

**Program title: Center for Strategic Innovation**  
**State: KY**  
**Contact Person: Nikki R. Jackson**  
**Title: Secretary**  
**Agency: Personnel Cabinet**  
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**1. Please provide a brief description of this program.** *CSI is in the process of repositioning the Personnel Cabinet to meet the needs of the future. Offered services revolve around the mission, vision and values of the Personnel Cabinet. The department collaborates with others to develop value added services, to make the cabinet more efficient, productive and customer oriented.*

The Center for Strategic Innovation (CSI) is made up of six integral focus areas, Communication and Work-Life Effectiveness, Customer Service, Organizational Effectiveness, Research and Best Practices, Graphics and Concept Design, and Web Development and Media Solutions. Each core area is led by a CSI Innovation Consultant whose knowledge, expertise and talents are relevant to the assigned area.

CSI exists to assure the Cabinet goals, priorities, products and services are operationally and behaviorally aligned to the vision – to be regarded by our employees and stakeholders as a trusted and valuable resource for innovative, accessible and responsive human resources services.

It is an internal consulting practice that supports all of the Personnel Cabinet leaders and serves at their request. CSI supports all of the strategic initiatives and programs of the Secretary to include:

- Make Kentucky state government an employer of choice
- Create a learning and development culture
- Promote a one-employer concept across Kentucky state government

- Enhance customer value

**2. How long has it been operational?** CSI was established in January 2008.

**3. Why was this program created? (What problems or issues does it address?)** CSI was established by Cabinet Secretary Nikki Jackson. CSI was charged to think solely about the Cabinet of tomorrow. CSI ensures that the mission vision and values are echoed through every document, meeting, service and function in which the Personnel Cabinet participates. Secretary Jackson's desire was to create a department that would develop, package and disseminate the Cabinet's new "brand" and would help to assure a more progressive creative and thoughtful approach to the practice of HR.

**4. Why is this program a new and creative method?** This is the first time in Kentucky state government that a group such as this has been developed. CSI puts action to Cabinet priorities and ideas and make things happen. In addition to her executive staff, our Secretary uses CSI as a sounding board: the team is equipped to do various tasks and add creativity while doing so. CSI likens itself to the "think tank" of HR for state government.

**5. What was the program's start up 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.)**

CSI's start up costs amount to approximately \$3800. Each innovation consultant on the CSI team has been trained in Content Management Systems. All team members are cross trained in order to be of assistance and to continue operation if one team member is out of the office. The CSI team holds partnerships with the UKiwin (Institute for Workplace Innovation), Kentucky State University and Boston College to name a few. The CSI consultant responsible for graphics and concept design has been trained in Photoshop,

Illustrator, InDesign, Flash, HTML, Design graphics, Adobe CS3 Suite, WAACOM Pen Tablet. A reference library has been created with a wealth of graphic design, web development, cartooning and visual as well as idea stimulation. The consultant that performs research in CSI holds a partnership with SHRM, is trained in various subjects including but not limited to branding, strategic planning, and various management categories. The Customer focus consultant is a certified public manager and seasoned administrative professional. Both organizational effectiveness and communication/work-life balance team members have been trained in lean manufacturing concepts through the University of Kentucky.

**6. What are the program's operational costs?** Approximately \$500,000

**7. How is this program funded?** CSI is funded through a Benefits Assessment fee pursuant to 18A.015. Individuals are charged fees based on their participation in Cabinet benefits such as health insurance, life insurance and payroll.

**8. Did this program originate in your state?** To our knowledge, yes this program originated in our state.

**9. Are you aware of similar programs in other states? If yes, how does this program differ?** There are similar groups in other states. This program differs in that it is located in the central personnel office under the direction of the Cabinet Secretary as opposed to an efficiency team under the Governor's direction.

**10. How do you measure the success of this program?** Success of the program is measured by the satisfaction of the Secretary, Cabinet leadership and the engagement of the employees that benefit from services, initiatives and programs from the programs that we introduce. CSI has received many accolades internal and external to state government. Since its creation, CSI has been sought out by several public and private organizations for

best practices and benchmarking in our core areas. Our Secretary is a regular speaker, both nationally and locally on HR Transformation and the creation of a group like CSI.

**11. How has the program grown and/or changed since its inception?** In one short year, CSI is highly sought after for its consultation on business process improvements, communication, meeting design and strategic planning.

Accomplishments:

CSI facilitated the development of the Cabinet's new Mission, Vision and Values, and coordinated the development of our two year strategic plan.

- Mission, Vision and Values Enculturation – CSI's first task was to oversee the development and dissemination of the Personnel Cabinet's mission, vision and values (MVV). This was done in conjunction with the Assembly of Auspicious Pathfinders (AAP), a group of front-line employees from every department in the Cabinet. CSI and AAP rolled out the MVV to employees at a cabinet-wide event, Pathways to Progress. Instead of a regular meeting where the Secretary addresses the employees from behind a podium, the Pathways event was a production with employee videos, skits and 2-way communication with the audience. CSI then developed and utilized a Cabinet mascot, MARTI, which stands for **M**otivate co-workers, **A**spire to achieve, **R**ealize your potential, **T**rain at every opportunity, and **I**mplement what you learn. MARTI started out as a caterpillar and as he transformed into a butterfly, the MVV were highlighted and reinforced throughout the Cabinet. This was done through the cabinet intranet, e-mail flyers, screen savers, mouse pad, framed MVV which were given to each employee. The goal was to have the MVV visible to the employees in various entertaining,

thought –provoking ways to make it a living document and not just one that was completed and filed away.

- Compiled an Innovation Reference Book.
- Implemented a Flexible Work Schedule Toolkit to benefit employees statewide (The toolkit can be viewed at <http://personnel.ky.gov/csi/flexworkoptions.htm>.)
- Collaborated with the Department of Employee Insurance to develop a user-friendly web site to assist employees across the state in making an informed decision about Health Care Benefits for open enrollment.
- Recognition, Acknowledgement, and Incentive Programs implemented include: "Rising Star"- employee recognition award, Thank You Stationary, "You've Been Smiled", Thought of the Week, GPS Guiding Personnel Success) Newsletter, Pathway employee events, Secretary's Book club, "It Begins with Me" statements and Favorites List.

In an effort to plan for and build the HR Cabinet of the future we are attempting to tightly weave our mission, vision and values in every service we offer to customers and stakeholders. This group has given the executive staff innovative solutions for marketing Personnel services while providing a professional touch to communication efforts.