The Employee Journey
Making the Connection

Recruit & select

Onboard & train

Set expectations

Encourage career growth

Measure & develop

Coach & provide regular feedback

Indiana State
Personnel Department

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**.

New Fiscal Year = New SPOT BONUS Budget

Congratulations to our FY 2022-2023 spot bonus award winners. Together you awarded 134 spot bonuses to 112 employees – yes, multiple employees received more than one spot bonus - within 31 divisions for a total spend of $80,000! For comparison, we spent only $11,000 on 24 spot bonuses in FY20-21 and $47,800 on 79 spot bonuses in FY21-22.

THANK YOU for your support of this recognition program.

Spot bonus budgets must be no more than an agency's number of full-time staff x $100 per year AND does not come out of your program-specific budgets. Last year our budget was $87,500 and is currently $90,500 due to our increased headcount.

A spot bonus is a one-time lump sum payment paid on an employee's paycheck (subject to taxes and other deductions) following approval. They are used to recognize an employee's exemplary service and reward them for their achievement but does not take the place of performance management or any annual increases. An employee may receive up to three spot bonuses per fiscal year at no more than $1,000 each.

Nominate your staff today! Review these instructions and complete this form to get started.

Upcoming & Reminders:

Interim Reviews Timeline
-   6/19-7/14: supv assessment
-   7/14-8/4: 1:1 discussions

Click here for past editions of our monthly supervisor newsletter.

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# Interim Reviews: 1:1 Discussions and Next Steps

By now self-assessments and supervisor-assessments should be complete. The next step is to complete all 1:1 discussions by August 4th. As the supervisor, you can determine whether you would like to send the review form to the employee before the 1:1 meeting, during the 1:1 meeting as a guide to walk through, or after you have conducted the meeting. To send the form to the employee, you must click "Confirm 1:1 Meeting." To finalize this process in SuccessFactors, employees must formally acknowledge the appraisal and send it back to the supervisor after review. The supervisor must then review and address comments as necessary and then click "Set to Complete."

Many of our employees have done a great job at working towards their goals this year and are providing the best service possible to IDOH and the people we serve. Unfortunately, there may be some employees who are struggling and currently not meeting their goals. It is important as supervisors you take this time to continue to direct and coach those employees so they may continue to grow and work towards successful completion of their goals. Below, we have provided some helpful tips in determining next steps in these cases.

Inability = PIP
You cannot discipline a skill/ability into an employee, so disciplinary action is ineffective when the problem is an INABILITY to perform the task correctly. An example of an inability would be an employee that is required to type 100 words per minute, but only has the skill to type 50 words per minute.
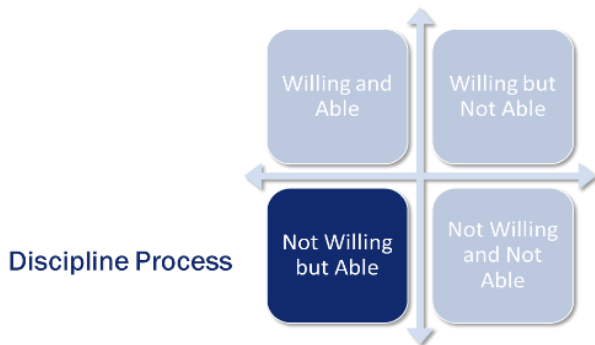
Unwillingness = Discipline
You cannot train willingness into an employee, so a performance improvement plan is ineffective when the problem is an UNWILLINGNESS to perform the task correctly. Examples of an unwillingness could be (not all inclusive) insubordination, unwillingness to behave as an effective team member, a failure to perform assigned duties, attendance and punctuality, or failure to report time correctly.

If it has been determined that a Performance Improvement Plan (PIP) is appropriate, supervisors will need to review the **PIP resources** and consult with Human Resources. Here are some key reminders:

- **Length of PIP: 30 days, 60 days, or 90 days:** The length of time we can reasonably expect for the employee to develop new skills and correct the performance deficiencies.

- **Description of specific performance deficiencies:** Identify each Goal/Expectation and/or Competency involved and describe the specific deficiencies in as much detail as possible (and necessary).

- **Employee's Responsibility:** Be as specific as possible in listing the work output expected during the length of the plan, with any deadlines by date and time.

- **Supervisor's Responsibility:** List all efforts management will take during the length of the PIP. At a bare minimum, regular meetings with the employee should be carried out (e.g., weekly, daily). If there have been formal efforts prior to the PIP, those may be noted. Document all discussions via email to employee.

Hiring: Timely Candidate Engagement = Higher Retention Rates

You know as well as we do the value of a qualified candidate. Timely engagement with prospective candidates is the key to an excellent candidate experience. An agile and engaging candidate experience is incredibly important to make these qualified candidates think twice about another opportunity. To ensure that every candidate who applies to the State of Indiana has an excellent experience, INSPD's Talent Acquisition team created the "Hiring Manager's Guide to the Candidate Experience" which includes helpful pointers as you move through this process.

Quick tips:

- Review candidate applications daily.
    - Don't wait until the posting expires to start scheduling interviews and talking to quality candidates.
    - Discuss salary with candidates before the interview to gauge expectations.
- Adopt a sense of urgency in communication with candidates.
    - Disposition candidates as appropriate so they get automated workflow if they aren't moving along the process. This is also one of our Affirmative Action Plan goals!
    - Stay in communication with your top candidate during the background check / salary approval process. Contact your candidate the week before they start to answer any questions they may have.
- Ensuring an excellent onboarding experience for new hires leads to higher retention rates.
    - 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. For those that don't work at 2N, be sure your new hire knows where to go and what to do.
    - Is their equipment ready? Do they have a training plan? Do they have someone, other than their supervisor, they can go to with questions?

Don't forget! IDOH-specific hiring guidance, including instructions, salary discussion guidance, and all required forms can be found via the HR page of The Nerve Center.

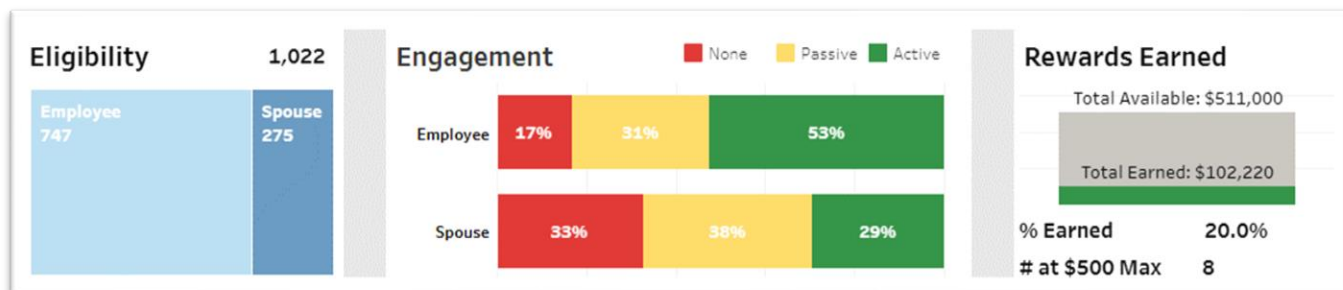# Job Bank Posting Tools: Role Overview and Screening Questions

When you create a job bank posting, the role-based job profile is what candidates will see. Role-based job profiles allow for clarity, consistency, and transparency in role definition and how hiring managers attract, select, manage, and develop talent across different teams, divisions, and agencies. For candidates to review role-specific details such as requirements and key responsibilities, you will need to draft a 4-5 sentence **role overview**. Add this to the comment section and HR will include it in the posting for you.

Screening questions are helpful if you would like to rank your candidates based on their responses to specific requirements or have SuccessFactors automatically disqualify candidates who don't answer a question correctly. For example, if the role requires an active registered nurse license anyone who answers "no" could be automatically moved to a disqualified disposition and sent an appropriate automated message; however, questions do not have to be pass/fail and can you instead use the answers as a quick screening tool. You can see each answer to each screening question on the candidate's profile. Contact Andre Wallace, IDOH Talent Acquisition Consultant, for help with this.
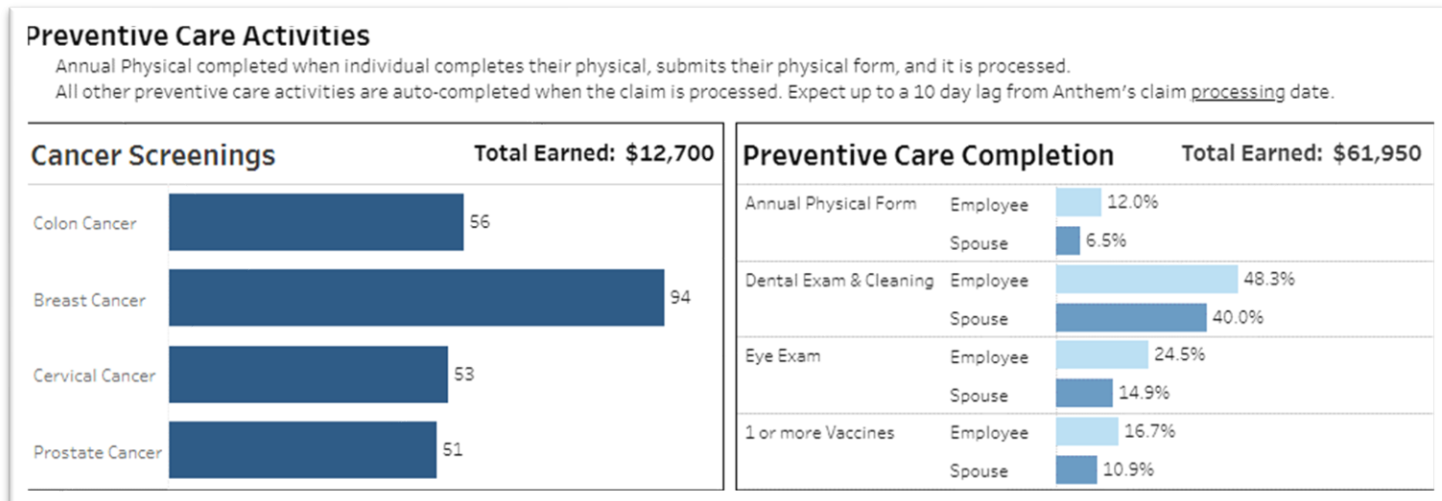
Employee Wellness: IDOH Wellness Engagement & Data

Whether or not we agree with the changes for this year's wellness programing, 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

Eligibility	1,022	Engagement	■ None ■ Passive ■ Active	Rewards Earned	
Employee 747	Spouse 275	Employee	17% / 31% / 53%	Total Available: $511,000	
		Spouse	33% / 38% / 29%	Total Earned: $102,220	
				% Earned	20.0%
				# at $500 Max	8

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.

Preventive Care Activities
Annual Physical completed when individual completes their physical, submits their physical form, and it is processed.
All other preventive 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: $12,700

Colon Cancer	56
Breast Cancer	94
Cervical Cancer	53
Prostate Cancer	51

Preventive Care Completion — Total Earned: $61,950

Annual Physical Form	Employee	12.0%
	Spouse	6.5%
Dental Exam & Cleaning	Employee	48.3%
	Spouse	40.0%
Eye Exam	Employee	24.5%
	Spouse	14.9%
1 or more Vaccines	Employee	16.7%
	Spouse	10.9%

Resources

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

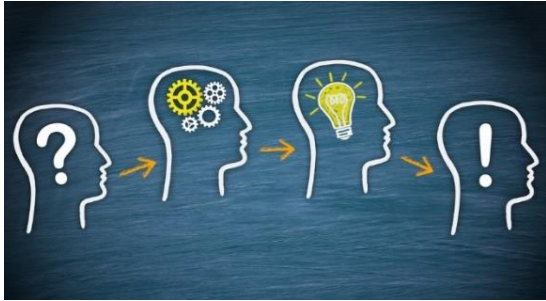Preventive Care   Health Conditions   Mental Health

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: Build Your Inclusive Leadership Skills

Through this LinkedIn Learning Path, **Build Your Inclusive Leadership Skills**, supervisors and managers can learn how to lead an organization that includes everyone and leverages the diverse talents of all. Now, leaders of all levels are called on more than ever to close the gap on what is promised and what is practiced in the area of diversity and inclusion. This learning path offers seven total trainings with a focus on learning how to become aware of your own biases and become an inclusive leader, developing an inclusive organization, and utilize opportunities to manage compassionately. The identified trainings include:

Inclusive Leadership – Learn how to cultivate an inclusive workforce
Fostering Belonging as a Leader – Proactively cultivate a sense of belonging
Confronting Bias: Thriving Across Our Differences – How to interact with others across differences
Psychological Safety: Clear Blocks to Innovation, Collaboration, and Risk Taking – Unlock innovation
Adding Value through Diversity – How to add value to your culture through diverse candidates
Addressing Unconscious Bias as a Leader – How to identify bias and remove barriers
Be an Inclusive Organization People Won't Leave – Learn to tackle talent migration issues through DEI strategies

REMINDER: Affirmative Action Training Goal
We will soon have new goals. 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	418
% Staff Participation	7.6	9.4	16.2	27.1	21

LEAD: Leadership Education & Development	Supv	Non -Supv
# Staff Enrolled	46	44
# Staff Completed	36	43

Hiring and Turnover

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						

Vacancy Rate (goal <25% per month)											
Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
13	13	12	12	11	12						

YTD Turnover (goal <18% vol per year)	2019	2020	2021	2022	YTD
IDOH	16.34	15.1	24.2	21.1	5.8
SOI	12.9	12.63	19.18	17.23	6.73

YTD Days in Status for Hire Goal: 14 days from date of application to notify HR	
Disposition Status	Avg Days Each
Applied/Screen	5.3
Short List	7.9
Interview 1	11
Interview 2 (optional)	9.6
Notify HR of top candidate	1.5
Avg Total Days (1 interview)	**26.2**
Avg Total Days (2 interviews)	**35.8**

YTD Employee Churn Goal: Net Positive		
Disposition Status	Positive	Negative
Hires/Rehires	120	
Transfers In	10	
Transfers Out		6
Terminations		40
Retirements		8
YTD Net Employee Churn	**76**	

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		
2022 AAP Goal Summary	% Target	% Actual YTD
Interview Training (2 courses)	100	3.5
Candidate Dispositioning	100	TBD
Supv Goal Plan incl DEI or HE	30	21

Recognition			
Spot Bonus (budget $87,500/FY)	16 / $12,400	**Education Reimbursement** (CY)	29 / $78,676.62
Remote Work (excl. field staff)	286 participants	**Referral Bonus** (Apr 2022 - current)	6 / $3,000