2017 IPMA-HR Benchmarking Report

Culture of Innovation

IPMA-HR
INTERNATIONAL PUBLIC MANAGEMENT
ASSOCIATION for HUMAN RESOURCES

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If you want something new, you have to stop doing something old.

- Peter F. Drucker

Executive Summary

Data from the Annual Benchmarking Survey developed by the International Public Management Association for Human Resources in collaboration with its Research Committee inform this *2017 IPMA-HR Benchmarking Report: Culture of Innovation*. A total 311 responses were received from our 5,275 IPMA-HR members. Key findings from the Benchmarking Survey include the following.

Key Findings

- Structural and cultural conditions that support innovation vary by organization size. More medium-sized and large organizations include innovation in their mission statements and employ a chief innovation officer than do smaller organizations. On average, however, human resources professionals at smaller organizations rate communications between staff members, managers and staff, and departments higher than do their counterparts at larger organizations.

- As government institutions' mission is to meet public needs, incremental service innovations are the most common types of innovations. Respondents' organizations are most frequently adopting upgrades or employing new methods and technologies to improve the delivery of existing services.

- IPMA-HR members from organizations that include innovation in their mission, vision, or value statements gave higher ratings to communication, collaboration, and support for change. These Benchmarking Survey respondents also tended to rate their organizations better for placing higher value on discussing, generating, and executing new ideas.

- Primary challenges to innovation vary by organization size, but IPMA-HR members from organizations of all sizes and types identified the same top factor for enabling innovation. At medium-sized and large organizations, outdated HR systems represent the greatest challenge to innovation, while budget constraints most often made innovation difficult at small organizations. Across all survey respondents, almost 40% agreed that support from leadership was most needed to enable HR to play a role in organization-wide innovation.

- Organizations where senior leadership show greater support for innovation rated higher for levels of autonomy and for better communication between staff and managers.

- The strongest trend in HR innovation is a shift toward digital and cloud-based processes. All areas of recruitment, hiring, compensation, performance management, and learning and development have recently transformed or are currently transforming from a reliance on paper forms to software platforms.

Objectives

Responses to the 2017 Benchmarking Survey were analyzed to provide an understanding of the current state of innovation in HR at public sector organizations and to offer HR professionals suggestions for enabling innovation at their own organizations.

The focus areas and objectives for the analysis were as follows.

Organizational Culture

Assess organizational culture's strength and opportunities for fostering innovation within the human resources department and throughout the organization at large. Examine attitudes regarding communication, collaboration, decision-making, problem-solving, and feedback.

Structure

Evaluate how organizations support a culture of innovation through their operations by assessing whether they identify innovation in their mission, vision, or value statement, appoint a chief innovation officer, conduct employee engagement surveys, and develop workforce and succession plans.

Initiatives

Determine what kind of innovative HR initiatives are being implemented in public sector organizations, who drives those initiatives, and what metrics are being used to measure the outcomes. Identify the barriers to being more innovative and what factors could enable more innovation.

HR's Role

Assess the role HR plays in innovating best practices for using technology for hiring, recruitment, compensation, performance management, and learning and development.

Methodology

IPMA-HR emailed the Benchmarking Survey to 5,275 public sector human resources members of the association on July 17, 2017. Two additional reminder emails were delivered to the members. For their participation, respondents were given the option to register to win a drawing for one of three $50 Amazon gift cards.

To arrive at a representative sample, recipients were screened to ensure they are current public sector human resources professionals. The survey received 311 responses for a response rate of about 6%. The results of the survey have a ±5% confidence interval at a 95% confidence level.

Demographics

The mix of respondents was highly representative of IPMA-HR's membership. Thus, no weighting of responses by demographic characteristics was required. Most of the survey respondents hold senior-level positions, with 66% of respondents being managers or directors of human resources. The chart below depicts the composition of survey participants by type of government organization, organization size, and job title

LEVEL OF GOVERNMENT WHERE EMPLOYED	n=234
State	9%
Local/County	78%
Federal	1%
Special District	5%
Educational Organization	3%
Other	5%

ORGANIZATION SIZE	n=234
Small	51%
Medium	40%
Large	10%

JOB TITLE	n=235
Director	40%
Manager	26%
Consultant/Partner	5%
Analyst	13%
Coordinator	6%
Assistant	4%
Other	6%

Note: Throughout this report, organizations with <500 employees are described as small. Those with 500-5,000 employees are described as medium or medium-sized, and those with >5,000 employees are described as large. Significant differences were determined through cross-tabulation analysis. Percentages do not always total 100 due to rounding and because some survey questions permitted more than one response.

Organizational Culture

The cultural values, beliefs, and attitudes of an organization are important drivers of innovation. Key determinants of organizational culture that influence innovation were outlined in a 2003 *European Journal of Innovation Management* article titled "Building Organizational Culture that Stimulates Creativity and Innovation." In this section, we will examine how public sector HR professionals perceive some of those key determinants including communication, collaboration, support for change, and autonomy at their organizations.

Organizational Culture

Communication and Collaboration

About three-quarters of the HR professionals who responded to the Benchmarking Survey agreed that there are open lines of communication at their organization. When evaluating specific types of communication, 82% strongly agreed or agreed that there are open lines of communication between employees. Slightly lower agreement existed over the openness of communication between employees and management (66%) and communication between departments (65%). A closer look at responses revealed that HR professionals at small organizations rated communication higher than did other respondents.

THERE ARE GOOD LINES OF COMMUNICATION BETWEEN...
**(n=275-278)**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Employees		8%	10%	66%	16%
Management and Staff	3%	16%	16%	52%	14%
Departments	2%	13%	19%	52%	13%
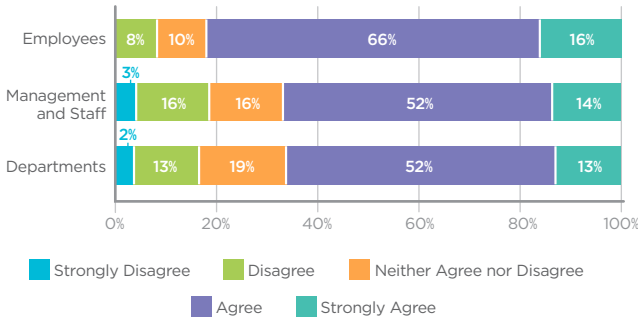
AVERAGE RATINGS OF STATEMENTS ON COMMUNICATION BY ORGANIZATION SIZE (N=218)

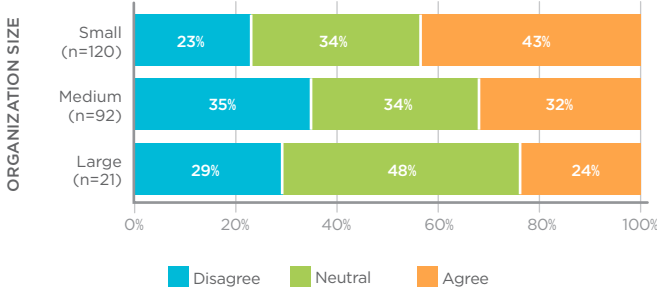|	Small	Medium	Large
There are open lines of communication between employees in my organization.	3.96	3.89	3.76
There are open lines of communication between management and frontline staff in my organization.	3.69	3.52	3.43
There are open lines of communication between departments in my organization.	3.73	3.55	3.29
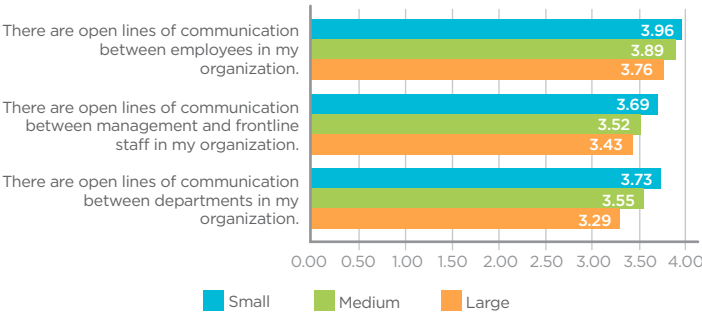
Respondents were also asked about communication between management and staff. About 37% agreed that staff feel comfortable giving feedback to their supervisors, and 31% agreed that management seeks input from staff on major decisions.

COMMUNICATION BETWEEN MANAGEMENT AND STAFF
(n=275-278)

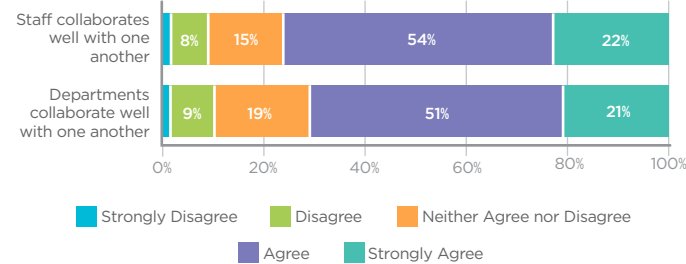|	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Staff feel comfortable giving feedback to their supervisors.	4%	24%	35%	35%	2%
Management seeks input from staff on major decisions.	6%	28%	35%	27%	4%
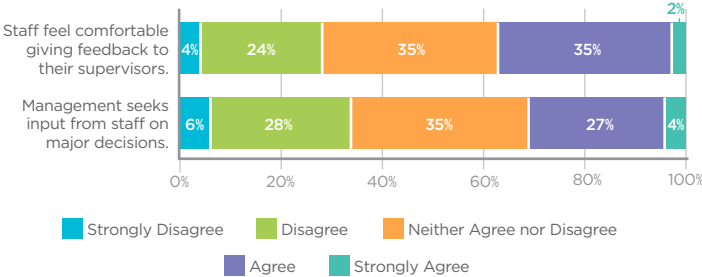
When it comes to staff feeling comfortable giving feedback to their supervisors, we saw a slight difference in agreement by organization size. Respondents from small organizations agreed more with the statement (42%) than did those from medium (32%) or large (24%) organizations.

When surveyed about collaboration in the organization, 76% of respondents agreed that staff in their department work well with one another. Similarly, 72% agreed departments in their organizations work well with one another.

STAFF IN THE ORGANIZATION FEEL COMFORTABLE GIVING FEEDBACK TO THEIR SUPERVISORS

ORGANIZATION SIZE	Disagree	Neutral	Agree
Small (n=120)	23%	34%	43%
Medium (n=92)	35%	34%	32%
Large (n=21)	29%	48%	24%

COLLABORATION (N=276-277)

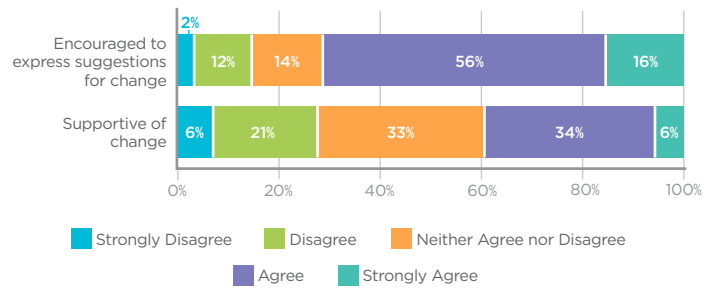|	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Staff collaborates well with one another		8%	15%	54%	22%
Departments collaborate well with one another		9%	19%	51%	21%

Organizational Culture

Support for Change

When it comes to expressing new ideas for change, a large majority (72%) agreed they are encouraged to express their ideas for change. However, only 40% of respondents agreed that people in their organizations are supportive of enacting change. No significant differences were found when comparing how respondents from organizations of different sizes or different types rated communications, collaboration, or support for change.
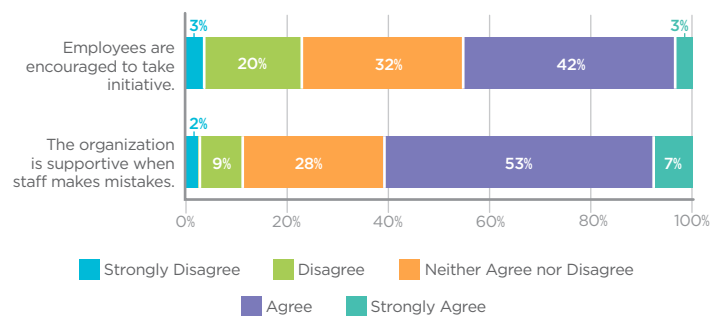
IN MY ORGANIZATION, PEOPLE ARE... (n=276-277)

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Encouraged to express suggestions for change	2%	12%	14%	56%	16%
Supportive of change	6%	21%	33%	34%	6%

Autonomy

An organization that creates and maintains a culture of innovation gives staff a sense of autonomy and a feeling that they will be supported when they make mistakes. About 45% of the HR professionals who responded to our survey agreed that employees in their organization are encouraged to take initiative and make decisions on their own. A majority (60%) agreed that their organization is supportive when staff make mistakes.

SUPPORT FOR INITIATIVE AND MISTAKES (n=266-269)

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Employees are encouraged to take initiative.	3%	20%	32%	42%	3%
The organization is supportive when staff makes mistakes.	2%	9%	28%	53%	7%

Senior Leadership Commitment

About 42% of HR practitioners surveyed felt that senior leadership at their organization had moderate levels of commitment to a culture of innovation. About 33% felt senior leadership had high levels, and 26% felt it had slight commitment or none at all.

SENIOR LEADERSHIP'S LEVEL OF COMMITMENT TO A CULTURE OF INNOVATION (n=266)

| Level	Percent
High	33%
Moderate	42%
Slight	18%
Not at all	8%
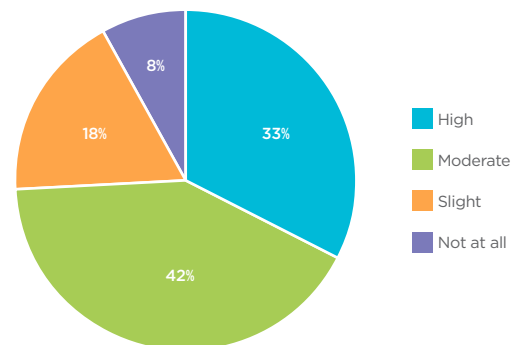
Organizational Culture

As shown in the next three charts, significant differences were found between how highly respondents rated senior leadership's level of commitment to innovation and how highly they rated communications between managers and staff and the autonomy they feel within the organization.
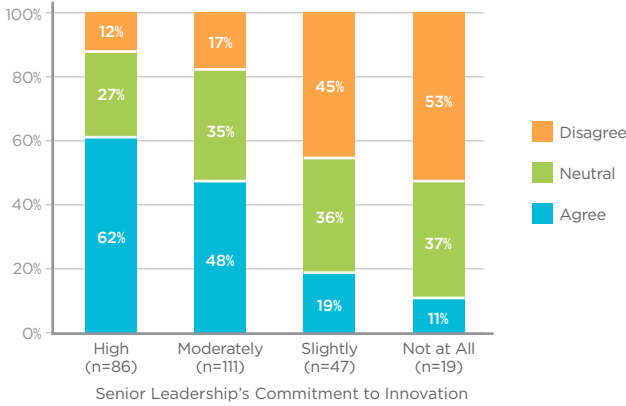
MANAGEMENT SEEKS INPUT FROM EMPLOYEES ON MAJOR DECISIONS
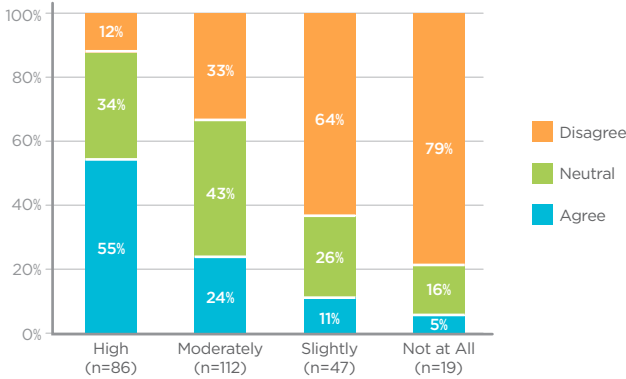
STAFF FEEL COMFORTABLE GIVING FEEDBACK TO THEIR SUPERVISORS
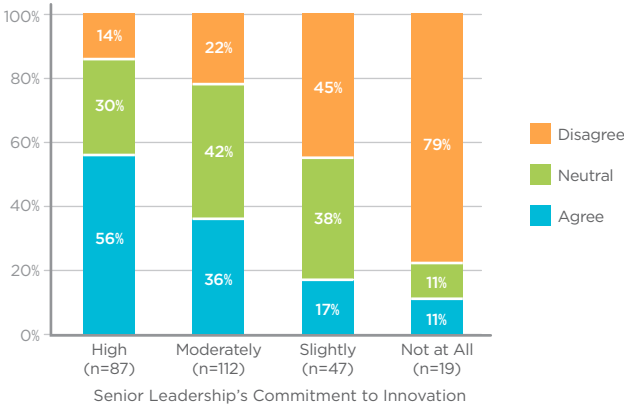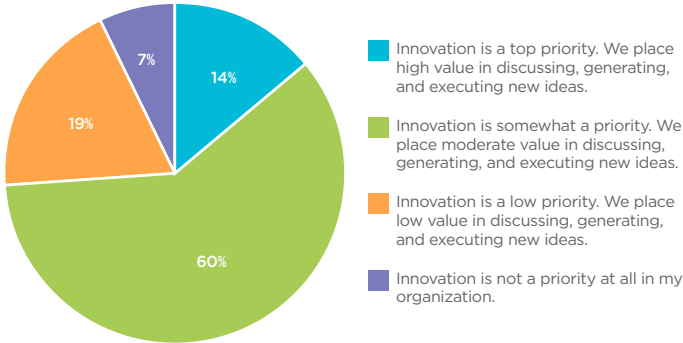

STAFF ARE ENCOURAGED TO TAKE INITIATIVE AND MAKE THEIR OWN DECISIONS

Innovation as a Priority

IPMA-HR members were asked about attitudes toward innovation at their organizations. Survey questions focused explicitly on the value placed on discussing, generating, and executing new ideas. The majority of respondents (60%) reported that their organizations viewed innovation as somewhat of a priority, placing moderate value on new ideas.

ORGANIZATION'S ATTITUDES TOWARD INNOVATION (n=244)

Innovation is a top priority. We place high value in discussing, generating, and executing new ideas.

Innovation is somewhat a priority. We place moderate value in discussing, generating, and executing new ideas.

Innovation is a low priority. We place low value in discussing, generating, and executing new ideas.

Innovation is not a priority at all in my organization.
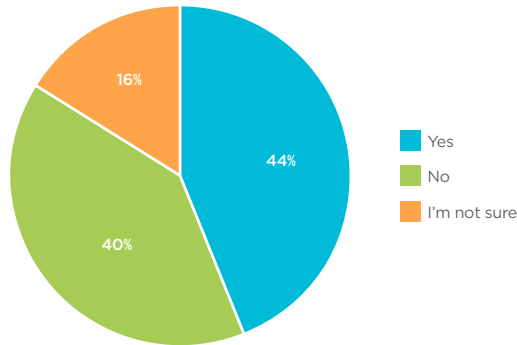
State of Innovation in the Organization

In addition to a communicative and collaborative culture, organizational structure can be an influential force for fostering innovation. In this section, we report on whether the organizations where IPMA-HR members practice support innovation via mission, vision, and value statements, designating a chief innovation officer, and putting other structural pieces in place.
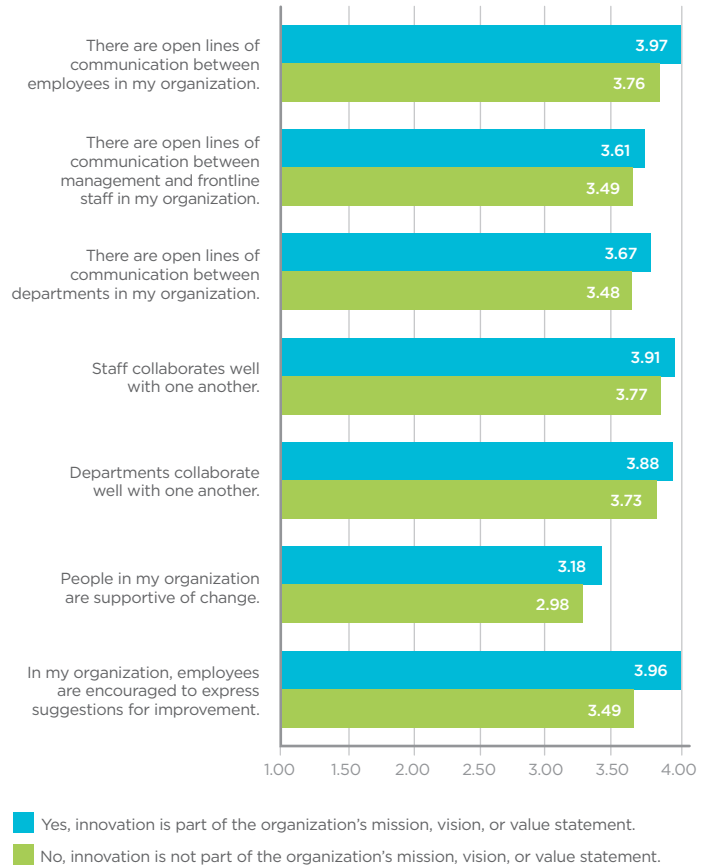
State of Innovation in the Organization

Mission Statement

About 44% of Benchmarking Survey respondents reported that innovation is a part of their organization's mission, vision, or value statement. IPMA-HR members from organizations with innovation in their guiding statements also gave higher average ratings for communication, collaboration, and support for change than did members from organizations that do not call out innovation. Moreover, HR practitioners from organizations that name innovation as a mission, vision, or value were significantly more likely to report that their organizations place higher value on discussing, generating, and executing new ideas.

AVERAGE RATINGS OF STATEMENTS ON COMMUNICATION, COLLABORATION, AND SUPPORT FOR CHANGE (n=218)

Statement	Yes	No
There are open lines of communication between employees in my organization.	3.97	3.76
There are open lines of communication between management and frontline staff in my organization.	3.61	3.49
There are open lines of communication between departments in my organization.	3.67	3.48
Staff collaborates well with one another.	3.91	3.77
Departments collaborate well with one another.	3.88	3.73
People in my organization are supportive of change.	3.18	2.98
In my organization, employees are encouraged to express suggestions for improvement.	3.96	3.49

Yes, innovation is part of the organization's mission, vision, or value statement.

No, innovation is not part of the organization's mission, vision, or value statement.

IS FOSTERING A CULTURE OF INNOVATION PART OF THE ORGANIZATION'S MISSION, VISION, OR VALUE STATEMENT? (n=260)

- Yes — 44%
- No — 40%
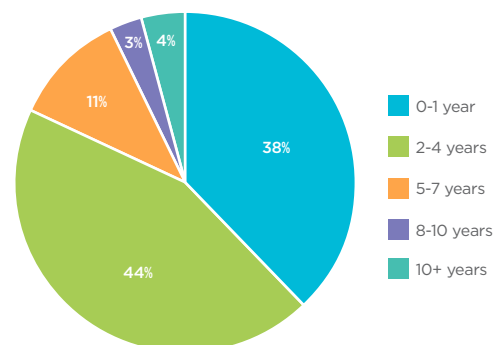- I'm not sure — 16%

Chief Innovation Officer

A majority of IPMA-HR members (63%) reported that their organization did not have a chief innovation officer (CIO), a person who filled a similar senior leadership role, or a workgroup dedicated to innovation. Among survey respondents at organizations with a CIO or a workgroup, most (82%) reported the position or group was created within the last 4 years.

DOES THE ORGANIZATION HAVE A CHIEF INNOVATION OFFICER, A SIMILAR ROLE, OR A WORKGROUP DEDICATED TO INNOVATION? (n=262)


- Chief Innovation Officer — 8%
- Workgroup — 21%
- Neither — 63%
- I'm not sure — 8%
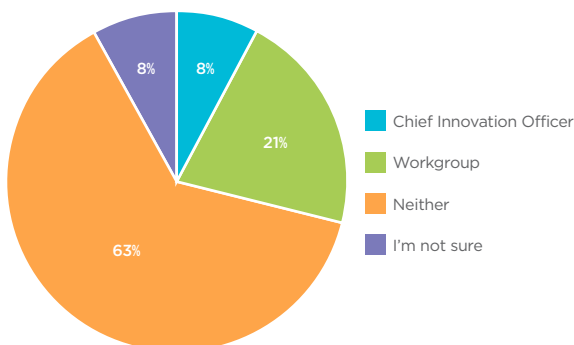
HOW LONG HAS THE CIO OR A WORKGROUP BEEN IN PLACE? (n=74)

- 0-1 year — 38%
- 2-4 years — 44%
- 5-7 years — 11%
- 8-10 years — 3%
- 10+ years — 4%
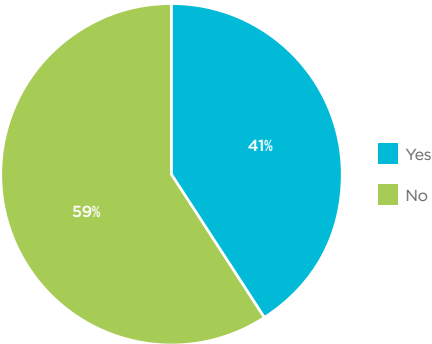
State of Innovation in the Organization

About 3% of respondents from small organizations reported having a CIO or a similar member of senior leadership. The percentages were slightly higher at medium (12%) and large (19%) organizations. Workgroups dedicated to innovation are more common than CIOs at organizations of all sizes and types. About 19% of members from small organizations, 20% from medium organizations, and 38% from large organizations reported having a workgroup focusing on innovation.

**CHIEF INNOVATION OFFICER OR WORKGROUP BY ORGANIZATION SIZE**
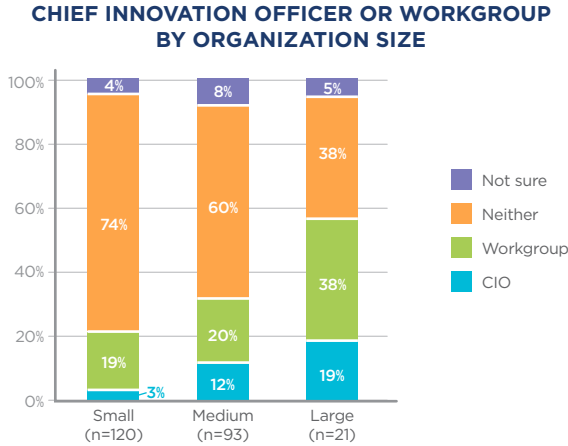
Employee Engagement Surveys

Among all Benchmarking Survey respondents, 41% reported that their organizations periodically conduct employee engagement surveys. A large majority (88%) of organizations that do so communicate findings to staff. Research has established that this practice is beneficial for fostering a communicative culture and a culture of innovation.

DOES THE ORGANIZATION CONDUCT EMPLOYEE ENGAGEMENT SURVEYS PERIODICALLY? (n=268)

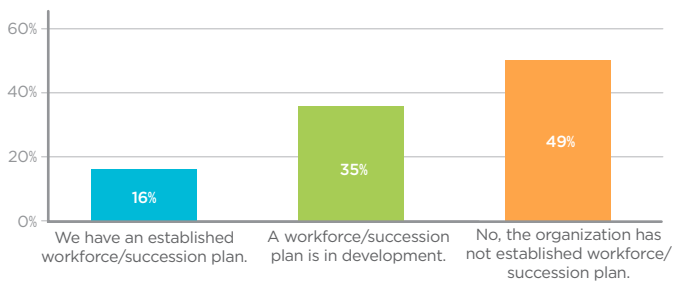**ARE THE FINDINGS COMMUNICATED TO THE ORGANIZATION? (n=110)**
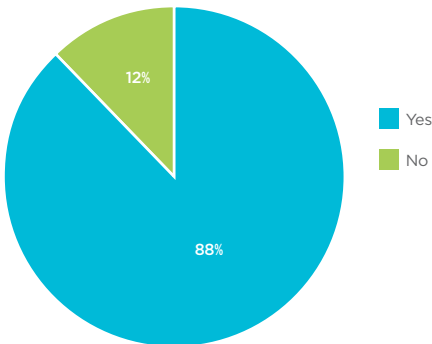
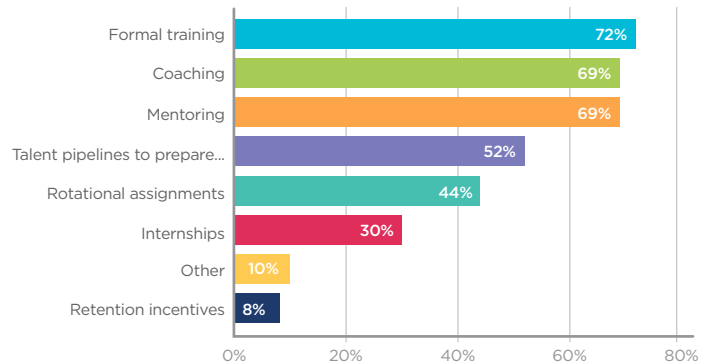## State of Innovation in the Organization

Workforce and Succession Plans

About half (49%) of the public HR professionals surveyed reported that their organizations have not developed workforce and succession plans. About 35% indicated their organizations have plans in development, and 16% indicated that established workforce and succession plans exist at their organizations.

Respondents from organizations where workforce and succession plans have been or are being developed were asked what strategies the plans employed. The most commonly used strategies are formal training (72%), coaching (69%), and mentoring (69%). Typical strategies mentioned in the open-ended Other category included gap analysis, successor identification, and performance incentives.

HAS THE ORGANIZATION DEVELOPED A WORKFORCE/SUCCESSION PLAN? (n=248)

Category	Value
We have an established workforce/succession plan.	16%
A workforce/succession plan is in development.	35%
No, the organization has not established workforce/succession plan.	49%

WORKFORCE/SUCCESSION PLAN STRATEGIES (SELECT ALL THAT APPLY) (n=122)

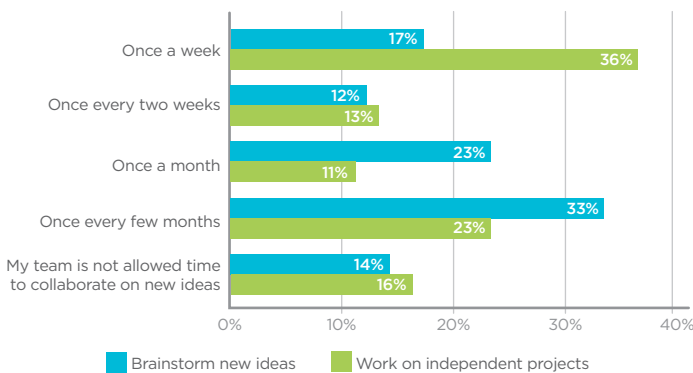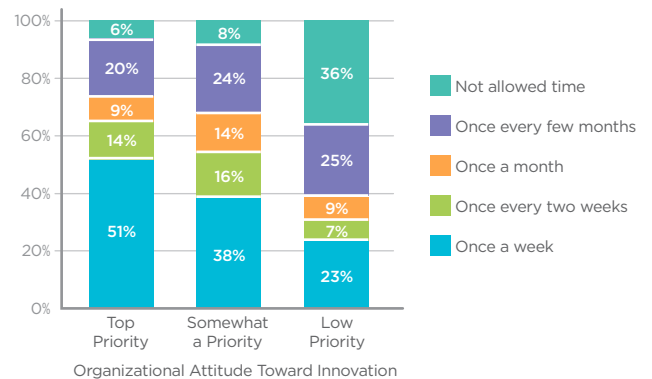| Strategy	Value
Formal training	72%
Coaching	69%
Mentoring	69%
Talent pipelines to prepare...	52%
Rotational assignments	44%
Internships	30%
Other	10%
Retention incentives	8%

Time for Developing Projects

Allowing staff time to brainstorm new ideas and giving staff time to work on independent projects related to work help to foster innovation. When asked if their organizations afford them such opportunities, more public HR professionals reported having time to work on independent projects than to brainstorm.

Organizations that make innovation a priority allow significantly more time for independent work-related projects. Also, employees at organizations where innovation is a top priority are most likely to receive time each week to work on independent projects. No significant differences in time allotted to brainstorming new ideas was found for organizations with different attitudes toward innovation.

HOW OFTEN STAFF MEMBERS ARE ALLOWED TIME TO... (n=204-242)

	Brainstorm new ideas	Work on independent projects
Once a week	17%	36%
Once every two weeks	12%	13%
Once a month	23%	11%
Once every few months	33%	23%
My team is not allowed time to collaborate on new ideas	14%	16%

TIME ALLOWED FOR INDEPENDENT PROJECTS BY INNOVATION PRIORITY (n=239)

	Top Priority	Somewhat a Priority	Low Priority
Not allowed time	6%	8%	36%
Once every few months	20%	24%	25%
Once a month	9%	14%	9%
Once every two weeks	14%	16%	7%
Once a week	51%	38%	23%

Organizational Attitude Toward Innovation

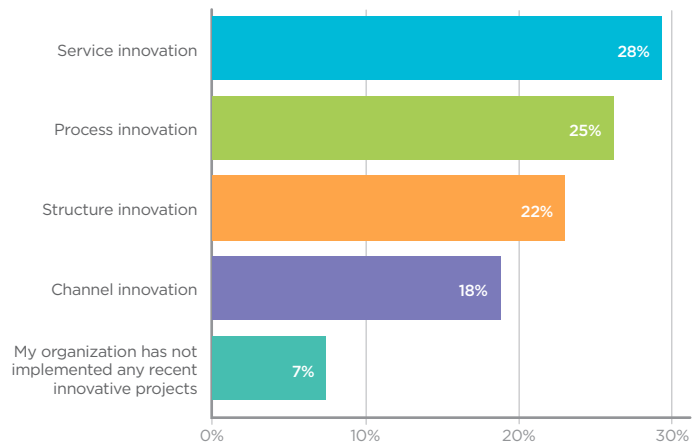## State of Innovation in the Organization

Common Innovative Projects

We asked survey respondents to rank the most common types of innovative projects in their organizations. HR professionals placed service innovations at the top of the list, followed by channel innovation, process innovation, and structure innovation. No significant differences in rankings by respondents' organization size or type were found.

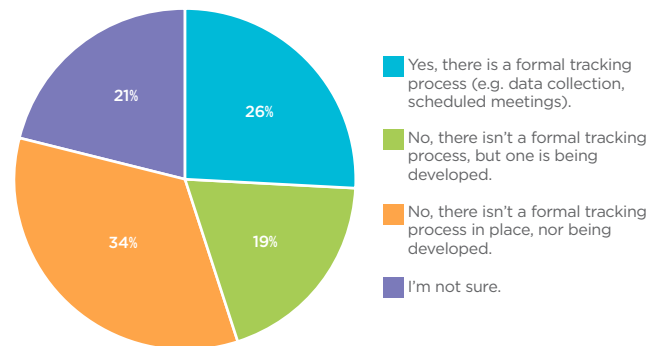| RANK	INNOVATION TYPE	EXAMPLE
1	Service innovation (n=63)	Adopting new methods or technologies to improve services
2	Channel innovation (n=59)	New methods to connect services to the public
3	Process innovation (n=59)	New management systems and revised administrative processes
4	Structure innovation (n=47)	Internal structural changes and new roles

When asked what type of innovative project was most recently implemented at their organizations, HR professionals again selected service innovation as the most common response (28%), followed by process innovation (25%), structure innovation (22%), and channel innovation (18%). A small percentage of respondents (7%) indicated their organization had not implemented any innovative projects recently.

The largest proportion of survey respondents (34%) reported that their organizations do not have a formal tracking process for measuring innovative initiatives About a quarter did report a formal tracking process, while another 19% indicated their organizations are in the process of creating metrics to measure innovative projects.

MOST RECENT IMPLEMENTED INNOVATIVE PROJECT (n=251)

PROJECT METRICS (n=232)

- Yes, there is a formal tracking process (e.g. data collection, scheduled meetings).
- No, there isn't a formal tracking process, but one is being developed.
- No, there isn't a formal tracking process in place, nor being developed.
- I'm not sure.

Drivers of Innovation

A large majority (74%) of HR professionals identified management as the primary driver of innovation in their organizations. Elected officials and frontline staff were the next most common responses, at 10% each. External consultants (4%), client/citizen (2%), and unions (1%) were least frequently identified as drivers of innovation.

PRIMARY DRIVER OF INNOVATION (n=246)
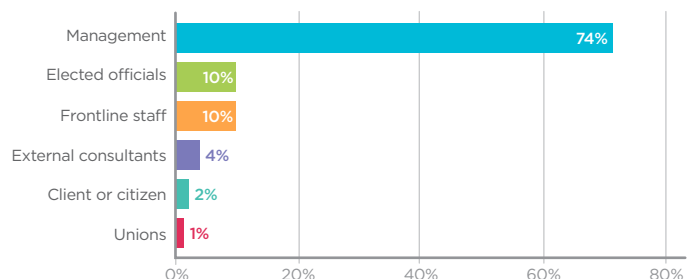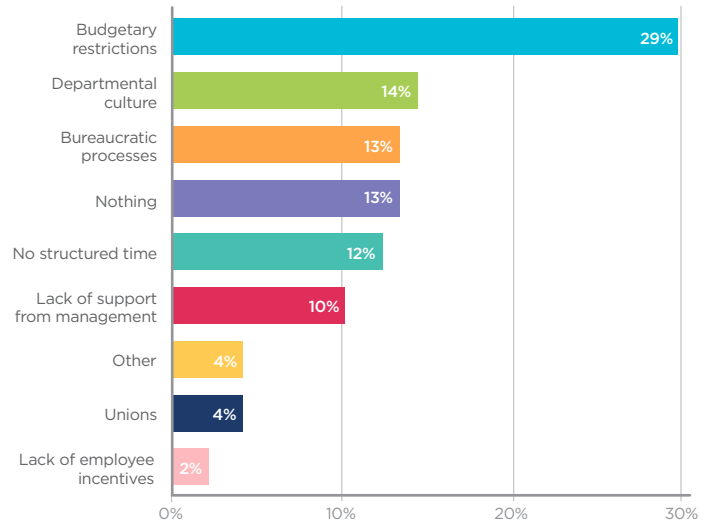
State of Innovation in the Organization

Barriers to Innovation

Survey respondents selected budgetary restrictions (29%) as the main barrier stopping them from being more innovative in their organizations. Departmental culture was the second most-frequently selected choice, with about 14% of IPMA-HR members saying it is their main barrier to innovation. Responses to this question also suggest that although communication channels between staff, departments, and managers are reported to be good, an opportunity for improving communications and feedback between staff and managers exists. Respondents' organization type and size were not associated with any significant differences in how barriers to innovation were ranked.

Here are some typical comments regarding barriers to innovation that were not listed as survey responses:

- "Insufficient staffing."

- "Many work processes are highly regulated; combined with limited budget and staff time, it is difficult to innovate effectively except on the margin."

**MAIN BARRIER STOPPING INNOVATION
IN THE ORGANIZATION (n=243)**

Barrier	Percentage
Budgetary restrictions	29%
Departmental culture	14%
Bureaucratic processes	13%
Nothing	13%
No structured time	12%
Lack of support from management	10%
Other	4%
Unions	4%
Lack of employee incentives	2%

HR's Role in Organization-Wide Innovation

IPMA-HR members were asked to briefly describe innovative projects in the key human resources areas of recruitment and hiring, compensation, performance management, and learning and development. For the Benchmarking Survey, innovation was defined as the action of introducing and applying a new method, idea, product, or process to benefit the organization by increasing productivity, addressing challenges, or increasing quality of service.

Answers were coded and evaluated for emerging themes. Most responses described incremental innovations or small upgrades to make the organization's services, process, or methods better.

HR's Role in Organization-Wide Innovation

Recruitment and Hiring

A little more than half of the HR professionals surveyed reported their departments implemented an innovative recruitment and hiring practice. About 36% specifically mentioned innovative projects in recruitment. The focus of those projects was mainly on developing new marketing materials and building an online brand to recruit new hires. The introduction of new software was a main theme in the areas of taking applications, conducting interviews, and doing onboarding.

RECRUITMENT AND HIRING THEMES (n=104)

Theme	Percentage
Recruitment	36%
Application	31%
Processes	14%
Interview	11%
Onboard	8%
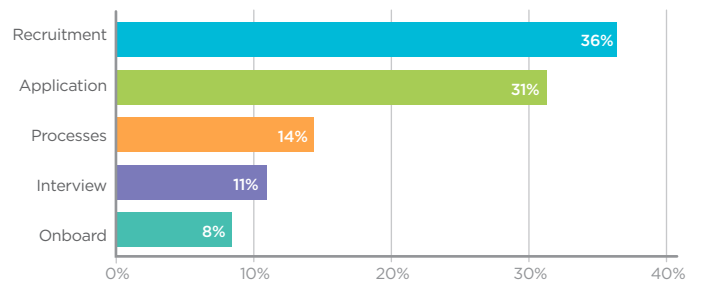
Compensation

More than half of the responses about compensation cited an innovation in pay structure, including introducing broadbanding and offering market value compensation for hard-to-fill roles. Performance-related pay was mentioned in almost a third of responses describing the implementation of pay increases. About a quarter of responses specified recently implementing or updating performance pay studies.

COMPENSATION THEMES (n=39)

Theme	Percentage
Pay structure	56%
Pay for performance	28%
Studies	26%
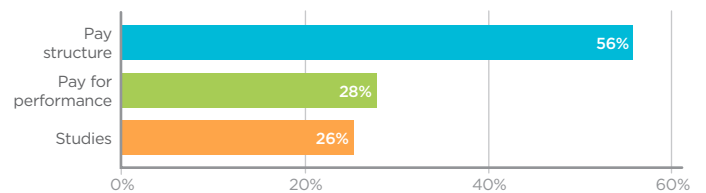
Performance Management

More than half of the responses relating to innovations in performance management focused on new or improved methods for evaluating performance. A notable shift from numerical ratings of past behavior to narrative evaluations, and forward-looking performance plans appears to be occurring. Another emerging innovation in performance management has to do with providing feedback, with about one-third of responses describing a switch from annual conservations to frequent coaching. About 47% of the comments also mentioned adopting new performance management software as a way to facilitate changes in evaluation and feedback.

PERFORMANCE MANAGEMENT THEMES (n=47)

Theme	Percentage
Evaluation approach	55%
Software	47%
Feedback	34%
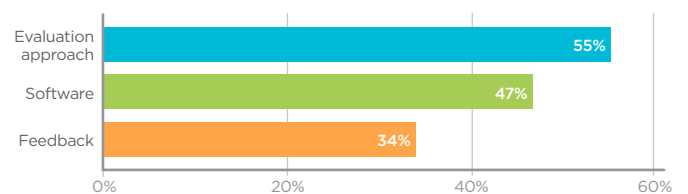
HR's Role in Organization-Wide Innovation

Innovation as a Performance Goal

As Peter Drucker noted, "What gets measured gets improved." In acknowledgement of that truth, survey respondents were asked if innovation is one of the goals specified in managerial performance evaluations. Over half (56%) reported not including innovation as a goal. A small group (8%) does include innovation as a mandatory goal, while about a fifth includes innovation as an optional goal for managerial performance.

INNOVATION AS A PERFORMANCE GOAL (n=235)

- 8% Mandatory goal
- 19% Optional goal
- 56% Not a goal
- 17% I'm not sure
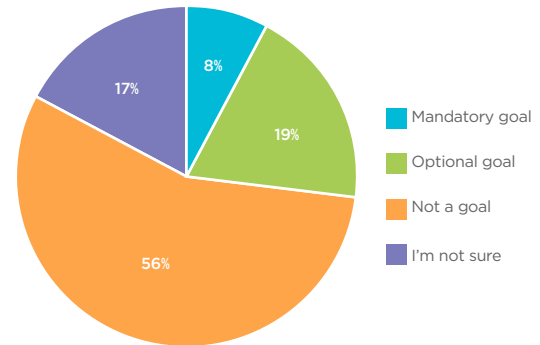
Learning and Development

Programming is the main focus of recent innovative changes in learning and development. Over 60% of responses related to this theme described a new or redesigned learning and development program. About half of the new programs emphasize leadership development. The next two most-frequently mentioned innovations were new technology and training to enhance customer service.

LEARNING AND DEVELOPMENT THEMES (n=71)

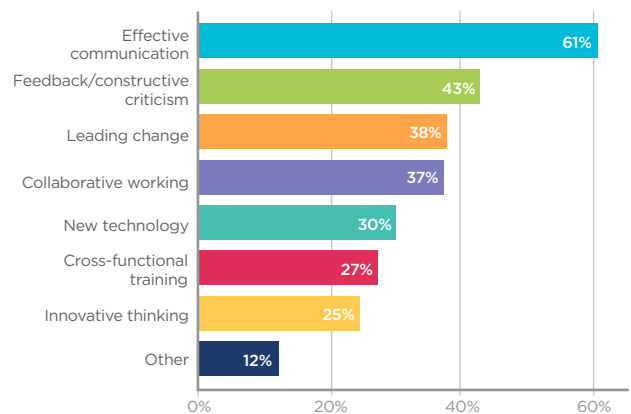|	
Learning and development programs	63%
Software	42%
Dedicated role	11%
Partnerships	10%
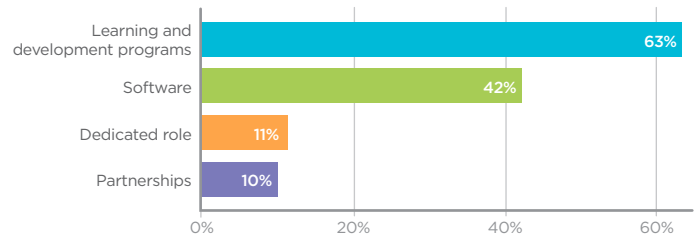
More than 40% of responses described updating or implementing a learning management system, with expanding the online availability of lessons and materials being a frequent innovation. Two other efforts involve appointing a lead executive for learning and development (11%) and establishing partnerships to develop and deliver curricula (10%).

Learning Topics That Foster Innovation

Offering learning and development opportunities gives an organization the ability to shape its workforce's talents. More than half of the HR professionals who responded to the Benchmarking Survey, across all organization types and sizes, indicated they devote learning and development efforts to increasing effective communication, which reflects the fact that most agree that lines of communication at their organization are good. A little more than two-fifths of respondents reported providing feedback/constructive criticism training, which slightly outranked leading change (38%). Other responses included coaching, design thinking, and problem solving.

LEARNING AND DEVELOPMENT TOPICS THAT FOSTER A CULTURE OF INNOVATION (SELECT ALL THAT APPLY) (n=219)

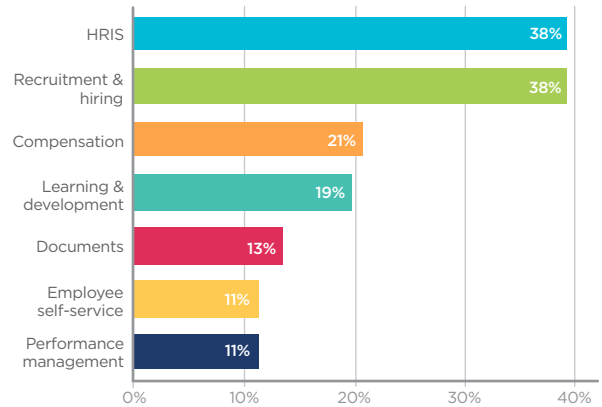|	
Effective communication	61%
Feedback/constructive criticism	43%
Leading change	38%
Collaborative working	37%
New technology	30%
Cross-functional training	27%
Innovative thinking	25%
Other	12%

HR's Role in Organization-Wide Innovation

Technological Innovations

Adapting new technologies, especially software solutions, feature in many innovation initiatives currently being undertaken by HR professionals in public sector organizations. Comments provided by survey respondents most often mention an overall replacement of or an update to their human resources information system (HRIS) to facilitate changes in processes for hiring, recruiting, compensation, performance management, and learning and development.

For hiring and recruitment purposes, areas of focus have been modernizing online job announcements and implementing new applicant tracking systems. The implementation of specific learning management systems and compensation software are each described in about one-fifth of responses. At lower rates, trends are emerging in implementing new software for document management, increasing employee self-service, and facilitating performance management.
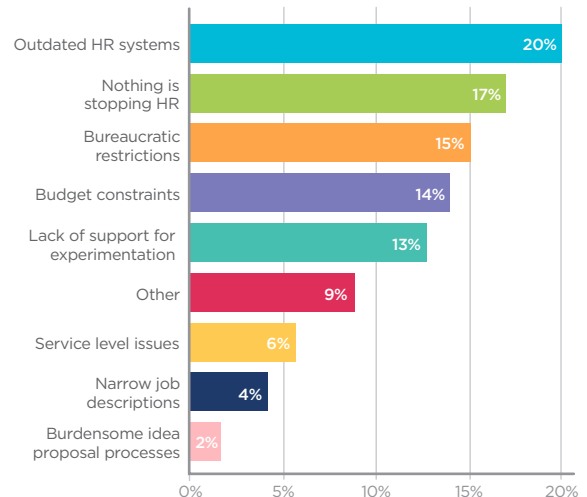
AREAS OF TECHNOLOGICAL INNOVATION FOR HR PROFESSIONALS (n=63)

Area	Percentage
HRIS	38%
Recruitment & hiring	38%
Compensation	21%
Learning & development	19%
Documents	13%
Employee self-service	11%
Performance management	11%

Primary Challenges to Innovation

When asked to reflect on the primary challenge that keeps HR from being more involved in organization-wide innovation, the greatest number of respondents (20%) indicated outdated HR systems were to blame. The next most popular response was "Nothing is stopping HR" (15%). Bureaucratic restrictions (15%) and budget constraints (14%) followed. Having fewer resources, HR professionals from organizations with less than 200 employees cited budget constraints as their primary challenge. Typical written comments included lack of time, lack of staff, and departmental culture as a primary challenge.

PRIMARY CHALLENGE TO HR BEING INVOLVED IN ORGANIZATIONWIDE INNOVATION (n=233)

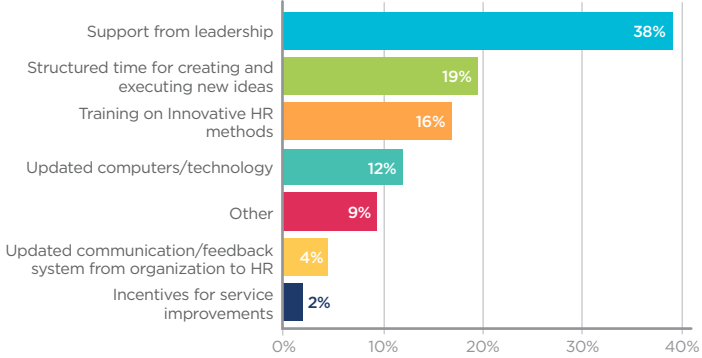| Challenge	Percentage
Outdated HR systems	20%
Nothing is stopping HR	17%
Bureaucratic restrictions	15%
Budget constraints	14%
Lack of support for experimentation	13%
Other	9%
Service level issues	6%
Narrow job descriptions	4%
Burdensome idea proposal processes	2%

HR's Role in Organization-Wide Innovation

Top Factor to Enable Innovation

Finally, survey respondents were asked to name the top factor for enabling HR professionals to contribute to creating a culture of innovation. More than one-third of respondents pointed to support from leadership, and one-fifth indicated structured time for creating and executing new ideas. There were no significant differences in top factors by organizations size or type. Common factors to enable innovation identified in the open-ended category included time and appropriate staffing. Typical responses from the open-ended category included more staffing and more time to balance daily duties.

TOP FACTOR TO ENABLE HR'S ROLE IN CREATING A CULTURE OF INNOVATION (n=232)

Factor	Percentage
Support from leadership	38%
Structured time for creating and executing new ideas	19%
Training on Innovative HR methods	16%
Updated computers/technology	12%
Other	9%
Updated communication/feedback system from organization to HR	4%
Incentives for service improvements	2%

Appendix: Best Practices Case Study 1

Online Onboarding

Organization
Washington County, Minnesota

Contact
Melanie Ault
Deputy Director of Human Resources/
Labor Relations Manager

Organization Profile
Washington County is comprised of about 1,200 full-time and part-time employees. The Human Resources Department employs 14 of those staff members in their divisions of Recruiting, Risk Management, Labor Relations, and Benefits.

Initiative
It was taking so long for new employees to be fully integrated due to a variety of system requirements (huge lag in getting them on payroll, photo for keycard access by another department may take the entire first week). They wanted employees to have a good 1st impression of coming to work for them and it was not happening.

Benefits was another big hang-up; coverage would not be effective for the 1st of the month following 30 days which could take nearly two months, yet Human Resources provided new employees with the paperwork the first day and expected it to be returned immediately. This could leave new hires wondering if they even wanted to work there. They worked with providers to get that changed to the first of the month of employment (start 9/1 effective 9/1, start 9/5 effective 10/1).

Implementation
Now new hires are sent benefits paperwork ahead of time with the offer letter which includes links to all benefit programs. They are able to do their homework ahead of time and benefits start sooner. IDs are issued sooner, time has been compressed and the process has been made lean and much more efficient.

Previously once per month new hires would go through one new employee orientation for an entire day with County Administrator speech, Department speeches. It was great, but was overkill and they were losing the attention of the employees. They re-tooled it so that employees receive critical information via email on the first day, additional information within 30 days via email and Sharepoint is utilized for employees to read policies and sign off on with notification to HR/supervisor once complete. Now they have a 1/2 day orientation and have made it fun. Employees visit offices and do an "Amazing Race" getting clues and find a puzzle piece when they correctly identifying the location. At the end they have a puzzle of the agency logo and get a prize.

Outcomes
This has made for a much better first impression and improved experience. In addition, there is improved employee engagement.

Appendix: Best Practices Case Study 2

Supplementary Pay Increase Program

Organization
CPS HR Consulting

Contact
Lynn M. Hannblom
Senior HR Consultant

Organization Profile
Established in 1985 as a self-supporting public agency, CPS HR Consulting provides a full range of integrated HR solutions to government and nonprofit clients. CPS HR has over 80 full-time employees and over 200 project consultants serving more than 1,200 public and nonprofit clients throughout the United States and Canada.

Initiative
I do an informal salary market study each year. If the market warrants it, then pay ranges may increase. Our employees' pay increases are tied to their annual performance review. If an employee does great work, and gets an increase, while at the same time, the market has moved and the pay range moves up, the employee could potentially remain in the lowest quartile of the pay range for a number of years.

Our top management wanted to find a way to reward those employees who go above and beyond, yet still seem to remain near the bottom of the pay range. I devised this supplemental pay increase matrix that would not only take into account the employees' performance for the year, but also give them an additional bump based on where their pay fell within the pay range.

Implementation
We give all employees their annual review at the same time, and pay increases happen approximately 4 months later. My HR Director and I carefully laid out the plan, with a few examples, and had it approved by our Board. Then we announced it to staff, and held several meetings to ensure everyone had an opportunity to attend, and ask questions. Knowing that we may not do this every year, due to various factors, we also wanted to make sure everyone understood that it was completely discretionary and may not be in the budget again, or may not be used again, completely based on organizational needs.

I had used Excel spreadsheets for calculations, and we were ready to upload the new salaries into our payroll system. I took the calculations, showing current pay, the quartile, their recent performance score, the performance-based increase percentage and the supplemental percentage, if any, along with their new pay rate, and created a mail-merged letter to go out to the staff explaining the pay increase they would be receiving.

Outcomes
We used this program for two years, but did not use it last year. We have not yet decided for this year.

Appendix: Best Practices Case Study 3

Embedded Videos in Job Postings

Organization
Sedgwick County, Kansas

Contact
Adele Dunn
Employment Services at Sedgwick County Human Resources

Organization Profile
Sedgwick County is comprised of about 2,700 full-time and part-time employees. The Human Resources Department employs 19 of those staff members in their divisions of Employment Services, Compensation and Classification, Benefits, Employee Development, and Work Environment.

Initiative
Sedgwick County, KS started the initiative to help with recruiting for hard-to-fill positions. The HR Recruiter oversees the process and works with the Communications Department to produce the videos. The Communication department writes the script, films and edits the videos. The hiring department helps select employees to participate in the videos. Once the videos are finalized, they are posted on their You tube channel and embedded as a link in the job description. The goal is to keep the videos short around 2 minutes or less

Some of the jobs they have created video's for are Sheriff deputies, Social Workers, Case Managers, EMS/Fire and Detention Officers.

Implementation
Sedgwick County implemented this about a year ago. There are many videos they would still like to create however the Communication area is stretched thin so they are not as far along as they would like. They are hoping to set a goal of 4 more videos in 2018 for positions such as the tag office or accounting.

Outcomes
They do not have any measurement or data. Some applicants have mentioned how cool the videos are. It has been a great way to advocate for diversity in different positions (i.e female detention officers)

They are not really seeing a shorter time to fill positions that they have used videos and their number of applicants has stayed the same. They are hoping that it has helped the quality of applicants because they can see what the job really entails.