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HR Community Meeting

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Agenda

- Opening Remarks: Commissioner Sid Johnson
- ACA Guidance
- HR Audit Rollout
- Drug Testing Changes
- HR Assessment
- 3-Year HR Improvement Plan
- ATS Project
- JCCP Project
- Flexible Benefit Changes
- SCCP Update

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Affordable Care Act

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Affordable Health Care

- Guidance: Target release date Oct. 7
- Information for Employees: LocalHelp.HealthCare.gov and HealthCare.gov
- http://www.dol.gov/ebsa/newsroom/tr13-02.html

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HR Audit

Supporting Customer Success by Minimizing Risk

Gather Data to Discover Where We Are → Identify Risk → Offer Corrective Action Plans

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HR Audit

What we have done so far:

- Created on-line tool
- Piloted with 18 agencies
- Gained feedback and tweaked

What is coming:

- Rolling out the audit to 12 agencies during FY2014

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Drug Testing Changes

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HR Assessment

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Statewide HR Assessment Summary Findings

- Agency HR is highly administrative and lack the HR tools to ease this administrative burden
- HR process administration is not standardized across agencies (multiple variations and interpretations)
- Agencies are investing in multiple, similar initiatives. From a state/enterprise-wide perspective this approach is not the most efficient use of State resources
- There are opportunities for HR operational efficiency through consolidation of transaction processing using either an internal shared services or full outsourcing model
- There are, however, barriers and significant resistance to either model due to the agencies' past experience with similar initiatives. Buy-in from the agencies is necessary to implement either models. Focusing on getting the foundation of either model right increases the State's likelihood of success in delivering an optimized HR service delivery model

Source: Ernst & Young Assessment April – July 2013

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Statewide HR Improvement 3 Year Plan

Reestablish Governance

Foundational

Executive Governance

HR Advisory Team

HR Enterprise Projects

Standardize Ops

Foundational

Statewide Policies / Best Practices:

1) Update Board Rules
2) Rollout HR Audit Program
3) Establish Model Policies
4) Issue Advisory Opinions
5) Restore Job Class & Comp Structures

Operational

1) HR Transactions (data integrity)
2) Background Checks

Talent Management

Foundational Tools

1) Profile Manager
2) Applicant Tracking

Operational

1) Flex Benefit Contract rebids
2) Turnover rate
3) EAP; FSA; SCCP
4) Benefits / SCCP Admin Costs
5) Enterprise Total Rewards Picture
6) E-Perf tier improvements
7) Workforce Analytics Report
8) Enterprise metrics

Employee Self-Service

Foundational

1) Explore portal alternatives
2) Develop/support knowledge Db
3) Develop Job Aids
4) Train Help Desk; HR; employees

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ATS Project

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ATS Project

Integrated Talent Management

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ATS Estimated Project Timeline

Mar → Aug 2013
Initiate

Research
Agency Work Sessions
Business Case Development and Presentation

Aug → Feb 2014
Invest/Plan

Identify Funding
ATS/RFP Implementation Planning
Procure IT Tool
Standardize Hiring Data Input

Mar → June 2014
Design, Develop

Agency Participation
Design / Develop ATS
ATS Implementation Support

July 2014 → Beyond
Deploy, Operate, Support

Phased Rollout
Core functionality rollout
Additional ATS functionality (other than core functionality)

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ATS Project: HR Transaction Standardization

Scope

FY14: Phase I Processes

- Job & Position Creation
- New Hires / Rehires
- Concurrent / Additional Jobs
- Transfers
- Terminations

FY15: Phase 2 Processes

- Change in Pay / Overtime
- Leave
- Comp Time
- Alternative Work Schedules

Draft Timeline

Aug/2013	Sept	Oct	Nov	Dec	Jan	Feb/2014

Internal Planning
Review current process and UPK Training Docs

Agency Participation Phase 1
Business Process Reengineering

Determine Resolutions
Plan Development

Training/Enterprise Rollout

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JCCP: Getting the Job Classification and Pay Structure Right

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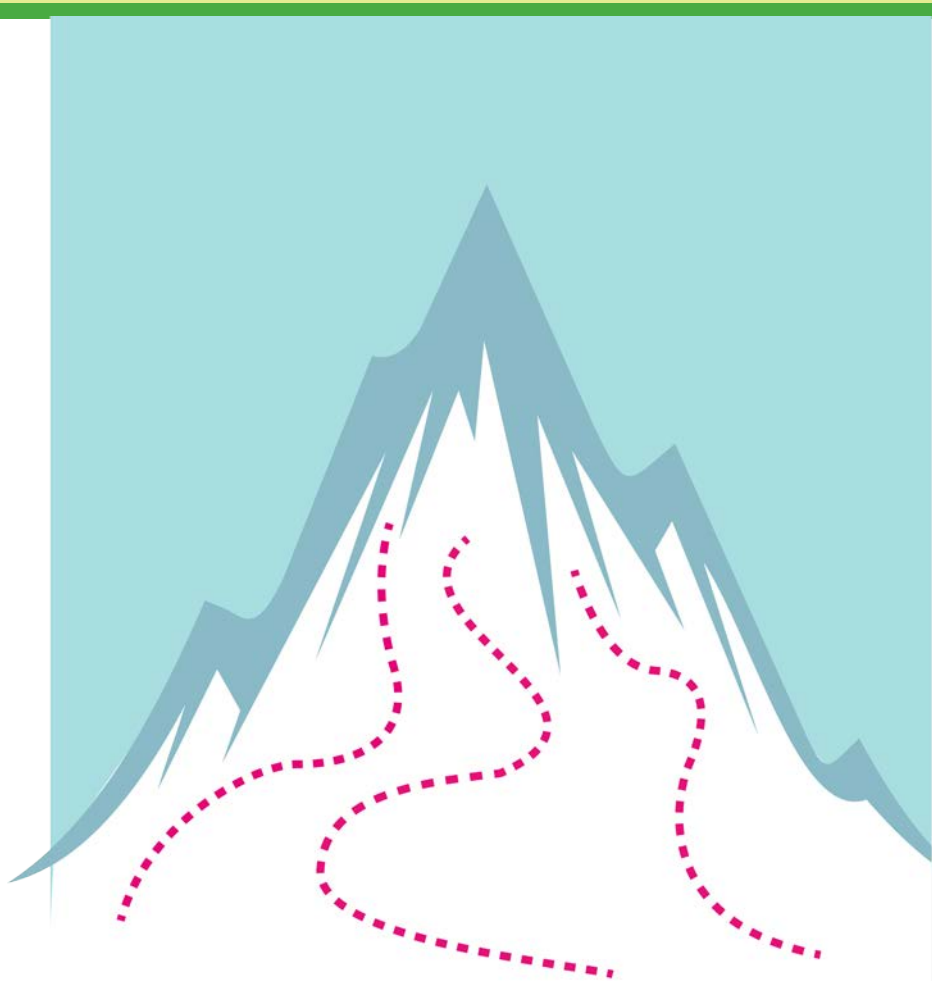
History of State Government Job Classification… a long, uphill struggle with switchbacks

2002-2009
State initiative to reduce number of jobs – with an administrative focus . Uncontrolled growth in number of State jobs

January 1, 2008
State pay structure was adjusted by 3%

October 2011
PeopleSoft 9.1 technical upgrade — lost job functionality

July 2012
HRA tasked with getting the job classification and pay structure right



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What the JCCP Project is … and is not

It is all about providing a future foundation for talent management

- career path for employees
- improved employee experience
- understanding the jobs we need to align with the market

It is NOT just an administrative exercise (counting jobs, creating paperwork)

- it's about governance and efficiency
- critical to ensuring that we clearly understand the jobs and talent we need across the state

It is about avoiding pay impact on employees

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Project Summary: Our path to getting it right

What You Said…	What We Concluded…	What We Accomplished…
"Need more realistic job titles"	The naming conventions that we were using were not clear; confusing job titles, e.g. PS: Purch & Proc Spec (WL)	Created more realistic job titles
"Can't find job I need"	Over-consolidation of jobs Business culture not captured	Added jobs back in a thoughtful way Considered business culture
"Hard to know which pay grade a job belongs in"	Ineffective pay structure … e.g. overlap of grades, employee and supervisor on same pay grade	We've been working to create a new pay structure
"I go back to the old system"	Project halt left us with two job structures (Job Codes)	Working towards a single classification system

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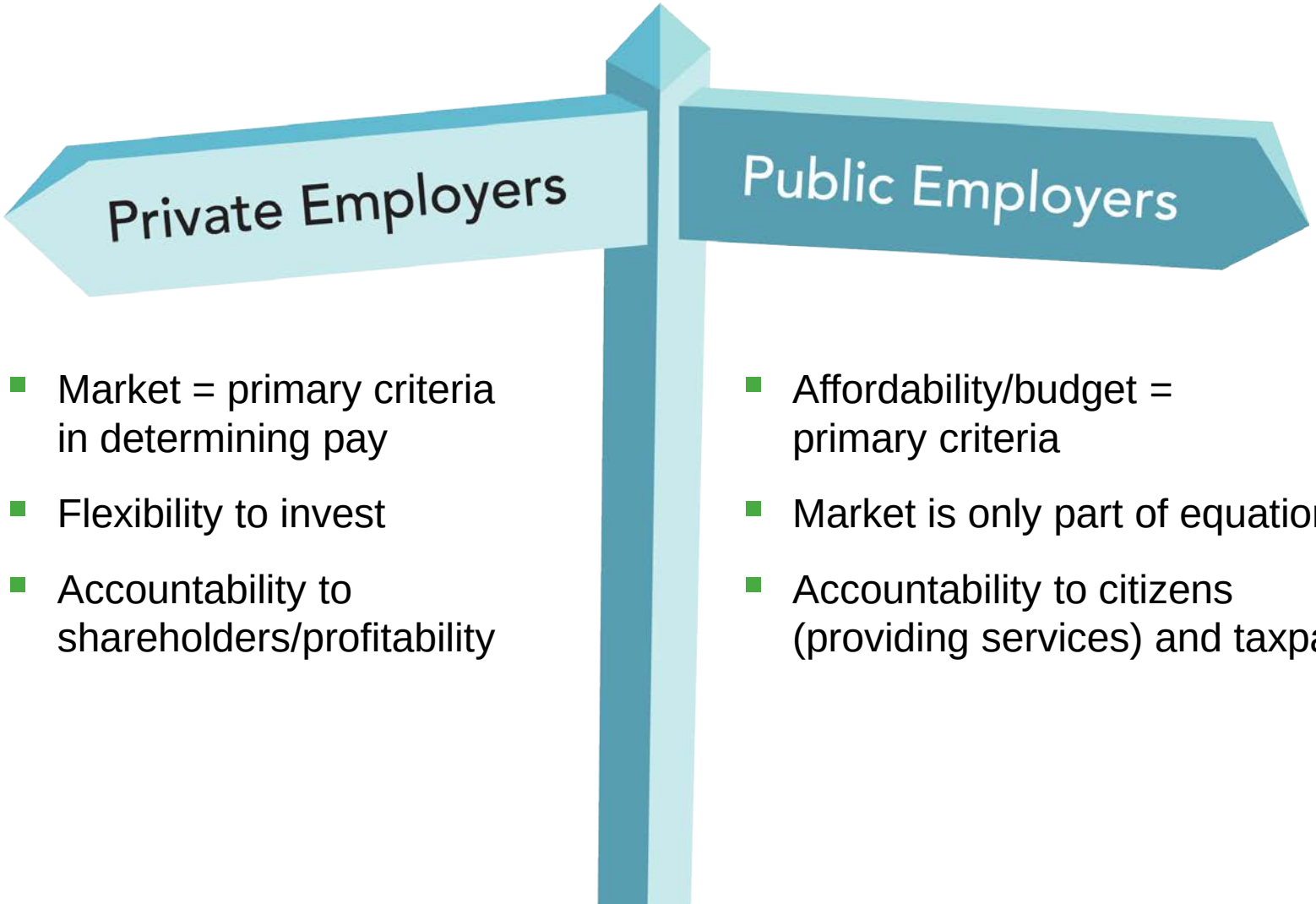
Pay Structure

- Market
- Current Structure
- Future Structure

Why we think about pay differently than the private sector



Private Employers

- Market = primary criteria in determining pay
- Flexibility to invest
- Accountability to shareholders/profitability

Public Employers

- Affordability/budget = primary criteria
- Market is only part of equation
- Accountability to citizens (providing services) and taxpayers

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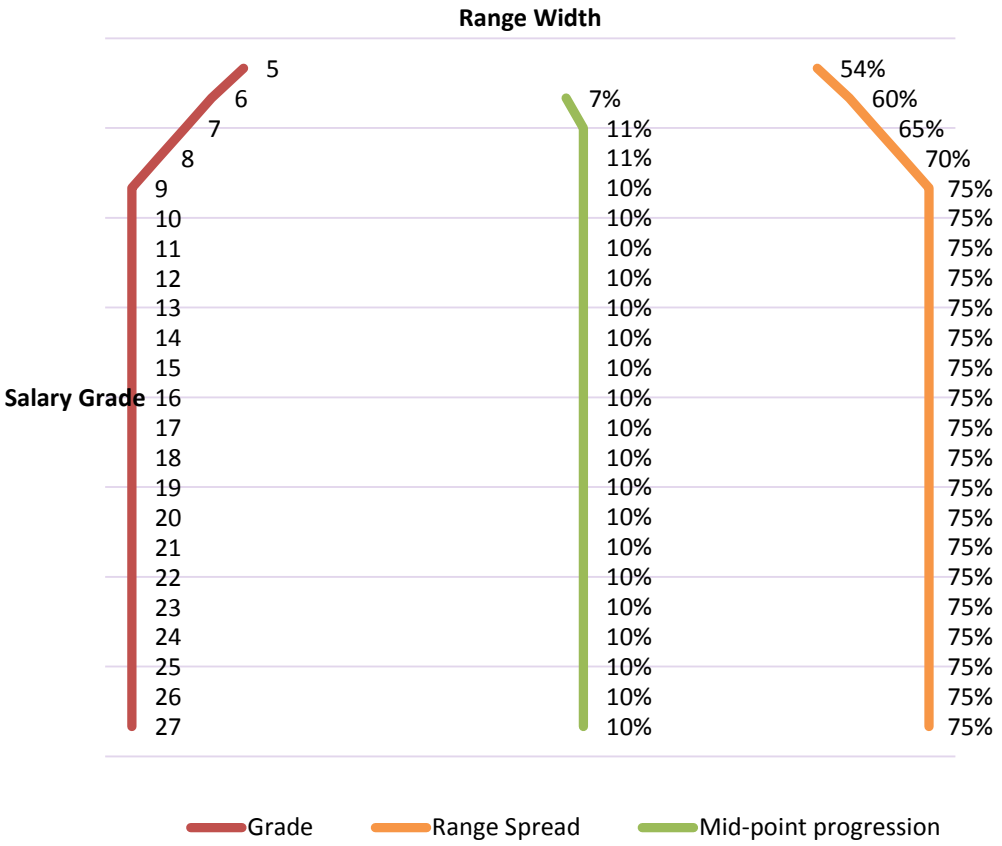
The way we define market varies depending on the job

Public sector + **Regional considerations** + **Private sector considerations** =

Our Definition of Market

Current SWD Structure

Fixed, static range widths + too many pay grades	No clear career path progression since employees can stay in a grade and never max out
Flat midpoint progression created more range overlap	Encourages arbitrary job assignments
Job classification issues with multiple job codes	Varying pay grade assignments for same job duties



Future SWD Structure

Increase range spread from entry levels to managerial levels	Clear hierarchy of advancement
Progressive midpoints & fewer pay grades, less grade overlap	Eliminates arbitrary job assignments
Alpha pay grades	New structure identity

Project Benefits: This is about setting our strategic direction for the future

Agency Benefits –

- Classification System that covers enough levels to meet agencies business needs
- Pay Structure that is aligned to “best practices” with clear articulated career progression
- Job aides that assist and guide agencies in salary administration

Enterprise Benefits –

- Understand our jobs and talent needs
- Set the talent management foundation
- Set the direction for enhancing the employee experience and sharing the possibilities with employees and recruits

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JCCP Project Next Steps

Date	Project Activity
Now -> November 30	▪ HRA assigning pay grades to Phase I Occupational Areas ▪ HRA to follow-up with agency feedback for the following Phase II Occupational Areas: General Support, Health Care, Law Enforcement, Regulatory, Facilities, Financial and Social Services.
January -> February 2014	Occupational Areas with new Pay Grade Assignments available for review
March -> April 2014	Review of employee conversion reports from PeopleSoft Testing
May 2014	New Job Structure available in PeopleSoft

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Integrated Talent Management

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New Functionality

Career Paths for Job Series

ORACLE

Home | Worklist

Favorites | Main Menu > Workforce Development > Career Planning > Prepare Evaluation/Career Plan > Career Progression Chart

Career Progression Chart

Business Unit: GBIBU Global Business Institute BU

Job Code: 140035 Analyst-Financial

Career Path - Approved/Official

Analyst-Financial
Career Move: 0
Job Option Number: 1

Analyst-Financial Sr
Career Move: 1
Job Option Number: 1

Manager-Accounting
Career Move: 2
Job Option Number: 1

Senior Mar
Career Move:
Job Option Nu

Consultant-Junior
Career Move: 1
Job Option Number: 2

Consultant-Senior
Career Move: 2
Job Option Number: 1

- Analyst-Financial

Business Unit: GBIBU Global Business Institute BU

Job Code: 140035 - Analyst-Financial

Required Competencies

Competency Details

Competency	Rating Description
Customer Service	3-Good
Teamwork	3-Good
Functional / Technical Skills	

View Career Path Table

Profile Comparisons

Select any other job in the career progression chart to perform a profile comparison between that job's profile and that of Analyst-Financial.

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New Functionality

Job Profiles & Descriptions

Non-person Profile

Profile ID: 100886
Profile Type: JOB Job
Profile Status: Active
Description: Analyst - Financial
Short Description: 140035
Profile Actions: <Select Action>

Profile Syndications
Competencies Responsibilities

Competencies (Approval Not Required) Customize

ID	Competency
COREP01	Customer Service
KX1001	Teamwork
LOM00024	Functional / Technical Skills

Competencies Responsibilities

Profile Identities (Approval Not Required)

Profile Associations

Return to Previous Page

Non-person Profile

Profile ID: 100886
Profile Type: JOB Job
Profile Status: Active
Description: Analyst - Financial
Short Description: 140035
Profile Actions: <Select Action>

Profile Syndications
Competencies Responsibilities

Responsibilities (Approval Not Required) Customize

ID	Responsibility
K0000001	Participate in Quarterly Close Proc
K0000006	Prepare various financial reports
K0000011	Generate Analytical Reports
K0000013	Communicate Analysis

Competencies Responsibilities

State of Georgia Job Description

Job Title : Human Resources Mgr
Job Code: HRM010

Job Summary :
Plans, directs, and coordinates human resource management and/or human resource
an organization to maximize the strategic use of human resources. Maintains funct
compensation, recruitment, policy development, and regulatory compliance. Oversee
implementation of personnel policies. Directs subordinate supervisors and staff.

Non-person Profile

Profile ID: 100886
Profile Type: JOB Job
Profile Status: Active
Description: Analyst - Financial
Short Description: 140035
Profile Actions: <Select Action>

Profile Syndications
Competencies Responsibilities Qualifications

Degrees (Approval Not Required) Customize | Find | View All | First

ID	Degree
BS	Bachelor of Science

How you can help in this journey?

- Work with HRA on data cleanup and job classification issues
- Assist with data validation (how you would like to validate i.e. spreadsheets)
- Assist with user acceptance testing

- Provide timely feedback/review to meet the delivery date
- Ask questions if you are unsure of the process
- Work with HRA on communication and change management methods

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Flexible Benefits Update

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Flexible Benefit Changes

	Vision	Life	Disability
Monthly Premium Savings	↓ $6.20→$4.54	↓ $6.15→$5.25	↑ STD no change LTD $4.52→$4.54
Increased Benefits	+ 12mos→1-11mos Reduced wait time for eyeglass replacement Transitional Lenses (Select Plan Plus) ID cards	+ 9X→ 10X Salary Max Up To $1m → $2m	+ $800 → $1,000 STD Weekly Max Taxed→Tax-free LTD disability benefit
Enhanced Network Access Rural Georgia	+	N/A	N/A

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SCCP Update