

Department of Administrative Services
Improving efficiency, compliance, and workplace performance

Quarterly HR Community Meeting

Human Resources Administration
November 27, 2018



Quarterly HR Community Meeting

AGENDA

November 27, 2018, 10:00am – 12:00pm
Conference Rooms 1816 A&B

- Welcome and Announcements *Al Howell*

- Policy Update *Latatia West*
 - *Creditable Service & Leave Balance Handling*

- Deputy Commissioner Update *Al Howell*
 - *Metrics Dashboard*
 - *Future Meeting Topics*

- Discussion *Carla Gracen and Participants*
 - *How can the HR community enhance collaboration?*

- Meeting Wrap-up *Al Howell*

Policy Update

Latatia West

Agenda

- Issues to be addressed
- Creditable service
- Employer's responsibility related to leave balances and retirement
- Overall retirement application process
- Issues during interface period
- Feedback from HR Community

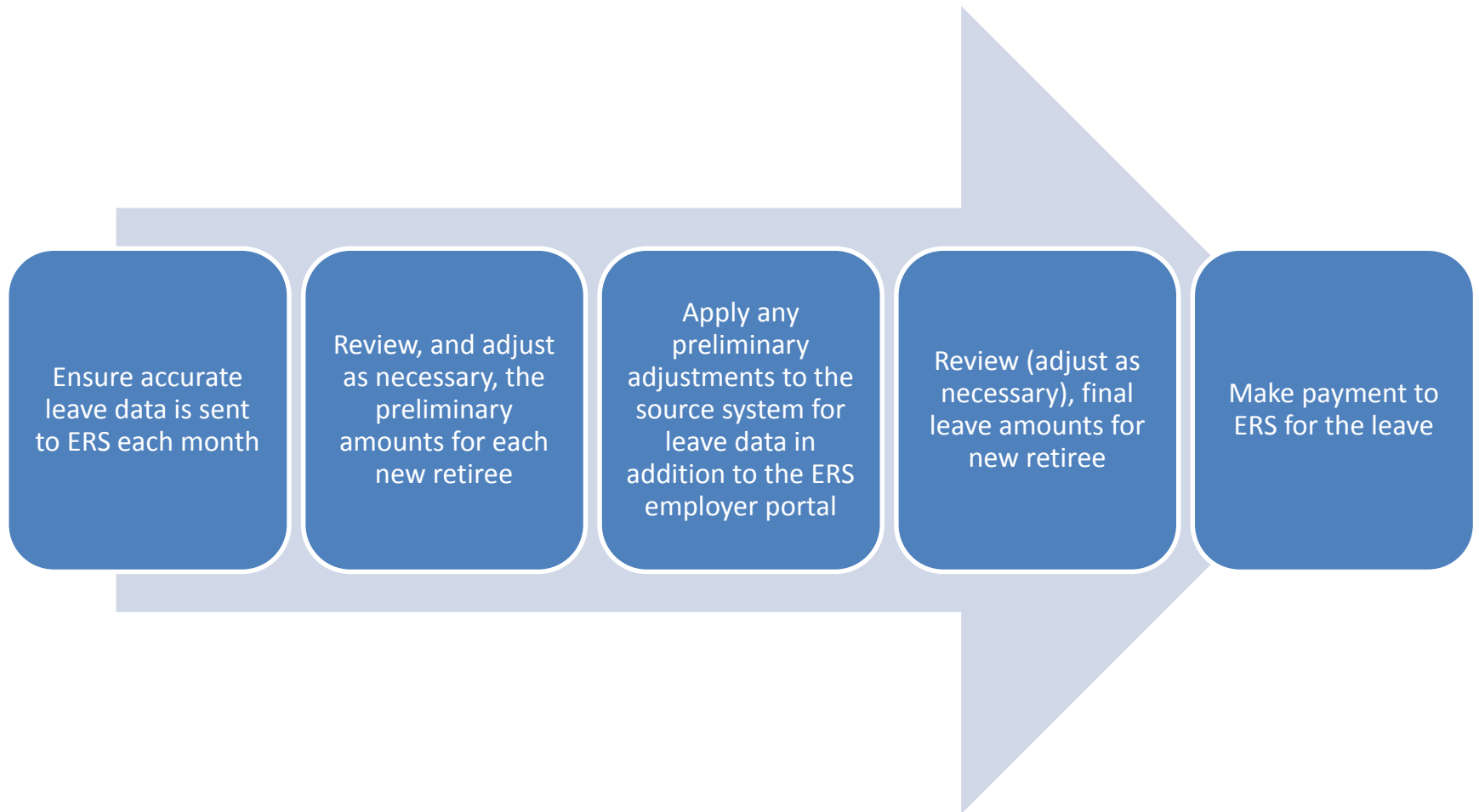
Issues to be addressed

- The Employees' Retirement System (ERS) has experienced challenges getting entities to appropriately certify leave upon request from the Employees' Retirement System (ERS).
- This presentation will explain the employer's role in the certification process and will also provide information regarding the types of leave that should count as forfeited leave for creditable service.

Creditable service

- Information regarding creditable service from the *Employees' Retirement System Employer Manual* (https://www.ers.ga.gov/sites/main/files/file-attachments/em_ers.pdf):
 - Creditable service is used to determine a member's eligibility to receive retirement pension benefits and the amount of the benefit.
 - Members with forfeited leave time of at least 960 hours (which consists of forfeited annual leave, forfeited sick leave, accrued sick leave and previously unpaid leave time) may have leave hours converted to creditable service at the time of retirement).
 - Members receive one month of creditable service for every 160 hours of forfeited leave.
 - Information regarding forfeited leave can be found in State Personnel Board Rule 16, *Absence from Work*.
- Retirement law (O.C.G.A. § 47-2-91) and the ERS Employer Manual indicate that it is the responsibility of the last state employer to certify the leave record.

Employer responsibility related to leave balances and retirement



Certifications for employees who transferred between a variety of different employers

Type of transfer	Does the unused accrued leave and forfeited leave record transfer?
Transfer between Executive Branch agencies	Yes
Transfer between branches of state government	<p>Yes, it transfers from an Executive branch agency to the Legislative or Judicial branch to the extent that the receiving organization agrees to accept the transfer.</p> <p>Yes, it transfers from the Legislative or Judicial branch into an Executive branch agency only when the losing and receiving organizations have the same leave accrual program.</p>
Transfer between Board of Regents and Executive Branch	<p>Yes, it transfers from an Executive branch agency into a unit of the Board of Regents to the extent that the receiving organization agrees to accept the transfer.</p> <p>No, it will not transfer from the Board of Regents into an Executive branch agency.</p>

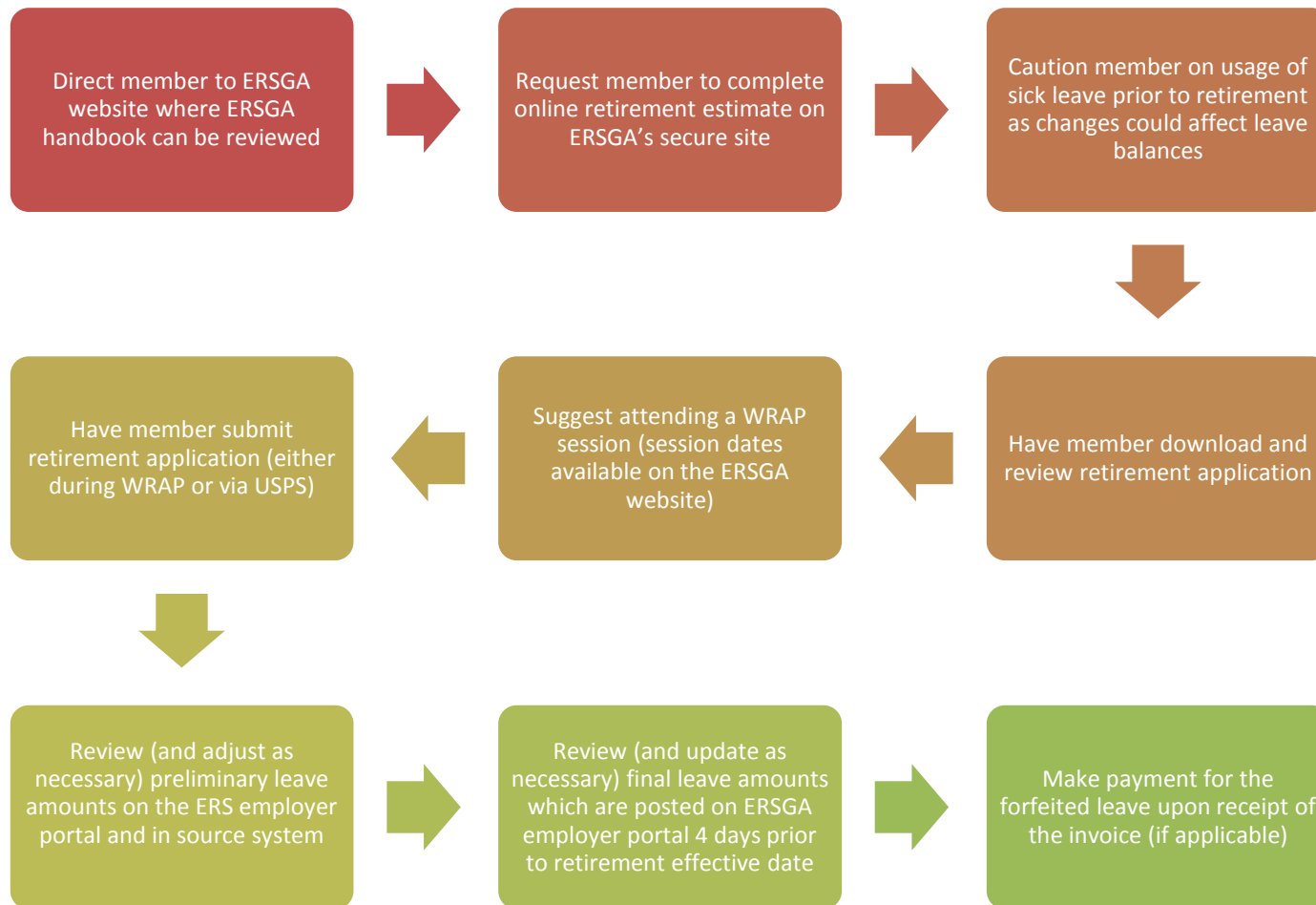
Certifications for employees who transferred between a variety of different employers

Type of transfer	Does the unused accrued leave and forfeited leave record transfer?
Transfer between Authorities and Executive Branch	<p>Yes, it transfers from an Executive branch agency into an authority to the extent that the receiving organization accepts the transfer.</p> <p>Yes, it transfers into an Executive branch agency from an authority only when the losing and receiving organizations have the same leave accrual program.</p>
Transfer between Community Service Boards (CSB), County Boards of Health, and Board of Health Community Operated Programs (BOHCOP) and Executive Branch	<p>Yes, it transfers from an Executive branch agency into a unit of a CSB, County Board of Health, and BOHCOP to the extent the receiving organization agrees to accept the transfer.</p> <p>No, it will not transfer from any CSB, County Board of Health or BOHCOP into an Executive Branch Agency.</p>

Certification questions

1. How are certifications handled for employees who terminated years ago?
2. How are certifications handled for terminated employees who worked at an agency that consolidated into another agency?
3. How are certifications handled for employees who transferred between a variety of different employers?

Employer's role in overall retirement application process (for service retirement)



Issues during interface period

There are discrepancies when employees or agencies move to/from base benefits/absence management/time and labor. Currently, research is being conducted into the issues.

Feedback from HR Community



Deputy Commissioner Update

Al Howell

HRA Metrics Update

- Conducting inventory and analysis of metrics collected and/or reported by HRA staff
- Identified 51 metrics currently being collected
- Determining what to keep, delete, revise, or add
- Categorizing metrics as follows:
 - Strategic: Metrics we are trying to influence and will be publishing
 - Operational: Metrics we collect to assist in making operational decisions
 - Reporting: Metrics collected for reporting purposes only
 - Client-Centric: Metrics that are client specific
- Future Actions – sharing and getting input on metrics for Shaping Our Future

Future Meeting Topics

- Future HR Community Meetings will be focused on particular topics
- Designing meetings to maximize collaboration among HR Community members
- We need your help!
- NOW: Put suggestions for future meeting topics on index cards and drop in the box
- THIS WEEK: Complete evaluation you will receive via email

Discussion

How can the HR Community enhance collaboration?

Carla Gracen



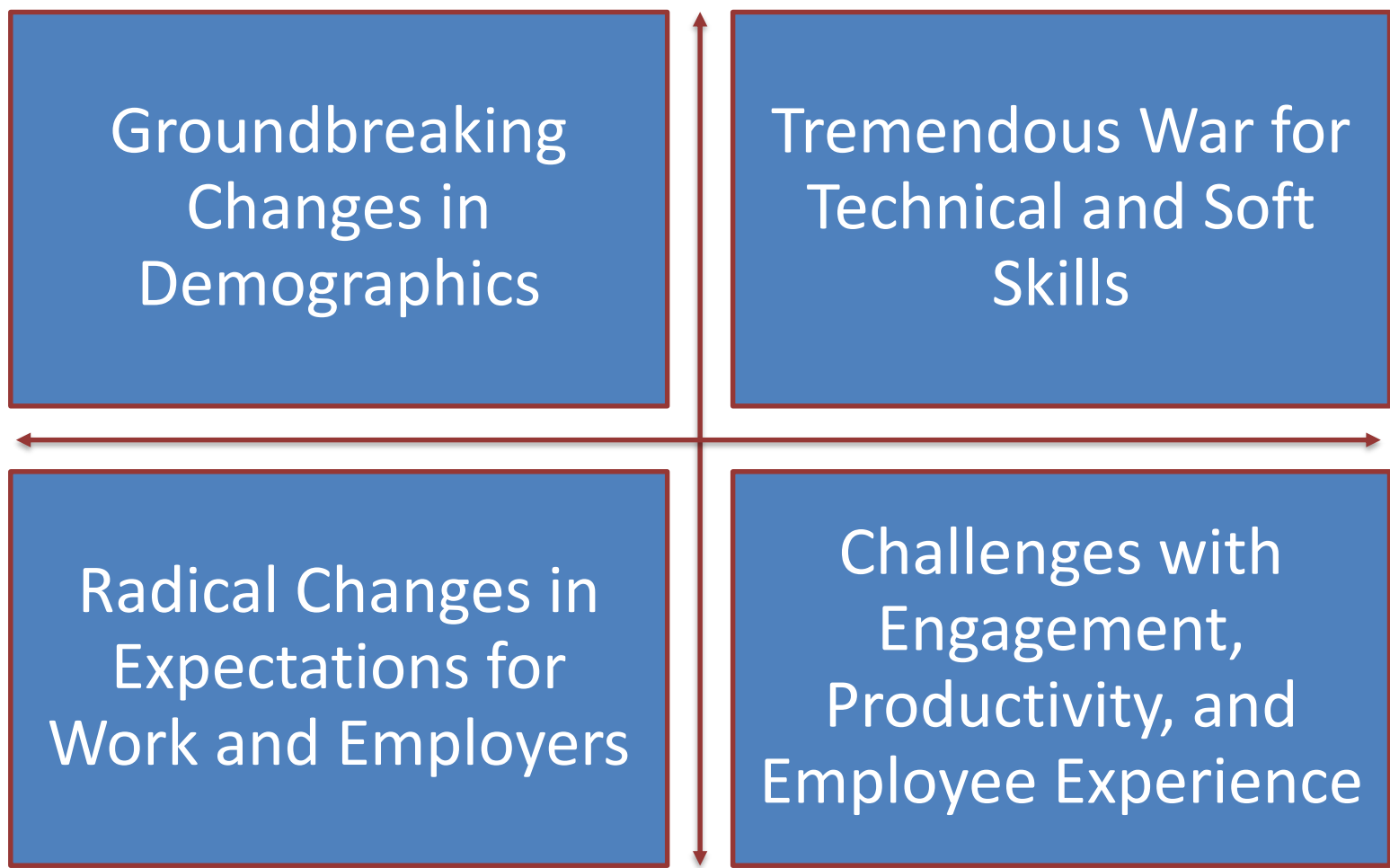
Key Themes

- Disrupting Forces
- Latest Technology
- Digital HR
- The Need to Change
- Are you ready?

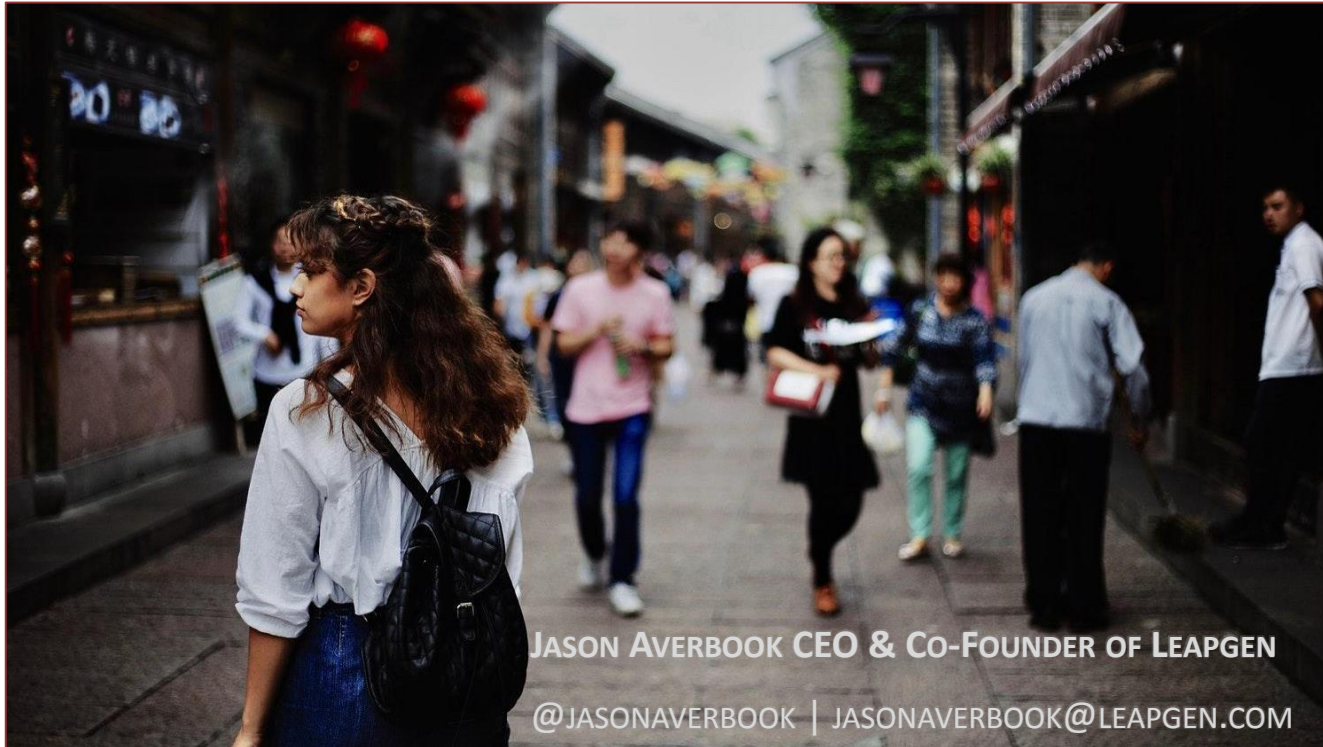
“The World Known as HR Technology Has Changed Forever.
Are You Ready?”

Jason Averbook 18

Disrupting Forces



Disrupting Forces



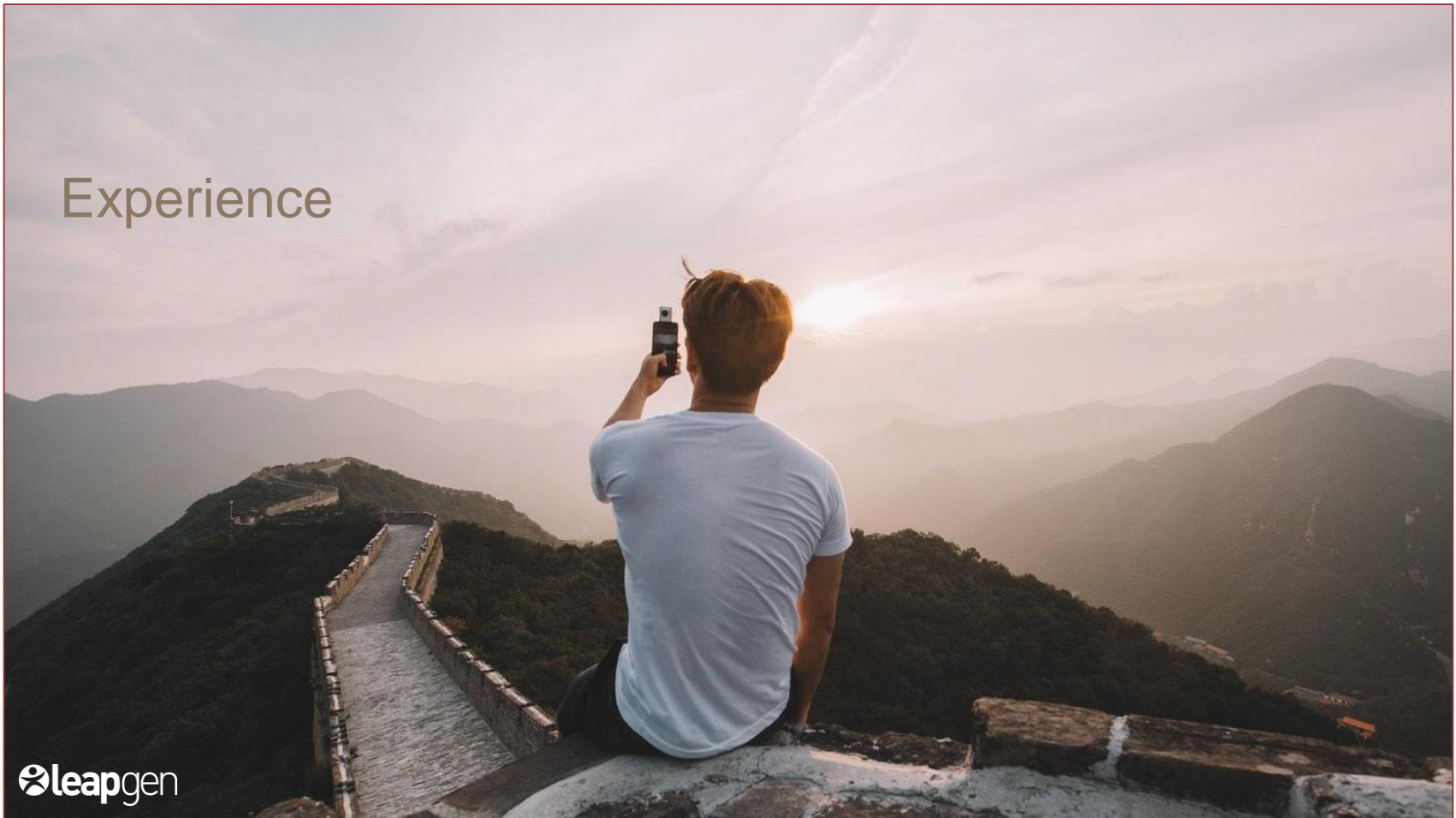
JASON AVERBOOK CEO & CO-FOUNDER OF LEAPGEN

@JASONAVERBOOK | JASONAVERBOOK@LEAPGEN.COM

Expectations from the workforce on the people function have changed HR forever

Latest Technology

Experience



Latest Technology

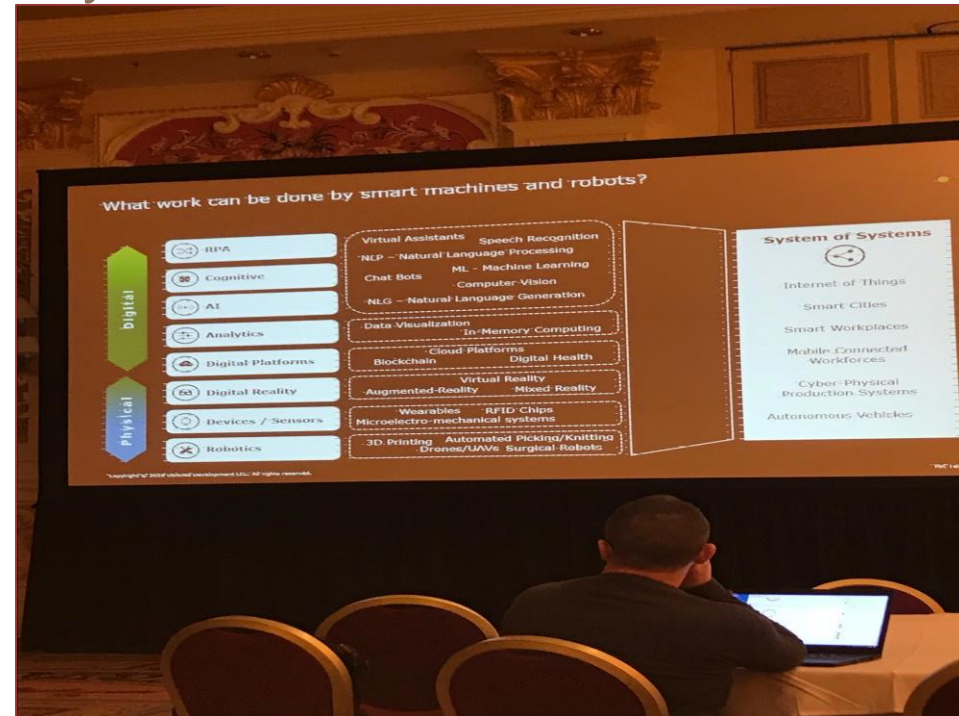
Digital:

- Robotic Process Automation (RPA)
- Cognitive
- Artificial Intelligence (AI)
- Analytics
- Digital Platforms
- Digital Reality

Physical:

- Devices / Sensors
- Robotics

What work can be done by smart machines and robots?



Results include cycle-time reduction in processes and delivering workforce insights to leaders.²²

Digital HR

DEFINING DIGITAL

Through research, we identified:

23

traits of 'being' digital

Digital DNA
(dijī-tī dē'èn-á) n.
Traits of maturely digital organizations.

This DNA becomes the **blueprint for transformation** for your enterprise and guides the tactical actions necessary to bring it to life.

5 | Copyright © 2017 Deloitte Development LLC. All rights reserved.

Ultimately, the goal is to be digital – BEING. Business, operating and customer models are optimized for digital and are profoundly different from prior models.

23 Digital Traits

Digital is:

- Customer Centricity
- Mindset
- Technology
- Next Generation Business Model

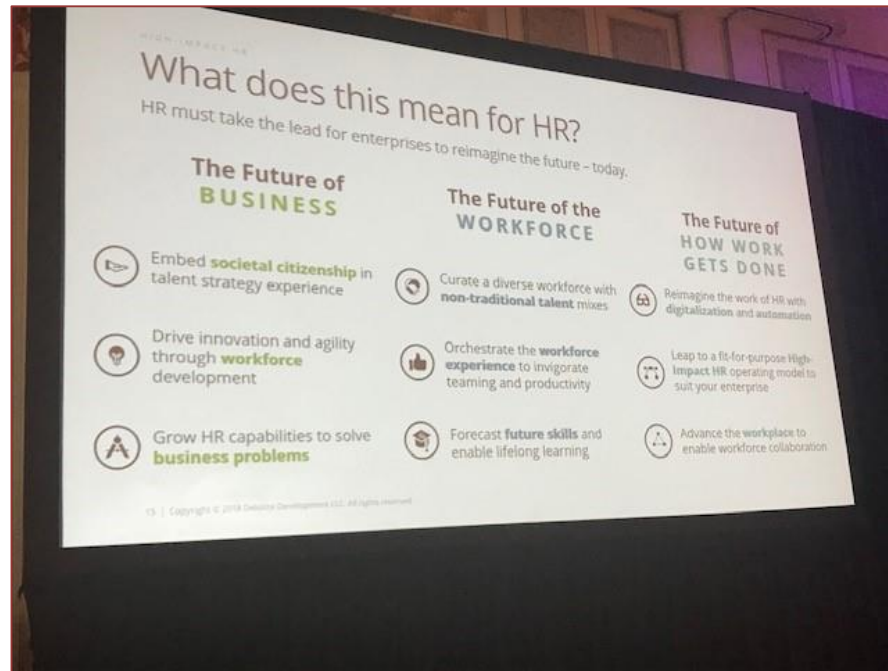
Digital Enterprise



- Adaptable Organization
- Work Reimagined
- Connected Experience
- High Impact HR
- Open Talent Workforce

Being digital requires...Evolving your Digital DNA, empowering the digital learner, reimagining how works gets done, activating and developing a digital culture.

The Need to Change



Workforce Development

Solve Business Problems

Reimagine Future Work with Digitization and Automation

Agility

Future Skills

Workforce Collaboration

Are you ready?



More Than Just Technology

Are you ready?



- Nothing will change unless you change
- New skills and mindset are needed
- Mindset needs to be created
- People need to be understood
- Processes need to be reimaged
- Technology is the fuel that allows it to happen

There is an evolving employee attitude about what a job should and should not be:

Future Workplaces Wants and Needs

The Past	Leader as Coach	The Future
My Paycheck		My Purpose
My Satisfaction		My Development
My Boss		My Coach
My Annual Review		My Ongoing Conversations
My Weakness		My Strengths
My Job		My Life

Source: Gallup
State of the
American
Workplace



Shaping Our Future



How can the HR community enhance collaboration?

Source: <http://www.theworldcafe.com/>



“Set the Context”



“Create Hospitable Space”



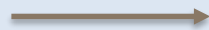
“Explore Questions That Matter”



“Encourage Everyone’s Contribution”



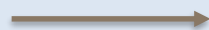
“Connect Diverse Perspectives”



“Listen Together for Insights”



“Share Collective Discoveries”



“Doodle!”

“The World Café reintroduces us to a world where people naturally congregate because we want to be together...where we're not afraid to talk about things which matter most to us...” ~ Margaret Wheatley



Instructions

- **Question: How can the HR community enhance collaboration?**
- **Group Locations & Facilitators:**
 - Your table facilitators will guide you in The World Cafe
 - Groups 1 – 4: Room 1816 (Facilitators: Rosemary, Tina, Bo, Latatia)
 - Groups 5 – 7: Room 1808 (Facilitators: Leneequa, Autumn, Gail)
 - Group 8: HR Conference Room (Facilitator: Conrad)
 - Group 9: HR Interview Room (Facilitator: Monique)
- **Additional Instructions:**
 - 3 rounds of 15 minutes per round
 - Individuals in each group rotate to another table after each round
 - After the third round, everyone gathers back in Room 1816
 - Questions?

Meeting Wrap-Up

Al Howell

2019 HR Community Meeting Dates

- Wednesday, February 20
- Wednesday, May 22
- Tuesday, August 20
- Tuesday, November 26

Please join us for an informal HR Community lunch in the cafeteria following today's meeting.





Human Resources Administration

404-463-7054

