Welcome! HR Contacts Meeting

April 17, 2018  1:30 – 4 p.m.
Brynhild Haugland Room, State Capitol

Today’s Agenda

<table>
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1. Introductions = name and agency please

2. And a few housekeeping items…

• We have a number of people connected to meeting via telephone. Chad Kourajian is the contact for those on the conference line. If you need anything during the meeting OR are having technical difficulties, please either email or IM Chad.

• There is a sign-in sheet being passed around. Please ensure you sign it to receive “credit” for your attendance.

• Please turn cell phones to silent / vibrate mode.

• Restrooms are located down the hall to the right of this meeting room.

• We will send a short survey out within the next few days about this meeting. Your feedback is important to us, so please complete the survey.

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### Opportunities to Improve HR, Path to Date

**Guiding Principles**

**“HR Unification”**

- Attracting, retaining and developing diverse talent continues to be a top priority in today’s highly competitive job market. We must ensure an environment attractive to the job seeker of today.
- Having uniform HR policies and practices will allow us to be more consistent, responsive, and cost effective to better learn from and serve our team members and leaders.
- Expanding upon how we use technology in HR activities will allow us to proactively identify workforce trends, resolve issues quickly and effectively, and improve upon the timeliness of information we provide to others.
Important Considerations

12% of our workforce is currently retirement eligible, over 20% will be in the next 5 years

37% of the workforce is outside Bis/Man, and in 40+ locations in Bis/Man

Culture (68%) and Leadership (56%) are the two lowest favorable categories in team member survey

Ensure an environment to attract today’s job seeker (21st century workforce) and knowledge transfer

Systems, processes, policies and tools needed to support and educate a distributed workforce

Investment in culture and development of leaders and team members will positively impact attraction, retention and engagement

“HR Unification” Journey

Dec/Jan 2017/18
January/Feb 2018
Feb/March 2018
April - xx 2018
xx onward 2018

Identify Drivers for HR Change
Identify Opportunities
Assess Current State in HR
Develop the Plan
Implement the Plan

Identify Opportunities for HR Change
What are the opportunities for this HR function to best serve our team members, managers, leaders and state
Assess the HR work that currently happens
Prioritize HR unification opportunities
Based on the opportunities, stakeholder input and current state, develop unification plan including clarity on HR roles
Begin implementation of plan developed

Form Cabinet HR Leadership Team
Common understanding of “Why” we would consider changes in the HR function
Stakeholder review of opportunities
Stakeholder input on current state findings
Stakeholder review of Plan & proposal Go Forward Decision Needed
Regular process reviews and updates
Lots of opportunities for more unity in HR influence areas.

All can be grouped into five primary categories:

- Talent Acquisition
- Talent Engagement
- Talent Development
- Compensation, Classification & Benefits
- HR Operations and Compliance

Talent Acquisition

<table>
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<tr>
<th>Unified</th>
<th>In Agency</th>
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<tbody>
<tr>
<td>NEW</td>
<td>Strategic talent attraction approach including State of ND brand, advertising, career fairs and value proposition to attract talent. Leading solution focused approaches to cross agency talent acquisition challenges (Bakken, nursing).</td>
</tr>
<tr>
<td>NEW</td>
<td>Hiring manager preparation to identify skills, knowledge and capabilities (including culture) needed.</td>
</tr>
<tr>
<td>Exists</td>
<td>Recruiting tool and system that is simplified for all (candidate, manager, HR) to maximize pool of applicants and speed process to hire. Small Agencies partner with HRMS to post positions and manage the selection process.</td>
</tr>
<tr>
<td>NEW</td>
<td>Recruiting processes that are part of the talent acquisition process including background checks, fingerprinting and other processes?</td>
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### Talent Engagement

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<tr>
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<tr>
<td><strong>NEW</strong> Recognition and Rewards</td>
<td>Develop consistent plan and rhythm for awards including behavior and performance awards</td>
</tr>
<tr>
<td></td>
<td>Identify opportunities to connect in agency awards to governor awards (Heritage, Pioneer, Harvest)</td>
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<tr>
<td><strong>NEW</strong> Work and life choice</td>
<td>Offering and managing work life practices consistent with the philosophy and striving to adopt best practices</td>
</tr>
<tr>
<td></td>
<td>Promoting team member well being, health and wellness</td>
</tr>
<tr>
<td><strong>NEW</strong> Events and activities</td>
<td>Offering and managing events and activities</td>
</tr>
<tr>
<td><strong>NEW</strong> Purpose, Values, Culture</td>
<td>Role model, select and develop for aspire to culture</td>
</tr>
<tr>
<td></td>
<td>Connect Strategic priorities and values in agency to unified purpose, values, culture.</td>
</tr>
<tr>
<td><strong>NEW</strong> Listening systems</td>
<td>Drive participation in surveys, structured and unstructured activities. Take feedback and create action in agency and as part of cross-cutting teams.</td>
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### Talent Development

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<td><strong>Exists</strong> Team member development</td>
<td>Onboarding to the agency, the team, the role and the location</td>
</tr>
<tr>
<td><strong>Exists</strong> Supervisor, Manager and Agency Leader development</td>
<td>On the job development and role specific training</td>
</tr>
<tr>
<td><strong>NEW</strong> Supervisor, Manager and Agency Leader development</td>
<td>Leadership vision, on the job development, performance coaching, mentoring, job shadowing, stretch assignments, role specific leadership development</td>
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<tr>
<td></td>
<td>Identification of emerging leaders</td>
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<td></td>
<td>Knowledge transfer and preparedness for leadership changes</td>
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<tr>
<td><strong>NEW</strong> Career Development Model</td>
<td>Career development coaching conversations with Managers and team members</td>
</tr>
<tr>
<td><strong>NEW</strong> Career Path</td>
<td>Career path development</td>
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<td>Career path discussions as leadership teams</td>
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<td>Emerging leader identification and development</td>
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<tr>
<td><strong>Exists</strong> Performance and Development</td>
<td>Priority setting and performance coaching (performance review/appraisal)</td>
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<td>Performance improvement plans</td>
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## Compensation, Classification & Benefits

**Unified**

- Unified system of compensation practices
  - Provide a framework for compensation practices that will support efforts to attract and retain highly qualified staff through equitable and competitive pay policies (including guidance for unclassified).
  - Assess market competitiveness and best practices.
  - Develop pay program recommendations as input to budget planning process.
  - Consistent assessment of the relationship among jobs in terms of level and scope while recognizing expertise as well as people management for career and pay progression.
  - Assess the relationship between education, training, and experience qualifications and the knowledge, skills and abilities (KSAs) required for success.
  - System designed for fairness, simplicity, and supporting the mission and needs of agencies and the state.

- **NEW**
  - Transparency and education of the system and model used by the state
    - Assess agency differences in application of compensation practices
    - Communication of program assessments and updates
    - Training and education on processes
    - Advise agencies on policy interpretation and practices

- **NEW**
  - Total rewards package
    - Assess value and market competitiveness of total rewards package
    - Coordinate with NDPERS in regard to workforce trends, market competitiveness and significant issues or developments
    - Assess contribution of total rewards package on ability to attract and retain highly qualified staff
    - Promote program offerings that provide flexibility, portability and are attractive to workforce at all career stages, including prospective team members
    - Ensure value of total rewards is understood by employees

- **NEW**
  - Unified Policies that can apply across all agencies where there is little/no value to customize.

- **NEW**
  - Team member systems, data model and analytics (HRIS - PeopleSoft) that ensures one system of record, that is easily accessible with quality and consistency. Providing work force analytics, surveys and insights with focus on data quality.
    - Ensure compliance with data management practices.
    - Use work force analytics, survey feedback and insights to partner with agency leaders on workforce decisions and actions.

- **NEW**
  - Optimized system/process for team member onboarding and movement that supports shifting the mindset to a “State” employee as well as “Agency”.
    - Including personnel record keeping, IT systems, HRIS (one employee record) to reduce duplication and complexity.
    - Ensure compliance with onboarding and movement practices.
    - Collect and provide agreed upon records to the central repository.
    - Access centrally located personnel records as needed.

- **NEW**
  - Shared HR Operations team (Tier 1) to focus on team member self service resources, common practices (ie. exit surveys) and respond to team member/leader general and policy questions, consider partnership with PERS for a one stop team member experience.
    - Partner with centralized team to manage escalated/Tier 2 support for team members/leaders.

- **NEW**
  - Legislative agenda approach to ensure strategic approach to workforce needs reflected in statute and code.
    - Use workforce metrics and team member data (including survey and listening sessions) to inform needed adjustments in statute/code.

**In Agency**

- Application of system within agency
- Salary determination for current and new employees based on budgets and guidelines
- Development and maintenance of job descriptions (documentation of roles and responsibilities)
- Advise managers
- Advocate for agency needs

## HR Operations and Compliance

**Unified**

- **NEW**
  - Adherence to unified policies
  - Provide addendums to unified policies where universal policy isn’t available
  - Develop additional policy or amendments when unique to the agency (limited)

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Work in Progress and Prioritization

Work in progress
- Policy Alignment
- Performance and Development
- Leadership Development

Prioritization
- Seeking feedback on approach and prioritization

Cross-agency efforts and discussions continue as we move forward.

We will continue to update this HR Contacts group in the future as necessary.

Any questions?
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2017 Employee Survey

Question from survey:

*I am satisfied with my opportunities for career growth and advancement.*

This question consistently received one of the lowest favorable response rate.
Why Focus on Employee Career Development

- Listen to and value employee input
- Drives the State to remain competitive in talent acquisition
- Deals with ongoing skills shortages
- Increases employee engagement and productivity
- Reduces turnover
- Aligns employee development to meet strategic goals

Career Development

*Ongoing, lifelong process of enhancing your skills and gaining experiences to grow your career.*

- Learning new skills in your current role
- Gaining more knowledge and experiences
- Taking on additional responsibilities and challenges
- Progressing to new career opportunities
First Step: Career Development Toolkit

Employee Driven

Individualized Plan

Communication Tools

Identify Resources

Reflect

• Determine what your career goals are.
• Identify your strengths and interests.
• Recognize your achievements.
• Understand the areas that may need development or further advancement.

Discover

• Seek out development activities that connect with your career goals and interests.
• Look for opportunities to gain knowledge, experience and skills in your current position.
• Recognize internal coaches and utilize their expertise.

Drive

• Plan your development path. Determine activities or actions that will help you attain your career goals.
• Act on the development plan that you have created. YOU drive your development.
How can we promote development?

What are we currently doing to assist development?

How can we communicate what we currently have?

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**Next Steps**

- **Create Career Development Work Group**
  - Collaborate on career development strategies
  - Discuss additional opportunities to support career development
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Just like your smart phone! Pick your apps that you use, you decide which page will be your homepage!

Manager Self Service page with new analytics tiles!
Key points on the 8.56 upgrade:

1. New user interface – cleaner, just like tiles on a phone.
2. Work specific “work centers” all the things you need on one page.
3. HR Dashboard for HR folks, and HR tiles specific for managers on their folks they supervise.
4. End of May, we need some volunteers for input and review/testing of HR Dashboard.
5. Go live: August!

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Review of Expanded ELM Library

HRMS recently surveyed other agencies to identify in-house training courses that could be extended to other state employees.

Except for DHS (May-ish), all other in-house developed courses with alternate agency applicability have been added to ELM for other agency use!

The newly-added courses are searchable and are identified by the course code (i.e., 301DOH4007)

If your agency has other courses you’d like to extend to other state employees, please let HRMS know and we’ll get them added!
ANY QUESTIONS?

Thank you for attending this HR Contacts Meeting!

REMINDER: We will send a short survey out within the next few days about this meeting. Your feedback is important to us, so please complete the survey.