# HR Community Involvement

All four project charters appear in this one document. If you want to read only one charter, click on the project of interest from the Table of Contents to go directly to that one charter. If you want to read all project charters, you may click on any project in the Table of Contents and scroll up or down to read the remaining charters. Once you are done reading about the projects, you have two methods to sign up to participate in a project. You may scroll back to the top of this document and click on the link to the online form that appears in the Table of Contents. Alternatively, you may close out this document, which will return you to the memo, and use the online form that appears in the memo.

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Sign up Online for the HR Community Involvement Opportunities

**DOAS HR COMMUNITY**
**PROJECT CHARTER**

**Project:** Job Classification Redesign Project

**Sponsor:** Candy Sarvis
Deputy Commissioner, HRA

**Lead:** Charlie Brooks
Compensation Manager

**Start Date:** August 2012 **Completion Date:** June 2013

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**Strategic Goals**
**Supported:** To present a revised job redesign project business case by 12/31/12
To complete or begin implementation of the job classification project by 6/30/13

**Scope:** Design, implement, and administer a job classification structure that is externally competitive, internally equitable, and flexible in meeting the State's diverse needs.

**Purpose:** To replace current fragmented job classification system of Georgia's Statewide Salary Plan with one embraced by the Statewide HR Community

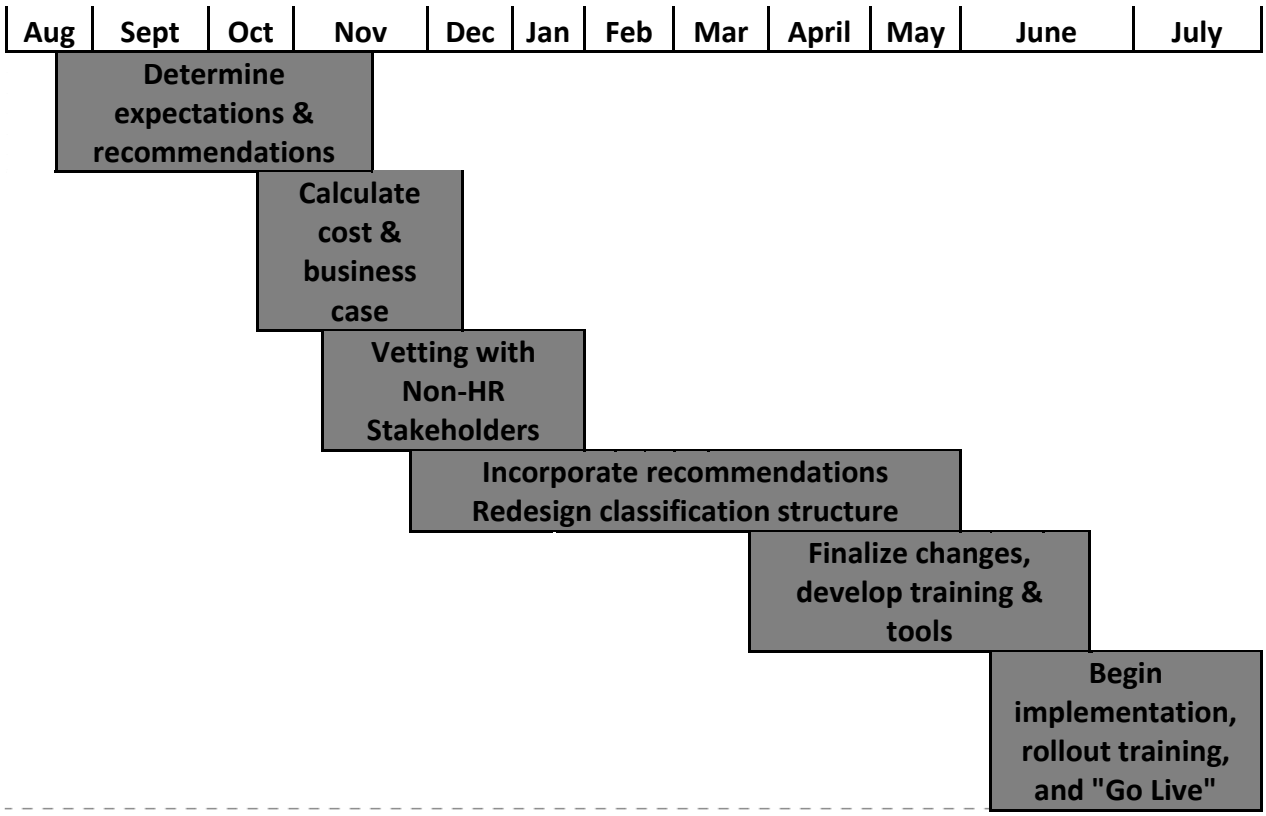
**Work Team:**

| Name | Title | Role |
|---|---|---|
| Jennifer Kennington | Director, HRA | Project Director |
| Charlie Brooks | Compensation Manager | Project Lead/Meeting Chair |
| Pauline Moon | Compensation Specialist | Project Liaison |
| Beverly Nash | Compensation Specialist | Project Liaison |
| Roger Custin | Senior Business Analyst | IT Liaison |
| TBD | Communication Specialist | Marketing/Communications Liaison |

**Processes:** Focus groups and individual meetings at agency locations will identify current practices, expectations, criticisms, and recommendations of the State's HR community. Surveys, questionnaires, and benchmarking data will provide additional data. Current and proposed practices will be identified. Activity-based costing procedures will calculate

the comparative cost/benefit ratio of current and proposed practices. With input and assistance from the HR Community, the Project Team will (re)design a cost-effective, competitive, equitable, and flexible job classification structure to meet the diverse business needs of state agencies. The team will report project status on a monthly basis to HR community.

**Timeline:**




| **Project Actions** | **Responsible Team Member(s)** |
|---|---|
| **Determine expectations, criticisms, and recommendations of HR community.**<br><br>**Process:** Listen to the stakeholders.<br><br>This involves clarification of the expectations and recommendations of the State, DOAS and HRA leadership, HR Community, and HR directors.<br><br>It entails informal discussions with all HR Directors of the twenty or so Executive Agencies and HR Directors as well as other HR opinion leaders in the larger HR community. These involve face-to-face | Project Sponsor, Project Director,<br><br>Project Director, |

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| meetings at each HR Director's location or a neutral location (e.g., over lunch) as well telephone contact. This allows each HR Director to be as forthright as possible without the social inhibitions or expectation that accompany group meetings. Group meetings occur at later phases.<br><br>An important aim of this stage is to identify the level, context, and basis of support by individual HR Directors. Innovators and early adaptors represent opportunities to capitalize on good will, support, and the demonstration of concrete benefits of newly developed tools and processes. Those less inclined to support the project offer opportunities to identify strong objections and the means to overcome them. Accordingly, an additional aim is to clarify which elements of the classification system create which problems for which agencies. Importantly this stage aims to identify possible solutions recommended by individual members of the HR Community.<br><br>**Resources**: Interview protocol & focus groups.<br><br>**Deliverables**: Summary of objections & proposed solutions by business group, agency, size, and occupation. | Project Lead,<br><br>Project Lead, and Project Liaisons |
| **Build business case for project alternatives**<br><br>**Process**: This process uses information obtained in the previous step to estimate costs and benefits of the current classification system vs. the alternative solutions proposed in the previous step. Takes into account staff & agency time, as well as impact on personal services budget.<br><br>**Resources**: Benchmark data,<br>SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis<br>Activity-based costing procedures<br><br>**Deliverables**: Cost benefit analysis of current, proposed, and adopted classification systems | Project Lead and Liaisons |
| **Vetting with Non-HR Stakeholders**<br><br>**Process**: Meetings with agency heads, OPB, State Personnel Board, legislators, and other stakeholders to gain executive support<br><br>**Resources**: Existing contacts and relationships. | Commissioner and Project Sponsor, Project Director and Project Liaisons |
| **Redesign classification structure with recommendations** | Project Lead and |

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| **Process**: Convene voluntary work teams by business group, occupation, and job class owner. Incorporate beneficial solutions into design. Reconcile structural gaps, redundancies, inequities in enterprise framework as well as in agency/market structure.<br><br>**Resources**: Quality improvement processes (e.g., house of quality, group problem solving and creativity processes)<br><br>**Deliverables**: Enterprise consistent & agency flexible classification structure | Liaisons |
| **Finalize changes, develop tools & training**<br><br>**Process**: Troubleshooting based on feedback. Create tools to lessen the burden on agency staff in learning new processes. Make available tools, electronic as well as hard copy job aids that allow non-experts to achieve expert results. This may entail hierarchical authorization of agency use of enterprise tools. Custom training designed for agencies of different sizes and resources. Instruction in use of procedural guides & automated tools.<br><br>**Resources**: Curriculum design procedures. Internal training staff.<br><br>**Deliverables**: Training materials and procedural guides. | Project Lead and Liaisons |
| **Begin implementation, deliver training, and "Go Live"**<br><br>**Process**: Deliver custom training designed for agencies of different sizes and resources. Instruction in use of procedural guides & automated tools.<br><br>**Deliverables**: New statewide job classification system with appropriate pay grade alignment<br>Users capable of using new classification processes | Project Lead, and Liaisons |
| **Close out project**<br><br>**Deliverables**: Final communication of completed implementation. Conduct post-implementation survey. | Project Sponsor, Director, Lead, & Liaisons |

**DOAS HR COMMUNITY**
**PROJECT CHARTER**

**Project:** Flexible Benefits Procurement Evaluation Team

**Sponsor:** Candy Sarvis
Deputy Commissioner, HRA

**Lead:** Barbara Heard
Benefits Manager

**Start Date:** January 2013 **Completion Date:** December 2014

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**Strategic Goals**
**Supported:** To rebid all flexible benefit plans for cost savings and plan design changes by 12/31/14

**Scope:** Conduct RFPs for all flexible benefit plans

**Purpose:** To ensure competitive, attractive flexible benefit plans that meets the needs of state employees and their dependents

**Work Team:**

| Name | Title | Role |
|---|---|---|
| Jennifer Kennington | Director, HRA | Project Director |
| Barbara Heard | Benefits Manager | Project Lead/Meeting Chair |
| Chris Barfield | Benefits Specialist | Meetings & Communications Liaison |
| Valencia Timmons | Benefits Specialist | Benefits Consultant Liaison |
| Patricia Applewhite | Benefits Specialist | Meeting Invites & Minutes |
| Scott Kubie | Procurement Officer | Procurement/RFP |
| Chad DaBella | Accounting Manager | Financial/Billing |
| Kara Berlin | Legal Officer | Legal/Contracts |
| TBD | HR Director/Designee | Healthcare Agency |

| | | |
|---|---|---|
| TBD | HR Director/Designee | Public Safety Agency |
| TBD | HR Director/Designee | Administrative/Financial Agency |
| TBD | HR Director/Designee | Education Agency |

**Processes:** Overview of flex evaluation team process:
Agency participants on the evaluation team will serve one full calendar year with the option to serve the following year. HRA will have an orientation for the flex evaluation team to discuss the process and expectations in detail. Once the benefit consultant is secured, the team will have a meeting to discuss plan design and the RFP requirements and will be allowed to review the RFP draft document. After the RFP has been conducted and initial scoring has been completed by the benefit consultant, the scoring will be sent to the team and another meeting will be held to discuss the results. Minutes will be taken by the HRA benefits staff and distributed to all team members.

Other optional opportunities for flex evaluation team include attending proposer's conferences, attending EBPC meetings, vendor site visits, etc.

The flex evaluation team will report status of the project to HR community on a monthly basis.

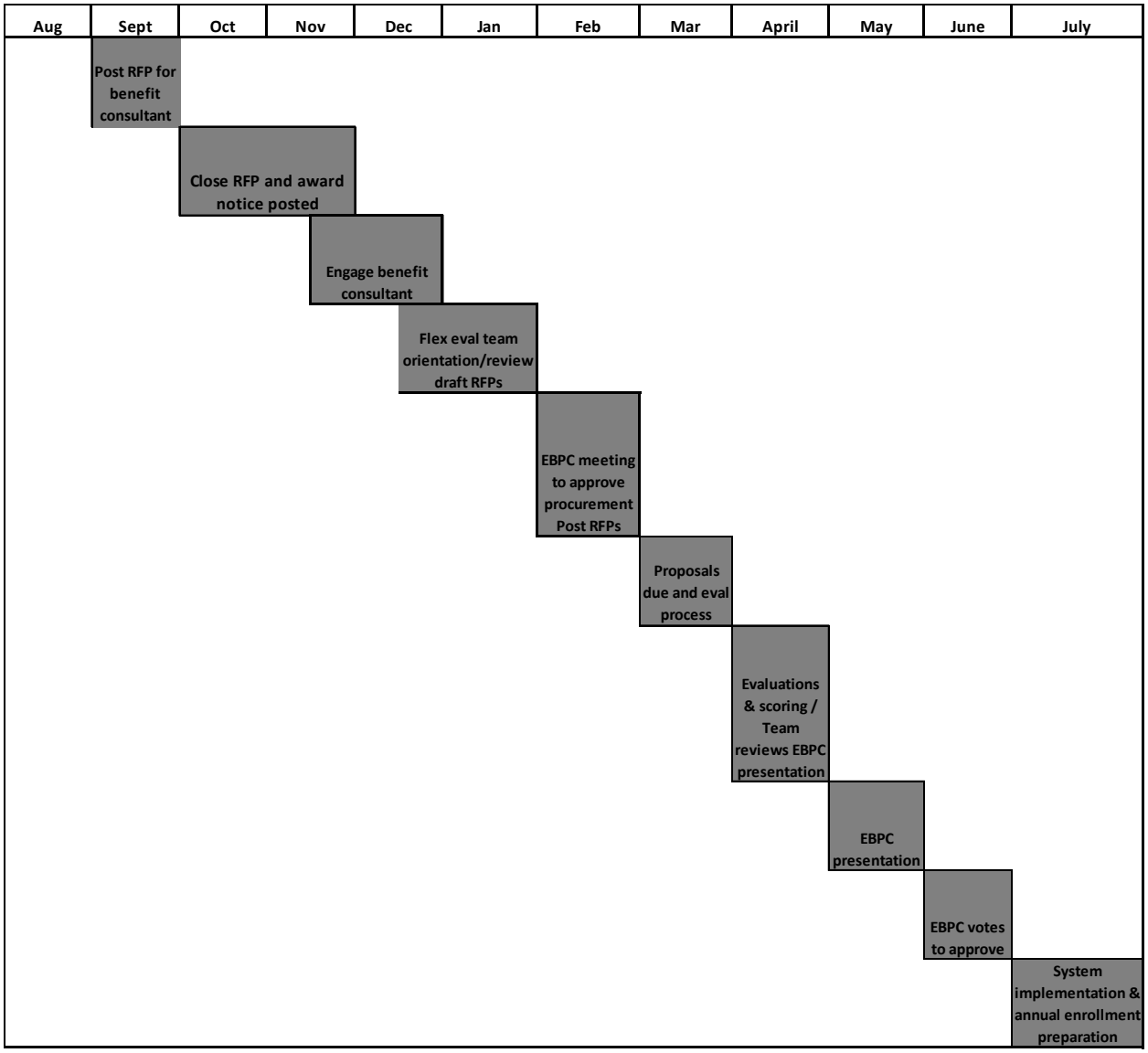
**Deliverables:**

Phase I – 2013/2014 Benefit Plans:
- Vision
- Disability (Short & Long Term)
- Life (Employee, Spouse, Child)

Phase II – 2014/2015 Benefit Plans:
- Spending Accounts
- Critical Illness & Accident
- Legal

**Timeline:**

Phase I:




Phase II:

Similar schedule during 2013/2014 for rebids effective 2015 plan year

**DOAS HR COMMUNITY**
**PROJECT CHARTER**

Project: HR Practices Team

Sponsor: Candy Sarvis
Deputy Commissioner, HRA

Lead: Johnnette Heard
Policy and Compliance Manager

Start Date: September 3, 2012

Completion Date: September 2013

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**Strategic Goals Supported:**

- Develop & implement web-based enterprise HR audit tool by 12/31/12.
- Complete comprehensive review/re-write Personnel Board Rules by 12/31/13.

**Scope:** Update State Personnel Board Rules to ensure compliance with applicable laws and best practice standards. Develop and implement HR Model Policies and Procedures for Recruitment and Selection, Performance Management, Job Classification, and Compensation, Benefits Administration, and Employee Relations specific to Georgia State Agency business practices. Provide input into HR Audit Program; Develop and implement a statewide HR Training program.

**Purpose:** Provide a framework of consistent core personnel rules that comply with state and federal employment laws, and assist agencies in the development of internal policies; Identify rules that are outdated, need additional clarification and/ or administrative corrections and recommend modifications to DOAS Deputy Commissioner, Commissioner, and SOB Board for approval; Provide training on Rules to HR Director's.

Provide resources for the HR community to obtain practical training and guidance; Ensure compliance with SPB Board Rules and employment laws; Improve HR data integrity.

**Work Team:**

| Name | Title | Role |
|---|---|---|
| Johnnette Heard | HRA Policy & Compliance Manager | Team Leader/Chair |
| Charmaine Johnson | HRA Enterprise Services Manager | Co Chair |
| Gail Stowers | HRA Policy & Compliance Specialist | Team Member |
| Felicia Lowe | HRA Policy & Compliance Specialist | Team Member |
| Barbara Murdock | HRA Policy & Compliance Specialist | Team Member |
| _____ | HRA Enterprise Services Consultant | Team Member |
| Kara Berlin | DOAS Attorney | Legal Advisor |
| _____ | DOAS Mkt Communications/Web | Support as needed |
| _____ | DOAS IT Support /Tier 1 Help Desk | Supported as needed |
| _____ | SAO HCM Subject Matter Expert | Support as needed |
| _____ | HR Director (SME Designee/Internal Legal) | Healthcare, Agency |
| _____ | HR Director (SME Designee/Internal Legal) | Public Safety Agency |
| _____ | HR Director (SME Designee/Internal Legal) | Education Agency |
| _____ | HR Director (SME Designee/Internal Legal) | Administrative Agency |
| _____ | HR Director (SME Designee/Internal Legal) | Legal Agency |
| _____ | HR Director (SME Designee/internal Legal) | Financial |

**Processes:**

The initial meeting will be chaired by the Deputy Commissioner to provide direction. Committee members will be divided into the following sub committees: SPB Rules, HR Audit, Model Policies and Procedures. Team members will:

- Serve as agency policy SME and participate in bi-weekly meetings;
- Collect data through independent research, focus group discussions, or surveys of Georgia agencies and other states as necessary;
- Draft recommended modifications to State Personnel Board rules; HR Audit content and/or tool functionality
- Submit recommendations to the Deputy Commissioner and Commissioner for consideration.
    a. Final draft modifications to SPB Rules will be presented to the SPB Board for review and approval through the administrative process. Final Rules will be communicated and published. (See attached timeframe).
    b. Rule modification will be incorporated into HR Audit Program and Model Policies
- Assist in developing HR training program

The project lead will establish meeting agendas prior to each meeting and distribute, facilitate meeting discussions, make team assignments, identify project barriers and escalate issues for resolution, and provide monthly status reports to the Deputy Commissioner and Commissioner. The Secretary will take and distribute meeting minutes. The role of the secretary will be rotated amongst committee members. This process may be refined as the project matures.

Time Commitment:

- Meetings. 27 meetings to be held on the 2nd and 4th Wednesday of each month from 10:00a.m. to 12:00 pm
- Sub Committee Meetings and independent Research may require an additional 5-10 hours per month
- Committee may be reconvened during the SPB administrative approval process

Location: DOAS Human Resources Administration Offices, 200 Piedmont Avenue, ATL, Ga 30334 Suite 504 West Tower; Conference rooms will be assigned at initial meeting

**Deliverables:**

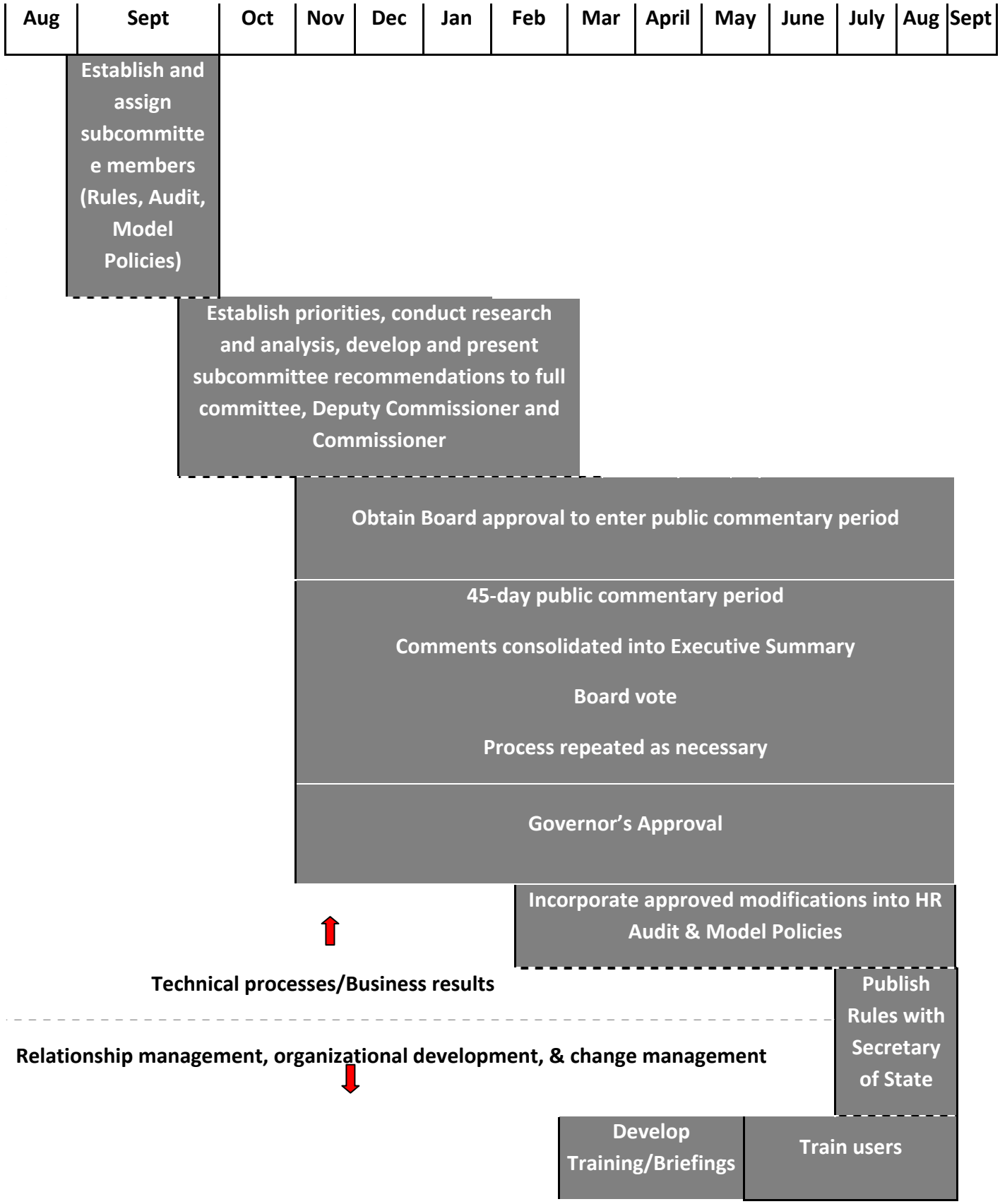
1) Recommendations for the modification to identified State Personnel Board (SPB) Rules

   Upon completion of the SPB administrative approval process, modified rules will be signed into law by the Governor, published with the Secretary of State, and communicated to state agencies.

2) Agency input on HR Audit Program content and tool functionality

3) Published Model Policies and Procedures Documents

4) Training Program on SPB Rules/Model Policies and Procedures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Establish and assign subcommittee members (Rules, Audit, Model Policies)
Establish priorities, conduct research and analysis, develop and present subcommittee recommendations to full committee, Deputy Commissioner and Commissioner
Obtain Board approval to enter public commentary period
45-day public commentary period
Comments consolidated into Executive Summary
Board vote
Process repeated as necessary
Governor's Approval
Incorporate approved modifications into HR Audit & Model Policies
Technical processes/Business results
Publish Rules with Secretary of State
Relationship management, organizational development, & change management
Develop Training/Briefings
Train users

**DOAS HR COMMUNITY**
**PROJECT CHARTER**

**Project:** Performance Management Advisory Team

**Sponsor:** Candy Sarvis
Deputy Commissioner, HRA

**Lead:** Beth Valenta
Performance Management, Program Manager

**Start Date:** July 1, 2012

**Completion Date:** June 30, 2013

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**Strategic Goals Supported:**

- Improve ePerformance approval/ratings functionality by 4/30/13
- Design and develop web-based performance management training by 6/30/13
- Increase the number of executive branch agencies using the state performance management program from 65 to 75 by 6/30/13

**Scope:**
The Performance Management Advisory Team is focused on helping to identify and implement strategies and initiatives that support successful performance management across the state.

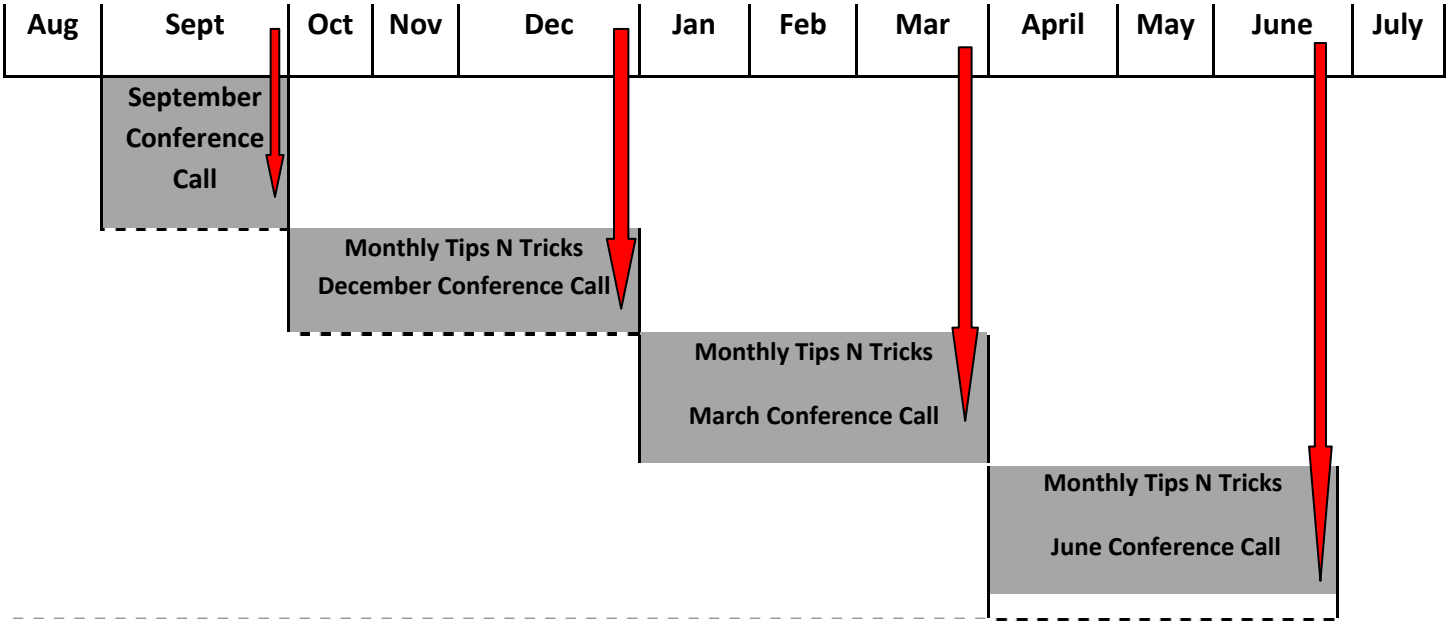
**Purpose:**
Serve as a sounding board for strategies, processes, and tools focused on enhancing the state's performance management process. The Performance Management Advisory Team ensures that all initiatives and tools rolled out across the state meet the needs of a variety of agencies and address "real world" agency concerns.

**Work Team:**

| Name | Title | Role |
|---|---|---|
| Beth Valenta | Program Manager, HRA | Project Lead/Meeting Chair |
| Kim Walker | HR Specialist, HRA | Technical Assistant |
| Roger Custin | Sr. Business Analyst, DOAS | IT Liaison |
| Karen Hampton | HR Director – GA Dept of Economic Development | Member – Community |
| Al Howell | HR Director – Department of Community Affairs | Memer – Community |
| Mike Long | HR Director – Dept of Natural Resources | Member – Community |
| Susan Rubino | HR Manager – Dept of Labor | Member – Community |
| Barbara Dunn | HR Director – GA Forestry Commission | Member - Community |
| Dell Allen | HR Generalist – GBI | Member – Public Safety |

| Name | Title | Role |
|---|---|---|
| Kim Cameron | HR Manager – Dept of Transportation | Member – Public Safety |
| Pat Smith | HR Director – Dept of Corrections | Member – Public Safety |
| Courtney Ware | HR Manager – Dept of Corrections | Member – Public Safety |
| Sandra Bruce | HR Director – Dept of Defense | Member – Public Safety |
| Sherry Givens | Asst HR Director – Pardons and Paroles | Member – Public Safety |
| Ellie Cimaglia | HR Director – Dept of Revenue | Member – Financial |
| Justin Wade | HR Specialist – Dept of Revenue | Member – Financial |
| Rosemary Calhoun | HR Manager – Dept of Human Services | Member – Health |
| Maria Pease | HR Manager – DBHDD | Member - Health |

**Timeline:**




**Processes:**

- Conference calls held once per quarter or as needed to discuss new performance management initiatives or tools; Agenda and support materials distributed by email prior to meeting. Calls would typically be no more than one hour.
- Monthly emails providing "Tips N Tricks" will be used for review and feedback on an as needed basis.
- Updates to be provided to Deputy Commissioner on a quarterly basis following scheduled conference calls.

**Deliverables:**

For FY13, specific initiatives for possible focus include:

- Feedback on self-study training modules (two to three new modules + existing modules)
- Input on suggested revisions to ePerformance to simplify the Approval process
- Input on suggested implementation of enterprise-wide employee survey on performance management
- Review of results from enterprise-wide employee survey on performance management
- Review of FY12 year-end performance management metrics
- Feedback on process for gathering performance ratings from non-ePerformance agencies