

Department of Administrative Services  
Lead. Empower. Collaborate.

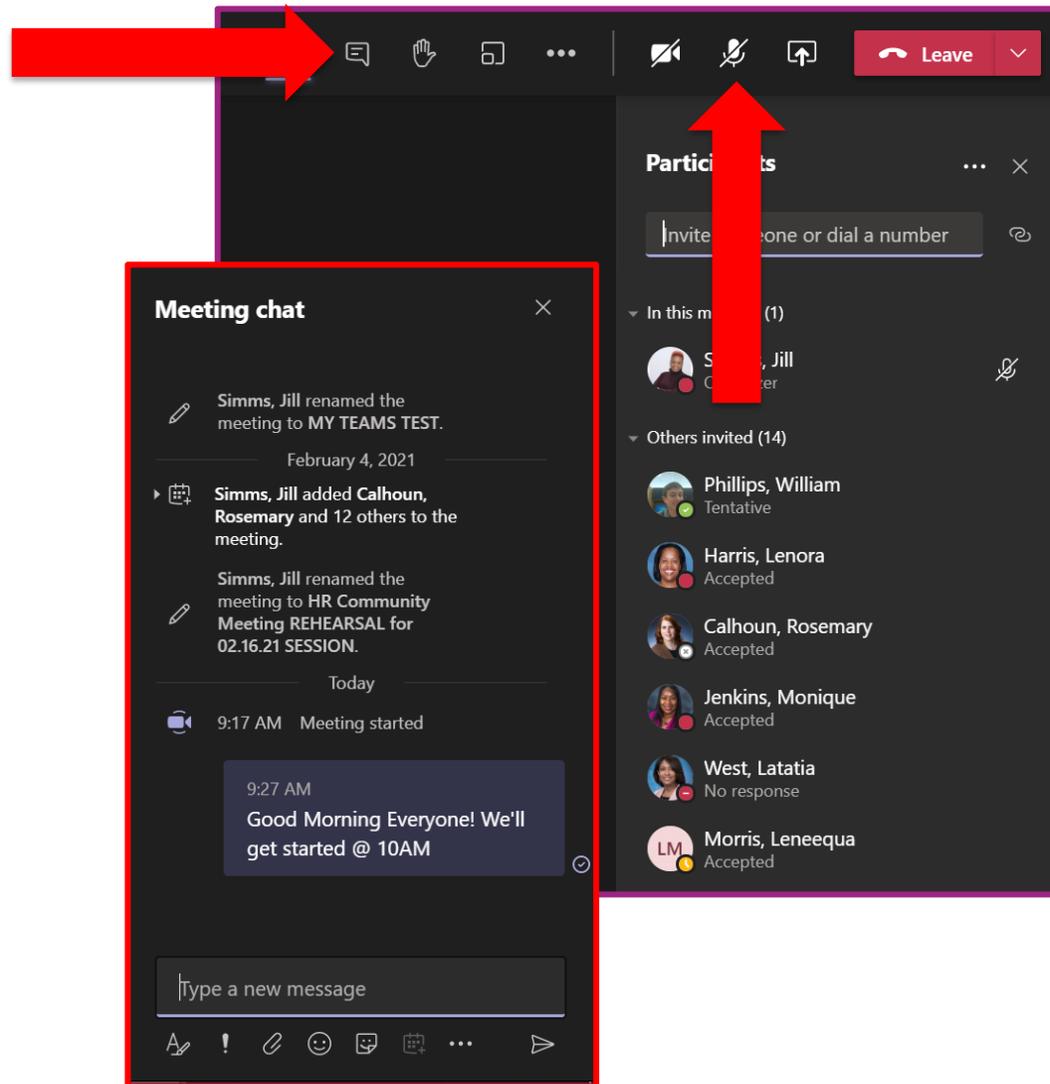
# Quarterly HR Community Meeting

Human Resources Administration

February 15, 2022



# MS TEAMS Housekeeping: Attendee Participation



## Your Participation

- You will be automatically muted when entering our meeting.
- Utilize CHAT for your questions and comments.
- Raised-hand emoji will be monitored throughout the meeting.
- Close out MS Outlook and other internet sites being accessed to support your TEAMS' connectivity.
- Recorded meeting will be provided in a post-session communication.
- Enter any tech issues that you're experiencing into CHAT.

# Department of Administrative Services

Lead. Empower. Collaborate.

Welcome

Al Howell, Deputy Commissioner

DOAS



**Quarterly  
HR Community Meeting  
AGENDA  
February 15, 10:00am – 12:00pm  
Via MS TEAMS**

# AGENDA

10:00 – 10:05	Welcome	Al Howell, Deputy Commissioner, DOAS
10:05 – 10:15	Introductory Comments	Rebecca Sullivan, Commissioner, DOAS
10:15 – 10:45	Human Capital Management System	Gerda Hines, State Accounting Officer Rebecca Sullivan, Commissioner, DOAS
10:45 – 11:10	Workforce Strategy Initiative	David Tanner, Carl Vinson Institute of Government, UGA
11:10 – 11:40	Flexible Benefits Update	Carla Gracen, DOAS
11:40 – 11:50	HRA Audit Results	Al Howell, DOAS
11:50 – 12:00	Meeting Wrap-Up	Al Howell, DOAS

# Introductory Comments

Rebecca Sullivan, Commissioner, DOAS

# Human Capital Management System

Gerlda Hines, State Accounting Officer  
Rebecca Sullivan, Commissioner, DOAS



# NEXTGEN

BRINGING GEORGIA  
TO THE FOREFRONT  
OF TECHNOLOGY



## SPEAKERS

- **GERLDA B. HINES**  
STATE ACCOUNTING OFFICER, STATE ACCOUNTING OFFICE
- **REBECCA N. SULLIVAN**  
COMMISSIONER, DEPARTMENT OF ADMINISTRATIVE SERVICES

# SAO

The State Accounting Office (SAO) was established in 2004 to provide enterprise business solutions.

SAO is responsible for the following:

- Establishing statewide accounting and reporting standards and practices.
- Operating and improving statewide financial and human capital management systems.
- Preparing the state's Annual Comprehensive Financial Report; the annual audited financial statement for the entire state entity.
- Training state accounting and payroll personnel in new policies, procedures and standards.
- Improving accountability, efficiencies and internal controls.

# DOAS

The Department of Administrative Services (DOAS) is responsible for generating enterprise efficiencies and maximizing opportunities to improve enterprise administrative performance in five program areas:

- Human Resource Administration provides enterprise expertise in personnel policy and practices to help agencies attract, develop and retain a high performing workforce.
- State Purchasing negotiates statewide competitive contracts to reduce cost, offers technical assistance in conducting and assessing competitive bids, and provides efficient purchasing systems, standards, specifications, training on best practices, and compliance reviews.
- Risk Management directs the State's internal workers' compensation, liability, property, and unemployment insurance programs.
- Fleet Management provides guidance on vehicle purchases, assignment, usage, maintenance, operation, and disposal.
- Surplus Property is responsible for the identification and disposition of state and federal surplus property to state and local governments, eligible non-profits, and the public.

# WHAT IS NEXTGEN?

- New, cloud-based software solution to replace the PeopleSoft TeamWorks system that was installed in Georgia 20 years ago
- Will be tailored to work for our new remote workforces
- Offers streamlined, paperless processes and procedures

# WHAT IS NEXTGEN?

- Offers more modern functionalities like online vendor bill pay
- Data monitoring that offers real-time analytics
- Statewide learning management system
- Streamlined contract management

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# WHY DO WE NEED NEXTGEN?

- Ease of workflow
- Ease of processing
- Standardized procedures
- Evolution of business requirements
- Cost of system maintenance
- Retaining skilled workers
- More business solutions

# TIMELINE



- **We are currently in the competitive evaluation phase**
- **Evaluating available vendors and services**
- **Impact to agencies**
- **Identify subject matter experts by agency, department and skillset to participate in analysis**
- **Product evaluation**

# TIMELINE



- **Resource planning**
- **Statewide business process mapping**
- **Budget analysis**
- **Reference checks with other states and large entities undergoing similar endeavors**

# TIMELINE



- **Select a vendor**
- **Build requirements:**
  - **What does system look like?**
  - **What does it do?**
- **Configure PeopleSoft support / backfill**

# TIMELINE



- **Continue with process mapping activities**
- **Work on statewide data governance strategy**
- **Build a change management team to help drive statewide business and technology transformation**
- **Select vendor and begin implementation activities**
  - **Phased deployment of HR and finance solution over a 24- 30-month period**

## TIMELINE



- **Planning activities, design activities, configuration, development, testing, training, go-live, production support, process optimization**
- **Change management**
- **Risk management / quality assurance**
- **Creation of a future statewide support organization**

## TIMELINE



- **Deploy additional functionality if needed**
- **Refine processes based on new knowledge of working platform**
- **Realign staff to better support platform based on recent findings**
- **Continue expanding use of automation tools (workflow, dashboards, chat bots, mobile capabilities)**

# WHAT DO WE NEED FROM YOU?

- **Be part of the transformation!**
- **Help us bring Georgia to the forefront of technology –**
  - **NextGen will better support our employees,**
  - **It will make it easier to do business, and**
  - **It will better equip us to serve the people of Georgia**

# WHAT DO WE NEED FROM YOU?

- **Provide a point of contact for your agency**
- **Subject matter experts from your team can participate in deep dive demonstrations and share your agency's priorities**
- **Subject matter experts can participate in test labs and provide feedback to help in the vendor selection process**

# NEXTGEN

GERLDA B. HINES, STATE ACCOUNTING OFFICER  
GERLDA.HINES@SAO.GA.GOV

REBECCA N. SULLIVAN, COMMISSIONER, DOAS  
REBECCA.SULLIVAN@DOAS.GA.GOV

EMAIL NEXTGEN QUESTIONS TO [NEXTGEN@SAO.GA.GOV](mailto:NEXTGEN@SAO.GA.GOV)

BRINGING GEORGIA  
TO THE FOREFRONT  
OF TECHNOLOGY

# Workforce Strategy Initiative

David Tanner

Associate Director

Carl Vinson Institute of Government

University of Georgia



2022

# WORKFORCE STRATEGIES INITIATIVE Project Overview



# DOAS is leading a Workforce Development project for State Government

- Last decade, Georgia's population grew by 14.1% while FTEs dropped by 16.7%.
- ^68% of turnover in the last two fiscal years is due to voluntary resignations
- 1 in 4 current employees are eligible for regular or early retirement within three years
- HRA is leading this project to address hiring and retention concerns.

# What is the approach?

- Develop specific workforce development strategies and career paths for key occupation areas.
- Target job families that cross multiple agencies
- **Goal: to develop and implement strategies and programs to boost employment and interest in state jobs.**

# Who are the partners?

- The Department of Administrative Services Human Resources Administration
- The Georgia Department of Education
- The Technical College System of Georgia
- The University System of Georgia
- Carl Vinson Institute of Government
- Supported by the Office of Planning and Budget

# Workforce Strategy Partnership (WSP)

- Kickoff webinar (January 14) – highlighted challenges and gathered some initial input on priorities and strategies
  - <https://doas.ga.gov/human-resources-administration/talent-acquisition/workforce-strategy-presentations>
- Ongoing research and data collection (Survey coming today)
- Meeting (March 4)- choose the career pathways (4) that the WSP will work on to create workforce pipelines
  - Registration is now open
  - Participants are asked to select 1 of 7 Job Families
  - Data or information you would like to share
- Strategic workforce pipeline meetings (TBD)- each career pathway will go through a process to establish the workforce pipelines

# Priority Job Families

1. Procurement/Purchasing
2. Social/Human Services
3. Public Safety/Law Enforcement
4. Cybersecurity/IT
5. Administration-Finance and Accounting
6. Healthcare
7. Customer Service

# Strategic Workforce Pipeline Meetings

- Each career pathway track will go through the below process:
  - Needs Assessment
  - Identification of Opportunities and Barriers
  - Strategy Development and prioritization
  - Implementation Plan

# How will the career pathways be selected?

- At the meeting on March 4, the group will select the careers.
- The criteria for selecting include the below:
  - State reach (Both Rural and Urban)
  - Job is in three or more agencies
  - Applicable to a statewide approach
  - None of the studies are in the same job family
  - At least one study has a clear career progression
  - At least one study is for a client-facing job family
  - Strategy is actionable within 3 years

# Current Activities

- **Survey to all state HRA reps – Goes out today**
  - What partnerships do you have with USG?
  - What partnerships do you have with TCSG?
  - What partnerships do you have with high schools?
  - What partnerships do you have with other training and education providers?

# Questions





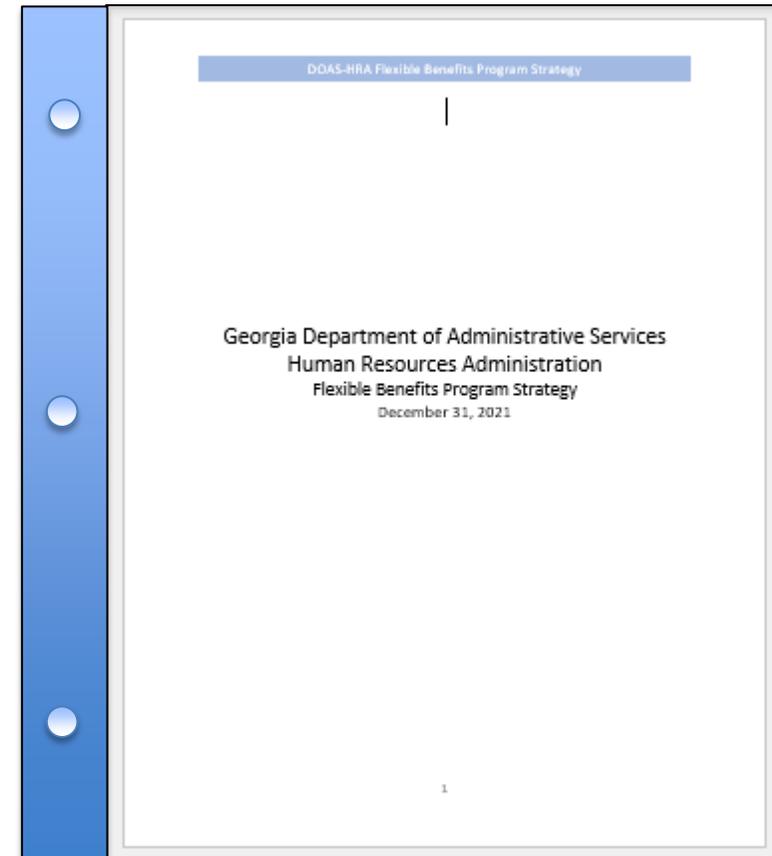
# Flexible Benefits Update

Carla Gracen

Director, Compensation and Benefits

# Agenda

- Purpose
- Why now?
- Process
- Timelines
- How You Can Help
- Flexible Benefits Initiatives
- Appendix - Data



# DOAS-HRA Flexible Benefits Team



Al Howell  
HRA Deputy Commissioner



Son Truong  
Benefits Specialist



Jody Hiyabu  
Benefits Specialist



Carla Gracen  
Director



Monica Laws-Smith  
Benefits Specialist



Barbara Heard  
Benefits Analyst



Leneequa Morris  
Benefits Manager



Other DOAS Resources  
Agency HRDs and Benefit Coordinators  
Agency CFOs and Payroll Representatives  
Flexible Benefit Vendors

# Flexible Benefits



In addition to Alight/GaBreeze, the program manages 8 vendor relationships for 14 voluntary benefit types.

The Employee Benefit Plan Council (EBPC) is the governing body that reviews and approves changes to the Flexible Benefits program.

Vendor Partners	Flexible Benefit Types
Alight	Flexible Benefits Enrollment and Eligibility Administrator (GaBreeze)
Anthem	Vision
AFLAC	Critical Illness: Employee and Spouse
Cigna	Dental HMO
Delta Dental	Dental PPO
HealthEquity (WageWorks)	Flexible Spending Accounts: Health Care and Dependent Care
MetLife	Life Insurance: Employee, Spouse, and Children
MetLife	Accidental Death & Dismemberment
MetLife	Legal Plans
The Standard	Short-Term Disability and Long-Term Disability
Unum	Long Term Care



### From 2018 – 2021

5 entities left the program; 9 entities joined the program

### The Pandemic

Program flexibility; FSA changes and deadlines; COBRA Subsidy

# Why now?

### Opportunity

134,517 Eligible Participants (Active Employees, Retirees, Unpaid LOA, and COBRA); 115,294 Participants enrolled in at least one plan option

### Need to Prioritize Projects

Limited staff resources

### Challenges to Attract and Retain Employees

- Required a review to ensure benefits were competitive

### Onboard a Benefits Broker/Consultant

- Streamline the RFP processes.
- Offer plans with coverage and premiums that are competitive.

# Process – Shared Vision, Mission, Values, Success, & Goals

## Flexible Benefits Leadership Map



# Process - Insights

- The Open Enrollment experience is good.
  - In December 2021, a list of potential open enrollment improvements from the OE survey conducted in the Fall of 2021 were summarized and shared with Alight.
- Communication processes need to be timely and expand.
  - In 2022 and beyond, Benefits and Your Total Rewards will be highlighted using available communication tools including: HR Community meetings, The Benefits Advantage quarterly newsletters, Webinars, Benefits training, emails, and podcasts.
  - Benefit contact lists need to be provided and easily accessible so that participants and entities know who to contact for the State Health Benefit Plan, the Flexible Benefit Plan, Retirement Plans, and other benefits.
- The Dental network providers need to expand.
  - In December 2021, Delta Dental expanded their list of network providers and coverages.
- Grow participation.
  - Determine if eligibility can be expanded to include more part-time employees across the state.
  - Beginning in early 2022, the Broker / Consultant will support program growth for eligible state employees and promote the program for more employers to join, ex. school systems.

# Process – Insights (continued)

Enhance Flexible Benefits to increase the value to employees.

## Flexible Benefits:

- Expand Dental Coverage
- Add Whole Life Insurance Coverage
- Add Cancer Insurance

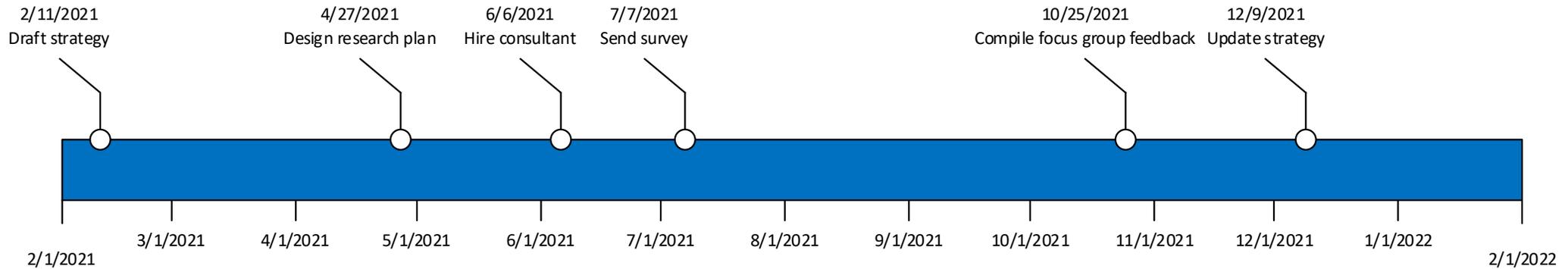
## Employee Discounts:

- Wellness -- Dietary/health coaches; additional mental health support; exercise apps. Partner with SHBP to promote.
- Cybersecurity / Identity Theft Coverage
- Financial wellness benefits including education and coaching, budgeting, and savings tools, and financial advising and planning. Partner with ERS to promote.
- Emergency funds: offered by payroll vendors, retirement plan providers, and others
- Student loan repayment assistance

### **Continue to Enhance Education and Training for Entities and Employees.**

Leverage existing materials and develop new materials to improve education and training, offer additional opportunities for employees to obtain Flexible Benefits information and guidance from their human resource professionals.

# Process



The strategic plan took one-year to complete.

Other key benefits of this strategic planning process:

1. The strategic planning focus groups provided the shared leadership experience.
2. The written strategic plan provided the shared story of strategic intent.
3. The methods for tracking and communicating results will provide the shared goal outcomes – the strategic impact.

# Flexible Benefits Initiatives

No.	Goal	Initiative	FY2021	FY2022	FY2023
1	Increase Client Satisfaction	Quarterly Flexible Benefits Newsletter	x	x	x
2	Maintain Client Relationships	Flexible Benefits Specialists Virtual Outreach	x	x	x
3	Maintain Vendor Relationships	Vendor resource assignments	x	x	x
4	Improve Employee Experience	Benefits Portal Enhancement Project		x	x
5	Provide Tools to Entities	Flexible Benefits Reporting Toolkit	x	x	x
6	Provide COVID-19 Relief Options	Cigna Dental Credit	x	x	
7	Provide COVID-19 Relief Options	Delta Dental Credit	x	x	

# Flexible Benefits Initiatives (continued)

No.	Goal	Initiative	FY2021	FY2022	FY2023
8	Provide COVID-19 Relief Options	The Consolidated and Appropriations Act (CARES)	x		
9	Provide COVID-19 Relief Options	The Consolidated Appropriations Act (CAA)	x	x	x
10	Innovate	Broker/Consultant RFP Selection to enhance Flexible Benefits	x	x	x
11	Innovate	Conduct NASPE Survey	x		
12	Meet Financial Targets	Operating Trust Fund, Budget, etc.	x	x	x
13	Streamline Processes for Operational Effectiveness	Continuous business process enhancements including Flexible Benefits/GaBreeze Process Training for Entities	x	x	x
14	Consulting	Other Requested Benefits Related Services like Interfaces	x	x	x
15	Credibility – Marketing	Website Updates and Other Communications	x	x	x

# How You Can Help

## ▪ Dental Credits

- Ensure participant email addresses and mailing addresses are current in GaBreeze.

## ▪ Email Contacts

- Read Flexible Benefit communications and share the knowledge
- Ensure your HRD and Benefit Coordinators contacts are listed in Alight's User List.
- Log into GaBreeze Employer portal to review and update your entity's profile.

## ▪ Flexible Benefits Reporting Toolkit Training

- Review DOAS Flexible Benefits website pages.
- Attend training.

## ▪ Employee Enrollment

- Encourage employees to review their benefits and enroll during enrollment periods.
- Ask new hires to watch the New Hire Orientation videos and read the supplemental handouts.
- Access the videos at <https://doas.ga.gov/human-resources-administration/new-hire-orientation-supporting-tools>

## ▪ System Maintenance

- Alight/GaBreeze is the system of record for Flexible Benefits.
- Ensure employees are hired and terminated timely.

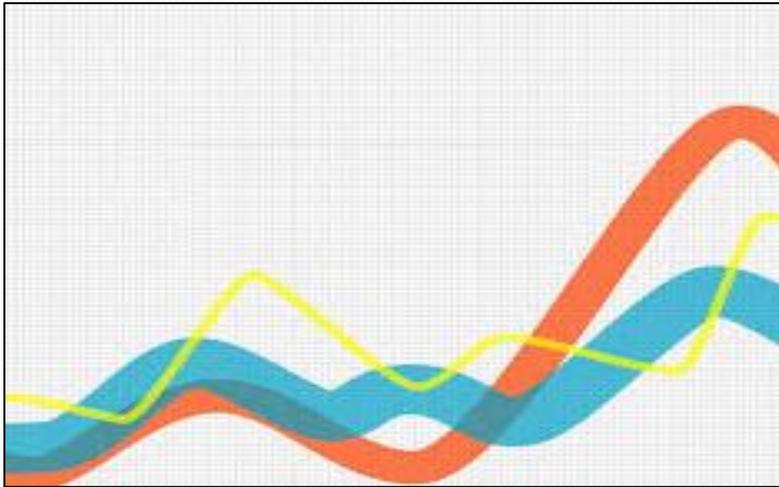
# Your Feedback

- What other initiatives should be added to the list?
- What other types of flexible benefits should be added to the program?
- What specific training needs do you have?

# Appendix

Data

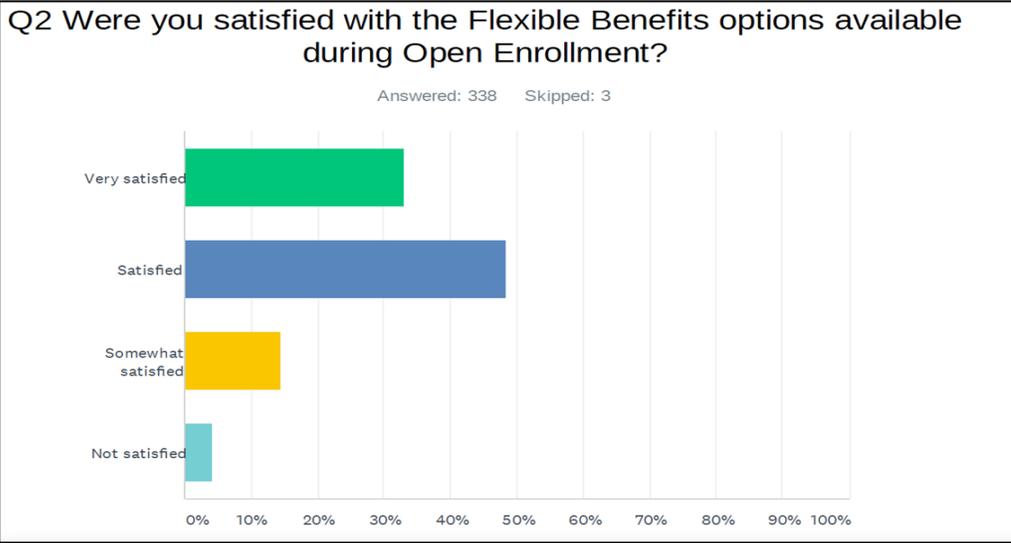
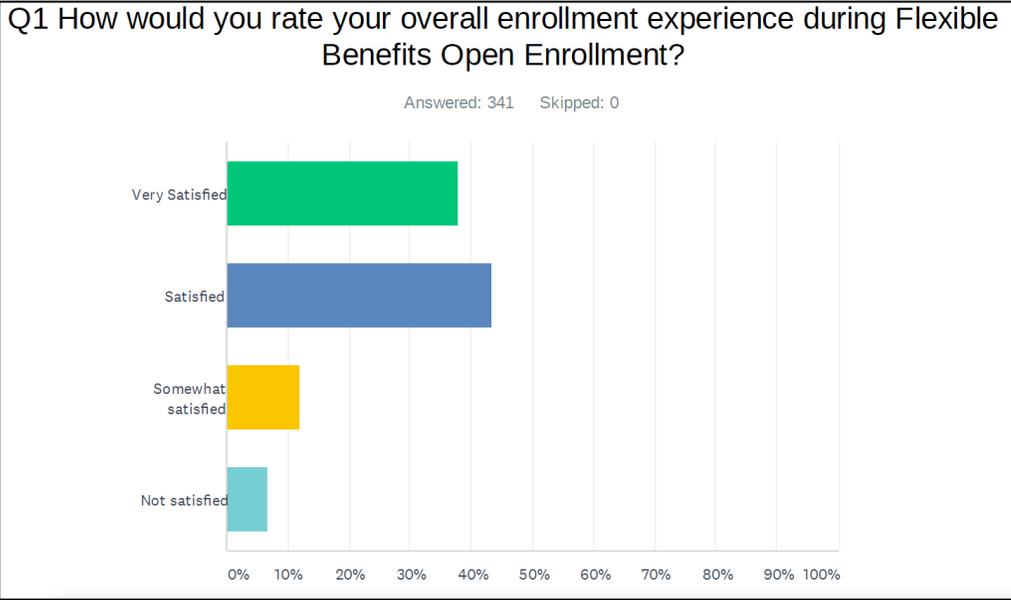
# Data



- Plan Year 2021 Open Enrollment Survey
- July 2021 Survey
- Summer 2021 Focus Groups
- Plan Year 2022 Open Enrollment Survey

“The HRA-Flexible Benefits team received validation and gained insights.”

# Data – Plan Year 2021 Open Enrollment Survey







# Data - July 2021 Survey

- Active State Employees Using PeopleSoft
- Active State Employees (Non-PeopleSoft) + Active Public School System Employees
- DOAS Executive Leadership Team
- State Agency HRDs/Benefits Coordinators Using PeopleSoft
- State Agency HRDs/Benefits Coordinators Not Using PeopleSoft
- School System Benefit Coordinators
- Members of the Employee Benefit Plan Council



# Data - July 2021 Survey

1. Do you agree that the primary goal of the Flexible Benefits strategy should be to drive growth into the program by increasing the number of Flexible Benefits Plan participants?
2. If you believe there are other goals that should take precedence instead of growth, what are they? (For example: add new benefit types.)
3. What initiatives need to be put into place to support the other goals?
4. What measures are needed to support the goals?

Group	1. Do you agree that the primary goal of the Flexible Benefits strategy should be to drive growth into the program by increasing the number of Flexible Benefits Plan participants?	
	Y	N
<i>Active State Employees Using PeopleSoft</i>	12	2
<i>Active State Employees (Non-PeopleSoft) + Active Public School System Employees</i>	1	
<i>DOAS Leadership Team</i>	2	
<i>State Agency HRDs/Benefits Coordinators Using PeopleSoft</i>	22	13
<i>State Agency HRDs/Benefits Coordinators Not Using PeopleSoft</i>	46	11
<i>School System Benefits Coord</i>	11	3
<i>Members of the Employee Benefit Plan/HR Council</i>	2	3
<b>Total</b>	<b>96</b>	<b>32</b>
	<b>75%</b>	<b>25%</b>

- Login/Password
- Evidence of Insurability Process
- Open Enrollment Timeframe
- Help for Entities Training and Interfaces
- Confirmation Print
- Dental Providers
- Provider Information
- Website Update
- Full Counseling
- Benefit Information
- Accessibility
- Costs
- Dependent Information



# OPEN ENROLLMENT

The Flexible Benefits team is tracking these initiatives with Alight.

# Summary

- Purpose
- Why now?
- Process
- Timelines
- How You Can Help
- Flexible Benefits Initiatives
- Appendix - Data

Questions?

Contact the Flexible Benefits team at  
[HRA.Flexbenefits@doas.ga.gov](mailto:HRA.Flexbenefits@doas.ga.gov)

GaBreeze

877-342-7339

# HRA Audit Results

Al Howell



## 2021 HRA Performance Audit Findings

- *HRA provides all required services and limited additional services to address enterprise needs.*
- *The current decentralized human resources model provides flexibility but limits HRA's ability to provide extensive consolidated services.*
- *Opportunities exist for shared contracts and training resources.*
- *Opportunities exist to address workforce challenges at an enterprise level.*

# 2021 HRA Performance Audit Recommendations

**Most agencies use Team Georgia Careers to post jobs and track applicants, though some agencies have procured additional tools. (p. 7-9)**

1. HRA should work with state agencies to determine what hiring platform needs exist and whether it is more cost-effective to meet these needs through Team Georgia Careers or an external website. This may require a needs assessment process similar to what was used in 2013.
2. HRA should track where job applicants are coming from (e.g., Team Georgia or another job posting site). This information could be useful in determining what job platforms work best to attract applicants in general and for specific job types.
3. The General Assembly should consider either removing HRA's responsibility for maintaining a central registry of all job announcements or requiring all agencies to post every job announcement on Team Georgia Careers.

**Market salary data is available to state agencies, but some procure this information separately. (p. 10-12)**

4. HRA should assess agencies' market salary data needs to determine whether modifications to the surveys it purchases annually are necessary to reduce the risk for duplication and/or reduce the need for agencies to procure salary survey data separately.
5. In addition to current methods, HRA should use other channels to communicate the availability and utility of market salary information to agency HR staff, such as through its quarterly newsletters, podcasts, community meetings, and its website.
6. If the General Assembly wishes to have complete information for every job in the state, which would include relevant market salary information for independent pay plans, it should consider clarifying HRA's responsibilities in this regard.

## 2021 HRA Performance Audit Recommendations *(cont.)*

### HRA provides employment trends through its annual workforce reports. (p. 12-13)

7. HRA should work with state budget offices, legislative staff, and state agencies to ensure all desired information is captured in the Annual Workforce Report or available through another means.

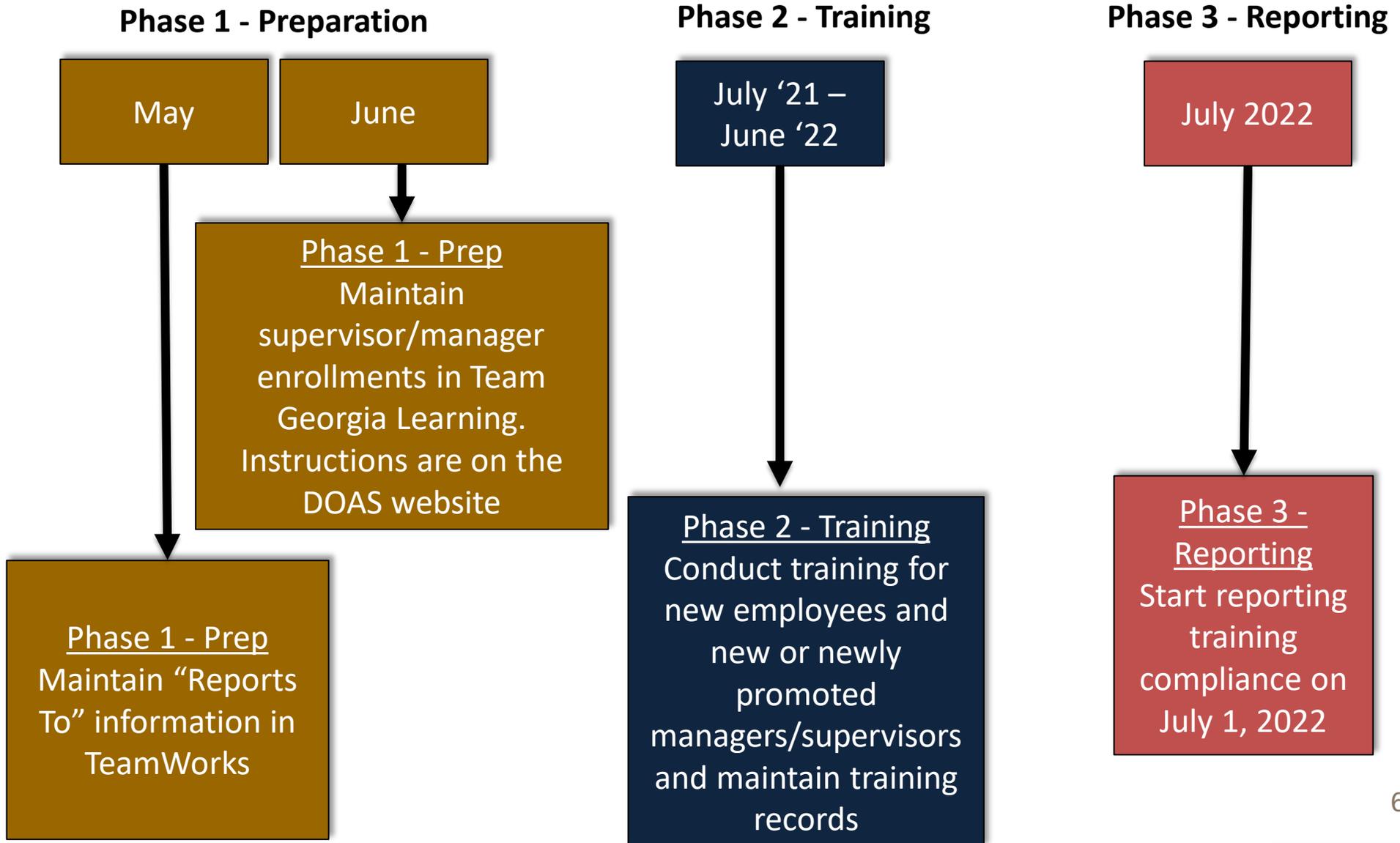
### HRA provides trainings and consulting support but could improve efficiency of state agency contracts for training and consulting. (p. 14-16)

8. DOAS, through its State Purchasing Division and HRA, should periodically assess state agencies' contracts for management training and human resources consulting to determine common services and vendors and the utility of establishing statewide contracts for these services.
  - a. As an alternative, DOAS should determine the feasibility of using its planned cloud-based Enterprise Resource Planning system to track state agencies' contracts for training and human resources consulting.
9. HRA should leverage information it has on state agencies' training needs and plans—which could be obtained through its audit assessments, surveys, or other means—to encourage agencies to coordinate with HRA and other state agencies when possible prior to contracting for training services.

# Meeting Wrap-up

Al Howell

# Sexual Harassment Prevention for Managers Training Program – Timeline



# 2022 HR Community Meeting Dates

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- Tuesday, May 17, 2022
- Tuesday, August 9, 2022
- Tuesday, November 15, 2022

# 2022 Employee Benefit Plan Council/State Personnel Board Meeting Dates

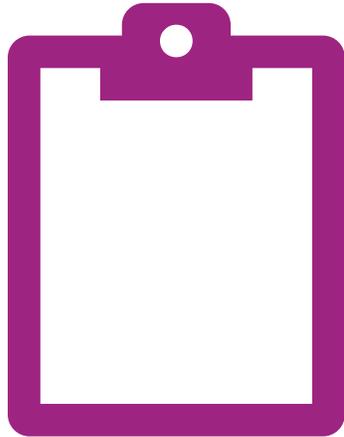
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- March 8, 2022
- June 14, 2022
- October 11, 2022

# Meeting Feedback

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

<https://www.surveymonkey.com/r/KWGXZ8Q>

# Department of Administrative Services

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Questions?

