

**CITY OF MINNEAPOLIS
HUMAN RESOURCES DEPARTMENT
2007-2011 BUSINESS PLAN**

**OCTOBER, 2007
(LAST REVISION – OCTOBER 12, 2007)**

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Who are we?

MISSION

The mission of the Human Resources Department is to strategically partner with City departments to hire, develop and retain an excellent workforce.

VALUES

We have high professional standards and have identified how the following three values will reflect in our interactions with each other and our customers.

- ◆ **WE ADD VALUE**
- ◆ **WE ARE SERVICE FOCUSED**
- ◆ **WE ARE CARING**

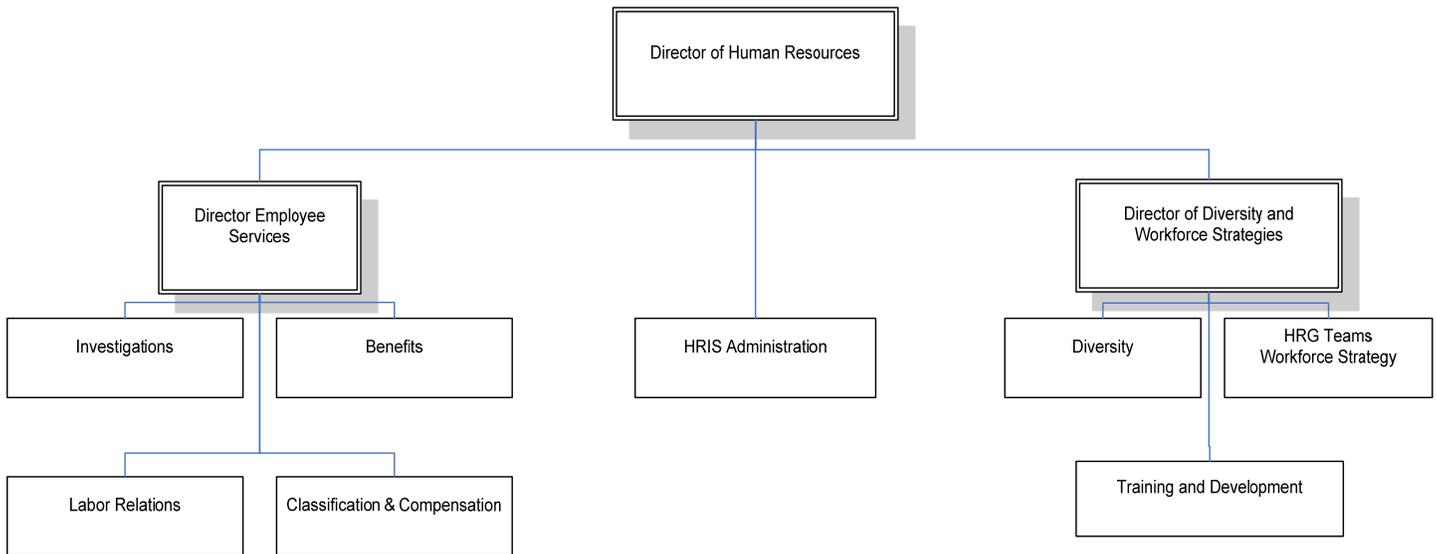
BUSINESS LINE DESCRIPTIONS

The Human Resources Department has three primary business lines – Employee Services, Diversity and Workforce Strategy Services and HRIS Administration. Because the work of our department involves more than just one business line, it is necessary that the employees of each division engage in cross-divisional cooperation so that we can accomplish our goals and eliminate the existence of ‘silo-mentality’ across our department.

- **Employee Services:** Provides strategic and operational leadership for all of the City’s collective bargaining. In addition to the collective bargaining responsibilities, the key activities essential to this business line are: contract administration, compensation administration, classification administration, complaint investigation, the implementation of the Return-to-Work Program; and designing, negotiating and implementing employee healthcare and wellness programs.
- **HRIS Administration:** The key services associated with this business line are enterprise employment information management, managing and providing information to City, Independent Boards and Agencies for decision making purposes and supporting Enterprise Learning Management (ELM) and Enterprise Resource Planning (ERP) related efforts and initiatives.
- **Diversity and Workforce Strategy Services:** Designs and implements enterprise-focused diversity initiatives to include: developing and implementing an Affirmative Action Plan, targeted recruitment efforts, and strategic direction for workforce strategies. Also important to this business line are the services provided by the HR Generalist teams, which include: customer-focused strategic and operational advice, staffing, and performance management consultation. This business line also provides learning opportunities for managers, supervisors and employees to maximize their development and to minimize organizational risk.

ORGANIZATION CHART

This is the current organizational chart for HR. We anticipate this will change as we move to implement our key initiatives.



OVERVIEW OF SERVICES

Below is a summary of the services provided by Human Resource to City Council Departments as well as other Independent Boards and Agencies. The Services are broken down by those required by law, statutes, ordinances and discretionary services that provide a cost-effective, centralized manner.

	City Council Dept. Services	Other Agencies Services
Overview of Services		
Services required by Federal Law, State Statutes and City Charter/Ordinance	Yes	Yes
Advertising	Yes	Yes
Testing and Selection	Yes	Yes
Job Classification	Yes	Yes
CSC Appeals	Yes	Yes
HRIS (Payroll, Benefits, Records)	Yes	No
Administer Compensation	Yes	Yes (fee based)
Administer Benefits	Yes	No
Negotiate and Administer Labor Contracts	Yes	No
Compliance Investigations	Yes	No
Policy Training (Respect in the Workplace, Ethics)	Yes	No
Return to Work/Job Bank	Yes	No
Discretionary Services		
Training and Development	Yes	No
Management Consultation	Yes	No
Alternative Dispute Resolution	Yes	No
Affirmative Action (AA) Support	Yes	Some
Recruiting	Yes	No

WHAT DO WE WANT TO ACHIEVE?

VISION

We lead with strategic and innovative HR solutions that create partnerships for attracting, developing and maintaining a diverse, results-driven organization focused on continuous learning and improvement.

City Goal (1-6)	Department Goals	Objectives	Measures
2 – One Minneapolis 4 – Connected Communities 6 – A Premier Destination	1. The City of Minneapolis has a work environment and diverse workforce that fosters success.	a. Create a workforce that reflects the communities we serve. b. Work with departments to improve the City's work environment.	<ul style="list-style-type: none"> ◆ Percent of EEO4 Job Categories where representation is equal to or above the workforce availability numbers. ◆ Percent of protected class members in applicant pools. ◆ Percent of protected class members in City workforce. ◆ Seventy-five percent (75%) of all complaint investigations will be completed within sixty (60) days of the final intake session. ◆ Percent of workforce that responds to the employee survey.
1 – A Safe Place to Call Home 2 – One Minneapolis 3 – Lifelong Learning Second to None 5 – Enriched Environment 6 – A Premier Destination	2. Provide departments the strategic support and information they need to make informed and timely business decisions.	Continue to develop HRIS as the system of record.	<ul style="list-style-type: none"> ◆ Managers utilization rate of the HRIS Manager portal and reports. ◆ Employee utilization rate of HRIS eSelf-service options.
1 – A Safe Place to Call Home 2 – One Minneapolis 3 – Lifelong Learning Second to None 6 – A Premier Destination	3. Assist departments in the hiring and development of a workforce to achieve City, department and individual goals.	a. Streamline hiring process. b. Provide strategic recruitment guidance to departments. c. Provide training opportunities to supervisor, manager and leadership levels. d. Revise Design and implement comprehensive performance management systems.	<ul style="list-style-type: none"> ◆ Time to develop eligible list. ◆ Percentage of customers satisfied with the recruitment process, applicant pool and eligible list. ◆ At least 80% of customers who agree that we are addressing the most critical training needs. ◆ At least 80% of customers who agree that training is making a positive difference in performance on the job. ◆ At least 80% of customers who agree that the training content and delivery is very good or excellent. ◆ % of performance appraisals completed and entered into HIRS.
2 – One Minneapolis 3 – Lifelong Learning Second to None	4. Provide the City and its employees a competitive compensation program.	a. Negotiate equitable collective bargaining agreements. b. Establish a health and wellness program.	<ul style="list-style-type: none"> ◆ At least 80% of the salaries/wages, by classification title, will be within \pm four percent (4%) of the City's internal equity line. (Pay Equity status). ◆ Ninety percent (90%) of all first time tentative agreement recommendations will be approved by the Executive Committee. ◆ Percentage of employees actively participating in the health and wellness program positively impacts healthcare costs.

How are we going to get there?

TACTICS AND DEPARTMENT INITIATIVES (ALIGNED WITH DEPARTMENT GOALS & OBJECTIVES)

Department Goals	Objectives	Tactics
<p>1. The City of Minneapolis has work environment and diverse workforce that fosters success.</p>	<p>a. Create a workforce that reflects the communities we serve.</p>	<ol style="list-style-type: none"> 1. Develop the internal capacity within HR to provide consultation on the annual availability analyses to city departments to aid in filling under-represented and under-utilized positions. 2. Partner with city departments to develop and implement targeted recruitment strategies for under-represented and under-utilized positions. 3. Partner with city departments to strengthen community outreach and engagement relationships to assist in targeted recruiting efforts. 4. Build support for the elimination of "Rule of 3" from state law. 5. Conduct an annual update of the Affirmative Action Plan.
	<p>b. Work with departments to improve the city's work environment</p>	<ol style="list-style-type: none"> 1. Provide consultation to city leaders on how to implement diversity strategies in their departments. 2. Develop strategies whereby workforce diversity is a measurement of management and executive performance evaluations. 3. Identify where HR can assist with the implementation of enterprise issues to address key focus areas of the employee survey. 4. Expand the Customer Care workshop concept so that it is applicable citywide. 5. Develop and implement a HR customer satisfaction survey.
<p>2. Provide departments the strategic support and information they need to make informed and timely business decisions.</p>	<p>Continue to develop HRIS as the system of record.</p>	<ol style="list-style-type: none"> 1. Partner with customer departments to enhance management reporting systems. 2. Explore ePerformance and competency management functionality. 3. Implement HRIS Learning Management ELM system 4. Partner with BIS and Finance to implement an integrated human resources and finance systems (also referred to as an Enterprise Resource Planning (ERP) system). 5. Partner with Finance to explore the consolidation of HRIS transactional work.
<p>3. Assist departments in the hiring and development of a workforce to achieve City, department and individual goals.</p>	<p>a. Streamline hiring process.</p>	<ol style="list-style-type: none"> 1. Determine the most effective model for providing staffing services given our resources, and recommend changes in rules, policies and systems that inhibit this model. 2. Provide bi-annual refresher training to staff to maintain consistency of application. 3. Redesign the customer satisfaction survey to include post-hire satisfaction.
	<p>b. Provide strategic recruitment guidance to departments.</p>	<ol style="list-style-type: none"> 1. Improve two core HR functions – staffing and classifications. 2. Strengthen the "School to Work" programs by partnering with MPS, METP, and Achieve Minneapolis.
	<p>c. Provide training opportunities to supervisor, manager and leadership levels.</p>	<ol style="list-style-type: none"> 1. Identify citywide leadership competencies. 2. Define critical enterprise needs for employee, professional, supervisor/manager and executive development. 3. Develop and deliver training opportunities based on enterprise needs and competencies (e.g., customer service, growing leaders, leadership development program).
	<p>d. Revise the performance management process.</p>	<ol style="list-style-type: none"> 1. Partner with City departments to fully implement the performance management process and forms.

Department Goals	Objectives	Tactics
4. Provide the City and its employees a competitive compensation program	a. Negotiate fair and affordable collective bargaining agreements.	<ol style="list-style-type: none"> 1. Provide strategic leadership for developing an enterprise compensation philosophy. 2. Negotiate labor contracts with direction provided by the Mayor's Executive Committee. 3. Explore and present recommendations to operationalize the Compensation Philosophy.
	b. Establish a Health & Wellness Program.	<ol style="list-style-type: none"> 1. Implement a fully functional health and wellness program.

Key Enterprise Initiatives (Community Engagement, Sustainability Plan, LEP & EIM)

The City Council and Mayor have identified these four enterprise initiatives (Community Engagement, Sustainability Plan, LEP and EIM) as priorities for all City departments to address. The Human Resources Department anticipates that the following efforts will help us institutionalize these key enterprises into our day-to-day work.

COMMUNITY ENGAGEMENT

DEPARTMENT ACTIONS					
AREA	2006	2007	2008	2009	STATUS (to be filled in June '07, '08,'09,'10 & '11)
APPLICATION OF THE CE PROCESS MODEL	Request a presentation about the CE Process Model as needed	Apply the CE Process Model to a minimum of 25%-30% of your CE projects	Apply the CE Process Model to a minimum of one-half (50%) of your CE projects	Apply the CE Process Model to All (100%) of your CE projects	
	Promote the use of the CE Process Model or its integration to enhance similar existing processes in your department.	Request CE consultation as needed			
TRAINING	Send department's staff to CE training session (train the trainer style)				
	Request customized CE training for your department as needed				
BUSINESS PLAN	Enterprise Services: Training and Development	Incorporate CE in your department's Business Plan			
	Request individual meetings to customize this initiative into your business plan.	Participate in future interdepartmental work groups and projects as needed			
	Survey employees' views on City-wide training opportunities by adding 2-3 questions to the Enterprise-wide Employee Survey.	T and D staff will partner with CE Coordinator to assist her with development, delivery, and promotion of a Community Engagement skills curriculum. Training opportunities will go beyond basic introductory courses to build specialized knowledge and skills in targeted staff with community engagement responsibilities. Meet with city-wide training liaisons and other department representatives to ascertain city-wide training needs and adjust objectives and content for selected offerings as indicated.			
EVALUATION		Annual review of a minimum of 25% 30% of your CE projects.	Annual review of a minimum of one-half (50%) of your CE projects.	Annual review of all (100%) of your CE projects.	

DEPARTMENT ACTIONS					
AREA	2006	2007	2008	2009	STATUS (to be filled in June '07, '08,'09,'10 & '11)
		Evaluate the impact of your department's CE activities.			
		Participate in the Annual CE best practices showcase event.			
CE WEB SYSTEM Internal communication and public participation tool (under consideration)		Participate on the development of the Web System as needed	Send staff to training session on the use of the Web System. Departments start using the web system	Use the web system in your CE projects.	

Inventory of Current CE Activities (2006-2007)

Name of Project: Needs Assessment Questions for Employee Survey
Department/Division: Human Resources, Enterprise Services, Training and Development
When & where? Will add 2-3 questions to the Employee Survey to ascertain Enterprise-wide training needs.
Purpose of Consultation: n/a
Consulted with: Will meet with Employee Survey team
Challenges: Engage staff in participating in the survey and develop an action planning process that helps departments in responding to the results at an enterprise and department specific level.
Participation Tools used: Online and paper surveys
Effectiveness of the tools used: New tool will be used to increase usability and turnaround time on reporting. Additionally, a vendor is engaged who can assist the City in assessing priorities and developing action plans quickly.
How did you use the information gathered: Will assist in planning the training calendar for 2007
Rate your activity 1(did not reach the goals) to 5 (excellent)
Project can be rated in January 2007
Contact name and phone: Miriam Vaughn Lee 673-2459

Name of Project: Connecting with the Communities We Serve
Department/Division: Human Resources, Enterprise Services, Training and Development
When & where? 4 times yearly. In classroom setting and community settings
Purpose of Consultation: Prepare staff to work more effectively with the communities that they serve
Consulted with: Susan Jones and Roberta Hawkins
Challenges: Communicating availability of training; Budget, short timelines in planning and securing various speakers
Participation Tools used: Speakers, Artifacts, Videos, Exercises, Open and Group Discussions, day two - bus tour to various communities, Surveys
Effectiveness of the tools used: Participants have found this course extremely engaging and helpful
How did you use the information gathered: Continue to plan more learning activities that build employees' knowledge of the communities they serve
Rate your activity 1(did not reach the goals) to 5 (excellent) 4+, there's always room for improvement and/or new ideas in any project.
Contact name and phone: Roberta Hawkins #2694 and Susan Jones #2481

Name of Project: Chat Sessions

Department/Division: Human Resources, Diversity and Workforce Strategies

When & where? Once a month from 12:00 noon to 1:00 at various work site locations

Purpose of Consultation: To ensure that department managers and supervisors are fully informed of and can properly apply Civil Service Commission and/or City personnel policies and procedures

Consulted with: Public Works Department Administration

Challenges: Identifying management needs

Participation Tools used: Open discussions

Effectiveness of the tools used: Very effective

How did you use the information gathered: Based on information gathered supervisors are given appropriate personnel policies and strategies on applications.

Rate your activity 1(did not reach the goals) to 5 (excellent):

Contact name and phone: Roberta Hawkins #2694 and Susan Jones #2481

SUSTAINABILITY PLAN

ATTACHMENT A: WORKSHEET FOR SUSTAINABILITY CURRENT AND BEST PRACTICES (ALL DEPARTMENTS)

Department: Human Resources

Sustainability Representative: Amy Friedman

Phone: (612) 673-2592

Indicator	Current Department Activities	Best Practices Activities related to department
Affordable Housing Units	N/A	
AIDS and gonorrhea rate	N/A	
Air Quality	<p>The City provides Metropasses to employees at a substantially discounted rate. The Metropass program encourages employees to ride bus and light rail.</p> <p>Provide information to City employees on alternative modes of transportation besides mass transit, such as biking, carpooling, and walking.</p>	<p>Continue promotion of Metropass, and encourage employees to carpool, bus, walk, or take light rail to work.</p> <p>Promote transportation options such as bicycle trails, commute trip reduction programs, incentives for car pooling and public transit.</p> <p>Contain employee costs by leveraging contract reserve account.</p> <p>Organize a speaker to speak at a staff meeting or provide a venue(s) for MetroTransit Fair.</p> <p>New wellness program incents employees to participate in healthy living activities</p>
Airport Noise and Impacts	N/A	N/A
Asthma Morbidity	<p>Smoking Cessation program made available through the City's health care provider.</p> <p>Insurance coverage for quit smoking meds i.e. patches, etc.</p> <p>Smoking cessation program provided by Quit Plan at Work</p> <p>Metropass offered to City employees Distributed Mayo Health Care Clinic books</p>	<p>Encourage wearing scent-free personal products to work.</p> <p>Keep work areas clean and dust free.</p> <p>Encourage employees to carpool, bus, walk or bike to work.</p> <p>Organize a speaker to speak at a staff meeting.</p> <p>Enforce no smoking areas – outside of doors.</p> <p>Highlight employee success stories (e.g., folks wo bike, walk, etc. to work).</p> <p>Assist with promoting education – hand out bike and/skyway maps at new employee orientation sessions.</p> <p>New wellness program incents employees to participate in healthy living activities</p>
Bicycle Lanes and Paths (miles)	<p>Promote usage of bike trails through brown bag session (Biking 101) and posting trail maps on the Benefits Wellness Web page.</p>	<p>Promote the availability of showers in City facilities.</p> <p>Assist with promoting education – hand out</p>

Indicator	Current Department Activities	Best Practices Activities related to department
	Promoting the increased used of biking reducing air pollution caused by driving.	bike maps at public meetings and new employee orientation sessions. Co-sponsor programs that combine bike trail use with environmental, historic or recreational programming. New wellness program incents employees to participate in healthy living activities
Block Clubs	N/A	
Brownfield Sites	N/A	
Carbon Dioxide Emissions	Promoting the use of bus and light rail by offering reduced Metropass costs.	Encourage employees via ongoing communications about carpooling, bussing, walking or biking to work. Encourage recycling in the workplace. Promote the use of clean, renewable energy. Provide common use bicycles for staff to use to bike to meetings instead of driving. New wellness program incents employees to participate in healthy living activities
Combined Sewer Overflow	N/A	
Downtown Transportation Mode Split	Partnered with Health Department on pedometer walk challenge encouraging employees to increase walking in all areas of their lifestyle. Participated with TMO in promoting alternative transportation options through the commuter challenge program. Contain employee costs of the MetroPass using the contract reserve account.	Encourage employees to consider alternate transportation options. Participate in Commuter Challenge. Provide incentives to employees who use alternative transportation to work and to meetings. Evaluate biking opportunities as a replacement to vehicle during the work day. New wellness program that incents employees to participate in healthy living activities.
Graduation Rate at Minneapolis Public School	Recruitment of high school students for entry level positions and careers in departments that include, but are not limited to Police, Fire, and Public Works. Partner with the Minneapolis Public Schools various programs which introduce students to the Public sector: Step Up Intern program – provides summer employment for high school summer youth Public Service Academy – provides classes in business, presentation, computers for business oriented students	Recognize employees that volunteer at schools and family serving agencies outside of work. Create a Website for teens looking for jobs. Provide links to the work of the Achieve! Minneapolis Career Centers in the 7 Minneapolis high schools. Assist in developing programs to recruit high school students to City of Minneapolis departments, providing them with tuition assistance and mentorship.

Indicator	Current Department Activities	Best Practices Activities related to department
	<p>Passport. – Students visit the City of Minneapolis on non school days and see presentations by various City officials and go on field trips to different areas of City government.</p>	<p>Create a City employee Minneapolis high school alumni association.</p> <p>Encourage department supervisors to hire STEP-UP Program summer youth workers.</p>
<p>Increase the Proportion of Infants Born at Healthy Birth Weight and Adults at Healthy Weight</p>	<p>Adults at Healthy Weight Sponsored brown bag sessions and events to encourage healthy eating.</p> <p>Promotion of health BMI (body mass index) by providing information to City employees at events and on Benefits Website.</p> <p>Offer other free screenings that influence weight (glucose, blood pressure, cholesterol)</p> <p>Infants born at Healthy Weight The City's health care provider offers a pre-natal program to help ensure proper prenatal care.</p> <p>Smoking cessation information distributed and available on going to City employees.</p>	<p>On site weight loss programs</p> <p>A variety of educational opportunities Intranet E-learning Lunch and learn Benefits & Wellness Fairs Include incentive programs Ensure healthy choices in cafeteria Offer fitness events and activities</p> <p>New wellness program that incents employees to complete preventative visits</p>
<p>Homeless in Minneapolis / Number of People Using Housing Shelters</p>	<p>N/A</p>	<p>N/A</p>
<p>Homicides</p>	<p>N/A</p>	<p>N/A</p>
<p>Infant Mortality Rate</p>	<p>The City's health care provider offers pre-natal programs to ensure proper prenatal care.</p> <p>Smoking cessation class conducted and smoking cessation program is offered through the City's health care provider.</p>	<p>New wellness program that incents employees to take advantage of preventative visits.</p>
<p>Lead Testing of Children 9 to 36 months</p>	<p>N/A</p>	
<p>Permeable Surface</p>	<p>N/A</p>	<p>N/A</p>
<p>Renewable Energy Use</p>	<p>Increased participation of the Metropass program has contributed to the increased use of light rail, fueled by bio diesel.</p>	<p>Promote the use of clean, renewable energy.</p>
<p>Students in the Arts</p>	<p>N/A</p>	<p>N/A</p>
<p>Teen Pregnancy Rate</p>	<p>Partner with the Minneapolis Public Schools various programs which introduce teen students to the Public sector as a career and keeps them busy during non school times.</p> <p>Step Up Intern program – provides summer employment for high school summer youth</p> <p>Public Service Academy – provides classes in business, presentation, computers for business oriented students</p>	

Indicator	Current Department Activities	Best Practices Activities related to department
	Passport. – Students visit the City of Minneapolis on non school days and see presentations by various City officials and go on field trips to different areas of City government.	
Urban Tree Canopy	In honor of Earth Day in April, Human Resources held a brown bag session where the “Director of Garbage” spoke about ways to be gentle to the earth.	
Water Quality of Lakes, Streams and the Mississippi River	Offering Metropass increases mass transit participation and decreases vehicle pollution while contributing towards maintaining water quality.	
Workers Earning a Livable Wage	Responsible review of recent RFP’s for health care providers and benefit consultants while ensuring compliance with living wage ordinance.	

ATTACHMENT B: 2007 SUSTAINABILITY ACTIVITIES TEMPLATE

(Phase II Departments)

Department: Human Resources

Sustainability Representative: Amy Friedman **Phone:** (612) 673-2592

I. Short Narrative on best practices findings based on completion of “Attachment A: Worksheet on Sustainability Current and Best Practices.”

When considering the meaning of sustainability, Human Resources is focusing its efforts primarily on developing a healthier workforce and families. In turn, we can make stronger ties between lifestyle choices and their impact to our City. As a result, we can move toward a more ecologically sustainable organization, lifestyles and communities.

II. Please provide details on at least three new activities your department will implement in 2007 and how you will measure progress.

First New Activity:

Description of Activity:	Offer a weight loss program (ex: Weight Watchers) during the work day/lunch break for City employees
Affected Sustainability Indicator(s):	Increase the Proportion of Infants Born at Healthy Birth Weight and Adults at Healthy Weight
How will you evaluate success?	Record number of participants in the weight loss program. Track total number of pounds and percentage of weight lost.

Second New Activity:

Description of Activity:	Develop and schedule lunchtime brown bag sessions on a quarterly basis covering topics that include the value of the Metropass, bicycle clinic, information on lead testing, smoking and weight loss.
Affected Sustainability Indicator(s):	Increase Use of Downtown Alternative Transportation; Lead Testing for All Children; Reduce Infant Mortality Rate
How will you evaluate success?	1. Track the number of participants in each session. 2. Track the increase in usage of City programs.

Third New Activity:

Description of Activity:	Implementing comprehensive wellness program through health insurance provider. The program is an integrated health management program including wellness assessment, health decision support, wellness programs, tobacco cessation assistance and lifestyle behavior and disease management programs.
Affected Sustainability Indicator(s):	Increase the proportion of infants born at healthy birth weight and adults at healthy weight.
How will you evaluate success?	1. Percent of eligible adults who take the health risk assessment. 2. Percent of eligible adults who reach the 25 credits each quarter. 3. Percent decrease in number of claims between 2007 and 2011. 4. Participation level in the wellness committee.

LEP

The Human Resources Department has successfully implemented LEP efforts over the last two years by working closely with Multicultural Services. Below is a summary of our completed activities around the strategy of integrating practices of language access into operations of every City Department.

- All staff received training on LEP.
- Frontline staff received training on how to use the language line and MMS staff.
- All access point signage has been developed and used at the reception desk and during outreach activities.
- HR measured the front desk traffic through a tracking system. This allowed us to create the training plans for staff and identify high-impact action items (e.g., appropriate signage).
- All employee training for new employees and supervisors now includes LEP components.
- HR employed the following best practices when hiring for 311 staff and the firefighters: utilizing culturally-specific media, mailing to targeted agencies and hosting information fairs at strategic gathering points around the City.
- Annual conferences have been used highlight different aspects of LEP so that the importance of language access are promoted within the organization.

In addition to the integration of LEP into our operations, we look forward to implementing the activities listed in the table.

STRATEGIES	OBJECTIVES	ENTERPRISE ACTIVITIES	DEPARTMENT SPECIFIC ACTIVITIES AND/OR STATUS REPORTS (2006-2007)
Integrate practices of language access into operations of every City department.	Build awareness about legal mandates of language access services in each department.		HR <u>completed</u> the following activities: <ul style="list-style-type: none"> ▪ All staff received training on LEP. ▪ Frontline staff received training on how to use the language line and MMS staff. ▪ All access point signage has been developed and used at the reception desk and during outreach activities. ▪ HR measured the front desk traffic through a tracking system. This allowed us to create the training plans for staff and identify high-impact action items (e.g., appropriate signage). ▪ All employee training for new employees and supervisors now includes LEP components. ▪ HR employed the following best practices when hiring for 311 staff and the firefighters: utilizing culturally-specific media, mailing to targeted agencies and hosting information fairs at strategic gathering points around the City. ▪ Annual conferences have been used highlight different aspects of LEP so that the importance of language access are promoted within the organization.
Define protocols and service activities for language access compliance in each department.	Provide notice to limited English speakers of their right to free service.	Utilize multiple communication channels (signage, language blocks, website, bulletins, etc.) to disseminate information about how to obtain and use language services.	Translate the revised, simplified FAQs and key brochures about getting a job in Minneapolis. Make communication pieces available on the web and job fairs etc.
	Hiring to meet multilingual needs.	Work with HR to have multilingual capability a consideration or qualification in job announcements.	Explore best practices in recruiting bilingual employees.

	<p>Train to ensure that City staff is familiar with legal mandates and best practices for serving LEP individuals.</p>	<p>Identify and utilize training opportunities to promote an increased understanding and awareness of improved communications through language access (e.g. new employee orientation, videos, departmental presentations website and discussions) available to City staff.</p> <p>Encourage use of resources and tools posted on CityTalk to facilitate consistent LEP service.</p>	<p>LEP is taught at new employee orientation and for supervisors.</p> <p>Additionally, Training and Development will work with Multicultural Services (MSS) to use the annual conferences to highlight different aspects of LEP so that the importance of language access are promoted within the City. Note that this is dependent on MSS maintaining this partnership with HR.</p>
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Enterprise Information Management (EIM)

DEPARTMENT ACTIONS				STATUS (TO BE FILLED IN JUNE '07, '08, '09, '10 AND '11)
ACTION AREA	2006	2007	2008-2011	
GOVERNANCE, STRUCTURE AND STAFFING	<p>Designate EIM Representative:</p> <ul style="list-style-type: none"> ◆ Chuck Bernardy ◆ Barbara Payton (HR Records) ◆ Patty Benkusky (Benefit Records) <p>Subject Matter Experts: HR has identified subject matter experts in the following areas:</p> <ol style="list-style-type: none"> 1. EIM Practice (procedures, accountability); Records Management; Data Practices – Carol Rogers/Bill Champa/Chuck Bernardy 2. Communication and Enterprise Education <ul style="list-style-type: none"> ◆ Miriam Vaughn Lee ◆ Lea Bittner-Eddy 3. Training/Curriculum Development <ul style="list-style-type: none"> ◆ Lea Bittner-Eddy 4. Organizational Change (Resources and Funding) <ul style="list-style-type: none"> ◆ Pam French ◆ Tim Giles ◆ Miriam Vaughn Lee 		<p>Update HR Department on the decisions of EIM Policy Board</p> <p>Define what is possible to implement business process associated with EIM compliance</p> <p>Continue to apply EIM standards to all new initiatives and projects</p>	
BUSINESS PLAN	<p>The Department established an EIM Business Planning Working Group to review and establish a project plan list for 2007 & 2008. (see attached)</p>	<p>EIM section has been included in the Human Resources department business plan</p> <p>Alignment with Technology Resource Plans – The development of the attached project inventory was reviewing in conjunction with the HR Technology Resource Plan.</p> <p>Future EIM review will reflect Departments EIM commitment in organizational changes.</p>		
PROJECT PLANNING	<p>Assess and define EIM requirements analysis on current and newly initiated system development projects with retention schedule details. Implementation of these requirements will be part of project deliverables.</p>			
TRAINING	<p>Provide training as needed for all staff assigned on EIM roles and responsibilities in the department..</p>			
COMPLIANCE (ASSESSMENT, INTEGRATION & EVALUATION)	<p>In 2007, determine compliance priorities for the department. Assign staff in 2008 to participate in information audits, readiness assessments, cataloging of information assets, etc. as scheduled.</p>		<ul style="list-style-type: none"> ◆ Complete Department Risk Assessment/Gap Analysis ◆ Develop plan for EIM Compliance ◆ Complete annual EIM progress reports. ◆ Complete periodic audits 	

EIM PROJECT SUMMARY

Project #	Project Name/Description	Budget	Key Contacts	Due Date	Current Status
880F6086	HRIS and Active Directory Integration: This is a tech infrastructure project associated with Exchange 2003 project.	\$0	Scott Thompson (Unisys), PM Sandy, Allshouse	2006	Project Status: Project request is being drafted. EIM Impact: Data security and stewardship responsibilities need to be understood because Active Directory manages network access control to HRIS.
1	Employee Handbook Revision and update to City-wide employee policy handbook	\$1,000	Miriam Vaughn Lee	2006-2007	Project Status: Review & revision underway. EIM Impact: Provides critical information in one location.
3	Public Web Publication of CBA's & on-line Employee Policy Library	\$0	Diane Atzmiller	2007	Project Status: Policy library transfer completed, CBA publication TBD. EIM Impact: Provide central location for city policies and procedures.
4	City Wide Employee Survey	Paid by City Coordinator's Budget	Chuck Bernardy	2008 (bi-annual)	Project Status: Project planning underway. EIM Impact: Captures employee engagement information every two years. The data will be used to improve the City's work environment, community engagement and talent management efforts.
5	HR Role in Finance PeopleSoft Upgrade	\$0 Paid by Finance Project	Pam French Sandy Allshouse Barbara Payton	2007	Project Status: Planned project EIM Impact: Ensure processes are smoothly integrated between HR and Finance so that data is accurate and up-to-date.
880F6436	Employee Contact Database Upgrade: Data integration project. Employee Contact Database is an enterprise data store that houses employee contact information (telephone, e-mail, location (space ID), BIS asset. HRIS is one of the systems that feeds this data base. Used by the intranet "PeopleFinder" and by the IMAC web request system, as well as other systems for managing IMAC delivery processes.	\$5,000 (est.)	Julie Dalton, Requestor Wayne Olhoff, PM Mike Snuffer, Tech Lead Sandy Allshouse	2006 - 2007	Project Status: Project request is being drafted. EIM Impact: Primary issue for HR is around data stewardship. May be similar responsibilities as with the Active Directory integration, depending on what HRIS data is being provisioned to this system.

Project #	Project Name/Description	Budget	Key Contacts	Due Date	Current Status
880F6328	HRIS Enterprise Learning Management: Initiative to implement PeopleSoft's ELM module. Document all departments' education & training data and create a common data entry system/ procedures.	\$350,000 (\$250,000 paid by grant)	David Roth, PM Sandy Allshouse	2006-2007	Project Status: ELM went live July 5, 2007. EIM Impact: Most likely impact is to records management and data practices surrounding employee personnel files. May be a related document management component.
8	HIPAA Security Audit – documentation of firewall protections in place for employee medical data. Identify gaps & address.	TBD	Joyce Traver Sandy Allshouse	2007 - 2008	Project Status: Preliminary discussions EIM Impact: Ensure that the City complies with HIPAA requirements.

What resources are we going to use? (Finance plan, Workforce plan, Technology plan and Equipment and space plan)

INTRODUCTION

Human Resources is primarily funded in three ways: general fund allocations, self insurance fund allocations and designated funding for services like training and development. Approximately two-thirds of our costs are in the delivery of services through staff and some consulting assistance. To accomplish stretch goals (like the HRIS Upgrade), Human Resources intentionally plans ahead and uses two sources of money: professional services and vacant position savings. **However, the HR Department will only receive \$100,000 of CLIC monies towards an approximate \$1.2 million expense for a life cycle upgrade in 2012. This means that in addition to the reductions HR will receive through the five-year Financial Direction, we will also have to find approximately \$250,000 each year to save for the upgrade if the current model for enterprise technology systems continues.**

STRATEGY TABLE

FINANCIAL STRATEGIES	WHICH PERFORMANCE MEASURES WILL CHANGE AND HOW?	SHORT-TERM ACTIONS (ONE YEAR)	LONG-TERM ACTIONS (TWO TO FIVE YEARS)
Financial strategies coming from lessons learned from historical financial data and prior financial plans			
Human Resources uses professional services and vacancies to fund one-time projects or unfunded mandates.	Our ability to respond to one-time requests or unfunded mandates is greatly diminished. Our ability to have rollover savings to pay for HRIS upgrades is no longer possible.	Prioritize the services we can provide with enterprise needs and focus on doing those with excellence. Implement prioritization and communication model to be used internally and externally	Identify areas of strength and opportunities for improvement. Develop a more comprehensive planning process that formally incorporates department feedback into our budget planning for 2008-2011. Work with Finance & BIS to implement a rate model to pay for enterprise systems.
Financial strategies produced from creative reallocation exercise and strategies to meet the financial direction			
Defer non-personnel increases through 2011 to meet our \$500,000 budget reduction.	Reduce percent of budget spent on non-personnel funds. Our ability to have rollover savings to pay for HRIS upgrades is no longer possible.	Prioritize project and maintenance needs. Determine which HR projects or non-mandated activities can be eliminated or cancelled based on existing priorities. (See [page 5 "Overview of Services"])	Build 2008-2011 budgets based upon this changes; readjust in 2012.
Reallocate resources to target high priority projects.	Percentage of workforce diversity tactics completed. Number of HR processes that are	Prioritize project and maintenance needs. Determine which HR projects or non-mandated	Build 2008-2011 budgets based upon this changes; readjust in 2012.

FINANCIAL STRATEGIES	WHICH PERFORMANCE MEASURES WILL CHANGE AND HOW?	SHORT-TERM ACTIONS (ONE YEAR)	LONG-TERM ACTIONS (TWO TO FIVE YEARS)
	reviewed, redesigned or eliminated	activities can be eliminated or cancelled based on existing priorities.	
Develop chargeback systems for large training initiatives (e.g., Leadership Development Program)	Percentage of customers satisfied with training and development services.	Work with Finance to define an effective chargeback model.	Identify ways to show the chargeback system on our budget, if necessary.
Financial strategies related to loss prevention			
Accident and data analysis	Reduce number ergonomic related incidents	Have each employee undergo ergonomic review	Monitor for a reduction in loss prevention claims

FINANCE PLAN TABLE(S)

**City of Minneapolis
Human Resources
Financial Plan (in thousands of dollars)**

	2004 Actual	2005 Actual	2006 Budget	2006 Projected	2007 Budget	% Chg from 2006 Budget	2008 Forecast	2009 Forecast	2010 Forecast	2011 Forecast
Revenues:										
Miscellaneous Revenues	2	11	15	185	15		15	15	15	15
Charges for Service	99	918	960	857	1,111	15.7%	1,150	1,190	1,232	1,275
Revenues to meet the financial forecast:			-		-		-	-	-	-
Total	101	929	975	1,042	1,126	15.5%	1,165	1,205	1,247	1,290
General Fund Expenditures:										
Salaries/Wages	2815	2,689	2,934	2,779	2,951	0.6%	3,010	3,070	3,132	3,194
Benefits	659	665	797	696	815	2.3%	883	959	1,068	1,197
Contractual Services	435	2,164	1,912	1,857	1,909	-0.2%	1,976	2,045	2,117	2,191
Operating Costs	-430	308	272	300	417	53.3%	432	447	462	479
Equipment	203	-	1	-	1		1	1	1	1
Total General Fund	3,682	5,826	5,916	5,631	6,093	3.0%	6,301	6,522	6,780	7,062
Declining increase on non personnel							81	81	81	81
Eliminate online training option							32	-		
Reduce Professional Services								6	19	19
Expenditure changes to meet the financial forecast:							(100)	(100)	(100)	(100)
	3,682	5,826	5,916	5,631	6,093	3.0%	6,201	6,422	6,680	6,962
Special Revenue Funds										
Salaries/Wages	42	44	44	48	46	4.5%	47	48	49	50
Benefits	15	16	19	19	20	5.3%	22	24	28	33
Contractual Services			1	1	11	1000.0%	11	12	12	13
Operating Costs	1	1	10	1	-	n/a	-	-	-	-
Equipment			-	-	-		-	-	-	-
Total Special Revenue Funds	58	61	74	69	77	4.1%	80	84	89	95
Internal Service Fund - Self-Insurance & BIS										
Salaries/Wages	323	354	541	324	495	-8.5%	505	515	525	536
Benefits	75	89	102	86	157	53.9%	169	183	203	226
Contractual Services	335	657	680	691	653	-4.0%	676	700	724	749
Operating Costs	10	27	37	14	35	n/a	36	37	39	40
Equipment	-	-	-	-	-		-	-	-	-
Total Internal Service Fund	743	1,127	1,360	1,114	1,340	-1.5%	1,386	1,435	1,491	1,551
Total	4,483	7,014	7,350	6,815	7,510	2.2%	7,668	7,941	8,260	8,608
Difference	(4,382)	(6,085)	(6,375)	(5,773)	(6,384)		(6,503)	(6,735)	(7,013)	(7,318)
<i>[insert description of how funded]</i>										

What have you learned about your business as a result of prior finance plans?

In the process of reviewing Human Resources' budget over the last five years, we've seen a number of trends that tell us about how we manage our critical resources. Our findings are as follows:

- Human Resources' largest investment is in the salaries and benefits for our 55 employees who support 16 departments as well as Independent Boards and Agencies. A significant portion of the remainder of our budget is allocated to non-discretionary items such as BIS charges, liability insurance, property rent, etc., leaving us with just over \$525,000 of General Fund money available to manage department services that are not covered by Grant or Internal Service Funds. In response to the budget cuts, our goal is not to cut anymore people (we have cut 4.5 FTE's since 2002) because we must provide a certain level of core services to the City. Instead, we are shifting towards a more prioritized approach to initiatives that will provide better services to our customers. Therefore, our budget reallocation strategy is to reduce general fund allocations by \$100,000 primarily by not accepting annual inflation increases except for staff step increases and fixed costs (e.g., benefit increases and BIS expenses).
- Services provided by HR can be defined as mandatory and discretionary (see chart on page 5). Some are mandated by federal laws, state statutes, and city charter and/or ordinance, while others are very important to the organization (training and development, management consultation, and diversity activities) but are considered discretionary as we manage limited resources.
- The current system of requiring a department who 'owns' an enterprise system to pay for maintenance upgrades from savings within our budgets, expects that in 2012 HR will have \$1.1 Million dollars (or approximately \$220K a year) to pay for that upgrade in 2011-2012. **In our current budgetary environment this is no longer a realistic expectation. Funding for this and other enterprise projects should be managed through rate models.**
- Funding for special initiatives or unfunded projects have historically been supported by using professional services and salary savings due to vacancies. While we have some turnover, we do not expect to hold positions vacant except in unusual circumstances; consequently these resources will be limited in light of the fact that our contractual and operating costs will not grow with inflation until after 2011. This will require that we make tradeoffs between services, projects or deferring on new projects until resources are available.

CONTINGENCY PLANS

Scenario A – 25% reduction in revenue	A 25% reduction in revenue would result in a cut in required services (see page 4). Nine HRG positions would be eliminated along with four training and development positions.
Scenario C – CDBG Elimination	N/A
Scenario D - Enterprise fund reductions	N/A
Scenario E – Your own worst nightmare! What isn't even on the table and should be!	25% reduction in general fund allocation; or, a 10% or more increase in BIS costs without additional funding from the enterprise, and no additional CLIC money available for the HRIS upgrade in 2012.
Scenario F – Internal service fund choices	N/A

WORKFORCE PLAN

Step One: Demand Forecast – Analyzing Future Workforce Needs

In 2004, a comprehensive Business Plan was completed that included an updated mission statement:

“The mission of the Human Resources Department is to strategically partner with City departments to hire, develop and retain an excellent workforce.”

In response HR staff developed a workforce plan that was aligned with the new mission statement. Included in the workforce plan were service areas the department needed to potentially focus more resources on (e.g. Strategic HR), build or develop new business functions (e.g. research and development, organizational development) or change the way current services were being delivered (Centralized Staffing, Respect in the Workplace Investigations).

The HR Business Planning Team also identified the important competencies that would need to exist in the current and future workforce:

Department-wide Competencies

1. Computer literacy including HRIS
2. Creative problem-solving
3. Customer service/communication skills
4. Initiative
5. Knowledge and understanding of leadership and administrative responsibilities
6. Working knowledge of all HR (know and apply), HR products, policies, procedures, who to go to, laws & regulations

Job Specific Competencies

The existence of the following competencies in one or more of HR business functions were identified as being critical to the overall effectiveness of the workforce and organization:

1. Customer Focus
2. Functional Technical Skills
3. Integrity & Trust
4. Learning on the Fly
5. Drive for Results
6. Cross-Cultural Sensitivity

In 2006 and 2007, HR staff looked at the Lominger Competency model and identified various competencies that are needed by division, position and level within the department. HR plans to continue investigating the applicability of the Lominger Competency model and longer term plans to integrate this model into HR processes across the City.

Diversity – Cultural Competency

With the demographics rapidly changing in the community and workforce, there is a strong business need to increase the cultural competency within the HR workforce. Specific action items have been developed within the workforce plan that will assist HR in developing a culturally competent workforce.

Organization Design

In addition, the HR Management team plans to look at the organizational structure of the department to make sure the structure effectively supports the department vision and mission and to ensure resources are allocated most effectively to ensure timely and quality HR Service Delivery. Some initial work was completed in 2006.

Step Two: Supply Analysis – Assessing the Current Workforce – Workforce Projection

HR has experienced tremendous change within its workforce with 28 percent of the workforce hired since 2001. More significantly, 76 percent of current employees are new to the department or have changed assignments through promotion, transfer, or reclassification since January 1, 2001.

On July 30, 2007, HR had 48 Full-time and two part-time regular employees with an authorized budget for 55 FTEs. The next few sections of the plan illustrate a number of selected workforce trends and analyses used as inputs into conducting the gap analysis and developing the workforce plan. The department has 54 positions allocated to the following divisions:

Table 1: Workforce Supply/Resource Allocation (Source: HRIS July 30, 2007)

Job Classification:	Admin:	Employee Services:	Employment Services:	Enterprise Services:	Total:
HR Director	1	0	0	0	1
Division Director	0	1	1	1	3
Director, HRIS	0	0	0	1	1
HR Principal Consultant	1*	0	1	2	4
Labor Relations Coordinator	0	1	0	0	1
HR Senior Consultant	0	2	9	4	15
HR Lead Investigator	0	1	0	0	1
HR Systems Support Analyst	0	0	1	0	1
HR Consultant	0	3	6	1	11
HR Associate Consultant	0	0	0	2	3
HR Senior Associate	1	0	2	5	8
HR Associate	0	0	5	1	6
Office Support Specialist I	0	0	2	0	2
Totals	3	8	27	17	55

*Position not yet classified

While there was significant change within the HR workforce composition, the department experienced less significant changes in the diversity within the workforce. Table 2 shows that the overall percentage of female employees was 2.0 percent higher than it was in December of 1998, while the percentage of employees of color increased by 4.0 percent.

Table 2: Workforce Demographics/Diversity – Trends (1998 to July 30, 2007):

Demographic:	1998	1999	2000	2001	2002	2003	2004	2005	2006	7/30/ 07	AVG:
Female %	77	76	81	76	72	72	76	76	78	79	76.3
Employees of Color %	23	27	32	31	30	30	30	29	29	27	28.8
# of FT Regular Employees	53	55	53	55	54	50	50	49	49	48	51.6

Source: HRIS - Workforce Diversity Summaries (Year Ending and July 30, 2007)

With a large number of retirements since 1998, the overall percentage of the workforce now eligible to retire has declined significantly. By the end of 2007, three employees, or 5.4 percent of the authorized workforce, will be eligible to retire. By 2013, the percentage of the workforce eligible to retire will approximate 27 percent. For more information see Graph 1 and Table 3.

Graph 1: Employee Retirement Projections FT Regular Employees (2007 to 2017):



Source: Retirement Eligibility Report – HRIS – July 30, 2007

Reaching retirement eligibility in 2006 was the HR Senior Consultant in Employment Services and resident test development and validation expert. By 2010, the projections show that two division directors and the Director of HRIS Administration will also be eligible to retire. The departure of one or more of these employees will lead to significant loss in leadership and knowledge. This is a key workforce issue or gap that HR needs to begin planning.

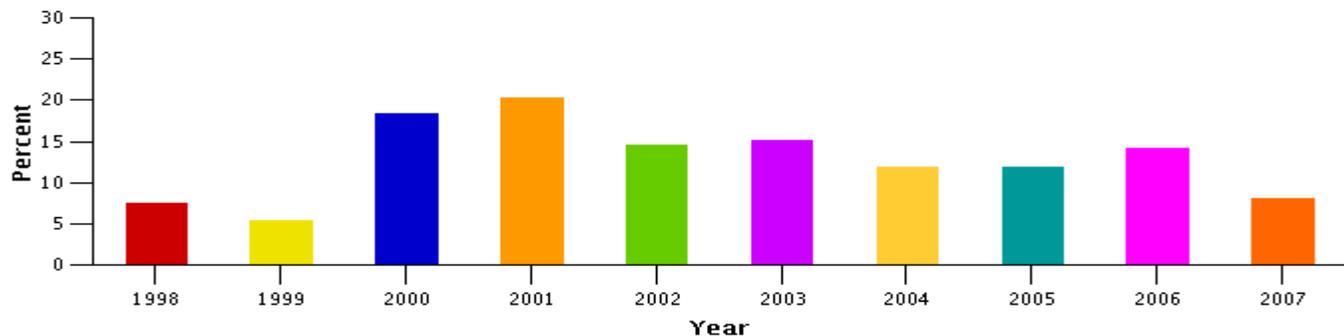
Table 3: Employee Retirement Projections by Job Classification (2006 to 2010)

Job Classification:	Year First Eligible:
HR Senior Consultant	2006
HR Associate	2007
HR Senior Associate	2007
Director Employment Services	2009
HR Consultant	2009
HR Associate	2009
Director Employee Services	2010
Director HRIS Administration	2010

Source: Retirement Projections Report – HRIS – July 30, 2007

To help plan for future employee departures it will be important to develop current employees for the above positions and at the same time monitor staffing levels in relation to the eligible lists for various job classifications to assist in ensuring service delivery. Graph 2 and Table 4 provide historical turnover information since 1998.

Graph 2: Employee Turnover



Source: HRIS – Employee Turnover Report - July 30, 2007

Table 4: Employee Turnover

Year	Total Turnover (#)	Beginning Headcount	Ending Headcount	Turnover Rate (%)
1998	4	51	53	7.69
1999	3	53	55	5.56
2000	10	55	53	18.52
2001	11	53	55	20.37
2002	8	55	54	14.68
2003	8	54	50	15.38
2004	6	50	50	12.00
2005	6	50	49	12.12
2006	7	49	49	14.29
2007	4	49	48	8.25
AVG:	6.7	51.9	51.6	12.89

Source: HRIS – Employee Turnover Report - July 30, 2007

Notes:

1. A total of 67 employees separated from HR between 1998 to July 30, 2007.
2. The employees separating averaged 19 years of service with the City and 10.7 years in the job classification in which they separated.
3. Of the 67 employees who separated 79 percent were female and 28.4 percent were employees of color.
4. The average age of an employee separating from HR was just over 47 years of age.

Step Three: Gap Analysis – Identification of Key Workforce Issues

The following were identified as key workforce issues for the HR Department:

1. Need for improved Performance and Talent Management (Essential function identification, cross training, career paths and competency development)
2. Employee Survey Response (Internal Accountability, Communication, and Employee Training & Development)
3. Diversity Strategy
 - ◆ Develop culturally competent HR leaders through education and development
 - ◆ Development of HR staff to provide culturally competent service to internal and external clients
4. Need for succession plans to make sure we have adequate bench strength within the internal workforce
5. Heightened need for cross-training and individual development planning to make sure HR has adequate internal capacity and back-ups to ensure continuous service delivery.
6. Need to develop and hire the right competencies so HR staff can be more strategic in the delivery of services to the organization. (For present and future needs)

To proactively address and manage the key workforce issues above HR staff developed a workforce plan outlined in Step 4.

STEP FOUR: STRATEGY AND WORKFORCE PLAN DEVELOPMENT

Key Workforce Objective:	Measurement:	Short-Term Actions (< One Year):	Status: To be completed 2007, 08, 09, 10 or 11:	Long-Term Actions (1-5 Years):
Performance Management, including professional development plans	<p># of employees with an Individual Development Plan</p> <p># of employees with completed Performance Appraisals</p> <p>% of Goals Met</p>	<p>Identify Core Competencies for all HR jobs</p> <p>Develop individual development plans for all HR employees</p> <p>Use Lominger model to integrate competencies into the Performance Management system</p>	<p>2nd Quarter 2007</p> <p>1st Quarter 2008</p> <p>3rd Quarter 2008</p>	<p>Develop integrated work plans (between divisions) focused on strategic initiatives</p> <p>Tie goals of the work plans to individual performance goals/development plans</p> <p>Formalize how we celebrate outstanding achievements (for teams or individuals)</p> <p>Develop a cross-training plan to ensure that one other employee can perform any essential job function(s) for an employee whose job has been identified as critical</p> <p>Establish a career path for HR employees which will increase mobility and retention</p>
Employee Survey Response	<p># employees who utilize tuition \$</p> <p># employees recognized for exceptional performance</p> <p># of ideas moved forward</p>	<p>Evaluate and finalize recommendations from the five Employee Survey sub-committees</p> <p>Implement HR Tuition Reimbursement Policy</p> <p>Implement HR Suggestion Database</p>	<p>2nd Quarter 2007</p> <p>2nd Quarter 2007</p> <p>1st Quarter 2008</p>	<p>Organize and update the "M" common drive as an effective means of communication.</p>
<p>Diversity Strategy</p> <p>Develop culturally competent HR leaders through education and development</p> <p>Development of HR staff to provide culturally competent service to internal and external clients</p>	<p># of HR Leadership Team members who have completed Diversity for Leaders training.</p> <p># of employees who have completed Basic Education and Awareness Training</p> <p># of employees who have a diversity objective in their individual development plans</p>	<p>Develop a leadership training curriculum and competencies for managing a diverse workforce.</p> <p>Diversity Awareness Training required for all HR staff</p> <p>Individual development plans will include a diversity objective</p> <p>Develop recruitment strategies for filling future HR vacancies</p>	<p>1st Quarter 2007</p> <p>4th Quarter 2008</p> <p>1st Quarter 2008</p> <p>2nd Quarter 2008</p>	<p>Create an organizational infrastructure to facilitate implementation of the diversity strategy</p> <p>Develop a culturally competent staff that can strategically partner with customer departments in recruiting, developing and retaining a diverse and competent workforce.</p>
Key Workforce Issue #1: Succession Planning	<p># of employees with a trained back-up in place.</p> <p># of succession plans in place.</p>	<p>Identify a model (and tools) to increase internal capacity of HR staff to perform in multiple assignments and at more sophisticated levels.</p> <p>Identify key positions</p>	<p>2nd Quarter 2008</p> <p>3rd Quarter 2008</p>	<p>Research and evaluate various models.</p> <p>Implement model linking it ELM efforts</p> <p>Develop Succession Plans (2008)</p>

Key Workforce Objective:	Measurement:	Short-Term Actions (< One Year):	Status: To be completed 2007, 08, 09, 10 or 11:	Long-Term Actions (1-5 Years):
		<p>where adequate back-ups have not been developed.</p> <p>Identify positions where a succession plan needs to be put in place.</p>	3 rd Quarter 2008	Assess if previous title consolidation efforts is the best fit for an overall HR Talent Management Strategy. (2008)
<p>Key Workforce Issue #2: Developing the Right Competencies</p>	<p>% of positions with competencies identified.</p> <p>% of employees who have information from gap analysis incorporated into IDP.</p> <p>Overall: Reduction in gaps at the position level.</p>	<p>Adopt and implement Lominger competency model</p> <p>Identify and adopt HR core competencies (Present and future)</p> <p>Identify position specific competencies</p> <p>Identify a model to assess competencies of present workforce.</p> <p>Assess competencies of current workforce to identify competency gaps (Gap Analysis)</p>	<p>1st Quarter 2007</p> <p>2nd Quarter 2007</p> <p>4th Quarter 2007</p> <p>3rd Quarter 2007</p> <p>4th Quarter 2007</p>	<p>Create performance management tools to support the competency model.</p> <p>Develop and implement IDPs for employees to reduce the gaps. (2007-11)</p> <p>Integrate competency development efforts with Succession Planning (2008-09)</p> <p>Integrate efforts with ELM</p> <p>Conduct gap analysis to assess progress and fine tune IDPs. (Annually)</p>
<p>Key Workforce Issue #3: Hiring the Right Competencies (Hiring for present <i>and</i> future needs)</p>	<p>% of HR hiring managers trained in competency based selection</p>	<p>Identify critical competencies where it is more efficient to acquire them through hiring than to develop internally</p> <p>Train HR hiring managers in competency based selection and integrate system into our recruitment and selection processes.</p>	<p>2nd Quarter 2007</p> <p>3rd Quarter 2008</p>	<p>Assess critical competencies for HR (Annually)</p>
<p>Key Workforce Issue #4: Understanding customer departments business.</p>		<p>Adopt "customer focus" as top priority core competency</p> <p>IDP's will include a customer focus objective.</p>	<p>2nd Quarter 2007</p> <p>2nd Quarter 2008</p>	<p>Develop a customer focused staff that can strategically partner with customer departments in recruiting, developing and retaining a diverse and competent workforce.</p>

TECHNOLOGY PLAN

Human Resources is committed to providing services, tools and technology that serves the enterprise needs to manage talent, engage communities and develop effective workforce environments. At a more universal level, we hope that the tools will increase the ability to study trends across the organization while also reducing the number of shadow systems that currently exist throughout the City. **However, the HR Department will only receive \$100,000 of CLIC monies towards an approximate \$1.2 million expense for a life cycle upgrade in 2012. This means that in addition to the reductions HR will receive through the five-year Financial Direction, we are expected to find approximately \$250,000 each year to save for the upgrade if the current model for enterprise technology systems continues. This expectation is not realistic unless we significantly reduce other HR services.**

1. The most important business process improvements that will be addressed in the next five years, including those already started, focus on developing a high performing workforce. We recognize the importance of providing management tools to identify workforce performance-related challenges as well as giving employees' ways to develop career goals and make plans to enhance their skills.
 - ▶ Enterprise Learning Management (ELM) is a state-of-the-art learning management system (LMS) that delivers collaboration and content tools, analytics, and services that bring together training, learning, and development planning tools—and embeds them within the City's daily business. The learning management system (LMS) is at the core of the learning technology infrastructure required to manage and deliver enterprise learning. It is from this center that all learning delivery is launched and tracked. *Implementation costs: \$350,000 Ongoing Maintenance: \$40,000*
 - ▶ Enterprise Resource Planning (ERP) is a project to re-establish integration points between HRIS and the Finance system. Additionally, we will consider how the systems can be further developed to provide a combination of workforce and finance analytics that enhances the business planning process. *Costs included in current FISCOL budget*
 - ▶ ePerformance is an online solution that streamlines the appraisal aspect of the development business process, from goal planning and coaching to performance assessments. Managers, employees, and HR administrators can collaborate on performance evaluations and goals, review performance history, and monitor and manage the overall performance process. Workflow notifications keep all interested parties up-to-date throughout the performance cycle. We believe that this module will also provide the base functionality for a pay-for-performance system. *Costs and prioritization will have to be determined based on resources and scope of project.*
 - ▶ eCompensation is a collaborative application that helps inform and retain employees by giving them a tool to easily review their compensation history online, so they have a better understanding of the value of their overall compensation. This includes enabling employees to review or verify their complete compensation history online, including cash and non cash compensation. *Costs and prioritization will have to be determined based on resources and scope of project.*

Human Resources is partnering with BIS and other departments to develop systems that are efficiently implemented with the functionality that supports our departments in managing their workforce effectively. Cross functional work teams, made up of department experts are engaged throughout the process to develop business rules and workflows.

1. What improvements/changes to enterprise business applications does the HR department need?
 - ▶ Human Resources anticipates a continued partnership with Finance and BIS to develop a data warehouse that gives departments vital, decision making information on the cost of doing business. This is a part of the ERP project.
 - ▶ A change to the rate model so that implementation, updates and upgrades of enterprise systems are included in the budget process.
2. Are there needs for customer and employee access to information or transactions? How will your department address these needs?
 - ▶ Human Resources will continue to work with departments to understand and deliver accurate and timely human resources data. In addition to informal feedback, Human Resources will implement a formal department-specific survey.
 - ▶ HR is pursuing the implementation of a fully functional HR intranet for use by HR and city managers and employees as an effective means of communication and documentation.
 - ▶ HR is creating a Data Manager/Quality Assurance position from existing staff to assure that data access is reliable and accurate.
3. What enterprise and/or business application training do your employees, customers, or other users need? Human Resources provides training on the following business applications: HRIS, SRP (311 system), Microsoft Office Suite, Stellant, and ELM. As enhancements are made to HRIS, our staff will receive timely and effective training.
4. What are the key department data and reporting improvements that will be addressed over the next five years? What key enterprise data and reporting needs will be addressed by your department?
 - ▶ With the upgrade to HRIS 8.9 in 2006, we provided eight management reports. We intend to continue to develop management reports including emergency preparedness reports, online performance management forms, competency profiles, individual training and development plans, succession plans, workforce analytics, and a personalized employee compensation history.
5. What major technology equipment does your department plan to acquire? None.

TECHNOLOGY ACTION PLAN TABLE

Business Technology Need	Desired outcome/result	When	One-time costs	Ongoing Costs	Source of Funding
Enterprise Learning Management	ELM is a module of the HRIS system that can be used by all levels of the organization to track, maintain and develop employee competencies, including licensures and certifications.	2006-2007	\$350,000	\$40,000	Federal grant for upfront costs.
ERP Solution Integration	Re-establish current integration points between HRIS and Finance's new financial system.	2007	Costs to be determined – could be extensive	Costs to be determined – could be extensive	Funded through the Finance Upgrade
HRIS Upgrade	HRIS will lose application and tax update support by the end of 2010. The 8.9 software version will be retired by Oracle at the end of 2010, which is 5 years after the upgrade release date in 2004. Additionally, if Finance and HRIS are to continue as an ERP, the software versions of each system and the associated software application tools will require appropriate upgrades to keep them in sync with one another.	2011-2012	\$1.2 Million	\$6,000	\$100K CLIC – the remainder from HR savings (see page 25)

SPACE AND EQUIPMENT PLAN

In 2006, the Human Resources Department undertook two large scale space and equipment remodels to upgrade our largest training room in the City of Lakes Room Building and to renovate the Public Service Center Room 100. Additionally, BIS recently refreshed most computers and telephones. Therefore, large scale changes to Human Resources space and equipment are not anticipated in the coming years.