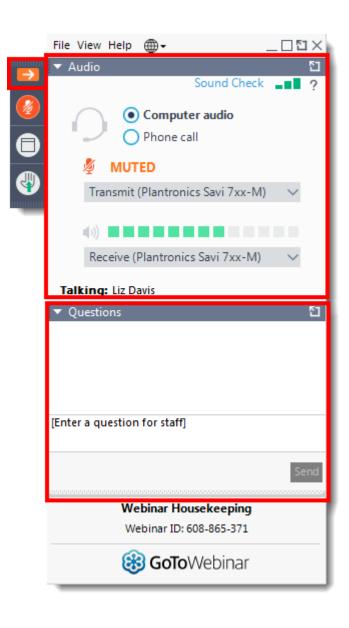


GoToWebinar Housekeeping: Attendee Participation



Your Participation

Open and close your control panel.

All attendees are in listen only mode for the duration of the meeting.

Submit questions and comments via the Questions panel.

Note: Today's presentation is being recorded and will be sent out in our follow-up communication.

Quarterly
HR Community Meeting
AGENDA

November 10, 2020, 10:00am – 12:15pm Via GoToWebinar

Welcome	Alex Atwood, Commissioner, DOAS
	Al Howell, Deputy Commissioner, DOAS
HR Challenges for 2021	
Challenges and Change Management	Matt Berry, KPMG
Challenges and Your EAP	Susan Baker, KEPRO
Agency HR Perspectives	Kristina Stroede, GaPSC Edward Butler, DJJ
HR Challenges Questions and Answers	Al Howell, Moderator Panel of SMEs
FY20 Workforce Report Findings 2021 Workforce Trends	Patrick McKeon, DOAS Nicole Belyna, SHRM Bo McDaniel, DOAS
Financial Implications of SB176	Flavia Peynado, ERS
HCM Self-Service Updates	Roger Custin, DOAS Deborah Rollins, DOAS
Meeting Wrap-Up 2021 Meeting Dates	Al Howell, DOAS



Alex Atwood, Commissioner

DOAS

Al Howell, Deputy Commissioner,

DOAS



Instructions for using Poll Everywhere:

Web



- 1 Go to PollEv.com
- 2 Enter HRA160

Text



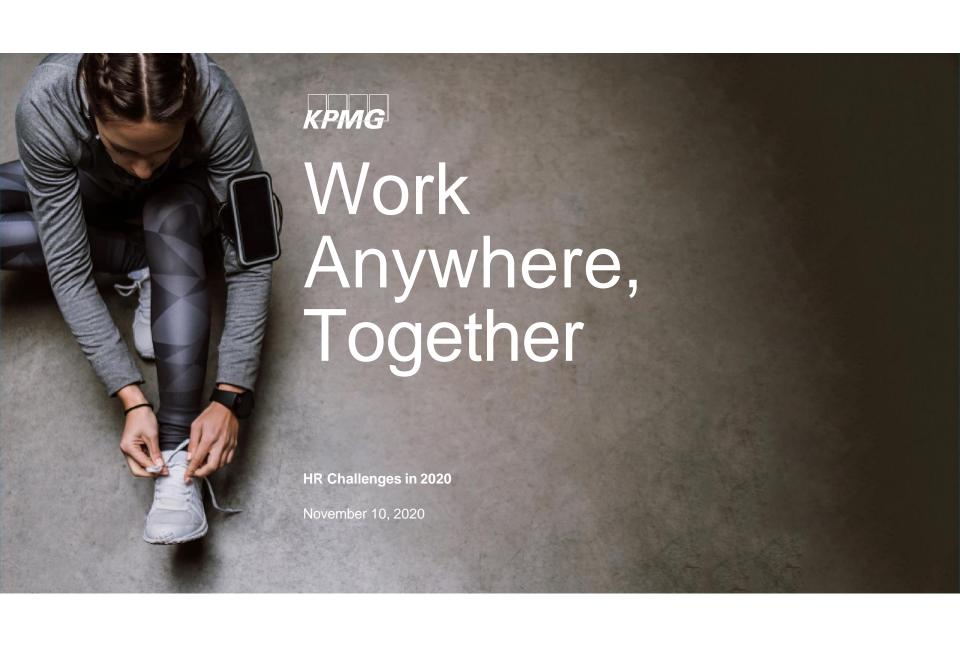
1 Text a CODE response to 22333



In one word, describe your view of potential HR challenges in calendar year 2021.

HR Challenges for 2021: Challenges and Change Management

Matt Berry, Director KPMG



The new reality

The "new reality" isn't necessarily a world without working in an office; it's just a world where we focus on the work instead of the office.

"Crowded corporate offices with thousands of employees may be a thing of the past. We've proven we can operate with effectively no footprint"

—CEO, Morgan Stanley



"...we can work in different ways, and as a result, the company does not need all its global offices."

—CEO, Mondelez International

"A lot of people have learned that they can work at home."

-Warren Buffet





"75% of TCS employees will permanently work from home by 2025."

—CEO, Tata Consulting.75



Steps to a new reality

There are a number of considerations in planning return to work options flexibly



Priority groups

Which groups are a priority for returning to work on-site?



Scheduling

How do we group teams to be in the same physical space?



Health & well-being

Continued provision of additional health and well-being measures, both on-site and virtually



Effective working

Designing how mixed teams will work, e.g., team meetings combining face-to-face with virtual, to ensure consistent interactions



Employee engagement

Continued engagement through communications at all levels and across location-based and virtual teams



Technology

Management of technology and networks to cope with combination of in-house and remote access, ensuring remote workers are not disadvantaged



Policy

Redesign and alignment of HR and employment policies (performance management and accountability) to the new working practices



Facilities & workplace

Redesign of work space to serve remote and face-to-face simultaneously



Workplace dimensions

A key consideration for where work gets done is what drives the purpose and nature of the work being done. KPMG's workplace dimensions differentiate where that value is delivered.

People



This is usually service-oriented work requiring the workforce to attend to customers or colleagues.

As customer interaction models evolve, these roles will also change in nature and perhaps become more digital/remote.

Ideas and information



The creation, use, and maintenance of information is, or can be, digital in nature in most developed economies.

Internal and external cultural assumptions are usually what restricts this work being done remotely.

Plant and equipment



Physical production or handling of product and infrastructure is unlikely to be done remotely.

However, we do expect that this work could become more decentralized overtime, reducing the density of workers.

Contract



Organized labor, individual contractors, and temporary workers may have opportunity for renegotiation of terms as they relate to the other workplace dimensions.

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Place



Ultimately, place is a characteristic of some roles, where a combination of the other workplace dimensions leads to a centralization of either customer service or production.



Our research

2 in 5 professionals are not satisfied with the current virtual work environment

KPMG polled more than 1,000 American workers to assess where they are struggling and what companies should do next:

Percentage of respondents saying work environment has worsened



Relationship with coworkers





Americans report their companies could have communicated better in how to prepare for this transition.

Workers in management roles are having a harder time adapting to the new normal. American Workers feel somewhat prepared to transition to remote work, yet nearly one-half felt their productivity has worsened.

Despite feeling prepared, Americans are struggling to cope with the new normal, especially parents and leadership.

American workers are resilient and are finding ways to make it work with their colleagues.

Employees who feel valued by their companies are reporting more success during this time.

Source: Covid-19 and the American Worker, KPMG LLP, April 2020



Our learnings

We've learned through our own experiences that sustaining benefits from virtual work is challenging.

Employees experiencing cognitive overload

The wall of collaborative meetings can limit our ability for deep work and contributes to cognitive overload.

Working alone is easier than working together

In this new virtual environment, efficiencies with remote work has improved individual productivity.

Our experiences

Employees crave flexibility in their day-to-day

The realization of limited balance and control in work and life has been amplified.

Connected doesn't always equal connection

We're more connected than ever, but the virtual environment lacks authenticity and feels less human.





Work Anywhere, Together...

Today's reality

Working remotely is straining IT and challenges the work-from-home culture

Physical offices are empty – reconfiguration, barriers, and '6 foot offices' are expected

The workforce is creating their own virtual offices based on their delivery needs

Organizations are finding their current service delivery model too rigid or severely lacking

The case for change

Tomorrow's opportunity

\$7+ trillion to be invested in making work more digital by 2023*

Lower real estate costs by up to \$10,000 per employee peryear**

Higher productivity and lower turnover from

reductions in commute time and better work/life effectiveness

More resilient service delivery models

that can quickly react and flex as business realities change



^{**}Advantages of Agile Work Strategies For Companies, 2020, Global Workplace Analytics



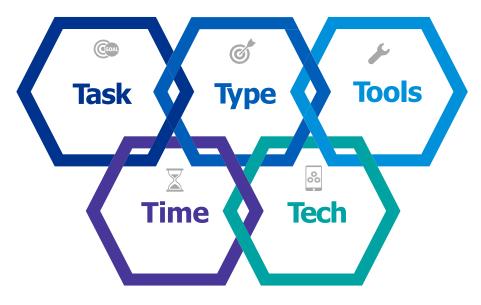
Effectively working anywhere

Working from anywhere requires work to be reoriented and intentional, rather than trying to reconstruct or maintain the old office format which leads to frustration and burnout

Task – looks at the discreet effort, outcome focused productivity, authorization to complete and linkages to other tasks and humans

Type– addresses the inherent work style associated with completing tasks eg. Collaborative v independent detail

Time– gives consideration to time to complete, team cadence, and the chronology of the human



Tools – focuses on the resources required to complete the tasks including new techniques, skills and information sources

Tech– addresses core, enabling and infrastructure technologies to complete the task on a remote basis



Longer term workforce strategy and shaping

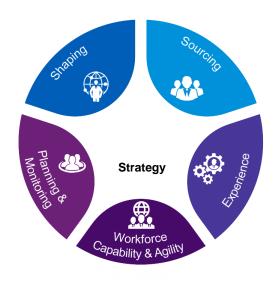
Longer-term strategic approach to managing the workforce, to ensure they capitalize on any investments and improvements that will naturally come as you mature in a hybrid model with flexible working options.

How has the people strategy changed—what are the KPIs in the new model?

What is the most appropriate structure to deliver in a virtual environment?

Ensuring that the workforce is optimized to move quickly between products, services, tools, and state geographies to meet constituentneeds

Building a workforce management capability to drive workforce design and decision-making by the leadership team



Optimal workforce mix

Resource options: permanent/fixed contract/ third party

Changes to consider include:

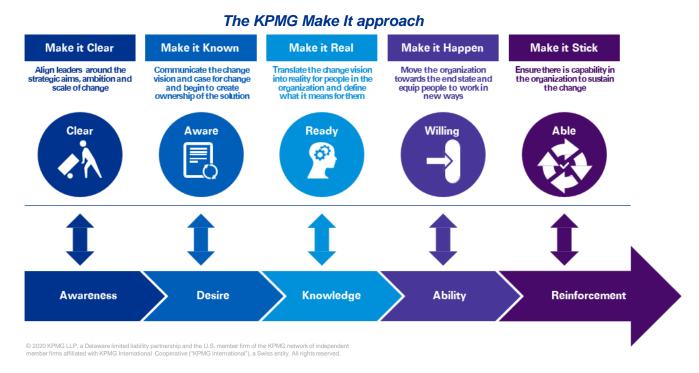
- Change leadership skill andstyles
- Culture and behaviors
- Performance & Reward
- Workspace
- Employee Value Proposition

Use of data analytics to model and test worforce scenarios and drive further insight on people and organization from CMS data



The importance of effective change management

For any significant change effort, whether an implementation, culture change, or new workplace model, a structured approach is critical to successfully preparing the workforce for change and promoting change adoption.







Thank you

Matt Berry

mtberry@kpmg.com



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HR Challenges for 2021: Employee Assistance Program

Susan Baker, Vice President KEPRO



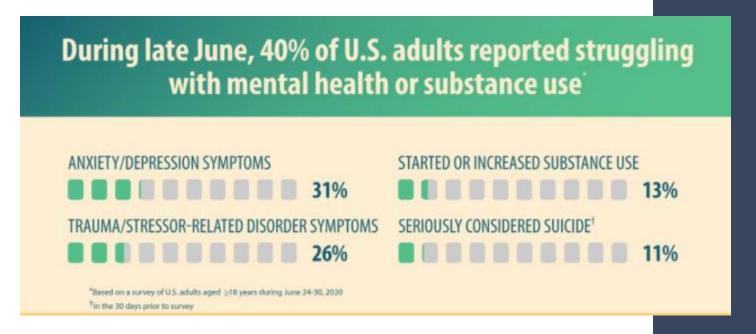
EMPLOYEE ASSISTANCE PROGRAM

Observations

- 2020 has been an unprecedented year COVID-19, Isolation, Disruption of daily lives (work and personal), Social and Civil Unrest, National and Local Elections and potential second wave of pandemic.
- 2. <u>Mental health</u> is an important part of overall health and wellbeing. It affects how we think, feel, and act. It may also affect how we handle stress, relate to others, and make choices.
- 3. People with pre-existing mental health conditions or substance use disorders may be particularly vulnerable in an emergency or times of uncertainty. (CDC).
- 4. Symptoms of anxiety disorder and depressive disorder increased considerably in the United States during April-June of 2020, compared with the same period in 2019 (CDC).
- 5. The long-term impact to our mental health is unknown. We fully anticipate increased need over the coming months.



Impact to Mental Wellness

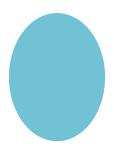


CDC.gov



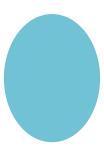
National Trends

- More than 2 in 5 US residents report struggling with mental health issues associated to COVID 19
- CDC study indicates 41% of respondents reported experiencing 1 adverse mental health condition
- 31% reported symptoms of depression
- 13% reported increased substance use
- 11% reported they had seriously considered suicide (more than twice the rate reported in 2018).
- Unpaid caregivers identified as a group with particularly high burden of distress.



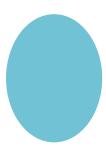
Pandemics are Stressful

- Increased isolation
- Increased anxiety, depression
- Relationship concerns



Impact to Daily Living

- Normal routines impacted
- Access to child-care and schools
- Support systems



Workplace Impact

- State employees are on the front line, providing critical services
- Many agencies have staff who are considered first responders





State of Georgia Trends - Employee Assistance Program

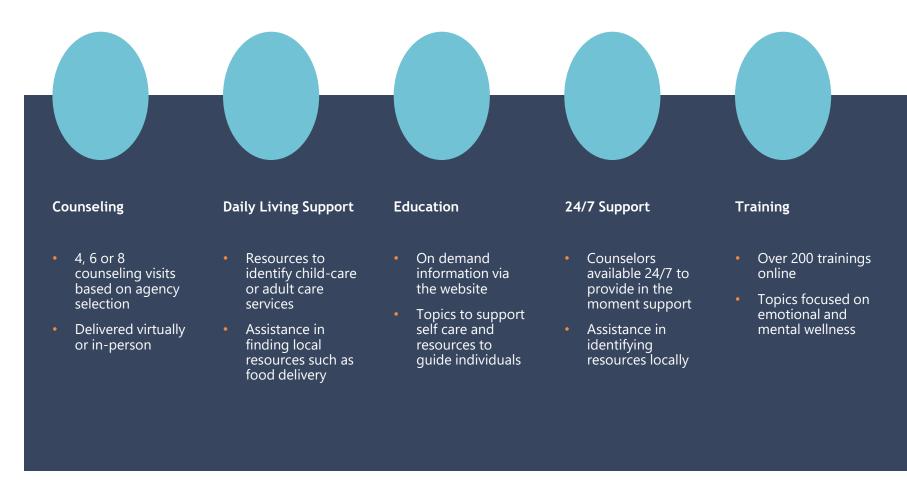
Utilization Data

- Jan March 2020 8.4% utilization
- April June 2020 6.5% utilization
- July September 2020 7.5% utilization
- The above trend followed our book of business we saw a slight dip in April through June, with utilization trending up as lock downs began to be loosened.

Top presenting issues include:

- 35% Emotional Wellbeing (stress, adjustment, grief/loss). Up 3% from prior year.
- 20% Relationships. Up 1% from prior year.
- 17% Anxiety/Depression. Down 3% from prior year.
- 8% Occupational. Up 1% from prior year.
- 2% Addiction. Up 1% from prior year.

Employee Assistance Program Support Services





HR Challenges for 2021: Agency Perspectives

Kristina Stroede, Director of Management and Business Operations Georgia Professional Standards Commission (GaPSC)





OUR STORY

Process automation











Contact GaPSC

The Georgia Professional Standards Commission is available to customers by phone, email, and mail.

Our office currently does not accept walk-in visitors or take appointments.







HR Challenges for 2021: Agency Perspectives

Edward Butler, Deputy HR Director Department of Juvenile Justice







HR Challenges for 2021: Questions and Answers

Al Howell, DOAS, Moderator

Panel of Experts

Matt Berry, KPMG Susan Baker, KEPRO

Kristina Stroede, GaPSC Edward Butler, DJJ

Live Audience Members

Johnanna Weathers, DHS Kristen Matekenya, DOAS



FY20 Workforce Report Findings 2021 Workforce Trends

Patrick McKeon, Manager
Organizational Planning and Performance
DOAS

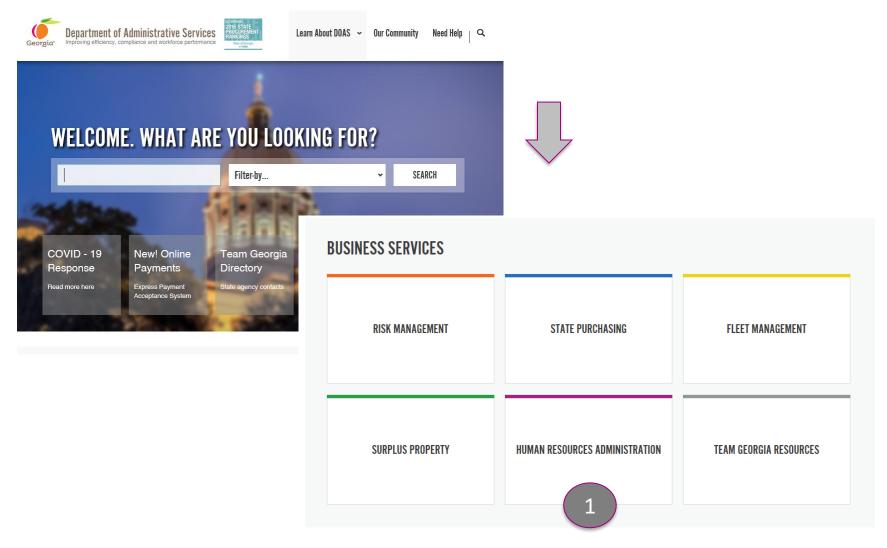
Nicole Belyna
Field Services Director
Society for Human Resources Management (SHRM)

Bo McDaniel, Director
Enterprise Talent Management Services
DOAS

Outline

- Annual Workforce Report story
- How the report is compiled
- Important caveats
- Highlight trends to discuss today
- Questions

Where to find it! (1)



Where to find it! (2)





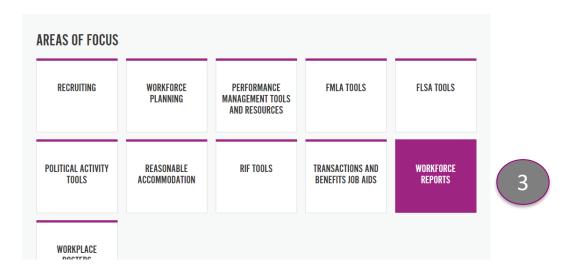
HUMAN RESOURCES ADMINISTRATION

The DOAS Human Resources Administration Division (HRA) supports Executive Branch state employers of various types across Georgia. HRA provides talent management solutions that empower state agency HR and business leaders to manage their workforce in an effective and efficient manner.

The Division's core services include creation and maintenance of the state's job classification and pay structure: administration of state employees' Flexible Benefits Plan:

Deputy Co	AREAS OF FOCUS				
Phone (404) 656- Email lenora.hari	EMPLOYEE BENEFITS Information	ONLINE PAYMENTS	BOARD RULES, Policy, and Compliance	SEXUAL Harassment Prevention	HUMAN TRAFFICKING AWARENESS
	SUBSTANCE ABUSE TESTING	GEORGIA STATE CHARITABLE CONTRIBUTIONS PROGRAM	COMPENSATION	PERFORMANCE Development	HR TOOLS
	NEWSLETTERS AND Advisories	ADDITIONAL STATE Policies	CAMPUS RECRUITING	RECORDS Management	TALENT ACQUISITION

Where to find it! (3)





Report Basics

- Department of Administrative Services collects, compiles, consolidates, and shares personnel data routinely (OCGA § 45-20-10)
- Topics of interest include personnel counts, salaries, length of service, demographics, geographics, turnover, and retirement eligibility
- DOAS Human Resources Administration (and predecessors) in addition to helping agencies throughout the year, would also publish an annual report supporting various state planning activities

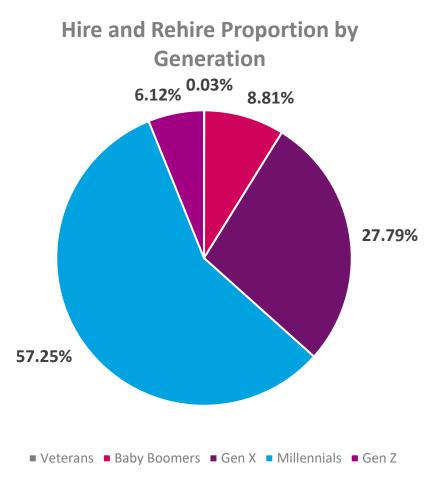
How we compile

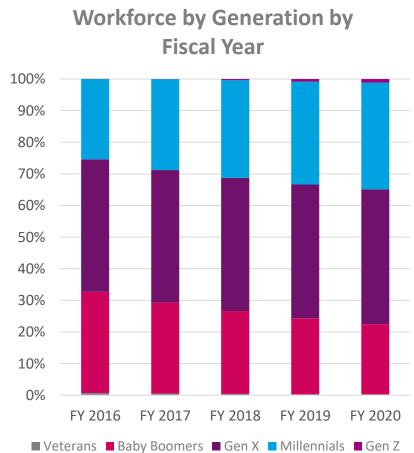
- DOAS Human Resources Administration, with DOAS support units and the State Accounting Office, determine which data fields might need to be captured and/or calculated to help with report ideas
- Various reporting elements are collected through TeamWorks HCM application on employee records and personnel transactions, and others are calculated such as retirement factors and generations
- Typically in July the reports are scrutinized and reran to limit errors, anomalies, and duplicates
- Then during August various analyses are created and reviewed, and during September commentary is drafted and included

Important Caveats

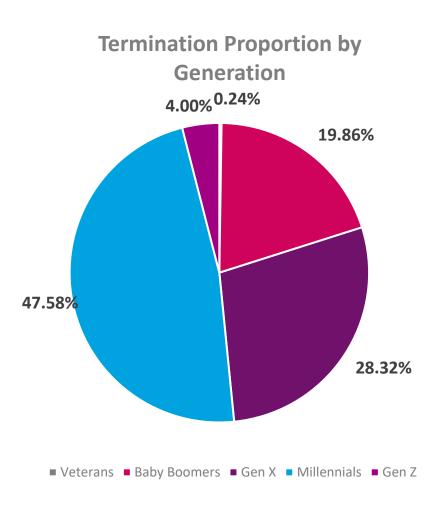
- All of the information reported relates only to state entities using the TeamWorks HCM application
- The vast majority of analyses are focused on active, full-time, non-temporary, zero records (as opposed to all staff)
- Reports that use the HCM company number as the unit of analysis will include all administratively attached agencies
- The report is a snapshot of June 30 each year, and some adjustments are made in the system each day that can alter the sample

Trend #1: Generational Hiring

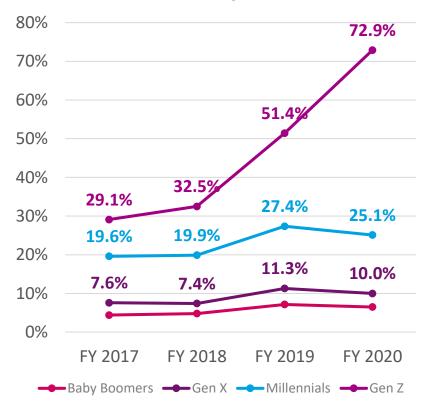




Trend #2: Generational Turnover



Voluntary Turnover Rate by Generations by Fiscal Year



Trend #3: Retirement Eligibility



Questions?



Human Resources Administration

Patrick McKeon

patrick.mckeon@doas.ga.gov



Talent Topics and Trends



Competition for Top Talent & the Skills Gap

8 out of 10 HR professionals SHRM surveyed said that high-demand skills are in short supply on job applications. Both technical and "soft" skills are critically lacking.





What is the Skills Gap?

Top Reasons Organizations are Struggling to Hire Suitable Candidates



Leveraging Virtual and Automated Solutions

Virtual Hiring Events

Interviewing Platforms

Onboarding Processes





Recruiting Internal Talent



Emphasis on Diversity, Equity, and Inclusion

Diverse leadership teams typically result in more innovation, faster problem solving, better engagement and increased financial performance - this is not new!



THANK YOU Questions?

Nicole Belyna, SHRM-SCP
SHRM Field Services Director

EMAIL: Nicole.Belyna@shrm.org

LINKEDIN: Linkedin.com/in/npbelyna

TWITTER: @SHRMNicole Learn more at SHRM.org

(Please note that these slides are copyrighted material and may only be distributed to an audience at a SHRM speaker presentation. Further distribution is not allowed, except with permission by SHRM.

In FY2020, what percentage of voluntary turnover was retirement?

2%

5%

10%

15%

Higher

What percentage of the state's workforce can retire within the next year?

2%

5%

10%

Higher

What percentage of the state's workforce can retire within the next two years?

2%

5%

10%

Higher

Which job families statewide are most at risk for retirements within the next year?

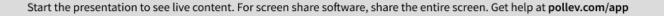
General

Facilities

Social Services

Law Enforcement

Other



How does retirement impact the state the most?

Knowledge loss

Lost productivity

Reduced morale from overwork on colleagues

Budget

All of the above

Other

Fiscal Impact of SB176

Flavia Peynado, Assistant Division Director, FMD Employees' Retirement System of Georgia (ERS)

Welcome!



Flavia Peynado

Employee's Retirement System of Georgia

Flavia.Peynado@ers.ga.gov

 ERSGA developed this presentation to provide general information about GA Senate Bill 176

 In the case of any conflict between what is presented here and the laws governing this System, the law will take precedence.

- Signed 07/2020 and effective 01/01/2021
- Introduced an employer cost associated with ERS retirees' return to state employment
- Cost is calculated based on:
 - Retirees' contribution group at retirement
 - Contribution rate during period retiree is back at work [EECON+ERCON+ERPICKUP-GTLI]
 - Salary earned during period retiree is back at work

Examples:

1. Old Plan retiree worked in 07/2020 earning \$1000 Rate = 1.25% + 4.75%-\$7.00+19.91% = 25.91%-\$7.00 Employer Cost = (25.91%*\$1000)-\$7 = \$252.10

2. New Plan retiree worked in 07/2020 earning \$1000 Rate = 1.25%+24.66%= 25.91% Employer Cost = 25.91%*\$1000 = \$259.10

How can an employer identify a retiree's contribution group at retirement?

- Log on to the ERSGA Employer Desktop
 Select "Check Plan Member Plan Eligibility"
 Select "ERS"
- Enter possible hire date
- Enter SSN
- Click Retrieve

Where the 'Membership Status' displayed is 'Retired', the 'Current Contribution Group' displayed is the contribution group at retirement.

How can an employer determine the contribution rate?

- EECON rate is 1.25% for all ERS contribution groups
 ERPICKUP rate for Old Plan (OAR) is 4.75%-\$7
 ERCON rate may vary each fiscal year
 FY2021 & FY 2022 ERCON rates are available at www.ers.ga.gov

What is the impact?

Employers

- All defined under Code Section 47-2-1 and 47-2-112
- Solely responsible for all costs

Retirees

- Fulltime or part-time employment
- No cost to retiree
- No additional service or benefits earned

Exception:

- No Employer Costing for a Certified Independent Contractor
- To apply an Independent Contractor must meet ALL of the following:
- 1. contracting person or entity has multiple employees
- contracting person or entity has multiple contracts and the contracts are not limited to employers as defined in O.C.G.A 47-21-1
- the contractual relationship with the employer was not created to allow a retiree to continue employment after retirement in a position similar to the one held before retirement

What will change?

- No change to return-to-work restrictions
- Rehired Retiree Reporting remains the same
- Invoices created based on employer-approved-rehired-retire data
- Payment submission similar to current payment submissions on the ERSGA Employer Desktop

Communication and Training

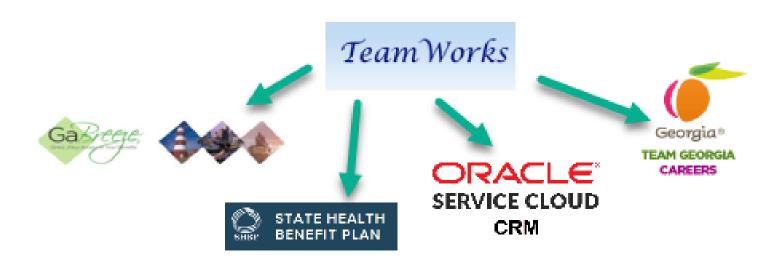
- FAQ 11/2020
- Webinar for all Employers- 11/2020
- Training- 01/2021
- Go Live 01/2021 reporting expected 02/01/2021
- Questions? –Email ERS.FMD@ers.ga.gov





TeamWorks Employee Data

- Central source for employee data (phone and emails)
- Shared with state systems
- Goal: Inform employees how ESS data are used

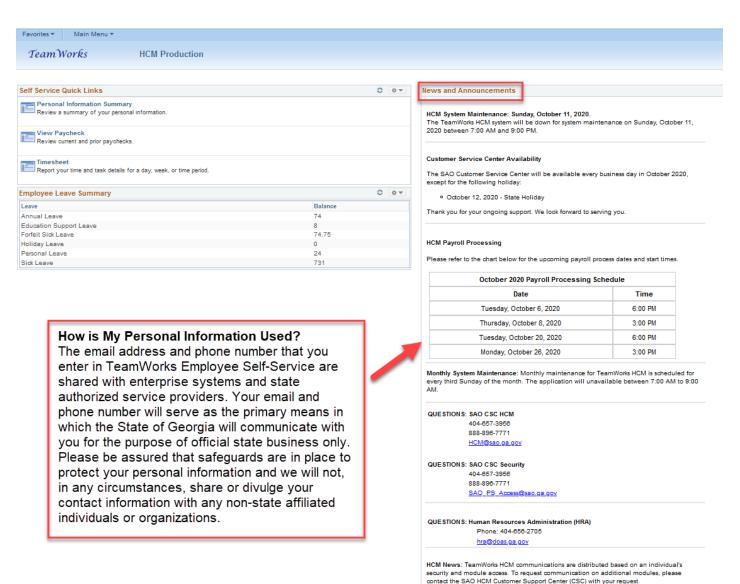


TeamWorks ESS Enhancements

There are 3 planned messages in TeamWorks:

TeamWorks Page	When the Message Appears
TeamWorks News and Announcements	Remains static for a defined period, e.g. 6- 12 months
Personal Information Summary	Always shows
Add / Change Phone or Email	Shows when Help [?] is clicked

TeamWorks Home - News and Announcements



Personal Information Summary

Favorites ▼ Main Menu ▼ > Self Service ▼ > Personal Information ▼ > Personal Information Summary

TeamWorks

HCM Production

Personal Information Summary



Roger Custin IT Sr. Program Manager Actions▼

▼ Name Roger Custin ▶ Home/Mailing Addresses ▶ Phone Numbers ▶ Emergency Contacts ▶ Email Addresses ▶ Instant Message IDs ▶ Marital Status ▶ Ethnic Groups ▶ Employee Information

Expand All Collapse All

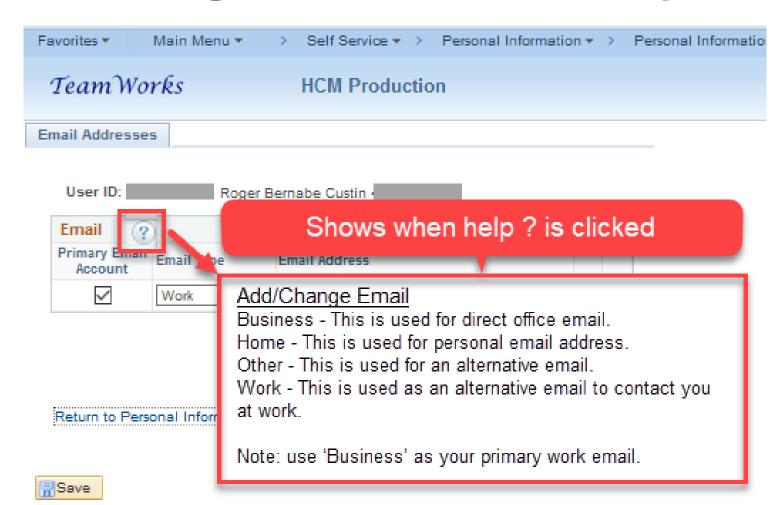
Personal Information Summary

Email and Phone # Add/Change Information Emails and phone numbers entered are shared with state enterprise and internal support systems and authorized service providers, including health and flexible benefit insurances, payroll services, learning, recruiting and customer relationship management systems for official state business purposes only. Your email and/or phone number will serve as the primary means in which the State of Georgia will communicate with you. Please select the most appropriate category type.

NOTE: "Business" type should be used for your direct office phone number or email, if assigned.

Contact the Human Resources department if any of your Employee Information is incorrect.

Add/Change Phone or Email – Help Text



How is ESS Data Entered?

ESS Entry

- Categorize phone or email by type
- User marks one email and one phone as 'Preferred'

Phone		Email	
Туре	Preferred	Туре	Preferred
Blackberry		Business	✓
Business		Home	
Home	✓	Other	
Main		Work	
Mobile		[blank]	
Other			
Pager 1			
Work			

Communications

- Email to HR Community
- Email to Employees
- Notice on team.georgia.gov

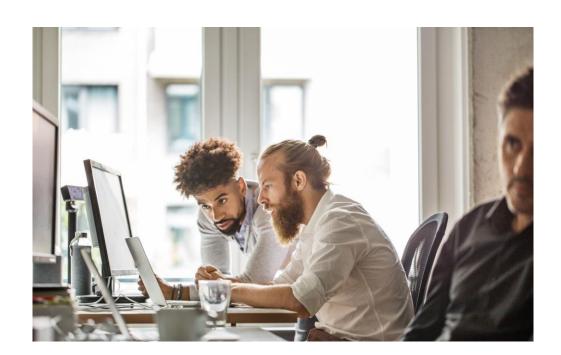






How HR Can Help

- Ensure employees understand how their data is used.
- Assure them that safeguards are in place to protect their personal information.
- Encourage employees to update their contact phones and emails with the most current information.





Meeting Wrap-up

Al Howell

GASCCP 2020-2021 Campaign

- 750 participating charities
- 101 GASCCP Coordinators (primaries and backups)
- 59 agencies/entities represented
- First-time fully-virtually campaign
- Campaign ends November 16, 2020

- As of November 2, 2020
 - Total funds raised: *\$105,438.54
 - Total donors: 618
 - Averaged donation: \$170.61
- Online giving aligned with 2019-2020's campaign
- Overall campaign performance down by \$167,457.46 from same time last year

Annual Employee Complaint Activity Report

- Launches December 1, 2020 December 31, 2020
- Annual agency/entity reporting responsibility is found in SPB Rule 20 (see 17(b) of the Rule).
- Agencies/entities are to report on complaints received in FY20 (July 1, 2019 – June 30, 2020).
- Changes made to the reporting tool include:
 - Sexual harassment complaints are to no longer be reported using this reporting tool given the separate process for those complaints.
 - There is now an option on the first page of the survey for agencies/entities to indicate whether they received no complaints during the reporting period.

Preventing Sexual Harassment FY21 Annual Training Dates to Remember

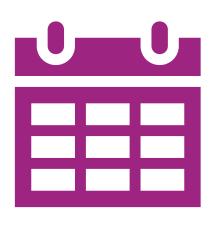
0-0	June 25, 2020	DOAS sends training count survey link Training counts can be submitted any time before October 15
	July 1, 2020	Provide DOAS an updated list of supervisors and managers Determine your total employee, supervisor, and manager counts
<u>0</u>	September 30, 2020	Deadline for annual training completion by employees, supervisors and managers
	November 16, 2020	Deadline to submit agency employee count of employees, supervisors and managers as of July 1 and count that completed training by September 30

2021 HR Community Meeting Dates



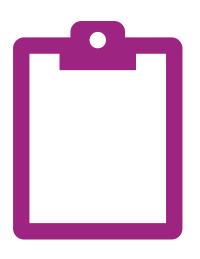
- February 16, 2021
- May 18, 2021
- August 17, 2021
- November 16, 2021

2021 Employee Benefit Council/State Personnel Board Meeting Dates



- March 9, 2021
- June 8, 2021
- October 12, 2021

Meeting Feedback



Please share your thoughts on today's meeting by completing our survey:

https://www.surveymonkey.com/r/ TRSRTZ8





Human Resources Administration

404-463-7054