

HR Business Agility



Lead. | Empower. | Collaborate.

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HORIZONS

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Ability, Agility, Adaptability Applauded



By Al Howell

The indication of a true professional's ability, agility and adaptability is not when things are flowing smoothly, but rather during a storm, chaos, and confusion. Will the professional rise above the calamity or will he/she be overwhelmed by the situation? The on-going novel coronavirus (COVID-19) pandemic has and continues to test human resources professionals across the State of Georgia. I am proud to report that we have met the challenge! I applaud the numerous human resources

professionals across the state who have been at the forefront in helping their agencies cope with the COVID-19 pandemic. Although at times you may have felt weary or weak-in-the-knees, you stepped in and stepped up to assess how COVID-19 had and would continue to impact employees, families, business operations and the community at large.

State HR professionals met the challenge head on and successfully applied the proper human resources tools and techniques needed to effectively maneuver their agencies through this fluid and complex public health crisis. Critical thinking, change leadership, and problem-solving skills kicked in with a sensitivity to make timely decisions on very complex matters. Who would have thought that at the opening of 2020, HR would need to lead the charge in simultaneously deciding on facility closures, remote work arrangements for most if not all of a work location's staff, alternative compensation methods, revised leave of absence agreements, just to name a few. These dynamic activities were all woven into old, newly formed and evolving regulations concerning health and the new buzz phrase of "social distancing".

Many would agree that the COVID-19 pandemic continues to overshadow our state, nation, and local and global communities. Whether you are surfing these tsunamis as an HR newbie or pro, know that your time, talent, commitment, and skill are genuinely appreciated and have not gone unnoticed. As we ready to re-enter the workplace, this is yet another opportunity for the human resources profession to shine! I am certain that you are being called upon to take an active role in helping your agency develop its workplace re-entry plan. Your human resource expertise will provide your agency leadership with important insights and perspectives during this critical phase of the battle.

You continue to demonstrate your tenacity and commitment to our dynamic and complex human resources craft. The Human Resources Administration team will continue to stay connected in the days, weeks, and months to come. Know that we are in this together. For the short- and long-run; for what we have predicted and planned, and even for the unforeseen. Thanks for facing and embracing these challenges as we work together to shape our future. We will champion these matters collectively! Thank you for shining brightly!





Bo McDaniel
TALENT & POLICY DIRECTOR



Carla Gracen
COMPENSATION & BENEFITS DIRECTOR

Intelligent Automation (IA) has various benefits, including significantly improving the process of new hire onboarding. In most agencies today, new hires complete stacks of agency specific-forms which are used to manually enter the information into both agency systems and PeopleSoft. This is typically followed by exchange of emails or forms between staff to establish IDs, arrange parking, notify IT, etc. This process is inefficient and eats into budgets.

Another benefit of using AI is accuracy. Agencies can reduce new hire data entry by 90% or more by fully utilizing the system tools currently available. HRA Talent Management will be providing more information on these options in the next Talent Acquisition forum.

The most important prerequisite to gaining the benefits of IA is an agency's willingness to unravel and redesign its human resources business processes and associated staffing patterns. Another prerequisite is to fully utilize available technologies, such as the enterprise-designated applicant tracking system, which is available free to agencies, and PeopleSoft HCM

When these prerequisites are met, the agency is ready to utilize IA and transform their new hire onboard processing. To learn more, email me at bo.mcdaniel@doas.ga.gov.

The last few months have been stressful for many people as life adjustments have been made due to the physical and emotional impacts of the novel coronavirus (COVID-19). For many the virus has disrupted daily life routines resulting in loss of income, workplace closures, as well as school and daycare facility accessibility. COVID-19's impacts have seemingly been felt at all levels of our lives.

As a reminder the State of Georgia's Employee Assistance Program (EAP) offers an abundance of support and resources to assist employees during these uncertain times. Available resources include free consultation with a financial consultant to review debt or credit concerns; assistance in identifying day care and/ or day camp programs that are now open; as well as counseling to assist with the emotional aspects related to relationships, fear, anxiety and isolation. Regardless of your need, EAP can offer you support and guidance during these unsettling times.

For employees of entities that participate in the EAP, additional information may be accessed online via www.EAPHelplink.com, passcode: Georgia or call 833-276-0988.

Congratulations!

2019-2020

Georgia State Charitable Contributions Program (GASCCP) Winners!

The award-winning agencies/entities gained the partnership and support of employees to achieve outstanding results for charitable organizations across the state of Georgia. Their collective efforts will support the lives of children and adults in education, health environment and much more.

Let's celebrate with them on the accomplishment that will positively impact the lives of many.

GOVERNOR'S AWARD WINNERS

The University of Georgia
Department of Behavioral Health and Developmental Disabilities
University System of Georgia/Board of Regents
Teachers Retirement System
Employees Retirement System

CHAMPION SPIRIT AWARD

Georgia Institute of Technology
Department of Labor
Department of Early Care and Learning
Department of Administrative Services
Office of Planning and Budget

STELLAR AWARD

Georgia State University
Department of Natural Resources
Department of Public Health
Student Finance Commission
Georgia Environmental Final

2019-2020 Total Campaign Funds Raised: \$982,374.34

AWARD CRITERIA

Highest levels of online giving (i.e., online one-time donations, online payroll and paper payroll pledges) based on five (5) employee headcount ranges (i.e., 1 – 100, 101-500, 501-1,000, 1,001-9,000 and 9,000+)

Just-In-Time Board Meetings



In response to issues concerning state office closures and employee leave arising from the novel coronavirus (COVID-19) pandemic, the State Personnel Board held two called meetings in March 2020, approving emergency, temporary rule modifications and a new, temporary rule.

Emergency Modifications - Rule 16

On March 20, the Board approved emergency modifications to Rule 16, *Absence from Work*. The Rule provides that regular, salaried employees continue to receive pay when a state office is closed because of an emergency declared by the Governor. The temporary modification extends eligibility for pay during an emergency office closure to non-temporary, hourly employees. This extension applies only if the closure occurs due to the Public Health State of Emergency declared by Governor Kemp on March 14, 2020. (Note that this state of emergency has been extended by the Governor and is in effect through June 12, 2020.) The temporary modifications to Rule 16 expire July 18, 2020, unless the Board takes further action.

Emergency Adoption - Rule 31

In preparation for the effective date of the federal Families First Coronavirus Response Act (FFCRA), the Board held an additional called meeting on March 30 and adopted Rule 31, *Families First Coronavirus Response Leave*. This Rule provides a framework for implementation of both the emergency sick leave and emergency family and medical leave provisions of the FFCRA.

The modifications to Rule 16 became effective March 20, and Rule 31 became effective April 1. The current rules are available on the [DOAS website](#).

Non-Emergency Version - Rule 31

A non-emergency version of Rule 31 will be presented to the Board at its meeting on July 27. Other than one minor revision, the non-emergency version of Rule 31 will be identical to the emergency rule currently in effect. If approved by the Board and the Governor, this Rule will remain in effect through December 31, 2020.

Questions regarding SPB meetings may be referred to Valerie Wilkinson, Legal Analysis Specialist, at valerie.wilkinson@doas.ga.gov or 404.232.7851, or to the general HRA Policy mailbox, policy@doas.ga.gov.



Valerie Wilkinson
LEGAL ANALYSIS SPECIALIST

The Power in Unifying Our Business Culture

What is one way to create organizational unity? Devise a simple, yet profound, statement (e.g., slogan, motto, tagline) that represents the organization's values, style, and character. And not just any statement! One that is believed, trusted, and aligned with the organization's vision, mission, and purpose. The slogan of the Georgia Department of Administrative Services (DOAS) is "Lead. Empower. Collaborate." Quite memorable, but how was this slogan devised? How does it play out with our highly diversified DOAS operation? After all, DOAS is home to five business units and 170 employees responsible for helping the enterprise with human resources, risk and vehicle fleet management, as well as central procurement and surplus property functions.

During July 2019, the DOAS leadership team gathered for an all day deep dive for a long-term strategic planning session. During the vision planning segment, the team agreed that a clear statement about the work culture needed to be linked to the vision that anchors DOAS. The leadership team arrived at three representative statements and then surveyed the DOAS employee population for a final vote. Employees agreed overwhelmingly on "Lead. Empower. Collaborate." On August 27, 2019, the slogan was officially announced and became the DOAS incorporated branding strategy,

including email signature lines, website templates and outreach materials.

As with many organizational slogans, value statements, and vision messages, "Lead. Empower. Collaborate." could be easily sidelined and forgotten. However, one way to keep it alive and relevant in our everyday work culture is to "walk it out." Incorporate it at every opportunity. Align it against our work assignments, tasks, products, service standards, and deliverables. Let it be our reality. So, what are the underlying descriptions of each word?

- **Lead:** To set appropriate guidelines for work of the future.
- **Empower:** To give targeted discretion to our customers to best match their operating environment.
- **Collaborate:** To learn from each other and improve our services' outcomes.

With an understanding of these ideals, each employee, regardless of role, job function or tenure, can walk out our slogan. Leading, empowering, and collaborating can become part of our daily interactions with customers, clients, and colleagues. Collectively we create, not just the words or a statement, but a work culture near and dear to our organization's style, character, and heart.



Patrick McKeon

Manager of Organizational Planning and Performance

Patrick McKeon is responsible for the Planning and Performance unit in DOAS. Patrick has served with DOAS since 2012, and before that worked in the Governor's Office of Planning and Budget, the Georgia Senate, and the Delaware Office of Management and Budget. He studied biochemistry and public policy at Georgia Tech. He and his family currently reside in Atlanta.

Thinking About Your Thinking, That's Critical Thinking!



In a recent study by the Conference Board, 150 organizations were asked what skills were necessary for today's future-focused Human Resources professionals. "Critical thinking" got top ranking. Due to increased complexities in the work environment, professionals must have the ability to quickly make high quality decisions, in the face of competing priorities and uncertainties. With the daily need for information analysis, problem-solving and decision-making critical thinking is an essential competency for state of Georgia

HR professionals, now more than ever.

Critical thinking can be defined as thinking logically with clarity and precision: while using an approach that is objective and accurate to evaluate issues. In this manner, the focus is on information that is relevant to drawing conclusions. Professionals must "think about their own thinking" style and, reasoning to solve problems and make decisions in ways that benefits clients, customers, and the organization.

(Cont.)

Three Critical Thinking Keys

1. **Recognize Assumptions.** It is deceptively easy to read something or listen to a comment or presentation, and assume the information presented is accurate -- even when no evidence has been supplied. Noticing and questioning assumptions helps reveal information gaps and even flawed logic.
2. **Examine Assumptions.** When an assumption is identified, examine the assumption through the eyes of others. "Walk in the other person's shoes" and consider the intended recipient and audience of the information. The findings might provide a richer perspective on the topic, problem, or opportunity.
3. **Evaluate Arguments.** Evaluate argument details by objectively and effectively analyzing information. Ask questions to qualify supporting evidence and understand how emotions might impact and influence the problem-solving and decision-making process. This will aid in distinguishing emotions from data.

Critical Thinking (cont.)

One common barrier to critical thinking is "splitting" also known as black-and-white thinking or all-or-nothing thinking. This is a failure in a person's thinking to bring together the dichotomy (polar opposites) of both positive and negative qualities of self and others into a cohesive, realistic whole. The desire to avoid conflict (whether actual or presumed) may result in

HUMAN RESOURCES



premature decision-making, therefore creating a hindrance to critical thinking. Further, relying on past information and/or experiences, can usurp the opportunity for critical thinking. HR professionals who practice

objectivity, examine issues closely, embrace self-awareness, and remain open to ongoing learning can more effectively advise, manage, and maneuver themselves through today's work environment. Additionally, effective critical thinking enables HR professionals to sought through the validity of positions and opinions to help their clients, customers and colleagues make more accurate decisions and conclusions.

Critical thinking is an essential business approach and tool for today's HR professional. For more information on critical thinking, send your request to conrad.norman@doas.ga.gov.

For your free critical thinking practice assessment and the complete Watson Glaser Critical Thinking assessment visit <https://www.assessment-training.com/watson-glaser-critical-thinking-test>

#critcalthinking
#hrthinkagain

With over 30 years of management, learning and organizational development experience Conrad Norman brought his expertise to the state of Georgia's HRA department in 2008. He currently serves as the Senior Manager of Learning and Organizational Development and provides consulting and learning solutions to state of Georgia's agencies and entities. Conrad's greatest passion is helping people grow and maximize their potential. Conrad has set his sights on expanding HRA's People Development consulting and learning solutions to more State of GA agencies and entities.



Conrad Norman
SENIOR MANAGER LEARNING &
ORGANIZATIONAL DEVELOPMENT

DEVELOPMENT

DBHDD: Strategically Gaining A Seat at the Table



DBHDD HR receives 2019 CSPA award during annual conference.

Standing left rear Ruby Rowland, Clifton Mitchell, Derrick Maldonado, Ed Brashier; Second row far left Anissa May, Mary Douglas, Mark Green, Peri Johnson, Precious Ash, Greg Short, Salathiel DeLoach; Front row kneeling center left Focus on Georgia Rep, Betsy Thomas, Focus on Georgia Rep #2, Somayah McKinney

Many of us have managed through times of global and societal conflicts, recession, inflation, mergers and acquisitions, technology explosions, and even 9/11. We are now at an unprecedented time fighting the invisible enemy -- novel coronavirus (COVID-19). This global pandemic impacts where and even how we work. Being a strategic business partner has never been more important for the human resources professional.

Business leaders gravitate to those who understand the organization and can provide innovative and customer-focused solutions. Not having a "seat at the (decision-making) table" more often than not results in angst when servicing customers, clients, vendors, and even colleagues. Being viewed and valued as

an HR business partner is not a quick "light switch" change. It is a journey of transformation. Yet the results can be and have been impactful and enduring.

Therefore, at the Georgia Department of Behavioral Health and Developmental Disabilities (DBHDD), we found it essential to articulate, and

Not having a "seat at the (decision-making) table" more often than not results in angst...



most importantly effectuate, HR services, tools and solutions directly aligned with the accomplishment and embodiment of DBHDD's vision, mission and core values.

Commissioner Judy Fitzgerald shared, "DBHDD has led a remarkable transformation since becoming a stand-alone agency in 2009, shifting from a broken and fragmented system to one that embraces recovery and independence for the

(Cont.)

- DBHDD VISION -

Easy access to high-quality care that leads to a life of recovery and independence for the people we serve.

- DBHDD MISSION -

Leading an accountable and effective continuum of care to support Georgians with behavioral health challenges and intellectual and developmental disabilities in a dynamic health care environment.

- DBHDD CORE VALUES -

Compassionate, Prepared, Respectful, Professional, Caring, Exceptional, Inspired, Engaged, Accountable, Informed, Flexible, Hopeful, Connected.



individuals we serve. After acknowledging our challenges, the Department made a commitment to improve the system through leadership, dedication, investment, and partnerships.”

- Behavioral Health - transformed our safety net into an accountable, community-based, recovery-oriented statewide continuum of care.
- Intellectual and Developmental Disabilities - developed a system that is more individualized and responsive and promotes independence.
- Hospital Services - modernized our hospitals and work in collaboration with community-based services to help individuals experience sustainable recovery.
- Enterprise level - reorganized to modernize our internal and external structures, streamline processes, enhance communication, and improve internal and external service tools to better serve our internal and external customers.

Our Office of Human Resources and Learning played an integral part in developing DBHDD's FY 20 – FY 24 strategic plan, and will be instrumental as we move forward with implementation. It is also a point of pride that much of the format and branding for the plan came from HR and Learning's redesign, streamlining and rebranding of our New Staff Orientation (NSO) program. It also resulted in the refresh of DBHDD's logo,

and redesign of all internal and external communication including business cards, signage and our website.

DBHDD's strategic plan aligns directly with Governor Kemp's Four Strategic Goals:

1. Make Georgia #1 for Small Business
2. Reform State Government
3. Strengthen Rural Georgia
4. Put Georgians First

DBHDD's Four Objectives:

1. Successfully fulfill the principles of the ADA settlement extension
2. Influence the design and direction of the health care environment in Georgia
3. Manage a network of providers
4. Be a team of individuals who are effective, engaged, empowered and recognized

HR and Learning is providing leadership and is deeply embedded organizationally in a variety of projects and initiatives supporting DBHDD's Objective 4.

In December 2019, the DBHDD HR team was recognized by the State of Georgia's Council for State Personnel Administration as the state's HR Team of the Year in part for its progressive and innovative work in such areas as intelligent

(Cont. page 13)

E-Offers: Streamlining the Job Offer Process



Ready to extend a job offer? When using Team Georgia Careers (TGC), there is the “E-offer” option which allows the electronic acceptance and onboarding of an applicant. Provided the candidate is processed through TGC using the Candidate Selection Workflow, this feature may be used for state of Georgia new hires and rehires.

The selection of the E-offer option allows the recruiter to extend the offer of employment via email. The notification includes options for the candidate to accept or decline the offer.

Acceptance of the employment offer triggers the onboarding process by requesting that the candidate complete and/or acknowledge various enterprise documents. Once that phase is completed and the candidate background is cleared, TGC triggers an automatic export

of that candidate's job and position data into TeamWorks. TGC uploads are done twice daily into TeamWorks, allowing for recruiting team members to gain quick access into the TeamWorks database.

While the information is available on the Manage Hire page, employment is not official until the transaction technician verifies the job and position data, and adds any additional panels

While all hires can be processed in TGC, the E-offer process may only be conducted by the “Manage Hires” functionality in TeamWorks.

For additional information on the Team Georgia Careers job offer extension process or assistance with incorporating the Manager Hire functionality into your onboarding process, contact donna.derby@doas.ga.gov.

Benefits of utilizing the TGC E-offer process include:

1. on-demand record of the process,
2. early access to the list of employees to be hired,
3. increased efficiency of job and position data (via pre-population),
4. automatic Performance Plan generation notification (if applicable), and
5. automatic 90-day scheduling of New Employee Survey. **(Note: this feature is available to agencies upon request.)**

#eOffers
#teamGA



Donna Derby
TALENT ACQUISITION
CONSULTANT



We're Halfway There!

Share the benefits and help us reach our 2,020 S.T.A.B.L.E. enrollee goal by December 31, 2020

As of May 10, 2020 we have 1,057 enrollees

To find out more about the STABLE program, take the eligibility quiz or enroll visit www.georgiastable.com.

STABLE BENEFITS & FEATURES INCLUDE:

- \$2,000 resource cap eliminated
- Savings and investment accounts
- Online eligibility quiz available
- Use funds for housing, transportation, education, health & wellness, legal fees and more
- Account owner, family members, friends and others may contribute to the individual's account
- Free online enrollment



UPDATES & FACTS

DBHDD: Strategically Gaining

automation, staff onboarding and service delivery. I have the utmost confidence that our HR team will continue to embrace the challenges ahead and deliver the results necessary for success!

For more information about DBHDD, visit www.dbhdd.georgia.gov.



Mark Green
HUMAN RESOURCES DIRECTOR

With over 40 years in the human resources profession, Mark started as a personnel analyst with the Georgia State Merit System and Department of Human Resources. He transitioned to private sector healthcare and IT industries, serving in HR leadership roles for nearly 25 years. Mark returned to state government in 2010, taking on his current assignment with the Georgia DBHDD. Mark describes his HR assignments as challenging and rewarding, and never dull!

7 HEALTH FACTS MEN NEED TO KNOW

- DRINKING**
Those who consume 4 to 10 drinks a week at most have a **lower risk** of developing type 2 diabetes. Drinking more than 10 drinks a week almost **doubles your risk** of type 2 diabetes.
- ACTIVITY**
Men who climb 50 stairs or walk 5 city blocks a day may lower their risk of heart attack by **25%**.
- 7-8 HOURS SLEEP**
Men who sleep 7-8 hours a night have about **60%** less risk of fatal heart attack than those who sleep 5 hours or less.
- NUTRITION**
How easy is this?! Getting your 5-7 servings of fruit and veggies is as simple as a glass of orange juice, one potato, one big carrot, 1/2 an avocado, and a pear.
- MENTAL HEALTH**
Inactive men are **60%** more likely to suffer from depression than those who are active.
- Genetics**
Only **30%** of a man's overall health is determined by his genetics. **70%** is controllable through lifestyle.
- Lifestyle**
Men live **9 years** in poor health mostly preventable by making small lifestyle changes.



Time for you and eye

Eye exams can improve more than your vision

Even if you can see well, regular eye exams are important to help keep your eyes healthy — and catch other health problems early. Eye exams can:

- Diagnose diseases, such as:¹
 - Glaucoma — pressure in the eye, which can harm the optic nerve
 - Macular degeneration — changes in the retina that result in the slow loss of eyesight
 - Cataracts — clouding of the eye lens, which can blur vision
- Help spot other health problems that can also cause eye problems:²
 - Diabetes
 - High blood pressure
 - Certain cancers

Finding out about these problems early means you can get treatment early. This can help you get better and lower your health care costs.

Anthem 

Eye on the numbers:

- Over 81% of Americans use some form of eyesight correction, such as glasses or contact lenses.³
- Over 28 million Americans over age 40 have eye problems that can lead to vision loss and blindness. Experts warn that the number will go up as people age.⁴
- About 22 million American adults have cataracts. It's the leading cause of blindness worldwide and of poor eyesight in the U.S.⁵

Diabetes can put your eyes at risk

It can make you very sensitive to light and damage your retina (diabetic retinopathy). But think about this:

- Twenty-five percent of people with diabetes don't know they have it,⁶ so they don't get the treatment and protection they need.
- Only 17% of diabetics know they can be more sensitive to light, so most of them don't protect their eyes by wearing sunglasses.⁷
- Forty percent of diabetics don't get a yearly eye exam.⁸ This puts their eyes at risk.
- Proper vision care can stop more than 90% of vision loss and blindness caused by diabetic retinopathy.⁹

Remedies for Challenges Faced by Public Sector Employers



VS



Whether it is city, county, state or federal employment, public sector employers are often faced with hiring and retention challenges that are noticeably more rigorous than those seen by private industry employers. Public sector employment is sometimes perceived as using vague and bureaucratic job titles, painfully slow recruiting processes, and obsolete technology. Public sector employers have the daunting task of designing marketing campaigns for the external job applicant market while evolving their internal culture and employee engagement strategies to retain the current employee population. Despite the challenges, public sector human resources professionals are more aggressively than ever, examining options and acting to turn the tide.

Job Attraction

According to a Forbes study, Millennials (birth years 1981 – 1995) will make up 75% of the job market by 2025. This generation is deeply entrenched in technology and are used to having on-the-spot results. Therefore, removing obstacles that slow down the recruitment process is essential.

According to the most recent data provided by the U.S. Bureau of Labor Statistics, employees who are under 35 make up only about 27 percent of the public sector workforce. The primary reason for the disparity is that younger

applicants will not wait. With the recruiting technology and tools currently available in the private sector, slow or no response to job applicants equates to missed candidates.

Generally, public sector jobs pay less than the private sector. Studies have shown that generationally,

By **2025**
Millennials will make up
75%
of the job market

Millennials are not necessarily interested in holding down the same job for 40 years just because it provides a steady paycheck. Preferred are interesting experiences and mission-driven work that can make a difference in peoples' lives. These are the very qualities that many government jobs offer. More deliberate communication of what it means to be a public servant and the opportunities to do impactful work are needed to not only attract but retain workers.

(Cont.)

Remedies for Hiring (cont.)

Career Progression

Clear career paths are of interest to prospective employees and new hires. Explaining job transition and progression can make a big difference in terms of people wanting to stay. Feeling there's job progression aids employees in seeing the gold at the end of the rainbow, which for many is important.

Incorporating the "stay interview" process is a means of stabilizing the workforce and potentially replacing the "exit interview" program. Stay interviews allow for checking in on job interest and appeal. It is important discovering whether the employee perceives his/her skill set as valued and being utilized. If it is determined adjustments need to and can be made by the employer, this aids in retaining employees.

Job Redesign

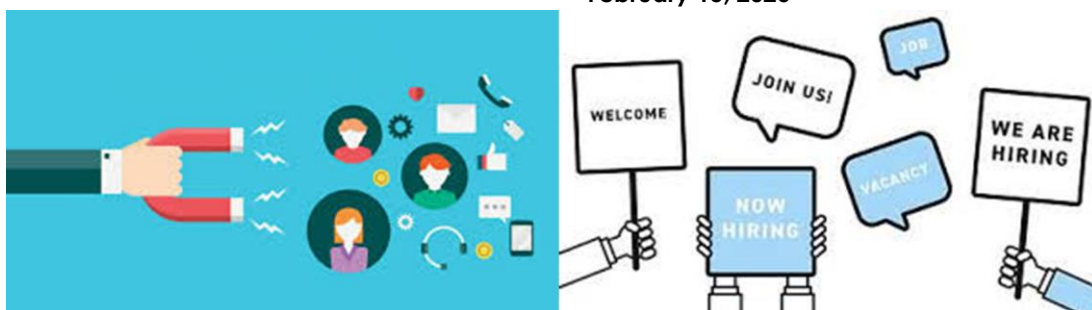
Both the public and private sectors are under increased pressure to embrace technology and automation, but that does not mean they will be hiring fewer people in coming years. While many of us presumed that advanced technologies would eliminate human workers, that was not a completely accurate assumption. However, job experts say the jobs have been and

will continue to be redesigned. While software and machines take over rote functions, humans are freed up to take on more significant tasks. Deloitte uses the term "superjobs" to describe this melding of technology and human talent. In a survey the consultancy published by Deloitte in 2019, most public-sector employers agreed that the superjobs trend is important, yet only about half of the respondents said their organizations are prepared for it.

Embracing the Challenge

Employers still realize that attraction is just one part of the equation. Job retention, fueled by on-the-job and work satisfaction through positive employee engagement, balances out the formula. High levels of employee engagement promote retention of talent, foster customer loyalty, and improve organizational performance and stakeholder value. Public sector HR professionals are faced with evolving from the former systems and processes to embracing and applying the new and emerging "workscape."

Excerpts from SHRM Magazine "Hiring Challenges Confront Public Sector Employers" by Mike Ramsey | February 15, 2020



COMING SOON

DATE ACTIVITY

June 25, 2020	Sexual Harassment Prevention Training Survey Link Distribution
July 27, 2020	State Personnel Board & Employee Benefit Plan Council
August 18, 2020	HR Community Meeting
September 16, 2020	Georgia State Charitable Contributions Program Campaign Begins
September 30, 2020	Sexual Harassment Prevention Training Completion Date
November 10, 2020	HR Community Meeting

WE WELCOME YOUR IDEAS!



HORIZONS is a quarterly newsletter produced by the Georgia Department of Administrative Services, Human Resources Administration Division. We welcome your content suggestions and feedback. Please contact us at **Newsletter.HRA@doas.ga.gov**.

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