

I. Identification

Cabinet Number (2 digits) & Cabinet Name

[Enter the 2-digit cabinet number and the cabinet name. If the plan is for a unit or sub-unit of a cabinet, enter the cabinet name, unit, and sub-unit (if any) separated by hyphens. For example: "Transportation Cabinet – Department of Highways – Division of Construction.]

55 – Personnel Cabinet

Department Number (3 digits) & Department Name

[If the plan is for a department within a cabinet, enter the 3-digit department identification number]

790, 793, 794 -- Secretary's Office, Human Resources Administration,
Employee Insurance

Office/Unit Number (Optional) & Office/Unit Name

[If the plan is for a unit within a department, enter the name of the unit here. The unit number may not be necessary. Entering it is at the discretion of the people writing the plan.]

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Agency Strategic Plan Origination Date

[Enter the original date on which the strategic plan was submitted (or, in not submitted, the date on which it was first accepted and deployed). Do not change this date when you revise or update the plan. It should be changed only when a new plan is created/deployed.]

8/08

Agency Strategic Plan Update/Revision Date

[Enter the date on which you complete any update or revision of the plan during the plan's life. This should be later than the plan origination date.]

10/19

Agency Strategic Plan Revision Number

[Enter the revision number of the current plan. The original plan will have no revision number. When you revise or update the plan the first time, the revision number will be "1" and so on.]

6

II. Overarching Guidance

Agency Organizational Core Values

[Enter your agency's statement of core values here. No particular format is prescribed for this section. You can use the specified worksheet to help organize and document your work.]

Integrity

We believe in adherence to the highest standards of conduct and the conviction to do what is legally and morally right.

Quality

We are committed to providing quality customer service. We will continually review our business processes based on customer needs and establish measures by which we will monitor our effectiveness.

Diversity

We believe that embracing people from diverse backgrounds adds to the richness and creativity of our workforce. We will ensure all people have equal access to the Commonwealth's employment opportunities and other human resource services.

Innovation

We are committed to finding new and creative ways to serve our customers. We will apply innovative thinking to our systems, processes, and services.

Agency Vision Statement

[Enter your agency's vision statement here. No particular format is prescribed for this section. You can use the specified worksheet to help organize and document your work.]

To be regarded by our employees and stakeholders as a trusted and valuable resource for innovative, accessible, and responsive human resource services.

Agency Mission Statement

[Enter your agency's mission statement here. No particular format is prescribed for this section. You can use the specified worksheet to help organize and document your work.]

The Personnel Cabinet provides leadership and guidance to attract, develop, motivate, and retain a talented, diverse workforce; foster an understanding of and adherence to regulatory requirements; and create a positive, supportive work environment that values all employees.

III. Situation Analysis

Situation Analysis

[Enter a brief summary of your situation analysis. No particular format is prescribed for this section. To organize and document your work can use the four situation analysis worksheets: (1) internal scan (organizational description); (2) external scan (PEST analysis); (3) SWOT analysis (organizational strengths, weaknesses, opportunities, & threats); and critical success factors.]

A. Organizational Description (Internal Environment)

The Personnel Cabinet has a culture of recognition, diversity, community, and wellness. Employees are recognized for their contributions through various award ceremonies. We celebrate significant accomplishments such as educational achievements, family success and community involvement which build bonds internally.

B. Strengths, Weaknesses, Opportunities & Threats Analysis

1. Strengths

We are the state's largest employer. We have a diverse employee base with rich institutional knowledge. There are several subject matter experts who give ideas to improve existing programs and initiatives and suggest new projects to benefit our customers.

In 2019, the Personnel Cabinet updated the salary scale for the Executive Branch, increasing agency flexibility by expanding the range of entry-level salary available to new hires.

Kentucky state government continues to have rich benefits options for current and prospective employees, which make jobs in the Executive Branch attractive. In 2018 and 2019, the Kentucky Employees' Health Plan continued to offer low-cost health insurance for members with no premium increases for most members in 2019. Additionally, benefits include an expanded adoption assistance benefit for families wishing to expand their families; the ability to see a board certified physician at no cost, no deductible, available 24 hours a day via telehealth to all members of the Kentucky Employees' Health Plan, diabetes value benefits with low-cost, no-cost prescriptions and testing supplies, access to a 24/7 nurse, plus more. Visit KEHP.ky.gov for additional information.

2. Weaknesses

Baby boomers make up a large percentage of our employee population. The potential for mass retirements could result in staff shortages that compromise the mission of providing essential services and would result in the loss of institutional knowledge following retirement.

While the Salary Schedule for state employees was updated in 2019, fiscal and budgetary limitations make it difficult for most agencies to pay wages that are competitive with the private sector, thus leading to turnover. Employees, as a whole, have not received meaningful raises in several years due to budgetary limitations. There are positions in state government that have lost key talent to other employers due to lack of competitive salaries. This salary deficit could make recruitment and retention difficult in certain

job classifications, including attorneys, information technology professionals, and others.

The Commonwealth has significant fiscal challenges which increase the difficulty of recruiting and retaining talented employees by paying a competitive salary. Due to the agency retirement contribution, plus employer sponsored benefit contributions, the cost of hiring a state employee is more than 100% of their actual salary.

3. Opportunities

Fiscal crises provide opportunities for expenditure reductions and revenue growth while correcting the structural imbalances evident in the funding of State Government. The goals and challenges listed above present opportunities for positive change as well as difficulties.

Creating a more innovative workplace through promotion of health and wellness, effective leadership, opportunities for learning and advancement, promotion of workplace flexibility, a culture of inclusion and that acknowledges and celebrates diversity and competitive compensation and benefits.

Increase the use of technology to improve efficiency and services to our stakeholders and the public.

4. Threats

The biggest threat over the next two years may be the loss of key employees to retirement, the loss of institutional knowledge, and the inability to attract staff in key positions due to funding limitations.

The Kentucky Employees' Retirement System ["KERS"] is a major long-term risk to the financial stability of the Commonwealth even with the current schedule of increases in state funding. Funding needs for state pension systems and health insurance (Medicaid and the Kentucky Employees' Health Plan "KEHP") will make it difficult for the Commonwealth to maintain essential public services.

Retaining key talent.

IV. Targets

Measurable Goals, Objectives & Performance Indicators

[Enter statements of your goals, objectives, and performance indicators here. No particular format is prescribed for this section. You can use the specified worksheet to help organize and document your work.]

You may put your goals, objectives, and performance indicators in separate sections or you may present them together by listing each objective under the goal to which it refers and listing each performance indicator under the goal or objective to which it refers.]

55.1. Make Kentucky state government an employer of choice

55.1.1. Promote workplace flexibility

Performance Indicators:

- Number and percent of employees utilizing flexible work options

55.1.2. Ensure diversity of the workforce

Performance Indicators:

- Increase minority and female utilization to meet census goals
- EEO compliance data

55.1.3. Promote health and wellness

Performance Indicators:

- Number and percent of employees completing the Kentucky Employees' Health Plan LivingWell Promise and engaging in health and wellness programs.

55.1.4. Recognize and reward outstanding employee performance

Performance Indicators:

- Number of nominations for Governor's Ambassador Awards
- Number of employee suggestions
- Number of nominees for the employee of quarter celebration
- Number of ACE and ERA awards

55.2. Create a learning and development culture

55.2.1. Develop innovative learning strategies

Performance Indicators:

- Number of alternate learning strategies (computer-based learning, distance learning, etc.)

55.2.2. Encourage employee learning

Performance Indicators:

- Number and percent of employees participating in training and professional development courses and activities
- Number of participants graduating from the Governor's Minority Management Training Program
- Number of employees who attend the Kentucky Conference on Leadership and Diversity

55.2.3. Share knowledge across the enterprise

Performance Indicators:

- Participation in cross-cabinet and enterprise-wide advisory groups
- Usage of various department newsletters, training sessions, and other communication strategies
- Participation in the Human Resources Leadership Consortium (HRLC), the International Personnel Management Association (IPMA Kentucky Chapter), and the National Association of State Personnel Executives

55.3. Promote a one-employer concept across Kentucky state government

55.3.1. Maintain full and successful functionality of KHRIS and MyPURPOSE

55.3.2. Partner with other agencies in the development and implementation of HR programs, projects, and procedures

Performance Indicators:

- Participation in cross-cabinet and enterprise-wide advisory groups
- Number of projects or improvements implemented

55.3.3. Create standard procedures for all human resource related functions

Performance Indicators:

- Number of procedures revised and/or implemented
- Compliance with procedures

55.4. Enhance customer value

55.4.1. Measure value of and satisfaction with cabinet services and programs

Performance Indicators:

- Score on customer satisfaction surveys

55.4.2. Ensure cabinet structures and systems enable high-quality customer service

Performance Indicators:

- Number of process improvements implemented
- Score on customer satisfaction surveys

55.4.3. Improve communication with customers

Performance Indicators:

- Number of communication vehicles used (newsletters, websites, social media: Facebook, Twitter, and LinkedIn, etc.)
- Communication engagement rate

V. Alignment & Linkages

Statement of Strategic Alignment

[Enter a statement describing how your strategic plan is aligned with the Governor's strategic goals here. No particular format is prescribed for this section. You can use the specified worksheet to help organize and document your work.]

A. Strengthening Kentucky's Financial Foundation

Governor's strategic accomplishment: Passed a fiscally conservative budget that makes a historic commitment to our ailing pension system and restores fiscal responsibility in state government.

Personnel Cabinet actions with external agencies which align with this goal and improve Kentucky's financial condition include:

- Managing costs of the self-insured Kentucky Employees' Health Plan within and below estimated budgets; transferred \$135,140,500 in FY 2018 and 2019
- The Personnel Cabinet and Kentucky Deferred Compensation collaborated with legislature to pass Kentucky's first auto-enrollment bill effectively adding over 3,000 new hire participants to the Deferred Compensation Authority; an increase of new hire enrollments of 50%, almost certainly increasing employees' financial foundation by ensuring they invest in deferred compensation from the beginning of their employment.

- Completed over 3,000 lump sum deferrals for service purchases totaling over \$35,000,000 to the respective retirement systems.
- Reduced administrative costs & fees to participants over \$1,000,000 annually, effectively saving participants millions of dollars going forward.
- Managing the human resource administration of the Executive Branch to ensure a fiscally responsible and conservative payroll by ensuring that agencies fill only essential positions
- Working with agencies to streamline their workforce through talent acquisition; Promoting job vacancies through social media and job fairs to attract talent
- Developed strategies for the \$1.9 billion Kentucky Employees' Health Plan's administration partners to reduce claims costs
 - Saved more than \$100 million between 2018 and 2020 plan years through
 - In addition, received \$130 million in pharmacy rebates in 2018 and \$73 million in the first six months of 2019
 - 95% of KEHP expenses are claims payments and less than one-third of a penny of every dollar spent go toward staff salaries
- By offering a modernized, efficient, and best in class design, Kentucky Deferred Compensation is providing the employees of the Commonwealth unmatched opportunities to realize successful financial outcomes.
- The addition of in-house counsel to settle pre-litigated workers' compensation settlements and coordinate subrogation recoveries netted the Commonwealth approximately \$385,000.00 in direct costs savings.
- Due to improvements in claims review and handling, the number of open workers' compensation claims decreased. These changes have lowered the estimated workers' compensation liabilities, maintained by the Department of Workers' Claims, by \$4,231,030.000

B. Growing Kentucky's Economy

- Create career and economic opportunity by formulating recommendations for enhancements to the Commonwealth's classification system and compensation model
- Oversee the performance management program to ensure alignment with organizational mission and job duties
- Recruit, develop, and retain a highly skilled workforce
- Meet minority employment goal of 12.2% over a four-year period

C. Creating a Healthier Kentucky

- Continue to improve health outcomes for over 290,000 public employees, retirees, and their dependents covered under the Kentucky Employees' Health Plan
- Engagement in wellness activities continues to increase through the wellness program as members become more aware of their health status through completing the LivingWell Promise health assessment or biometric screening
 - Engagement in Go365 wellness activities as measured by Silver Status grew to 24% in 2018 and 20% for just the first six months of 2019
 - Almost 35,000 health plan members have lowered their total health risks over the last four years
 - Eight school districts achieved Silver Status in the first half of 2019, five more than in 2018
 - One state agency achieved Silver Status in the first half of 2019; the Personnel Cabinet is the first state agency to achieve Silver status
- Increased utilization of telehealth programs for medical and behavioral health services
 - More than 19,000 members utilized LiveHealth Online medical services for a cost of care savings of \$4.2 million in 2018 and 2019
 - More than 5,000 members utilized LiveHealth Online behavioral health helping overcome issues related to access,

- stigma, and cost for members needing care by a therapist, psychologist, or psychiatrist; more than 50% of users have five or more visits
- Added COPD and Asthma, along with Diabetes, to the Value Benefit for members struggling with these issues.
 - Members pay zero for generic medications and supplies related to these Diabetes, COPD, and Asthma, and bypass their deductible and pay a reduced co-pay or co-insurance for higher tier drugs.
- Enhanced focus on Diabetes prevention by adding an online administration tool; within the first month of the program, more than 5,000 members had taken the online quiz to learn if they were at risk for Diabetes and more than 4,000 of those signed up for a Diabetes Prevention Program class
- Began offering Rethink, a free 24/7 support program for those caring for children with learning or behavioral challenges, including autism
- Expanded optional insurance coverage for all active public employees across the Commonwealth by adding dental and vision coverage
 - In the first year more than 28,000 members enrolled in dental coverage and more than 27,000 enrolled in vision coverage

D. Protecting and Strengthening Our Communities

Fighting Opioid Epidemic: The Personnel Cabinet and the Kentucky Employees’ Health Plan are committed to helping public employees with addiction through a variety of resources, including:

- KEAP - The Kentucky Employee Assistance Program
- KEHP – The Kentucky Employees’ Health Plan provides resources and treatment to our members
 - Offered new treatment services in 2019 to provide in-home addiction treatment services in the comfort of a member’s home
 - Continued pharmacy benefit programs to limit opioid access and support access for medication assisted treatment of opioid addiction
 - Continued Substance Abuse Disorder telephone resource line available 24/7

- Continued providing LiveHealth Online Behavioral Health Services at no cost to members

Foster care and Adoption: The Personnel Cabinet amended administrative regulations relating to the Adoption Benefit Program, available to executive branch employees, providing financial assistance of up to \$5,000 (\$7,000 for children with special needs) to help cover adoption expenses and reduce the number of children in foster care.

Criminal Justice reform to allow felons to re-enter society effectively, the process must be safer and more efficient: The Personnel Cabinet removed the “box” on all state applications to ensure that all applicants receive a fair opportunity to be interviewed for employment and to explain any issues which may be reflected on their criminal history.

Non-violent felons who have paid their debt to society are being given a second chance by not being prohibited from employment in the majority of positions. Limited exceptions apply for working with children or working in the correctional setting.

E. Investing In Education & Workforce

- The Personnel Cabinet administers learning platforms that provide employees with viable pathways for personal and professional growth, including access to over 1,400 professional development courses through our talent management suite, MyPURPOSE.
- Providing training and development opportunities and concepts through a variety of venues and partnerships as well as the acquisition of third party venues
- Growing skilled management through some ongoing programs within the Cabinet, including the Certificate of Supervisory Essentials and Governor’s Minority Management Training Programs
- Workforce training

F. Serving Those Who Serve Us

Governor’s strategic goals for Serving Those Who Serve Us:

- Troopers & Correctional Officer pay raises

- Transportation pay raises
 - EMT's eligible for the same death benefits provided to police and firefighters
 - Social workers – pay raises
 - Administrative burdens lifted from small fire depts.
 - Juvenile justice pay raises
- The Personnel Cabinet continues to serve agencies and administer the classification and compensation system in a manner which gives agency flexibility and discretion, within budgetary limits, of ways to reward employees with salary adjustments in critical positions
 - The Personnel Cabinet invested in a new talent management system without additional budgetary appropriations to grow a skilled workforce through training in MyPURPOSE and recruitment of new employees.
 - We continue to enhance a skilled workforce while increasing minority management through the Governor's Minority Management Training Program
 - The Kentucky Employees' Health Plan KEHP continues to work toward the Personnel Cabinet's stated mission of serving those who serve us by providing face-to-face benefit presentations to active employee and retiree groups across the Commonwealth
 - Agencies visited include local schools, education and state-government conferences, multiple state prisons, local and state-level agencies such as Transportation, Juvenile Justice, Kentucky Division of Laboratory Services, State Parks, and Libraries and Archives
 - Provided 17 Open Enrollment Benefit Fairs across the Commonwealth as well as supporting local events for state employees, school boards, and retiree groups
- KEHP employers continue to pay an average of 84% of the total premium cost for members
 - KEHP offers a variety of health and wellness programs at low to no cost to our members including:
 - Diabetes Prevention Program

- Diabetes, COPD, and Asthma Value Benefit
- SmartShopper transparency shopping program
- Wellness programs
- LiveHealth Online medical and behavioral health
- 24/7 Nurse Line
- Future Moms program
- Personal Health Consultants
- Substance Abuse Disorder Hotline
- Rethink
- Why Weight Kentucky
- Tobacco Cessation programs
- Diabetes Self-Management Education and Support program

Statement of Linkage to the Budget

[Enter a statement describing how your strategic plan and budget are linked. No particular format is prescribed for this section. You can use the specified worksheet to help organize and document your work.]

☐☐ Continue to work to achieve the Governor’s Goals and meet statutory obligations through the thoughtful application of our Mission, Vision, and Values

☐☐ Improve workplace conditions through management training, education, employee recognition, flexible workplace provisions, and communication to attract and retain excellent employees in a time of fiscal structural imbalance.

Kentucky Employees’ Health Plan – Linkage to the Budget and strategic plan to contain costs:

- KEHP continues to manage costs keeping premiums in 2019 and 2020 lower than both the private and government sector benchmarks

	Increases in Spending Per Enrollee			State and Local Government Employer Contributions Annual Growth Rate **
	KEHP Employee	KEHP Employer	Private Health Insurance Employer-Sponsored Insurance*	
2019	0%	0%	4% ***	4.2% ***

2020	3%	0%	4.9% ***	5.9% ***
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*Source: Centers for Medicare & Medicaid Services, Office of the Actuary, National Health Statistics Group, Table 17

**Source: Centers for Medicare & Medicaid Services, Office of the Actuary, National Health Statistics Group, Table 16

***Projected for 2018-2020 by Aon

- Member use of LiveHealth Online has resulted in almost \$4.2 million in savings in 2018 and the first six months of 2019
- SmartShopper has encouraged members to shop for lower cost healthcare procedures lowering KEHP claims costs
 - Resulted in \$2.3 million in claims savings for 2018 and \$2.2 million in claims savings in the first eight months of 2019
 - Members received just over \$782,000 in incentives for shopping lower-cost procedures during 2018 and 2019
- Benefit plan changes for plan year 2019 and 2020 saved the plan an estimated \$74.6 million

Improve workplace conditions through management training, education, employee recognition, flexible workplace provisions, and communication to attract and retain excellent employees in a time of fiscal structural imbalance.

Statement of Linkage to the Six (6) Year Capital Plan

[Enter a statement describing how your strategic plan and six (6) year capital plan are linked. No particular format is prescribed for this section. There is no worksheet.]

This Section is not applicable to the Personnel Cabinet; No Capital Plan

VIII. Strategic Plan Progress Report

[Enter information here describing how your agency performed in since your last biennial strategic plan was submitted against each of the goal performance indicators and objective indicators. No particular format is prescribed for this section. You can use the specified worksheet to help organize and document your work.]

55.1 Make Kentucky state government an employer of choice

The Personnel Cabinet’s innovative solutions have been successful in rolling out a comprehensive talent management suite that offers a more modern job portal and professional development online learning system for all Executive

Branch Employees through no additional appropriation of funds. These exciting changes have garnered recognition and a number of awards since the last budget cycle, including:

1) The **2019 State Transformation in Action Recognition (STAR) Award**.

2) **Cornerstone RAVE Award Finalist** in the Advancement in Reinventing Work category

3) **Best of Kentucky Visionary Award** and **Best IT Collaboration Among Organizations**. Awards, 2019 Kentucky Digital Government Summit.

4) A number of awards from the National Association of State Personnel Executives (NASPE), including:

a) **Eugene H. Rooney, Jr. Award** for Kentucky's innovative and all-inclusive talent management system, *MyPURPOSE*

b) **Rooney Award: Leadership in State Human Resource Management (Individual)** – Awarded to Personnel Cabinet Secretary, Thomas B. Stephens,

c) **Honorable Mention, Eva N. Santos Communications Award** for the Kentucky Personnel Cabinet's Communications & Recruitment Strategy, Branding & Custom Videos: "Connecting People to Purpose" ~ Kentucky's Marketing and Communication Strategy with Branding, Logos, and Custom Job Videos

d) **Advancing the HR Profession Award** ~ Kentucky's EEO Diversity & Inclusion Conference, Advancing the HR Profession Through Education, Conversation, and Growth

55.1.1 Number and percent of employees utilizing flexible work options

- The Personnel Cabinet has implemented a pilot for flexible work schedules for Cabinet employees that can effectively complete their job assignments from remote locations, giving flexibility and increased satisfaction. For example, 35 out of 43,

or 81%, of the Department of Employee Insurance staff participate in flexible work options, including work from home; 53% of employees in the Department of Human Resource Administration utilize flexible work schedules. Similarly, employees in the Division of Technology Services also have flexible work options. The Cabinet continues to monitor the pilot, productivity of employees, and success of flexible work options.

55.1.2 How we've impacted diversity of the workforce, including increasing minority and female utilization to meet census goals

- The Personnel Cabinet's Office of Diversity, Equality & Training conducted Sexual Harassment prevention training for approximately 1,000 governor-appointed, non-merit employees;
- Introduced and conducted Bystander training to increase awareness of employee responsibilities in preventing harassment;
- Reintroduced and expanded the Governor's Minority Management Trainee Program (GMMTP) for the first time since 2013;
- Rebranded and expanded the scope and audience for the Kentucky Conference on Leadership and Diversity.

55.1.3 How we've promoted health and wellness

- In 2019 all health plans required completion of the LivingWell Promise; more than 130,000 members, or 87%, completed their Promise earning \$480 a year in premium incentives for plan year 2020

55.1.4 How we've recognized and rewarded outstanding employee performance

- Each year the Personnel Cabinet hosts: The Governor's Ambassador Awards which recognize the incredible deeds of the state employees who are nominated. Total nominations received for the Governor's Ambassador Awards in 2019 were 115.
- Across state government, the Personnel Cabinet has implemented and promoted the use of employee "Badges" in MyPURPOSE. Employee

recognition and feedback are available as digital badges and can be awarded to any user in the system.

- The Employee Recognition Branch received 151 employee suggestions with a recognized first year savings of \$25,222.00.
- A total of thirty-four (34) employees within the Personnel Cabinet were nominated for their exceptional performance, as recognized at Employee of the Quarter events.
- Individual Departments within the Cabinet have also recognized and rewarded outstanding employee performance. Examples include:
 - DHRA events to celebrate successes throughout the year
 - HR Symposium
 - DHRA Customer Service Award
- The Cabinet continues to grow the state Apprenticeship program
 - Partnership with EWDC Division of Apprenticeships
 - Create additional jobs
 - CHFS and DOC Correctional Officer Apprenticeships created
 - Currently working with KDVA and Dept. of Parks on potential Apprenticeship jobs
- The Division of Career Opportunities has been realigned to focus on active recruitment
 - Increase awareness and promote Commonwealth's talent brand
 - Increase outreach and engagement with various community partners
 - Engagement with private and public colleges and universities
 - Outreach and partnering with Military installations
- Expanded social media presence and outreach
 - LinkedIn partnership to expand recruitment efforts
 - Expanded outreach to potential candidates
 - Increased job sharing and advertising of events and opportunities
 - Promote Commonwealth as Employer of Choice through job postings and outreach efforts

- In an effort to promote the Commonwealth as the most military-friendly state, amendments were made to the Veterans Preference statute to expand interview preference to spouses of veterans. Additionally, on over 100 job classifications, military experience has been substituted for the education requirement for minimum qualifications.
- Employees are also recognized through the use of ACE awards. These vary based upon the Department or Office, productivity of employees, and budgetary constraints.

55.2 Create a learning and development culture

55.2.1 Number of alternate learning strategies (computer-based learning, distance learning, etc.)

- The Personnel Cabinet hosted its largest conference on Leadership and Diversity, increasing three-fold over the last several years, and promoting both a learning and development culture as well as emphasizing the importance and positive value of diversity in the work force based upon gender, age, race, nationality, and disability.
- The Cabinet implemented the vision and plan of action for the Commonwealth's new talent management system, MyPURPOSE and implemented the training curriculum which was branded as CommonwealthU, an online training portal available to all Executive Branch employees offering over 1,400 online courses to employees.
- Created and piloted Learn2Lead (L2L), a cohort leadership program designed to provide graduates with the skills to move Kentucky's workforce into the future.
- The Department of Human Resource Administration hosted a two-day HR Symposium for human resource administrators across state government to foster learning and information sharing in the areas of: Executive Leadership Updates, History of the Merit System, Job Classification and Pay Grade Methodology, Onboarding New

Employees, Employment Tax, Updates in FMLA requirements, and more

55.2.2 Encourage employee learning

- Promotion of professional development courses in CommonwealthU via direct employee email communication, social media, and thru live presentations.
- Over 24,000 online courses have been completed since Go Live through CommonwealthU.
- Twenty-four Governor's Minority Management Trainee Program candidates completed requirements for graduation in October 2019.
- 304 employees completed the Certificate of Supervisory Essentials (CSE) program.
- Over 64,000 employees completed classroom and online courses offered by the Office of Diversity, Equality, and Training.
- Since rebranding and expanding the scope and audience of the Kentucky Conference on Leadership and Diversity in 2017, attendance has increased by 317%. The 2019 conference was attended by over 750 participants.
- The State Safety Coordinator received certification to provide CPR/AED/First Aid training to state employees as well as quasi-governmental agencies. A total of ninety-two (92) employees have been trained during this fiscal year.
- The Kentucky Employee's Assistance Program provided training to 3,357 state employees on various topics.

55.2.3 Share knowledge across the enterprise

- Resurrected the MyPURPOSE Learning Administrators and Coordinators user group meetings.
- Implemented webinars highlighting best practices for training administrators and coordinators.
- Conducted Quarterly Meetings of the EEO Coalition.
- Provided representation at monthly Human Resource Leadership Consortium and Personnel Council meetings regarding services offered by the Office of Diversity, Equality & Training.
- A cross-agency accessibility focus group was developed to address accessibility needs relating to KHRIS and MyPurpose applications as well as materials, such as the employee health insurance material, developed and disseminated by the Personnel Cabinet.

- Developed and implemented multiple new HR related training courses, including classroom training and computer-based training
- Participation in monthly information sharing meetings with agency HR Executives in the Human Resources Leadership Consortium (HRLC) and Personnel Council meetings
- Participation in the International Public Management Association for Human Resources (IPMA-HR Kentucky Chapter), and the National Association of State Personnel Executives (NASPE)

55.3. Promote a one-employer concept across Kentucky state government

55.3.1. Maintain full and successful functionality of KHRIS

- In addition to continuing to maintain full and successful functionality of KHRIS, the Kentucky Human Resource Information System, the Personnel Cabinet has promoted a one-employer concept across state government through the implementation of MyPURPOSE, the new online talent management suite for executive branch employees to engage in professional development and access online training curriculums.
- Employees now have a way to connect with employees in professional forums and discussions on everything from human resources to eMARS accounting questions.

55.3.2. Partner with other agencies in the development and implementation of HR programs, projects, and procedures

- The Return-to-Work Program developed and implemented the Transitional Assistance Program (TAP). This program is a collaborative project with state agency human resource offices to assist current state employees the opportunity to stay-at-work after an injury or illness.
- The Department of Human Resource Administration has actively participated in cross-Cabinet and enterprise-wide groups and initiatives

55.3.3. Create standard procedures for all human resource related functions

- The Department of Human Resource Administration has created and continues to maintain standard procedures for all human resource related functions
- The Cabinet has instituted a monthly release of KY-HR Policy and Publication to provide guidance and standard practices to HR professionals across the Commonwealth
- Implemented KHRIS Employee Self-Service Time Entry for an additional 7,000 employees across various agencies

55.4 Enhance customer value

55.4.1 Measure value of and satisfaction with cabinet services and programs

- Created a networking forum in the MyCommunity platform in MyPURPOSE for recruitment super users, LinkedIn recruiters and HR Executives
- The Department of Human Resource Administration hosts regular recruitment super user group meetings to share information and best practices across agencies

55.4.2 Ensure cabinet structures and systems enable high-quality customer service

- Enhancements to the recruitment module in MyPURPOSE using the Referral Feature to include outreach to applicants who applied to previous hard to fill requisitions and inviting them to apply to open requisitions
- Ongoing addition of Pre-Screening Questions for certain job titles in MyPURPOSE to aid in initial minimum requirements screening of applicants

- KDC office successfully moved downtown to the State Office Building, which changes the focus from retirees and pre-retirement to the employees and financial wellness, while maintaining the ability to service all demographics.
- Began offering specialized strategic financial planning by providing a Personal Retirement Consultant for all participants.

55.4.3 Improve communication with customers

- The Department of Human Resource Administration conducts individual meetings with HR leadership in agencies to discuss implementation and change management associated with the new performance management system
- Classification and Compensation Branch and Division of Career Opportunities continuously consults and provides guidance to agencies on job classification specifications
- Course evaluations and follow up participant surveys are conducted for all DHRA HR and system training courses to gauge participant satisfaction and analyze data for future course enhancements
- Maintain agency specific assignments per consultant and representative in DHRA to ensure continuity and provide excellent customer service to HR professionals in the agencies
- Conduct onboarding of new HR Executives to ensure foundational understanding of HR in state government
- Conduct onboarding for newly created HR offices, which encompasses over 200 hours of meetings and trainings per agency
- Relocated Division of Career Opportunities to the 3rd floor of

the Kentucky State Office Building to join the Division of Employee Management and the Commissioner's Office. Allowing DHRA to be situated in a central location and fostering interactions that enable high-quality customer service

- Amended the classified compensation regulation to allow more flexibility and options to better compensate and improve recruitment and retention of Commonwealth employees

Additional customer service communications have been enhanced by other areas within the Personnel Cabinet in the following ways:

Office of Diversity Equality & Training

- Created Communities in MyPURPOSE for Training Administrators and Coordinators, EEO Coordinators and Counselors, GMMTP and Learn2Lead participants.
- Conducted meetings with Cabinet representatives to discuss ODET services for learning and EEO.

Kentucky Deferred Compensation

- The Kentucky Deferred Compensation Authority has improved communication with its customers and increased services by offering specialized strategic financial planning service by providing a Personal Retirement Consultant for all participants.
- KDC has enhanced customer value by offering a modernized, efficient, and best in class design that provides public employees of the Commonwealth unmatched opportunities to realize successful outcomes.