

2024 NASPEs AWARD

Eugene H. Rooney, Jr. Award Nomination Leadership in State Human Resource Management

NOMINEE INFORMATION

Nominee: Mary Elizabeth Bailey Title: Cabinet Secretary

State: KY Agency: Personnel Cabinet

Telephone: 502-564-6616

E-mail: marye.Bailey@ky.gov

Brief Biography of Nominee (One paragraph, please): Mary Elizabeth Bailey has worked in State Government, specifically Human Resources, for over 25 years. In her current role, Secretary Bailey provides executive policy and management support to the Cabinet's departments, offices, and divisions; promulgates administrative regulations; and advises the Personnel Board and all agencies in the Executive Branch on matters pertaining to the classified service. In her previous role as the Commissioner of the Department of Human Resource Administration, she oversaw the administration of the Commonwealth's employment application process, state payroll functions, personnel administration for all branches of government, official personnel records for state employees, the state Classification and Compensation system, the Executive Branch Performance Management Program, and state government's organizational structure.

NOMINATOR INFORMATION

Nominator: Jamie Caldwell on behalf of the Personnel Cabinet's Executive Leadership Title: Commissioner

State: KY Agency: Personnel Cabinet

Telephone: 502-564-6826

E-mail: Jamie.Caldwell@ky.gov

ALL SUBMISSIONS MUST:

- Meet all eligibility requirements
- Meet deadline requirements
- Include a complete nomination packet
- Conform to all copyright laws

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DETAILS

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.

In her career in Kentucky state government human resources, Secretary Bailey has served in an enterprise-

level leadership role for the last nineteen years. Secretary Bailey's leadership has been instrumental in the

implementation of so many projects and initiatives within state government, including but not limited to the:

- Modernization initiative of the state's merit system through the changes to Kentucky Revised Statute (KRS)

Chapter 18A. The resulting changes were the first since 1986.

- Analysis and compilation of two separate, comprehensive reports on the state's classification and

compensation plan, which were provided to the Kentucky General Assembly. The report produced in 2023 was

focused on the results of a comprehensive review and refactoring of over 1,200 job classifications to ensure all

jobs were up to date and assigned to the appropriate pay grade. Most importantly, both reports included

recommendations to better align and maintain the state's job classifications and the salaries of state

employees.

- Largest human resource transformation in over thirty years with the implementation of the state's Kentucky

Human Resource Information System in 2011.

- Improvement of Kentucky state government's performance management system.

- COVID-19 Pandemic response, through continuous support and up-to-date guidance to executive branch

agencies and state employees to ensure that the essential functions of our state could be performed safely

and efficiently.

- Implementation of statutory requirements to provide military veterans with an interview preference.

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- Development of additional compensation tools such as Locality Premium, Critical Position Premium, and Sign-On Bonuses by revision of new Kentucky Administrative Regulations.

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

Throughout her career, she has served on numerous committees and is a member of the National Association for State Personnel Executives, CSG South-Staff Alliance for Intergovernmental Leadership, and Society for Human Resource Management, and the International Public Management Association for Human Resources (IPMA-HR), now the Public Sector HR Association (PSHRA). In 2016, Bailey was awarded the first-ever Distinguished Service Award by the PSHRA Kentucky Chapter; in 2020, Bailey also received the Walter R. Gattis Award, the Chapter's highest award. She remains the only chapter member to ever receive both awards.

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

Secretary Bailey is state government's subject-matter human resources expert—specifically regarding KRS 18A, Kentucky's classification and compensation regulation. She brings necessary historical knowledge and insight into every decision, but she never allows herself or her staff to get stuck in the mindset of “how things have always been.” Secretary Bailey pushes not only the Personnel Cabinet but the whole of human resources administration in state government towards innovative solutions. Through her leadership, Secretary Bailey has empowered Personnel Cabinet staff to overhaul recruitment strategies, enhance employee retention initiatives, and provide the highest-level benefits available for all employees. Through her leadership, the Personnel Cabinet has emphasized holistic support of state employees through physical, mental, and financial wellness programs and initiatives, as well as promoting and encouraging professional development and continual learning. These innovative initiatives greatly impact the culture of the workplace.

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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.

Secretary Bailey values her participation in NASPE. She prioritizes attending the annual and mid-year conferences and is an active member of NASPE community forums, where she shares insight from her own experience with other NASPE members. She is truly dedicated to lending a supportive hand to any state that asks her for information or resources.

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

Secretary Bailey's involvement and leadership are truly the key to the success of each Executive Branch HR project's implementation. The successful launch of the Kentucky Human Resources Information System (KHRIS) project demonstrates this clearly. KHRIS is an integrated ERP system that was launched on March 16, 2011, after 4 years in development. It remains the largest enterprise-wide technology transformation in the history of Kentucky state government. It replaced approximately 25+ agency legacy systems and incorporated the following into one system: Organizational Management, Personnel Administration, Payroll, Time and Labor, Benefits Administration, Benefits Billing and Receivables, Financial Management, Employee Suggestions, and Employee and Manager self-service portals.

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COMMONWEALTH OF KENTUCKY
OFFICE OF THE GOVERNOR

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GOVERNOR

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April 9, 2024

To the NASPE Award Nominating Committee:

Team Kentucky is dedicated to moving our state forward, together. The support of our state employees is vital to our efforts to support all Kentuckians, continue our economic winning streak, and make Kentucky the place where people choose to live, work, and raise a family.

Secretary Bailey's extensive career in public service has been dedicated to supporting our public servants statewide. Over 30,000 state employees are positively influenced every day by her leadership and the work of her team at the Kentucky Personnel Cabinet.

From revitalizing the employee application and hiring process to expanding employee benefits and promoting Kentucky state government as the Commonwealth's employer of choice, Secretary Bailey has led the way for countless initiatives during her tenure.

Throughout the COVID-19 pandemic, my administration's priority was to save as many lives as possible while also safeguarding Kentucky's economy and workforce. Secretary Bailey played a crucial role in leading the state government's response to the pandemic, ensuring that both government employees and agencies had the necessary resources and support to perform essential tasks safely and efficiently. Because of her efforts, we were able to provide continuity of services to the citizens of the Commonwealth.

Kentucky families deserved leadership that would protect them during the pandemic, and they also deserve to earn an income that will allow them to support their families. In addition to my work in securing an 8% and 6% across-the-board pay increase for state employees, Secretary Bailey oversaw and provided legislative testimony on the comprehensive review of more than 1,200 job classifications and subsequent adjustments to jobs and their assigned pay grades, where applicable.

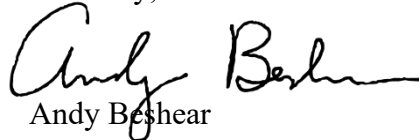
This resulted in additional salary increases for more than 20,000 state employees and ensured that all job classifications were current and met the needs of the agencies that serve Kentucky citizens.

These Kentucky citizens sometimes include vulnerable populations, such as veterans receiving long-term care in our nursing facilities. It is important that we have the capability to recruit and retain top-notch talent to provide the very best care for all who are in our care.

Secretary Bailey has elevated recruitment and retention practices, especially for critical and hard-to-fill positions in the state's nursing and correctional facilities. She has also provided guidance and assistance in applying compensation tools such as locality premiums and special entrance rates. As a result, there has been a notable increase in employees in these jobs and a decrease in turnover.

I promoted Mrs. Bailey from her position as Commissioner of the Personnel Cabinet's Department of Human Resources Administration to Deputy Secretary of the Personnel Cabinet in December 2022 and then to Cabinet Secretary in May 2023. Secretary Bailey's career in state government has been and continues to be a testament to her dedication to the success of Team Kentucky and the support of state employees across the enterprise.

Sincerely,



Andy Beshear