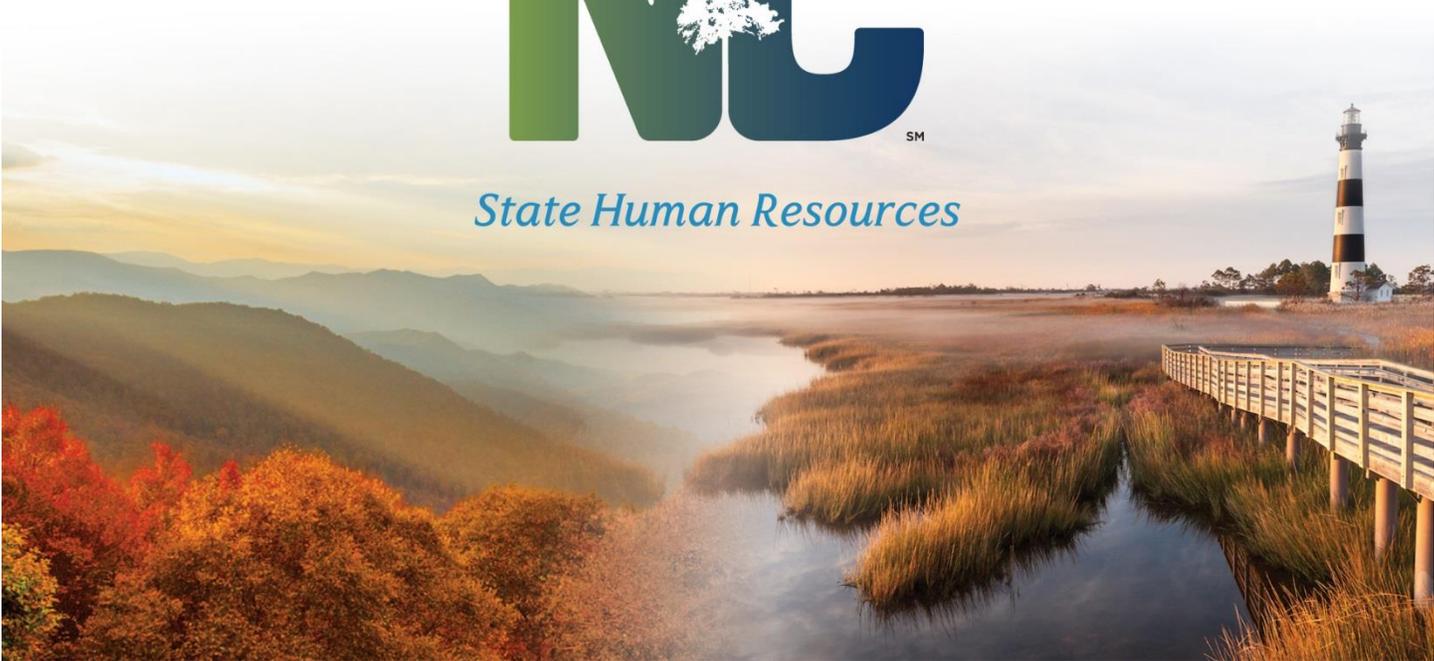




State Human Resources



**NASPE - Eugene H. Rooney, Jr. Award
Leadership in State Human Resource Management**

NOMINEE

C. Neal Alexander, Jr.

Director

North Carolina Office of State Human Resources

CONTACT

David Prickett

Communications Director
North Carolina Office of State Human Resources
116 West Jones St.
1331 Mail Service Center
Raleigh, NC 27699-1331
919 807 4890 office
919 624 3990 mobile
david.prickett@nc.gov

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.

C. Neal Alexander was appointed by North Carolina Governor Pat McCrory to serve as the Director of the Office of State Human Resources (OSHR) in January 2013. Prior to the Governor taking office, Director Alexander served on his transition team. Governor McCrory understood that HR was much more than just an administrative function, he wanted to elevate it and bring the HR perspective to the enterprise-wide business needs discussed in cabinet and other secretary-level meetings.

As an active member of Governor McCrory's cabinet, Director Alexander is a trusted advisor and influencer on all HR issues statewide. He was hand-picked by the Governor as State HR Director not only because of his vast experience in human resources, but also because of his proven expertise in effectively leading change management efforts. He's had to put those abilities to good use.

Since his appointment, Director Alexander has made tremendous strides in modernizing and bringing efficiencies to a wide range of state human resources functions. Key initiatives include:

1. Revamping the statewide employee grievance process by introducing an effective mediation process (grievances are now resolved more quickly and satisfactorily)
2. Enhancing workplace safety programs with increased employee safety training programs and enhanced hazard awareness campaigns (injuries have decreased by 26%)
3. Consolidating agency workers' compensation processes to increase efficiencies and reduce claims costs through better claims management (cost avoidance to date exceeds \$10 million)

4. Creating a robust online state employee Learning Management System (LMS) that addresses skill gaps and encourages ongoing career training (Since 2013, 4.5 million learning objectives have been completed; also, 2,771 unique training titles, 4,375 online and 940 classroom sessions are available)
5. Instituting an effective online performance management system that increases accountability for supervisors and employees (90% of North Carolina state government employees now have performance plans in place)
6. Developing a new market-based Statewide Compensation System

The last two items above (the performance management and compensation systems) are aligned strategically. With improved performance management measures and compensation structures aligned with the market, the path is paved for providing state employees with performance-based salary increases instead of across-the-board increases. This strategic advancement in the state's HR approach will help immensely in recruiting and retaining a competent, motivated and diverse state workforce.

Last year, Director Alexander was appointed by the Governor to serve as the Chairman of the 2015 State Employees Combined Campaign (SECC). The SECC is the only authorized fundraising campaign permitted to solicit charitable contributions in the state employee workplace. Under Director Alexander's leadership, the SECC raised \$3.8 million.

Director Alexander earned a bachelor's degree in Management from Gardner Webb University in 1984. In 2008 he was honored as Alumnus of the Year in 2008 and now serves as Chair of GWU's Board of Trustees. In May 2015, Mr. Alexander was awarded an Honorary Doctorate in Humane Letters from GWU.

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

Director Alexander has over 45 years of HR experience, including 42 years with Duke Energy. His most recent role at Duke was as Vice President of HR for the US Franchised Electric and Gas operational unit. During his tenure at Duke Energy, Mr. Alexander won numerous awards for excellence in HR, including the Duke Power William S. Lee Leadership Award, the Chairman's Award for the Development of Safe Work Practices for Duke Power, and the Employers Association Babcock Award. He retired from Duke Energy in April 2011.

Director Alexander is a long-standing member of NASPE and currently serves on its 10-member Executive Committee. He is regularly contacted by and quoted in Governing magazine and other news media; they value his insight on matters related to state government HR issues and his perspective on distinctions between the public and private sectors. He's also on the Board of Directors for the Charlotte, NC-based The Employers Association.

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

Director Alexander understands the valuable role the HR function plays in the success of any enterprise and the importance of assembling an effective team of contributors to meet goals. He applies that awareness in implementing human resource management programs. Director Alexander is collaborative and flexible. He involves all the groups and individuals who have a strategic stake in a program or decision and, although he respects best practices, he seeks out innovation where needed to implement improvements or efficiencies. Director Alexander believes that the quality, success and sustainability of programs exist in the details that can so often be discounted. His inclusive style and careful management has led to many notable programmatic successes and has elevated the State of North Carolina to a leader in state government HR practices.

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.

Director Alexander’s commitment to NASPE includes regular attendance and participation in conferences and mid-year meetings, where he has shared information about the ongoing HR initiatives and programs in North Carolina. He is currently an at-large member of the NASPE executive committee; participates in events and meetings hosted by NASPE and Governing magazine where he shared information on best practices and transformative HR leadership; and he was a speaker at NASPE’S 2015 Annual Meeting.

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

Director Alexander was recruited by NC Governor Pat McCrory specifically to modernize and bring efficiency to North Carolina’s antiquated HR functions. With his appointment, Director Alexander elevated the role of the State HR Director to a cabinet-level position and got to work overhauling many of the NC’s core HR functions, including job classification and compensation structures, grievance policies and processes, workplace safety and workers’ compensation programs, benefit programs, employee training, and performance management.

North Carolina’s new online Performance Management System in particular represents a significant and systemic change that has helped transform how state employees, supervisors and agency leadership approach their jobs. Through the introduction of employee performance plans—that are based on strategic organizational goals and core values—and regular interim reviews, employees and supervisors are held accountable for aligning their efforts with the mission of their agency, providing great customer service and reaching established goals.



Office of the Governor

PAT McCrory
Governor

March 21, 2016

How many people would be willingly to step away from a comfortable retirement, take a huge pay cut and work for a former subordinate?

Fortunately for me and the State of North Carolina, my previous boss, Neal Alexander, did just that. I've known Director Alexander for many years, and it is my privilege to nominate him for the NASPE's Eugene H. Rooney, Jr. Award for Leadership in State Human Resource Management.

Director Alexander exemplifies integrity and leadership. I witnessed his character, work ethic and depth of Human Resources (HR) expertise while working with him at Duke Energy Corporation. Besides his unwavering honesty and respectfulness, he leads by example by showing those around him how to best serve the interests of their customers and community. He develops and engages employees while creating a collaborative work environment.

He served as a role model and mentor to me and countless others during his over 40 years at Duke Energy.

After I became the Mayor of Charlotte, I frequently turned to Director Alexander for advice. I valued his vast experience, insight and ideas. Once I became governor, he was crucial in helping me put the right people in place and assembling a strong team to modernize our government to get it running as efficiently as possible.

I appointed Director Alexander to lead the Office of State Human Resources in 2013. He was the right person to transform the state with his proven expertise and commitment in leading change management efforts.

Under his leadership state workers are more aware of potential hazards, leading to a big reduction in workplace injuries. Director Alexander encouraged employees to take classes via the Learning Management System, which helped them gain skills that supports their career goals. He also instituted an effective standardized online performance management system, which recognizes the value and contributions of employees and increases transparency and accountability.

Making a difference in the community and giving back is very important to Director Alexander. Which is why I appointed him Chairman of the State Employees Combined Campaign (SECC) in 2015. The SECC raises money for 1,000 charities benefiting North Carolinians and people in need around the world. Under his leadership, Director Alexander mobilized volunteers to raise nearly \$3.8 million for the SECC last year.

Giving back is fundamental to Director Alexander. He has been a member of Lions Clubs International since 1968 and served as the President of the NC Lions Foundation in 1986. He serves as a board member for the Foundation for a Healthy Carolina and is also a member of the Carolinas Medical Center-Lincoln Executive Advisory Committee.

Instead of enjoying his golden years in retirement, Director Alexander chose to serve North Carolina in a unique and challenging role. I am grateful for his commitment to the citizens of our state and offer my full endorsement for this prestigious recognition.

Sincerely,

A handwritten signature in black ink that reads 'Pat McCrory'.

Governor Pat McCrory

