

2025 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: Indiana Manager Central

State: IN

Contact Person: Zachery Mackramer

Contact's Title: Director of Learning & Development

Agency: Indiana State Personnel Department

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NOMINATOR INFORMATION

Nominator: Marci Rautio

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State: IN

Agency: Indiana State Personnel Department

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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.

Indiana Manager Central (IMC) launched in February of 2024, and has been a successful initiative in responding to the needs of managers at all of our state agencies while advancing the governor's pillar of strengthening education and workforce training. This innovative and evolving program has set a new standard for centralized professional development for managers within our agencies, aligning perfectly with the governor's vision to enhance training outcomes and build a robust, skilled workforce. By focusing on equipping managers with essential skills and fostering continued learning through manager development, the program ensures that training initiatives are effectively implemented across a variety of subjects. Through a dynamic curriculum that addresses core HR functions, IMC aims to centralize the best practices and provide managers with the resources they need to effectively support and guide their teams. By strengthening the skills of managers, IMC has the potential to create a positive ripple effect on the broader workforce and leave a lasting impact on agency outcomes.

There are nineteen unique manager-specific training topics that are centered around Employee Benefits, Compensation & Organizational Design, Employee Relations & Accommodations, Learning & Development, Talent Acquisition, and Performance Management. Each of these trainings are conducted 100% virtually and are offered at least once every three months, with a capacity of 100 attendees per session. So far, over IMC workshops have had over 3,000 attendees, and newsletters are read by almost 5,000 managers monthly.

IMC also has a monthly newsletter that features:

- A "Dear HR..." column for write-in questions from managers.
- Linked articles to LinkedIn, Harvard Business Review, etc. on relevant topics for managers. For example, an article on Navigating Conflict in Your Team.
- A monthly blog relevant to managers and thematically tied to the month's trainings.
- Links to register for workshops taking place that month.
- Featured LinkedIn Learning courses.
- Relevant updates for managers. For example, reminders about interim performance appraisals or how they can support their employees on completing their open enrollment elections.

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

IMC launched in February of 2024.

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

This program addresses the need for managers to be constantly developed and trained within their roles. At first, this program created the opportunity for a manager to attend a training

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(let's say Conducting Effective Interviews with Talent Acquisition) on an as needed basis, with each topic being offered once every three months. We were able to recognize that we are creating more work for ourselves, as HR Professionals, when these managers make mistakes or overlook important parts of their roles, we flipped the script and started to truly give them everything that they need to be successful in their role as a manager.

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

While several of these sessions already existed as one-off things that some agencies did utilize, others opted out of, etc. Ultimately, there was a lot of recreation of the wheel happening when training wasn't offered upfront to managers. Therefore, the team came together to streamline these sessions and ensure that the offerings met the needs of our managers. Originally, these sessions were being held in-person or with a hybrid audience, but immediately we recognized the need to go fully remote to mitigate complex technological needs and to center the learning of our managers.

This program is the State of Indiana's first, centralized training program that is fully geared towards the learning and development of managers. Individual contributors are welcome to attend these sessions if they are interested in skilling up, but the content is geared towards managers that are actively overseeing staff and working to support them through a variety of difficult and complex topics.

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

The program has the following components:

- One staff member that oversees the administrative components of the program, among several other programs (75% of time spent on IMC).
- All content is run through our LMS, SuccessFactors Learning, which is a platform that we use for other parts of our business, too. We did not purchase SF for this program but rather built the program around our LMs.
- Presenters from all six subject matter areas, all of which do other job duties on top of these trainings (5-10% of time spent on IMC).
- Partnership with the Communications team to develop and disseminate the monthly newsletter.

When we launched the program, we brought together all our facilitators for a full day workshop and paid for their lunch. Therefore, the only upfront costs for the program included lunch for twenty people and several clickers for any in-person training requests. Totaling in at less than \$300, all of which are optional costs to absorb.

6. What are the program's operational costs?

There are no specific program operational costs. Outside of the salaries for the employees that present, which typically occupies two hours of their time every three months. Even the most

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frequently requested trainings only occupy ten hours of their time in a three-month span of time.

7. How is this program funded?

Our staff salaries are funded through our general funds.

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 through both workshop attendance and participant assessment.

Workshop Attendance: Total attendance to date includes...

- Staff from 65 unique agencies.
- A grand total of 3,000+ attendees.

Participant Assessment: Participant assessment tells us...

- The content of this workshop supported my development as a professional. 4.63/5.00
- The content was applicable to my role. 4.68/5.00
- Based on my experience today, I am likely to attend future workshops in this series. 4.72/5.00

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

Since the inception of the program, it has grown twice with additional programmatic elements:

- Menu of Offerings – this is an opportunity for an agency to bring their managers together and request a specific training for their entire team. For example, our presenters traveled several hours to Logansport State Hospital to deliver training on Identifying Unconscious Bias and Managing SuccessFactors as a Hiring Manager. This allows the agency to fully skill-up all their managers at once, if attending at their own leisure does not meet the needs of their leaders.
- Manager Onboarding Workshops – now as a part of the promotional / hiring process, anytime someone steps into a role as a manager within the State of Indiana for the first time, they take part in a two-half-day workshop series where they are introduced to our systems, presented with each topic they are responsible for as a manager, and are gifted the space to work through employee issues within the first five weeks of their new role.

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One-Page Summary of IMC Course Offerings

Facilitation Team	Workshop Title
Learning & Development	Navigating the Multi-Generational Workplace as a Manager
	Engaging Your Team in a Learning Culture
Talent Acquisition	Managing SuccessFactors as a Hiring Manager
	Conducting Effective Interviews
	Navigating Interview Central
Compensation & Organizational Design	Navigating Compensation as a Hiring Manager
Employee Relations	Understanding Workplace Accommodations
	Understanding Extended Leaves of Absence
	Engaging in Difficult Conversations
Benefits	Fostering Wellness in the Workplace
Workforce Strategy & Performance	Aligning Business Results with Employee Performance
	Conducting Effective Evaluations as a Manager
	Engaging in Effective Feedback as a Manager
	Preventing & Improving Poor Performance
	Measuring Progress & Utilizing Feedback as a Manager
	Setting Performance Goals & Expectations as a Manager
	Setting Expectations for New Employees
	Building a Culture of Accountability as a Manager
	Fostering & Pursuing Continuous Employee Development as a Manager

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