ALABAMA

ALASKA

1.	Performance Management
2.	Budget
3.	Finding qualified HR staff

ARIZONA

ARKANSAS

CALIFORNIA

COLORADO

1.	Total compensation strategy
2.	HRIS implementation
3.	Health care reform

CONNECTICUT

DELAWARE

1.	Employee engagement and recognition
2.	Budget (employee compensation, recruitment and retention, training, etc.)
3.	Managing Health Care Costs

FLORIDA

GEORGIA

HAWAII

IDAHO
1. Total employee compensation
2. Rising health insurance costs
3. Retirement succession planning
4. Cybersecurity

ILLINOIS

INDIANA

IOWA

KANSAS

KENTUCKY
1.   Retirement system is worst in the nation; only 15% funded

LOUISIANA
1.   State Branding (Improving and protecting the perception of employment in state government)
2.   HR Metrics /Analytics (The need to use data to drive policy decisions)
3.   Classification and Compensation Redesign (Ensuring classifications reflect the current need of work/Aligning base pay closer to benchmarks in the market)

MAINE
1.   A classification and compensation system that is internally inequitable and losing credibility as a "system" due to selected legislative upgrades (e.g., corrections officers and mental health workers pay increased without regard to Hay methodology or collective bargaining)
2.   Change management in the face of a new HRMS (i.e., does current HR staff have the inclination/competencies to shift from transactional to strategic and, if not, how do we get there between now and implementation; are supervisors and managers ready to step up and rely less on HR for transactional services)
3.   Personnel investigations (i.e., the length of time they take, the quality of them, other challenges)

MARYLAND

MASSACHUSETTS

MICHIGAN

1.	Increase compensation flexibility – allow bonuses of key personnel
2.	Consistent level of service; culture of customer service

MINNESOTA

MISSISSIPPI

1.	Retention Challenges
2.	Retirement-Related Issues
3.	Budget Restraints

MISSOURI

1.	Salary/Budget/Pay Compression
2.	Recruitment/Silver Tsunami/Millennial movement
3.	Employee Engagement and Morale

MONTANA

1.	Improve quality of life
	a.) Suicide awareness training for managers and employees (significant spike in state employee suicide/murder-suicide events)
	b.) Incident response procedures for emergency responders involved in tragedies
2.	Continue to leverage HR technology to improve efficiencies
	a.) Implementation of online performance management
	b.) Implementation of a call center system
3.	Federal fallout from Affordable Care Act repeal/overhaul

NEBRASKA

NEVADA

NEW HAMPSHIRE

NEW JERSEY
1. Very rules based by statute; need new rules for job banding; competency based system
2. Update to technology in process; neogov live summer 2017
3. Continuum for even HR staff

NEW MEXICO
1. Right to work/Fair Share/Employee Preference
2. HR Consolidation
3. Budget
4. Workflow/Digitization

NEW YORK

NORTH CAROLINA

NORTH DAKOTA

OHIO
1. Performance Management
2. Information Systems
3. Workforce/Succession Planning

OKLAHOMA
1. Difficult to get usable data out of systems to analyze due to disparate systems
2. Centralizing/unifying HR policies
3. No money; OK is oil & gas state suffering from lack to revenue

OREGON

PENNSYLVANIA

RHODE ISLAND

SOUTH CAROLINA

1. Recruitment to state government
2. Technology
3. Performance management

SOUTH DAKOTA

1. Low unemployment only 1.9% unemployment in Pierre
2. Aging workforce
3. Leadership development/succession planning

TENNESSEE

1. Workforce planning
2. Succession planning with leadership development
3. On boarding

TEXAS

UTAH

1. Recruitment, compensation and benefits for law enforcement
2. Gender Pay Equity
3. Paid Parental Leave

VERMONT

VIRGINIA

1. Compensation and Benefits
2. Succession Planning
3. Training and Development

WASHINGTON

1. Classification & compensation – possible banding; heavy union
2. Pay equity gender, color – produce dashboard
3. Branding as employer of choice; employee value system
4. Cultural competency – learning models

WEST VIRGINIA

1. Workforce/Succession Planning
2. Budget
3. Employee Morale and Engagement (tied largely to Budget)

WISCONSIN

WYOMING

RECRUIT/RETAIN/MOTIVATE AND REWARD TALENT

Statewide employer branding to present an attractive employment opportunity to targeted prospective candidates; Obtain optimum value and impact of current total compensation mix and develop the appropriate mix to attract the desired talent; Improve employee retention by aggressively rewarding and recognizing at different levels to reinforce the value of what we are asking employees to achieve; Take advantage of the multiple sources of labor to improve the choices available to fulfill your talent needs; Target viable and appropriate talent pools to improve the effectiveness of talent acquisition; Create new external talent pools to combat dwindling available skilled talent (domestic and foreign); Strengthen the health of internal talent pools to improve retention; Improve ability to recruit candidates by streamlining the recruitment process; Improve retention and attraction by focusing on employee engagement

Alaska	Performance Management
Alaska	Finding qualified HR staff
Colorado	Total compensation strategy
Delaware	Employee engagement and recognition
Idaho	Total employee compensation
Idaho	Retirement succession planning
Kentucky	Retirement system is broke
Louisiana	State Branding (Improving and protecting the perception of employment in state government)
Louisiana	Classification and Compensation Redesign (Ensuring classifications reflect the current need of work/Aligning base pay closer to benchmarks in the market)
Maine	A classification and compensation system that is internally inequitable and losing credibility as a "system" due to selected legislative upgrades (e.g., corrections officers and mental health workers pay increased without regard to Hay methodology or collective bargaining)
Michigan	Increase compensation flexibility; allow agencies to reward key employees with bonuses
Mississippi	Retention Challenges
Missouri	Salary/Budget/Pay Compression
Missouri	Recruitment/Silver Tsunami/Millennial movement
Missouri	Employee Engagement and Morale
Montana	Improve quality of life a. Suicide awareness training for managers and employees (significant spike in state employee suicide/murder-suicide events) b. Incident response procedures for emergency responders involved in tragedies
New Jersey	Would like a competency-based system
New Mexico	Right to work/Fair Share/Employee Preference
Ohio	Performance Management
Ohio	Workforce/Succession Planning
South Carolina	Recruitment to state government;
South Carolina	Performance management.
South Dakota	Low unemployment
South Dakota	Aging workforce
South Dakota	Leadership development/succession planning

Tennessee	Workforce planning
Tennessee	Succession planning with leadership development
Tennessee	On boarding
Utah	Recruitment, compensation and benefits for law enforcement
Utah	Gender Pay Equity
Utah	Paid Parental Leave
Virginia	Compensation and Benefits
Virginia	Succession Planning
Virginia	Training and Development
West Virginia	Workforce/Succession Planning
West Virginia	Employee Morale and Engagement (tied largely to Budget)
Washington	Class & compensation
Washington	Pay equity
Washington	Cultural competency
Washington	Branding

SERVICE EVALUATION/SERVICE DELIVERY

Evaluate opportunities for multi-sector partnerships/collaboration to reduce State dependence on employees; Embracing technology to more effectively deliver services (eGovernment); Adopt sensible business operations to support the service delivery model; Optimize HR business processes to effectively deliver services; Optimize the HR organizational structure to support business needs; Assume the role of Human Resources Innovator and Integrator; Deliver Services with Transparency; Ensure Human Resources delivers a consumer-grade user experience; Counteract the current all-time low trust of government; Ensure confidential data is secure

Colorado	HRIS implementation
Maine	Change management in the face of a new HRMS (i.e., does current HR staff have the inclination/competencies to shift from transactional to strategic and, if not, how do we get there between now and implementation; are supervisors and managers ready to step up and rely less on HR for transactional services)
Michigan	Consistent level of service; want a customer service culture
Montana	Continue to leverage HR technology to improve efficiencies a. Implementation of online performance management b. Implementation of a call center system
New Mexico	HR Consolidation
New Mexico	Workflow/Digitization
Ohio	Information Systems
Oklahoma	Centralizing & unifying HR policies
South Carolina	Technology

DATA- AND RESEARCH-DRIVEN DECISION MAKING

Succession planning, Increase digitization & technology, reduce costs/align budgets, Mine existing workforce data for valuable insights

Alaska	Budget
Delaware	Budget (employee compensation, recruitment and retention, training, etc.)
Louisiana	HR Metrics /Analytics (The need to use data to drive policy decisions)
Mississippi	Retirement-Related Issues
Mississippi	Budget Restraints
New Jersey	Updating technologies via Neogov; live summer 2017
New Mexico	Budget
Oklahoma	Being able to pull usable data out of disparate technology systems
West Virginia	Budget

OTHER

Colorado	Health care reform
Delaware	Managing Health Care Costs
Idaho	Rising health insurance costs
Idaho	Cybersecurity
Maine	Personnel investigations (i.e., the length of time they take, the quality of them, other challenges)
Montana	Federal fallout from Affordable Care Act repeal/overhaul
Oklahoma	Low budget due to state's reliance on oil/gas revenue