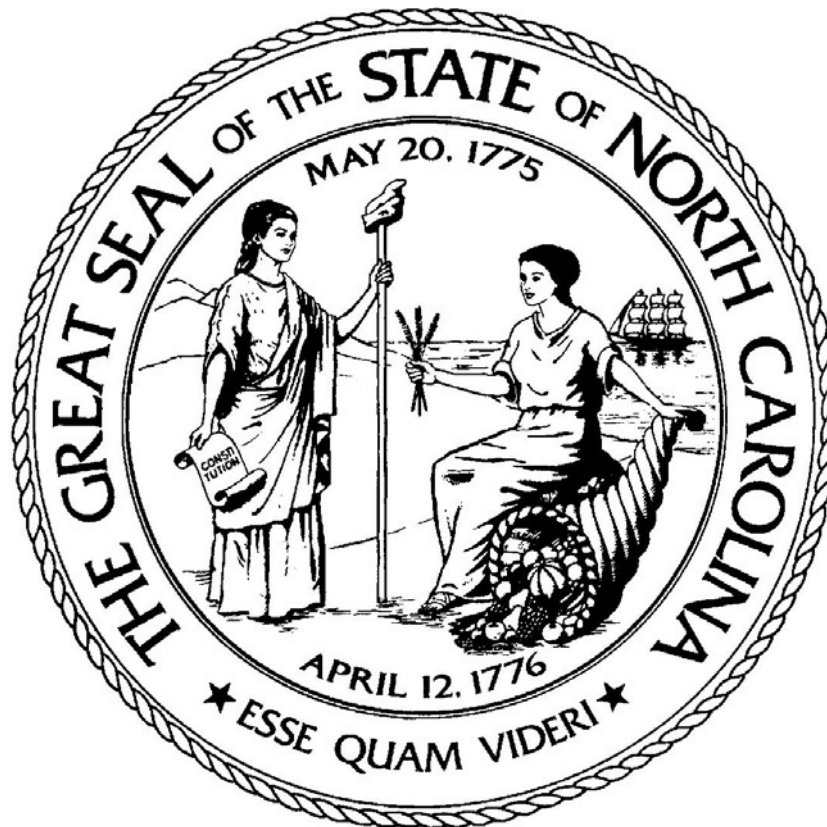


North Carolina Office of State Human Resources

Strategic Plan
2023 – 2025



Barbara Gibson, Director of State Human Resources

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1. Strategic Plan Executive Summary

Executive Summary:

The two-year strategic plan for Office of State Human Resources (OSHR) was established through a collaborative effort that included various internal stakeholders and input from every Division and Program Manager in the Agency. OSHR's vision to have NC state government be recognized as an “**Employer of Choice**” and be reflective of the EEO/Diversity and talent of our great state is supported by the objectives within this strategic plan. This plan, for sustained excellence, sets forth the next chapter in our continued growth, focusing on three primary areas or goals: **Embrace** (recruit and retain) a workforce that reflects the state's EEO/Diversity, **Support** a workforce of the future and **Modernize** human resources systems.

We will be fulfilling our vision with our core values of ensuring **CLARITY** (**C**reativity, **L**eadership; **A**ccountability, **R**eliability, **I**nclusion, **T**eamwork, and **Y**es Mindset) and tracking the supporting objectives using measures and milestones metrics to monitor our sustained excellence.

Process for creating OSHR Strategic Plan:

OSHR has a Strategic Planning Team that is currently under the leadership of the Business Operations Director who works collaboratively with all staff, Program Managers, Directors, and Executive Leadership to develop and build consensus. This project is tracked continuously through a dashboard. Each division or program at OSHR with statewide responsibility is called upon to develop baseline metrics and performance goals to be achieved during this strategic plan period. Each OSHR Program leader identified key objectives in a **SMART** (**S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**imely) format with current baseline data. Each of the objectives is aligned to one of the Agency goals. Each OSHR program has baseline metrics, and performance measures identified to be tracked quarterly in a dashboard that provides visualizations and in-depth analysis of the top-level goals, drilled down to each OSHR program, objective, and performance metric.

Strategic Measures of Success

OSHR will continuously develop methodologies for measuring the effectiveness of its Strategic Plan. There is a spectrum of measures that can be used, ranging from process and milestone metrics to outcome-based metrics.

OSHR will identify a robust set of measurable outcomes that it can directly impact. OSHR will seek to align outcomes to measures of strategic importance for the State of North Carolina and its citizens.

2.Mission, Vision, and Values

Agency Mission Statement

To provide a solid Human Resource management foundation, responsible oversight, and creative solutions through a collaborative approach with all stakeholders to maximize the potential of our greatest asset – OUR EMPLOYEES.

Agency Vision Statement

To have North Carolina state government recognized as an “Employer of Choice” and be reflective of the EEO/Diversity and talent of our state.

Agency Values

OSHR values start with ensuring **CLARITY** –

- C - Creativity - Be curious and seek creative solutions
- L - Leadership - Lead by example by taking initiative
- A - Accountability - Hold yourself and others accountable
- R - Reliability - Close the loop
- I - Inclusion - Create a diverse and inclusive culture
- T - Teamwork - Collaborate with others
- Y - Yes Mindset - Be positive, proactive, and continuously improve

3.Goals, Objectives, and Performance Measures

Goal 1: Embrace (recruit and retain) a workforce that reflects the state’s EEO/Diversity.	
<p>Objective 1.1 – Improve career/job awareness with the State of NC by increasing outreach efforts/partnerships with diverse groups that reflect the State’s demographics by 10% by June 30, 2024.</p> <p>Program assignment: Talent Acquisition</p>	<p>Performance Measure or Milestone 1.1.1 – Number of outreach efforts/partnerships established with diverse groups (Target: > # of outreach efforts by 10% from prior year).</p>
<p>Objective 1.2 – Increase EEO/Diversity and Inclusion (D&I) and Employee Relations training on current legal decisions, social issues, grievances, and ER activities each year open to EEO/ER or HR community.</p> <p>Program assignment: Employee Relations</p>	<p>Performance Measure or Milestone 1.2.1 – Number of EEO/D&I and Employee Relations training opportunities open to the EEO/ER or HR community conducted by EEO/D&I staff (Target: 12 per year).</p> <p>Performance Measure or Milestone 1.2.2 – Number of grievances administered by OSHR that are resolved after agencies are trained in an identified area of concern are increased (Target: increase in # of grievances that are resolved by OSHR in identified area of concern during prior year).</p>
<p>Objective 1.3 – Support G.S. 126 EEO training requirements by facilitating a minimum of two EEODF sessions per month and providing agencies and universities the opportunity to increase training capacity by participating in the EEODF Adjunct Instructor Certification Program through June 2024.</p> <p>Program assignment: Learning and Development</p>	<p>Performance Measure or Milestone 1.3.1 - Number of EEODF sessions per month (Target: 2 per month).</p>
<p>Objective 1.4 – Increase events to support OSHR sponsored proclamations with a special attention to anniversaries or recognitions tied to EEO/Diversity & Inclusion.</p> <p>Program assignment: Diversity and Inclusion</p>	<p>Performance Measure or Milestone 1.4.1 – Number of events per year (Target: 8 events/year).</p>

<p>Objective 1.5 – Better align Temporary Solutions operations with the evolving temporary employment needs of its agency clients through targeted communication, effective planning, and efficient processes.</p> <p>Program assignment: Temporary Solutions and Information Technology</p>	<p>Performance Measure or Milestone 1.5.1 – Number of days to complete Personnel Actions (PA) for each employee (Target: 3 days).</p> <p>Performance Measure or Milestone 1.5.2 - Revamp the Temporary Solutions SharePoint Framework to provide streamlined updated user interface for agencies, support personnel and temporary employment staff by end of FY24 (Target: June 30, 2024).</p>
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Goal 2: Support a workforce of the future.

<p>Objective 2.1 – In support of EO278 and to support agencies in recruiting, OSHR conducts a review of education and experience requirements in the state job classification specifications.</p> <p>Identify and update educational requirements.</p> <p>Program assignment: Classification & Compensation</p>	<p>Performance Measure or Milestone 2.1.1 – Review the experience and education requirements to determine whether experience can substitute, and whether specified educational degrees should be required, for classifications that do not indicate an equivalent combination of education and experience are allowed. (Target: January 1, 2024).</p>
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<p>Objective 2.2 – Provide new/revised workplace safety and workers’ compensation claims management training resources to state agencies/universities.</p> <p>Provide agency/university Human Resources recommendations from OSHR regarding specific employee safety training needs to aid in reducing agency/university’s most commonly occurring injury types.</p> <p>OSHR shall confirm the following via annual agency survey: 1. whether OSHR recommended training was implemented in individual agency/university; and 2. whether incident investigation/root cause analysis and corrective actions were taken when most common or other injury types occurred. OSHR shall confirm for each individual agency/university whether previously identified most commonly occurring injuries decreased during fiscal year following agency/university receipt of OSHR recommendations and provide potential/alternative injury reduction strategies if most commonly occurring injuries were unchanged or increased following such employee training dissemination.</p> <p>Program assignment: Safety, Health and Workers’ Compensation</p>	<p>Performance Measure or Milestone 2.2.1 – Number of new/revised training resources (Target: 8 new/revised resources published by June 30, 2025).</p> <p>Performance Measure or Milestone 2.2.2 – Monitor the number and types of injuries recorded by individual agency/university to determine the impact of following OSHR safety training recommendations. Provide continued feedback to agencies/universities to reduce injuries. (Target: 1 year following receipt and implementation of OSHR safety training recommendations, each agency/university has reduced those injury types by 5%. (Target: June 30, 2024).</p> <p>Performance Measure or Milestone 2.2.3 – Percent of agencies/universities that conducted incident investigation/root cause analysis and took corrective actions (Target: 60% participation by June 30, 2024). (Target: 70% participation by June 30, 2025).</p>
<p>Objective 2.3 – Educate non-participating but eligible groups on the benefits available to employees in the NCFlex program. Program assignment: NCFlex</p>	<p>Performance Measure or Milestone 2.3.1 – Increase number of groups that offer NCFlex (Target: 1 per year).</p>
<p>Objective 2.4 – Support the supervisor-employee relationship through the development, communication, and implementation of blended supervisory, leadership, and professional development opportunities for employees at all levels of NC state government. Program assignment: Learning and Development</p>	<p>Performance Measure or Milestone 2.4.1 – Develop and implement an online portal that includes a catalog of all available supervisory training opportunities (in-person, virtual, and on-demand modules). (Target: Rollout July 2025).</p>

<p>Objective 2.5 –</p> <p>Achieve re-accreditation for the NC CPM program by June 2024.</p> <p>Program assignment: Learning and Development</p>	<p>Performance Measure or Milestone 2.5.1 –</p> <p>Percentage of completion of project milestones planned for FY23-24</p>
<p>Objective 2.6 –</p> <p>Develop online HR Professionals Development (HRPD) training in collaboration with the SMEs via the Cornerstone LMS.</p> <p>Program assignment: Learning and Development</p>	<p>Performance Measure or Milestone 2.6.1 –</p> <p>Develop an online portal available to HR Professionals statewide that includes a catalog of all available HR Professionals’ training opportunities (in-person, virtual, and on-demand modules). (Target: July 2023).</p>
<p>Objective 2.7 –</p> <p>In support of EO 278: Recognizing the Value of Experience in State Government Hiring, and to help agencies reduce turnover with qualified hires and reduce the vacancy rate by increasing the number of qualified applicants referred to hiring managers, provide new training resources to state agency HR professionals covering how to screen applications for knowledge, skills, abilities and education and experience recognizing that directly related experience can replace formal education.</p> <p>Program assignment: Talent Acquisition, Learning and Development</p>	<p>Performance Measure or Milestone 2.7.1</p> <p>Develop training for HR professionals and hiring managers on how to write a job posting and screen for knowledge, skills and abilities as well as directly related education and experience as a substitute for a degree where the degree is not required. (in-person, virtual and on-demand modules) (Target for phase 1 is September 2023.)</p>

Goal 3: Modernize Human Resources Systems.

<p>Objective 3.1 –</p> <p>Governor Cooper’s budget proposal includes funds to fund a statewide integrated cloud-based Human Capital Management (HCM) solution. If funded, OSHR will procure a HCM solution to replace multiple disparate systems with a comprehensive, user-friendly solution that enables agile data driven decisions.</p>	<p>Performance Measure or Milestone 3.1.1 -</p> <ol style="list-style-type: none"> 1. Pre-Implementation activities – Finalize Requirements and vendor demo scenarios; Establish RFP Evaluation Criteria and Assumptions, Begin RFP Development by October 2023 2. Complete Development of Solution/Systems Integrator RFP by November 2024
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<p>Program assignment: Employee Relations, EEO/D&I, and Information Technology</p>	<ol style="list-style-type: none"> 3. RFP Process; Evaluate Solution Proposals by April 2024 4. Execute Contract(s) by end of FY24
<p>Objective 3.2 – Implement a new Performance Management interface and create updated NCVIP training curriculum for all levels of state employees by June 2024.</p> <p>Program assignment: Information Technology and Performance Management</p>	<p>Performance Measure or Milestone 3.2.1 –</p> <p>Percentage of completion of project milestones:</p> <ul style="list-style-type: none"> • Complete testing by November 1, 2023 • Create SME vetted training curriculum by February 1, 2024 • Implement new interface by May 1, 2024 • Obtain Vendor Certifications in Performance by June 30, 2025
<p>Objective 3.3 – Expand and measure the adoption of the on-demand Learning Management Content to facilitate professional development for Human Resource’s best practices, supervisory, technical, cybersecurity, and privacy curriculum.</p> <p>Program assignment: Learning & Development and Information Technology</p>	<p>Performance Measure or Milestone 3.3.1 –</p> <p>Percentage of completion of project milestones including:</p> <ul style="list-style-type: none"> • Manage learning offerings monthly from Cornerstone on demand, Udemy & LinkedIn • Train agency administrators on managing assignments and playlists quarterly • Complete cyber security and privacy training on time with 99% compliance.
<p>Objective 3.4 – Implement a Statewide Exit Interview that will enable in-depth insights and analysis into the statewide turnover; information gathered will enable the state to better understand the statewide turnover’s reasons, better predict future workforce trends, and indirectly reduce turnover costs.</p> <p>Program assignment: Employee Relations, EEO/D&I, Information Technology</p>	<p>Performance Measure or Milestone 3.4.1 –</p> <p>Percentage of completion of project milestones (Target: 100% completed by November 30, 2023).</p>

4. Highlights and Collaborative Opportunities

Agency Highlights and Best Practices - Use of Metrics to Inform Budgetary, Policy, Executive Order, and Statutory Activity.

- These activities are ongoing and subject to needed change based upon labor market, Executive Orders, and statutory/State Budget activity.
- Relevant metrics through December 2022: 23.4% vacancy rate; 16.8% annual turnover rate overall, with 36.7% among first year employees; 26.1% eligibility for unreduced retirement within 5 years; and a decline in state applications of 43% over four years despite a 50% increase in additional job postings.
- In CY 2022 and CY 2023, OSHR provided leadership in the use of Metrics to highlight glaring problems with high Vacancy Rates, Turnover, First Year Turnover, Coming Retirement Surge, and the Decline in Applications for state jobs. OSHR collaborated with OSBM to address these issues in the Governor's proposed budget in both 2022 and 2023. OSHR worked with agencies and the news media to help bring this issue to the attention of the public, and with the NCGA on the compensation aspects of the Governor's budget proposal. In the 2022-23 legislative budget, legislative increases were larger than originally projected, and for the first time since 2017 funding was made available for flexible increases that resulted in thousands of employees receiving more than just the LI; the 2022 flexible funding was named Labor Market Adjustment Reserve (LMAR). Through December 2022, more than 10,000 LMAR pay increases had been provided in agencies and universities. OSHR will continue to develop metrics around these and other important measures to draw attention to challenges facing the state's workforce which impact service delivery for NC residents.
- Based upon information learned from the 2022-23 adopted budget, OSHR made additional changes to the metrics in the summer of 2022 so that we could work with agencies on standardized methods of running selected data and drive attention to the most important data that reflects the recruitment and retention metrics.
- In June 2022, OSHR requested that the State Human Resources Commission adopt two cutting edge policy changes to match market conditions. Adopted the first ever Retention Bonus Policy in state government so that agencies and universities could better retain employees using more available budget resources, lapsed salaries. Dramatically expanded the use of Sign-On Bonuses in state government so that this could be used for non-medical state jobs. Over 12,000 employee bonuses have been given in the agencies alone since these policies were adopted, helping with both retention and recruitment. Adopted the first ever referral bonus program in April 2023. OSHR will continue to monitor both agency needs and market conditions for cutting edge policy ideas.
- For the first time ever, OSHR is continuously updating salary ranges and classifications to align to the labor market. Worked with consulting firm Mercer to adopt new classification ranges for over 1,400 state classifications that aligned contemporary labor market rates in June 2022. Previously, ranges were updated but range Midpoints did not attempt to align to the labor market. The pay plans will be updated again in June 2023, and annually as needed to remain aligned with market.
- Work with agencies to provide more flexibility in the face of unprecedented labor market shortages. OSHR spoke with agencies and rolled out additional classification and pay administration authority in June 2022, and again on March 2023. It is estimated that agencies can now make decisions on approximately 98% of classification and pay administration actions; OSHR has reserved the remainder to protect the integrity of the Mercer developed classification system and pay administration practices that are out of step with modern HR best practices. OSHR is working with agencies to review agency practices to improve time from application to hire. Agency practices that

have not been updated since the beginning of the Great Resignation need to especially be reviewed.

- With this additional flexibility as well as modern HR practices related to the Great Resignation, more training is being provided for classification, pay, and pay equity actions. There is an 18% vacancy rate among HR jobs as of February 2023 and training is being provided for both experienced and new staff. Training is designed to cover a number of issues, policies, and procedures and is provided in a way to speed the process of learning by agency HR staff, including those new to state government compensation.
- OSHR is recommending both statutory and policy changes as well as providing more training to agency HR Offices.
- To help modernize HR hiring practices, OSHR proposed a number of changes to the State Human Resources Act with three primary improvements: 1.) allow agencies to consider applicants for a variety of jobs for which they qualify other than just the one for which the individual applies; 2.) make it easier for agencies to use continuous recruitment for hard to fill positions; and 3.) clarify that agencies can make on-the-spot job offers pending reference checks. In addition, the OSHR Director can implement changes to job specifications without having to wait for State Human Resources Commission approval in emergency situations. OSHR worked with the Governor's Office and legislators on House Bill 223, OSHR/Various SHRA changes. This legislation is designed to address the recruitment issues above along with other needed changes.
- Worked with the Governor's Offices on EO 278, Recognizing The Value of Experience In State Government Hiring, and similar legislation, House Bill 210, Reduce Barriers to State Employment. The goal of both the EO and legislation is to ensure that those without college degrees can more easily substitute related experience for degree where a degree is not required; publicize this to job applicants to enhance hiring; and train managers to eliminate unnecessary degree requirements. OSHR worked with legislators so that the EO and House Bill have somewhat similar requirements. OSHR has developed an SOP with timetables to implement both over a period of months.
- OSHR had already implemented, through a policy change, processes by which trainees who did not meet full requirements could be hired as trainees; the Higher Education to NC Government Career Initiative (Ed2NC), expanded to 92 institutions; a Micro-Internship Program; the state's first ever Virtual Career Fair for Entry Level Jobs; the NC Military Spouse Transition Network program; #TriangleTuesday website and social media push; more focus on social media overall; and more robust training for agency HR Offices.
- As with compensation statutes, policy and practices, those recruitment activities are subject to dynamic change in the wake of the Great Resignation.
- Finally, OSHR has updated the Telework Policy and provided training on a workplace option that has grown in popularity since 2020. Although the majority of state jobs are on-site, for those jobs that do lend themselves to telework, OSHR continuously reviews policies to match the labor market while providing efficient delivery of services.

Collaborate on Executive Orders directly related to OSHR/state government HR activities:

- OSHR collaborates with the Governor's Office on HR-related Executive Orders and anticipates that additional HR related EO's will be issued in the future. Once an EO is issued, OSHR provides related policies and guidance and tracks metrics related to these Executive Orders. Many EO's initially apply only to Cabinet agencies but OSHR explains to non-Cabinet agencies that the practices articulated in the EO are industry-recognized HR best practices and most of them participate on the same basis as Cabinet agencies.
- Typically, an annual report is issued around the anniversary date of the EO. These include but are not limited to:
 - EO 82, Promoting Health and Wellness by Clarifying Protections Afforded to Pregnant State Employees. Issued December 6, 2018. OSHR provides training to managers and

coworkers of pregnant employees on an annual basis and in the event of a related discrimination charge reviews actions taken; there has only been one discrimination charge since the EO was put into place.

- EO 92, Employment First for North Carolinians with Disabilities. Issued March 28, 2019. Provides training to HR staff and tracks self-identified hires and promotions; in the most recent year tracked, new hires among the disabled had increased by 18% and promotions by 25%.
 - EO 93, Prohibiting the Use of Salary History in the State Hiring Process. Issued April 2019. 2022 metrics showed that females in state government make 93 cents for each dollar compared to male employees; per Bureau of Labor Statistics data, the national rate is that females earn 80 cents for each dollar earned by men. Newly hired females have a gap of 4 cents compared to earnings by newly hired males.
 - EO 95, Paid Parental Leave (PPL). More than 5,600 employees have used PPL since the EO became effective on September 1, 2019, and OSHR markets the availability of PPL to prospective hires and via social media.
 - EO 158, Fair Chance Hiring. Since the issuance of the EO in April 2021, over 50 qualified individuals have been hired even though reference checks revealed criminal histories.
 - In addition to these EO's, OSHR has worked with Cabinet agencies since 2017 to implement EO 5, To Facilitate Employee Access to State Facilities and Cabinet Secretaries. This includes working with Cabinet HR Offices and the two organizations recognized under the EO, SEANC and the Police Benevolent Association.
- From 2020 to 2022, OSHR worked with the Governor's Office and DHHS on a variety of EO's to protect state employees during the Pandemic. OSHR and agencies gained a much better understanding of the critical relationship between HR and public health. In 2022, OSHR worked with agencies on an orderly process to wind down the prior requirements under the Executive Orders and the OSHR Communicable Disease Emergency Policy.

EEO/Diversity and Inclusion initiatives designed to help deal with a variety of HR related issues

- OSHR has provided leadership on a number of EEO/D&I related issues, including but not limited to gender, race, age, pregnancy, and disability. As the workplace becomes more diverse nationally and in NC, it is more and more critical for employers, managers, and co-workers to have a better understanding of these issues.
- Among the activities are:
 - Lunch and Learn Webinars for HR professionals are delivered most months.
 - Unconscious Bias Training, 3-to-4-minute modules to create awareness of unconscious biases in employee's professional lives. As of last August, there had been 24 unconscious bias modules completed more than 1.1 million times by state employees.
 - More outreach to organizations that have contacts with diverse populations so as to increase applications and hiring of more state employees.
 - Two training programs: The Macro Impact of Microaggressions and Fostering a Culture of Belonging.
 - The Employment First program to better support employees with disabilities. OSHR launched the NCCares Program for additional career coaching for employees with autism spectrum disorder.
 - Increased EEO/DF training to reach new supervisors more quickly.
 - These activities are in addition to annual EEO plans required of agencies and EEO training.
 - EEO/DF training for new supervisors.

NCFlex Program—

- Continuous Updates to insurance products for employees with reasonable coverages, competitive prices, and easy to understand plan features. NCFlex products provide employees of agencies policies that help attract and retain.
- There are over 118,000 subscribers across state agencies, with growing demand for these benefit programs for the 2023 CY.
- Products include dental, cancer, critical illness, life insurance, accident, dependent care coverage, and flexible spending accounts for health care expenses. New contracts were awarded just this past year for cancer and critical illness.
- Mobile dental clinics were introduced this past June in rural areas to help with coverage gaps.
- Additional state agencies are added continuously, with three new community colleges added in 2022.

Additional Assistance Provided to Agencies in the event of State Government Organization

- OSHR provides additional assistance to state government agencies being significantly re-organized.
- In 2022, and continuing through 2023, state government underwent perhaps the largest re-organization since the modern agency structure was established in the 1970's. The Department of Adult Correction separated from the Department of Public Safety with an effective date of January 1, 2023. This affected in both major and minor ways almost 1/3 of all state employees.
 - OSHR worked closely with both agencies for many months on this process.
 - Special attention was given for top management and HR Offices in both agencies.
- While the DAC-DPS split was the largest example, smaller state government re-organizations occur regularly and helping agencies is a part of OSHR's mission.

Safety & Workers' Compensation

- Safety and workers' compensation services are specialized HR functions not always well understood by many HR generalists. To help remedy this, OSHR provides many specialized in-person and virtual safety and worker's compensation training classes and resources, rapid response consultation, and technical assistance to agencies and universities. From July 1, 2022-April 30, 2023, 131 worksite visits have occurred, and 1,123 persons have attended training.
- OSHR stays abreast of regulatory and technological changes that affect the safety and workers' compensation environments and timely communicates this information to agencies and universities.
- OSHR contracts with a third-party administrator and other vendors to manage the claims of approximately 185,000 covered agency/university employees in the State's self-insured workers' compensation program.
- OSHR initiated, in collaboration with the Governor's Highway Safety Program, a program for pedestrian safety. It was targeted for the downtown Raleigh area but safety practices are not limited to that area. Steps to address concerns identified in a survey conducted at the program launch recently were adopted by the City of Raleigh to reduce the incidence of pedestrian-motorist collisions.

Temporary Solutions

- The state's temporary staffing agency is critical to state efforts to hire temporary employees as both temporary replacements for and temporary additions to permanent staff.

- The monthly average of temporaries employed through Temporary Solutions was 4,246 temporaries through 2022, with an average of about 400 hires a month.
- Temporary Solutions recruits and screens employees, manages payroll, and bills agencies for those services.
- In addition to other state and federal HR laws, state statutes set limits on the amount of time non-retired state employees can be employed continuously and limit the earning of state retirees. Temporary Solutions must monitor those statutory requirements.
- The changing workplace environment has changed the labor market for many temporary jobs as well as expanded the types of jobs for which agencies must hire temporaries. Temporary Solutions must stay abreast of these changes in order to fulfill its mission.

Miscellaneous

- OSHR provides a number of other services to state and local governments. These programs are necessary for a modern HR program necessary to attract, motivate, inform, and retain employees. These programs are reviewed to remain current and on point.
- These include but are not limited to:
 - o An Employee Relations team that monitors agency compliance with statutory and policy compliance and administers a mediation program. This team provides assistance to agency HR staff when they have issues with which they are unfamiliar and reviews complaints received from employees where appropriate. Final Agency Decisions to terminate employees for cause are conducted by this group in conjunction with OSHR legal.
 - o OSHR administers a centralized Employee Assistance Program used by all agencies and administered by a third-party administrator, which also provides “Perks at Work” discount program.
 - o OSHR administers a state-wide performance management program using a vendor, Cornerstone, and provides training to agency HR staff on this program, named NCVIP.
 - o OSHR’s Learning and Development Center has dozens of in-person and on-line training programs for use by both supervisors and non-supervisors throughout state government. There is an extensive catalog. Included in this is the Certified Public Managers Program (CMP), which has achieved national recognition.
 - o The Learning Management System (LMS) is used by DIT for cyber security training.
 - o A local government team that provides services to 87 local governments in the areas of mental health, social services, and public health. Those services include classification and application review and training of local government employees.
 - o OSHR has several awards programs, including the Governor’s Award for Excellence in a variety of categories, and the Caswell Award for employees who reach 45 years of state service.

Potential Initiatives

Implementation of a cloud-based Human Capital Management (HCM) system that would provide an integrated solution that is user-friendly, agile, scalable, maintainable and regularly enhanced. This state-of-the-art solution would provide capabilities for core HCM processing for the entire employee life cycle from recruitment, to hire, to separation/ retirement and everything in between. Resources to implement and maintain this HCM system are critical.

The existing data systems do not provide sufficient supportive data without either significant modification or a great deal of manual manipulation of data. OSHR's effort to support agencies in addressing areas of high turnover/difficult to recruit positions and compression will require the ability to effectively track to why qualified applicants are not applying, why qualified applicants turn down job offers, and increased ability to document why employees leave state government. Additional resources to support efforts to gather and analyze this data is needed.

In addition, to help agencies address areas of high turnover/difficult-to-recruit positions and compression, appropriations through the Labor Market Adjustment Reserve (LMAR) are needed.

Agency budgets frequently do not have the resources to compete for skills and talent during times of normal unemployment. When the unemployment rate is especially low, having a sufficient Salary Adjustment Fund to assist agencies is critical.

A strong online curriculum catalog is critical to provide training opportunities for all employees in agencies statewide. In-person training is important but with our current staffing and funding resources, we are limited in our ability to offer training to build soft skills, and how to effectively manage remote employees, etc.

Having recurring funds to provide an extensive catalog of online curriculum and a small team of curriculum development consultants would position OSHR to support agencies in developing the skills of independent contributors, supervisors and leadership beyond those in- person classes in which we “train the trainer” or those that can be offered onsite at the Learning and Development Center.

The 87 local government entities with employees subject to the State Human Resources Act (SHRA) need targeted training and support in multiple HR programs. For OSHR to meet the demand in these areas, OSHR will need additional resources to successfully provide enhanced services to local government entities. The Local Government Program serves local agencies with employee’s subject to the SHRA in the areas of classification, selection, employee relations, training, and EEO. The local county agencies that currently are subject to portions of the SHRA are local county departments of social services, public health and mental health. Coverage by the SHRA requires compliance with the federal merit standards and maintains local funding eligibility. These strategies are designed to improve the consultative and processing services provided to local government entities.

Collaborative Opportunities

- OSHR leads collaborative and strategic Human Resources planning for the state of North Carolina. To ensure we improve effectiveness and efficiencies within HR programs, our agency will continue to collaborate with other state governments through NASPE to identify and share best practices. We will also continue to collaborate with and provide expertise to state government agencies and universities on HR-related issues in the areas of HR policy, compensation, employee benefits, safety, workers’ compensation, employee relations, EEO/Diversity and inclusion, and other matters.
- Through collaborative effort that began in 2019, OSP and OSHR created the OSHR/NC College and University partnership - Ed2NC - to address the challenges of State government striving to attract needed talent for employment opportunities across the state and talented NC college and university graduates seeking state government employment opportunities. The mission of the Higher Education to NC Government (Ed2NC) Career Initiative is to bring together leaders in state government and higher education to help create a pipeline of talent by connecting students and recent graduates with careers in state government.

- OSHR will continue to work with DIT and GDAC (Government Data Analytics Center) to integrate the various information systems and to transform existing data assets into a meaningful information in real time for use in making program investment decisions, managing workforce resources, and achieving business goals.
- OSHR will continue strong collaboration with DHHS, North Carolina Association of County Directors of Social Services (NCACDSS), and the NC Association of Local Health Directors.
- OSHR will continue to partner with Commerce's NCWorks Career Centers to promote and assist the people of North Carolina in their efforts to find employment.

Priority Question

- How can agencies reduce time to fill?