

NASPE 2016 TOP FIVE ISSUES

PANEL DISCUSSION PAPER

INTRODUCTION

Each year, the NASPE State Membership identifies its top 5 issues of concern. The membership and the Corporate Council then analyze the issues and potential solutions are discussed.

Not surprisingly, this year's issues are similar to those identified in previous years. Indeed, it seems that these issues are becoming more and more critical, and that the governmental Human Resources function, and not just for States faces a perfect storm of interplaying factors that present ever-increasing challenges.

Because the NASPE Corporate Council has addressed each of these issues in the recent past, a different approach is being taken as this year's list is analyzed. Instead of rehashing these ongoing concerns, we will identify areas of overlap of each issue. By taking this approach, we hope to have a greater impact.

Using this new approach, three main themes have been identified. By focusing on these themes, State Personnel Executives can have the greatest impact across the issues of concern. Detailed, actionable descriptions of possible supporting activities are offered within each theme.

This work will be used to facilitate a panel presentation at the 2016 Annual Meeting. During the presentation, State members will vote on whether each item is already done, must be done, should be done, or is harder to do. During roundtable discussions the following day, State and Corporate Council members will work out practical solutions for the 'can-do' items and, as time permits, some of the more challenging ones.

THEMES

Aggressively acquiring, retaining, motivating and rewarding talent

Four years into the U.S. economic recovery, employers are about to face challenges that they cannot ignore. Baby boomers are retiring. Millennials are bringing changes in the workforce. Work has been altered by social media, mobile technology and globalization. U.S. employers—public and private—are scrambling to stay ahead of the coming talent shortage and find appropriate and affordable employees for their organizations. This talent shortage will test the resolve of employers in areas like workforce planning, remuneration, and recruitment and retention – the full spectrum of Talent Management.

Evaluating the type of services and manner in which services are delivered by the state (internal and external)

The talent shortage is not limited to the way in which Human Resources finds and retains talent. States must consider whole new areas as they determine how to staff their workforce. Services that states offer and the way in which services are offered will be in the forefront. It might no longer be practical to offer services that require difficult-to-source skills. In some cases, in-person services might be replaced with online options that are less people-intensive. Whatever the situation, states will need to be more introspective about the nature and delivery of services, internally and externally. This will give rise to a new service delivery model for state governments.

Promoting data-driven and research-driven decision-making

Data maintained in state government repositories is proliferating and the collection of data shows no sign of slowing. Instead of treating vast amounts of data as a tiresome burden, states should embrace the enormous benefits of Big Data as they use it to analyze the past and predict the future. Data-driven metrics and analytics will lead to better-informed decision making and will enable the states to become more proactive as they determine their future strategy. This does come with a cost – an investment will be needed in the data infrastructure to ensure complete and accurate data. Making decisions based on incorrect data is like building a house on shifting sands.

SUB-THEMES AND TOPICS

Aggressively acquiring, retaining, motivating and rewarding talent

- **Workforce planning strategy** - How do the states determine supply/demand for talent going forward and identify talent gaps?
- **Sourcing strategy** - Where are the most fertile areas for seeking talent?
- **Employer brand strategy** - What kind of employer brand is required to attract suitable candidates?
- **Rewards strategy** - How do we address the gap between state and private sector compensation and benefits offerings?
- **Attraction strategy** - How do we attract talent to the states?
- **Engagement strategy** - How do the states create an environment that ensures employee engagement?
- **Retention strategy** - What measures must states take to retain their employees? If this is not feasible, how do they organize their operations to deal with continuous turnover?
- **Culture strategy** - How do the states change their culture to make them more attractive to a new generation of workers?
- **Environment Strategy** - How do states provide alternative workplaces that give workers more flexibility?
- **Organization strategy** - What is the optimum service delivery model and technology model to support the talent strategy initiative (Chief Talent Officer, Talent CoE etc.)?
- **Change management strategy** - How do we promote the talent strategy throughout the state?

Evaluating the type and manner in which services are delivered by the state (internal and external)

- **Service prioritization** – How do we prioritize services to determine which could be redesigned?
- **Skills analysis** – How do we determine which services require skill sets that are increasingly difficult to source?
- **Service alternatives** – Which services could be grouped with other services or could be offered in a different form?
- **Technology alternatives** – Which services lend themselves to a self-service approach rather than a personal approach, and what technology would be required to make this happen?
- **Service Delivery Model** – What service delivery model would work best, internally and externally, as states provide future services?

Promoting data-driven and research-driven decision-making

- **Data sources** – Where is data being housed in the state, and how easy is it to access?
- **Data accuracy and completeness** – How accurate is the data that is being housed and how complete are the records? Where is data being duplicated, and where do data gaps exist?
- **Data auditing** – What measures are in place to ensure the integrity of current and future data?
- **Technology** – What improvements to the data infrastructure are needed to ensure easy access to data as well as integration and accuracy?
- **Metrics and analytics** – What metrics and analytics are needed to improve decision-making, and what underlying data is required to underpin these requirements?
- **Tools** – What data consolidation tools and data mining tools are needed to turn Big Data into meaningful analytics and metrics?

ASSOCIATED KEY THEME	LINE ITEM	ALREADY DONE	IN PROGRESS	MUST DO	SHOULD DO	HARDER TO DO
Aggressive Talent Management	Statewide employer branding to present an attractive employment opportunity to targeted prospective candidates <ul style="list-style-type: none"> • Articulate your brand • Develop consistent and compelling Statewide web, social media, print and advertising to evangelize that brand • Find those areas where jobs give you more (quantity) of valuable experience than private (eg: trial attorney) 					
	Obtain optimum value and impact of current total compensation mix and develop the appropriate mix to attract the desired talent <ul style="list-style-type: none"> • Determine and value the current mix of salary and benefits • Design flexible compensation plans to target the cash vs. benefit expectations of the modern workforce, current and future 					
	Improve employee retention by aggressively rewarding and recognizing at different levels to reinforce the value of what we are asking employees to achieve <ul style="list-style-type: none"> • Design and develop financial and non-financial means or rewarding outstanding performance • Break the mindset of one-size fits all 					
	Take advantage of the multiple sources of labor to improve the choices available to fulfill your talent needs <ul style="list-style-type: none"> • Determine which jobs are appropriate for Full-time employment • Determine which jobs are appropriate for part-time/ job sharing employment • Determine which jobs are appropriate for contingent/ contract employment 					
	Target viable and appropriate talent pools to improve the effectiveness of talent acquisition <ul style="list-style-type: none"> • Determine which talent pools have produced the richest yield • Determine which pools are likely to produce the talent you will need going forward <ul style="list-style-type: none"> – Determine future talent needs – Map needs to talent pools 					
	Create new external talent pools to combat dwindling available skilled Talent (Domestic + Foreign) <ul style="list-style-type: none"> • Identify where your mid- and long-term skill shortages will be • Collaborate with local higher education institutions 					
	Strengthen the health of internal talent pools to improve retention <ul style="list-style-type: none"> • Meaningful Goal and Performance Management • Career/Succession Planning • Targeted Employee Development and Learning 					

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Aggressive Talent Management (continued)	Improve ability to recruit candidates by streamlining the recruitment process <ul style="list-style-type: none"> • Reduce time to hire • Improve speed of meaningful candidate communication • Improve overall candidate experience • Leverage technology where appropriate • Leverage State Branding campaigns (see above) • Minimize bureaucratic bottlenecks that don't add value 					
	Improve retention and attraction by focusing on employee engagement <ul style="list-style-type: none"> • Less traditional work environments • Facilitate talent mobility • Internal/External Social Media • Customer-focused HR (Credible Activist) 					
Service Delivery Model (the impact of Service Delivery changes on HR)	Evaluate opportunities for multi-sector partnerships/ collaboration to reduce State dependence on employees <ul style="list-style-type: none"> • Include in workforce planning opportunities for outsourcing/partnerships (hard-to-source skills) • Provide advice to decision makers on outsource vs retain from a service perspective in times of economic challenge • Determine transactional functions and services that can be outsourced and/or done in partnership • Create job descriptions to manage external relationship(s) • Reorganization implications for retained functions 					
	Embracing technology to more effectively deliver services (eGovernment) <ul style="list-style-type: none"> • Technology governance structures in place • Identify services for online or automated delivery • Statutes, rules, and policies align with technology and processes [example: e-signature accepted as legally sufficient] • Training programs in place to ensure technological literacy 					
	Adopt sensible business operations to support the service delivery model <ul style="list-style-type: none"> • Clearly identify customer needs • Identify outcome measurements • Plan for long-range goals • Focus on outcomes not processes • Identify operations to support in house and those to outsource • Align operations and talent to support 					

ASSOCIATED KEY THEME	LINE ITEM	ALREADY DONE	IN PROGRESS	MUST DO	SHOULD DO	HARDER TO DO
Service Delivery Model (continued)	Optimize HR business processes to effectively deliver services <ul style="list-style-type: none"> Processes mapped to end result Aligned with business priorities and needs Critical evaluation of current processes with a focus on outcomes and unnecessary processes eliminated or redesigned 					
	Optimize the HR organizational structure to support business needs <ul style="list-style-type: none"> Identify long term HR goals and priorities Designate services to remain decentralized and aligned with agencies and business units Create shared services departments for delivery of transactional services that are standardized across business units Encourage use of online and self-service technology Organize based on the concept of value added Centers of Excellence Focus on central HR getting out of the transaction business 					
	Assume the role of Human Resources Innovator and Integrator <ul style="list-style-type: none"> Fully understand the organization's core business, customers, budget, challenges, etc. Provide services to address business needs (business partner) Ensure policies and processes encourage innovation and creativity Adopt a culture within Human Resources of collaboration and problem solving 					
	Deliver Services with Transparency <ul style="list-style-type: none"> Collect and share data and metrics Encourage cross functional participation in decision making and policy setting 					
	Ensure Human Resources delivers a consumer-grade user experience <ul style="list-style-type: none"> Survey customers to fully understand their needs and experiences Critically examine current processes and practices in light of consumer needs Utilize focus groups and encounter surveys to drive continual improvement 					
	Counteract the current all-time low trust of government <ul style="list-style-type: none"> Create transparent goals and objectives Invite participation in program and process design Visible reaction to negative outcomes and feedback 					

ASSOCIATED KEY THEME	LINE ITEM	ALREADY DONE	IN PROGRESS	MUST DO	SHOULD DO	HARDER TO DO
Service Delivery Model (continued)	Ensure confidential data is secure <ul style="list-style-type: none"> • Conduct HR data security assessments: <ul style="list-style-type: none"> – Identify data stored and locations of storage – Assess threats and vulnerabilities – Evaluate current controls in place – Include business partners in assessment • Have processes in place to ameliorate data loss or breaches 					
Data and Research Driven Decision-Making	Succession planning <ul style="list-style-type: none"> • Frequent, goal-oriented reviews will highlight employees' goals; Boosts talent mobility; climbing up current ladder, or finding a new one that better reflects their talent, passion • Create talent pools to prep for new roles; No pre-selection; Helps identify high potential/high performers • Increase transparency among team, talent pools, populations • Provide necessary compliance/regulatory training; Plus role-specific training • Leveraging cloud leads to quicker, more informed decision-making on new hires 					
	Increase Digitalization & Technology <ul style="list-style-type: none"> • Reduce paper and administrative work; Lowers hard costs and man hours costs • Leverage data and analytics to predict employee success; And streamline, automate workforce planning decisions • 24/7 accessibility of learning/training tools; mobile friendly; Lowers costs by less reliance on outside consultants and/or in-house training 					
	Reduce costs/align budgets <ul style="list-style-type: none"> • No upgrades; Vendor provides automatically • No internal IT staff needed; Vendor rolls out upgrades, etc. 					
	Mine existing workforce data for valuable insights <ul style="list-style-type: none"> • Smarter, more data-driven decisions • Stronger reporting: Increase transparency in agency, governing bodies, and the public • Discover employees' long-term aspirations 					

PRESSURES IMPACTING THE NASPE TOP 5 ISSUES FOR 2016

