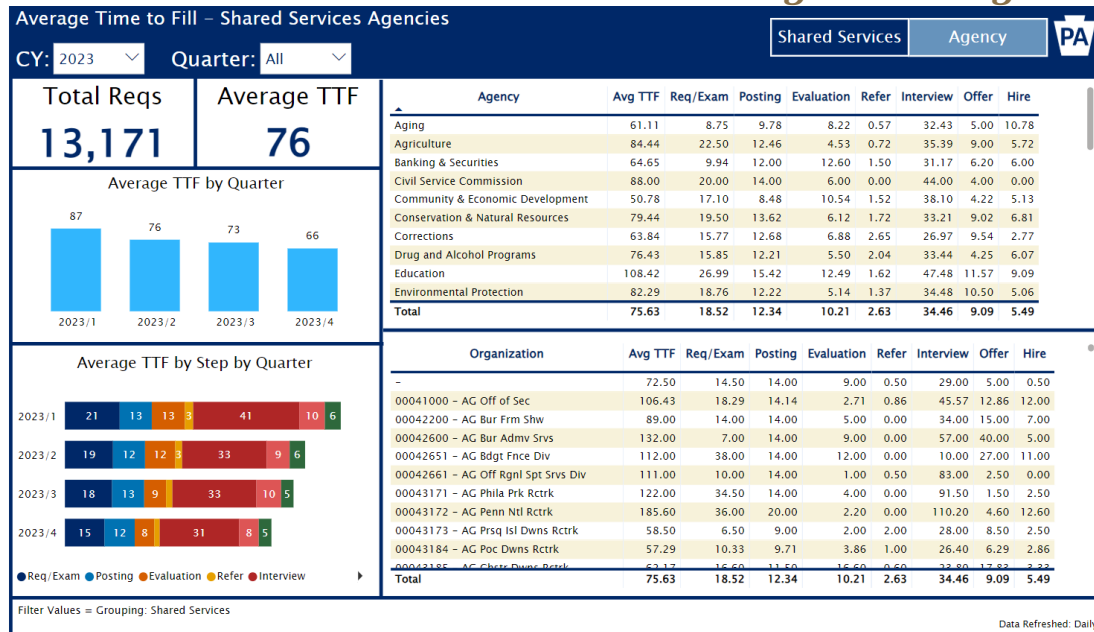**Telephone:** 717-787-8191

E-mail: jswarthout@pa.gov

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• Meet all eligibility requirements • Meet deadline requirements
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2024 NASPEs AWARD

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Innovative State Human Resource Management Program

DETAILS

On January 31, 2023, Governor Josh Shapiro issued an executive order to address wait times and backlogs for permits, licenses, and certifications issued by state agencies. The order directed agencies to inventory all permits, licenses, and certifications; established standard processing times for each one; and implemented a money back guarantee to refund application fees when these timeframes are not met. Faced with potential revenue loss, agencies immediately prioritized their staffing complement and hiring needs to quickly fill and retain positions that review and process these applications. Simultaneously, the Office of Administration (OA) established a workgroup to identify all in-scope positions (upwards of 6,300) and worked closely with agency leadership to identify vacancies, implement specialized recruitment campaigns, and expedite all parts of the hiring process. OA updated policies for the non-civil service hiring process to shorten vacancy posting timeframes and interviews and shift certain aspects of the background check process to be conducted post-offer and/or hire. OA also created a new, tailored dashboard to track all in-scope positions throughout the hiring process. Since April 2023, the overall vacancy rate for in-scope positions has dropped from 14 percent to 9 percent. The average time to hire dropped by nearly 27 percent, from 90 days to 66 days. Agencies have reported dramatically shortened timeframes for issuing licenses, permits, and certifications – in some instances, decreasing processing times by as much as 93 percent.

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Innovative State Human Resource Management Program

1. Please provide a brief description of this program.

In support of Executive Order 2023-07, Building Efficiency in the Commonwealth's Permitting, Licensing, and Certification Processes, the Office of Administration (OA) expedited hiring efforts to quickly fill positions identified as being involved in processing these applications. OA partnered with senior leadership and HR offices in agencies that have in-scope positions to coordinate efforts and ensure that positions moved through each step of the hiring process as quickly as possible. OA also developed a tailored dashboard to track these positions and held weekly calls with the agencies that have the most critical needs, such as the Department of State (DOS) and the Department of Environmental Protection (DEP). As a result of this effort, the vacancy rate for in-scope positions has dropped from 14 percent to 9 percent since April 2023, and the average time to hire Commonwealth employees dropped by nearly 27 percent, from 90 days to 66 days. The DOS's Bureau of Professional and Occupational Affairs experienced a dramatic improvement in the average number of business days for processing licenses, which it credits to an increase in filled positions accomplished through this project. DEP has also seen a drastic reduction in the permit backlog. Since hiring 15 additional staff members, DEP has reduced its backlog by nearly 900 individual permits as of March 1, 2024, a 41 percent reduction.

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

This project began on January 31, 2023. The tracking of metrics through a data dashboard began in April 2023.

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

This project was implemented to support an executive order which requires agencies to issue refunds for application fees when permits, licenses, and certifications are not processed within

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established timeframes. To minimize potential revenue loss, agencies needed to ensure they

had adequate staffing to process applications in a timely fashion.

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

This project was new in the sense that we carved out a subset of the vacancies (i.e., the in-

scope positions related to issuing permits, licenses, certifications) and established a way to

monitor and shepherd them through the hiring process. This level of tracking required the

creation of a new, interactive dashboard, along with weekly calls with agency leadership to

show commitment and sustain momentum for this concerted hiring effort. It also involved

revamping the non-civil service hiring process to expedite every possible step (e.g., shorter

vacancy posting and interview timeframes) and moving some lengthier parts of the hiring

process to post-offer and/or hire (e.g., supplemental employment approval).

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.)

This project has been executed using existing staff and IT resources; no new funding was

required.

6. What are the program's operational costs?

None.

7. How is this program funded?

There is no special funding for this 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.

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

The first indicator of success is the reduction in overall time to hire and reduced vacancy rate for positions that are involved in issuing licenses, permits, and certifications. The second indicator of success is the reduction in the average number of business days for state agencies to issue licenses, permits, and certifications, which typically results from being better or fully staffed. The final indicator of success is the number of refunds required to be issued. We've seen great success in the Bureau of Occupational Affairs of the Department of State, which credits this project which a dramatic decrease in their average licensing times. This bureau went from a filled complement of 88 in January 2023 to a filled complement of 112 in October 2023. In that same timeframe (January through October 2023), they reduced the average time for processing licenses as follows:

- Real Estate Salesperson from 13 days to 2 days

- Real Estate Broker from 15 days to 1 day

- Vehicle Salesperson from 12 days to 1 day

- Vehicle Dealer from 10 days to 2 days

- Pharmacist by Exam from 26 days to 2 days

- Dentist from 27 days to 4 days

DEP has also seen a drastic reduction in its permit backlog. Since hiring 15 additional staff members, the department has reduced the backlog of permits by nearly 900 individual permits as of March 1, 2024, or 41 percent.

Since this policy became effective on November 1, 2023, only one refund has been issued.

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

This project has changed from its inception through identifying new ways to streamline the

hiring process. We also created, and later finetuned, an interactive dashboard of in-scope

positions, which was pivotal in tracking and monitoring impacted vacancies.

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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: Pennsylvania's Innovative Workforce Development Programs   State: PA

Contact Person: Shelly Forte

Contact's Title: Acting Director, Bureau of Organization Management

Agency: Office of Administration

Mailing Address: 613 North Street, Harrisburg, PA 17120

Telephone: 717-783-1401

E-mail: micforte@pa.gov

NOMINATOR INFORMATION

Nominator: Jason W. Swarthout   **Title:** Acting Deputy Secretary for Human Resources and Management

State: PA   **Agency:** Governor's Office of Administration

Telephone: 717-787-8191

E-mail: jswarthout@pa.gov

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2024 NASPEs AWARD

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Innovative State Human Resource Management Program

DETAILS

The Commonwealth of Pennsylvania's executive branch has over 73,000 salaried employees, making it the second largest employer in the state. With 20 percent of its workforce eligible to retire, every position and every hire is more important than ever.

The PA Office of Administration (OA) has pursued efforts to increase the quality and quantity of candidates applying for state government positions through rebranding, highlighting benefits and other selling points, and adding new programs to create pathways into employment and reposition the Commonwealth in the talent marketplace. We recently have built an enterprise recruitment team spanning the entire state and created a Work-based Learning Division focused on creating new internship, apprenticeship, and fellowship programs to attract the best and brightest of all ages to public service with the Commonwealth. In July 2023, OA launched a new IT Help Desk Apprenticeship focused on recent vo-tech and high school graduates who have an interest in the IT field. The Governor's Science and Technology Fellowship was recently created to bring in fresh perspectives and expertise from the STEM field. OA is also engaging with the Govern for America Fellowship to offer a two-year program focused on diverse and first-generation college students.

The Shapiro administration eagerly anticipates harnessing fresh talent and new ideas to propel the state's critical initiatives forward. We are also hopeful these programs will spark interest from state agencies in partnering with OA to create additional career pathways to meet their current and future talent needs.

2024 NASPEs AWARD

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

1. Please provide a brief description of this program.

The Commonwealth of Pennsylvania's executive branch has over 73,000 salaried employees, making it the second largest employer in the state. With 20 percent of its workforce eligible to retire, every position and every hire is more important than ever. However, the Commonwealth's recruitment and hiring processes had put it at a competitive disadvantage among employers seeking new talent. Like many other public sector organizations, the Commonwealth faces stereotypes about government agencies and employees that make public employment unattractive to many job seekers. The tight labor market is an added challenge.

The PA Office of Administration (OA) has pursued efforts to increase the quality and quantity of candidates applying for state government positions through rebranding, highlighting benefits and other selling points for Commonwealth employment, and creating new programs to provide pathways into employment and reposition the Commonwealth in the talent marketplace.

On his first day in office, Governor Josh Shapiro signed an executive order directing OA to review every Commonwealth job and remove college degree requirements wherever possible. Several months later in July 2023, OA launched a new IT Help Desk Apprenticeship focused on recent vo-tech and high school graduates. To promote the program, our recruitment staff performed outreach efforts and conducted presentations in the local, diverse high schools and vocational-technical programs. They highlighted the training opportunities, the benefits of working for the Commonwealth, and the guaranteed career path that the apprenticeship program brings.

In 2017, OA created the William and Hannah Penn Fellowship, which places master's degree or

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higher candidates in state agencies for two years to work on policy-related projects. The

Governor's Science and Technology Fellowship was created in 2024 to bring in fresh

perspectives and expertise in the STEM field. This one-year fellowship targets recent STEM

graduates with advanced college degrees. Its purpose is to place fellows within various agencies

to work on important agency initiatives. In its inaugural year, agencies proposed 13 impactful

projects across different sectors, bridging the gap between academic knowledge and practical

application within governmental agencies. The program will also include regular professional

development training, tours of Commonwealth facilities and operations, and networking with

agency leaders and executives. OA is also engaging with the Govern for America Fellowship to

offer a program for recent bachelor's degree candidates. Govern for America is a two-year

fellowship program focused on bringing in diverse and first-generation college students. The

program includes regular professional development training within the Commonwealth and

with Govern for America, tours of Commonwealth facilities and operations, and networking

with agency leaders and executives.

2. How long has this program been operational (month and year)?
The William and Hannah Penn Fellowship started in 2017. The IT Help Desk Apprenticeship

started in July 2023. The Governor's Science and Technology Fellowship and Govern for America

Fellowship will both start in 2024.

3. Why was this program created? (What problem[s] or issues does it address?)
The overall goal of these initiatives is to increase the number of qualified candidates who apply

for jobs by rebranding the Commonwealth as an employer of choice and offering various ways

for fresh talent to come into the Commonwealth and experience the challenging and

meaningful work the state offers. Upon completion of a program, we hope to retain them as

permanent Commonwealth employees.

4. Why is this program a new and creative method?
The Office of Administration is creating new career pathway programs to attract the best and

the brightest to public service in state government. The IT Help Desk Apprenticeship was

created to establish a new talent pipeline beyond the traditional recruitment efforts for

experienced help desk professionals and in support of the Governor's executive order to

increase opportunities for state employment. The fellowship programs are designed to attract

candidates with college degrees at all levels to the Commonwealth to work on agency initiatives

and bring fresh ideas to address complex agency challenges.

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.)
Agencies fund the costs to take on apprentices and fellows. The startup costs for the Office

of Administration were therefore minimal.

6. What are the program's operational costs?
The agency operational cost for the William and Hannah Penn Fellowship it estimated at

$130,979 per fellow which includes salary, benefits, and retirement. In 2023, agencies hired a

total of 14 fellows at a total cost of $1,833,706. The operational cost for the Governor's Science

and Technology Fellowship is estimated at $139,527 per fellow which includes salary, benefits,

and retirement. For the inaugural year, agencies proposed projects for a total of 13 fellows at a

total cost of $1,813,851. The operational cost for the Govern for America Fellowship is

estimated at $95,263 per fellow which includes salary, benefits, and retirement. We are looking

to hire three fellows in the first year at a total cost of $285,789. The estimated operational cost

for the IT Help Desk Apprenticeship is $74,229 per apprentice which includes salary, benefits, and retirement. There are currently six apprentices, totaling $445,374. The grand total for estimated operational costs is $4,378,720.

7. How is this program funded?
Each agency funds their apprentices and/or fellows.

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?
We measure success by hiring full classes for each program to meet the demand from state agencies. During the first year of the William and Hannah Penn Fellowship in 2017, the Commonwealth hired 10 fellows. In 2023, we hired 14 fellows for the program. We are seeking to hire 13 fellows for the first year of the Governor's Science and Technology fellowship to staff all agency projects.

11. How has the program grown and/or changed since its inception?
The IT Help Desk Apprenticeship, Governor's Science and Technology Fellowship, and Govern for America Fellowship are new programs, but the William and Hannah Penn Fellowship has grown in numbers and agency interest since its inception. We anticipate that interest in the new programs will also increase over time and lead to growth in the number of hires. We are also hopeful that the future success of the new programs will spark agency interest in creating additional pathways into rewarding careers in public service to meet their current and future talent needs.

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2024 NASPEs AWARD

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

PROGRAM INFORMATION

Program Title: Compensation Modernization

Contact Person: Kim Thau Yap   Contact's Title: Asst Commissioner

State: TN   Agency: TN Dept of Human Resources

Mailing Address: 16th Floor, Tennessee Tower, 312 Rosa L. Parks Blvd, Nashville, TN 37243

Telephone: 615.770.1970

E-mail: kim.t.yap@tn.gov

NOMINATOR INFORMATION

Nominator: Juan Williams   Title: Commissioner

State: TN   Agency: TN Dept of Human Resources

Telephone: 615.741.0936

E-mail: juan.williams@tn.gov

2024 NASPEs AWARD

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

Program Summary:

Tennessee State Government must attract and retain best-in-class talent to achieve its goal of effective and efficient operations. With the disruption of COVID-19 and its negative impact on the labor market, it became increasingly difficult for the state to compete for labor. The state transformed its compensation philosophy to successfully compete for high-performing talent in a dynamic/disrupted labor market. Specifically, the new approach was to provide *market-competitive* wages (rather than below-market) while maintaining above-market benefits.

In a revolutionary operational and cultural shift, the initiative provided a sustainable strategy for the state's long-term competitiveness in the labor market. The pay structure was modernized, jobs were benchmarked to market, then placed into the modernized structure, and employees' pay was adjusted accordingly. Rather than across-the-board increases, pay changes were based on individual employee factors (e.g., range penetration, proficiency, performance, supervisory compression). Pay increases were significant for many employees. Remarkable collaboration and support of executive and legislative stakeholders provided the necessary funding. Proficiency is now the critical component for wage decisions. Performance to goals is reinforced as the crucial component for annual increases.

This profound change in compensation philosophy significantly improved key measures, including applicant quantity, quality, and employee turnover. Current employees have expressed heartfelt appreciation for the changes. Former high-performing employees have returned, citing more competitive pay as a key reason. Likewise, recent new employees report that the modernized pay structure removed barriers that previously hindered them from joining state service.

2024 NASPEs AWARD

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

Program Description:

Tennessee State Government transformed its compensation philosophy to successfully compete for high-performing talent in a dynamic/disrupted labor market. The new objective was to provide market-competitive compensation while maintaining above-market benefits. After an in-depth analysis, the state modernized its salary structure. After benchmarking and slotting jobs into the structure, employees' wages were increased to at least +1% into the new pay ranges. Further adjustments mitigated compression between supervisors and subordinates. This profound change in compensation philosophy significantly improved key recruitment and retention measures.

How long has the program been operational (month and year)?

The program was implemented between November 2022 and January 2023.

Why was the program created?

Through a modern salary structure that pays employees more competitively to market, the objectives were to increase the quantity and quality of recruits, reduce turnover, and more effectively retain high-performing employees. These objectives became even more urgent as the disruption of COVID-19 made it increasingly difficult for the state to compete for labor. An enterprise-wide employee engagement survey confirmed the importance of modernizing wages: scarcely more than half of employees felt 'satisfied with my total compensation for the work I do.'

Why is the program a new and creative method?

Transforming the state's compensation philosophy toward market-competitive compensation is a revolutionary operational and cultural shift in managing employee pay. In other words, it was not a one-time, across-the-board pay increase that perpetuated an untenable legacy approach. Instead, the initiative provided a sustainable strategy for the ongoing modernization of the state's salary structure and for long-term competitiveness in the labor market.

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Novel aspects of the approach include:

- Employees have better opportunities to increase their pay based on technical expertise without being 'forced' into supervisory positions while lacking the requisite leadership ability.

- An employee's wage is not capped by their supervisor's wage. An experienced, long-tenured subject matter expert can be paid more than their less experienced (or less role-proficient) supervisor.

- Normalizing the potential use of a full salary range based on proficiency, rather than defaulting toward the range minimum, can have significant implications for annual budgeting and planning.

- Hiring managers and HR staff (centralized and decentralized) require increased skill and ethics as they make and validate proficiency-based wage recommendations.

What were the program's startup costs?

The total startup cost approached $115MM, primarily for employee wage increases. Less than $2MM provided critical consulting and project management services.

What are the program's operational costs?

Several steps are necessary to maintain the salary structure and avoid it becoming obsolete:

- Annual aging of the salary structure by 1%- 3% is common, as indexed to historical inflation rates. Funding allocated for annual performance increases will be incorporated into the planning process.

- As the structure is aged, pay will be raised for employees below the new range minimums.

- An enhanced compensation tool and current market data will cost ~$111,000 annually.

- We will increase the frequency of full-scale benchmarking and market studies. However, we intend to build the internal capacity/skills needed to perform this work.

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How is this program funded?

Budgeted funds were allocated specifically to increase employee pay.

Did this program originate in your state?   Yes: ☒   No: ☐

Are you aware of similar programs in other states?   Yes: ☐   No: ☒

If yes, how does this program differ?

We are unaware of other initiatives with this combination of novel features described above.

How do you measure success of the program?

YOY ('22:'23) pre-post metrics and impact:

- Reduced turnover by 22%, resulting in fewer vacancies

- Increased overall applicant volume by 56%, indicating improved market competitiveness

- Increased unique applicants by 62%, indicating a broader applicant pool (i.e., not just the same people applying to multiple jobs)

- Increased quality of applicants, as evidenced by 32% fewer 'cancellations' of job postings (These typically occur when a job posting fails to yield satisfactorily qualified applicants.)

- Increased applicants-to-job posting ratio by 120%, indicating improved market competitiveness

- Reduced retirements by 25%, extended opportunity for a strategic succession planning initiative

- Using SHRM methodology, the cost avoidance associated with the observed YOY turnover reduction in the first year was ~$34.3MM. So, conservatively, the initiative will 'break even' in 3.4 years. Considering the former trend of increasing turnover, actual break-even is expected even sooner.

Anecdotal impact:

- Numerous current employees expressed gratitude that the pay changes enabled them to achieve previously out-of-reach goals, including sending a child to university, buying a home instead of renting, and no longer needing a second job to make ends meet.

- Recent new employees said lower wages previously prevented them from considering state employment and that the recent wage changes were key to their decision to join the state.

- Some high-performing former employees have since returned to the state, saying, 'I wish I'd never left so I wouldn't have missed out on the increases when they occurred.'

- Multiple executive and HR leaders across the state affirm that the significant increase in the quality of applicants has led to the successful onboarding of high performers into specialized positions.

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

In 2024, the state further moved employees toward market-competitive wages within the modernized structure, considering their proficiency level. Supervisors completed an initial proficiency assessment for each direct report using a three-level scale. Agency leadership and the state's central Department of Human Resources (DOHR) then validated and approved the scores submitted by supervisors.

Salary adjustments were individually determined using an approach consistently applied across the enterprise. Consideration was given to individuals' placement within the salary range, proficiency level, and historical performance rating. Additional consideration was given to mitigate supervisory compression. Each individual's unique combination of these factors determined wage adjustments. As a result, each wage adjustment was unique to the individual employee. Also, for future pay-related decisions (e.g., promotional and new hires), the state has established a standardized framework for incorporating proficiency into wage assessments.

We expect this further effort to yield further measurable gains like those realized in the prior year.

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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: Vermont Voluntary Paid Family Leave Program   State: VT

Contact Person: Clarke Collins

Contact's Title: Deputy Director of Benefits and Wellness

Agency: Administration/Department of Human Resources
Mailing Address: 120 State Street, 5th Floor; Montpelier, VT 05620-2505

Telephone: 802-636-7469

E-mail: Clarke.collins@vermont.gov

NOMINATOR INFORMATION

Nominator: Beth Fastiggi   Title: Commissioner – Human Resources

State: VT   Agency: Administration/Department of Human Resources

Telephone: 802-598-4042

E-mail: Beth.fastiggi@vermont.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 is an initiative to create and make available a voluntary paid family and medical leave (FMLI) program for all employer/employees in the State of Vermont. Initiated by Vermont Governor Phil Scott, the goal is to create a voluntary statewide FMLI program provided by a private insurer. Vermont employers will be better able to compete for talent on a national, regional, and local scale by voluntarily offering this benefit to employees. This solution provides the benefit without increasing employer taxes and without having to invest a massive amount of public funds to build the infrastructure and run the program that is typically required for a mandatory paid family leave program.

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

9 months – since July 2023.

This program is to be implemented in 3 phases:

7/1/23 – State Employees received the benefit

7/1/24 – Employers able to offer the benefit to their employees – individual employer quotes now available in advance of phase 2 launch.

7/1/25 – Individuals able to purchase the benefit if not offered by employer

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

Click or tap here to enter text.

This program addresses the fact that no insurers previously offered Paid Family and Medical Leave Insurance in Vermont, and there is not a mandatory FMLI program in Vermont. Many employers see this benefit as necessary to compete with national, regional or local competitors to attract and retain talent in a time where the unemployment rate in Vermont is very low. 90+ percent of employers in Vermont have fewer than 50 employees, with the average employer size of 3 employees, and are too small to fund their own program. Employees are seeking to work for employers that offer this type of benefit.

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

Several states have already implemented or passed laws to create mandatory paid family and medical leave programs which take considerable time to implement, plus extensive up front state government investment to create the program infrastructure (IT, tax and personnel). Typically, this requires payroll taxes to fund and operate the program moving forward. Through a competitive bidding process, the State contracted with a private insurance company, the Hartford, to develop, launch and operate the program using the cost of providing the benefit to

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state employees to fund the program start-up costs. The costs to the State were the use of existing employee and benefit consultant resources who worked on the project RFP, benefit program design, program start-up and marketing. Using the State workforce as an actuarial base to launch a program for private employers and then individuals is unique and a model that other states have expressed interest in. This program is geared towards all employer sizes and is extremely useful for very small employers who would otherwise not be able to offer or afford to offer this benefit to employees.

The Department of Human Resources (DHR) is leading this effort and is the contract "owner" with the vendor, The Hartford. For DHR, multiple divisions (legal, labor, benefits, reporting, HRIS, payroll, commissioner's office, field staff) all worked diligently together in a short time period to successfully launch the State employee program. Along with the Department of Finance and Regulation for product approval and other departments in state government for contract approval, this project highlighted successful collaboration and coordination within DHR to ensure this high-profile program launched to state employees smoothly.

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.)

State employee/leadership time to contract for the service (multiple staff in Human Resources and the Department of Financial Regulation) to work with the Insurer to design the benefit and review and launch the program. The State also is providing employee resources to market the program. The DHR benefits division added one employee (approx. $100,000/year) over the past year to help, in part to account for an increased workload to administer this and other programs, and to free up time for supervisor and director of this division to focus on program design and launch of the state employee program. The State used its benefits consultant to assist with bidding and program launch.

6. What are the program's operational costs?
 Though premium is based on salary, the aggregate p per employee per month cost is currently running at $22.66 per employee.

7. How is this program funded?
 Insurance premiums

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

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

   If yes, how does this program differ?

   Click or tap here to enter text.

New Hampshire has a voluntary program but is more of a hybrid approach and will not reach the individual market.

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

Phase I – State employees - current sample measurements:

State of Vermont employee benefits received from 07/01/23 through 03/31/24.
• 217 cases were approved
• The average duration of the FMLI benefit was 20 workdays, with 35% of claimants using the full 6 weeks.
• The gross benefit dollars distributed to date equal $579,728.

State government program website: https://www.thehartford.com/vermont-family-medical-leave-insurance

Phase 2: Employers, effective 7/1/24
# of employers offering benefit, # of employees receiving benefit, utilization

Currently:
Approximately 60 Employers have already requested quotes:

Other information:
FMLI vs. FMLA video https://fmli.thehartford.com/
Employer and broker webpages including webinars: https://fmli.thehartford.com/broker

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

This is a three-phase program with Phase 1 - state employees operational for 9 months; Phase 2 Employer Market - has launched, product is approved from a regulatory perspective, infrastructure is developed, marketing/advertising is underway (including wraps on city buses!), and businesses are getting quotes and preparing to purchase for 7/1/24 and beyond. Phase 3 – Individual Market is in the planning stages and will launch 7/1/25.

ALL SUBMISSIONS MUST:
• Meet all eligibility requirements • Meet deadline requirements
• Include a complete nomination packet • Conform to all copyright laws   **Page 4 of 4**

2024 NASPEs AWARD
Eugene H. Rooney, Jr. Award Nomination
Innovative State Human Resource Management Program

PROGRAM INFORMATION

Program Title: Statewide Business Resource Groups Program   State: WA

Contact Person: Flora Estrada

Contact's Title: Workforce Strategies Director

Agency: Office of Financial Management

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

Telephone: 360.742.8569

E-mail: flora.estrada@ofm.wa.gov

NOMINATOR INFORMATION

Nominator: Flora Estrada   Title: Workforce Strategies Director

State: WA   Agency: Office of Financial Management

Telephone: 360.742.8569

E-mail: flora.estrada@ofm.wa.gov

SUMMARY

The Statewide Business Resource Groups (BRG) Program is a state-led initiative that brings together employees from across state agencies to address a diverse workforce's unique needs and issues. This program promotes diversity, equity, and inclusion by creating a path for cross-agency, employee-led workgroups. The groups operate at the state level and serve as functional strategic tools for advancing organizational culture, recruiting and retaining diverse talent, and improving statewide business outcomes. For instance, BRGs have initiated mentorship programs, diversity training sessions, and policy reviews.

Statewide BRGs are inclusive spaces that allow all employees to network, address workforce issues and concerns, and receive support from those with similar backgrounds, experiences, or interests. Participation in BRG-related activities is open to current employees of state agencies who identify as members of the BRG's focus community or as allies. Employee participation in BRG-related activities is considered work-related and a leadership priority, emphasizing the value of every employee's unique perspective and contribution.

BRGs play a crucial role in shedding light on workplace culture and identifying specific issues or barriers that may negatively affect certain groups of employees. This active involvement in addressing workforce issues empowers employees and demonstrates their integral role in shaping our organizational culture. Executive leadership participation also provides an opportunity to connect with the workforce and link the groups' missions to specific business goals, fostering a sense of motivation and engagement among all participants.

HR and leadership can use BRGs to focus on groups of employees at risk of leaving state agencies. BRGs can become part of the solution to solve turnover. The groups also offer a place for the development of emerging leaders and have become valuable tools in the state's efforts to support its diverse workforce's unique needs. By addressing these needs, we strive to create an environment where every employee feels understood and catered to, enhancing their overall job satisfaction and retention.

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Currently, there are seven BRGs in Washington State:

Blacks United in Leadership and Diversity (BUILD) aims to improve the experiences of current and future Black state employees by increasing their representation in leadership positions and giving them a voice in policy discussions.

Disability Inclusion Network (DIN) promotes universal access and an environment where people with disabilities can fully participate in all aspects of the workplace. Washington State Executive Order 13-02 drove the creation of this group.

Hawaiians, Asians, and Pacific Islanders Promoting an Empowerment Network (HAPPEN) aims to improve Asian, Native Hawaiian, and Pacific Islander (ANHPI) representation in state employment while advocating for anti-racism, equity, inclusion, diversity, and belonging policies in the workplace and gives voice to the ANHPI experience.

Latino Leadership Network (LLN) connects and inspires the Latino state service workforce and leaders, improving the experience of current Latino state employees by increasing professional development opportunities and encouraging the community to become future members of the state service workforce.

Rainbow Alliance & Inclusion Network (RAIN) exists to help the state to create safe and inclusive workplaces for employees and customers who are members of the LGBTQ+ community. The creation of the group supports the requirements outlined in Washington State Directive of the Governor 16-11.

Veterans Employee Resource Group (VERG) exists to help integrate the experience, skills, and knowledge that veterans and military spouses bring to the state workforce. Washington State Executive Order 19-01 directed the Office of Financial Management to work with agencies to establish this group.

Washington Immigrant Network (WIN) exists to expand opportunities for immigrants who are current or future state employees while educating the workforce and state agencies on the skills, expertise and cultural value of a diverse workforce. Executive Order 17-01 drove the creation of this group.

Below there is a list of example resources or products created by the BRGs:

- RAIN Transitioning in the Workplace Toolkit [PDF]
- RAIN Adding Pronouns to Your Signature Line FAQ [PDF]
- RAIN Recommendation for Use of Non-Gendered Language [PDF]
- RAIN Recommendation Including Gender X options on Forms [PDF]
- RAIN Recommendation Inclusive Bathroom Signage [PDF]
- RAIN 2021 Agency Awards video [youtube.com]
- WIN You Belong Here video [youtube.com]
- WIN Mentoring Program
- DIN Guide to Inclusive Virtual Meetings
- BUILD Summer 2023 Newsletter
- RAIN Winter 2024 Newsletter
- BUILD 2024 Black History Month Celebration video [youtube.com]
- LLN Decolonizing Self Care for the Hispanic/Latinx Community video [youtube.com]
- LLN Latina Pay Equity and Health Disparities Lunch and Learn video [youtube.com]

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DETAILS

1. Please provide a brief description of this program.

The BRG program brings together state employees from different agencies to address workforce-related issues in an innovative way. The groups aim to establish a high-performing public workforce that reflects the diverse population of Washington. They offer outreach activities, professional development opportunities, policy guidance, and expert insights. BRGs provide an alternative pathway to address business issues, and participation is considered an official duty. The program oversees the creation and structure of these groups.

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

In February of 2021, Governor Jay Inslee signed Executive Order 21-01, which not only acknowledges the presence of existing BRGs but also affirms their importance. The order goes further to encourage the formation of new BRGs, emphasizing their role in closing workforce representation gaps. These groups are designed to incorporate employee experiences and perspectives from diverse communities across all levels of state government in Washington, fostering a sense of inclusion and belonging. The ultimate goal is to develop solutions that will improve business outcomes and result in the best possible services for all Washingtonians.

Although most of the BRGs were already in existence, many employees shared challenges with getting supervisor approval to attend meetings or needing to take leave to attend. The release of the executive order and the creation of the BRG program managed by the Office of Financial Management legitimized the existence of the groups and gave them access to state resources to accomplish their missions.

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

Washington State has continuously strived to be an employer of choice with a culturally relevant workforce that mirrors the demographics of the people it serves. However, quantitative and qualitative data revealed that the state had room to improve in that goal, prompting Governor Inslee to issue Executive Orders and OFM State HR to develop various policies permitting employees to participate in BRGs. These efforts were aimed at increasing the recruitment and retention of a diverse and culturally relevant workforce.

Additionally, BRGs help create spaces of belonging in the workplace. Although BRG meetings and events are open for any state employee to attend, each BRG is structured with a charter and community guidelines that outline its purpose to be a supportive space for a specific demographic and their allies. Feedback from members of all BRGs has shared that these spaces have been a key reason they continue to remain employed with the state of Washington. Overall, the BRGs play a vital role in ensuring that the state's workforce is diverse, inclusive, and equipped with the skills and expertise needed to tackle complex problems.

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

The BRG program is a new and innovative way to foster grassroots initiatives and elevate employee voices and suggestions for a diverse and culturally relevant workforce. The program ensures that communities are adequately represented and involved in developing practical and effective solutions. This approach creates sustainable and inclusive change by involving those most affected by the problem, building trust, fostering collaboration, tailoring solutions to specific needs, and fostering a sense of belonging and community among our diverse workforce. The program was designed to structure BRG creations so that they are employee-led and have a clear line of communication with the Governor's Office, executive leadership, and the HR community. BRGs also serve as navigators and mentors for state agencies and employees, providing a professional network for career growth. They offer an alternative pathway for agencies to effectively address business issues, acting as a collective voice around shared interests or concerns. The BRGs are also a formal advisory body in the feedback process loop. This innovative design allows for a more direct and dynamic way of collecting employee engagement data while allowing employee participation without having to take leave or flex their schedule to participate.

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 Washington State executive order that formalized the existing BRGs also mandates that agencies provide appropriate resources to these groups, including authorizing employees to attend meetings and events during work hours, providing necessary office supplies, meeting spaces, facilities, teleconferencing technologies, and funding for ASL and CART interpreting services to accommodate employees with disabilities.

It can be challenging to quantify the exact cost of the program since existing resources are utilized. To support the continuous growth in numbers and complexity of the issues that the groups were assisting with, the Office of Financial Management, State Human Resources division, repurposed an existing strategy analyst position to create the BRG coordinator role. The coordinator's role provides administrative and strategic support to all seven existing resource groups and manages various platforms, licenses, and subscriptions used by the groups.

6. **What are the program's operational costs?**

The program incurs operational costs that can be categorized into different areas. These include the salary of a full-time staff member who provides direct support to the groups, the cost of American Sign Language and closed captioning services to ensure inclusivity and accessibility, expenses related to group training opportunities for BRG members to help them grow and advance in their careers, and costs associated with events that build a sense of community and provide opportunities for engagement and education, which are a crucial part of the program.

	Range	
	Low	*High*
FTE	$141,000	$148,000
ASL & Closed Captioning	$60,000	$70,000
Training for BRG Leaders	$10,000	$14,000
Events	$56,000	$70,000
Total	**$267,000**	**$302,000**

7. **How is this program funded?**

The program has been primarily funded through existing resources. The State Human Resources division (State HR) within OFM is currently exploring more sustainable ways to fund the program, but at present, there is no formal allocation of funds for BRGs. The program is currently funded through sponsorships from both state agencies and private entities, as well as through an existing position allocated by State HR to support the groups.

In 2023, as a creative way to provide temporary financial several agencies contributed to a one-time funding contribution, which provided sufficient funds to cover the program expenses for the upcoming biennium, except for the assigned FTE from State HR. OFM is still advocating for and requesting more sustainable resource funding to support the program on an ongoing basis.

8. **Did this program originate in your state?**

Our team utilized the affinity group and employee resource group (ERG) guidelines of the Boeing Company and Alaska Airlines based in Washington to create the Statewide BRG Program. While Washington State agencies have ERGs that concentrate on their employees, the BRGs are interagency groups that permit current, future, and former state employees to connect, network, and provide guidance across all state agencies.

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

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

BRGs have been successful in improving workplace diversity and inclusion in the Washington State Government. Success measures include event attendance, number of events organized annually, membership numbers, and proposed initiatives. BRGs have contributed to the creation of various initiatives and projects, which have led to a more equitable and inclusive workplace environment.

Examples of success include:

- In 2018, only 279 employees subscribed to receive updates about BRG events. After the implementation of EO 21-01, subscribers increased to 5,175 and as of April 1, 2024, there are 22,192 unique subscribers!
- BUILD's executive sponsor testified before the state senate for the creation of the Juneteenth bill, and the BRG organized the first Juneteenth celebration on the capital campus.
- In 2023, the VERG hosted an event at Joint Base Lewis-McChord for transitioning service members, their spouses, and National Guard members. The event connected attendees with recruiters and hiring managers from Washington state agencies. Over 30 state agencies participated.
- During the pandemic, many state employees started working from home. As a result, DIN created a guide to help agencies create accessible meetings, which is now used across state agencies.
- RAIN designed best practices documents to help agencies work with LGBTQ+ populations, including state employees and the public. These documents have now evolved into 1–4-hour training sessions available to state employees during work hours as part of their DEI (Diversity, Equity, and Inclusion) training plan.
- BRGs played a vital role in championing the importance of disaggregating data, leading to a more precise picture of the state workforce. In FY 2017, 73.2% of state employees were labeled as white/non-Hispanic, with this category being the default for those who did not report their race and ethnicity. However, by FY 2024, the picture was more precise, with 61.8% identifying as white/non-Hispanic, 7.9% as Asian or Pacific Islander, 7.1% as Hispanic, 6.0% as black/non-Hispanic, and 15.2% as unassigned, demonstrating the positive impact of BRGs on data collection.
- Over the years, BRGs have helped encourage communities to disclose their demographics. In FY 2017, only 3.4% of state employees identified as having a disability, but by FY 2024, this number had risen to 4.9%, thanks in part to the efforts of DIN. Similarly, the self-reported number of LGBTQ+ employees increased from 0.2% in FY 2020 to 4.1% in FY 2024, reflecting the positive impact of BRGs in creating safe spaces for the LGBTQ+ community.
- BRG participation has also been shown to improve employee retention and career advancement. Several executive leaders attribute their career success in state employment to their involvement in BRGs.

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

With the establishment of the BRG program, employee-led groups are no longer left to navigate complex governmental structures without a clear path. This program empowers these groups, providing a direct route for them to deliver their recommendations to the highest levels of government. The result is a more equitable distribution of access and impact.

Since the inception of the BRG program, we have made it a priority to keep all employees, new and current, informed about the groups and their missions. This information is shared during onboarding for new employees and throughout the employment lifecycle for current employees. The leadership of each BRG is recognized at the highest levels of government, giving them the opportunity to influence decisions that affect their communities. This recognition ensures that the groups' voices and recommendations are not just heard but given the importance they deserve in decision-making processes across state government.

The Governor's Executive Order has created the clear expectation that state agencies should support their employees' participation in the groups. Employee participation is now a leadership priority, and members use state-paid time to participate in the groups.

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EVA N. SANTOS COMMUNICATION AWARD

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

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

2024 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: GOAL Leadership Program communications campaign   State: IL

Contact Person: Cathy Kwiatkowski

Contact's Title: Senior Policy Advisor

Agency: IL Department of Central Management Services

Mailing Address: 555 West Monroe, Ste. 1300, Chicago, IL   60606

Telephone: 312-244-0762

E-mail: Cathy.Kwiatkowski@Illinois.gov

NOMINATOR INFORMATION

Nominator: Sarah Kerley   Title: Chief Administrative Officer

State: IL   Agency: Illinois Department of Central Management Services

Telephone: 312-718-1317

E-mail: Sarah.Kerley@Illinois.gov

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RECIPIENT

2024 NASPEs AWARD
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.
In 2023, CMS implemented the inaugural cohort of a leadership program called G.O.A.L. The communication materials for the G.O.A.L. program was intended to raise awareness of the new and innovative leadership training opportunity. More importantly, the communications were necessary to give gravitas to the program and prestige to the fellows selected for this competitive program. The G.O.A.L. website provides not only a one-stop shot for information on the program, it also houses information, graphics, and videos about the inaugural cohort of the program. Moreover, the branding for this program was elevated and consistent, underscoring the quality of the programming and participants. The branding of the G.O.A.L. program was design to be a balance between collegiate inspiration and professional collegiality. It aimed to instill confidence in participants, signaling that they're part of a transformative experience. With its uplifting design, the brand was participants that they're embarking on a journey of growth and collaboration in achieve the shared missions of the State of Illinois.

[G.O.A.L. website](#)
[YouTube videos – 2023 Cohort](#)
[Related G.O.A.L. Communications Materials](#)

2. How long has the submission been inexistence?
March 2023 and ongoing.

3. Why was this submission created?
CMS Bureau of Personnel is working to develop expansive professional development curriculum, including a leadership curriculum. However, the need for development of leaders and providing tools for existing leaders was needed much more quickly. Most importantly, this program needed to be set apart, both in the recruitment and selection, and the recognition of participants. The program is something special and the communications strategy underscores that at every turn.

4. How does this submission support the goals and objectives of your agenda/department?
CMS Bureau of Personnel is building out its employee experience infrastructure as part of its transition from transactional HR to a proactive, strategic partner. In order to not only entice applicants to participate in a new program that would require a lot of work and time away from their typical work, the communications strategy clearly reflected that this project was different than your typical training. The leadership training works to build relationships as well as leadership skills. The communications materials for the program capture those relationships as

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they are being built, document fellows' self-reflection, and serve to elevate the importance of this program.

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

Yes.   The communications campaign was intended to reflect the selectivity and prestige of the program to drive interest in participation and recognition of the extraordinary skillsets being created through the program. The campaign served to raise awareness of the opportunity as evidenced by over 200 applications for a 30-person cohort. Moreover, the G.O.A.L. program is recognized as tooling tomorrow's leaders for success as evidenced by the promotion of 9 of the 28 inaugural graduates since beginning the program.

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2024 NASPEs AWARD
Eva N. Santos Communication Awards

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NOMINATION INFORMATION

Title of Nomination: Enhancing the Employee Experience   State: IN

Contact Person: Kirollos Barsoum

Contact's Title: Communications Director

Agency: Indiana State Personnel Department
Mailing Address: 402 W Washington St # W161, Indianapolis, IN 46204

Telephone: 3175314373

E-mail: kbarsoum@spd.in.gov

NOMINATOR INFORMATION

Nominator: Jordan Bolden   Title: Chief of Staff

State: IN   Agency: Indiana State Personnel Department

Telephone: (317) 232-0200

E-mail: jobolden@spd.in.gov

DETAILS

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

1. Please provide a brief description of the submission.
In 2022, the Indiana State Personnel Department (INSPD) made Enhancing the Employee Experience a core pillar of its strategic plan – and its communications team has worked to turn that vision into reality. By delivering impactful policies to employees, engaging them in statewide programs, and robust communications, INSPD has created a more engaged state workforce.

This dedication translated to a remarkable increase in participation in the bi-annual employee engagement survey—going from less than 30% in 2019 to more than 61% in 2023—and an engagement score of 3.67/5 to 3.98/5—an almost 8.5% increase in overall employee engagement.

This nomination highlights how INSPD's comprehensive communications and employee engagement approach, firmly aligned with our strategic commitment to Enhancing the Employee Experience, has transformed the state's workplace culture. We'll delve into the specific programs, impactful results, and the strategic communication tactics that drove this success.

State Employee Community Campaign
INSPD's communications team breathed new life into the SECC program. Their dedication to employee engagement helped foster a strong sense of community among state employees. This campaign hit its $1.5 million fundraising goal in 2023, with a remarkable $1.4 million coming directly from pledged payroll deductions. Over 5,983--20% of employees—actively participated through payroll deductions or one-time donations. But the SECC goes beyond fundraising. INSPD curated a series of engaging events, both in-person and virtual, to promote participation across the state. From the annual agency vs. agency Paddle Battle on the Indianapolis Canal to a 3-on-3 basketball tournament, to a virtual trivia competition, these events foster camaraderie and a team spirit. The kickoff event, featuring local food trucks, vendors, and over 50 non-profit organizations, strengthened the connection between employees and the community.

Statehouse and Holiday Markets
The Statehouse Market is a beloved tradition organized by INSPD's communications team, demonstrating INSPD's commitment to enhancing the employee experience. Hosted every Thursday in May - September, this market offers a diverse array of rotating food trucks (highlighting healthy choices) and local vendors. Thousands of employees attend the market each week, creating a vibrant community atmosphere and supporting local businesses. Building on the Statehouse Market's success, INSPD debuted the Holiday Market in 2023 hosted inside the Indiana Government Center atrium–and it was an immediate hit! This festive event brought back popular food trucks and invited local artisans and businesses to set up shop, providing employees an opportunity to find special holiday gifts while supporting local vendors. Thousands of employees participated, transforming the workplace into a space for celebration and connection.

Canstruction
INSPD's annual Canstruction competition uniquely blends creativity, philanthropy, and employee engagement. By inviting teams to build creative and fun structures using donated cans, the program

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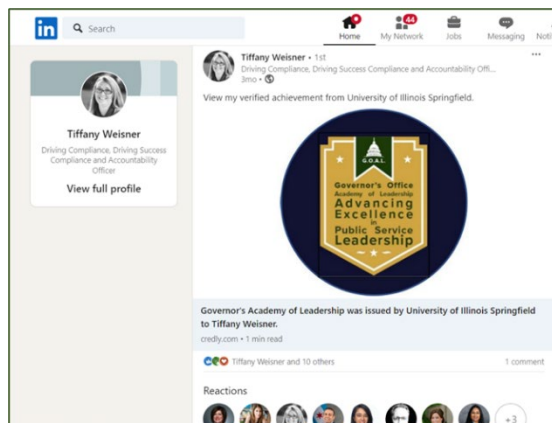• Include a complete nomination packet • Conform to all copyright laws

fosters friendly competition while supporting those in need. The 2023 addition of the "people's choice" award encouraged engagement from employees across the state, with over 2,500 votes cast. The event collects an incredible 27,000 cans, demonstrating widespread participation.

Governor's Long Term Employee Reception

Indiana is committed to honoring long-serving employee through the annual Governor's Long-Term Employee Reception (GLTER). This prestigious event recognizes approximately 300 state employees who have reached significant service milestones of 35+ years. Governor Eric J. Holcomb takes photographs with honorees and their agency leaders, underscoring the state's appreciation for these dedicated individuals. The celebration extends to coworkers and family members, fostering a sense of pride and highlighting the value of long-term service to the State of Indiana.

Governor's Public Service Achievement Awards

Indiana's commitment to recognizing exceptional employees is implemented through the annual Governor's Public Service Achievement Awards. Governor Holcomb honored 100 outstanding state employees who demonstrably contributed to agency efficiency, cost savings, and innovation throughout the year with this award. By showcasing these exemplary individuals, the program not only recognizes their achievements but also inspires others to strive for excellence.

Wellness Communications

INSPD's new innovative Wellness Rewards Program rolled out in 2023 and saw substantial engagement. Eighty-five percent of employees and 61% of spouses actively engage in the program. By incentivizing preventive care, the program has yielded tangible results: a 5% increase in annual physical compliance rates from 2022 to 2023, and an impressive $6.34 million earned by employees in rewards. This program isn't just about compliance – it's empowering employees to invest in their health, leading to a healthier and more engaged workforce.

Employee Communications

INSPD's communications team understands that effective dissemination of information is crucial for program success and employee engagement. They employ a multi-pronged communications strategy, leveraging email, our agency's website, and "InterComms"—a network of internal communicators across 40 of Indiana's agencies. In 2023, the INSPD team has:

• Robust Email Outreach: INSPD sent 425 statewide emails in 2023. Key components include the monthly "Torch" newsletter and the weekly "Around the Circle" circular.

• Web Presence: INSPD's website (in.gov/spd) is a vital resource, attracting an average of 59,305 monthly users and 206,862 monthly page views.

• Social Media Reach: The state's LinkedIn presence is robust, with 58,919 followers and an average of 59,221 monthly impressions.

2. How long has the submission been inexistence?

While many of these programs have been in existence prior to 2023, the addition of several new engagement opportunities along with robust communications efforts and the introduction of several new employee-focused policies have tipped engagement sentiment and resulted in an enhanced employee experience for all.

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3. Why was this submission created?

Research shows a strong connection between employee engagement and employee retention and performance. By investing in a healthier, more engaging workplace culture, we retain employees for longer and reap the benefits of better performance for Hoosiers statewide.

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

Enhancing the Employee Experience has been one of INSPD's five Strategic Plan Pillars since 2022 and all of these programs have been dedicated to strengthening this pillar.

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

We measure statewide engagement through a statewide employee engagement survey called "The Pulse Survey." Over the last several years we have seen increasing participation and increasing engagement:

2019: 29.7% participation; 3.67/5
2020: N/A
2021: 26.3% participation; 3.89/5
2022: 55.25% participation; 3.95/5
Spring 2023: 61% participation; 3.98/5

State Employee Community Campaign: $1.5m in payroll deductions; 5,983 participants; 9 statewide engagement events.

Canstruction: 27,000 cans collected, 38 teams participating

LinkedIn:
58,919 Followers
59,221 Monthly Impressions

Governor's Long Term Employee Reception
350 honorees

Governor's Public Service Achievement Awards
100 honorees

Statehouse Market
Serves 10,000 Indiana Government Center Employees
18 Market Weeks
61 Local Food Trucks and Vendors on Rotation
Statehouse Market satisfaction survey 2023: 8.25/10

Communications
425 Statewide Emails Sent
The Torch Employee Newsletter: 44,000 subscribers
InterComms Network Monthly Newsletter: 118 internal communicators; 81% open rate

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Enhancing the Employee Experience

Indiana State Personnel Department

The Indiana State Personnel Department (INSPD) made Enhancing the Employee Experience a core pillar of its strategic plan – and its Communications team has worked to turn that vision into reality. By delivering impactful policies to employees, engaging them in statewide programs, and robust communications, INSPD has created a more engaged state workforce.

Pulse Survey

Measures statewide employee engagement.

Year	Participation	Pulse Score
2023	61%	3.98/5
2022	55.25%	3.95/5
2021	26.3%	3.89/5
2020	N/A	N/A
2019	29.7%	3.67/5

State Employee Community Campaign

$1.5 million
in payroll deductions

5,983
Participants

9
Engagement events

Canstruction

27,000
Cans collected

38
Teams participating

LinkedIn

Followers **58,919**

Monthly impressions **59,221**

Governor's Long Term Employee Reception — **350** honorees

Governor's Public Service Achievement Awards — **100** honorees

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Statehouse Market

- 2023 Statehouse Market satisfaction survey: 8.25/10
- Serves 10,000 Indiana Government Center employees
- 18 Market weeks
- 61 local food trucks and vendors on rotation

Communications

425 Statewide emails sent

The Torch monthly employee newsletter: **44,000** subscribers

InterComms network monthly newsletter: **118** internal communicators; **81%** open rate

Web Presence: INSPD's website (in.gov/spd) attracts an average of **59,305** monthly users and **206,862** monthly page views.

2024 NASPEs AWARD
Eva N. Santos Communication Awards

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NOMINATION INFORMATION

Title of Nomination: Kentucky Personnel Cabinet "Brochure Site"   State: KY

Contact Person: Steeley Shacklette

Contact's Title: Executive Director, Office of Public Affairs

Agency: Kentucky Personnel Cabinet
Mailing Address: 501 High St. Frankfort, KY

Telephone: (502) 564-6552

E-mail: steeley.shacklette@ky.gov

NOMINATOR INFORMATION

Nominator: Mary Elizabeth Bailey Title: Cabinet Secretary

State: KY   Agency: Kentucky Personnel Cabinet

Telephone: 502-564-6616

E-mail: marye.bailey@ky.gov

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 Personnel Cabinet "Brochure Site," personnel.ky.gov, acts as marketing material for state government employment. This site provides a high-level overview of employee benefits to prospective employees, answering the age-old question asked to recruiters, "Why should I work here?" On this site, the Personnel Cabinet Office of Public Affairs and Division of Technology Services emphasized user experience, navigability, and eye-catching design to aid in recruiting top-notch talent.
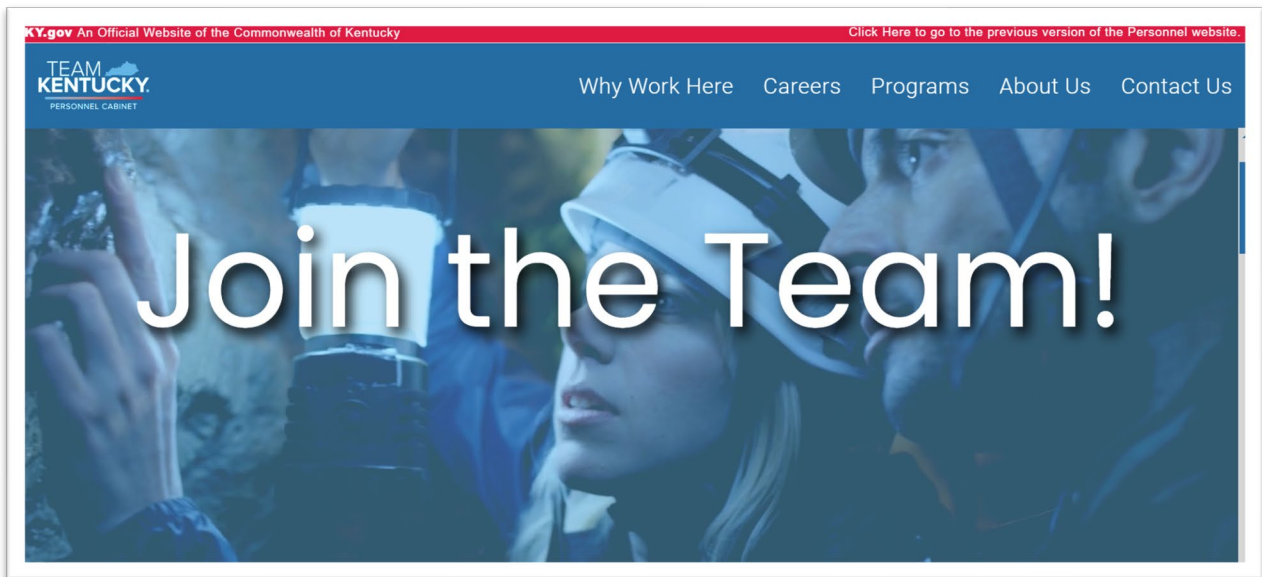
Screenshot of the Brochure Site's Homepage

2. How long has the submission been in existence?

This website launched on January 30, 2023.

3. Why was this submission created?

The Personnel Cabinet created the Brochure Site as a recruitment tool based on feedback received from other Kentucky state government agencies. Before the launch of this site, all employee benefits information was listed in-depth on our public-facing website. While it is necessary for current employees to be able to access in-depth information regarding their

ALL SUBMISSIONS MUST:
• Meet all eligibility requirements • Meet deadline requirements
• Include a complete nomination packet • Conform to all copyright laws

benefits, directing prospective employees to the employee-centered information in order to attract them to state government was not effective. When recruiting top-notch talent, the Personnel Cabinet aims to make the application process as easy as possible from initial contact to their starting date. The Personnel Cabinet knew that there was a better way to market state government benefits and recruit talent—and that's precisely what this website accomplished.

Screenshot of how benefits are listed under the "Why Work Here" tab. This screenshot is a small portion of what is listed on the Additional Benefits page.

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

The Personnel Cabinet's recruitment goal is to position the Commonwealth of Kentucky as the state's employer of choice. While the Commonwealth offers a very competitive benefits package, an organization's benefits are only as good as their employees' knowledge of them. The launch of this website helps agencies inform those interested in state government employment about the benefits offered to employees, and website visitors are gently guided to the careers site where they can browse job openings and submit applications.

Screenshot of information found in the "Careers" tab.

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

Two months before the launch of the Brochure Site, the Personnel Cabinet hosted a demonstration for all members of the HR community within Kentucky state government. The Cabinet received many positive reviews, and the HR community voiced their gratitude for the new resource available for distribution to prospective employees. Members of the executive branch HR community also reported that the site is a helpful quick-reference resource for current employees as well. In addition to the word-of-mouth feedback that the Cabinet has received, as of April 1, the "Careers" page of the Brochure Site has received 19,000 views in 2024 alone. This page has direct links to the website careers.ky.gov, where prospective applicants can submit applications. Careers.ky.gov, as of April 1, has experienced more than an 18% increase in views compared to the previous quarter. While an increase in page views on careers.ky.gov cannot be directly tied to the implementation of the Brochure Site, it reflects the success of the multi-faceted recruitment efforts of the Commonwealth.

2024 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: Louisiana Jobs Site   State: LA

Contact Person: Jenny Creighton

Contact's Title: Public Information Director

Agency: Louisiana State Civil Service

Mailing Address: 1201 North Third St., Suite 3-280, Baton Rouge, LA 70802

Telephone: 225-342-8274

E-mail: Jenny.Creighton@la.gov

NOMINATOR INFORMATION

Nominator: Byron P. Decoteau, Jr.   Title: Director of Louisiana State Civil Service

State: LA   Agency: Louisiana State Civil Service

Telephone: 225-342-8272

E-mail: Byron.Decoteau@la.gov

ALL SUBMISSIONS MUST:
• Meet all eligibility requirements • Meet deadline requirements
• Include a complete nomination packet • Conform to all copyright laws

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 new Louisiana Jobs site is an interactive recruiting site designed to help job seekers connect their passion with the mission of Louisiana State agencies.
Some new features of the site include:
• Job events calendar
• Mission-driven, regional, and agency-specific job search options
• Featured jobs
Louisiana Jobs was fully designed, built, and implemented in-house.

2. How long has the submission been inexistence?

The Louisiana Jobs site was unveiled in March 2023.

3. Why was this submission created?

The job seeker website we had at the time was outdated and did not fully show the benefits of working with the State of Louisiana. After COVID, applicant numbers were down, and we wanted to update the way we recruit candidates online and to stay relevant in today's labor market. We designed Louisiana Jobs with the candidate experience in mind. Louisiana Jobs offers multiple ways to search for a job, and the benefits we provide are highlighted front and center.

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

Our Mission at State Civil Service is to provide merit-based, innovative workforce solutions which enable state government to attract, develop and retain a productive, diverse, and engaged workforce that excels in delivering quality services to the citizens of Louisiana. Louisiana Jobs allows us to continue to assist our state agencies in attracting that productive, diverse, and engaged workforce in new and innovative ways. In addition to Louisiana Jobs being more modern in its design and job seeker friendly, the new website is an additional recruiting tool for agencies. Agency-specific career pages are now displayed by logos, showcasing that Louisiana is one employer with a variety of different career options, and our Featured Jobs section gives agencies an opportunity to highlight new or hard-to-fill jobs.

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

ALL SUBMISSIONS MUST:
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Yes. Louisiana Jobs had 416,920 more visits than the old job seekers site did the previous year and we received over 16,000 more applications. We believe this is a result of the updated, user-friendly site and the additional recruiting opportunities it has provided.

Links and Promotional Materials:

Jobs.la.gov

Louisiana Jobs Announcement reel

Louisiana Jobs celebrates one-year reel

ALL SUBMISSIONS MUST:
• Meet all eligibility requirements • Meet deadline requirements

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

ALL SUBMISSIONS MUST:
• Meet all eligibility requirements • Meet deadline requirements
• Include a complete nomination packet • Conform to all copyright laws

2024 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: Powering Up Excitement about Compliance Reporting!   State: MA

Contact Person: Dana Yonchak

Contact's Title: Director of Employee Advancement

Agency: Human Resources Division, Commonwealth of MA
Mailing Address: 100 Cambridge Street, Boston MA 02114

Telephone: 617 352 0736

E-mail: dana.yonchak@mass.gov

NOMINATOR INFORMATION

Nominator: Dana Yonchak   Title: Director of Employee Advancement

State: MA   Agency: Human Resources Division

Telephone: 617 352 0736

E-mail: dana.yonchak@mass.gov

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 Commonwealth upgraded its learning management system in late 2021 (named "MassAchieve"), through which mandatory compliance training is delivered to 45,000+ employees. And while the built-in reporting features to track this compliance training in the new system were a major upgrade to what was had previously, reports still had to be configured and downloaded to giant excel worksheets. While compliance training tracking improved, there was still a sizeable gap in overall agency and secretariat learning administrator engagement and accuracy in tracking employee compliance. Additionally, because of this, the centralized administrators who oversaw the entirety of all the executive department training needs in MassAchieve, were often tasked with creating, advising, or trouble-shooting local reporting issues for individual agencies and secretariats. The MassAchieve team envisioned a new way to provide these data and reporting resources, in a user-friendly visual and graphical approach, utilizing the power of PowerBI. With the introduction of user-friendly and real-time data, engagement with reporting has become more successfully decentralized, and accurate compliance data, both at a macro collective level and at an employee-by-employee detail, have dramatically changed confidence, usage, and skill in compliance reporting.

2. How long has the submission been inexistence?

Fall 2022

3. Why was this submission created?

With more than 200 decentralized agency and secretariat learning administrators, the degree of comfort, familiarity, and knowledge of working with Excel, data filters, and pivot tables to manage considerable amounts of training and compliance data ranged broadly. In 2022, the Commonwealth MassAchieve learning team introduced colorful and graphical PowerBI dashboards for compliance tracking. With the introduction of friendly graphics and real-time data, statewide required training compliance rates rose from an average of 45% in 2020, to 75% in 2021, to 86% in 2022, and to 96% in 2023. While these reports are not the sole reason for these dramatic improvements in compliance; they have improved the visibility and accuracy of reporting data, enabling learning administrators to hold employees and managers accountable for completing their required training. Reports are shared with learning administrators, secretariat and agency HR, and leadership, expanding visibility for who is/is not compliant.

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

Compliance tracking is a must have to ensure employees understand the state's HR policies, statutes, executive orders, and laws. It is also not typically in the top 10 list of most favored HR

ALL SUBMISSIONS MUST:
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• Include a complete nomination packet • Conform to all copyright laws   **Page 2 of 3**

and personnel activities. Our PowerBI dashboards are like the spoonful of sugar that helps the compliance tracking medicine go down, in the most delightful ways! Fun to look at, and powerful as tracking tools, they have been received with resounding appreciation by agency and secretariat staff.

5. Have you been able to measure the effectiveness of this submission? If so, how?
We have seen compliance training rates increase over time, since 2020. Statewide required training compliance rates rose from an average of 45% in 2020, to 75% in 2021, to 86% in 2022, and to 96% in 2023.

4/9/2024
Last Refresh

MassAchieve Compliance and User Data

Dashboard Overview

46,621
Assigned Training

30,746
Completed

7,030
In Progress

8,845
Not Started

Completion Status by Secretariat

● Completed ● In Progress ● Not Started

Secretariat	Completed	In Progress	Not Started
EOAF	68.57%	17.91%	13.52%
EOED	77.71%	11.72%	10.56%
EOE	54.20%	22.73%	23.07%
EOEEA	55.93%	15.54%	28.53%
EOHHS	62.69%	18.59%	18.72%
EOHLC	65.94%	19.74%	14.32%
EOLWD	72.06%	11.98%	15.95%
EOPSS	73.98%	4.88%	21.14%
EOTSS	73.55%	21.08%	5.38%
EOVS	65.10%	16.82%	18.09%
GOV	28.17%	19.72%	52.11%
DOT	72.49%	12.27%	15.24%

Overall Status %

Completed 65.95%

In Progress 15.08%

Not Started 18.97%

● Completed ● In Progress ● Not Started

Total Assigned and Completed by Curriculum Topic

● Total Assigned ● Completed

Curriculum Topic	Completed	Total Assigned
2023-24 The Importance of a Diverse Workplace	32990	46,621
2023-24 Expanding Your Disability Awareness and Neurodiversity	32727	46,620
2023-24 Keeping Cyber-Safe	33613	46,621
2023-24 Preventing Harassment in our Workplace	33394	46,621
2023-24 Domestic Violence, Sexual Assault and Stalking Awareness	34961	46,620
2023-24 Keeping our Workplace Safe	34571	46,620
2023-24 How to Avoid Conflicts of Interest	33620	46,620
2023-24 New/Current Manager and Supervisor Toolkit	6745	9,798

MassAchieve 2024 | Dashboard/ Summary | Secretariat Overview | Completion by Curriculum | Employee Summary | Employee Detail | New Hire by Curriculum | New Hire Summary | Contractor by Curriculum | Contractor Detail | Usage Data | Curriculum List/Licenses | User Guide

Completion Status: All Employees

46,621	30,746	7,030	8,845	Training Period : 7/31/2023 - 4/9/2024	Overdue Status
Total Employees Assigned Training	Completed	In Progress	Not Started		

Completion Status by Secretariat

● Completed ● In Progress ● Not Started

Secretariat	Completed	In Progress	Not Started
EOAF	68.57%	17.91%	13.52%
EOED	77.71%	11.72%	10.56%
EOE	54.20%	22.73%	23.07%
EOEEA	55.93%	15.54%	28.53%
EOHHS	62.69%	18.59%	18.72%
EOHLC	65.94%	19.74%	14.32%
EOLWD	72.06%	11.98%	15.95%
EOPSS	73.98%	4.88%	21.14%
EOTSS	73.55%	21.08%	5.38%
EOVS	65.10%	16.82%	18.09%
GOV	28.17%	19.72%	52.11%
DOT	72.49%	12.27%	15.24%
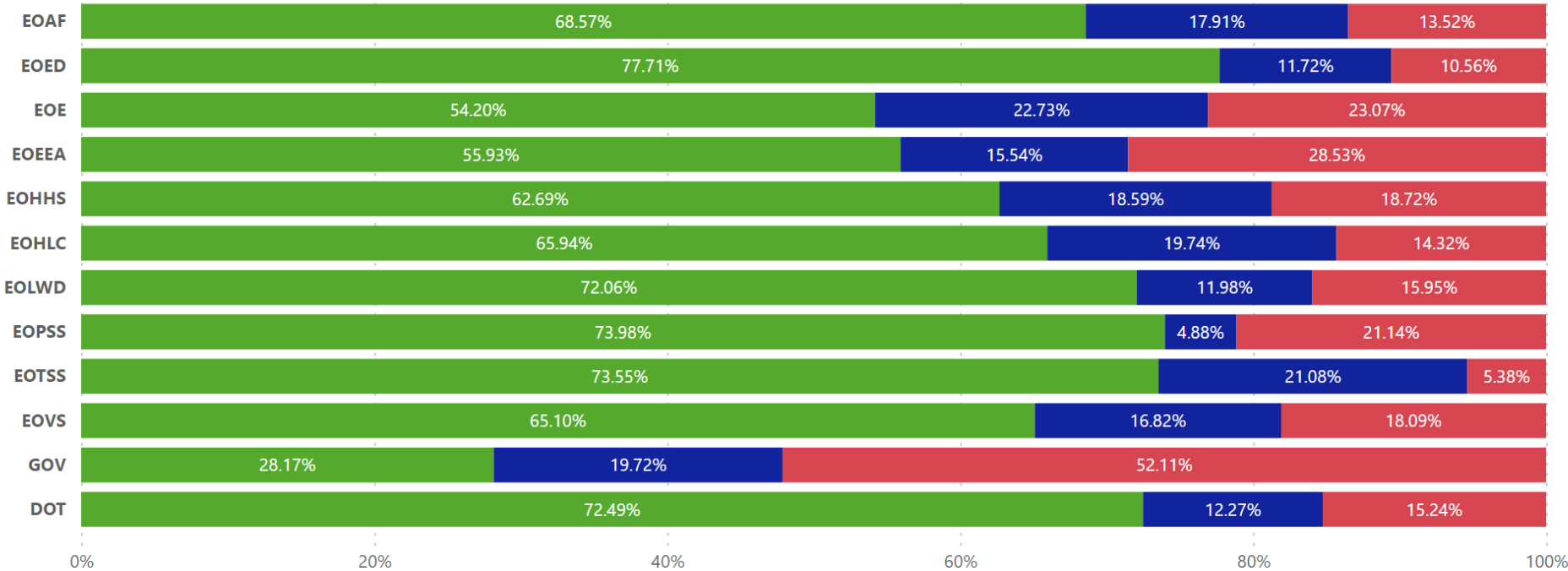
Secretariat	Employees
⊞ EOHHS	23072
⊞ EOPSS	8381
⊞ DOT	4376
⊞ EOEEA	3347
⊞ EOAF	2819
⊞ EOLWD	1260
⊞ EOE	893
⊞ EOVS	785
⊞ EOED	691
⊞ EOTSS	465
⊞ EOHLC	461
⊞ GOV	71
Total	**46621**

Secretariat
All

Agency
All

Position Type
All

Contractor compliance data is not included in this report

| MassAchieve 2024 | Dashboard/ Summary | Secretariat Overview | Completion by Curriculum | Employee Summary | Employee Detail | New Hire by Curriculum | New Hire Summary | Contractor by Curriculum | Contractor Detail | Usage Data | Curriculum List/Licenses | User Guide |

Course Completion: All Employees

All Employees - Assigned and Completed Class Status

● Total Assigned ● Completed

Course	Total Assigned	Completed
2023-24 The Importance of a Diverse Workplace	46,621	32990
2023-24 Expanding Your Disability Awareness and Neurodiversity	46,620	32727
2023-24 Keeping Cyber-Safe	46,621	33613
2023-24 Preventing Harassment in our Workplace	46,621	33394
2023-24 Domestic Violence, Sexual Assault and Stalking Awareness	46,620	34961
2023-24 Keeping our Workplace Safe	46,620	34571
2023-24 How to Avoid Conflicts of Interest	46,620	33620
2023-24 New/Current Manager and Supervisor Toolkit	9,798	6745
2023-24 New/Current Introduction to Paid Family Medical Leave	9,827	7297
2023-24 New Mgr/Sup Diversity and Your Team	1,467	1358

0K   10K   20K   30K   40K   50K

Secretariat	Agency	Curriculum Topic	Position Type	Employee Status
All	All	All	All	All

| MassAchieve 2024 | Dashboard/ Summary | Secretariat Overview | Completion by Curriculum | **Employee Summary** | Employee Detail | New Hire by Curriculum | New Hire Summary | Contractor by Curriculum | Contractor Detail | Usage Data | Curriculum List/Licenses | User Guide |

Completed By :

8/1/2023

Due Date :

9/2/2023

Overdue Status

Secretariat	Agency	Employee Name	Emp ID	Overall Status	Employee Email	Mail Drop	Manager Name
EOAF	BSB		576	Completed	d	3301	D
EOAF	OSD			In Progress		0071	
EOHHS	DSS			Completed		2060	
EOHHS	DMH			Not Started		5603	
EOHHS	DMR			Not Started		5585	
EOPSS	POL			Completed		0107 - NARCOTICS INSPECTION	
EOHHS	DMR			Not Started		6045	
EOHHS	DMR			Not Started		6026	
EOHHS	EHS			In Progress		1064	
EOHHS	EHS			Completed		1019	
EOHHS	DSS			Not Started		2060	
EOLWD	EOL			Not Started		8710	
EOHHS	DPH			Completed		4700	
EOHHS	DMR			Completed		5905	
EOHHS	DMR			Completed		5908	
EOHHS	DMR			Completed		5296	
EOLWD	EOL			Completed		8710	
EOHHS	DMR	Abb...	3193	Completed	jenn...	5424	

46,621
Assigned Training

30,746
Completed

7,030
In Progress

8,845
Not Started

Status
- ☐ Completed
- ☐ In Progress
- ☐ Not Started

Contractor compliance data is not included in this report

Secretariat
All ⌄

Agency
All ⌄

Employee Name
All ⌄

Employee ID
All ⌄

Employee Email
All ⌄

Manager Name
All ⌄

Manager Email
All ⌄

| MassAchieve 2024 | Dashboard/ Summary | Secretariat Overview | Completion by Curriculum | Employee Summary | Employee Detail | New Hire by Curriculum | New Hire Summary | Contractor by Curriculum | Contractor Detail | Usage Data | Curriculum List/Licenses | User Guide |

Completed By :
8/1/2023

Due Date :
9/2/2023

5/31/2024

Overdue Status

46,621
Assigned Training

Transcript Status
- [ ] Completed
- [ ] In Progress
- [ ] Overdue

Contractor compliance data is not included in this report

Secretariat	Agency	Employee Name	Emp ID	Curriculum Topic	Completion Status	Due Date	Days Overdue	Employee Email	Mail Drop	Manag
EOAF	BSB			2023-24 The Importance of a Diverse Workplace	Completed	2/23/2024			3301	
EOAF	BSB			2023-24 Expanding Your Disability Awareness and Neurodiversity	Completed	2/23/2024			3301	
EOAF	BSB			2023-24 Keeping Cyber-Safe	Completed	2/23/2024			3301	
EOAF	BSB			2023-24 Preventing Harassment in our Workplace	Completed	2/23/2024			3301	
EOAF	BSB			2023-24 Domestic Violence, Sexual Assault and Stalking Awareness	Completed	2/23/2024			3301	
EOAF	BSB			2023-24 Keeping our Workplace Safe	Completed	2/23/2024			3301	
EOAF	BSB			2023-24 How to Avoid Conflicts of Interest	Completed	2/23/2024			3301	
EOAF	BSB			2023-24 New/Current Manager and Supervisor Toolkit	Completed	2/23/2024			3301	
EOAF	BSB			2023-24 New/Current Introduction to Paid Family Medical Leave	Completed	2/23/2024			3301	
EOAF	BSB			2023-24 New Mgr/Sup Diversity and Your Team	Completed	2/23/2024			3301	
EOAF	OSD			2023-24 The Importance of a Diverse Workplace	Completed	5/31/2024			0071	
EOAF	OSD			2023-24 Expanding Your Disability Awareness and Neurodiversity	Completed	5/31/2024			0071	
EOAF	OSD			2023-24 Keeping Cyber-Safe	Completed	5/31/2024			0071	
EOAF	OSD			2023-24 Preventing Harassment in our Workplace	Completed	5/31/2024			0071	
EOAF	OSD			2023-24 Domestic Violence, Sexual Assault and	Completed	5/31/2024			0071	

Secretariat	Agency	Employee Name	Employee ID	Curriculum Topic	Emp Status	Employee Email	Manager Name
All	All	All	All	All	All	All	All

MassAchieve 2024 | Dashboard/ Summary | Secretariat Overview | Completion by Curriculum | **Employee Detail** | New Hire by Curriculum | New Hire Summary | Contractor by Curriculum | Contractor Detail | Usage Data | Curriculum List/Licenses | User Guide

Curriculum Topic Completion: New Hires

New Hires: Assigned and Completed by Curriculum Topic

● Total Assigned   ● Completed

2023-24 Keeping Cyber-Safe

Total Assigned	3913
Completed	3440

0K   1K   2K   3K   4K

Secretariat	Agency	Curriculum Topic	Position Type	Employee Status
All	All	2023-24 Keeping Cyber-Safe	All	All

Completed By :
8/1/2023

Due Date :
9/2/2023

4,908
Assigned Training

4,218
Completed

255
In Progress

435
Overdue

Newhire Status
☐ Completed
☐ In Progress
☐ Overdue

Secretariat	Agency	Employee Name	Emp ID	Status	Employee Email	Mail Drop	Manager Name
EOAF	BSB		76	Completed	d	3301	D
DOT	DOT			Completed		1441	
EOHHS	EHS			Completed		1060	
EOHLC	OCD			Completed		1220	
EOHHS	DPH			Completed		4628	
EOEEA	EQE			Completed			
EOHHS	DMH			Completed		5190	
EOHHS	DMR			Completed		5287	
EOEEA	ENV			Completed			
EOAF	DOR			Completed		6506	
DOT	DOT			Completed		0131	
DOT	DOT			Completed		0801	
EOLWD	EOL			Completed		9321	
EOHHS	DMH			Completed		5198	
EOHHS	DMH			Completed		5192	
EOHHS	DMR		7	In Progress		6005	

Secretariat
All

Agency
All

Employee Name
All

Employee ID
All

Employee Email
All

Manager Name
All

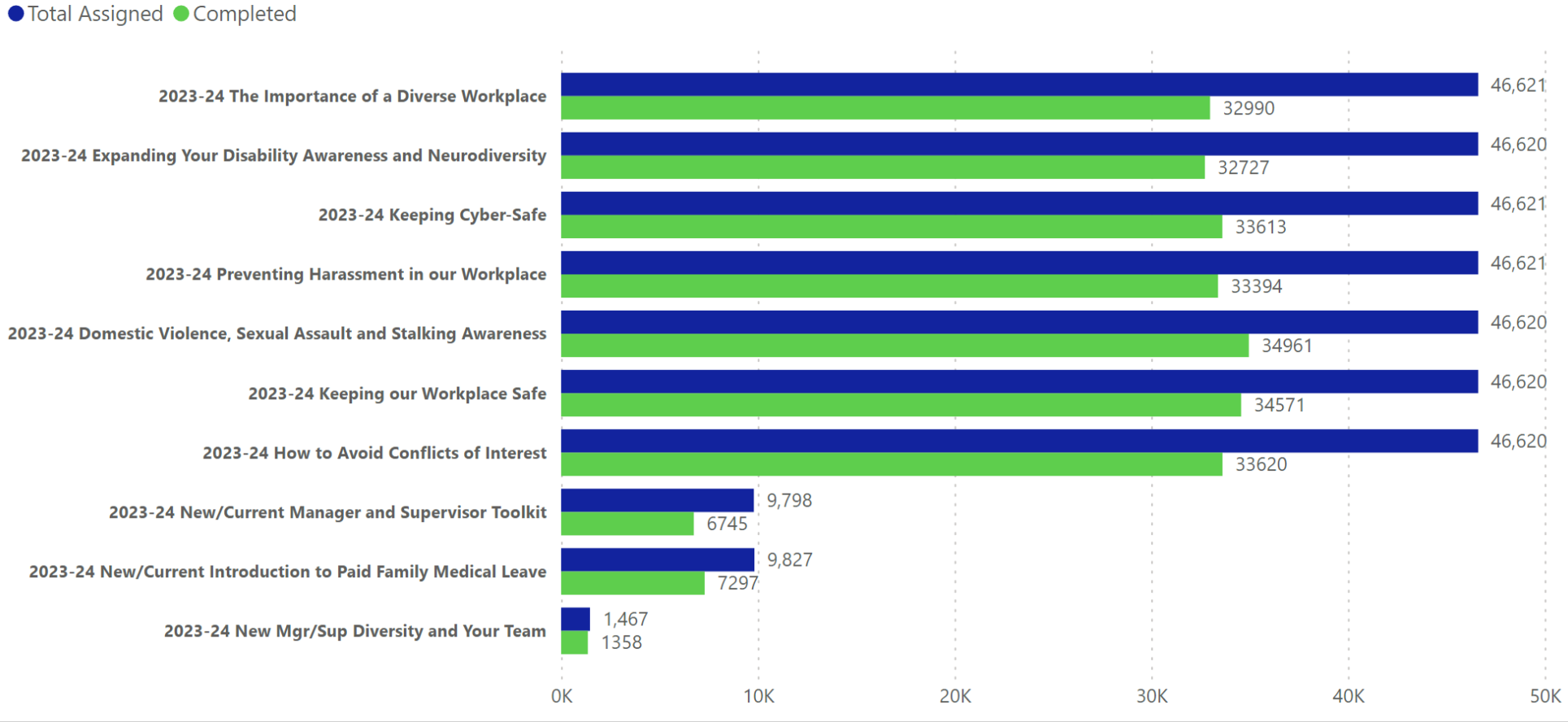| MassAchieve 2024 | Dashboard/ Summary | Secretariat Overview | Completion by Curriculum | Employee Summary | Employee Detail | New Hire by Curriculum | New Hire Summary | Contractor by Curriculum | Contractor Detail | Usage Data | Curriculum List/Licenses | User Guide |

Curriculum Topic Completion: Contractors

Contractors: Assigned and Completed by Curriculum Topic

● Total Assigned ● Completed

Curriculum Topic	Total Assigned	Completed
2023-24 The Importance of a Diverse Workplace	1859	1294
2023-24 Expanding Your Disability Awareness and Neurodiversity	1861	1292
2023-24 Keeping Cyber-Safe	1863	1329
2023-24 Preventing Harassment in our Workplace	1940	1355
2023-24 Domestic Violence, Sexual Assault and Stalking Awareness	1942	1368
2023-24 Keeping our Workplace Safe	1861	1324
2023-24 How to Avoid Conflicts of Interest	1861	1283
2023-24 New/Current Manager and Supervisor Toolkit	1	
2023-24 New/Current Introduction to Paid Family Medical Leave	150	79
2023-24 New Mgr/Sup Diversity and Your Team	229	148

Secretariat: All

Agency: All

Curriculum Topic: All

Position Type: All

Employee Status: All

MassAchieve 2024 | Dashboard/ Summary | Secretariat Overview | Completion by Curriculum | Employee Summary | Employee Detail | New Hire by Curriculum | New Hire Summary | Contractor by Curriculum | **Contractor Detail** | Usage Data | Curriculum List/Licenses | User Guide

Completed By :

7/31/2023

4/9/2024

Due Date :

9/2/2023

5/31/2024

Contractor: Overall Completion by Curriculum Topic

1,944
Assigned Training

1,287
Completed

428
In Progress

229
Overdue

Contractor Status
- [ ] Completed
- [ ] In Progress
- [ ] Not Started

Secretariat	Agency	Employee Name	Emp ID	Overall Status	Employee Email	Mail Drop	Manager Name
EOEEA	DCR		2	Not Started	n	0051	
DOT	DOT			Completed		2802	
EOHHS	EHS			Completed		ITU05	
EOHHS	EHS			In Progress		ITU05	
EOPSS	DFS			Completed		4000	
EOPSS	DFS			Completed		9198	
DOT	DOT			In Progress		0720	
EOE	DOE			Completed		3300	
EOPSS	DFS			Completed		4000	
EOAF	ANF			Not Started		3319-IT CONTINGENT WORKERS	
EOPSS	DFS			Completed		4000	
EOTSS	ITD			Completed		NETWORK OPERATIONS	
EOTSS	ITD			In Progress		4110	
EOHHS	EHS			Completed		ITU05	
GOV	GOV			Completed			
EOHHS	EHS			In Progress		ITU05	
EOHHS	EHS			Not Started		ITU05	
EOHHS	EHS	Ail	81	In Progress	sre	HRCMS ONLY - NON-U05	

Secretariat	Agency	Employee Name	Employee ID	Employee Email	Manager Name
All	All	All	All	All	All

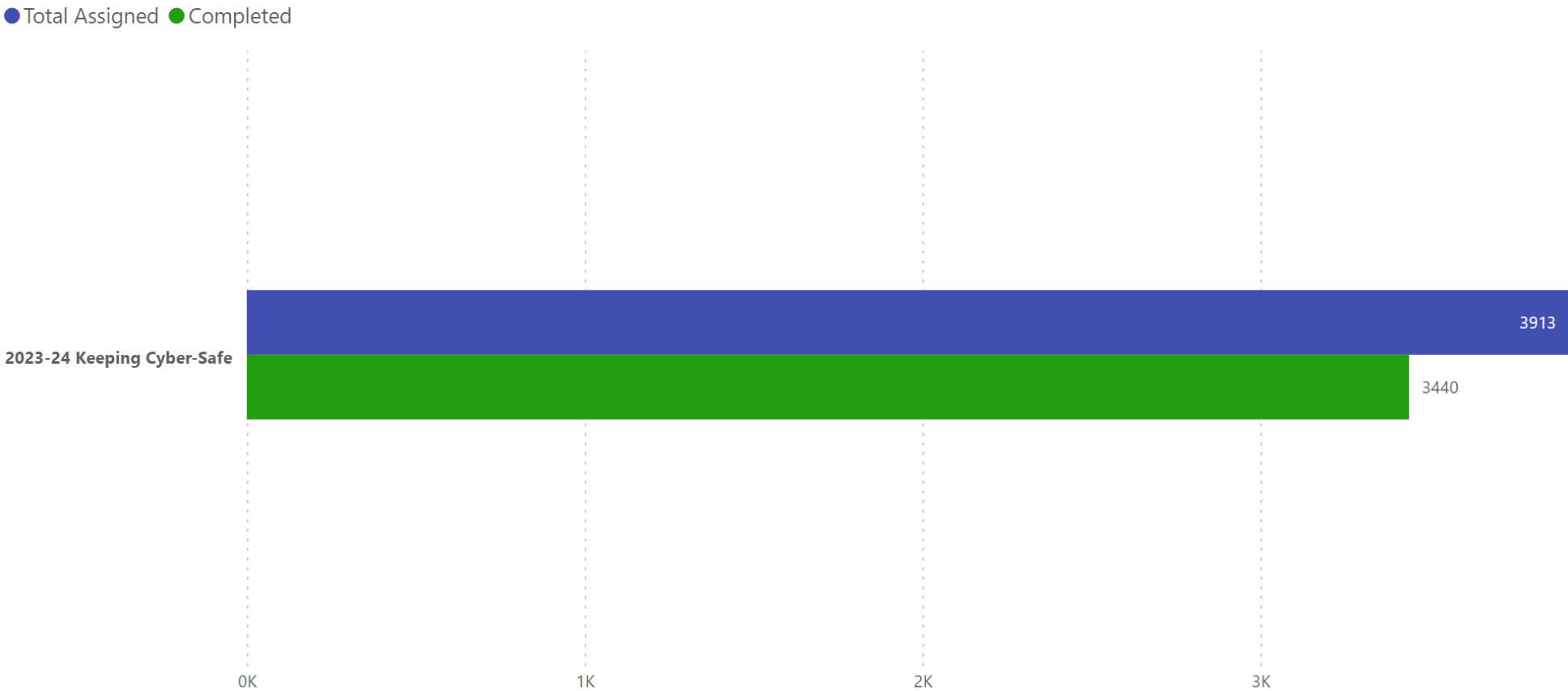| MassAchieve 2024 | Dashboard/ Summary | Secretariat Overview | Completion by Curriculum | Employee Summary | Employee Detail | New Hire by Curriculum | New Hire Summary | Contractor by Curriculum | Contractor Detail | **Usage Data** | Curriculum List/Licenses | User Guide |

Dashboard

Filters

Secretariat	Agency	Last Access Date	Day of Week	Login Month	
All	All	All	All	All	Logged in Users

Users by Day of Week

- Sunday: 651
- Monday: 2542
- Tuesday: 3519
- Wednesday: 3824
- Thursday: 4074
- Friday: 3462
- Saturday: 644

Date Range

7/31/2023

2/25/2024

Last Refresh

4/9/2024

Last Refresh

Users by Time of Day

- Between 12AM and 7:00AM: 798
- Between 7:00AM and 12:00PM: 9116
- Between 12:00pm and 5:00PM: 7038
- Between 5:00PM and 10:00PM: 1401
- Between 1... and 12:00AM: 363

Secretariat Table

Secretariat	Users
Executive Office for Administration and Finance	
Executive Office of Economic Development	
Executive Office of Education	
Executive Office of Energy and Environmental Affairs	
Executive Office of Health and Human Services	
Executive Office of Housing and Livable	
Executive Office of Labor and Workforce Development	
Executive Office of Public Safety & Security	
Executive Office of Technology Services & Security	
Executive Office Of Veterans' Services	
Governor's Office	
Massachusetts Department of Transportation	
Total	

2023-2024 User Access

- Jul 2023: 10
- 897
- 1442
- 1625
- 2053
- 4465
- Jan 2024: 5780

Navigation Buttons

MassAchieve 2024 | Dashboard/ Summary | Secretariat Overview | Completion by Curriculum | Employee Summary | Employee Detail | New Hire by Curriculum | New Hire Summary | Contractor by Curriculum | Contractor Detail | Usage Data | Curriculum List/Licenses | User Guide

2023-24 Required Compliance Training Listing

Employee Group

- ☐ Current Employee
- ☐ Current Manager /Supervisor
- ☐ New Employee
- ☐ New Manager / Supervisor

10

Classes Assigned

Curriculum Topic

2023-24 Domestic Violence, Sexual Assault and Stalking Awareness

2023-24 Expanding Your Disability Awareness and Neurodiversity

2023-24 How to Avoid Conflicts of Interest

2023-24 Keeping Cyber-Safe

2023-24 Keeping Our Workplace Safe

2023-24 New Mgr/Sup Diversity and Your Team

2023-24 New/Current Introduction to Paid Family Medical Leave

2023-24 New/Current Manager and Supervisor Toolkit

2023-24 Preventing Harassment in our Workplace

2023-24 The Importance of a Diverse Workplace

MassAchieve License Holders

Executive Office of Health and Human Services
Executive Office of Public Safety & Security
EXT - Executive Office of Health and Human Servi...
Massachusetts Department of Transportation
Executive Office of Energy and Environmental Affa...
Executive Office for Administration and Finance
Executive Office of Labor and Workforce Develop...
Executive Office of Education
Executive Office Of Veterans' Services
Executive Office of Economic Development
Executive Office of Technology Services & Security
Executive Office of Housing and Livable Communi...
Center for Health Information & Analysis
Cannabis Control Commission
Disabled Persons Protection Commission
Governor's Office
Commission Against Discrimination
IGO
PST
Office of the Child Advocate

0K

Secretariat

All ⌄

Department

All ⌄

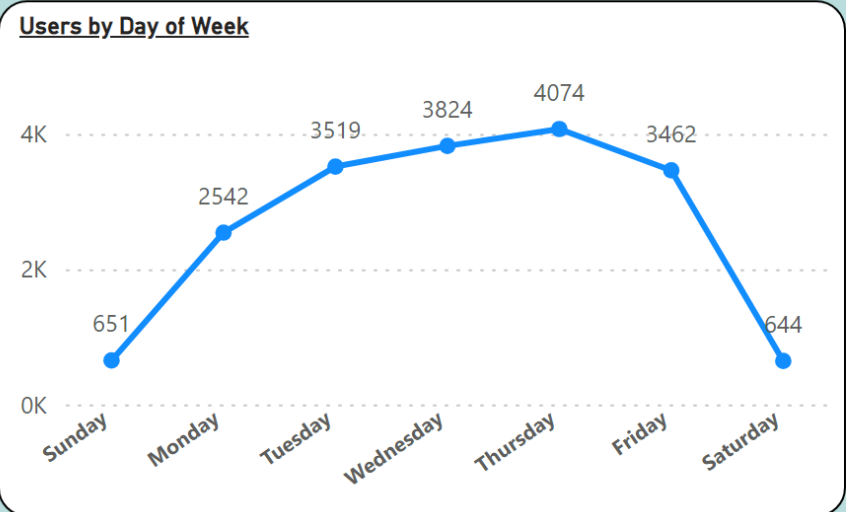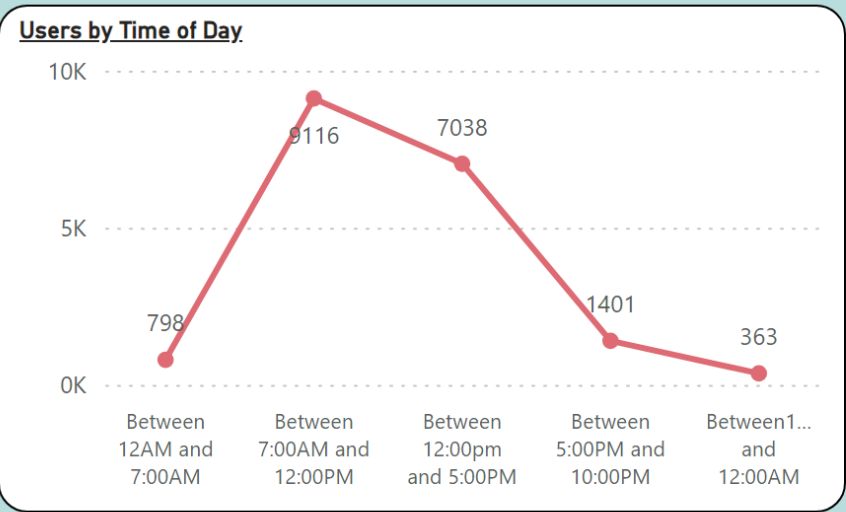| MassAchieve 2024 | Dashboard/ Summary | Secretariat Overview | Completion by Curriculum | Employee Summary | Employee Detail | New Hire by Curriculum | New Hire Summary | Contractor by Curriculum | Contractor Detail | Usage Data | Curriculum List/Licenses | User Guide |

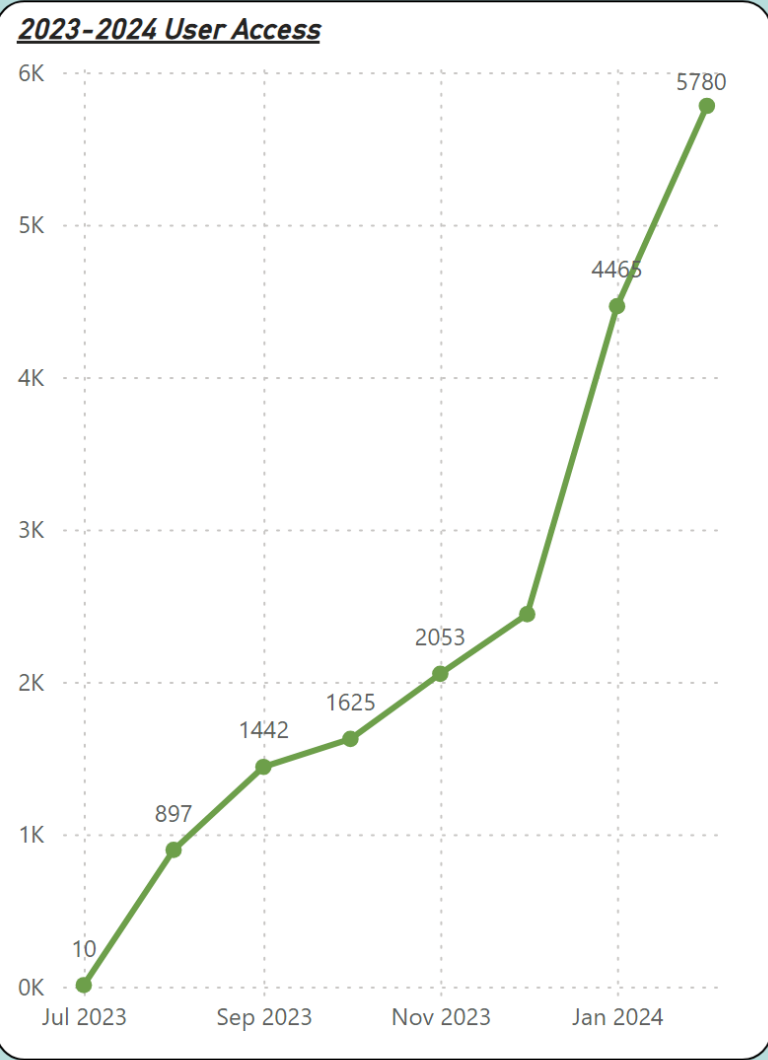# MassAchieve Executive Dashboard User Guide

Overview:

The purpose of this dashboard is to track key training metrics related to the annual assigned Enterprise-wide compliance training.
In collaboration with ANFIT, Secretariat Learning Administrators and HRD Organizational Learning this dashboard aims to provide:

1. Daily refreshed data on annual assigned compliance training

2. High-level Enterprise-wide data under the Executive Overview

3. Detailed Secretariat specific employee data under the Compliance Training Dashboard

4. Interactive filters to demonstrate data identifiers

This dashboard can easily be filtered to provide additional details. Information buttons are used to describe the filters.
This guide provides reference information.

The data informing this dashboard is provided from MassAchieve compliance reports to this PowerBi dashboard.
The focus of the dashboard is to provide an overall compliance update for Executive Department employees.
Additional tabs have been added for ease of use to identify only new hire data and contractor information.

Please reach out to Christina McLaughlin; christina.mclaughlin@mass.gov or Dana Yonchak; dana.yonchak@mass.gov, with any questions or comments.

Training Definitions:

- Employee Assignments, under the "Assignment and Licenses" tab identifies the training topics assigned to each Executive Department group.
- Curriculum topics such as *"2023 – 24 Keeping Cyber Safe"*, includes all the training videos for this topic, once

2024 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 of the State Employee Annual Report: Investing in Purpose-Driven Culture*
        State: TN

Contact Person: Karl Houston

Contact's Title: Chief Communications Officer

Agency: Department of Human Resources
Mailing Address: 312 Rosa L. Parks Ave., Nashville, TN 37243

Telephone: 629-259-0353

E-mail: karl.houston@tn.gov

NOMINATOR INFORMATION

Nominator: Karl Houston   Title: *State of the State Employee Annual Report: Investing in Purpose-Driven Culture*

State: TN   Agency: Department of Human Resources

Telephone: 629-253-0353

E-mail: karl.houston@tn.gov

ALL SUBMISSIONS MUST:
• Meet all eligibility requirements • Meet deadline requirements
• Include a complete nomination packet • Conform to all copyright laws   **Page 1 of 7**

2024 NASPEs AWARD
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 Tennessee Department of Human Resources (DOHR) released its annual report, *State of the State Employee: Investing in Purpose-Driven Culture*, for the 2023 fiscal year, covering the period from July 1, 2022, to June 30, 2023. This report is a testament to the tireless efforts of the department to create a workplace driven by a sense of purpose. It provides a comprehensive account of the department's initiatives, achievements, and key metrics defining its commitment to fostering a purpose-driven workplace.

This year's *State of the State Employee* report considerably expanded on what DOHR reported in previous years and has set a new standard of excellence when it comes to analysis and data. With a detailed account of both qualitative and quantitative data, the report showcases the profound impact these numbers have on the state of our employees.

2024 NASPEs AWARD
Eva N. Santos Communication Awards

Key Highlights:

1. Employee-Centric Initiatives: The report encapsulates a year marked by strategic efforts to enhance the employee experience, focusing on innovation, collaboration, and growth. It highlights DOHR's topline accomplishments, including the recognition of Forbes America's Best Employers, the new salary structure, and key legislative updates.

2. Workforce Report: This report takes a deep dive into the diverse and dynamic workforce of Tennessee State Government. It shows the demographics of employees in all branches of government, with a focus on the executive branch. It includes voluntary self-identification, generation distribution, gender balance, and ethnic diversity.

3. Employee Engagement: The annual report spotlights the recruitment landscape within Tennessee State Government. The metrics underscore the growing interest and recognition of Tennessee State Government as an employer of choice. Our employees are committed to Tennessee citizens, and the report documents the core elements that fuel their unwavering support.

4. Learning: Learning and Leadership Development programs are influential for Tennessee State Government employees. This year's report showcases the impact of DOHR learning and leadership development programs through employee satisfaction.

The 2023 *State of the State Employee: Investing in a Purpose-Driven Culture* report visually represents the focus on progressing employees through DOHR initiatives and programs. The report's visual theme emanates a sense of joy and accomplishment through its bright and energetic design elements. Incorporating the secondary colors from the Tennessee State Government brand guidelines' palette made the report more vibrant and visually appealing.

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2024 NASPEs AWARD
Eva N. Santos Communication Awards

The expanded color palette and geometric shapes created a powerful visual language emphasizing progress, growth, and collaboration. Each individual shape came together to form a reliable foundation, just like DOHR's functions for the Enterprise. The geometric theme helped us create a fresh visual layout for each section, highlighting the diversity and collaboration of our divisions within DOHR. By avoiding the use of stock photography, we were able to celebrate our own human resources authentically. Instead of using stock photography, the report proudly highlighted winners of the Department of General Services 2023 State Employee Photo Contest. Together, this design represented our themes of a culture driven by purpose and inspired progress, inspiring us to focus on expansion, movement, growth, and flexibility. Additionally, the hyperlinked Table of Contents makes it easier for readers to navigate through the report, enhancing their overall experience.

2. How long has the submission been in existence?

The *State of State Employee Annual Report* has existed since 2017. Over time, it has progressed from a simple one-page report to a comprehensive digital report of 43 pages. This report now caters to two audiences with specific reports: the Tennessee State Government workforce report and the agency and team accomplishments internal report. This year's report is unique because it incorporates more data than ever and has qualitative copy to explain the impact of the data. Compared to previous reports, this year's report contains triple the amount of content, making it an excellent representation of our agency's accomplishments. It sets a new precedent for our agency and tells our story in more detail and comprehensively.

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The full annual report was divided into two sections:

External Report – "State of the State Annual Employee" report for the Enterprise (Tennessee State Government)

This section of the report was released publicly and showcased DOHR's topline accomplishments and Tennessee State Government employee characteristics. These metrics include employee demographics, year-over-year recruitment increases, employee engagement responses, and the impact of learning and leadership development programs. The State of the State Employee annual report is available for public access at this Link.

Internal Report

Not released publicly, the internal version of the report highlighted the department's remarkable achievements and the exceptional performance of DOHR's employees! The report evaluated the department's strategic objectives for the year, recognized employees who embodied its core values, and showcased a year of triumphs through each division's metrics. This section of the report concludes by looking ahead to the department's strategic goals for the 2024 fiscal year, inspiring the department's employees to strive for greatness.

View the full report here!

ALL SUBMISSIONS MUST:
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3. Why was this submission created?

The *State of the State Employee Annual Report* was created to be a powerful tool that helps the Department of Human Resources showcase its value to the Tennessee State Government. By analyzing their past year's performance, the report offers insights that lead to informed decision-making and facilitate the development of accurate and realistic goals for the upcoming year. The report guides stakeholders in developing follow-up plans and helps communicate the department's contributions, driving strategic decisions. The report's tailored content ensures it reaches its intended audience, whether it's the Governor's office, Commissioners, the HR community, or employees. It's an inspiring platform highlighting the department's accomplishments and challenges, aligning HR practices with important KPIs and OKRs.

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

The *State of the State Employee Annual Report* is a powerful tool that helps us showcase the impact of the Department of Human Resources and support HR goals and objectives. It enables us to quantify our achievements and challenges and provides evidence of how our initiatives have contributed to the Tennessee State Government. By aligning with the overall objectives of the Enterprise and offering detailed insights that stakeholders may not immediately realize, we can understand our impact beyond surface-level metrics. Reviewing key initiatives and their results inspires us to aim higher and achieve even more in the future. With the help of essential workforce metrics, we can measure and track our progress, make informed decisions, and set ambitious goals for the following year. By providing an overview of workforce trends, this report empowers us to make long-term strategic decisions that will shape the future of our department and Tennessee State Government as a whole. Ultimately, it supports our goal of providing better service to the citizens of the great state of Tennessee.

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

Through the Enterprise, we have received overwhelmingly positive feedback from many stakeholders regarding the annual report's quality and usefulness. This feedback is a testament to our commitment to excellence and our unwavering determination to provide valuable insights and information to our stakeholders. Additionally, DOHR's LinkedIn post announcing the report had a click-through rate of 3 percent and over six thousand impressions. The post had a positive engagement rate of almost 4 percent. We will continue striving to meet and exceed

the expectations of all those with a vested interest in Tennessee State Government and its success.

2023

STATE OF THE STATE EMPLOYEE ANNUAL REPORT

TN Tennessee
State Government

2023 Tennessee Employee Photo Contest Winner
"Sunrise at Clingmans Dome"

Joella Holland,
Department of Labor
& Workforce

2023
STATE OF THE STATE EMPLOYEE ANNUAL REPORT

Investing in Purpose-Driven Culture

TABLE OF CONTENTS

Welcome

Dear Tennessee State Employees,

I'm honored to share the Department of Human Resources Fiscal Year 2023 annual report, which celebrates the incredible dedication of Tennessee State employees like you. It is with deep gratitude that I express my appreciation for your unwavering service to people across our state.

Tennessee's greatest asset is her people, and our State employees are no exception. It is your passion, skill, and commitment that allows us to provide essential services, improve communities, and create a brighter future for all Tennesseans.

This year's annual report underscores our steadfast commitment to investing in Tennessee State employees. Empowering our workforce is essential for Tennessee's continued success, and we have prioritized several key initiatives to ensure your well-being, professional growth, and job satisfaction. I encourage you to explore this report as a testament to your remarkable contributions and a key resource for opportunities available to you.

I'm proud to serve alongside you as we work together to make Tennessee an even better place for families to live, work, and raise a family. Thank you for your commitment to Tennessee and her people.

Warmest Regards,

Bill Lee
Governor
State of Tennessee

Dear colleagues,

I am delighted to welcome you to the annual report for Fiscal Year 2023. This document encapsulates the incredible journey of our Tennessee State Government employees in fostering a purpose-driven culture.

Over the years, we have witnessed a remarkable transformation within our workforce. It is not just about the tasks we perform. It is about the passion, dedication, and unwavering commitment that underlies every action we take. It is the knowledge that we are not just employees, but stewards of the public's trust and well-being.

The theme of this year's report, "Investing in a Purpose-Driven Culture," resonates deeply with our department's goals. It reflects our recognition that our work is not merely a job. But, it is a calling to serve the employees of Tennessee State Government with excellence and compassion.

Our purpose-driven culture is not a top-down directive; it is a shared goal that we all play a vital role in shaping the future of our great state.

We celebrate the initiatives, both large and small, that have fostered a sense of purpose within our workforce. Whether it's a team streamlining a critical process, a mentor guiding a new colleague, or an employee volunteering their time to support our communities, these actions exemplify the heart of our purpose-driven culture.

I encourage you to take your time perusing this report. Reflect on the milestones we've achieved, the challenges we've surmounted, and the opportunities that lie ahead. Our journey towards a purpose-driven culture is ongoing, and your continued dedication will be the compass guiding our path forward.

As we delve into this annual report, remember that it is a testament to your hard work, your dedication, and your commitment to making Tennessee a better place for all. Each page turned is a tribute to the difference Tennessee State Government employees make in the lives of our citizens.

Thank you for your invaluable contributions. I look forward to continuing this journey together as we invest in a purpose-driven culture that defines us as Tennessee State Government.

Sincerely,

Juan Williams
Commissioner
Department of Human Resources

![TN logo] **TN** Department of
Human Resources

Mission
Vision
Values

Mission

To lead enterprise human capital management for the optimal customer experience.

Vision

For Tennessee State Government to be the best place to work in the Southeast.

Values

Customer Focus
Integrity & Trust
Data Informed Decision Making
Continuous Improvement

TOPLINE ACCOMPLISHMENTS

Empowering Excellence: A year of milestones for the Department of Human Resources

AMERICA'S BEST-IN-STATE EMPLOYERS TENNESSEE | **Forbes 2023** | POWERED BY STATISTA

We are delighted to showcase the Department of Human Resources' top accomplishments from the past year. From earning a distinguished spot on Forbes' 2023 America's Best Employers list, to implementing a new salary structure, and steering critical legislative updates, these milestones underscore the department's commitment to cultivating a purpose-driven, employee-centric workplace.

At the heart of the achievement is the dedicated DOHR team. We are committed to serving Tennessee State Government employees.

These strategic initiatives not only enhance our reputation as an employer of choice but also underscore the department's dedication to nurturing a culture that values and champions our exceptional workforce. Each milestone contributes to the department's ongoing efforts in advancing our employees, and by extension, our shared mission of service and excellence.

Forbes 2023: Tennessee State Government Among America's Best Employers

Forbes and Statista included Tennessee State Government on America's Best Employers for 2023 list! This is the third year Forbes has recognized Tennessee State Government as one of America's Best Employers.

Employee-Driven Excellence

This recognition is special because it relies on direct and indirect feedback from our employees. Statista asked them to rate their willingness to recommend Tennessee State Government as an employer. And you did!

A Thriving Workplace

"We are thrilled to be one of America's Best Employers based on the experience and recognition of our employees," said Commissioner Juan Williams. "Our employees continue to serve citizens and drive Tennessee to be the best place to live and work in the Southeast."

Our inclusion in America's Best Employers lists is a testament to the workplace our agencies have built. It showcases the dedication and commitment of our outstanding workforce.

Attracting Top Talent

In addition to the Forbes recognition, the metrics speak volumes. This year saw a 32.5 percent increase in applicants from 2022. This is a 45.4 percent increase from 2021. Applicants increase, and a decrease in turnover underlines the growing appeal of Tennessee State Government as an employer of choice. We are proud of the work that our employees do, and the positive feedback given to Forbes.

32.5%
INCREASE IN APPLICANTS FROM 2022

45.4%
INCREASE IN APPLICANTS FROM 2021

Forbes 2023
AMERICA'S BEST-IN-STATE EMPLOYERS TENNESSEE
POWERED BY STATISTA

Investing in Tennessee's Workforce: The New Salary Structure

In December 2022, the Departments of Human Resources and Finance and Administration introduced a new salary system. The Total Compensation project redesigned how we determine salaries for executive branch workers.

Why Did We Make This Change?

Tennessee State Government believes in staying ahead of the game to ensure our employees have every chance to thrive. The project team took a close look at how the current compensation measures up against the industry standards.

What's Different Now?

Our new salary structure is simpler. We've replaced the old "A" to "Y" grades with a new system that aligns with our "Pay-for-Performance" approach. Using data from the job market, we've assigned over 2,300 jobs to this new structure. This allows our employees to earn more as they become more skilled in their roles.

What's Next?

We want to be the best, and that means being competitive in every aspect, including salaries. We want to attract top talent and retain our exceptional employees. We are investing in a compensation package that reflects our employees' worth. Total Compensation is a continuing comprehensive approach to total compensation.

Legislative Updates

DOHR worked to pass three significant laws during the 2023 legislative session that directly affect State employees.

Juneteenth – A New State Holiday

Juneteenth was added as a legal holiday in Tennessee. State employees have time off to honor this historic occasion. Juneteenth commemorates the end of slavery in the United States.

Sick Leave Bank Update

Starting July 1, 2023, members of the Sick Leave Bank can use their benefits to care for a minor child with an illness. Previously, these benefits were for the member's own health. This change provides flexibility for State employees to use Sick Leave Bank benefits to support family needs.

Paid Parental Leave for State Employees

Beginning on July 1, 2023, eligible State employees can take up to six work weeks of leave with pay for the birth of their child or the placement of a child for adoption. Importantly, this leave will not deduct from the employee's accrued leave balance. We support our employee families and new parents taking time to bond with their new child/children.

Legislative Support

DOHR is dedicated to passing legislation that supports our employees. Thank you to the dedicated partners across various state agencies, the Governor's Office, and the legislators who played an instrumental role in making these successes possible. Together, we are building a brighter future for our state.

EXTERNAL METRICS

State of the State Employee: Unveiling the Workforce Tapestry*

This segment of the annual report focuses on the diverse and dynamic workforce of Tennessee State Government. This external report is an overview of the demographics of employees in all branches of government, with a focus on the executive branch.

This includes voluntary self-identification, generational distribution, gender balance, and ethnic diversity. Beyond the static figures, the report shows the dynamic impact of recruitment strategies, engagement initiatives, and learning programs.

All metrics are as of June 2023

Tennessee State Government Employee Characteristics

Tennessee State Government Employees by Branch

Total Tennessee State Government Employees

42,617

Judicial Branch

2,733

Legislative Branch

1,711

Executive Branch

38,133

Tennessee State Government Employee Characteristics

Staffing Location by County: Statewide

County	Employee Headcount	% of Total
Anderson	303	0.71%
Bedford	221	0.52%
Benton	95	0.22%
Bledsoe	716	1.68%
Blount	305	0.72%
Bradley	241	0.57%
Campbell	231	0.54%
Cannon	24	0.06%
Carroll	215	0.50%
Carter	180	0.42%
Cheatham	94	0.22%
Chester	67	0.16%
Claiborne	66	0.15%
Clay	19	0.04%
Cocke	123	0.29%
Coffee	298	0.70%
Crockett	26	0.06%
Cumberland	342	0.80%
Davidson	17,837	41.85%
DeKalb	71	0.17%
Decatur	38	0.09%
Dickson	285	0.67%
Dyer	188	0.44%
Fayette	187	0.44%
Fentress	120	0.28%
Franklin	144	0.34%
Gibson	208	0.49%
Giles	97	0.23%
Grainger	52	0.12%
Greene	508	1.19%
Grundy	54	0.13%
Hamblen	321	0.75%
Hamilton	1,684	3.95%

Staffing Location by County: Statewide *(Continued)*

County	Employee Headcount	% of Total
Hancock	29	0.07%
Hardeman	517	1.21%
Hardin	179	0.42%
Hawkins	115	0.27%
Haywood	82	0.19%
Henderson	176	0.41%
Henry	279	0.65%
Hickman	314	0.74%
Houston	16	0.04%
Humphreys	84	0.20%
Jackson	49	0.11%
Jefferson	141	0.33%
Johnson	396	0.33%
Knox	2,116	4.97%
Lake	434	1.02%
Lauderdale	558	1.31%
Lawrence	214	0.50%
Lewis	48	0.11%
Lincoln	95	0.22%
Loudon	70	0.16%
Macon	45	0.11%
Madison	1,270	2.98%
Marion	113	0.27%
Marshall	234	0.55%
Maury	397	0.93%
McMinn	124	0.29%
McNairy	90	0.21%
Meigs	26	0.06%
Monroe	120	0.28%
Montgomery	475	1.11%
Moore	10	0.02%
Morgan	665	1.56%
Obion	104	0.24%
Overton	127	0.30%
Perry	34	0.08%
Pickett	44	0.10%
Polk	58	0.14%
Putnam	728	1.71%

Continued on next page

Staffing by Location by County: Statewide *(Continued)*

County	Employee Headcount	% of Total
Rhea	93	0.22%
Roane	158	0.37%
Robertson	134	0.31%
Rutherford	663	1.56%
Scott	77	1.18%
Sequatchie	84	0.20%
Sevier	163	0.38%
Shelby	2,289	5.37%
Smith	81	0.19%
Stewart	29	0.07%
Sullivan	408	0.96%
Sumner	268	0.63%
Tipton	119	0.28%
Trousdale	47	0.11%
Unicoi	42	0.10%
Union	62	0.15%
Van Buren	233	0.55%
Warren	184	0.43%
Washington	692	1.62%
Wayne	169	0.40%
Weakley	166	0.39%
White	69	0.16%
Williamson	169	0.40%
Wilson	222	0.52%
Out of State	**60**	**0.14%**
Total	**42,617**	

Equal Employment Opportunity

Veteran Status*

Branch	Veteran Identification	Veteran %
Total	2,605	6.11%
Executive	2,500	6.55%
Judicial	83	3.04%
Legislative	22	1.29%

Veteran status is a voluntary identification made by employees.

Equal Employment Opportunity *(Continued)*

Disability Status*

Branch	Disability Identification	Disability %
Total	2,545	5.97%
Executive	2,504	6.57%
Judicial	18	0.66%
Legislative	23	1.34%

Disability status is a voluntary identification made by employees.

Executive Branch Characteristics

Staffing by Generation

Social Generation Band	Employee Headcount	% Total
Baby Boomer	7,225	8.95%
Generation X	15,089	39.57%
Generation Z	2,228	5.84%
Millennial	13,486	35.37%
Silent	105	0.28%

Staffing by Gender

Gender Name	Employee Headcount	% Total
Female	21,591	56.62%
Male	13,542	43.38%

Staffing by Ethnicity

Ethnic Group Name	Employee Headcount	% Total
Asian	613	1.61%
Black or African American	8,191	21.48%
Hispanic or Latino	630	1.65%
Native American	81	0.21%
Native Hawaiian or Other Pacific Islander	16	0.04%
Other	316	0.83%
Two or More Races	176	0.46%
Unassigned	15	0.04%
Unknown	138	0.36%
White	27,957	73.31%

Recruitment

This section spotlights the recruitment landscape within Tennessee State Government. These metrics underscore the growing interest and recognition of Tennessee State Government as an employer of choice and the success of recruitment strategies.

Applications to Tennessee State Government jobs increased by 32 percent from 2022, and 45 percent from 2021. Turnover decreased from almost 18 percent in 2022 to under 13 percent in 2023.

Total Jobs Posted:

12,713

Total Preferred Service Job Postings:

11,725

Total Executive Service Job Postings:

988

Job Postings by Service

48.43 Days

Average Time to Fill

Turnover

Branch	Employee Headcount	Employee Turnover Rate %	Voluntary Turnover Rate %	Retirement Count
Total	42,617	19.74%	14.78%	1,134
Executive	38,133	19.81%	14.75%	951
Judicial	2,733	18.37%	17.04%	143
Legislative	1,711	20.39%	11.71%	40

Engagement

Tennessee State Government employees are committed to Tennessee citizens, and these are the core elements that fuel their unwavering support. The top four reasons cited include the flexibility of working from home, competitive pay, robust retirement plans, and comprehensive benefits. These pillars not only retain our valuable workforce but also echo their dedication to making Tennessee a great place to live and work.

Reasons Why Employees Stay	Response Percentages
Availability to work from home (AWS)	16%
Pay	16%
Retirement	15%
Benefits	13%
Supervisor	12%
Type of work	12%
Schedule flexibility	10%

Learning

Learning and Leadership Development programs are influential for Tennessee State Government employees. The figures are a testament to the effectiveness of Tennessee Government Leadership's commitment to fostering continuous growth and leadership excellence within the State's workforce. For information about Learning and Leadership Development programs, visit tn.gov/hr/-learning.

Facilitator-Delivered Workshops Mandatory for Supervisors

Overall Satisfaction Rating: **93.87%**

Relevancy of Content Rating: **92.72%**

Total Workshops Held: **131**

Overall Rating of All Conferences and Events

Overall Conferences and Events Rating: **90.12%**

Keynote Speaker Satisfaction Rating: **89.07%**

Content or Competency Relevancy to Participants Rating: **89.73%**

Facilitator-Delivered AWS Workshops for Supervisors and Employees

Total Workshops Held: **52**

Overall Satisfaction Rating: **95.95%**

Relevancy of Content Rating: **91.89%**

CONCLUSION

Nurturing Purpose, Inspiring Progress

The 2023 State of the State Employee report is full of pride and optimism for the journey over the last year. DOHR has navigated challenges, embraced opportunities, invested in Tennessee State Government employees, and pursued the cultivation of a purpose-driven culture.

DOHR's commitment to excellence is unwavering. Every endeavor this year was a step towards fortifying the core of our mission, from securing a coveted spot on Forbes' America's Best Employers list to implementing progressive strategies for talent management, diversity, and compensation. The impact of recruitment, engagement, and learning is a testament to the resilience and dedication of Tennessee State Government's workforce.

Investing in a purpose-driven culture is more than a theme; it's DOHR's guiding principle. It's in the efforts to streamline operations, employee development initiatives, and legislative strides. DOHR's belief in the potential of every individual, the commitment to providing second chances and enhancing diversity upholds our vision to be the best place to work in the Southeast.

As DOHR looks to the future, we have unwavering confidence in our employees and teams. The seed planted in FY 2023 will undoubtedly blossom into greater achievements. The journey doesn't end here; it transforms into a new chapter of innovation, service, and sustained excellence. DOHR will continue to invest in a purpose-driven culture to ensure that Tennessee State Government is a beacon of progress and fulfillment.

Thank you for being a part of this journey. Here's to a future illuminated by purpose and fueled by the collective spirit of DOHR and the Tennessee State Government Workforce.

TN Department of
Human Resources

TN Department of
Human Resources

Follow DOHR on Social Media

www.tn.gov/hr

Tennessee Tower, 17th Flr. • 312 Rosa L. Parks Blvd • Nashville, TN 37243

2023

STATE OF THE STATE EMPLOYEE ANNUAL REPORT

TN | Department of
Human Resources

2023 Tennessee Employee Photo Contest Winner
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Department of Labor & Workforce

2023
STATE OF THE STATE EMPLOYEE ANNUAL REPORT

Investing in Purpose-Driven Culture

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Dear Tennessee State Employees,

I'm honored to share the Department of Human Resources Fiscal Year 2023 annual report, which celebrates the incredible dedication of Tennessee State employees like you. It is with deep gratitude that I express my appreciation for your unwavering service to people across our state.

Tennessee's greatest asset is her people, and our State employees are no exception. It is your passion, skill, and commitment that allows us to provide essential services, improve communities, and create a brighter future for all Tennesseans.

This year's annual report underscores our steadfast commitment to investing in Tennessee State employees. Empowering our workforce is essential for Tennessee's continued success, and we have prioritized several key initiatives to ensure your well-being, professional growth, and job satisfaction. I encourage you to explore this report as a testament to your remarkable contributions and a key resource for opportunities available to you.

I'm proud to serve alongside you as we work together to make Tennessee an even better place for families to live, work, and raise a family. Thank you for your commitment to Tennessee and her people.

Warmest Regards,

Bill Lee
Governor
State of Tennessee

Dear colleagues,

I am delighted to welcome you to the annual report for Fiscal Year 2023. This document encapsulates the incredible journey of our Tennessee State Government employees in fostering a purpose-driven culture.

Over the years, we have witnessed a remarkable transformation within our workforce. It is not just about the tasks we perform. It is about the passion, dedication, and unwavering commitment that underlies every action we take. It is the knowledge that we are not just employees, but stewards of the public's trust and well-being.

The theme of this year's report, "Investing in a Purpose-Driven Culture," resonates deeply with our department's goals. It reflects our recognition that our work is not merely a job. But, it is a calling to serve the employees of Tennessee State Government with excellence and compassion.

Our purpose-driven culture is not a top-down directive; it is a shared goal that we all play a vital role in shaping the future of our great state.

We celebrate the initiatives, both large and small, that have fostered a sense of purpose within our workforce. Whether it's a team streamlining a critical process, a mentor guiding a new colleague, or an employee volunteering their time to support our communities, these actions exemplify the heart of our purpose-driven culture.

I encourage you to take your time perusing this report. Reflect on the milestones we've achieved, the challenges we've surmounted, and the opportunities that lie ahead. Our journey towards a purpose-driven culture is ongoing, and your continued dedication will be the compass guiding our path forward.

As we delve into this annual report, remember that it is a testament to your hard work, your dedication, and your commitment to making Tennessee a better place for all. Each page turned is a tribute to the difference Tennessee State Government employees make in the lives of our citizens.

Thank you for your invaluable contributions. I look forward to continuing this journey together as we invest in a purpose-driven culture that defines us as Tennessee State Government.

Sincerely,

Juan Williams
Commissioner
Department of Human Resources

TN Department of
Human Resources

Mission
Vision
Values

Mission

To lead enterprise human capital management for the optimal customer experience.

Vision

For Tennessee State Government to be the best place to work in the Southeast.

Values

Customer Focus
Integrity & Trust
Data Informed Decision Making
Continuous Improvement

TOPLINE ACCOMPLISHMENTS
Empowering Excellence: A year of milestones for the Department of Human Resources

We are delighted to showcase the Department of Human Resources' top accomplishments from the past year. From earning a distinguished spot on Forbes' 2023 America's Best Employers list, to implementing a new salary structure, and steering critical legislative updates, these milestones underscore the department's commitment to cultivating a purpose-driven, employee-centric workplace.

At the heart of the achievement is the dedicated DOHR team. We are committed to serving Tennessee State Government employees.

These strategic initiatives not only enhance our reputation as an employer of choice but also underscore the department's dedication to nurturing a culture that values and champions our exceptional workforce. Each milestone contributes to the department's ongoing efforts in advancing our employees, and by extension, our shared mission of service and excellence.

AMERICA'S BEST-IN-STATE EMPLOYERS TENNESSEE

Forbes 2023
POWERED BY STATISTA

Forbes 2023: Tennessee State Government Among America's Best Employers

Forbes and Statista included Tennessee State Government on America's Best Employers for 2023 list! This is the third year Forbes has recognized Tennessee State Government as one of America's Best Employers.

Employee-Driven Excellence

This recognition is special because it relies on direct and indirect feedback from our employees. Statista asked them to rate their willingness to recommend Tennessee State Government as an employer. And you did!

A Thriving Workplace

"We are thrilled to be one of America's Best Employers based on the experience and recognition of our employees," said Commissioner Juan Williams. "Our employees continue to serve citizens and drive Tennessee to be the best place to live and work in the Southeast."

Our inclusion in America's Best Employers lists is a testament to the workplace our agencies have built. It showcases the dedication and commitment of our outstanding workforce.

Attracting Top Talent

In addition to the Forbes recognition, the metrics speak volumes. This year saw a 32.5 percent increase in applicants from 2022. This is a 45.4 percent increase from 2021. Applicants increase, and a decrease in turnover underlines the growing appeal of Tennessee State Government as an employer of choice. We are proud of the work that our employees do, and the positive feedback given to Forbes.

32.5%
INCREASE IN APPLICANTS FROM 2022

45.4%
INCREASE IN APPLICANTS FROM 2021

Forbes 2023

AMERICA'S BEST-IN-STATE EMPLOYERS TENNESSEE

POWERED BY STATISTA

Investing in Tennessee's Workforce: The New Salary Structure

In December 2022, the Departments of Human Resources and Finance and Administration introduced a new salary system. The Total Compensation project redesigned how we determine salaries for executive branch workers.

Why Did We Make This Change?

Tennessee State Government believes in staying ahead of the game to ensure our employees have every chance to thrive. The project team took a close look at how the current compensation measures up against the industry standards.

What's Different Now?

Our new salary structure is simpler. We've replaced the old "A" to "Y" grades with a new system that aligns with our "Pay-for-Performance" approach. Using data from the job market, we've assigned over 2,300 jobs to this new structure. This allows our employees to earn more as they become more skilled in their roles.

What's Next?

We want to be the best, and that means being competitive in every aspect, including salaries. We want to attract top talent and retain our exceptional employees. We are investing in a compensation package that reflects our employees' worth. Total Compensation is a continuing comprehensive approach to total compensation.

Legislative Updates

DOHR worked to pass three significant laws during the 2023 legislative session that directly affect State employees.

Juneteenth – A New State Holiday

Juneteenth was added as a legal holiday in Tennessee. State employees have time off to honor this historic occasion. Juneteenth commemorates the end of slavery in the United States.

Sick Leave Bank Update

Starting July 1, 2023, members of the Sick Leave Bank can use their benefits to care for a minor child with an illness. Previously, these benefits were for the member's own health. This change provides flexibility for State employees to use Sick Leave Bank benefits to support family needs.

Paid Parental Leave for State Employees

Beginning on July 1, 2023, eligible State employees can take up to six work weeks of leave with pay for the birth of their child or the placement of a child for adoption. Importantly, this leave will not deduct from the employee's accrued leave balance. We support our employee families and new parents taking time to bond with their new child/children.

Legislative Support

DOHR is dedicated to passing legislation that supports our employees. Thank you to the dedicated partners across various state agencies, the Governor's Office, and the legislators who played an instrumental role in making these successes possible. Together, we are building a brighter future for our state.

EXTERNAL METRICS

State of the State Employee: Unveiling the Workforce Tapestry*

This segment of the annual report focuses on the diverse and dynamic workforce of Tennessee State Government. This external report is an overview of the demographics of employees in all branches of government, with a focus on the executive branch.

This includes voluntary self-identification, generational distribution, gender balance, and ethnic diversity. Beyond the static figures, the report shows the dynamic impact of recruitment strategies, engagement initiatives, and learning programs.

*All metrics are as of June 2023

Tennessee State Government Employee Characteristics

Tennessee State Government Employees by Branch

Total Tennessee State Government Employees

42,617

Judicial Branch

2,733

Legislative Branch

1,711

Executive Branch

38,133

Tennessee State Government Employee Characteristics

Staffing Location by County: Statewide

County	Employee Headcount	% of Total
Anderson	303	0.71%
Bedford	221	0.52%
Benton	95	0.22%
Bledsoe	716	1.68%
Blount	305	0.72%
Bradley	241	0.57%
Campbell	231	0.54%
Cannon	24	0.06%
Carroll	215	0.50%
Carter	180	0.42%
Cheatham	94	0.22%
Chester	67	0.16%
Claiborne	66	0.15%
Clay	19	0.04%
Cocke	123	0.29%
Coffee	298	0.70%
Crockett	26	0.06%
Cumberland	342	0.80%
Davidson	17,837	41.85%
DeKalb	71	0.17%
Decatur	38	0.09%
Dickson	285	0.67%
Dyer	188	0.44%
Fayette	187	0.44%
Fentress	120	0.28%
Franklin	144	0.34%
Gibson	208	0.49%
Giles	97	0.23%
Grainger	52	0.12%
Greene	508	1.19%
Grundy	54	0.13%
Hamblen	321	0.75%
Hamilton	1,684	3.95%

Staffing Location by County: Statewide *(Continued)*

County	Employee Headcount	% of Total
Hancock	29	0.07%
Hardeman	517	1.21%
Hardin	179	0.42%
Hawkins	115	0.27%
Haywood	82	0.19%
Henderson	176	0.41%
Henry	279	0.65%
Hickman	314	0.74%
Houston	16	0.04%
Humphreys	84	0.20%
Jackson	49	0.11%
Jefferson	141	0.33%
Johnson	396	0.33%
Knox	2,116	4.97%
Lake	434	1.02%
Lauderdale	558	1.31%
Lawrence	214	0.50%
Lewis	48	0.11%
Lincoln	95	0.22%
Loudon	70	0.16%
Macon	45	0.11%
Madison	1,270	2.98%
Marion	113	0.27%
Marshall	234	0.55%
Maury	397	0.93%
McMinn	124	0.29%
McNairy	90	0.21%
Meigs	26	0.06%
Monroe	120	0.28%
Montgomery	475	1.11%
Moore	10	0.02%
Morgan	665	1.56%
Obion	104	0.24%
Overton	127	0.30%
Perry	34	0.08%
Pickett	44	0.10%
Polk	58	0.14%
Putnam	728	1.71%

Continued on next page

Staffing by Location by County: Statewide *(Continued)*

County	Employee Headcount	% of Total
Rhea	93	0.22%
Roane	158	0.37%
Robertson	134	0.31%
Rutherford	663	1.56%
Scott	77	1.18%
Sequatchie	84	0.20%
Sevier	163	0.38%
Shelby	2,289	5.37%
Smith	81	0.19%
Stewart	29	0.07%
Sullivan	408	0.96%
Sumner	268	0.63%
Tipton	119	0.28%
Trousdale	47	0.11%
Unicoi	42	0.10%
Union	62	0.15%
Van Buren	233	0.55%
Warren	184	0.43%
Washington	692	1.62%
Wayne	169	0.40%
Weakley	166	0.39%
White	69	0.16%
Williamson	169	0.40%
Wilson	222	0.52%
Out of State	**60**	**0.14%**
Total	**42,617**	

Equal Employment Opportunity

Veteran Status*

Branch	Veteran Identification	Veteran %
Total	2,605	6.11%
Executive	2,500	6.55%
Judicial	83	3.04%
Legislative	22	1.29%

Veteran status is a voluntary identification made by employees.

Equal Employment Opportunity *(Continued)*

Disability Status*

Branch	Disability Identification	Disability %
Total	2,545	5.97%
Executive	2,504	6.57%
Judicial	18	0.66%
Legislative	23	1.34%

Disability status is a voluntary identification made by employees.

Executive Branch Characteristics

Staffing by Generation

Social Generation Band	Employee Headcount	% Total
Baby Boomer	7,225	8.95%
Generation X	15,089	39.57%
Generation Z	2,228	5.84%
Millennial	13,486	35.37%
Silent	105	0.28%

Staffing by Gender

Gender Name	Employee Headcount	% Total
Female	21,591	56.62%
Male	13,542	43.38%

Staffing by Ethnicity

Ethnic Group Name	Employee Headcount	% Total
Asian	613	1.61%
Black or African American	8,191	21.48%
Hispanic or Latino	630	1.65%
Native American	81	0.21%
Native Hawaiian or Other Pacific Islander	16	0.04%
Other	316	0.83%
Two or More Races	176	0.46%
Unassigned	15	0.04%
Unknown	138	0.36%
White	27,957	73.31%

Recruitment

This section spotlights the recruitment landscape within Tennessee State Government. These metrics underscore the growing interest and recognition of Tennessee State Government as an employer of choice and the success of recruitment strategies.

Applications to Tennessee State Government jobs increased by 32 percent from 2022, and 45 percent from 2021. Turnover decreased from almost 18 percent in 2022 to under 13 percent in 2023.

Total Jobs Posted:

12,713

Total Preferred Service Job Postings:

11,725

Total Executive Service Job Postings:

988

Job Postings by Service

48.43 Days

Average Time to Fill

Turnover

Branch	Employee Headcount	Employee Turnover Rate %	Voluntary Turnover Rate %	Retirement Count
Total	42,617	19.74%	14.78%	1,134
Executive	38,133	19.81%	14.75%	951
Judicial	2,733	18.37%	17.04%	143
Legislative	1,711	20.39%	11.71%	40

Engagement

Tennessee State Government employees are committed to Tennessee citizens, and these are the core elements that fuel their unwavering support. The top four reasons cited include the flexibility of working from home, competitive pay, robust retirement plans, and comprehensive benefits. These pillars not only retain our valuable workforce but also echo their dedication to making Tennessee a great place to live and work.

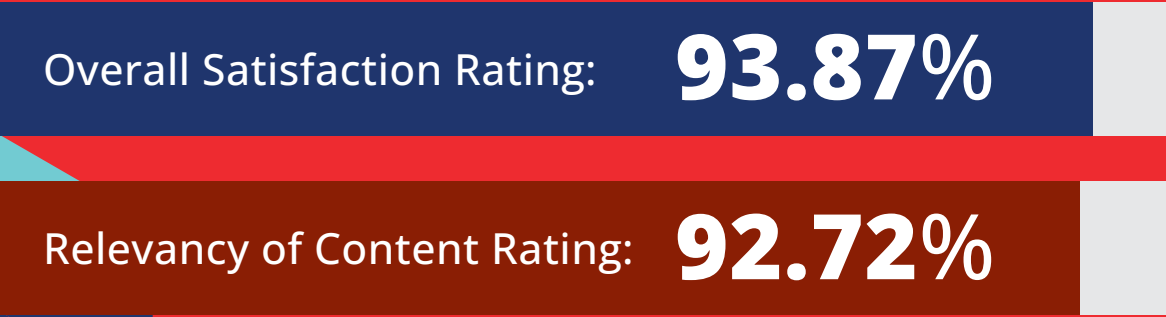| Reasons Why Employees Stay	Response Percentages
Availability to work from home (AWS)	16%
Pay	16%
Retirement	15%
Benefits	13%
Supervisor	12%
Type of work	12%
Schedule flexibility	10%

Learning

Learning and Leadership Development programs are influential for Tennessee State Government employees. The figures are a testament to the effectiveness of Tennessee Government Leadership's commitment to fostering continuous growth and leadership excellence within the State's workforce. For information about Learning and Leadership Development programs, visit tn.gov/hr/-learning.
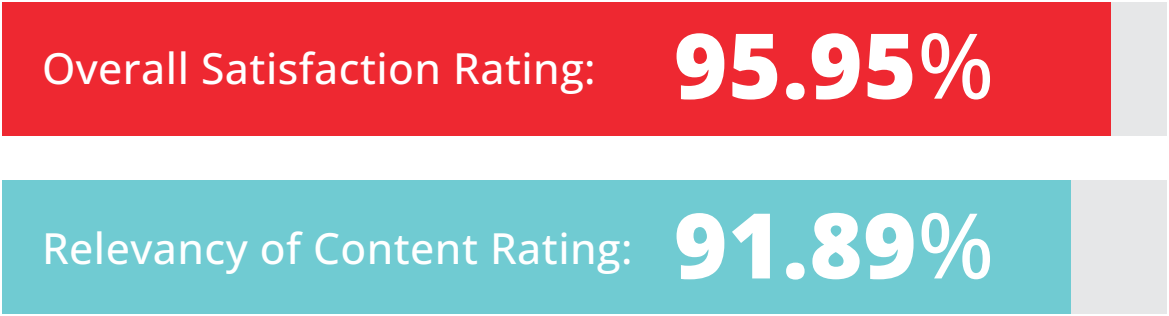
Facilitator-Delivered Workshops Mandatory for Supervisors

Overall Satisfaction Rating: **93.87%**

Relevancy of Content Rating: **92.72%**

Total Workshops Held: **131**

Overall Rating of All Conferences and Events

Overall Conferences and Events Rating: **90.12%**

Keynote Speaker Satisfaction Rating: **89.07%**

Content or Competency Relevancy to Participants Rating: **89.73%**

Facilitator-Delivered AWS Workshops for Supervisors and Employees

Total Workshops Held: **52**

Overall Satisfaction Rating: **95.95%**

Relevancy of Content Rating: **91.89%**

DIVISION ACCOMPLISHMENTS

DOHR's Annual Report:
A Focus on Internal Operations

This section of the report zooms in on what's happening inside the Department of Human Resources. It's about the people who make DOHR work, the leaders who guide teams, and the strategic goals shaping its efforts. The following pages celebrate the achievements within DOHR.

Strategic Goals:
Blueprint for Success

Strategic goals function as DOHR's blueprint to align the efforts of every division. These pillars are crucial to create a purpose-driven work culture that positions Tennessee as a leader in workforce management.

Cheers for Peers: Monthly Celebrations of Excellence

DOHR employees don't just work; we celebrate. Monthly Cheers for Peers awards express gratitude and acknowledge the contributions of outstanding team members.

Service Awards: Nurturing Long-Term Commitment

Service awards is a formal recognition of long-term commitment that honors employees for their years of service. Whether it's five years or three decades, annual service awards underscore the dedication of DOHR's team.

Metrics and Achievements: Divisional Triumphs in Focus

Each division's metrics and achievements offer a detailed perspective on team performance. These highlights illustrate the collective impact of DOHR throughout the year.

Peering Into Tomorrow: Anticipating Next Year's Strategic Goals

The DOHR Report concludes with a look at the future. Next year's strategic goals are opportunities for growth. DOHR embraces the future and continues its mission to lead enterprise human capital management for the optimal customer experience.

Key Management

This section sheds light on the key figures leading the department. Each member of the executive and senior leadership teams shapes the trajectory of DOHR.

Executive Leadership Team

Commissioner
Juan Williams

Deputy Commissioner and General Counsel
Lesley Farmer

Assistant Commissioner
Kim Yap

Assistant Commissioner
Coretta Young

Assistant Commissioner
Craig Raymer

Senior Leadership Team

Chief Operating Officer
Cindy Hobbs

Chief Communications Officer
Karl Houston

Senior Policy Advisor
Eric Mayo

Deputy General Counsel
Melanie Koewler

Recruiting Administrator
Kimberly Mantlo

Agency Resource Center Administrator
Kimberly Hall

Office of People, Performance and Culture Administrator
Sundi Wright

Learning and Leadership Development Administrator
Rena Hall

HR Service Center Director
Sharon Moidja

Equal Employment Office and Americans with Disabilities Act Director
Andrea Smith

HR Business Solutions Administrator
Melissa Thomas

Department of Human Resources Team Expansion and Promotions

DOHR takes pride in the growth and achievements of our dedicated workforce. Our agency added 19 new team members from July 2022 to June 2023. 16 current employees got well-deserved promotions. Remarkably, 91.67 percent of promotions were internal, a testament to the talent and commitment within our agency.

The unwavering dedication of our existing employees made our successes possible. As DOHR propels forward, growing both in services and team members, our mission remains clear: to continually enhance the professional lives of Tennessee State Government employees. Together, we chart a course toward greater excellence and impact.

Promotions

Julie Brindle
HR Program Administrator

Alexandra Friend
Procurement Officer 1

Kimberly Hall
HR Program Administrator

Lalena Hill
ARC Consultant

Elizabeth Hufham
Assistant Counsel

Melanie Koewler
HR Program Adminstrator

Stephanie McGuire
HR Manager 2

Andrew Puryear
Senior Associate Counsel

Craig Raymer
Assistant Commissioner 2

Andrea Smith
HR Program Director 3

Paige Taylor
Learning Facilitator Senior

Nesanet Temesghen
DOHR Legal Associate

Jonathan Terrell
Associate Counsel

Amber Weaver
ARC Consultant - Advanced

Felicia Whitehead
Executive Administrative Assistant 3

Leslie Yanez
HR Business Partner 3

New Hires

Travis Aspegren
Alyssa Cave
Stacie Denton
Brandie Freeman
Alexandra Friend
Rena Hall
Lisa Hudson

LaKeshia Jones
Tina Kersey
Kimberly Leifker
Janice Littrell
Kristy Milan
Rachel Pickel
Aziz Popal

Ranesa Shipman
Paige Taylor
Nesanet Temesghen
Jourdan Tonti
Betty-Rose Warren-Gonzalez

Total DOHR Turnover: 5.38%

2022

DEPARTMENT STRATEGIC GOALS

Elevating Excellence for Employees: 2022-2023 Agency Goals

The Department of Human Resources has steadfastly pursued the enhancement of customer focus through a comprehensive set of operational and strategic goals.

Customer Focused Government exists to create and innovate a better Tennessee State Government. CFG helps state agencies accomplish a variety of business goals and objectives in support of their mission and customers.

Operational Goals

Operationally, DOHR successfully reduced unhealthy turnover, streamlined internal processing times, and enhanced recruitment and retention efforts across various departments and job classifications.

Goals:

1. Reduce unhealthy turnover.

2. Streamline and reduce internal processing time for department personnel paperwork. Improve customer service by reducing wait time for customers.

3. Improve the recruitment and retention of high-quality candidates for eight departments and 14 job classifications.

4. Measure time to fill for executive and preferred service positions to inform realistic business planning and streamline the hiring process.

5. Measure employee training on performance management to increase employee performance and customer results.

Strategic Goals

Strategically, our focus expanded to standardizing processes, fostering diversity programs, optimizing compensation, and implementing a human capital management model. Our commitment extended to legislative leadership, automation initiatives, and a holistic approach to employee engagement and program effectiveness.

Goals:

1. Standardize and streamline DOHR processes and services, including onboarding, recruiting, hiring, and branding.

2. Engage all departments to ensure a robust and aligned approach to diversity programs for Tennessee State Government employees.

3. Implement results of the total compensation study to improve the competitiveness of Tennessee State Government's total compensation package to recruit and retain top talent.

4. Develop and implement a strategy to enhance the effectiveness of the State's performance management program.

5. Implement the recommendations to transition to a human capital management model to best support State government.

6. Implement the Second Chance Employment strategy.

7. Lead legislative efforts on department legislative package.

8. Partner with stakeholders to automate key operation processes through robotics process automation.

9. Partner with stakeholders to streamline and automate the technical components of onboarding.

10. Administer an enterprise engagement survey to gain employee insight and address opportunities that increase engagement and impact employee experience.

11. Evaluate and strengthen the use of evidence in the department budgeting process for programs to promote the best outcomes for program participants.

METRICS BY DIVISION*

Agency Resource Center

The Agency Resource Center is a hub of expertise. The ARC ensures excellence in HR operations by providing guidance and reviewing HR-related transactions for the executive branch.

Average Days to Complete an HR Transaction: **1.35**

Average Days to Complete Supplementals: **0.42**

Appeals**

The Appeals team navigates the intricate landscape of appeals that ensures a fair and transparent process for employees.

**See the Step II and Step III appeals process in Tenn. Code Ann. § 8-30-101 et seq*

Total Step II Appeals: **85**

Total Step III Appeals: **45**

Based on metric availability as of June 2023.

Business Process Improvement and Quality Assurance

The Business Process Improvement & Quality Assurance Division (BPIQA) ensures that DOHR operates at peak efficiency and service excellence. BPIQA specializes in business process improvement, quality assurance, and other operational excellence activities.

Mapping Sessions, Report Outs, and Surveys

Completed Mapping Sessions: **68**

Report Outs Drafted: **28**

Percentage of Report Outs Drafted within 2 Weeks: **100%**

Follow-up Sessions: **36**

Percentage of Follow-up Sessions Completed in 90 Days: **100%**

Report Outs Completed: **44**

Percentage of Surveys Sent within 3 Business Days: **100%**

Classification and Compensation

The Division of Classification and Compensation serves as a consultant with agencies that specialize in crafting tailored strategies and solutions to meet objectives. This division ensures that each role within the workforce aligns with organizational goals and employee value.

Electronic Position Change Requests

Total Number of ePCRs:

1,710

Percent Processed within 1 Business Day

79.71%

Electronic Personnel Action Forms

Total Number of ePAFs:

616

Percent Processed within 3 Business Days

78.90%

Diversity and Equity

The Diversity and Equity Division cultivates an environment where employees not only survive but thrive. The division oversees impactful programs such as the State as a Model Employer program, This is Me campaign, and facilitates employee training sessions.

Employee Voluntary Self-Identification Disability Status

Baseline Percentage of Employees Self-Identifying Disability Status in Edison:

18%

Percentage of Employees Self-Identifying Disability Status in Edison as of June 2023:

31.20%

Employee Training Participation

Total Employee Participation in Various Diversity Training:

1,543

Employee Relations

The Employee Relations Division makes sure work relationships are smooth and impactful. This team facilitates employee mediation according to DOHR Policy 12-055 and oversees the Tennessee Employee Charitable Campaign program. Tennessee State Government employees have donated $1,871,089 since 2014.

Tennessee Employee Charitable Campaign Satisfaction

Percentage of Participating Charities Satisfied with the TECC Process:

96.15%

Agency Exit Reports

Total Number of Exit Reports Produced: **27**

Percentage of Agencies Receiving an Exit Summary within 30 Days of Their Cycle Ending:

100%

Mediations

Total Mediations Received:

21

Percentage of Mediations Scheduled:

90.5%

Engagement and Recognition

The Engagement and Recognition Division understands and enhances the employee experience. This division works with agencies to review exit report insights and develop engagement action plans. This team ensures continuous improvement and fosters a workplace culture that resonates with every employee.

Agency Action Plans

Agencies Needing Action Plans: **35**

Percentage of Agency Action Plans Developed: **100%**

Equal Employment Opportunity

The Equal Employment Opportunity Division cultivates an inclusive and fair working environment across Tennessee State Government. The EEO division collaborates with customers to ensure compliance, provide guidance, promote education, and prioritize customer needs.

Continuing Legal Education Courses and Attendance

Total Continuing Legal Education Courses Offered:

22

Attendance Percentage:

39.47%

Fiscal Services

The Fiscal Services Division ensures the seamless financial function of DOHR. Fiscal Services manages contracts, oversees procurement, offers IT Workstation Support, handles mail logistics, and facilitates billing processes.

DOHR New Hires Provisioned On or Before Their Start Date

DOHR New Hires: **41**

Percentage Provisioned On or Before Their Start Date: **100%**

Vouchers Processed

Vouchers Received: **552**

Percentage Processed within 5 Business Days: **93.3%**

Delegated Authority Contracts Executed

Contracts Received: **80**

Percentage Executed within 5 Business Days: **86.25%**

Human Resources Business Solutions

The Human Resources Business Solutions Division fosters collaborative partnerships that propel HR operations to new heights. The HR Business Solutions team supports 14 state agencies by providing solutions to meet their diverse HR needs. Through a Memorandum of Understanding (MOU), the team extends their expertise to various boards and commissions in Tennessee State Government.

New Employees Enrolled in Learning Classes

New Hires:

108

Percentage Enrolled within 5 Business Days:

96.3%

DOHR Cheers for Peers Division Participation

Percentage of Division Participation in Cheers for Peers Nominations:

90.5%

DOHR Talent Management*
Percentage of Reviews Completed by Deadline

New IPP Plans:

82.61%

Interim 1 Review

94.44%

Annual Review

100%

MOU Agency Talent Management*
Percentage of Reviews Completed by Deadline

New IPP Plans:

99.77%

Interim 1 Review

97.17%

Annual Review

95.16%

Due to updates to the Performance Management process, the Interim 2 Review did not take place for the 2022-2023 PM Cycle. See DOHR Policy 12-064.

Human Resources Service Center

The Human Resources Service Center (HRSC) is a hub of streamlined support. The HRSC is a one-stop shop for State employees, applicants, and agency HR teams to have their HR-related questions answered quickly.

Ticket Completion and Customer Satisfaction

Total Received Tickets:

25,081

Customer Satisfaction:

90.5%

Learning and Leadership Development

The purpose of Learning and Leadership Development (LLD) is to collaborate with agency leaders to craft learning and cultural strategies for a high-performing workforce. The LLD team collaborates with agency leaders to design learning solutions to foster a continuous learning culture that grows every employee, supervisor, and agency leader.

Overall Rating of All Conferences and Events

Overall Rating:

90.12%

Keynote Speaker Satisfaction Rating:

89.07%

Content or Competency Relevancy to Participants:

89.73%

Commissioner's Leadership Academies

Overall Satisfaction Rating:

98.55%

Relevancy Rating:

98.37%

Transfer from Learning to Practice:

98.2%

Organizational Performance and Data Management

The Organizational Performance and Data Management Division is the analytical backbone, translating human capital management data into actionable insights. Specializing in staffing, turnover, demographics, and survey services, they create automated reporting tools and guide the development of Key Service Indicators, driving strategic decision-making across the department.

Total Data Requests: **922**

Total Recurring Reports: **533**

Total Ad Hoc Reports: **375**

Total Public Information Reports: **30**

Performance Management

The Performance Management team oversees the performance management program. This team defines performance standards, expected outcomes, and competencies for employees.

The objective of the performance management program is to align individual performance with agency objectives by providing continuous feedback, developmental opportunities, and maintaining a record of employee performance to ensure merit is recognized.

Percentage of Agencies at or Above 95% Completion by Due Date: **67.82%**
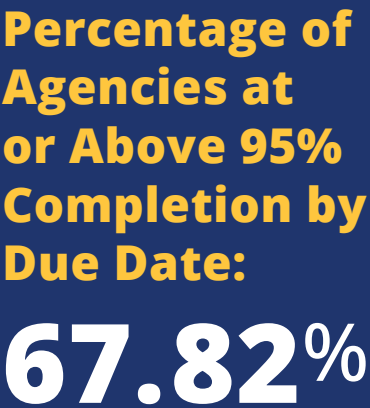
Records Management

The Records Management Division ensures accuracy, accessibility, and confidentiality for DOHR and employees. The Records Management Division manages employee files, handles public record requests, provides employment verification, and maintains prior service records.

Digital Separation Files*

Total Number of Files Received: **7,067**

Percentage of Audited Files Received Each Week: **98.44%**

Digital Separation File Corrections, Scanning, and Merging

Total Number of Files Received: **7,910**

Percentage Spot Check, Correction, Scan, or Merge Digital Separation Files: **100%**

Prior Service Requests*

Total Number of Requests Received: **460**

Percentage of Prior Service Requests Processed within 5 Days: **100%**

Valid Record Requests*

*Records requests are responded to by statute under the Tennessee Public Records Act in Tenn. Code Ann. § 10-7-501, et seq. See DOHR Policy 12-042.

Total Number of Requests Received: **2,733**

Percentage of Valid Record Requests Completed within 5 Days of Receipt: **99.09%**

Recruiting

The Recruiting Division's goal is to match open jobs with candidate skills and experience. The team supports DOHR's vision of being a top workplace in the Southeast. Recruiting helps build Tennessee State Government one successful hire at a time.

Job Postings by Service

Total Jobs Posted: 12,713

Total Division Career Fair Events:

34

Executive Service Job Postings:

988

Preffered Service Job Postings:

11,725

Sick Leave Bank

The Sick Leave Bank (SLB) team is committed to the well-being of Tennessee State Government employees. The SLB provides crucial support to qualifying members during times of personal illness, injury, disability, medical conditions, or quarantine. The Sick Leave Bank supports approximately 18,000 active members.

Total Applications Received:

486

Percentage of Determinations Made within 3 Business Days:

97.94%

Strategic Communications Division

The Strategic Communications Division specializes in both internal and external communications for State employees.

Media requests are responded to under the Tennessee Public Records Act in Tenn. Code Ann. § 10-7-501, et seq. See DOHR Policy 12-042.

Media Requests*

Total Media Requests:

52

Percentage of Requests Processed within 7 Days:

100%

Communications

Total Comms:

151

All Employee Comms:

29

Appointing Authorities, HROs, and Talent Managers Comms:

122

Talent Management

The mission of the Talent Management Division is to cultivate and maximize the potential of employees in Tennessee State Government's workforce by fostering a culture of continuous growth and achievement. Through strategic initiatives, development solutions, and innovative talent solutions, this division is the heartbeat of success in DOHR.

Facilitator-Delivered Workshops Mandatory for Supervisors

Total Workshops Held: 131

Overall Satisfaction: 93.87%

Relevancy of Content: 92.72%

Facilitator-Delivered AWS Workshops for Supervisors and Employers

Total Workshops Held: 52

Overall Satisfaction: 95.95%

Relevancy of Content: 91.89%

CHEERS FOR PEERS

Employee Recognition

Cheers for Peers is DOHR's employee recognition program. Recipients are nominated by team members and selected by the Executive Leadership Team for exemplifying one or more of DOHR's values. **This year's Cheers for Peers recipients are:**

JULY '22	SEPTEMBER '22	OCTOBER '22	NOVEMBER '22
Lori Bogaerts	**Felicia Whitehead**	**Brittnay Kohls**	**Jonathan Terrell**
DECEMBER '22	JANUARY '23	FEBRUARY '23	MARCH '23
Julie Brindle	**Nateya Mora**	**Marie Jones**	**Brandon Kling**
APRIL '23	MAY '23	JUNE '23	
Kodi Temes	**Markesiah Jackson**	**Kimberly Hall**	**CONGRATS TO ALL OUR WINNERS!**

DOHR VALUES

Customer Focus

Integrity & Trust

Data Informed Decision Making

Continuous Improvement

2023 STRATEGIC GOALS

Charting Future Excellence: DOHR's Customer Focus Goals for the Coming Year

The Department of Human Resources (DOHR) is unwavering in its commitment to elevating customer focus through a visionary set of operational and strategic goals for next year.

Operational Goals

Operationally, our focus continues to be reducing turnover and increasing retention across multiple departments and job classifications, thereby enhancing our ability to attract high-quality candidates. We aim to streamline and expedite agency personnel transactions, ensuring a seamless customer experience by minimizing wait times.

Goals:

1. Reduce turnover and increase retention for eight departments and 20 job classifications to improve the recruitment and retention of high-quality candidates.
2. Reduce time to fill for executive and preferred service positions.
3. Streamline and reduce the processing time of agency personnel transactions to improve customer service by reducing wait time for customers.
4. Reduce unhealthy turnover in the executive branch.

Strategic Goals

On the strategic front, DOHR will continue to implement the Second Chance Employment program and maximize the potential of a new compensation structure designed to align wages with individual proficiency. The evolution of our performance management program, an aligned approach to diversity programs, and the establishment of a consistent employer brand for Tennessee State Government mark key strategic milestones. As we delve into the coming year, DOHR's commitment extends to developing talent through programs like train-the-trainer, fostering a culture of continuous learning and leadership development.

To fortify our future, we are poised to engage State agencies in understanding their HR-related legislative needs, ensuring we attract, hire, and retain top talent effectively. By partnering with key stakeholders to assess engagement survey results, establish key metrics, and craft action plans, DOHR is dedicated to impacting retention and enhancing employee engagement across the board. We strive to standardize and streamline DOHR processes, specifically focusing on onboarding, to ensure a consistent and efficient experience for all stakeholders.

Goals:

1. Continue implementation of the Second Chance Employment program.
2. Advance and leverage the new compensation structure that aligns employee wage with individual proficiency.
3. Enhance the effectiveness of the State's Performance Management program.
4. Engage departments in a comprehensive and aligned approach to diversity programs for the State of Tennessee workforce.
5. Establish an employer brand for Tennessee State Government for a consistent approach to attracting, hiring, and retaining top talent.
6. Extend the train-the-trainer program to the talent management community.
7. Increase learning and leadership development trends.
8. Gain insight and feedback from State agencies on HR-related legislative needs to help attract, hire, and retain top talent.
9. Partner with key stakeholders to review engagement survey results, establish key metrics, and develop action plans to impact retention and enhance employee engagement.
10. Standardize and streamline DOHR processes and services for onboarding.

CONCLUSION

Nurturing Purpose, Inspiring Progress

The 2023 State of the State Employee report is full of pride and optimism for the journey over the last year. DOHR has navigated challenges, embraced opportunities, invested in Tennessee State Government employees, and pursued the cultivation of a purpose-driven culture.

DOHR's commitment to excellence is unwavering. Every endeavor this year was a step towards fortifying the core of our mission, from securing a coveted spot on Forbes' America's Best Employers list to implementing progressive strategies for talent management, diversity, and compensation. The impact of recruitment, engagement, and learning is a testament to the resilience and dedication of Tennessee State Government's workforce.

Investing in a purpose-driven culture is more than a theme; it's DOHR's guiding principle. It's in the efforts to streamline operations, employee development initiatives, and legislative strides. DOHR's belief in the potential of every individual, the commitment to providing second chances and enhancing diversity upholds our vision to be the best place to work in the Southeast.

As DOHR looks to the future, we have unwavering confidence in our employees and teams. The seed planted in FY 2023 will undoubtedly blossom into greater achievements. The journey doesn't end here; it transforms into a new chapter of innovation, service, and sustained excellence. DOHR will continue to invest in a purpose-driven culture to ensure that Tennessee State Government is a beacon of progress and fulfillment.

Thank you for being a part of this journey. Here's to a future illuminated by purpose and fueled by the collective spirit of DOHR and the Tennessee State Government Workforce.

TN | Department of
Human Resources

TN Department of
Human Resources

Follow DOHR on Social Media

www.tn.gov/hr

Tennessee Tower, 17th Flr. • 312 Rosa L. Parks Blvd • Nashville, TN 37243

2024 NASPEs AWARD
Eva N. Santos Communication Awards

NOMINATION INFORMATION

Title of Nomination: Public Service Loan Forgiveness Outreach Program Website   State: WA

Contact Person: Flora Estrada

Contact's Title: Workforce Strategies Director

Agency: Office of Financial Management

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

Telephone: 360.742.8569

E-mail: flora.estrada@ofm.wa.gov

NOMINATOR INFORMATION

Nominator: Flora Estrada   Title: Workforce Strategies Director

State: WA   Agency: Office of Financial Management

Telephone: 360.742.8569

E-mail: flora.estrada@ofm.wa.gov

SUMMARY

In March 2022, the Washington state legislature passed a bill intended to raise awareness and remove barriers for public service employees to access the PSLF program (RCW 28B.77.009, RCW 43.41.425, RCW 41.04.045, and RCW 41.04.055) in response to the country's student loan debt crisis. In order to help public agencies navigate the PSLF program and better communicate its benefits to their current and prospective employees, the Office of Financial Management developed outreach materials that consolidate the resources available to public employers in Washington State.

The state of Washington published a new website that provides guidance and templates to assist state agencies in raising awareness and removing barriers for public service employees to access the Public Service Loan Forgiveness (PSLF) program.

PSLF is a federal program that forgives the remaining balance on direct loans for qualifying public service employees. While the PSLF program is a significant benefit of public service employment, many people who qualify for it are unaware of it or may have difficulty understanding the steps they need to take to receive forgiveness.

ALL SUBMISSIONS MUST:
• Meet all eligibility requirements • Meet deadline requirements
        • Include a complete nomination packet • Conform to all copyright laws

2024 NASPEs AWARD
Eva N. Santos Communication Awards

DETAILS

1. Please provide a brief description of the submission.

The Washington State Public Service Loan Forgiveness outreach program is managed at the state level and includes the launch of a new webpage that provides guidance, letter templates, and other resources to simplify the certification process for public service employers in Washington, including state agencies. This initiative aims to make the certification process more accessible to more employees who could benefit from the program. The website provides helpful tools to guide employers and qualified employees through certification.

The guidance available on the site is a valuable resource for state agencies. It provides detailed information on how to increase the PSLF program's efficiency and effectively inform employees about their potential benefits. The templates, on the other hand, are designed to assist public employers in ensuring that all their employees receive the necessary information about the program.

The 2022 updates to the law have brought about significant changes for public employers. They now have increased responsibilities to share information about the PSLF program with their employees throughout their employee life cycle. This includes regular updates and clear communication about the program's benefits. By fulfilling these new requirements, we anticipate a rise in the number of employees applying for the program.

Below is an extract from the published Washington State PSLF website highlighting the resources created to raise awareness and remove barriers to accessing PSLF.

Resources for state agency employers
Guidance:

- OFM State HR - Guidance about PSLF eligibility letter templates and the employment certification process
- OFM State HR - PSLF Frequently Asked Questions for Washington state agencies
- Student Loan Advocate - Guidance about how to digitally sign PSLF forms via the PSLF Help Tool
- Office of Federal Student Aid article - Tackling the PSLF Form: Employer Tips

Templates:

- PSLF Notice for New Employees (web or print version)
- PSLF Annual Notice (web or print version)
- PSLF Notice for Separated Employees (web or print version)

Resources for state employees:

- State agency directory of PSLF contacts
- Washington state student complaint portal

PSLF information for employees:

- How to get your student loans forgiven (no, really)
- Steps to apply for PSLF
- PSLF frequently asked questions

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2. How long has the submission been inexistence?

This outreach program has been in existence since July 1, 2023. Various products have been created to increase employee awareness of the program's benefits, and they have different release dates. However, the Washington State PSLF outreach website and most of the products were last updated in January 2024. The objective is to keep updating this site continuously so that any changes at the federal and state levels are reflected in the available products and content.

3. Why was this submission created?

This submission was created mainly in response to legislation passed by the Washington state legislature aimed at raising awareness and removing barriers for public service employees to access the PSLF program. The legislation (RCW 28B.77.009, RCW 43.41.425, RCW 41.04.045, and RCW 41.04.055) gave the Office of Financial Management and the Washington Student Achievement Council the freedom to design the outreach program. The program has been designed to increase accessibility by simplifying the certification process and communicating the benefits to employees to encourage their participation.

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

The Washington State Public Service Loan Forgiveness (PSLF) outreach program is a crucial effort that supports the strategic goals of divisions, agencies, and state. In Washington state, we are dedicated to providing efficient, effective, and accountable government. The PSLF program outreach helps us achieve this goal by providing resources and products that help state agencies inform their employees about entitled benefits. This outreach keeps state agencies informed about the latest federal and state-level changes, making the certification process easier and increasing access to the program.

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

State agencies have reported an increase in their knowledge to certify current and previous employees since OFM released guidance, PSLF eligibility letter templates, and information on the employment certification process. Between March 2022, and March 2024, a total of 19,220 public service employees in Washington state received $1.298 billion in federal student loan forgiveness through the PSLF program. The two graphs below display the program participation numbers and the amount forgiven for Washington state's qualifying individuals. Although the amounts displayed are cumulative, it is clear that the state is seeing a continuous increase in participation. We believe this increase is due to the continuous efforts to simplify the certification process and provide more information both to public employers and to potential qualifying individuals. We recommend that all participating entities in the National Association of State Personnel Executives (NASPE) consider creating a PSLF webpage with resources for public employees to improve the efficacy of program utilization.
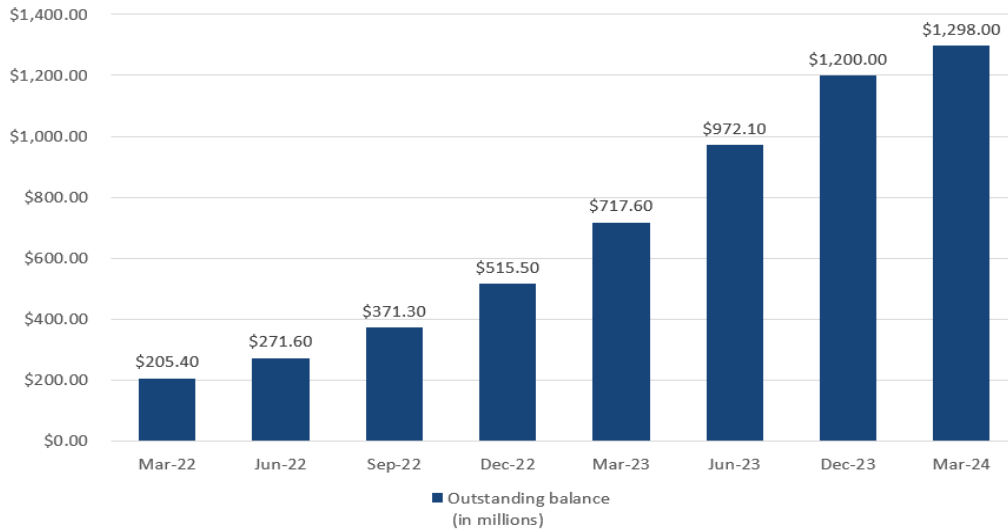
2024 NASPEs AWARD
Eva N. Santos Communication Awards

Amount of loans forgiven in millions ($) through PSLF
(PSLF, TEPSLF, and limited waiver) in Washington state

Source: U.S. Department of Education Office of Federal Student Aid. (2022-2024). Public Service Loan Forgiveness Data. https://www.studentaid.gov/data-center/student/loan-forgiveness/pslf-data.

Washington borrowers with processed PSLF discharges
(PSLF, TEPSLF, and limited waiver) in Washington state
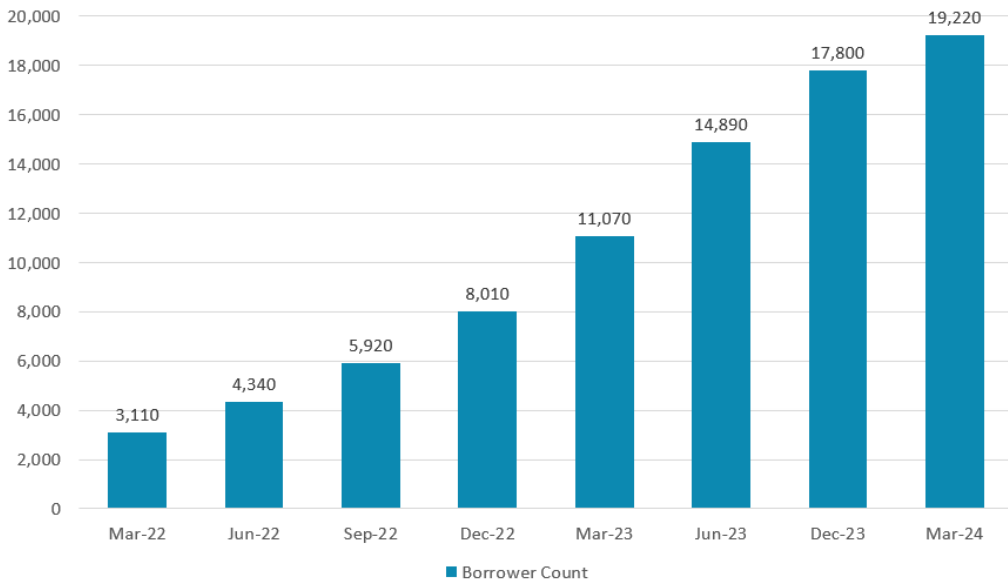
Source: U.S. Department of Education Office of Federal Student Aid. (2022-2024). Public Service Loan Forgiveness Data. https://www.studentaid.gov/data-center/student/loan-forgiveness/pslf-data.

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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.

2024 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: Managing for Excellence (MFE) Certification Program   State: WV

Contact Person: Sheryl Webb

Contact's Title: Director

Agency: WV Division of Personnel

Mailing Address: 1900 Kanawha Boulevard. E, Building 3, Suite 500

Telephone: 304-558-3950

E-mail: sheryl.r.webb@wv.gov

NOMINATOR INFORMATION

Nominator: Sheryl Webb   Title: Director

State: WV   Agency: Division of Personnel

Telephone: 304-558-3950

E-mail: sheryl.r.webb@wv.gov

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2024 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 Managing for Excellence (MFE) Certification Program is an intensive, personalized leadership development program designed to equip eligible state government supervisors and managers with the knowledge, skills, and tools necessary to recognize and adapt to changing environments while effectively managing themselves, their workplace relationships, and their team. The target audience are supervisors and managers who are responsible for producing results in environments influenced by rapid social, technological, staffing, and political changes.

We believe participants receive substantial value from the program's combination of rigorous learning interventions and direct and personalized application opportunities. The classroom portion of the program consists of three, three-day classes: MFE I: Developing the Leader Within; MFE II: Power, Politics, and Persuasion; and MFE III: The Power of Co-Created Change. Each participant identifies a current performance gap or strategic opportunity that is challenging their team, division, or organization, and uses that issue as the focus of a comprehensive Individual Performance Improvement Project (IPIP). Participants must also complete at least twelve online coaching sessions and a minimum of eight hours of reading assignments related to their topic.

IPIP projects from this year's graduates have included a plan to establish a permanent summer electronic benefit transfer for children program (Summer EBT) for the purpose of ensuring continued access to food when school is not in session for the summer.   Another project made extensive use of Artificial Intelligence tools to clarify, modernize, and simplify language in an agency's external communication, including forms, emails, and written documents. A third project established a new funding source for environmental remediation assessments that could greatly expand the number completed each year, increasing the safety of such sites or allowing them to be reopened.

Managing for Excellence Certification Program:
https://personnel.wv.gov/ohrd/certifications/Pages/MFECertification.aspx

Managing for Excellence Fact Sheet:
https://personnel.wv.gov/ohrd/SiteCollectionDocuments/MFEFactSheet.pdf

Managing for Excellence Certification Timeline:
https://personnel.wv.gov/ohrd/SiteCollectionDocuments/MFECertTimeline2023.pdf

RECIPIENT

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

The first offering of MFE that included a certification was 2019. The training program, however, has been in place since 1993.

3. Why was this program/effort created?

MFE was originally created to meet the learning needs of middle and senior managers. Before its creation, most of the Division's training focused on knowledge and skill building for employees and front-line supervisors. For years, the ever-evolving MFE program provided intensive learning for the target audience. In 2019, the IPIP process was introduced as an incubator and support system for participants' innovation ideas. Program staff from the Division of Personnel accompany participants from pre-program briefings to project and coursework completion. The certification also served to make the program more rigorous, which created opportunities for discretionary pay increases to those who complete it.

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

$9,100

5. How is this program/effort funded?

 From the Division of Personnel's operating budget

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

1) An approved IPIP document that meets the program's rubric criteria; 2) Completion of all coursework, coaching, and reading requirements; 3) Successful presentation of an executive summary delivered to program coaches and fellow participants; and 4) Level 1 evaluations

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

As indicated above, MFE evolved from a program featuring only coursework to one that now incorporates a detailed project plan, is delivered through a variety of learning methods, and offers opportunities to reward a commitment to learning.

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 who simply embodies the spirit of NASPE. She shares her experience and a lending ear, but she also reaches out to her colleagues to get a better understanding of how they're approaching tough issues. Over the past few years, her office has experienced a significant loss to their team (and to NASPE) but I'm sure her former colleague and friend Darby is proudly looking down on her as she assumed the Alabama Department of Personnel's Director Role in the last year (after serving several years as Deputy Director and General Counsel) and is leading the department in a new way forward with energy and enthusiasm.

Laury Morgan, Director
Alabama State
Personnel Department

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 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 ServiceNow.

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