

The work that state employees perform every day in the service of the people of Indiana is valued and appreciated. Over the last several months, we know that many of our agencies have faced unprecedented challenges and our workplace has changed. We are working hard to provide solutions.

Utilizing the feedback that you gave us through last year's Pulse Survey and collaborative discussions among agency leaders, we have identified three key areas that we believe will enhance your experience as an employee with the State of Indiana: flexible work arrangements, competitive compensation, and employee programming focused on engagement and well-being.



Flexible Work Arrangements



Competitive Compensation



Employee Engagement & Well-being

At the beginning of this year, you received a message from Governor Eric J. Holcomb, announcing the first step in a multi-phase effort to help make our state jobs more competitive in the current Indiana market.

Today, we announce another phase of the NextLevel State Work policies that will continue to address three areas of improvement. This phase introduces several new policies: a standardized Flexible Work Arrangements policy, an Education Reimbursement policy, a Referral Bonus policy, the Wellness, Health, Opportunities for Learning, and Engagement (WHOLE) Employee Policy, adjustments to current new employee leave rules, adjustments to the current community service leave policy, and two new policies to allow employees who have retired, or are near retirement, continue working a flexible schedule if they so choose. This document summarizes each policy in this phase and contains an overview of future policies to come later this year. To read the full policies, find required forms, and for FAQs, please visit: <https://on.in.gov/NextLevelStateWork>

NextLevel State Work Phase 1: Policies Effective March 7

Flexible Work Arrangements Policy

Today's environment and technology enable more flexibility in our work schedules and work locations. The Flexible Work Arrangements policy was established to standardize remote work and flexible scheduling options across state agencies while continuing to provide great government

service. The Flexible Work Arrangements policy authorizes agencies to evaluate and permit up to 15 hours per week of remote work for employees whose work may be performed outside of state facilities. The policy also enables adjusted or alternative work schedules for employees.

The intent of the Flexible Work Arrangements policy is to enable our teams to work remotely on a hybrid schedule without sacrificing the accountability and inherent benefits of in-person collaboration. It establishes the processes by which employees and managers will define appropriate remote work hours, equipment, locations, and schedules. The policy details the privileges and responsibilities of employees eligible for remote work.

Education Reimbursement Policy



Enhancing our teams' professional knowledge, skills, and abilities reinforces great government service by strengthening the effectiveness and credibility of state employees. To this end, the State of Indiana is introducing a new Education Reimbursement policy as part of the overall employee compensation package to encourage state employees to grow through advanced academic or professional licensing by providing financial reimbursement for eligible education expenses. Now, all full-time employees who have been employed by a state agency for 12 continuous months may be eligible for reimbursements of up to \$5,250.00 annually.

The Education Reimbursement policy establishes standardized guidelines for each agency under the Governor and Lieutenant Governor to process requests and distribute reimbursement to state employees. Reimbursements can be applied to all core and elective courses required for the completion of a certificate, high school equivalency, state licensure, associate's, bachelor's, master's, or doctoral degree program offered through an accredited training or educational institution. The policy also establishes the responsibilities of employees and agency leadership to verify eligibility and provide required documentation for reimbursement.

Referral Bonus Policy



Recruiting talented people to public service through our employees' personal and professional networks enables the delivery of great government service by identifying qualified candidates who fit well within the agency's culture, leadership, and mission. To encourage employee engagement in recruiting talented applicants to their agency, the state has developed a program to offer a financial incentive for successful referrals. A current employee is eligible to receive a \$500 referral bonus for each referred candidate hired for a full-time position, \$250 for each referred candidate hired for a part-time position, or \$100 for each referred candidate hired for an intermittent position.

The Referral Bonus policy directs the development of agency-specific processes to reward current employees for the successful recruitment of qualified new team members, and it details the responsibilities of agency leadership, the referring employee, and the referred candidate in the distribution of referral bonuses.

WHOLE Employee Policy

The State of Indiana believes that when its teams are engaged in learning and development and actively promote wellness, we amplify our capacity to provide great government service. To solidify this belief in policy, the WHOLE Employee Policy normalizes standards for engagement in employee Wellness, Health, and Opportunities for Learning and Engagement.

It states that agencies may conduct certain employee engagement, learning, and development related activities utilizing state property and during compensable work hours. It also encourages the use of flexible scheduling for employees to participate in the state's wellness programming. The policy encourages agencies to inform employees of relevant learning and development opportunities and permits employees to engage in such activities relevant to their jobs during compensable work hours. It also defines the responsibilities of employees, supervisors, and agency leadership in the development and promotion of such activities.

Community Service Leave

Maximizing our teams' engagement in charitable service is a service to our state and our communities, and it broadens the meaning and purpose in our work. The Indiana State Personnel Department (INSPD) is in the process of revising our Community Service Leave policy to give full-time employees 15 hours and part-time employees 7.5 hours, annually. This helps further engage our community of State of Indiana employees in meaningful service to their communities.

In the interim, Governor Eric J. Holcomb will issue an executive order that will immediately raise the individual service cap to 15 hours annually for full-time employees and 7.5 hours for part-time employees.

The new Community Service Leave policy will remove administrative barriers to charitable service. Also, agencies are permitted to host an agency day of service. Employees participating in this day of service will use hours from their annual community service leave time allowance.

New Employee Leave Time - Accrual & Availability

Vacation leave time is currently not available for use by new hires in the first six months of employment, and this, for many, can be a barrier to employment. To address this, INSPD will amend its rules to allow the use of vacation time by new employees upon accrual.

In the interim, Governor Eric J. Holcomb will issue an executive order that will temporarily credit new employees with up to 22.5 hours of personal leave available for use immediately consistent with the state's standardized leave policies.

Current employees who began employment between:

- December 6, 2021, and March 6, 2022, will be credited with 22.5 hours of personal leave.
- October 25, 2021, and December 5, 2021, will be credited with 15 hours of personal leave.
- September 8, 2021, and October 24, 2021, will be credited with 7.5 hours of personal leave.

Re-Employing Retired State Employees

Our long-term employees are a wealth of knowledge in their roles as public servants, and their continued contributions are an asset to our teams. To further engage our long-term employees and retain team members with years of experience in public service, the state will create a Retired State Employee intermittent classification and formalize a program to re-employ team members who want to return to the State of Indiana post-retirement.

Bridge to Retirement Program

To foster a smooth transition for our retiring employees and their agencies, the Bridge to Retirement program will allow agencies to double-fill positions of long-term employees who have a target retirement date. This will enable a more successful knowledge transfer between the retiring employee and their identified successor.

NextLevel State Work Phase 2: Effective May 1

Efforts to enhance the employee experience will continue with the roll-out of the next phase of NextLevel State Work policies later this year. These policies continue moving our state toward a more competitive compensation plan, flexible work arrangements that promote work-life balance, and programs that improve the overall work experience. Policies in phase two of NextLevel State Work will launch a Dependent Care Support survey, and re-establish the Governor's Public Service Achievement Awards in conjunction with a revitalized Spot Bonus Program to reward exceptional service by state employees.

Dependent Care Support Survey

Access to affordable childcare can be a barrier to employment for working parents. To determine how best to address these barriers, the INSPD will conduct an employee needs assessment and provide policy recommendations that meet employee needs.

Governor's Public Service Achievement Awards

By rewarding our teams' achievements at work, the state can create a culture of recognition that reinforces our drive to give great government service in every agency. The Achievement Awards program will recognize individuals and teams financially for their innovation, financial savings to their agency, or exemplary service.

Spot Bonus Program

SBA/INSPD will work to revitalize the Spot Bonus Program with the intent of enabling a more standardized approach to budgeting for awards, identifying exceptional work, and awarding bonuses. The goal is to remove administrative barriers to selecting and awarding Spot Bonuses to employees.

Comprehensive Compensation Study Results and Policy Recommendations



INSPD will conclude the compensation study evaluating the state's 800+ job classifications and corresponding pay ranges alongside their market value. Phase three will introduce the results of this comprehensive study along with INSPD's resulting policy recommendations. These recommendations are meant to ensure that state employment remains competitive in Indiana's rapidly changing job market.

