

Teleworking: The Final Frontier



Lead. | Empower. | Collaborate.

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Teleworking: The Final Frontier

By Al Howell

"Space, the final frontier. These are the voyages of the Starship Enterprise and its five-year mission to explore strange new worlds, to seek out new life and new civilizations, and to boldly go where no man has gone before."

These were the narrator's words to the opening of the 1960's science fiction drama Star Trek. What is the connection between Star Trek and human resource management? The answer: the opening lines for Star Trek describe that due to the novel coronavirus (COVID-19), human resource professionals are now boldly venturing into areas not previously explored.

For example, we are now tasked with determining how to resume business operations while ensuring employee safety through social distancing, staggered work schedules, and personal protective equipment. Another strange new world is keeping employees connected and engaged in a virtual environment while helping managers navigate this new landscape.

There is, however, one galaxy that is both familiar and foreign. This is the world of teleworking. While most of us have implemented telework policies and programs within our agencies, many have not achieved it on a wide-scale, regular basis. This all changed March 2020 when teleworking was performed on a massive scale to curb the spread of COVID. This experience has resulted in reexamining the benefits and challenges of teleworking.

Along with the Office of Planning and Budget and the State Accounting Office, the Human Resources Administration collaborated to update the **State of Georgia's Telework Policy** that takes effect on **September 1, 2020**. With new language applicable to the modern workplace, the policy addresses how teleworking can be used during a state of emergency. Also, it recognizes how the power of teleworking can be applied to attracting and retaining talent.

According to the Gallup Organization, 53% of U.S. employees agree that a role that allows them a greater work-life balance is essential when considering whether to accept a new job. Fifty-one percent of U.S. employees say they would change jobs for one offering flexibility about when and where to work.

The demand for telework opportunities is expected to increase in the post-COVID workplace. While teleworking might not be appropriate for all jobs, I encourage you to carefully review the revised telework policy and use it to develop a program that will work for your agency. Afterward, develop a robust communication plan which clearly defines the program's expectations and standards. You may also want to use our new Virtual Leadership for Managers training series to help your managers and supervisors to enhance their remote management skills.

Join us as we explore this familiar galaxy from a different perspective!





Bo McDaniel
TALENT & POLICY DIRECTOR

Most state leaders' experience with leading people virtually has been limited to office closures created by weather events that lasted a few days. Then literally overnight, team leaders became virtual team leaders and now must build and maintain high performing teams in the virtual environment. However, the elements needed to establish a productive workplace did not change. Mutual trust, clear goals and expectations, and excellent planning remain the foundation of effective leadership even in the virtual workplace.

Successful leaders keep their word, show grace when things do not go as planned and expect the same from team members. Honesty and truthfulness are not punished in a high performing team.

To maintain high performance, the virtual leader will meticulously define goals, articulate expectations, track agreed-upon measures, and have ongoing conversations with team members (individually and jointly) about performance.

Over time, the leader has learned their team's needs. Although work is virtually conducted, needs have not changed. If the team enjoys talking about their families, hobbies, food, sports, etc. or being light-hearted before meetings, maintain that environment as much as possible.

The successful leader will professionally explore each team member's situation in their virtual workplace and seek to meet the team member's needs within agency policy.

Finally, the successful leader will be agile, adapting to the virtual environment, and applying the same skills that made them a leader in the first place.



Carla Gracen
COMPENSATION & BENEFITS DIRECTOR

The current COVID-19 pandemic has caused us to reflect on our lives and the well-being of those near and dear. For many, helping people in need has emerged as a high priority – a personal goal. One way to achieve this goal is to participate in the 2020-2021 Georgia State Charitable Contributions Program (GASCCP) that runs September 16, 2020, to November 16, 2020. This year's campaign theme is "*Compassion in Difficult Times.*" The online campaign's Giving Portal will be available for employees to make payroll pledges or one-time donations.

The Georgia Department of Administrative Services (DOAS) – Human Resources Administration (HRA) division focuses on continuous improvement and innovation, and the GASCCP is no exception. In early 2019, an online application was implemented, eliminating the paper application process. In early 2020, the online application was enhanced, reducing the time required to evaluate the applicant documentation.

During the 2020-2021 pre-campaign training for GASCCP coordinators, virtual campaigning recommendations will be shared to promote and support the program considering many employees have transitioned to a remote/telework environment.

I encourage you to work with your coordinators in support of the GASCCP to give back and provide compassion to others in these difficult times.



Compassion

IN DIFFICULT TIMES

The 2020-2021 **Georgia State Charitable Contributions Program (GASCCP) Campaign** runs **September 16th through November 16, 2020**. This year our new theme is **“Compassion In Difficult Times”**.

GASCCP is the workplace giving campaign for state and university system employees and provides an easy and convenient way to make an immediate and ongoing difference in local charities.

The GASCCP annual campaign provides a once-a-year opportunity for employees to connect to the issues and nonprofit organizations they care about. It is an easy way to spread charitable donations out over an entire year, using payroll contributions. Employees can choose from more than 700 eligible charities supporting a wide variety of causes. The combined contributions will help Georgians in every part of the state, as well as people throughout the nation and world. Last year, employees donated **\$982,379.34**.

Pledging is easy to do online. Go to <https://gasccp.americascharities.stratuslive.com/> between September 16th and November 16th to review the eligible charities and select one or more that you wish to support. Payroll deductions begin in January 2021.

For GASCCP program information visit www.gasccp.org. If you have questions or need help, please contact your agency's GASCCP coordinator or email gasccp.support@doas.ga.gov.

Thank you for your generosity!



Technically Speaking...About the Fall Semester



For most Georgians, the autumn season signifies cooler temperatures, a return-to-school, and the fourth quarter holiday season. This year, amid uncertainty, the Technical College System of Georgia (TCSG), is focused on providing a safe environment for our 11,500 employees.

Safety measures, including checking temperatures upon work arrival, adding signage, guide marks, and physical barriers, are a few steps taken to support our team members' health and well-being. Now more than ever, workplace flexibility options are vital to maneuvering through new challenges concerning school-aged children and childcare. Employees have been advised of teleworking and leave options available under the Families First Coronavirus Response Act.

To support students enrolled in our 22 colleges across 88 State of Georgia campuses, TCSG will offer blended course schedules that include a wide variety of course delivery methods. Students will have the opportunity to choose from online classes, face-to-face classes, or a virtual classroom setting where instructors will be teaching live on-campus, giving them a choice to attend online.

As summer draws to a close, fall will likely bring both new surprises and new challenges. During this time, TCSG's human resources role regarding compliance will not waiver. Additionally, we will continue to ensure that effective communication amongst students, faculty, staff, and management is paramount to finding effective solutions to unforeseen issues. The upcoming months will be challenging, yet we remain steadfast in our commitment to our students, employees, and communities!



11,500
EMPLOYEES

22 | **88**
COLLEGES | CAMPUSES

350,000
GEORGIANS IMPACTED

Courtney Ware joined the Technical College System of Georgia in January 2016 as the Director of Human Resources. Prior joining TCSG, she served as Deputy Director of HR at the GA Department of Juvenile Justice and in various HR positions at the GA Department of Corrections, with a primary focus on Employee Relations and Compliance. Courtney holds a BBA in Marketing from James Madison University and an MBA in Management from Mercer University. She is a senior certified HR professional through HRCI and SHRM.



Courtney Ware
HUMAN RESOURCES DIRECTOR

**GREAT NEWS!
CSPA MEMBERS HAVE VOTED**

We are delighted to announce that our
organization's new name is

GCHR



GEORGIA COUNCIL FOR HUMAN RESOURCES

TRANSFORMING
HR
IN A VIRTUAL WORLD

Save the Date!

MARK YOUR CALENDAR FOR GCHR'S 2020
"TRANSFORMING HR IN A VIRTUAL WORLD" FREE
VIRTUAL CONFERENCE TAKING PLACE ON
September 24 & 25!



Does Teleworking Stifle or Improve Performance?

According to the U.S. Bureau of Labor Statistics, more than 26 million Americans worked at least part of the time remotely in 2019. This figure is approximately 16% of the nation's total workforce. In fact, between 2005 and 2015, the number of employees in the United States who telecommuted increased by 115%.

Critics of teleworking allege it encourages staff to watch television, play video games, be late on daily assignments or not take work performance seriously. However, during the 2020 novel coronavirus (COVID-19) pandemic, Quantum Workplace surveyed more than 20,000 employees across various industries and company sizes. The results were counter to the opinions of teleworking critics and naysayers, revealing improved productivity, increased efficiency, and even the willingness to work longer hours.

Resistance to the notion of teleworking or managing remote staff is not a unique mindset. People generally do not like change. This can be especially true when it affects the "normal" performance of daily work-related tasks and responsibilities. In addition to the benefits of teleworking identified by Quantum Workplace's study, there are six (6) readily apparent benefits to the State of Georgia workforce and workplace, including traffic and spending reductions, improved efficiencies, increased flexibility, health protection, and workforce retention.

Employee Feedback on Teleworking

(cont.)



Source: <https://marketing.quantumworkplace.com/>

Teleworking Performance (cont.)

TRAFFIC REDUCTION

When a person teleworks, it eliminates the requirement for travel to and from the office. Modest reductions in road traffic decreases traffic congestion and overall engine emissions.

SPENDING REDUCTION

When state agencies embrace employees teleworking on a regular basis, it helps reduce overall expenses for the Fiscal Year. Reduction in office space usage means fewer square footage per employee is needed.

COMMUNICATION EFFICIENCY

The availability and utilization of technology solutions, such as e-mail, video conferencing and web-based collaborative tools, such as the cloud sharing, provide multiple avenues for managers, employees and customers to communicate.

SCHEDULING FLEXIBILITY

Teleworking aids managers and employees regarding the flexibility of work schedules.

HEALTH PROTECTION

Teleworking via technology can help managers and employees cope with health and safety factors and reduce potential spread of illnesses.

WORKFORCE RETENTION

Teleworking provides arrangements for improving work-life balance, reducing overall stress, and fulfilling family care responsibilities. Teleworking may improve State of Georgia staff retention.

Virtual Leadership for Managers Training

The Human Resources Administration (HRA) division of the State of Georgia Department of Administrative Services (DOAS) recently released the five-part video training series "Virtual Leadership for Managers." This training will equip managers to address various potential challenges with managing team members remotely.

Topics include the characteristics of virtual team participants, building strong working relationships with the virtual team, reviewing the essentials for effectively managing a virtual team, and identifying the four types of trust within a virtual team. The training is available for viewing on the DOAS Learning Management System (LMS) at <http://doas.exceedlms.com> or on the DOAS YouTube channel.



For more information on the training, contact HRA at (404) 656-2705 or hra@doas.ga.gov

#virtualleadership
#6teleworkreasons

Chris Barfield is a 26-year employee with the State of Georgia. Chris has served with DOAS since 2012 and previously served with the State Personnel Administration (Georgia Merit System) beginning in 1994. Over the years, Chris has worked in Financial Services, the Flexible Benefits Program, Marketing and Education, and Performance Management. Chris currently serves in Enterprise Learning as a training and development specialist. He and his family reside in Henry County.



Chris Barfield
TRAINING &
DEVELOPMENT SPECIALIST

From Tricks to Triumph: Clarifying Work Leave

Many human resource practitioners will likely attest that some of the trickiest policy interpretation issues involve employee leave of absences. Of course, one of the first steps to take when handling leave issues is to refer to the agency's policy manual and the Georgia State Personnel Board Rule (SPB) 16, Absence from Work. This Rule is one of our most extended rules (at a whopping 38 pages) and locating answers can be tough. However, four (4) commonly asked leave questions received in the Policy Unit of the Human Resources Administration (HRA) department are as follows:

Q1. If an employee has been with the state government for over 10 years, shouldn't the employee accrue leave at the highest rate (which is seven hours)?

A1. Not necessarily. Annual leave accrues on a graduated scale based on an employee's length of continuous, unbroken State service in a position entitled to accrue leave under this Rule (see Section (6)(b)2 of the Rule). If a long-term employee had a break in service, he/she would not accrue leave at the highest rate.

Q2. If an employee requests to use annual leave each pay period in order to avoid having the leave go into forfeited status, must we approve the leave?

A2. No. Efforts to avoid forfeiting annual leave would not automatically result in an employee receiving an approved leave request. As the Rule indicates, supervisors must weigh the agency's business needs and the timeliness of the requests in approving annual leave" (see Section (6)(c)5 of the Rule). Please also note that forfeited leave isn't lost. As the policy later notes, the leave can be restored for use as sick leave. Also, forfeited leave can count towards retirement.

Q3. Since an employee can use sick leave while on Family and Medical Leave for the birth of a child, can the employee also use sick leave when adopting a child?

A3. Yes. Sick leave can be used when adopting a child, but only if the employee's presence is required as a result of health-related reasons (see Section 7(c)(1)(ii) of the Rule).

Q4. Does accrued leave transfer when an employee within an Executive Branch agency transfers to a Community Service Board (CSB) or County Board of Health? What if the reverse applies (employee transfers from a CSB or County Board of Health into the Executive Branch)?

A4. Part 1: Unused sick, annual, and personal leave, and the record of forfeited leave will transfer from an Executive branch agency into a unit of a CSB, County Board of Health, and Board of Health Community Operated Program (BOHCOP) to the extent the receiving organization agrees to accept the transfer (see Section 10(e)(1) of the Rule).

Part 2: Unused leave and the record of forfeited leave will not transfer into an Executive branch agency from any CSB, County Board of Health, or BOHCOP. Transferring employees are considered new hires for purposes of graduated annual leave accrual (also see Section 10(e)(1) of the Rule).

Additional questions regarding Rule 16 or other SPB Rules, contact the HRA Policy team policy@doas.ga.gov.



Latatia West
POLICY MANAGER

#SPBRule16

Telework Policy: A Future-Focused Statement

The Statewide Policy on Teleworking was originally issued in 2005 by the Office of Planning and Budget and the Department of Administrative Services. In the 15 years that this policy has been available for use by the statewide HR community, changes in the work environment have resulted in a need to modify the policy.

First, the new policy incorporates language more applicable to the modern workplace. Second, the policy addresses issues that have arisen during the COVID-19 pandemic, such as teleworking when required during a state of emergency. Third, the policy now recognizes telework as an attraction and retention tool.

Significant Revisions Include the Following:

- ❖ A requirement that agencies designate either the conventional worksite or the alternate workplace as the employee's primary workstation, as required in the SAO Statewide Travel Policy. This designation affects mileage reimbursement.
- ❖ Statements that agencies may require telework during a state of emergency or other extenuating circumstances and may be flexible in regarding child or dependent care when extenuating circumstances affect the availability of schools and/or childcare providers.
- ❖ Acknowledgment of telework as a reasonable accommodation under the Americans with Disabilities Act.
- ❖ A telework training provision that allows agencies to determine the scope of instruction needed to ensure success of the arrangement.



- ❖ Provisions to address temporary unavailability of equipment, power, internet service at the alternate workplace in the event teleworking capabilities are compromised.
- ❖ Elimination of the requirement for an agency to provide office supplies.
- ❖ Limitation of the issuance of duplicate equipment (e.g., laptop) and language concerning return of state-owned equipment.
- ❖ A provision allowing agency discretion to determine the appropriate time to revisit the telework agreement. This provision replaces the previous policy's requirement of annual review and renewal.

As agencies consider or revisit telework arrangements, these new provisions should be taken into account. Additional tools for managing telework arrangements are available on the [DOAS website](#).

Questions concerning the Statewide Telework Policy, or the website tools should be sent to policy@doas.ga.gov.

POLICY

#Teleworkupdate



Valerie Wilkinson
LEGAL ANALYSIS SPECIALIST

CDL Data Corrections for Peoplesoft HCM



FirstSource Solutions, the State of Georgia's third-party vendor for drug testing, has reported their database is no longer able to upload positions from the PeopleSoft Human Capital Management System (PSHCM) into their database. As a result, agencies with federally-regulated employees have been contacted and requested to enter their Commercial Driver License (CDL) information and "valid to/valid from" dates into PSHCM. As a result, these requested changes will allow CDL positions to be randomly tested.

Additionally, updating takes place for all agencies. The Human Resources Administration (HRA) team is

collaborating with agencies and the State Accounting Office (SAO) to address any identified systems errors/glitches. The requirement that CDL holders be registered in the Federal Motor Carrier Safety Administration (FMCSA) database took effect in January 2020. This requirement also impacted FirstSource Solutions.

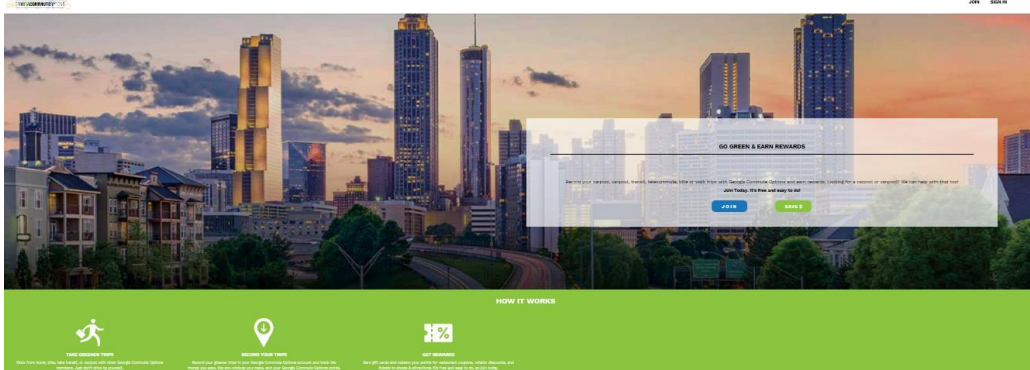
If your agency has not yet made corrections to CDLs in PeopleSoft, contact HRA Statewide Drug Testing Coordinator, Gail Stowers at 404-748-0859, or gail.stowers@doas.ga.gov.



Gail Stowers
POLICY ANALYST

HR
BUSINESS

Go Green & Earn Rewards



Record your telecommute, bike, or walk trips with Georgia Commute Options and earn rewards. Carpool, vanpool, and transit can also earn you rewards. Visit the Georgia Commute Options website to register today:

<https://mygacommuteoptions.com/>



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 August 23, 2020 we have 1,264 enrollees

To find out more about the STABLE program, take the eligibility quiz to check/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



Virtual Flexible Benefits Fair for Plan Year 2021

Due to COVID-19, employees will be invited to attend a virtual Flexible Benefits Fair for Plan Year 2021. To find out more click [here](#) or visit us at:

<https://www.youtube.com/embed/51E4kHisHos?rel=0>

Balancing Work and Family

In an effort to curb the spread of the novel coronavirus (COVID-19), social distancing has become the normal practice when interacting with others. As a result, many employers have encouraged telework.

Before the onset of COVID-19, employees could leave work at the office. Now, those stationed at home may find themselves working longer hours and spending less time with their families. "Work-life balance" might seem elusive but can be a reality. In its truest sense, the term means separating work-life from



personal life, while carving out a reasonable amount of time for self and family.

And there is good news! KEPRO, our Employee Assistance Program vendor, has the "Work and Life Balance," "Managing Life," tip sheets that follow, and other resources available to help employees make "the balance" more of a reality. Information is available directly from KEPRO's website at www.EAPhelpink.com or 888.276.0988.

FLEX BENEFITS



Employee Assistance Program

Work and Life Balance

Achieving work and family balance is an ongoing process of juggling responsibilities at work and the needs of family. One key to success is periodically stepping back and analyzing how things are going. Then, make adjustments where possible.

What You Can Do:

- **Make conscious decisions about balancing work and family responsibilities.** Finding the right balance doesn't happen automatically. Understanding this can reduce frustration when you experience temporary setbacks.
- **Write down your goals.** Everyone's needs change over time. You may discover new interests like taking classes or committing to new exercise goals. Or, if you have children, their needs and interests continually evolve. For example, opportunities to build a treehouse for your kids don't last forever. Decide what is important, write it down, and commit to making certain goals "absolutely happen."
- **Organize your time.** Consider making a schedule for the upcoming month, which will allow you to anticipate what is coming rather than being caught off guard. Also, make it a habit to identify, write down and prioritize daily tasks in a notebook or in a designated electronic file at the start of every day. Not only is it a satisfying feeling to check items off, but you will have an archive of your day which can serve as a useful tool later.
- **Manage distraction and procrastination.** Working long hours can cause stress that sometimes finds relief naturally through workplace distractions and procrastination. If you are at the office for twelve hours, do you really work only ten? If you are searching for more family time, it might be found here.
- **Discuss family expectations and responsibilities.** When one family member is taking on too many responsibilities at home, resentments can build. Periodically, discuss family needs to gain the awareness needed to consider choices for work and family balance.
- **Plan time for fun and relaxation.** When schedules become overwhelmed with things to do, time for fun and relaxation is often the first one to be crossed off the list. However, this time is extremely important for stress relief, family bonding and may help to reinforce your priorities.
- **Prioritize.** Time is one of the most valuable—and fleeting—aspects in our lives. The key is to prioritize daily tasks like a personal negotiation—can you spend 15 fewer minutes on household chores in order to spend more time talking with your child or significant other about the day? Is it possible for you to skip joining a new club and instead use the time to learn a new skill? Sometimes it is necessary to say 'Not now, perhaps another time,' which can be difficult, but you will ultimately have more time to spend with those who need it most, including yourself.

For additional information regarding this topic, contact your Employee Assistance Program via the web or toll free number listed below.



www.EAPHelplink.com



Company Code: Georgia



1.833.276.0988



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Employee Assistance Program

Managing Life - There's an App for that!

Between managing your budget, keeping up with work and school commitments, and taking care of the house and family, it is hard to find time to keep everything organized and stay on a healthy track. Fortunately, there are helpful mobile apps that can help with all of that! Using apps to manage personal and professional duties can help save time and money as well as reduce the clutter.

Below are a few mobile apps you can use to manage your day-to-day commitments:

Managing your Finances

- **Mint** — This app is used to categorize the money you spend, whether it be purchases on clothes, food, or things that you save up to buy.
- **Mobile Banking** – Many banks allow you to do your banking right from your mobile phone or tablet and may have a mobile app to make it easy to keep a close eye on your finances.

Maintaining Mental Health

- **Calm** - This free app won Apple's 2017 "App of the Year." It promotes meditation, breathing techniques, sleep and relaxation.

Calendar Apps for Planning

- **Fantastical 2** — Fantastical 2 is a calendar app used to provide quick access to your events and reminders and it even lets you record events in different languages.
- **Google Calendar** – This app integrates with Gmail to give the option of creating events, to-dos and reminders automatically.

To Get Things Done

- **Cozi** — Cozi is an organizational app for the family used to create grocery lists, keep the family appointments organized, and create to-do lists.
- **Evernote** – An organizational app that allows for to-do lists, scanning of whole documents, including pictures and videos and syncs between the smart phone and computer.

Creating a Healthy Lifestyle

- **MyFitnessPal** — MyFitnessPal is a free online calorie counter and diet plan app used to track your eating habits and syncs to a variety of fitness trackers to help with your workout routine.
- **Map My Run (or Walk, Trail, Ride, etc.)** — With the GPS feature enabled, this app tracks your workout, counts calories and shows progress. The app can also connect with other users to share tips, routines, and favorite routes.

For more information on this topic or further assistance, please contact your Employee Assistance Program.



www.EAPHelplink.com



Company Code: Georgia



1.833.276.0988



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GN4183-EP0 v.1 4/18

TALENT

Forward Thinking Recruiting

You have done the work to attract and hire the best talent for your agency. Even before the new employee starts, you have invested \$4,126, according to the Society of Human Resources Management (SHRM) Human Capital Management Benchmarking Report. One year later, your new hire resigns. What went wrong? You conduct an exit interview, but it is too late. The employee has made up her mind, and there is nothing you can do to convince her

to stay. It is this type of story that repeatedly plays out during an HR practitioner's career. As an enterprise, our turnover rates hover around 20%, with the Millennial generation leading the way.

What can be done to stem-the-tide, reduce turnover, and stabilize our workforce? See how recruiting, onboarding, promoting, appreciating, and developing can help retain our most valuable asset, our people.

RECRUIT

Craft your agency's recruitment message that shows you are invested in each employee as a whole -- not just what they can do for the company. Showcase your agency culture on your website, in your job postings, and with your candidate communication throughout the recruitment process.



DEVELOP

Managers and employees should jointly create development plans. Encourage employee attendance at workshops and



conferences. Conduct skills gap analyses to identify areas of development opportunity. It's a worthwhile time investment that pays off.

APPRECIATE

Showing appreciation for employees goes a long way to keeping them, especially during times of uncertainty. Given that we are asking them to do



more with less, focus on cost-efficient ways to show appreciation. A welcome email from the commissioner, a handwritten thank you note, celebrations for birthdays, weddings, births, etc. are all easy, inexpensive ways to recognize and show appreciation to employees.



ONBOARD

Conduct a comprehensive orientation on Day-1. Ensure the employees has the tools to start working. Follow up with 30- and 60-day meetings to identify and remedy any concerns as early as possible.



Monique Jenkins
TALENT MANAGER

PROMOTE

Careers paths need not be vertical. Consider role expansion, special projects, cross-functional teams, and even cross-agency projects to keep employees engaged. Promote these opportunities openly so employees can actively apply.



10 Ways High Performing Teams Differ From Average

Most members of high-performing teams report that it's fun and satisfying to work on collaborative teams because they are asked to contribute at their highest potential and they learn a lot along the way. Characteristics of high-performing teams include the following:



1 People have solid and deep trust in each other and in the team's purpose — they feel free to express feelings and ideas.

2 Everybody is working toward the same goals.

3 Team members are clear on how to work together and how to accomplish tasks.

4 Everyone understands both team and individual performance goals and knows what is expected.

5 Team members actively diffuse tension and friction in a relaxed and informal atmosphere.

6 The team engages in extensive discussion, and everyone gets a chance to contribute — even the introverts.

7 Disagreement is viewed as a good thing and conflicts are managed. Criticism is constructive and is oriented toward problem solving and removing obstacles.

8 The team makes decisions when there is natural agreement — in the cases where agreement is elusive, a decision is made by the team lead or executive sponsor, after which little second-guessing occurs.

9 Each team member carries his or her own weight and respects the team processes and other members.

10 The leadership of the team shifts from time to time, as appropriate, to drive results. No individual members are more important than the team.



Assessments to Check Team Collaborative Effectiveness

http://www.workignited.com/workplace_quiz.html

<https://www.slideshare.net/leadyourteam/high-performingteamquiz>

https://www.mindtools.com/pages/article/newTMM_84.htm

Top 10 Reasons excerpted from *The Collaboration Imperative* by Ron Ricci and Carl Wiese. Published by Cisco Systems.

COMING SOON

DATE ACTIVITY

September 16, 2020	Georgia State Charitable Contributions Program Campaign Begins
September 30, 2020	Sexual Harassment Prevention Training Completion Date
October 13, 2020	Employee Benefit Plan Council & State Personnel Board Meetings
October 19, 2020	Start of 2020 Open Enrollment for Plan Year 2021
November 6, 2020	End of 2020 Open Enrollment for Plan Year 2021
November 10, 2020	HR Community Meeting
November 16, 2020	Georgia State Charitable Contributions Program Campaign Ends

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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