2023

HUMAN RESOURCES BEST PRACTICES GUIDE

First Edition

MSPB **MISSISSIPPI**
STATE PERSONNEL BOARD

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Human Resources Best Practices Guide – Mississippi State Government

Preamble

Human Resources has considerably evolved in the past decades and continues to evolve. Yet, human resources best practices still need to catch up with the evolution. HR Professionals need guidelines on how to serve their employees.

Developing best human resource practices addresses the need to standardize policies, practices, and procedures in human-resources-type operations in Mississippi state government agencies.

The Human Resources Divisions within state agencies work strategically with the diverse divisions within the agency to identify and respond to its changing needs. HR Departments are tasked with instituting HR policies and procedures that are fair and equitable to all state employees. HR Departments must also be responsive and supportive of our workforce by providing fair and equitable job opportunities and benefits and promoting career development and training.

Mississippi has over 23,000 state employees, yet many jobs and roles are still unfilled. Today's job market is tighter, resulting in fewer applications. In addition, nearly one-third of our workforce is eligible to retire in five years. Faced with these challenges, it is incumbent on human resource departments to work even harder to address these needs.

HR deals with many issues, but probably the biggest challenges facing HR Departments today are Recruitment, Retention, Employee Development, and Succession Planning. Addressing these complex challenges is of significant importance.   The environment surrounding attracting, recruiting, developing, and retaining employees is rapidly evolving.

As a result, developing plans addressing these issues should leverage new resources and ideas. They should be considered living documents. The *Human Resources Best Practices Guide – Mississippi State Government* is intended to assist HR personnel in developing, implementing, and improving their HR practices.

The Mississippi State Personnel Board recognizes the need to provide effective practices for state agencies. To promote consistent methodology for state agency Human Resource Department, MSPB held an HR Summit in November 2022. This summit brought together HR representatives from many state agencies to address current HR issues and propose future best practices and

implementation strategies. Identifying relevant issues in human resources is a key component in establishing a standard of continuous improvement by which state agencies can review and enhance their HR approaches.

The basis of the current *Human Resources Best Practices Guide – Mississippi State Government* was informed by discussions with HR professionals throughout Mississippi, as well as recognized HR industry-standard approaches from industry-leading organizations such as the Association of Talent Development (ATD) and the International Public Management Association for Human Resources (IPMA). The *Human Resources Best Practices Guide – Mississippi State Government, 1st Edition,* outlines key issues and implementation strategies for four topical areas: Recruitment, Retention, Employee Development, and Succession Planning.

Each functional area provides recommendations to address key issues affecting state HR agencies. It should not be assumed that applying these measures encompasses all necessary actions to address these challenges. Instead, each state agency and its HR department should determine appropriate measures based on the agency's unique characteristics and specific needs. The *Human Resources Best Practices Guide – Mississippi State Government* aims to recommend policies, practices, and technologies to identify issues, mitigate roadblocks, and address these challenges.

The ongoing process of developing and refining best practices has led the MSPB to produce its <u>First Edition</u> of the *Human Resources Best Practices Guide – Mississippi State Government*. We urge each state agency, commission, or board to consider these best practices in HR policies and procedures.

Overview

Purpose

To document through professional collaboration the establishment of a living Guide, a collection of vetted Best Practices to assist those responsible for human resources at Mississippi state agencies, commissions, and boards.

Definition

1. A best practice is a technique or methodology that, through experience and research, has proven to reliably lead to a desired result.
2. In practical analysis, a "best" or "smart" practice is a clear and concrete behavior that solves a problem or achieves a goal under most conditions.
3. A field-tested Best Practice is a program, activity, or strategy that, when properly implemented, has been shown to work effectively and produce successful outcomes and is supported to some degree by subjective and objective data sources.

Methodology (Annually)

1. Identify significant issues requiring solutions with input from steering committees and summit sessions.
2. Discuss these issues in summit sessions to identify all aspects, lessons learned, voids, and/or new issues
3. From sessions, identify solutions and basis-forming best practices.
4. Review input, resolve details, and collect additional information through literature reviews, research, and contributions from subject matter experts.
5. Send draft Best Practices Guide to summit attendees for vetting.
6. Aggregate input from summit sessions, review, vet, and follow-up for best practices and formulation into the Guide.

Content Outline

The best practices are broken up into four topical areas. The areas covered include:

1. Recruitment
2. Retention
3. Employee Development
4. Succession Planning

Following the Best Practices Guide, you will find appendices that include a list of individuals who contributed to the development of this document. Also included is a list of documents/sources that you may use as a reference for developing a program for implementing these Best Practices.

Editors and Reviewers for Mississippi State Human Resources Best Practices Guide

Edition 1, 2023:   Michael Finley, MSPB (Editor)

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BEST PRACTICES

Mississippi State Personnel Board

1. RECRUITMENT

Recruitment is identifying, finding, and hiring candidates for a specific position or job. The recruitment process includes the entire hiring process, including finding the employee and hiring them into your organization. This process is sometimes called a recruitment strategy.

A recruitment strategy is a plan of action for finding the best possible candidates for your agency's open positions. A good recruitment strategy defines the candidates you want to attract, describes why you're looking for them, and explains how you intend to recruit them to your organization.

To face the challenges of recruiting, below are best practices used by Human Resource Departments in Mississippi State Government:

Recruitment		
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Prepare for the Recruitment	To successfully recruit a position, Human Resources must have a recruitment strategy.	- Identify difficult positions to recruit and develop a strategy. - Educate hiring managers and staff on how to conduct interviews. - To attract the best candidates, the team must prepare job postings that stand out. - Write the most accurate job description: - Concise and relevant - Organized and professional - Use language that speaks directly to the candidate - Don't use cliches or buzzwords - Feature aspects of the job and agency that make your employees happy - Representative of your company culture

		▪ Transparent about salary and requirements
2. Utilize multiple platforms	Utilization of multiple platforms extends an organization's reach for a viable candidate.	• Use your website - It is one of the first places the candidates will visit to learn more about you. • Leverage social media - Create a presence that aligns with your values and employer brand. • Consider internships – helps a potential candidate understand and appreciate the state's work environment, benefits, and culture. • Conduct surveys of your new hires to ascertain which platforms are successful. • Consider creating recruitment videos • Career fairs – be sure to utilize employees who are closer to recruiting age • Online job announcements such as Indeed, Facebook, LinkedIn, and other job boards • Establishing relationships with high schools for trades careers and colleges for professional jobs • Handshake is an excellent tool for staying in touch with students and candidates • Participate in high school career days – This also builds an agency presence in the community. • Building lists of candidates to target when job openings become available • Setting up databases or internal recruiting sites • Use Neogov.
3. Attract Good Candidates	The key to a successful recruitment strategy is to select from a slate of suitable candidates.	• For trade positions, offer skills, certifications, and experiences on the job. • Offer flexible work schedules • Discuss career paths • Offer educational reimbursements

		- Consider establishing a program to pay partial tuition under commitment to work for the state for a period of time - Promote the leave and retirement plan - Reinforce the opportunity to work for one state agency and the ability to advance within all state government
4. Have a Thorough Interviewing and Selection Process	The interview process should be planned.	- It's important to remember that interviewing is a two-way street. While you are interviewing your candidate, they are also interviewing you. Whether you are meeting remotely or in person, be sure to make it comfortable and low stress - Interviewers should review resumes and prepare questions well before meeting a candidate and must be ready to answer questions about the company. It's also crucial to show respect for the candidate—start the interview promptly and be professional. - Consider utilizing an interview panel rather than one interviewer. - Consider utilizing interviewers outside the position's department if using an interview panel. - Be transparent in the interview about the job and pay. - Depending on the position, consider asking for a writing sample, portfolio, or presentation. If required, consider competency testing (Accounting, IT) - Utilize a combination of phone, video, and in-person interviews. - Reinforce that hiring managers select the candidates. The Human Resource role is to ensure the process is followed.

		• Use real-life scenarios to determine employees' understanding of the position and thought processes. • Follow up with each candidate.
5. Utilize a Positive Onboarding Process	A positive onboarding process sets the tone for a positive work environment.	• One study showed that thirty-six percent of employers lack a structured onboard process. • Have the job recruiter stay in contact with the new hire and ensure they integrate into the culture. • Assign a current employee (not the manager) to assist the new employee and make them feel comfortable. • Consider holding an "Onboarding Day" if onboarding multiple hires. • Hold periodic receptions with new employees to integrate them into the agency's culture.
6. Conduct Exit Interviews	Exit interviews assist with determining if any issues exist.	• An exit interview takes place before an employee leaves an organization to gain a sense and understanding of what an agency can improve upon to retain its top talent. • During an exit interview, utilize a structured questionnaire and ask the employee why they are leaving, their impression of the company, and what suggestions they may have for improvements. • An exit interview will reveal issues: Employees leaving an organization are typically more willing to discuss problems. • An internal exit interview database tracks the reason the employee left the agency. • Exit interviews have been used for managerial training.

		• Attempt to maintain good relationships with employees as they may return.

2. EMPLOYEE RETENTION

Employee Retention is an organization's effort to hold onto its most prized asset – the employees. Employee retention is key to an organization's performance, production, and culture. Without the right talent, an organization cannot grow or execute its strategy. Without the right people, an organization cannot attract the other people it needs.

The impact of employee turnover goes far beyond temporary disruptions. Employee turnover is costly. Some studies show that replacing an employee cost roughly one-third of their annual salary. In addition, high turnover also impacts the remaining staff. As employees watch their colleagues leave, their workloads often increase. This workload increase can lead to frustrated, overworked employees and further departures. Human resources departments are concerned with the number of people who both voluntarily and involuntarily leave their jobs.

Leaving voluntarily often indicates an employee is dissatisfied with their role, compensation, management, or work environment. Leaving involuntarily indicates a systemic issue, such as employees not being clear on the expectations of their role, poor communication with management, not having enough resources to do their jobs, or a poor choice in hiring.

To face the challenges of employee retention, below are best practices used by Human Resource Departments in Mississippi State Government:

Employee Retention		
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Have a Strong Organizational Culture	The organizational foundation of values, expectations, and practices that guide and inform the actions of all team members.	Have and carry out clearly articulated values Seek out and show value in employees' voices. Show a strong commitment to diversity, equity, and inclusion. Have supportive leadership.

2. Hire for a Cultural Fit	Employees who fit well into their organization often express job satisfaction.	1. Define the organizational culture that guides and informs the actions of all team members.
		   a. Values
		   b. Norms
		   c. Practices
		   d. Expectations
		2. Convey organizational culture in hiring materials. This can be done via website, social media channels, and during every interaction in the hiring process so candidates know what to expect.
		3. Train your hiring staff on how to discuss organizational culture with job applicants.
		4. Ask interview questions that relate directly to those values.
		5. Factor Diversity, Equity, and Inclusion into your hiring process.
		6. Schedule a meeting with the new hire within their first month in the role to discuss this further.

3. Create an Exceptional Onboarding Experience	An exceptional onboarding experience helps new hires adjust to their jobs quickly while acquiring the necessary skills and knowledge to contribute to the organization. The training and support provided from day one can set the tone for an employee's entire tenure at your organization.	1. Introduce new hires to their co-workers and/or staff. 2. Consider assigning an onboard advocate or mentor, so they have someone on-hand to answer questions and help them adjust. 3. Have and communicate clear definitions and expectations of new hire duties. 4. Provide new hires with the resources they need to perform their job effectively. 5. If the new hire works remotely, create an onboarding experience that factors in remote work.

		6. Have an onboarding experience that teaches new employees about the job, company culture, and how they can contribute to and thrive.
4. Invest in Employees' Careers	Giving an employee mobility can improve retention.	Providing a career path to an employee has shown to be a critical retention strategy. In one LinkedIn study, 94% of employees said they would stay with their company longer if it invested in their career development. Career pathing is a process through which employees and their managers work together to identify goals and create a learning and growth action plan to achieve them. This process may include mapping their career direction vertically, laterally, and cross-functionally. It is driven by the individual's skills, interests, and career objectives. Career pathing can help increase employee engagement and retention. Invest in your employee's professional development. Provide them with the resources. Provide employees with an opportunity to learn and grow.

5. Build Employee Engagement	Engagement describes the basic psychological needs that must be met for employees to perform well.	Due to a tightening labor market and a competitive global economy, highly talented individuals have a lot of freedom in where they choose to work.
		
		An engaged employee is one that is involved and enthusiastic in their work and Workplace.
		
		1. Give employees opportunities to give candid feedback. This will allow management to identify problems before they become significant issues.
		    a. Allows for new ideas
		    b. Can be done with skip-level meetings, polls, and surveys
		2. Stay Interviews (see later topic)
		3. Consider holding quarterly or semi-annual "State of the Organization" meetings as a large group or by the department.
		4. Hold all employees accountable.
		5. Off-site retreats
		6. Friendly competition
		7. Cookout

6. Recognize Employees' Contributions	Recognition serves as a tool for reinforcing behaviors that drive an organization to excellence and boost employee engagement.	Recognition lets your employees know you care about creating an environment where individuals feel appreciated for their contributions and accomplishments. Through recognition, you also build a culture that attracts and retains talent.

		1. Managers should recognize the work of their direct reports.
		2. Organizations should consider division/department/organization-wide recognition of staff that goes the extra mile.
		3. Reward effort, not just results.
		4. Consider employee recognition of those that help their co-workers.
		5. Be fair and consistent in determining which employee gets recognized.
		6. Be creative in how an employee is recognized:
		   a. Highlighted in an article in the company newsletter
		   b. Taken to lunch by a senior employee
		   c. Plaque, certificate, banners,
		   d. Parking space for the month
		   e. Service pins
		   f. Award lunch/dinner

7. Offer Flexible Schedules	Flexible working arrangements have become one of the top things people look for in a new job. It has become an expectation rather than a benefit.	Flexibility in a work schedule is recognized as significant for employee engagement. A flexible schedule is described as flexing one's hours to accommodate family needs, a compressed workweek, and remote or telework. It is an arrangement between employer and employee. The arrangement usually consists of three components: 1. Choose where they work from 2. Create a work schedule that works best for them 3. Schedule their workday however they want

		After COVID, many organizations understand they even though they have re-opened their offices, some employees still prefer to work remotely. Not having this option may cause employees to hire at another organization or leave their current organization.
8. Train Your Supervisors	Employees leave an organization due to poor supervision.	Development Dimensions, Inc (DDI) conducted a 2019 study that found that 57% of employees quit their jobs because of poor relationships with their managers. Fortunately, leadership skills can be trained. Provide managers with training and encourage them to develop employees. To align learning with job performance, managers and employees should receive training on giving and receiving feedback. Managers and employees can exchange feedback during a one-on-one meeting about what's going well and how much support the employee needs to achieve their goals. Managers trained in how employees communicate, find motivation, and deal with stress will help retain employees. Training in motivating others, delegating successfully, and empowering others can make a crucial difference.

		MSPB offers a Basic Supervisory Course and a Certified Public Manager course.
		Managers are encouraged to learn soft skills outside what MSPB offers.
9. Create a Mentorship Program	Pairing an employee with a mentor assists in reducing turnover.	With the shift towards hybrid work environments, organizations must be more intentional about how their employees build relationships and develop their careers.
		Find the managers who lead productive, satisfied teams with low turnover. Partner them with your future leaders, who perhaps have less experience but show raw talent and are eager to assume more responsibility.
		In the first week, the manager shows how it's done. The mentee handles the process under supervision for the second week and owns it in the third week.
		Other applications: • Provide curriculum to develop the critical competencies needed for career growth • Match employees based on shared interests and goals to remove bias

		• Build strong, trusting networks to drive engagement, promotion, and retention Don't limit mentorship programs to new employees. Overall, employee retention can benefit.
10. Support Employee Well-Being	Employee wellbeing	A study by WHO estimates that depression, anxiety, burnout, and other mental health conditions cost the global economy $1 trillion per year in lost productivity. Since returning to the office from the pandemic, many employees report feeling anxious and burned out. Unless leaders address the sources of employee anxiety, productivity may suffer. Employers may want to consider taking additional measures to support their employee's physical and mental health. Consider: • Gym memberships or stipends • Digital wellness or mediation platforms • Offer only healthy food at the Workplace • Create a shared sense of purpose • Sponsor social and community interactions • Health and wellness fairs – flu shots
11. Conduct Stay Interviews	Stay interviews allow an employer to discover a problem before it becomes an issue.	As mentioned in the Best Practice of Employee Engagement, conducting Stay Interviews. Stay interviews are conducted to help managers understand why employees stay and what might cause them to leave. In an effective stay interview, managers ask standard, structured questions casually and

conversationally. Most stay interviews take less than half an hour.

Instead of asking why an employee is quitting, a stay interview focuses on what motivates them to stick around, what could be better about their work experience, and how they envision the next stage of their career within the organization.

Some common questions are:

- What excites you about coming to work?
- Do you feel good about the impact of your work?
- What do you want to do more of at work? Less?
- Do you see a future for yourself at the company? How are things the same or different?
- What would you do differently if you were a manager for a day?

3. EMPLOYEE DEVELOPMENT

A successful employee development program will help state agencies attract top talent, improve employee satisfaction, and set their organization up for success.

Agencies must constantly expand their knowledge, skills, and behavior to meet employee needs and compete in today's demanding and evolving environment.

LinkedIn's 2018 Workforce Learning Report shows that 93% of employees would stay at a company longer if it invested in their careers. Employee Development is one of the critical factors in employee retention, but today's modern workforce requires a modern approach.

Organizations must be able to identify high-potential employees, successfully recruit them, develop them and retain them.

Agencies must also provide development opportunities to employees without regard to their sex, race, ethnic background, or age so that they have equal opportunities for advancement.

The best practices used by Human Resource Departments in Mississippi State Government to face these employee development challenges are below.

Employee Development		
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Build Good Relationships With Your Employees	A good employee/supervisor relationship is critical for development.	Each of your employees has a different level of experience and expertise. They also have unique and differing priorities regarding their professional development. Structured conversations help agencies better understand what drives people and what matters to them. These could be a checklist, agenda, script, or pattern that helps people work through a

		conversation that might be difficult conversations that otherwise might be emotionally charged or personal, or deal with complex information or processes. Interest surveys during the hiring process will help gauge employees' interests beyond their tasks. Agencies can create activities surrounding these interests. Agency retreats create an environment for both teamwork and morale. Build relationships with the employee through internal and external conversations about their careers.
2. Intentional Creation of Environments	A healthy environment that promotes learning and development is key to employee engagement.	Agency Human Resource Departments act as the gatekeeper of the culture. They help identify talented and productive employees and ensure managers seek the skills those individuals have when hiring. An environment that welcomes learning is a strong enticement for employees. The desire to learn and develop should be embedded in your agency culture. Every leader and manager must prioritize employee development across all teams and departments. The key to success with employee training programs is to assemble age- and experience-diverse development programs to ensure employees learn from one another and grow closer through collaboration.

		Psychological safety comes when team members feel they can take risks and be vulnerable with each other.
		Create an open-door policy where employees can freely voice their concerns or problems. This will also be a trust-building exercise.
		There are several things managers can do to facilitate psychological safety, including:
		- Inviting participatory leadership: giving people a say in the priorities of their teams - Providing opportunities for autonomy in the things people own - Defining individual roles or role clarity— what is the team depending on me for? - Warm regard (teams that spend time together and have fun together). - Employee check-ins are the ideal platform for psychological safety and feedback. A shared agenda provides transparency that goes a long way in building trust.
3. Formal Development of Employees	Employee development should be organized rather than haphazard.	Development of soft skills in both management and technical experts. Measuring and giving feedback on these items via the performance appraisal process and providing employee feedback monthly. Guided professional development program for New Hires

		• Mid-Career • Management • Executive Management
4. Define a Clear Path	Employees want a clear career path.	Employees want to know there's room and opportunity to progress in their careers. Because of this, it is crucial to outline a clear career path for employees—sometimes referred to as talent mapping. If a junior employee, for instance, has the ambition to grow into a managerial role. In that case, an agency's employee development program should provide them with the tools to develop the skills they need. A comprehensive employee development program also helps an agency with succession planning. Professional development prepares employees for more advanced roles, which comes in handy when an agency needs to fill a position. When managed correctly, employee development will prepare an agency for the future and nurture employees into leadership roles. Thus, saving an agency a significant amount of time and money.

| 5. Develop a system for transferring your employees' knowledge | Agencies must create a system to capture employee knowledge to ensure that knowledge is retained within the agency. | By developing a system for transferring employee knowledge, agencies can capture and transfer information from experienced employees to less skilled employees. By doing so, agencies mitigate the risk of losing institutional knowledge if the experienced employee leaves the agency.

Progressive organizations capture experienced knowledge from an employee before they leave the organization. By doing so, knowledge is transferred when it is better validated.

Develop a system to capture knowledge from experience employees so other employees can quickly use that information to improve their performance.

Ask your managers to identify their department experts, then work with those employees to capture relevant information. |

4. SUCCESSION PLANNING

Succession planning is a strategic process for identifying essential positions in the organization and creating a process to prepare a pipeline of employees to fill vacancies in their agencies as others retire or move on. Succession planning also involves identifying crucial job skills, knowledge, social relationships, and organizational practices so these ideals and beliefs can be passed on to future leaders of your agency.

Benefits:

- Finding and developing employees to take future leadership roles allows an agency to promote from within. An internal promotion enables an agency to retain that employee's knowledge and internal relationships.
- A process to identify, develop, and hire employees from within lets employees know an agency is investing in them, leading to better employee engagement.

Identifying the skills, knowledge, practices, and relationships needed for each position allows an agency to develop training to address those skills.

- Development training can attract new talent, retain current employees, and keep you competitive.

To face the challenges of succession planning, below are best practices used by Human Resource Departments in Mississippi State Government:

Succession Planning		
BEST PRACTICE	**ISSUE ADDRESSED**	**IMPLEMENTATION**
1. Identify Positions	Factors to consider when identifying positions designated for succession planning.	1. Identify which roles need succession planning. Two factors to consider when prioritizing are the position's vulnerability and criticality. 2. Regarding management roles, identify which management roles need succession planning. All supervisory roles? Senior leadership? Or only executive roles? 3. Consider technical roles, not just leadership roles. Deep within nearly every organization are

		technical employees with enough knowledge and responsibility to cause real damage if they exit the agency.
2. **Identify the core competencies, skills, abilities**	Identification of the position's core competencies, skills, and abilities is critical for determining what to look for in a successor.	Identifying a position's core competencies, skills, and abilities aids the organization if identifying skill gaps and training needs.
3. **Retain Institutional Knowledge**	Retaining institutional knowledge is critical for agencies to ensure no gap during a positional change.	Once critical positions are identified, create a process for recording institutional knowledge and a platform for knowledge transfer. This knowledge transfer can occur concurrently between the worker and the potential successor, giving the successor the unique opportunity to gain valuable skills and knowledge without a long, on-the-job learning curve. In addition, succession planning substantially decreases the need for formal training programs—and the resources they consume—to recreate the learning opportunities.
4. **Assess Employee Performance and Potential**	Giving an employee mobility can improve retention.	1. Take the time to assess employees' interests, skills, performance, and opportunities 2. Be as inclusive as possible 3. Be as Transparent as Possible.

		New hires and current employees like to know that there is a career path for them with their agency. Let them know how they can grow and what training is available to learn new skills. Employees who feel valued and see their agency putting in an effort to retain their talent have much higher morale, and an agency will have less turnover.
5. Engage Development Plans	Once skill gaps have been identified, begin developing your employees.	Based upon gap assessments for each candidate, build individual development plans that address where they currently lack knowledge, skills, or experience. Consider incorporating: A. Mentoring B. Coaching C. Intentional networking D. Formal development programs E. Higher education courses or degree completion F. Stretch assignments G. Institution or system service opportunities
6. Engage All Stakeholders Who Will Be Impacted In The Process	Transparency in the process requires engaging all stakeholders.	Involving key stakeholders will not only help you get buy-in for every step of the process, but also you will receive some ideas about how to make it a better experience and process for everyone.
7. Look Ahead 1-3-5 Years - forecast out your workforce needs	Succession planning should forecast needs beyond immediate.	Succession Planning is a long-term, ongoing process. By looking ahead 1-3-5 years, an organization should consider the following:

		A. Retirement plans of current employees B. Turnover trends C. Compensation strategy and competitiveness D. Management training and readiness
8. Make Succession Planning Part of an Organization's Workplace Culture	Make it a part of your organization's culture to ensure acceptance of succession planning.	Succession planning will cultivate a work culture where knowledge transfer is encouraged, and succession planning is welcomed, making the whole process work better for both departees and successors.
9. Evaluate Your Succession Program	Evaluation of a program ensures success.	Based on the measurable goals outlined in the beginning, evaluate your results and refine your program as needed. Make it a continuous process.

APPENDICES

Appendix I: Authoritative Reference List

Reference List

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Appendix II: November 1, 2022, Mississippi State Personnel Board HR Summit Attendees and Best Practices Contributors

Aundra Agnew	North Mississippi State Hospital	Shantell Clay	MEMA
Erica Allen	Board of Examiners for Social Workers and Marriage and Family Therapists	Sharon Clincy	Pearl River Valley Water Supply District
		Deborah Coleman	Legislative Budget Office
Kauvonda Amos	Department of Employment Security	Amanda Compton-Ortiz	South Mississippi Regional Center
Lynn Anderson	Gaming Commission	Onethya Crawford	Department of Employment Security
Chiquita Archie	MSPB	Angela Daniels	MSPB
Lauren Armstrong	Secretary of State's Office	Heather Deaton	MSPB/Attorney General's Office
Erin Atarji	Gaming Commission	Crystal Dedmon	Military Department
Angela Bailey	Department of Education	Kishaleather Dixon	Mississippi Veterans Affairs
Ginger Baldwin	Department of Corrections	Sophia Dixon	MDRS
Ryan Beard	MSPB	Sharon Dowdy	Department of Health
James Betts	MSPB	Linda Driver	MDOT
Bo Blanks	Mississippi State Hospital	Hanna Duran	Boswell Regional Center
Jacob Bowman	MDOT	Jessica Dykes	Department of Rehabilitation Services
Tracee Brantley	MDOT	Leslie Elmore	Mississippi State Fire Academy
Billy Bullock	MSPB	Nancy Farner	Department of Banking and Consumer Finance
Christine Bunting	Department of Human Services	Michael Finley	MSPB
Shearmaine Calaway	East Mississippi State Hospital	Mary Fonville	Department of Corrections
Duan Carter	MSPB	Gregory Franklin	MDOT
Audrey Carter	Office of State Aid Road Construction	Brittany Frederick	MSPB
Lisa Clark	Pat Harrison Waterway District	Crystal Fullilove	MSPB

Kesha Funches	Department of Finance and Administration	Teresa Kennedy	Mississippi State Hospital
Joe Goff	Department of Corrections	Vincent Kent	MSPB
LoRenda Goss	MDWFP	Skip King	MSPB
Maryland Grant	Department of Corrections	MarQuaita Lampkin	MDOT
Chaunteau Graves	Department of Health	Marquita Leflore	MSPB
Lisa Gray	MDOT	Shelly Legrand	Gaming Commission
Lori Griffin	Department of Finance and Administration	Elizabeth Levi	MSPB
Brooke Hanna	Forestry Commission	Brandee Lockett	MSPB
Kelly Hardwick	MSPB	Denesia Lofton	MSPB
Phil Hardy	Military Department	Malika Logan	MSPB
Brinda Harris	Mississippi Development Authority	Debra Lomax	Department of Human Services
Alicia Harris	Mississippi Public Broadcasting	Roslyn Lott	Boswell Regional Center
Hannah Harrison	Department of Public Safety	Keesha Lowe-Nash	Hudspeth Regional Center
Daniel Hearn	MSPB	Lisa Luckey	Department of Environmental Quality
Robin Hedrick	Library Commission	Diane Mattox	Mississippi Development Authority
Rebecca Henley	Department of Health	Sharon McCaughey	South Mississippi Regional Center
Loretta Hollingbird	Office of the State Auditor	Shelley McGraw	Department of Agriculture and Commerce
Taylor Holmes	Military Department	Andrea McGriff	MDOT
Holly Hood	Real Estate Commission	Latecia McGruder	Department of Rehabilitation Services
Diana Hunter	Mississippi State Hospital	Larry Morrisey	Arts Commission
Marzayvious Hutton	MEMA	Gwen Morris-Isom	North Mississippi State Hospital
Winna Hyche	MEMA	Yolanda Nash	Attorney General's Office
Jacova Jenkins	North Mississippi Regional Center	Antonette Nelson	MDOT
Emily Johns	Department of Wildlife, Fisheries, and Parks	Lori Newell	Military Department
Bobbie Jones	Insurance Department	Kaleshia Nicholson	Department of Health
Cynthia Jones	MSPB	Brittany Nutt	MSPB
Daree Kansas	MDOT	Philip Parker	Military Department
Stephanie Kelly	Department of Health	Vicki Payne	Attorney General's Office
Rotoniya Kendrick	MDHS	Jennifer Peacock	Library Commission

Leslie Philipp	Department of Human Services	Milena Snell	MSPB
Victoria Prine	Real Estate Commission	Tayla Sparg	MDOT
Kelty Puckett	Department of Environmental Quality	Cindy Stevenson	Mississippi State Fire Academy
Susan Puckett	MDOT	Raven Taylor	MDWFP
James Purvis	Department of Rehabilitation Services	Adriane Terry	Department of Education
Stacy Purvis	MEMA	Angela Thomas	MSPB
Sherry Pyron	Department of Environmental Quality	Tesha Thompson	Department of Rehabilitation Services
Quentin Ransburg	Department of Education	Shelby Tipton	Department of Archives and History
Sandra Ratcliff	Mississippi State Hospital	Lindsey Tortorich	Department of Environmental Quality
Laura Rawson	Department of Archives and History	Yolanda Townsend	Department of Human Services
Abigal Reed	MDOT	Kim Varner	HRC
Kim Reese	Department of Health	Beth Ann Wann	Mississippi Public Broadcasting
Monica Robertson	MDOT	Bobby Wicker	Department of Rehabilitation Services
Walterine Robinson	Department of Archives and History	Suzanne Wilder	Boswell Regional Center
Cedric Robinson	Department of Human Services	Arleatha Williams	Department of Corrections
Richard Rogers	Department of Banking and Consumer Finance	Michelle Williams	Department of Marine Resources
Shakanny Ross	MSPB	Joyce Williams	Department of Rehabilitation Services
Christy Royals	Department of Marine Resources	Henry Williams	MSPB
Bonnie Sides	Department of Human Services	Apryl Williams	MSPB
Janice Simmons	Mississippi Veterans Affairs	Kelslyn Williamson	MSPB
Janie Simpson	Division of Medicaid	Jamie Wilson	Department of Education
Jennifer Sledge	Department of Corrections	Lamar Wilson	Department of Revenue
Lauri Smith	Department of Child Protection Services	Tarshall Wilson	Mississippi State Hospital
Barbara Smith	Department of Rehabilitation Services	Natalie Woods	Secretary of State's Office
Stephen Smith	Ellisville State School	Dionne Young	MSPB
Angela Smith	Mississippi Development Authority	Rui Zhang	MDRS
Sonia Smith	Office of State Aid Road Construction	Brandi Zuber	Office of the State Auditor
Elizabeth Smith-Beard	Department of Revenue		