

2021 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.

Additionally, please attach a one-page summary of the program and prepare a narrative answer for the questions listed below. Do not send supporting documentation. Provide a narrative answer for each of the following questions.

PROGRAM INFORMATION

Program Title: Monarch Talent Management

State: IN

Contact Person: Jordan Bolden

Contact's Title: Chief of Staff

Agency: Indiana State Personnel Department

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Meet all eligibility requirements. • Meet deadline requirements stated on the NASPE website. • Be entered in the correct category and be correctly identified. • Include a complete nomination packet. • Conform to all copyright laws.

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NOMINATOR INFORMATION

Nominator: Tom Michalak Title: Chief Financial Officer

State: IN Agency: Indiana State Personnel Department

Telephone: 317-495-5454 Fax: [Click or tap here to enter text.](#)

E-mail: TMichalak@comcast.net

DETAILS

1. Please provide a brief description of this program.

In 2018, the Indiana State Personnel Department (INSPD) began a transformational journey to completely rewrite the talent management capabilities for the State of Indiana workforce. In 2019, a completely reimagined Performance and Goal Management process was designed and used during the 2020 Calendar Year across the State of Indiana's workforce. The project included a migration away from paper appraisal forms and, in some cases, a limited electronic system to a state-wide adoption of the SuccessFactors Performance and Goal Management framework.

This project delivered much more than an electronic performance management system—it also included a complete rewrite of how goals are created, communicated, and cascaded throughout the organization; an education campaign for supervisors across the state about best practices for employee feedback, coaching, and evaluation; and a framework to build out a high level of operational data about the entire process.

The results have been fantastic! The first year saw a 200 percent increase in the utilization of electronic performance management tools, and 96 percent of in-scope employees had at least one goal in the framework by April 30, 2020. By the end of the year, 29,500 performance appraisals had been completed with a high degree of satisfaction among the user community. Additionally, there is documented evidence of over 6,400 performance-oriented conversations throughout the year, demonstrating significant adoption of these new processes.

In November 2020, INSPD released a completely reimagined learning experience through the SuccessFactors Learning module. Leveraging the competency framework that was built for Performance Management, the Learning module integrates nicely with employee development plans to empower a previously unattainable level of employee skill improvement. Coupled with our supervisors' ongoing goal progress conversations, employees are encouraged to seek out the kind of training they are interested in instead of having learning opportunities mandated for them.

Employees can learn about a wide array of technical, soft, and leadership skills while focusing on their

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future role development and achievement of current goals. Managers have fantastic visibility into these activities and can help guide their employees' growth in completely new ways.

From an administrative perspective, our learning admin teams around the state spend very little time troubleshooting system errors or mistakes and instead can focus on analyzing data, course trends, and employee demand for new training topics. This has enabled a much higher level of performance across the learning spectrum for early adopter agencies and provides strong role model examples for agencies who are not as experienced with this new process.

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

The new Performance Management framework launched in January 2020. The Learning framework launched in November 2020.

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

This program was created because the State of Indiana, like all other employers, must compete for and retain top talent. Employees desire a meaningful and enriching workplace experience, and like many states, Indiana offers a diverse set of employment options.

In state government, often there is more of a "career lattice" as opposed to a "career ladder," because skilled and motivated employees can easily migrate to an entirely different type of agency throughout their career.

Upon careful examination, we determined that Indiana's performance management and learning cultures were in need of a refresh. Employee and manager conversations about goals and progress were often annual events, and each year only about one-third of the state's workforce could use an electronic performance management process. Since approximately two-thirds of the state was using paper-driven processes, an extraordinary amount of effort was required to complete annual appraisals, and the result was very limited visibility into employee progress.

In 2020, Indiana enjoyed a 189% increase in the use of electronic appraisals with more than 20,000 collected in total. Approximately 76 percent of participating employees included a self-assessment, which is key to our overall strategy of encouraging manager and employee discussion about job performance. For 2021, 96 percent of employees had a populated goal plan before May, with employees averaging 4.7 goals each. That resulted in almost 240,000 documented goals. With this electronic appraisal system, supervisors and human resources personnel also have visibility into employee progress and activities.

Previously, Indiana did not have an adequate mechanism to record and track appraisal scores and was not able to conduct effective performance management based on competencies. The program addressed each of these shortcomings - and then some - and today provides a universally accessible experience that also is tightly integrated with employee development

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planning and learning activities, and is focused on the overall employee experience. Employees can be assigned a development plan, or they may create one of their own and discuss it with their supervisor during their ongoing meetings.

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

Indiana adopted an entirely new playbook for performance and goal management based on today's industry best practices. The project team included centralized HR professionals as well as managers from customer agencies, and candid feedback was preferred. Some of our toughest conversations yielded some of our best results.

Indiana also moved to a best-of-breed cloud-hosted solution and built out several key integrations with its on-prem primary system of HR record. Managers gained a host of information available at their fingertips and are fully empowered to drive their employee engagement to fit their styles and schedules. The all-new business processes were communicated through a series of in-person and online trainings which were created to focus not just on what to click through in a process, but also what right looks like in these interactions, why the changes are necessary and worth the time to learn, and how to build a higher performing work team through open dialogue and effective feedback.

The solution and business processes also enable new approaches to employee development. Indiana has been investing in online learning content through vendors like LinkedIn Learning. A relevant selection of their massive course libraries has been made available to all full-time employees through SuccessFactors Learning. These courses provide a massive on-demand developmental benefit, and they have been fully integrated into SuccessFactors Learning to enable managers and employees to track progress in competency development, skills growth, and overall future role readiness.

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.)

Licensing and implementation costs - \$638,000

Dedicated project team - \$780,000

Approximate total startup costs - \$1,418,000

6. What are the program's operational costs?

Ongoing licensing and staff time costs \$750,000 per year.

7. How is this program funded?

Startup implementation costs were funded by a Capital Project appropriation; all other costs were funded through internal service chargebacks to our customer agencies.

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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?

There are several other states who have recently adopted SuccessFactors talent management modules; however, Indiana is unique in that ours is a state-wide implementation of the entire talent management suite. The new business processes and intelligent system designs enable INSPD's approximately 200 employees to provide HR support that is based on modern best practices to more than 30,000 employees. The various talent management modules are integrated with each other through a robust competency framework. Indiana also has integrated these modules with the existing legacy PeopleSoft HCM data, and created batch jobs that feed data back and forth between the systems to provide a deeply integrated experience. Indiana has driven this project from the business side (as opposed to the I/T side), and the entire process has been designed to deliver the best overall experience for all involved.

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

INSPD conducts a pulse survey of employees at our customer agencies each year, and the results show clear signs of increased engagement and satisfaction since we began this journey. For example, 17% more employees in 2021 indicated that they received meaningful recognition when they do good work than in 2018. Similarly, we have seen a 15% increase in the number of employees who said that their supervisor, or another leader, encourages their professional development. 14% more employees in 2021 reported that they have access to opportunities at work that allow them to learn and grow than in 2018. We see these increases as evidence of overall cultural progress as our workforce transitions to a much more rewarding employee experience. Additionally, we look at key indicators of process adoption and progression as important gauges of acceptance and utilization.

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

INSPD has fine-tuned these business processes based on lessons we've learned as well as customer feedback. The feedback has been overwhelmingly positive, and our agency customers are finding that these new processes serve them much better than previous systems.

SAP has two major feature releases each year, and within each of those will be several new functionalities and process enhancements. We have developed a continuous improvement process for the ongoing maintenance of the system using a SCRUM-based methodology for evaluating and implementing these enhancements and other customer ideas. We have been conducting 2-week sprints to provide enhancements and have released over 50 systems and business process enhancements through that process. As of June 18, 2021, INSPD has made more than 1,600 courses available through our Learning portal, including several mandatory compliance-based courses that have been taken by more than 30,000 employees throughout the state.

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INDIANA MONARCH TALENT MANAGEMENT

EXECUTIVE SUMMARY

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