

Governor's Advisory Committee on Performance Management

June 20, 2023
1:30 – 3:00 p.m.

Location:

Department of Administration Building, 116 W. Jones St., Raleigh, Room #5068 (5th Floor)

Webex Information:

Meeting Link: [Click here](#)

Dial-in Number: (415) 655-0003

Meeting Number: 2420 704 2766

Meeting Password: 4uWDSfM2dn3

Meeting Agenda

<i>Item</i>	<i>Speaker</i>
A. Call to Order and Opening Remarks	<i>Kristin Walker</i>
B. Review Priority Questions Related to Recruitment & Retention	<i>David Yokum, Chief Scientist, OSBM</i>
C. Panel Discussion about Recruitment and Retention in State Agencies	<i>Agency Representatives</i>
D. PMAC Guidance on Recruitment and Retention Across State Government	<i>PMAC Members</i>
E. NC Government Data Analytics Center (GDAC) Overview	<i>Director Carol Burroughs and Trip Stallings, GDAC</i>
F. Updates on Performance Management	<i>Committee Members</i>

Next meeting: Aug. 29, 2023, 1:30-3:00 PM

- 1) Performance Management Advisory Committee (PMAC) members in attendance:
 - Kristin Walker—Director, Office of State Budget and Management (OSBM)
 - Carol Burroughs, Chief Data Officer, NC Government Data Analytics Center (GDAC)
 - Dr. Julie Edmunds—Program Director for Secondary School Reform, University of North Carolina (UNC) Greensboro
 - Jessica Englert—Policy Director, Governor’s Policy Office
 - Representative Terence Everitt—NC State Representative, District 35
 - Barbara Gibson – Director, NC Office of State Human Resources (OSHR)
 - David Smith – Chief Deputy Commissioner, NC Department of Agriculture and Consumer Services (DACS)
 - Dr. ClarLynda Williams-DeVane—Deputy Secretary for Operational Excellence, NC Department of Health and Human Services (DHHS)
 - McKinley Wooten – Assistant Secretary for Tax Processing, Research & Equity, NC Department of Revenue (DOR)
- 2) Review of Priority Questions Related to Recruitment and Retention
 - David Yokum, Chief Scientist, OSBM, highlighted key topics related to recruitment and retention that members discussed at the May PMAC meeting.
 - He mentioned that state agencies included many priority questions (PQs) related to recruitment and retention in their strategic plans. PQs identify information gaps—what agencies need to know to make better decisions about how to move forward.
- 3) Panel Discussion about Recruitment and Retention in State Government
 - Patty Garcia, Human Resource (HR) Director at OSBM, introduced the panelists and moderated the discussion.
 - The panel consisted of the following individuals:
 - Stephanie Freeman, Deputy Secretary, Department of Adult Correction (DAQ)
 - Karen Gerald, HR Director, DHHS
 - Dan Hill, Human Resources, Department of Public Safety (DPS)
 - Tameka Judd, Human Resources, DPS
 - Amanda Olive, HR Director, Department of Transportation (DOT)
 - Kathleen Tardif, HR Director, Department of Environmental Quality (DEQ)
 - Kathie Trotter, Division Director, DHHS Vocational Rehabilitation Services (DHHS-VRS)
 - Panelists first shared key challenges their agencies face related to recruitment and retention and what strategies they’ve used to address them. Key themes included:
 - Low Salaries and Worker Burnout: Several departments, including DAC, DHHS, DEQ, DOT, and DHHS-VRS, identified low salaries as a major challenge. This issue has led to burnout and dissatisfaction among employees.
 - Staffing Shortages and High Vacancy Rates: Multiple departments, such as DAC, DHHS, DPS, DEQ, DOT, and DHHS-VRS, are facing staffing shortages and high vacancy rates. These vacancies have resulted in increased workloads, limited service delivery, and challenges in meeting organizational goals.

- Retention Strategies: Departments have implemented various retention strategies to address the challenges they face. These include providing additional compensation, retention and referral bonuses, and assistance toward pay equity. Agencies have also made efforts to improve the overall employee experience through initiatives like the “All In” program and the SHIELD program for employee behavioral health support.
- Work-Life Balance: DPS highlighted that work-life balance has emerged as an important issue. They emphasized the need to address work-life balance at the supervisor level and accommodate non-traditional work hours for teleworkers. Supervisory responsibilities need to include helping employees manage their work-life balance effectively.
- Recruitment and Talent Development: Departments such as DPS, DEQ, DOT, and DHHS-VRS emphasized the challenges they face in recruiting qualified candidates. They have explored various recruitment strategies, including attending hiring events, partnering with organizations, and establishing apprenticeship programs. Talent development and growth opportunities were also highlighted as essential for retaining employees.
- Salary Equity: Achieving salary equity was a significant concern for multiple departments. Agencies have tried to raise salaries and develop salary plans to bring employees closer to the midpoint. However, the panelists mentioned the difficulties in raising salaries for receipt-funded positions and the need for competitive salaries compared to the private sector.
- Mission-driven Work and Emotional Challenges: DHHS-VRS highlighted the mission-driven nature of their work and the emotional challenges associated with high vacancy rates. Kathie Trotter (DHHS-VRS) discussed the impact of workload challenges on service delivery, burnout, and a sense of loss of hope were discussed. She identified transparency and open communication as important in addressing these issues and supporting staff morale.
- Patty Garcia, HR Director at OSBM, asked about the impact of agency efforts on their recruitment and retention challenges.
 - Stephanie Freeman (DAC) noted that DAC is still new as an agency, so it is hard to tell. Anecdotally they know of people deciding to stay or return when DAC offered them additional compensation.
 - Kathleen Tardif (DEQ) said the vacancy rate had decreased since August, presumably due to retention bonuses and the salary administration plan. She echoed the earlier observation about transparency and noted the importance of the director getting out the message that the department was advocating for its employees.
- Patty Garcia, HR Director at OSBM, asked which next steps agencies were planning.
 - Kathie Trotter (DHHS-VRS) said their next steps include increasing use of social media (Facebook and Instagram). They will also try to get creative with requests to state legislators since they need more state funds to pull down matching federal funds.
 - Dan Hill (DPS) said DPS is trying to change its recruitment strategy and recently signed a new contract with LinkedIn to get more functionality. They need to continuously engage

applicants. DPS also recently purchased a texting app to keep applicants engaged in the process.

- Stephanie Freeman (DAC) said they are working with NC State to review and streamline the hiring process. She mentioned the Science of Hope—the belief that the future can be better and that you have power to shape that. It is a strong predictor of well-being and reduces burnout. They are doing a Hope Navigator pilot.
- Patty Garcia, HR Director at OSBM, invited members to ask questions of the panel. Topics discussed included:
 - Data Collection and Collaboration: The discussion involved the collection of data for the Hope Navigator pilot, with the understanding that it would be collected across multiple states participating in the pilot.
 - Work-Life Balance Initiatives: DPS discussed its efforts to address work-life balance at the supervisor level in response to a question regarding whether it was based on individualized or formalized processes.
 - Retention Strategies and Bonuses: Members asked about retention bonuses, their classification-based structure, and the number of staff members declining them. Various departments, including DAC, DPS, DOT, and DHHS, shared their approaches to retention bonuses, including targeting critical areas with high vacancy rates and utilizing different payment structures.
 - Employee Engagement and Prevention of Departure: The panelists emphasized the importance of engaging with employees who declined retention bonuses. DHHS mentioned using the opportunity to discuss retention and compensation to prevent employee departures, indicating a focus on employee satisfaction and retention.
 - Challenges with Bonuses and Labor Market Adjustment: Panelists discussed challenges associated with one-time retention and sign-on bonuses, as well as the observation that not all employees received the Labor Market Adjustment (LMAR) funds. Members acknowledged the need to retain employees who did not receive bonuses or adjustments.
 - Training and Knowledge Transfer: Panelists also highlighted efforts to increase training and mentoring, particularly in response to the number of retirees. Kathleen Tardif (DEQ) discussed the addition of an HR role, collaboration with external entities and schools, and the use of video presentations for knowledge transfer. Panelists also mentioned the challenge of getting employees to attend training due to high vacancy rates.
- Kristin Walker, Budget Director, asked the committee to consider what guidance they would offer to the Governor and state agencies about recruitment and retention.
 - McKinley Wooten noted that Tameka Judd (DPS) talked about engagement with interns and that the state should be strategic about how to do that. DOR had success with interns who loved the work (in communications, social media work) and made them temp employees during the year with a remote project to continue engagement over the academic year. Those individuals know what salary is going in, but, if they like what they are doing and feel

their talent is appreciated, they can see state government as a place where they can grow professionally.

- Dr. ClarLynda Williams-DeVane encouraged the committee to think of apprenticeships rather than internships. Interns may not have all the qualifications for a job, but, through an apprenticeship, they can build those qualifications.
- David Smith asked the DACS intern (present in the room) what he was looking for in a post-graduation job. He said he would appreciate the opportunity to continue working while finishing school. He would expect a week to hire (in response to a question from Carol Burroughs on this).
- Tameka Judd (DPS) observed that interns who have positive experiences become ambassadors for the agency. Valuable internship projects build a pipeline of applicants because interns tell their friends about it.
- Carol Burroughs, Director of the Government Data Analytics Center (GDAC), shared GDAC's mission and vision to integrate data across systems and turn that data into valuable insights.
 - GDAC, established in 2008, is an internal consulting group for the State that originally focused on data integration. GDAC eventually moved into fraud modeling and health information and now also covers longitudinal data.
 - GDAC does their work "at the speed of trust," relying on the working relationship of partners to produce meaningful analysis.
 - GDAC runs close to 70 applications for various state agencies. They try to minimize movement of data across agencies to reduce risk and exposure.
 - GDAC does enterprise entity resolution to match records across systems.
- Trip Stallings, Director of the NC Longitudinal Data System (LDS), talked about the state's vision for longitudinal data, the potential it holds, and how long it will take to get there.
 - The challenge is how to get systems to talk to each other and how to manage that process. It requires building relationships with all the data partners.
 - LDS is not at its core a data warehouse: LDS has to access and retrieve source data (LDS doesn't hold it). LDS helps with linking and de-identifying data, but with an emphasis on cross sector applications.
 - LDS should help with approaching Priority Questions (PQs); agencies might not have posed certain questions yet, not because they didn't want to know the answers, but because there was no way to get to those answers.
 - LDS partners have their own research agendas, but they look similar across those partners. LDS aims to provide safe space for partners to come together to answer similar questions together.

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