The Employee Journey
Making the Connection

The Nerve Center: Human Resources

Did you know you can also find several helpful topics based on our most frequently asked questions via The Nerve Center including IDOH HR contact information? Check it out here.

Fact Files: Supervisor Guide for Tracking Performance

Do you currently have fact files for your direct reports?

The term **fact file** refers to a file (electronic or paper) that supervisors keep for each direct report to document performance for the current review period. The purpose of this file is to serve as a memory aid and helps ensure accurate performance appraisals for the entire year, and not just the most recent events. This is also a great tool for recognizing good performance and notice patterns in performance that needs attention.

Entries should be job-related, document observable behaviors, and pertain to one or more competencies, expectations, or goals. Fact Files include various documents displaying both positive and negative results. Examples include e-mails, examples of work products, written counseling, documented events, and documentation presented by the employee for consideration. These files are not "top secret" files. Information within in this file should be shared with the employees through regular performance review meetings.

Coming Soon: SuccessFactors Continuous Performance Management - a more modern approach to Fact Files. This will be optional but is a great resource for your supervisor toolkit.

Upcoming & Reminders:

All Goal Plan Should be complete.

Pulse Survey
- 2022 Results: Q1 and Q3
- 2023 Q1 Coming Soon!

Thanks to your efforts, we had an 89% response rate for IDOH state employees. Great work!!

IDOH HR Contacts

HR Nerve Center
Employee Resources

General HR Inbox
HealthHR@spd.lN.gov

Heather Whitaker
HR Director
(317) 605-4323
hwhitaker@spd.in.gov

Nicholas Phillips
Senior HR Business Partner
(317) 233-7620
nphillips@spd.in.gov

Megan Bierl
HR Business Partner
(317) 233-7522
mbierl@spd.in.gov

Andre Wallace
Talent Acquisition Consultant
awallace2@spd.in.gov

Rick Barton
Performance Mgmt Consultant
rbarton@spd.in.gov

Coaching: Effective Tool for Performance

Coaching is a method of strengthening the communication between the supervisor and the employee. This tool can be especially effective when used in conjunction with 1:1 meetings or other designated check-in meetings. Coaching gives you and the employee an opportunity to have a conversation on the status, or progress, of previously established standards and objectives. Coaching sessions do not need to be all encompassing of all performance goals but should cover a couple of the performance appraisal topics or areas you feel require additional focus.

Some important things to consider ensuring effective coaching sessions:
- Observe the employees work and consider feedback from others
- When successful, acknowledge what has worked and why
- Advise the employee ahead of coaching sessions
- Openly discuss solutions and come to agreement on action plan
- Schedule follow-up meeting(s) to track/measure results
- Document the coaching session

Coaching for Improvement: Utilizing Performance Management

Coaching, much like learning, is an ongoing process throughout an employee's career. Employees who receive ongoing coaching and feedback are much more likely to remain engaged and produce a higher level of results. Leaders who can provide targeted, continuous coaching to their employees can strengthen their teams, add value to their division and the organization as a whole. INSPD created a self-driven course within SuccessFactors Learning (search by title name), ***Coaching for Improvement: A Primer for Supervisors and Managers***, to help new and current supervisors understand the purpose and elements of using performance management and disciplinary action to correct performance and behavior issues of employees in the state civil service.

It is strongly recommended that all Supervisors and Managers complete this training.

Have the coaching itch? Check out this additional learning opportunity!

Performance Management Coaching – Learn best practices and tools necessary to develop a successful coaching culture. Identify different types of coaching conversations, steps to the G.R.O.W. coaching model and navigate barriers to successful coaching.

For information on state employee trainings, click here. For questions, please contact Nicholas Phillips.
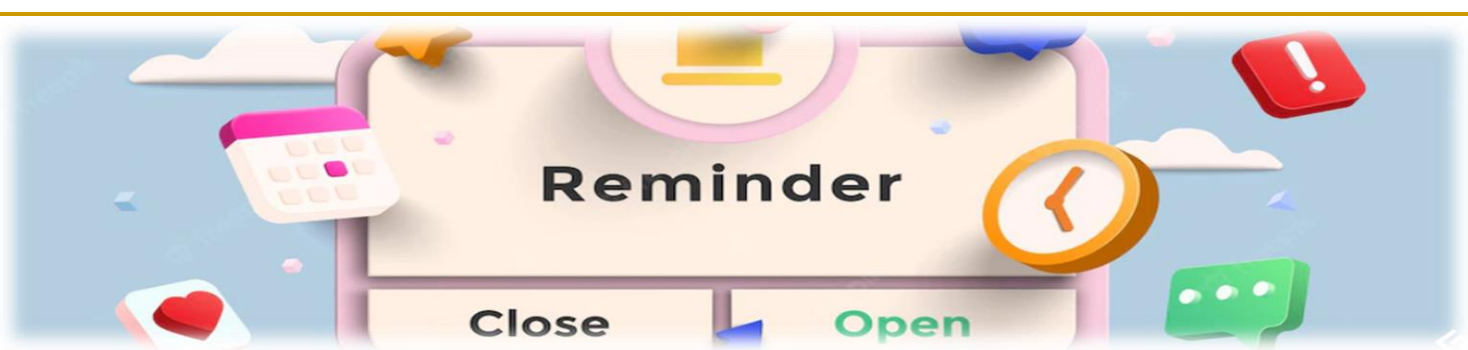
Reminder: **The candidate experience is critical for recruitment!**
You can find IDOH hiring guidance on the HR page of The Nerve Center.

It is important to ensure an agile and engaging candidate experience to avoid losing our qualified candidates. Timely engagement with prospective candidates is the key to an excellent candidate experience. To ensure that every candidate who applies to the State of Indiana has an excellent experience, INSPD's Talent Acquisition team has put together the "Hiring Manager's Guide to the Candidate Experience" to guide you as you continue to:

- Review candidate applications daily.
    - o Don't wait until the posting expires to start scheduling interviews and talking to quality candidates.
    - o Discuss salary with candidates before the interview to gauge expectations.
- Adopt a sense of urgency in communication with candidates.
    - o Disposition candidates as appropriate so they get automated workflow (and to meet AAP goals).
    - o Stay in communication with your top candidate during the process.
    - o Contact your candidate the week before they start to answer any questions they may have.
- Ensure an excellent onboarding experience for new hires that leads to higher retention rates.
    - o For those that work at 2N, pick up your new hire from IDOH orientation so they don't have to find their way to you.
    - o Is their equipment ready? Do they have a training plan? Do they have someone, other than their supervisor, they can go to with questions?

Reminder: **The Employee Assistance Program (EAP) is here for you!**

The Optum EAP is a free service for all full-time state employees and those in their household and can be a beneficial tool to improve your overall well-being. These tools and resources are available 24/7 and are completely confidential. Click here for the Optum EAP Plan Document. The goal of the EAP is to help you cope with the challenges happening in your life – whether it's concerning financial issues, emotional well-being, addiction and recovery, or other life events, the Optum EAP services are available to you. When you call, you are paired with a clinical social worker, professional counselor, psychologist, or marriage and family therapist who best fits your needs and concerns.

Contact: Phone (800) 886-9747 (24/7 support) or liveandworkwell.com (access code: Indiana)

Professional Development: Continuing Education

For state employees who are new or have never utilized our LinkedIn Learning account, click here for help logging on. If you have specific questions or issues, contact SPD Training.
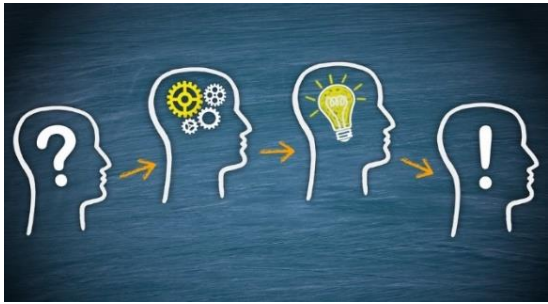
Top 5 Courses Completed by IDOH Employees

-        Managing Stress for Positive Change
-        Having Difficult Conversations
-        Managing Teams
-        Fair and Effective Interviewing for Diversity and Inclusion
-        How to Regain Control of Your Time, Energy, and Priorities

Training Spotlight: Conflict Management and Resolution Skills

Through this LinkedIn Learning Path, **Develop Conflict Management Skills**, supervisors and managers can learn how to deal effectively with others in antagonistic situations. Discover how to reduce tension or conflict. Review how to effectively settle disputes by focusing on solving the problems at hand—without offending egos. Evaluate the feasibility of alternative dispute resolution mechanisms. This learning path offers six total trainings with a focus on learning the essentials of effective conflict resolution, practicing communication techniques to improve relationships, and discovering how to communicate clearly and compassionately. The identified trainings include:

Conflict Resolution for Beginners – address conflict and found outcomes that benefit all
Communicating through Disagreement – tools and tactics to communicate effectively in every situation
How to Proactively Manage Conflict as an Employee – recognize signs of conflict and tactful resolution strategies
Mistakes to Avoid When Resolving Conflict – how to avoid common conflict resolution mistakes
Managing Conflict in a Remote Environment – navigate and resolve conflicts that arise for remote workers
Working More Effectively with Different Personalities – recognize personality differences and relationship impact

Conflict resolution is a hot topic! Interested in more training options?

Managing Team Conflict - When you bring people together, conflict is a natural part of the dynamic. How leaders choose to manage these inevitable disagreements can make the difference between a dysfunctional team and a successful one. In this course, instructor Henna Inam shares strategies and techniques that can help you confidently lead through conflict.

Compassionate Directness - In any organization, communicating with directness is vital to success. But to build a truly healthy culture, directness must go hand-in-hand with compassion. When you combine these qualities, the result is truly powerful, creating a culture of increased clarity and productivity that also values and respects people's essential humanity.

HR Metrics: Data Driven Look at IDOH and the State of Indiana

Professional Development: Keep promoting the **WHOLE policy** and encourage a culture of learning.

Linkedin Learning	2019	2020	2021	2022	YTD
# Completed Courses	133	566	485	928	189
% Staff Participation	7.6	9.4	16.2	27.1	9.4

LEAD: Leadership Education & Development	Supv	Non-Supv
# Staff Enrolled	34	51
# Staff Completed	26	47

Time To Hire (goal <20 days/mo)
Application Date to Initiate Offer Approval.
This is called the "candidate experience."

Jan	Feb	Mar	April	May	June
29	31	31			

July	Aug	Sept	Oct	Nov	Dec

Vacancy Rate (goal <25%/mo)
Percentage of Positions Vacant

Jan	Feb	Mar	April	May	June
13	13	12			

July	Aug	Sept	Oct	Nov	Dec

YTD Days in Status for Hire
Goal: 14 days from date of application to notify HR

Disposition Status	Avg Days Each
Applied/Screen	6.7
Short List	6.7
Interview 1	10.8
Interview 2 (optional)	14.9
Notify HR of top candidate	0.8
Avg Total Days (1 interview)	**25**
Avg Total Days (2 interviews)	**39.9**

YTD Employee Churn (goal net positive)

Disposition Status	Positive	Negative
Hires/Rehires	61	
Transfers In	5	
Transfers Out		4
Terminations		16
Retirements		4
YTD Net Employee Churn	43	

YTD Turnover (goal <18% voluntary per year)

	2019	2020	2021	2022	YTD
IDOH	16.34	15.1	24.2	21.1	2.8
SOI	12.9	12.63	19.18	17.23	4.27

Affirmative Action Supervisor Goal Check
For more detail, check here under DEI section.

2022 AAP Goal Summary	% Target	% Actual
Interview Training (2 courses)	100	TBD
Candidate Dispositioning	100	TBD
Supv Goal Plan incl DEI or HE	30	TBD

Recognition

Spot Bonus (budget $81,800/FY)	129 / $76,800
Remote Work (excl. field staff)	286 participants
Education Reimbursement (CY)	14 / $30,011.02
Referral Bonus (Apr 2022 - current)	4 / $2,000

Performance Appraisal Overall Ratings

	2019	2020	2021	2022
Exemplary	15	24	37	17
Exceeds	144	248	284	269
Successful	545	456	394	484
Other	99	107	58	17

INSPD

Indiana State Personnel Department
1-855-773-4647
in.gov/spd

Medical Leaves
Workplace Injuries
Employee Relations
Hiring Processes