

2009 Innovations Awards Program APPLICATION

CSG reserves the right to use or publish in other CSG products and services the information provided in this Innovations Awards Program Application. If your agency objects to this policy, please advise us in a separate attachment to your program's application.

ID # (assigned by CSG): 09-S-05KY

Please provide the following information, adding space as necessary:

State: Kentucky

Assign Program Category (applicant): Human Resources/Personnel (Use list at end of application)

1. Center for Strategic Innovation
2. Commonwealth of Kentucky Personnel Cabinet
3. Wayne Harman, Chief Technology Officer
4. 501 Mero Street, Frankfort, KY 40601
5. 502-564-7430
6. 502-564-7603
7. WayneA.Harman@ky.gov
8. www.personnel.ky.gov
9. The Center for Strategic Innovation (CSI) provides guidance in implementing innovative ideas and tools to help the Personnel Cabinet create a more effective, efficient workplace. In addition to driving strategic planning, which includes the development and enculturation of its new mission, vision, and values, CSI utilizes research and best practices to develop innovative solutions and enhance organizational and work-life effectiveness to maintain an engaged, motivated workforce in Kentucky state government.
10. CSI was formed in January of 2008 and established in July of 2008
11. CSI was established to develop and enculturate the Cabinet's mission, vision, and values as well as research best practices and recommend as appropriate for implementation. There are six areas which come together to drive this process: Communication and Work-Life Effectiveness: Develops new programs and communicates current programs to enhance work-life effectiveness; thereby, improving employee engagement in the workplace; Customer Service: Reaches out to new employees, current employees and external customers to develop the best customer service and satisfaction. Seeks and develops motivational opportunities, nurtures the connection between employees and supervisors. Implements recognition/appreciation programs, continually communicating the importance of acknowledgement and customer satisfaction; Web Development and Media Solutions: Works with all areas of the Cabinet to ensure that the web clearly communicates the message of the Cabinet in various media formats; Graphics and Concept Design: supports the CSI Team members in assisting them to communicate ideas and concepts through graphic design; Organizational Effectiveness: Facilitates the development of the Cabinet's strategic plan, assists departments in creating and tracking performance metrics, develops manager toolkits and performance aids, facilitates process improvement, and helps the Cabinet manage change; and Research and Best Practices: researches up-to-date best practices and other Human resources related topics. This research is not about new trends alone, but those coupled with

success stories. The primary goal of CSI is to assist the Personnel Cabinet in positioning the Commonwealth of Kentucky as an “Employer of Choice”.

12. CSI has been involved in a variety of projects and initiatives since its implementation. Three projects are outlined below:

Mission, Vision and Values Enculturation – CSI’s first task was to oversee the development and dissemination of the Personnel Cabinet’s mission, vision and values (MVV). This was done in conjunction with the Assembly of Auspicious Pathfinders (AAP), a group of front-line employees from every department in the Cabinet. CSI and AAP rolled out the MVV to employees at a cabinet-wide event, Pathways to Progress. Instead of a regular meeting where the Secretary addresses the employees from behind a podium, the Pathways event was a production with employee videos, skits and 2-way communication with the audience. CSI then developed and utilized a Cabinet mascot, MARTI, which stands for Motivate co-workers, Aspire to achieve, Realize your potential, Train at every opportunity, and Implement what you learn. MARTI started out as a caterpillar and as he transformed into a butterfly, the MVV were highlighted and reinforced throughout the Cabinet. This was done through the cabinet intranet, e-mail flyers, screen savers, mouse pad, framed MVV which were given to each employee. The goal was to have the MVV visible to the employees in various entertaining, thought –provoking ways to make it a living document and not just one that was completed and filed away.

Workplace Flexibility Toolkit – CSI was given the task of researching best practices and developing a toolkit for state government employees to encourage more flexibility in the workplace. The toolkit can be viewed at <http://personnel.ky.gov/csi/flexworkoptions.htm>.

Health Insurance Open Enrollment – CSI was asked to partner with the Personnel Cabinet’s Department of Employee Insurance in evaluating the processes and practices which take place during Open Enrollment to improve customer service. CSI then assisted in the development and implementation of solutions in three areas: handbook, web site, and customer phone calls. The handbook was scaled down to a 36-page selection guide (<http://personnel.ky.gov/NR/rdonlyres/D6458E6F-A6D6-4E98-9886-68B466C6BA13/0/kehpquickrefguideFINAL91508.pdf>) from a 90-page handbook which decreased printing costs while improving readability. CSI redesigned the website (<http://personnel.ky.gov/dei/09OE/>) to have all of the information in one place and improve usability. CSI recommended new strategies for providing phone service which included redesigning the phone system to forward calls to other subject matter experts such as the Commonwealth Office of Technology for IT calls and Humana for benefits information. This decreased the calls to our 6-member staff which gave more efficient service to our customers (285,000 covered lives) who didn’t have to wait on hold as in previous years to get questions answered. CSI will conduct a post-mortem with the Department of Employee Insurance to evaluate Open Enrollment 2008 as a whole and make recommendations for an even better Open Enrollment for 2009. In addition, the Governor’s Office said this was the smoothest Open Enrollment in recent years.

13. This is the first time the Personnel Cabinet has had a group dedicated to overseeing the creation, implementation and enculturation of the mission, vision and values.
14. CSI started with two non-merit positions, one of which was a new position, four employees were moved from other departments in the Personnel Cabinet and one employee was transferred from another agency in state government. The major financial expenditure for this program has been in the area of technology procurement.
15. The approximate annual operational costs are \$500,000.

16. CSI is funded through a Benefits Assessment fee pursuant to KRS 18A.015. Individuals are charged fees based on their participation in Cabinet benefits such as health insurance, life insurance and payroll.

17. No and Yes, CSI was initially added as a group in the Office of the Secretary and then was created as an office in the Cabinet's reorganization which requires legislative approval.

18. Components of the Adobe Master Collection Suite:

- [InDesign](#)
- [Photoshop](#)
- [Illustrator](#)
- [Acrobat 9 Pro](#)
- [Flash Professional](#)
- [Dreamweaver](#)
- [Fireworks](#)
- [After Effects](#)
- [Adobe Premiere Pro](#)
- [Soundbooth](#)
- [Encore](#)

Content Manager Server, Captivate, Wacom Pen tablet, digital camera, You Tube, Microsoft Office including: Publisher, Power Point, Word, Excel, Visio, and Access.

19. No.

20. There are three states which have statewide efficiency initiatives: Virginia, Pennsylvania, and Minnesota. Vermont has an efficiency program geared toward information technology initiatives. CSI is mainly focused on human resources and helping the Commonwealth become and Employer of Choice. In addition, CSI is assisting the Cabinet in three other areas: cultivating a learning and development culture across state government; promoting a One-Employer mindset across the enterprise; and becoming more customer focused and assisting with the implementation of a statewide SAP Human Resource Information System to service over 45,000 in payroll and 285,000 covered lives in benefits.

21. Yes, the program been fully implemented.

22. The success of CSI has primarily been evidenced by positive feedback from the managers who have requested services from CSI. Initially managers were somewhat reluctant to invite CSI in to evaluate and recommend changes but once CSI was involved, the managers have reiterated the value-added service of CSI's inclusion.

23. CSI was charged initially with the task of overseeing the development of the strategic plan for the Cabinet. From there, CSI's role expanded to encompass evaluation, recommendation, and, in some cases, implementation of solutions to improve Cabinet programs and processes. CSI also houses the Central Information Office for the Cabinet; innovation techniques run hand-in-hand with enabling technology.

24. The primary obstacle which other states might encounter if they attempt to adopt this program is funding and the skill mix that CSI has in its team of web development, research, graphics, technology and HR specialist.