

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? Check it out [here](#).

Affirmative Action: Plan for IDOH

Thank you to everyone who was able to attend the [Affirmative Action meeting](#) on July 18th. We hope you were able to get a better understanding of our goals going forward and clarity on the path for us, as an agency, to achieve these goals in providing an even more inclusive work environment by being intentional in our processes and actions. You can view our [Affirmative Action Plan](#) at any time as it is posted in the HR page of the Nerve Center under the [Diversity, Equity and Inclusion](#) subheading. You can also find many other reading materials and trainings regarding this topic as well in this section.

IDOH continues to offer a good representation of the population of Indiana, and we have made some good strides in some of our adverse areas of focus from the previous year. On page 6 is a comparative breakdown over the past two years. Even with our progress, there are areas of improvement specific to promotional opportunities and recruitment for people of color as well as the recruitment of veterans and people with disabilities.

To help achieve these changes, it is important to level set expectations and to that end, our senior leadership team has created the following goals for all relevant parties.

Upcoming & Reminders:

8/6/2023 Interim Review Deadline
Have these been fully finalized in SuccessFactors? Instructions [here](#).

Click [here](#) for past editions of our monthly supervisor newsletter.

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Affirmative Action: 2023 Goals

As a supervisor, your role is integral in ensuring our staff have a positive employee experience that is inclusive, that your employment decisions are made without bias, and that you are intentionally and proactively growing as a leader.

Affirmative action programming is multi-faceted and is not solely an HR function. We all must play our parts for IDOH to improve as an agency.

The following agency goals were created by the IDOH senior leadership team in collaboration with human resources and the health equity council. Agency goals take into consideration aspects of Performance Management, Equity & Inclusion, Talent Acquisition and more based on affirmative action data provided. Goal progress will be monitored, reported to senior leadership, and addressed annually during the AAP presentations.



All Supervisors:

- Attend the Supervisor/Manager/Health Equity Council Affirmative Action Plan presentation on 7/18/23.
 - If attendance to live event is not possible, review [recording](#) by 7/31/23.
- Timely and selective dispositioning of candidates on every job posting. Instruction [here](#).
- Complete the following LinkedIn Learning courses by 12/1/2023. Should take less than 2 hours.
 - [Fair and Effective Interviewing for Diversity and Inclusion](#) and [Diversity Recruiting](#)

All Managers: (in addition to the goals listed above)

- Require attendance to the Supervisor/Manager/Health Equity Council Affirmative Action Plan presentation. If attendance is not possible, require review of recording by 7/31/23. Monitor to completion.
- Identify at least one goal for each of your supervisors related to affirmative action and/or health equity best practices by 12/31/2023. Add to 2024 goal plans.

Senior Leadership: (in addition the goals listed above)

- Promote and monitor Equity, Inclusion, and Opportunity course completion within your teams.
- Incorporate Health Equity Council into e-staff meetings once per quarter, beginning in Q3.

Health Equity Council:

- In partnership with INSPD Equity, Inclusion, and Opportunity Director and IDOH HR Director, Health Equity Council leadership to identify further data analysis needs by 8/31/23.
- Identify agency training opportunities that could be led by Health Equity Council in 2023. Partner with IDOH HRD for coordination.

Human Resources:

- Coordinate Supervisor/Manager/Health Equity Council presentation of 2023 AAP and goals in July 2023.
- Identify, promote, and/or conduct at least ten (10) EIO learning opportunities in 2023.
- Resource Share: INSPD Hiring Toolkit and Diverse Job Posting Toolkit by 12/1/23.

Diverse Staffing Toolkit: What is Diverse Job Posting?

During our Affirmative Action Plan meeting, INSPD Director of Equity, Inclusion, and Opportunity, Zach Cramer, shared the [Diverse Staffing Toolkit](#), which is a resource for all of us when recruiting for our open positions. Zach provided insight into what diverse job posting is and breaks down the intent and purpose of being intentional with our job postings so we may find individuals, of all backgrounds, with the necessary skills and experiences to be successful in our roles.

“Diversity, in its most simple form, can be measured through demographic data that represents us as individuals with complex social identities. Whereas inclusion means that we are making space for people to be seen, heard, and considered. So, as we think about recruiting, this toolkit allows us to reach out to, interview with, and consider hiring people from all backgrounds and identities. As we cast a wider net, we as recruiters, hiring managers, and supervisors must aim to reduce bias and provide equal access to individuals with transferable skills and experiences to complete our jobs – regardless of race, color, creed, religion, sex, national origin, ancestry, age, sexual orientation, or gender identity, physical or mental disability, or veteran status.

To be clear, the goal is not to fill a quota or “save seats” for people with specific identities. Additionally, this approach is not intended to cut corners on the necessary skills and experiences to complete these jobs, but rather to hone in on transferable skills and the potential innovation these professionals can bring to our agencies. Ultimately, this work is about leading by example, promoting innovation, and sustaining an organization that is dedicated to equity, inclusion, and opportunity for all Hoosiers.

This toolkit was initially rolled out in January of 2023. As with all good work, this information needs to be frequently updated, revisited, and enhanced to meet the needs of our workforce and the changes within the organizations that are highlighted. Please feel free to reach out and let us know about changes that need to be made or new organizations that should be added to this resource via our [Diverse Job Posting Feedback Form](#).”

- Zachery Cramer, INSPD – Director of Equity, Inclusion, and Opportunity

Toolkit Resources

[Supplemental Information](#)

Provides supplemental information, to overview how our approach is informed by best practices work.

[Diverse Job Posting Resources](#)

Designed to give an overview of active and potential resources related to inclusive recruiting.

[Diverse Job Posting Feedback Form](#)

Created to allow edits and new resources to be reviewed and added to the Inclusive Hiring Resources document.

[Agency Owned Job Posting Guidance](#)

Developed to maintain the high level of quality associated with the Work for Indiana brand, all job postings on external sites, job boards, and sponsored jobs.

[Glossary](#)

Provides detailed definitions of terminology related to inclusive recruiting.

Interested in any of these options?

Reach out to our Talent Acquisition Consultant, [Andre Wallace](#).

Hiring Panel Toolkit: Equity – Based Hiring Practices

In addition to our Affirmative Action Plan items, INSPD has also rolled out a [Hiring Panel Toolkit](#) to look at how we can be equitable in our hiring practices. This toolkit provides hiring managers with resources to help remove bias from our job profiles, our own mind/team, and from the interview/selection process. Further detail follows:

JOB PROFILES When creating or editing Job Profiles, there are some items which should be considered. We need to be mindful of how we are presenting these jobs to potential candidates and how some of the words we use or items we focus on can have an effect on the type of applicants we will attract and the type of environment we can portray.

Consider

- Gendered Language – usage of he/she, masculine v. feminine terminology (strong, assertive v. supportive, nurturing)
- Qualifications – preferences v. essential skills, generalize transferable skills (applying the skills from one job or field and seeing how they can apply to this job or field)
- Age Bias – young, digital native, no more than “X” years of experience, “overqualified”
- Ableist Language – driver’s license, physical requirements (Do they really apply to the job or just would want)
- Expectations of Experience – specific systems v. similar systems
- Experience v. Education – How much education makes up for experience and vice versa.



TEAM BIAS While going through the process of posting one of your open positions and hiring process, you begin to envision what that person needs to have to be able to “fit” into your team. At this time, it may be good to look around your team and see what your team really looks like. Consciously or not, we are sometimes swayed by our own internal biases when selecting potential applicants.

Consider

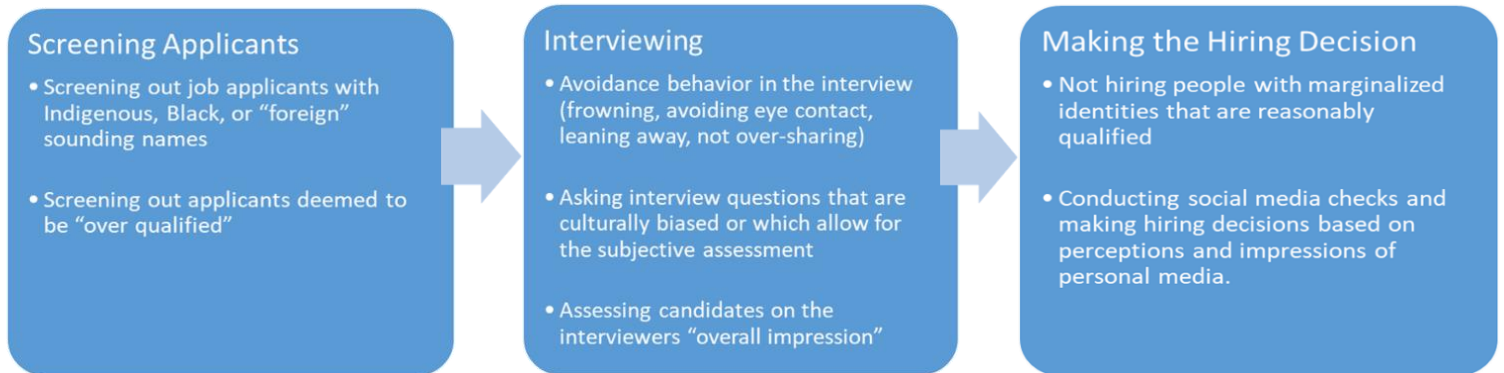
- Expectations v. Reality – Who do you expect to apply for the job? (Perception of who someone would typically see in this role i.e. Technology, middle-aged, white man; Social Services, young white and black women, etc.)
- Implicit Bias – Bias which occurs automatically and unintentionally (How have life experiences affected your decision making, taking stock of your current team; is everyone the same, do you value only certain characteristics)



HIRING PROCESS BIAS While we are being mindful of our biases and how they shape our decisions regarding our teams, equally important is to not allow those unintentional biases to influence decisions moving forward. While moving through the hiring process including screening, interviewing, and making the hiring decision, it is important to keep the process as uniform as possible to prevent these implicit biases affecting our overall decision-making process.

Hiring Panel Toolkit: Equity – Based Hiring Practices (continued)

ARE WE DOING ANY OF THESE? Consider how these behaviors could impact a diverse hire.



PREPARATION AND ACTION As a part of the uniformity of the hiring process, it is important to make sure there is a plan and an understanding of the process by those involved. Areas and actions which should be considered are, but not limited to:

- Verifying the Job Description/Profile
 - Is it accurate and up to date?
 - Share this as an attachment in your interview confirmation email to the candidate.
- Selecting the Interview Panel
 - Multiple perspectives are helpful.
 - Select a small diverse panel.
 - Ensure consistent use of panel for all interviews for each role.
- Hiring Timeline
 - Identify potential start date and work backwards while communicating and setting candidate expectations. Working backwards will help you prioritize the hiring process and keep you on track!
- Interview Materials - Examples and templates can be found in the [toolkit](#).
 - Standardized Competency-Based Interview Questions
 - Standardized Rubrics to Evaluate
 - Walkthrough with the panel (determining interview agenda, who’s asking what questions, etc.)

INTERVIEWS AND EVALUATION By standardizing the hiring process it will become easier to evaluate who is needed in the role and not a person we are trying to fit into a role. Rubrics are a great way to score an individual while also limiting bias. This will help ensure an objective review of the candidates. When you create your rubric for scoring, you should determine the must haves of the role and the base line score for this role. Some final takeaways to consider: Is this person qualified for this job? What unique experiences could be transferable? Can this person complete the core aspects of this job? What is a requirement and what is teachable? How does this person fit into the team and vision? Does this person provide value to this role and team?

ADDITIONAL TRAINING

- [Uncovering Unconscious Bias in Recruiting and Interviewing](#)
- [Diverse Talent in Recruiting and Hiring](#)

Invest In Your Health

Wellness Rewards Program Get Rewarded for What Matters

Employee Wellness: IDOH Wellness Engagement & Data

Whether or not we agree with the changes for this year's wellness programming, don't leave money on the table! This will be the only year we can double-dip (discount and gift cards). Please help us in encouraging and promoting this to your staff.

Current IDOH Engagement



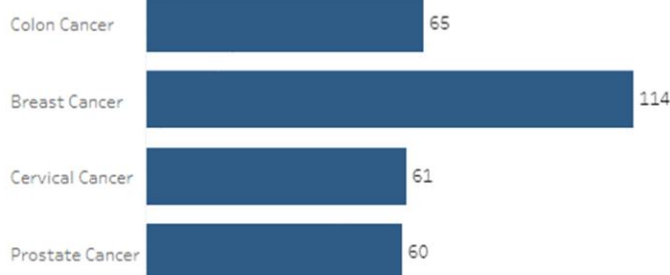
Promote Preventative Care Activities

The Preventative Care Activities are where we can earn the highest amount in gift cards while helping prevent and/or identify illness. Undetected illnesses that go untreated are what cause increases in insurance costs.

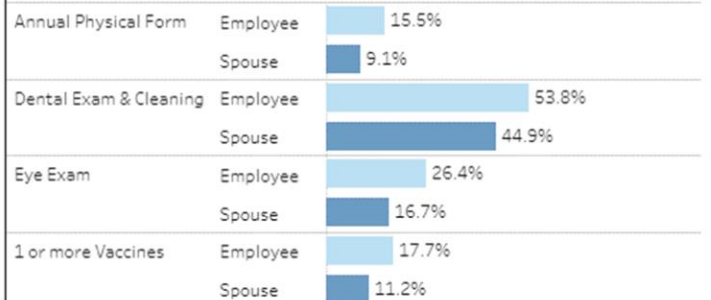
Preventative Care Activities

Annual Physical completed when individual completes their physical, submits their physical form, and it is processed.
All other preventative care activities are auto-completed when the claim is processed. Expect up to a 10 day lag from Anthem's claim processing date.

Cancer Screenings Total Earned: \$15,000



Preventative Care Completion Total Earned: \$73,300



Resources

- [Active Health Overview](#)
- [Active Health Website](#)
- [Frequently Asked Questions](#)
- [Wellness Program Activity List](#)
- [INSPD Benefits Division Email](#)



Preventive Care



Health Conditions



Mental Health



Live Healthy



Commit to Quit

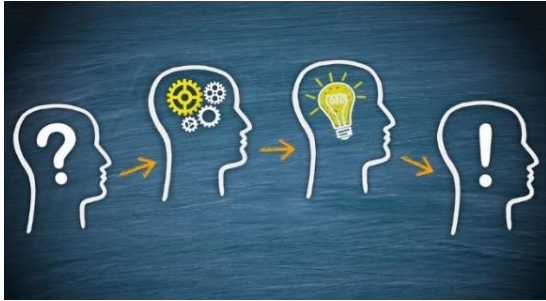


Wellness Rewards



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 in 2023

- [Excel Essential Training \(Microsoft 365\)](#)
- [Fair and Effective Interviewing for Diversity and Inclusion](#)
- [Inclusive Leadership](#)
- [Virtual Performance Reviews and Feedback](#)
- [Creating a Positive and Healthy Work Environment](#)

Training Spotlight: Diversity, Equity, Inclusion, and Belonging for Leaders & Managers

Through this LinkedIn Learning Path, [Diversity, Equity, Inclusion, and Belonging for Leaders & Managers](#), supervisors and managers can discover ways to effectively lead diversity efforts in your organization. After completing this learning path, Leaders and managers will be able to demonstrate behaviors and take specific actions to foster diversity, equity, inclusion, and belonging in IDOH and on your teams. This learning path offers eight total trainings with a focus on recognizing the business imperative for DEIB, demonstrating cultural competence and then implement equitable practices. The identified trainings include:

[Inclusive Leadership](#) – Learn how to cultivate an inclusive workforce

[Equity First: The Path to Inclusion and Belonging](#) – Practical advice on fostering equity

[Inclusion in a Global Enterprise](#) – Enhance diversity in different cultural contexts

[Cultivating Cultural Competence and Inclusion](#) – Why cultural competence is the key to success

[How Organizations End Imposter Syndrome](#) – Not having an internal sense of your own success

[Creating a Positive and Healthy Work Environment](#) – Investing in a positive workplace

[Addressing Unconscious Bias as a Leader](#) – How to identify bias and remove barriers

[Leading Your Org on a Journey of Allyship](#) – Learn to become an ally in and out of the office

REMINDER: Affirmative Action Training Goal

These two trainings are a part of the new goal plan so be sure to complete these ASAP (2-hour commitment).



[Fair and Effective Interviewing for Diversity and Inclusion](#) – This course explains three key barriers to fair and effective interviewing across differences: our cultural diversity lens; discomfort with difference; and stereotypes and biases.

[Diversity Recruiting](#) – This course explains how to confidently approach the topic of bias and successfully address it when recruiting. It also outlines the most common mistakes that recruiters make as well as ways to assess your current recruiting strategy to achieve success.

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

Keep promoting the **WHOLE policy** and encourage a culture of learning, recognition, inclusion, and engagement.

Professional Development

Linkedin Learning	2019	2020	2021	2022	YTD
# Completed Courses	133	566	485	928	523
% Staff Participation	7.6	9.4	16.2	27.1	23

LEAD: Leadership Education & Development	Supv	Non -Supv
# Staff Enrolled	47	43
# Staff Completed	39	42

Hiring and Turnover - INSPD recently reevaluated the turnover equation and decided to remove individuals who were hired into a role but failed to start. All figures in the YTD Turnover section have been updated accordingly.

Time To Hire (goal <20 days) = "candidate experience"											
Application Date to Initiate Offer Approval.											
Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
29	31	31	29	32	31	31					
Vacancy Rate (goal <25% per month)											
Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
13	13	12	12	11	12	11					

YTD Turnover (goal <18% vol per year)				
	2020	2021	2022	YTD
IDOH	14.11	23.24	19.93	6.23
SOI	13.05	20.20	18.82	8.42

YTD Days in Status for Hire	
Goal: 14 days from date of application to notify HR	
Disposition Status	Avg Days Each
Applied/Screen	5.2
Short List	7.6
Interview 1	10.7
Interview 2 (optional)	12.5
Notify HR of top candidate	1.3
Avg Total Days (1 interview)	23.5
Avg Total Days (2 interviews)	36

YTD Employee Churn		
Goal: Net Positive		
Disposition Status	Positive	Negative
Hires/Rehires	134	
Transfers In	11	
Transfers Out		6
Terminations		48
Retirements		10
YTD Net Employee Churn	81	

Performance, Affirmative Action, and Recognition

Performance Appraisal Ratings				
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

Affirmative Action Supervisor Goal Check		
AAP Goal Summary	% Target	% Actual YTD
Interview Training (2 courses)	100	6.2
Candidate Dispositioning	100	TBD
Supv Goal Plan incl DEI or HE	100	21
AAP 2023 Participation	100	TBD

Recognition			
Spot Bonus (budget \$90,500/FY)	60 / \$30,300	Education Reimbursement (CY)	33 / \$89,310.70
Remote Work (excl. field staff)	436 participants	Referral Bonus (Apr 2022 - current)	6 / \$3,000