

**CITY OF MINNEAPOLIS  
HUMAN RESOURCES DEPARTMENT  
2011-2015 BUSINESS PLAN  
CITY COUNCIL VERSION  
(LAST UPDATED JANUARY 14, 2010)**

**JANUARY 2011**

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## **WHO ARE WE?**

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### **MISSION**

The mission of the Human Resources (HR) Department is to strategically partner with departments to implement a comprehensive, competency-based talent management strategy so that the City of Minneapolis is able to hire, develop and retain an excellent workforce that contributes to the achievement of City Goals through the delivery of high quality, cost-effective services.

### **VALUES**

#### **City Values we work by:**

1. Collaborative
2. Engaged
3. Results-driven
4. Informed
5. Accountable
6. Ethical
7. Inclusive
8. Sustainable

In 2010, HR staff revisited its departmental values and adopted the following:

#### **HR Values:**

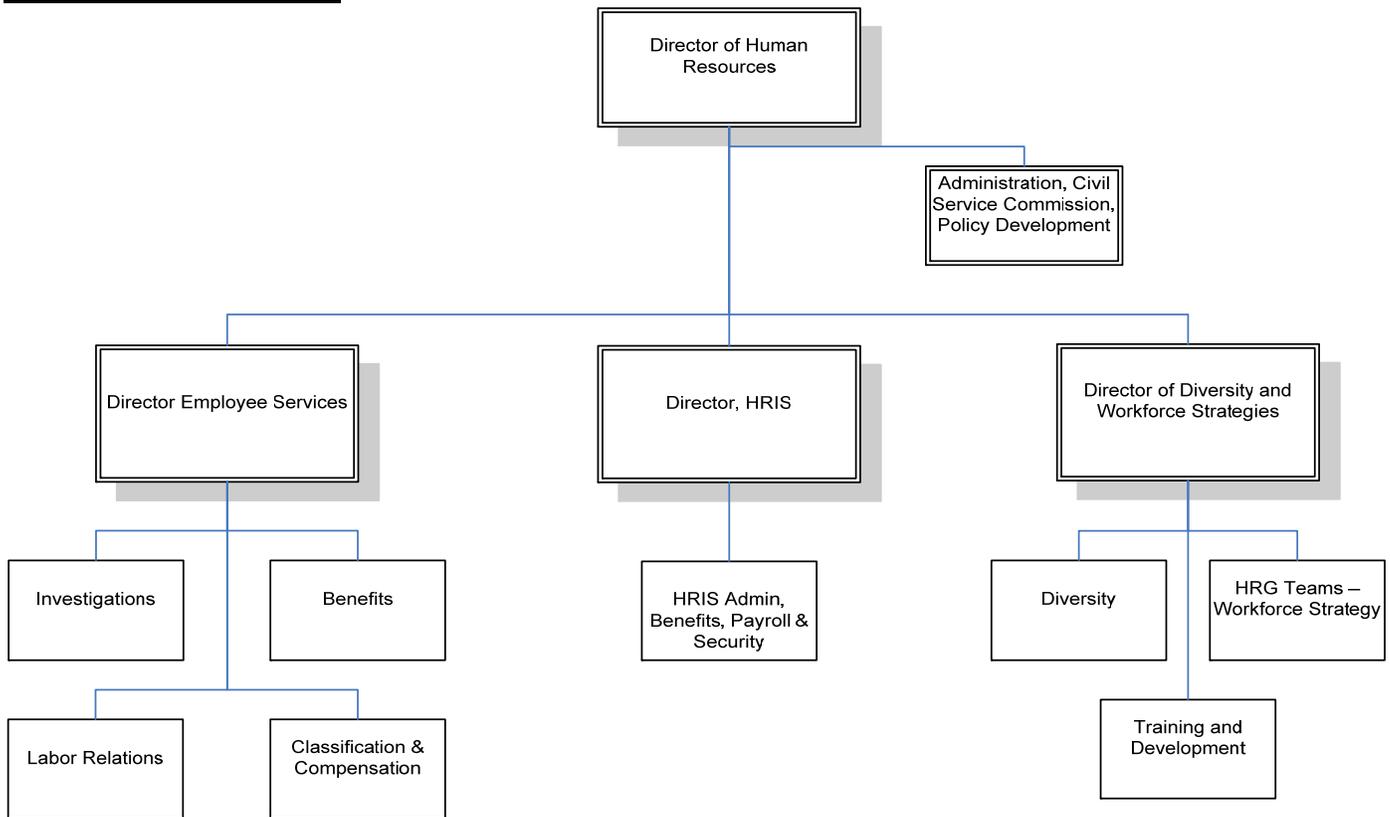
1. We are business focused
2. We are service focused
3. We are people focused

### **BUSINESS LINE DESCRIPTIONS**

The HR Department has three primary business lines – Employee Services, Employment, Development and Diversity, and Administration & HRIS. 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.

- ❖ **Administration and HRIS:** Key activities include: administration of the department to include policy development and implementation, business planning and strategic direction, and Civil Service Commission oversight. Also important are services provided by the HRIS Team, which include: enterprise employment information management, managing and providing information to the City, Independent Boards and Agencies for decision making purposes and supporting Enterprise Learning Management (ELM) and Enterprise Resource Planning (ERP) related efforts and initiatives.
- ❖ **Employment, Development and Diversity:** 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 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.
- ❖ **Employee Services:** Provides strategic and operational leadership for all of the City’s collective bargaining. In addition, the key activities essential to this business line are: contract administration, compensation administration, classification administration, complaint investigation, and designing, negotiating and implementing employee healthcare and wellness programs.

## ORGANIZATION CHART



## WHAT DO WE WANT TO ACHIEVE?

### VISION

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

### OVERVIEW OF SERVICES

Below is a summary of the services provided by HR to City Departments as well as other Independent Boards and Agencies. The services are broken down by those required by law, statute, charter or ordinance and those that are not required but best serve the City when they are centralized because they are more cost-effective and enterprise-focused.

<b>Services Required by Federal Law, State Statute, and City Charter or Ordinance</b>	<b>Delivered to City Departments?</b>	<b>Delivered to Other Agencies?</b>
Administer Benefits	Yes	Yes (Fee Based)
Administer Compensation	Yes	No
Advertising	Yes	Yes
Affirmative Action Plan Development and Administration	Yes	No
Civil Service Commission Appeals	Yes	Yes
Compliance Investigations	Yes	No
HRIS (Payroll and Records Management)	Yes	Yes
Job Bank	Yes	No
Job Classification	Yes	Yes
Negotiate and Administer Labor Agreements	Yes	No
Policy Development & Training (Respect in the Workplace, Ethics)	Yes	No
Testing and Selection	Yes	Yes

<b>Services Not Required by Federal Law, State Statute, and City Charter or Ordinance</b>	<b>Delivered to City Departments?</b>	<b>Delivered to Other Agencies?</b>
Diversity Management and Affirmative Action Support	Yes	Limited
Management Consultation	Yes	No
Recruiting	Yes	No
Training & Development	Yes	No

### **DEPARTMENT GOALS, OBJECTIVES AND MEASURES**

The HR Department completed an environmental scan and a SWOT analysis. In addition, HR staff completed a thorough review of the results of the the 2010 Management Services Survey, the results of the 2009 Employee Survey as well as other information. Based on this work department goals, objectives and measures were developed and aligned to City's goals and strategic direction.

The six goals identified for HR are listed below and support the department's Talent Management Framework shown in Appendix A of this document.

1. An environment exists where City employees are motivated to contribute to organizational success.
2. The City work environment values, respects and embraces diversity and inclusion.
3. The City has a comprehensive approach to performance management that effectively aligns the individual contributions of employees to the accomplishment of citywide goals.
4. The City is a continuous learning and development organization.
5. HR strategy, policies and enterprise systems are progressive and support innovation, continuous improvement and effective utilization of City services & resources.
6. Labor strategy supports City goals and collaborative labor management relationships.

The Goals, Objectives and Measures table is on pages 6 and 7. The Goals, Objectives, Tactics and Department Initiatives table is on pages 8, 9 and 10.

**GOALS, OBJECTIVES AND MEASURES TABLE**

<b>City Goal</b>	<b>City Strategic Direction</b>	<b>Department Goal</b>	<b>Objective</b>	<b>Measure(s)</b>
A City That Works	City employees high-performing, engaged and empowered	1. An environment exists where City employees are motivated to contribute to organizational success.	A. The engagement and performance excellence indices are increased by the City's workforce.  B. City employees take an active role in managing their health and wellness.	1. Employee Engagement Index (EEI) 2. Performance Excellence Index (PEI) 3. Wellness program participation rates 4. Health risk factor distribution
Many people, one Minneapolis	Inclusiveness is a treasured asset; everyone's potential is tapped	2. The City work environment values, respects and embraces diversity and inclusion.	A. Diversity initiatives are expanded to the entire enterprise.  B. Employees display the knowledge, skills and abilities to interact effectively with the various cultures present in the City's workforce and the communities we serve.	1. Utilization rates for women and people of color 2. EE Retention 3. Complaints (Rates/Frequency) 4. Training satisfaction metrics
A City That Works	City employees high-performing, engaged and empowered  Transparency, accountability and fairness are our hallmarks		C. Demographic changes and trends inform diversity efforts.	
A City That Works	City employees high-performing, engaged and empowered  Transparency, accountability and fairness are our hallmarks	3. The City has a comprehensive approach to performance management that effectively aligns the individual contributions of employees to the accomplishment of citywide goals.	A. All departments are using the enterprise Performance Management System.  B. All employees are actively engaged in performance management.  C. Direct links exist between performance and reward.	1. EEI 2. PEI 3. % of departments paying for use of system. 4. Department Results Minneapolis Measures <sup>1</sup> 5. Performance Appraisal Completion Rate 6. Individual Development Plans in Place

<sup>1</sup> From "Management Dashboard" – 1) Avg. Sick Days Used per Employee, 2) Worker's Comp Claims, 3) Employee Turnover Rates 4) Future Measure → % of promotional opportunities filled internally  
City of Minneapolis

City Goal	City Strategic Direction	Department Goal	Objective	Measure(s)
A City That Works	City employees high-performing, engaged and empowered	4. The City is a continuous learning and development organization.	<p>A. An enterprise learning and development plan informs employee development at all levels of the organization.</p> <p>B. City resources are maximized to develop a high-performing, engaged workforce.</p>	<ol style="list-style-type: none"> <li>1. % of positions filled internally.</li> <li>2. Individual Development Plans Actioned</li> <li>3. Development logged in ELM</li> <li>4. EEI</li> <li>5. PEI</li> <li>6. % favorable responses to L&amp;D items in the employee engagement surveys</li> </ol>
A City That Works	<p>City employees high-performing, engaged and empowered</p> <p>Transparency, accountability and fairness are our hallmarks</p> <p>21st century government: collaborative, efficient and reform-minded</p> <p>Optimal use of technology and wireless capacity</p>	5. HR strategy, policies and enterprise systems are progressive and support innovation, continuous improvement and effective utilization of City services & resources.	<p>A. The talent management strategy is implemented.</p> <p>B. The deliveries of HR Services are efficient and effective.</p>	<ol style="list-style-type: none"> <li>1. EEI</li> <li>2. PEI</li> <li>3. Management Services Survey Results<sup>2</sup></li> <li>4. Grant \$ received</li> <li>5. \$ received to support high demand programs.</li> <li>6. Pre vs. Post Business Process (BPI) Improvement Measures</li> <li>7. Cost savings</li> </ol>
A City That Works	<p>City employees high-performing, engaged and empowered</p> <p>Transparency, accountability and fairness are our hallmarks</p> <p>21st century government: collaborative, efficient and reform-minded</p>	6. Labor strategy supports City goals and collaborative labor management relationships.	<p>A. Our total compensation strategy assures that the City is competitive in the relevant market place.</p> <p>B. The City has the tools to manage its affairs in an effective and efficient manner.</p>	<ol style="list-style-type: none"> <li>1. Labor contract are within budget</li> <li>2. Turnover</li> <li>3. Health care cost increases</li> <li>4. Health risk factor distribution</li> <li>5. Chronic condition prevalence</li> </ol>

### **Measures, Data and Targets Table**

Selected measures, data and targets used in [HR Results Minneapolis](#) can be found in Appendix B.

<sup>2</sup> HR Specific Survey Items/Measures – 1) Customer Service Orientation 2) Keeping Customers Informed 3) Understanding Customer Needs 4) Assistance in Goal Accomplishment  
City of Minneapolis

## WHAT RESOURCES ARE WE GOING TO USE?

### WORKFORCE PLAN

#### Introduction

HR recognizes that to effectively assist its customer departments in hiring, developing and retaining a highly productive and engaged workforce, it must continue to have a workforce that is capable of delivering a variety of quality and timely HR related services. To help plan for the future, HR staff felt it was important to identify key workforce issues that left unaddressed could significantly impede our ability to deliver HR services. Key workforce issues include:

1. Retirement Eligibility in Key Leadership Positions and in Key Technical Positions in HRIS
2. Aging of the HR Workforce – The average HR employee is 51.8 years of age. Almost 33 percent of HR staff will reach retirement eligibility by 2015.
3. Competency Development – Developing or obtaining the competencies needed in the future so we can continue to deliver the types of services needed by our internal customers.
4. Lack of racial diversity in certain Job Classifications (HR Managers)

To identify the above issues and to develop its workforce plan, HR used the following model:

1. Step 1 – Assess Current Workforce (Workforce Supply Analysis) and Related Trends
2. Step 2 – Determine Future Workforce Needs (Demand Analysis)
3. Step 3 – Conduct Gap Analysis to Identify Key Workforce Issues
4. Step 4 – Strategy Development (Workforce Plan Development)

#### Step One: Assess Current Workforce (Workforce Supply Analysis) and Related Trends

HR has experienced tremendous change within its workforce with 25 percent of the workforce hired since 2006. More significantly, about 65 percent of current employees are new to the department or have changed assignments through promotion, transfer, or reclassification since January 1, 2006.

As of November 2010, HR has 45 Full-time and two part-time regular employees with an authorized budget for 47.60 FTEs. One 0.60 HR Consultant position in Training & Development is filled by a temporary employee. HR has allocated authorized positions to the following divisions:

**Table 1: Workforce Supply and Staff Allocations**

Positions by Division:	Administration & HRIS	Employment Services	Employee Services	Total
Director Human Resources	1.00			1.00
Director Employee Services			1.00	1.00
Director Employment Services		1.00		1.00
Director HRIS	1.00			1.00
HR Principal Consultant	1.00	2.00	1.00	4.00
HR Generalist		7.00		7.00
Labor Relations Coordinator			1.00	1.00
HR Senior Consultant	2.00	2.00	3.00	7.00
HR Systems Support Analyst		1.00		1.00
HR Lead Investigator			1.00	1.00
HR Consultant		9.60		9.60
HR Consultant, Confidential			2.00	2.00
HR Associate Consultant	1.00	1.00		2.00
HR Senior Associate	3.00	1.00	1.00	5.00
HR Associate		3.00		3.00
Office Support Specialist I		1.00		1.00
<b>Totals</b>	<b>9.00</b>	<b>28.60</b>	<b>10.00</b>	<b>47.60</b>

Source: City of Minneapolis HR Department

## Retirement Eligibility

As shown in Graph 1 and Table 2 below, the HR Department has a number of employees in key leadership positions that are currently eligible or will be eligible to retire by 2015. Moreover, the data shows that almost 33% of HR's current workforce will be eligible to retire by 2015.

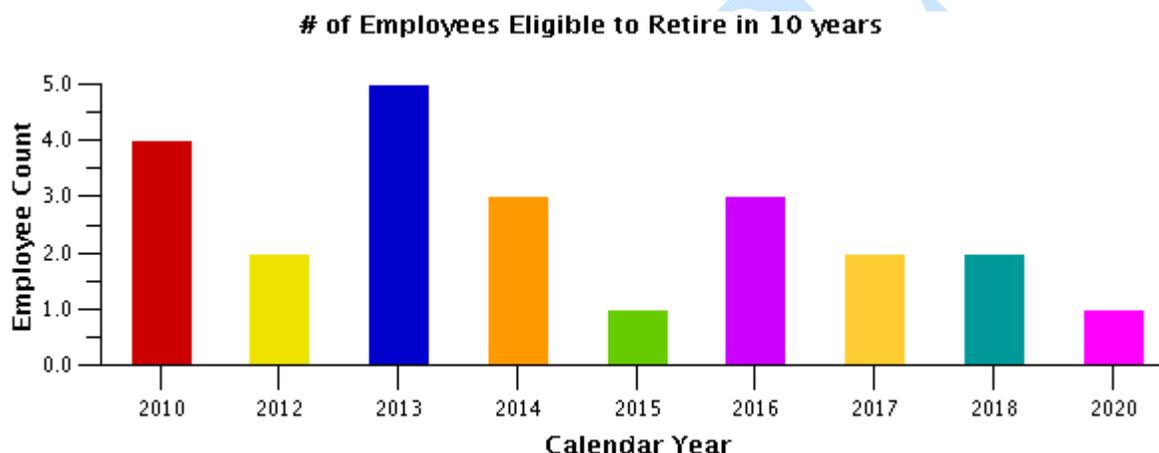
### 1. HR Leadership

HR has three employees who have reached retirement eligibility including the two division directors. Moreover, the HR Director will be eligible to retire in 2014 and the HR Principal Consultants (a.k.a. HR Managers) in Employment Services and Benefits will reach eligibility in 2013 and 2015 respectively. The departure of one or more of these employees will lead to significant loss in leadership and business knowledge. This is a key workforce issue or gap that HR needs to begin planning.

### 2. Other Areas of Vulnerability

In addition to the positions identified above, two HR Senior Consultant employees who hold positions in HRIS will be eligible to retire in 2013. Because these employees support critical HRIS processes, including Benefits Administration, Payroll and Security, it is important that plans be put in place to help plan for these departures including the development of existing staff.

**Graph 1: Employee Retirement Projections FT Regular Employees (2010 to 2020)**



**Table 2: Retirement Projections by Job Classification (2010 to 2015)**

Job Classification (# Eligible)	First Eligible
HR Senior Associate (1)	2007
Director Employment Services (1)	2009
Director Employee Services (1)	2010
HR Consultant (2)	2012
HR Senior Consultant-HRIS (2)	2013
HR Consultant (1)	2013
HR Principal Consultant (Employment Services) (1)	2013
Human Resources Generalist (1)	2013
Human Resources Director (1)	2014
HR Consultant (2x)	2014
HR Principal Consultant (Benefits) (1)	2015

Source: Retirement Eligibility Report (HRIS –11.08.2010)

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 no reductions to service delivery and quality.

## **Employee Turnover**

The HR Department has lost on average six full-time regular employees each year since 1998. This equates to a turnover rate of over 11 percent. Since 2007, turnover has decreased to less than four employees leaving each year which equates to an average turnover rate of 7.5 percent. The voluntary employee turnover rate is even lower for that time period as three employees were laid off as part of budget reductions in 2009. Additional information about employee turnover is listed in Table 3.

**Table 3: Employee Turnover**

Year	Turnover (#)	Beginning Headcount	Ending Headcount	Turnover Rate (%)
1998	4	51	53	7.7
1999	3	53	55	5.6
2000	10	55	53	18.5
2001	11	53	55	20.4
2002	8	55	54	14.9
2003	8	54	50	15.4
2004	6	50	50	12.0
2005	6	50	49	12.1
2006	7	49	49	14.3
2007	4	49	51	8.0
2008	6	51	50	11.9
2009	5	50	46	10.4
11.08.2010	0	46	46	0.0
<b>Average</b>	<b>6.0</b>	<b>51.2</b>	<b>50.8</b>	<b>11.6</b>

Source: HRIS (Employee Turnover Report 11.08.2010)

### **Notes:**

1. Above data only includes full-time regular employees.
2. A total of 77 full-time employees separated from HR between 1998 to November 8, 2010.
3. The employees separating averaged 14 years of service with the City and six years in the job classification in which they separated.
4. Of the 77 employees who separated 79.2 percent were female and 26 percent were employees of color.
5. The average age of an employee separating from HR was 47.4 years of age.

## **Workforce Diversity**

While changes were occurring within the HR workforce composition, the department also experienced change in the diversity within the workforce. Table 4 shows that the overall percentage of female employees was two percent higher than it was in December of 2001, while the percentage of employees of color decreased by 7.0 percent.

**Table 4: Workforce Diversity – Trends (2001 to December 2010)**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Female (%)	76	72	72	76	76	78	76	80	78	77
Employees of Color (%)	31	30	30	30	29	29	25	26	24	23
FT Regular Employees	55	54	50	50	49	49	51	50	46	47

Source: HRIS-Workforce Diversity Summaries (Year Ending and December 20, 2010)

Table 5 on the next page shows the percentage of protected classes in each job classification within HR. As the analysis shows there are a number of job classifications (with more than one incumbent) that lack employees of color including HR Principal Consultant, HR Associate Consultant and HR Senior Associate. Because employees that hold these positions could be developed to form pools of successors it will be important to focus future recruitment efforts so the overall ethnic/racial diversity is increased.

**Table 5: Workforce Diversity – Protected Class Employees (FT Regular) by Job Classification**

<b>Job Classification</b>	<b># of Ees</b>	<b>Female (#)</b>	<b>Female (%)</b>	<b>Ees of Color (#)</b>	<b>Ees of Color (%)</b>
Director Human Resources	1	1	100.0	0	0.0
Director Employee Services	1	0	0.0	1	100.0
Director Employment Services	1	1	100.0	1	100.0
Director HRIS	1	0	0.0	0	0.0
HR Principal Consultant	4	3	75.0	0	0.0
HR Generalist	7	4	57.1	2	28.6
Labor Relations Coordinator	1	0	0.0	0	0.0
HR Senior Consultant*	6	5	83.3	1	16.7
HR Systems Support Analyst	1	1	100.0	0	0.0
HR Lead Investigator	1	0	0.0	0	0.0
HR Consultant	11	10	90.9	3	27.3
HR Associate Consultant	2	2	100.0	0	0.0
HR Senior Associate	5	5	100.0	0	0.0
HR Associate	3	2	66.7	2	66.7
Office Support Specialist I	1	1	100.0	1	100.0
<b>Totals</b>	<b>46</b>	<b>35</b>	<b>76.1%</b>	<b>11</b>	<b>23.9%</b>

Source: HRIS - Workforce Diversity Summary (December 2010)

## Step Two: Determine Future Workforce Needs (Demand Analysis)

The future vision for HR Department is to lead with strategic and innovative HR solutions that create partnerships for developing and maintaining a diverse results driven organization focused on continuous learning and development. To achieve our vision, accomplish the goals with the HR Business Plan and continue to deliver high quality services to our customers HR is going to have to have a workforce that is able to operate effectively within City of Minneapolis systems and processes, utilize the tools and technology available and have the ability to work with the increasing diversity within the workforce and within the community. Moreover, HR needs to hire, develop and retain employees who cannot only work within existing systems but also see the possibilities to improve how services are delivered.

### Workforce and Competency Development

HR adopted and is utilizing the Lominger Competency Model to support the HR Talent Management Framework. Lominger is research-based, focuses on behaviors, is easy to apply, can successfully predict success based on standardized definitions of competencies, has well thought out tools, and interconnects all facets of talent management. The Lominger Competency model is used in the following areas: Job profiles, hiring/selection, training and development, performance management, workforce planning, succession planning, team building and leadership development.

HR will work to develop its staff to perform competency activities at one of three levels of expertise; basic, intermediate and advanced. HR will use the process of mentorship (learn by doing) to move through the three levels of expertise, and will be creating a user group and will maintain a record of competency related activities. A department wide competency card sort will take place in January 2011 to identify the core competencies that need to be developed over the next three to five years so HR can continue to have a high functioning workforce.

### **Hiring for the Future and Filling Short and Long-Term Needs**

To ensure that HR has the workforce it needs for the future, it will need not only to develop current employees to meet these needs but also hire employees with the future in mind. Moreover, when current internal needs cannot be met by current staff, HR will need to obtain the necessary skill sets/competence they need from the labor market. When doing so HR will need to leverage these opportunities by ensuring current employees are exposed to learning and development opportunities so the skills can be developed and retained internally.

Finally, it will be important for HR to integrate the competencies that will be needed into internal HR processes including learning and development, performance management and hiring. Integration and alignment of these systems should enhance HR's ability to hire, develop and retain a workforce prepared for the future and adaptable to changing customer needs.

### **Step Three: Gap Analysis – Identification of Key Workforce Issues**

After reviewing the current labor supply, related trends and the type of employees needed to fulfill the many goals and objectives within the business plan, the following were identified as key workforce issues for the HR Department:

1. Need for succession plans to make sure we have adequate bench strength within the internal workforce.
2. Need for improved Performance and Talent Management (Essential function identification, cross training, career paths and competency development)
3. Employee Survey Response (Coordination and Communication of HR Initiatives, Employee Training & Development and Creating a more Collaborative Work Environment)
4. 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.
5. 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)

### **Step Four: Develop Workforce Action Plan**

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

**Introduction**

The HR Department is funded in three primary ways:

1. General Fund (78%)
2. Self-Insurance Fund (19%)
3. Intergovernmental Services Fund (3%)

For 2011, the City Council approved a total HR Budget of just over \$7.3 million dollars allocated across the three funds as follows:

1. General Fund - \$5,683,617
2. Self-Insurance Fund - \$1,380,161
3. Intergovernmental Services Fund - \$256,217

Almost 65% of the costs in the HR General Fund Budget are for salaries and benefits to staff that are responsible for delivering a variety of HR services to City departments. To successfully achieve key initiatives like the HRIS Upgrade, or lead the process to purchase and implement an enterprise performance management system, HR has historically relied on two primary sources for funding: professional services and vacant position savings. With ongoing and recent budget reductions, the resources that remain in these two categories have been reduced significantly making it more difficult to fund major initiatives or efforts from the annual budget appropriation.

**Five Year Financial Direction (2012 to 2016)**

Under the Five Year Financial Direction, HR is forecasted to have the following level of resources:

<b>Fund</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>
General	\$5,821,000	\$6,016,000	\$6,227,000	\$6,490,000	\$6,774,000
Self-Insurance	\$1,412,000	\$1,455,000	\$1,499,000	NA	NA
Intergovernmental Services	\$265,000	\$273,000	\$281,000	NA	NA
<b>Totals</b>	<b>\$7,618,000</b>	<b>\$7,864,000</b>	<b>\$8,127,000</b>	<b>NA</b>	<b>NA</b>

Source: Finance Department

NA = Not Available

The change in General Fund dollars from 2011 to 2016 is an increase of \$1,090,383 or about 19.2 percent. Increases to those line items having some discretion would be used to fund current services but also be used to pursue other initiatives and projects including enterprise initiatives and systems. Reductions in planned and forecasted resources will not only negatively impact HR's ability to accomplish the goals outlined within this business plan, but will also decrease HR's ability to deliver services that are required and not required.

**Capital Long-Range Improvement (CLIC) Program (2011 to 2015)**

The Capital Long-range Improvement (CLIC) program has served as a funding source for HRIS upgrades. However, based on the [Mayor's Recommended Capital Budget for 2011 to 2015](#), no dollars are being recommended for the next ERP (PeopleSoft) Upgrade. This recommendation is a significant change from the 2010 Revised Budget when \$650,000 was recommended for 2013 and \$600,000 for 2014 for a total of \$1.25 million for the next PeopleSoft upgrade. As part of the 2011 budget process the Council has directed HR, BIS and Finance to bring a funding plan for the ERP (Enterprise Resource Planning) to the Ways & Means/Budget Committee by June 1, 2011.

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

In the process of reviewing HR's budget over the last five years, staff has seen a number of trends that inform us about how HR has managed our critical resources. The findings from 2007 to 2010 are outlined below:

1. The HR Department's largest investment is in the salaries and benefits for our 47 employees who support the departments under the Mayor and City Council as well as Independent Boards and Agencies. A significant portion of the remaining budget is allocated to non-discretionary items such as BIS charges (over 18% of the General Fund), liability insurance (7%), rent (3.2%), etc., leaving the HR Department with just over \$359,000 of General Fund money available to fund new initiatives and some of the following:
  - a. Technology enhancements
  - b. Employee training and development including funds for conferences, tuition reimbursement, memberships to professional organizations such as SHRM, IPMA-HR, etc.
  - c. Expansion of the Diversity Initiative to the enterprise.
  - d. Hearing Officers for Civil Service and Veteran's Hearings.
  - e. Retention of outside expertise to assist with various initiatives and projects.
  - f. Office supplies and postage
  - g. Advertising and publications
  - h. IMAC Charges for new or additional software applications, employee moves, etc.

In response to the budget cuts, HR's goal is not to cut anymore positions (Note: HR has cut 12 FTE's since 2002) in an effort to maintain a core set of services to customer departments many of which are required by federal and state laws or City ordinance. Instead, HR plans to continue a more prioritized approach to initiatives that will provide better services to our customers, utilize tools and strategies (Automated Performance Management System, Employee Engagement, etc.) to assist the organization in becoming more effective and at the same time look internally for opportunities to become more efficient. These initiatives and efforts are necessary so HR can continue to provide the types of services (i.e. Performance Management, Workforce Planning, etc.) our customers indicate are important to them. HR is also very sensitive to the fact that we operating in an environment with diminishing resources and rising property taxes and the resources projected in the Five Year Financial Direction may be reduced.

2. Services provided by HR can be defined as required and not required (see table on page 5). Some services are mandated by federal law, state statutes, and City charter and/or ordinance, while others (management consultation including services provided via HR Generalist teams, training and development, and diversity activities) are very important to customer departments but are not considered required.
3. The current system of requiring a department who 'owns' an enterprise system to pay for maintenance upgrades from savings within existing budgets makes it very difficult to fund other initiatives, especially in an environment where the HR General Fund Budget has gone from just over six million dollars in 2008 to a recommended budget of less than 5.8 million dollars in 2011. In an effort to fund the next HRIS upgrade the HR department received Council approval in 2009 to roll over unexpended funds to pay for an upgrade set to begin in 2012. As a result the HR Department has saved almost \$600,000 by rolling over funds from 2008 and 2009.
4. As noted above, funding for special initiatives or unfunded projects have historically been supported by using professional services and salary savings due to vacant positions. However, because of position cuts these sources of funding have diminished significantly when compared to previous budgets. These reductions in resources will delay initiatives, require that we make tradeoffs between service levels and undertaking new projects or deferring new projects until resources are available.

## **Future Known HR Projects and Initiatives Requiring Resources – 2011 to 2015**

Listed below are the known initiatives that HR anticipates will improve the delivery of services and if adopted will require additional funding:

<b>Project/Initiative</b>	<b>Resources Needed</b>	<b>Timeline</b>
1. HRIS Upgrade	Up to \$1.5 Million Dollars in one time costs	2012-2013
2. Automated Performance Management System	Up to \$175,000 in 2011. Ongoing funding of system will be provided by end users.	2011-2015
3. NEOGOV (In place of select PeopleSoft Modules)	One time costs of \$7500.00 and ongoing costs of \$31,000.	2012-2013
4. HR Shared Services Model (Potential service partners Enwisen, Authoria, etc.)	2009 cost estimate from Enwisen included one-time start-up costs of \$172,000 and ongoing annual costs of \$98,000. (Estimates provided in September 2009)	TBD
5. Electronic Document Management System	If current copier/printer and computer assets are incapable of providing the necessary scanning and storage capability required, additional resources would be determined by the technology needed. Outsourcing may also be an option as Finance has done this with invoices.	TBD

## **Strategy Table**

In an effort to continue to provide and maintain current HR services and to pursue other initiatives to further the implementation and integration of the Talent Management Framework in the next five years, HR plans to explore using the strategies outlined in the table below in an effort to fully utilize budget dollars and to secure additional resources.

<b>FINANCIAL STRATEGIES</b>	<b>SHORT-TERM ACTIONS (ONE YEAR)</b>	<b>LONG-TERM ACTIONS (TWO TO FIVE YEARS)</b>	<b>MEASURES &amp; METRICS</b>
1. Rollover unexpended budget dollars to fund and support HR projects (i.e. HRIS upgrade) and initiatives.	Work with BIS and Finance on funding plan for future HRIS upgrade and report back to Ways & Means/ Budget by 06.01.11.		TBD
2. Research and apply for available grants to fund and support HR projects and initiatives.	Engage staff from IGR/Grants & Special Projects to learn about the Grant process and potential sources of Grant funds.	Apply for Grants to fund new initiatives and/or under-funded efforts.	1. Grants Approved 2. Dollars Awarded
3. Develop and implement a process to charge departments for high demand programs that require large expenditures.	Work with Finance to develop process.	Initiate programs that will be paid for by departments.	TBD

In addition to the above financial strategies, HR plans to continue to look for ways to provide services more efficiently and will continue to participate in the Business Improvement Process and investigate and implement alternative methods for delivering HR services better faster and cheaper.

## **CONTINGENCY PLANS**

In the event that HR is required to make further reductions in its budget, scenarios have been identified whereby further reductions would be made to the General Fund Budget.

<b>Scenario</b>	<b>Action</b>
Significant reductions to General Fund	Elimination of HR services that are not required by federal laws, state statutes or City Charter or ordinance.

## TECHNOLOGY PLAN

The HR Department is committed to providing services, tools and technology that serve customer needs to hire, develop and retain talent, engage and serve communities and assist the City in the development of an engaging and inclusive work environment for its employees.

Current technology trends that have implications for HR and the City include:

1. **Enterprise Performance Management Systems** – The use of online enterprise systems to track, monitor and manage organizational and employee performance is a growing trend exemplified by the many service providers providing services to organizations.
2. **Enhanced Customer Service via Expansion of Self-Service Options** - Expand employee and manager utilization of HRIS, the HR Intranet and other related HR systems by expanding self-service functionality. Continue to enhance and develop HRIS and other related HR system functionality to benefit employees and managers in the areas of workforce planning, increasing access and ease of use to employee and workforce information. Work with BIS and Finance to enhance system integration between COMPASS and HRIS to enhance budget management and planning.
3. **Social Media** - Expand use of social media (LinkedIn, Twitter, etc.) to expand recruitment outreach and to improve employee communication. Explore utilization of social media to reach more applicants and to communicate with and update employees and managers in 'real time', using new or existing technologies and applications.
4. **Cloud Computing - HR services and systems accessed through and hosted by external service providers.** In the not too distant future the City is going to need to decide if it is going to continue to utilize enterprise applications (Oracle-PeopleSoft) and productivity software (Microsoft Office) that are housed on City servers or if it would be more cost effective to utilize applications and tools that are hosted by other service providers and the City pays an annual fee to access and use these applications, tools, etc. Many organizations in the private and public sectors are making changes to the way they purchase and utilize technology with some organizations reporting annual savings in the millions of dollars.
5. **Alternative Learning Delivery Models** - Develop and deliver remote and online learning for ongoing employee learning and development.
6. **Electronic Document Management Systems** – Explore effort to scan and store records electronically versus continuing practice of filing a myriad of paper documents.
7. **Video and Tele Conferencing** – With the rapid expansion of communication technology to conduct business, HR will need to leverage this technology to find ways to become more efficient, reduce costs, etc.

Over the next several years, the HR Department is planning for at least three major technology changes or enhancements including:

1. **Implementation of Time and Labor** - The implementation of the Time and Labor module in HRIS will provide many efficiencies including the elimination of most paper time sheets. The processing of paper timesheets will be replaced by online time entry by employees and online approval by their immediate supervisor making biweekly timesheet processing unnecessary. It has been estimated that implementation of Time and Labor will save the City \$526,000 per year in reduced staff time and reduction of paper.
2. **Performance Management System** - After conducting significant research into customer needs and online performance management systems, the HR Department issued a Request for Proposals (RFP) in September of 2010 and initiated three pilot projects in different departments. A contract with a vendor is expected to be finalized in late 2010/early 2011 while the pilot projects are expected to last into 2011.

The HR Department expects that the new system will be hosted and maintained by the vendor selected. While this reduces the likelihood that internal IT resources will be needed to support and maintain the system, it requires us to monitor bandwidth issues as usage increases.

3. **HRIS Upgrade** - Planning for the next upgrade of HRIS started in part by receiving approval from the City Council in June of 2009 to begin saving and annually rolling over unexpended funds from the HR Budget. As a result, the HR Department rolled over \$331,500 from its 2008 budget and almost \$260,000 from the 2009 budget. An additional \$900,000 is projected to be needed for the next HRIS upgrade. HR anticipates that CLIC will again be a major source of funding for the next HRIS upgrade scheduled to begin in 2012 and carry into 2013.

The HR Department 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 analyze and improve current business protocols and workflows.

### **1. What improvements/changes to enterprise business applications does the HR department need?**

- a. For many years departments have been dissatisfied with the current paper based forms that are available to conduct annual performance reviews with many departments developing and implementing their own forms and protocol or not conducting formal reviews at all. To take performance management to the next level across the City, the HR Department is pursuing a system that goes far beyond the annual performance appraisal, one that creates a "line of sight" by linking City goals, to department goals, to work unit goals, to the work of individual employees.

Supervisors will be able to monitor progress on employee's attaining established goals providing an effective tool to not only enhance ongoing performance communication but also to increase accountability and performance across the organization. This initiative is one of the goals in the HR Business Plan and supports and is aligned with the City goal, A City that works.

- b. In response to customer requests and shrinking resources available for technology, HR is exploring the replacement of the Talent Acquisition Manager (TAM) and Candidate Gateway (CG) modules in HRIS with products from a company called NEOGOV. NEOGOV products automate many portions of the hiring process, including position requisition approval, automatic minimum qualification screening, test statistics and analysis, and EEO reporting.

The products offered by NEOGOV are designed with the needs of the public sector in mind and are widely used by public sector organizations in Minnesota including Anoka, Carver, Dakota, Hennepin and Ramsey Counties and the cities of St. Paul, Bloomington and Rochester. In addition, the system is housed on servers owned and maintained by NEOGOV and upgrades of the software are done by NEOGOV. HR staff projects that it could improve the applicant experience, improve the hiring process and save significant resources in the future by changing to NEOGOV during the next HRIS upgrade. Savings would be achieved by lower upgrade costs and comparable annual licensing fees of \$31,500 when compared to annual license fees of about \$25,600 for TAM and CG. Out-of-pocket start-up costs are estimated at \$7500.00 plus staff time.

- c. HR anticipates a continued partnership with Finance and BIS to develop a data warehouse that provides departments vital, decision making information on the cost of doing business. This is a part of the ERP project.
- d. With the implementation of COMPASS, an Oracle-PeopleSoft product, future upgrades of COMPASS and HRIS should be done concurrently where possible to maximize the use of resources and to take advantage of potential economies of scale.

**2. Are there needs for customer and employee access to information or transactions? How will your department address these needs?**

- a. HR has also explored ways to enhance service and information delivery using a “shared services” delivery model, whereby services could be delivered via an enhanced HR Portal (Intranet) that is integrated with HRIS. The HR Portal would serve as the first level of service delivery. For service and information needs that cannot be met via the HR Portal, services and answers to questions would be provided via staff located in central HR with a call center being one potential option for service delivery. Service requests that cannot be responded at the second level of service delivery would be elevated to a “subject matter expert” for a response.
- b. HR will continue to work with departments to understand and deliver accurate and timely human resources data. Information from the Management Services Survey is also reviewed and acted on in response to issues raised.
- c. HR will continue to review, enhance and maintain the HR intranet that has a significant amount of new content that did not exist just two years ago. Google Analytics has shown that sites on the HR Intranet are widely used by HR staff, City managers and employees as an effective means of communication and an invaluable source of information. Expansion of the information on the HR Intranet and the public web allows HR to make information available 24/7/365.
- d. Centralization of HRIS Data Entry has been explored (Allina Model) with a goal of trying to increase the consistency of transaction entry leading to enhanced data integrity. This effort could be combined with a move to document management and scanning effort to reduce paper/hard copy documents and storage. Paper documents would be scanned upon receipt, saved using a predefined file naming convention to ease record storage and retrieval. Moving to an electronic storage model would also reduce the risk of relying on paper records should something happen to the HR offices in the Public Service Center. Paper record storage is a gap in the existing HR COOP Plan.

**3. What enterprise and/or business application training do your employees, customers, or other users need?**

- HR provides training on the following business applications: HRIS, SRP (311 system), Microsoft Office Suite, Stellent/Site Studio, and ELM. As enhancements are made to HRIS, our staff will receive timely and effective training. This includes the Time and Labor Module that will be going live in April of 2011.
- HR specific needs will be driven by adoptions and changes in technology, systems and software that are designed to provide better services to our customers. For example, because HR has expanded its use of delivering information and services via City Talk and the Public Website, staff will need to be trained on the use of Site Studio, the software application being implemented and that will eventually replace Stellent.
- Training for customers on the use of some of the management reports in HRIS would be beneficial for managers involved in workforce planning.

**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, HR developed and delivered eight management reports. Additional reports were developed and delivered in 2008. We intend to continue to identify organizational information and reporting needs including the delivery of information about the workforce needed for emergency preparedness, workforce planning, budget planning, etc.

## 5. What major technology equipment does your department plan to acquire?

- The HR Department does not plan on acquiring any major technology equipment.

### HR Technology Projects List

Project/Initiative	Desired Outcome/Result	When	One-time costs	Ongoing Costs	Source of Funding
Upgrade HRIS and to People Tools 8.49	System Tools kept current	2011	Minimal	NA	HR Budget
Upgrade HRIS and ELM to latest level of Bundles	System Tools kept current	2011	Minimal	NA	HR Budget
HRIS and ELM Upgrades (Compass Financials dependency)	System that supports the needs of the enterprise and that is supported by Oracle-PeopleSoft.	2013	\$1,500,000	TBD	HRIS Upgrade Funding Plan, CLIC and ERP Funding Plan with BIS & Finance
Performance Management System (#880F0176)	Online system and tools that is easy to use and that can link individual employee performance that can be linked to work unit, department and City goals.	2011-15	~\$175,000	TBD	a. Existing Resources b. City Departments
NEOGOVS	Applicant tracking and hiring system that is more user friendly for applicants, City users and that is more cost effective.	2013	\$7500	\$31,000	a. HRIS Upgrade Funding Plan b. CLIC
HR Shared Services supported by Enwisen, Authoria, etc.	Better service and issue resolution for our customers.	TBD	\$172,000	\$98,000	a. Unknown at this time
Expand EPM to include HRIS data	Create HRIS data stores in EPM data warehouse to create reports; improve reports and benefits statements	2013	\$100,000		TBD
Electronic Document Management System	Reduce reliance on paper records and storage	TBD	TBD	TBD	TBD

While working with staff from BIS to develop the Technology Plan, two graphics were also developed:

- HR Technology – Current State (Appendix D)
- Technology Solutions Roadmap - Application/Solutions (Appendix E)

Appendix D, illustrates the current state of technology being used by the HR Department and how these technology solutions interface with Enterprise Solutions. Appendix E, the Technology Solutions Roadmap, depicts the timeline for various upgrades and projected application installations between 2010 and 2014.

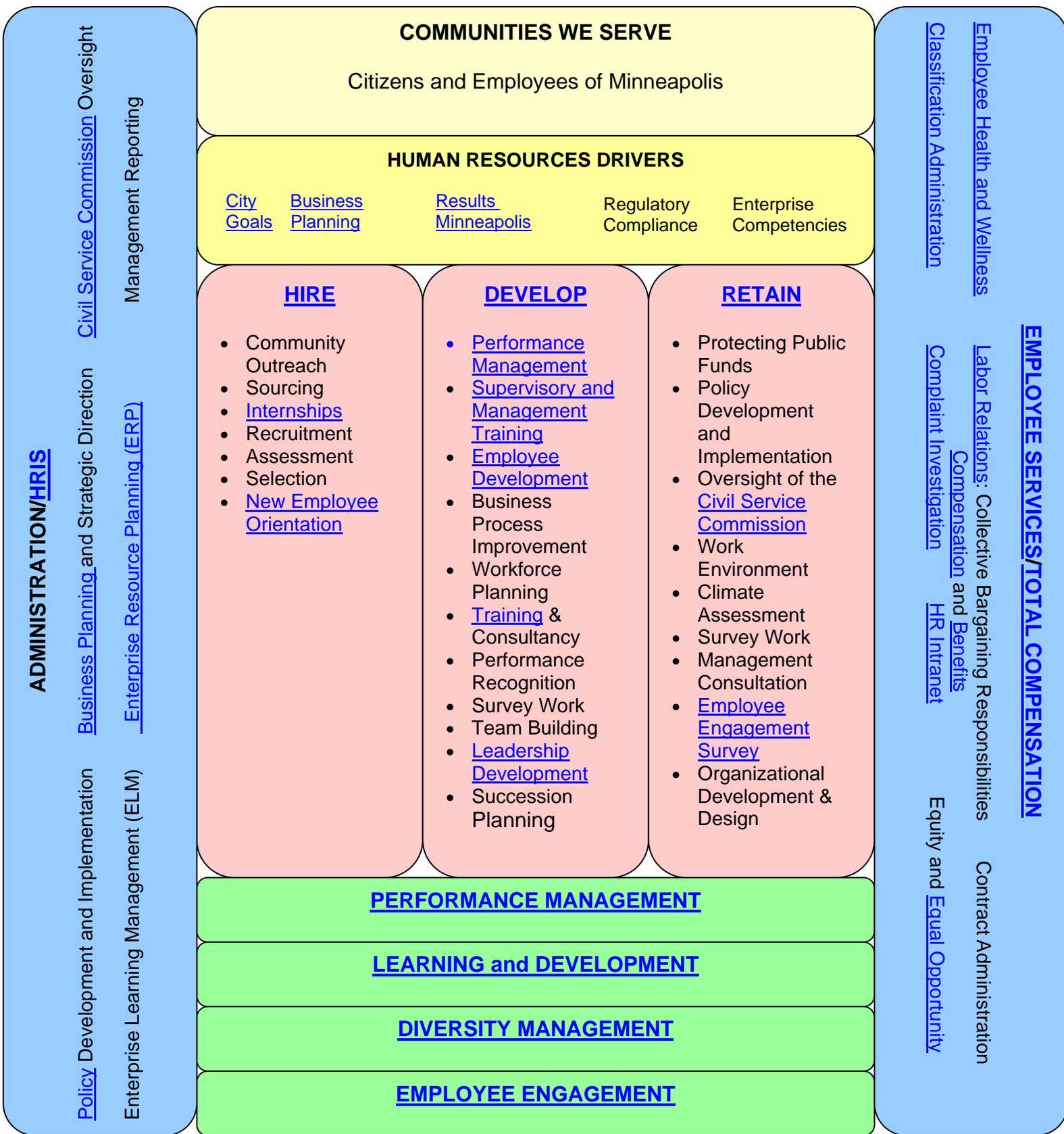
## 1. Equipment Plan

- a. **Computer Assets** - In 2008 and 2009, HR undertook an aggressive approach to reduce and avoid costs and become more efficient in terms of reducing its computer assets. To achieve this, a significant number of employees exchanged desk top computers for docking stations as many employees had both a desktop and a laptop. As a result, laptops now serve as the office computer while still providing flexibility of taking the computer to a remote location.
- b. **Printers and Copiers** – In 2009, the HR department removed three copiers, over 25 standalone printers and a number of fax machines from Room 100 in the Public Service Center. These assets were replaced by three pieces of equipment that have multi-function capabilities including copying, printing scanning and faxing. These changes are projected to significantly reduce printing and office supply related costs. The scanning capability of the assets may also be able to be leveraged to use as part of a larger electronic document management initiative.

## 2. Space Plan

With the reduction of the number of employees in HR, there has been an increase in the number of vacant work stations creating the opportunity to explore ways to utilize the space more effectively. A team of employees is working at looking at how the underutilized space could be utilized in the future and has been in contact with Property Services to discuss options and costs. Planning for the project is almost complete with a site map finalized. It is anticipated that most of the actual renovation, staff movement and construction work will occur in 2011.

Appendix A - Talent Management Framework



## Appendix B – Selected Measures, Data and Targets for HR Results Minneapolis

Measure	2006	2007	2008	2009	6.30.10	2011 Target <sup>3</sup>	2015 Target <sup>4</sup>
% Female Applicants	38.3	43.1	48.5	47.0	51.7	45.0	45.0
# of Female Applicants	4417	4691	5616	2184	1257	2250	3600
% Female Eligibles	45.3	41.1	48.4	47.0	51.0	45.0	45.0
# of Female Eligibles	2202	1992	2339	802	417	945	1584
% Female Hires	35.7	43.3	34.1	43.0	35.0	40.0	41.0
# of Female Hires	153	123	112	34	10	32	66
% People of Color Applicants	31.7	30.9	29.1	30.7	25.7	33.0	35.0
# of People of Color Applicants	3607	3367	3371	1422	625	1650	2800
% People of Color Eligibles	25.0	29.4	26.6	28.5	23.7	32.0	34.0
# of People of Color Eligibles	1216	1426	1285	471	195	672	1197
% People of Color Hires	28.7	28.2	27.7	26.0	31.0	30.0	31.0
# of People of Color Hires	123	80	91	21	9	24	50

### Females by EEO-4 Category (%)

Category	2006	2007	2008	2009	6.30.10	2011 Target	2015 Target
1. Officials & Administrators	NA	45.2	44.0	41.9	46.4	46.4	48.0
2. Professionals	NA	47.7	48.6	48.7	47.9	48.5	50.0
3. Technicians	NA	20.4	19.8	19.5	19.3	19.5	20.5
4. Protective Service (Sworn)	NA	16.9	15.6	15.8	15.7	15.8	16.9
5. Protective Service (Non-Sworn)	NA	NA	36.3	38.6	37.3	37.5	38.0
6. Administrative Support	NA	80.5	80.1	80.3	79.7	79.7	80.1
7. Skilled Craft	NA	2.9	2.5	3.0	3.1	3.3	3.5
8. Service Maintenance	NA	10.6	13.8	13.7	14.0	14.0	14.5

### Employees of Color by EEO-4 Category (%)

Category	2006	2007	2008	2009	6.30.10	2011 Target	2015 Target
1. Officials & Administrators	NA	15.4	16.5	16.2	15.5	15.5	16.0
2. Professionals	NA	19.6	19.4	19.2	19.4	19.4	20.0
3. Technicians	NA	16.3	15.8	16.1	16.2	16.2	16.3
4. Protective Service (Sworn)	NA	25.0	25.1	25.6	25.7	25.7	26.7
5. Protective Service (Non-Sworn)	NA	NA	36.3	30.1	30.1	30.1	32.0
6. Administrative Support	NA	27.9	27.3	28.6	28.6	28.6	29.2
7. Skilled Craft	NA	11.5	11.1	11.4	11.5	11.5	12.0
8. Service Maintenance	NA	30.4	29.7	30.0	30.5	30.5	31.5

Measure	2006	2007	2008	2009	6.30.10	2011 Target	2015 Target
Average number of calendar days to fill a Vacant Position	108	115	96	82	84	90	85
Positions Deemed Hard to Fill (%)	31.0	26.0	33.0	35.0	26	31	27
% of Employees with Completed Performance Review in HRIS/PM System	10.1	34.6	41.0	46.0	49.1	55	75
Health Insurance Cost Growth to City & Employee (\$)	9,118	9,938	10,040	11,160	12,760*	12,760*	18,428 <sup>5</sup>

\*Projected

<sup>3</sup> 2011 Target is based on 5000 applicants received, including a Laborer's exam.

<sup>4</sup> 2015 Target is based on 8000 applicants received,

<sup>5</sup> The 2015 target is based on a 9% increase (this is our rate cap) in 2012, a 9.5% increase (this is our rate cap) in 2013 and 10% increases in each subsequent year (2014 and 2015).

**Appendix C – Workforce Action Plan for the Human Resources Department (2010 to 2015)**

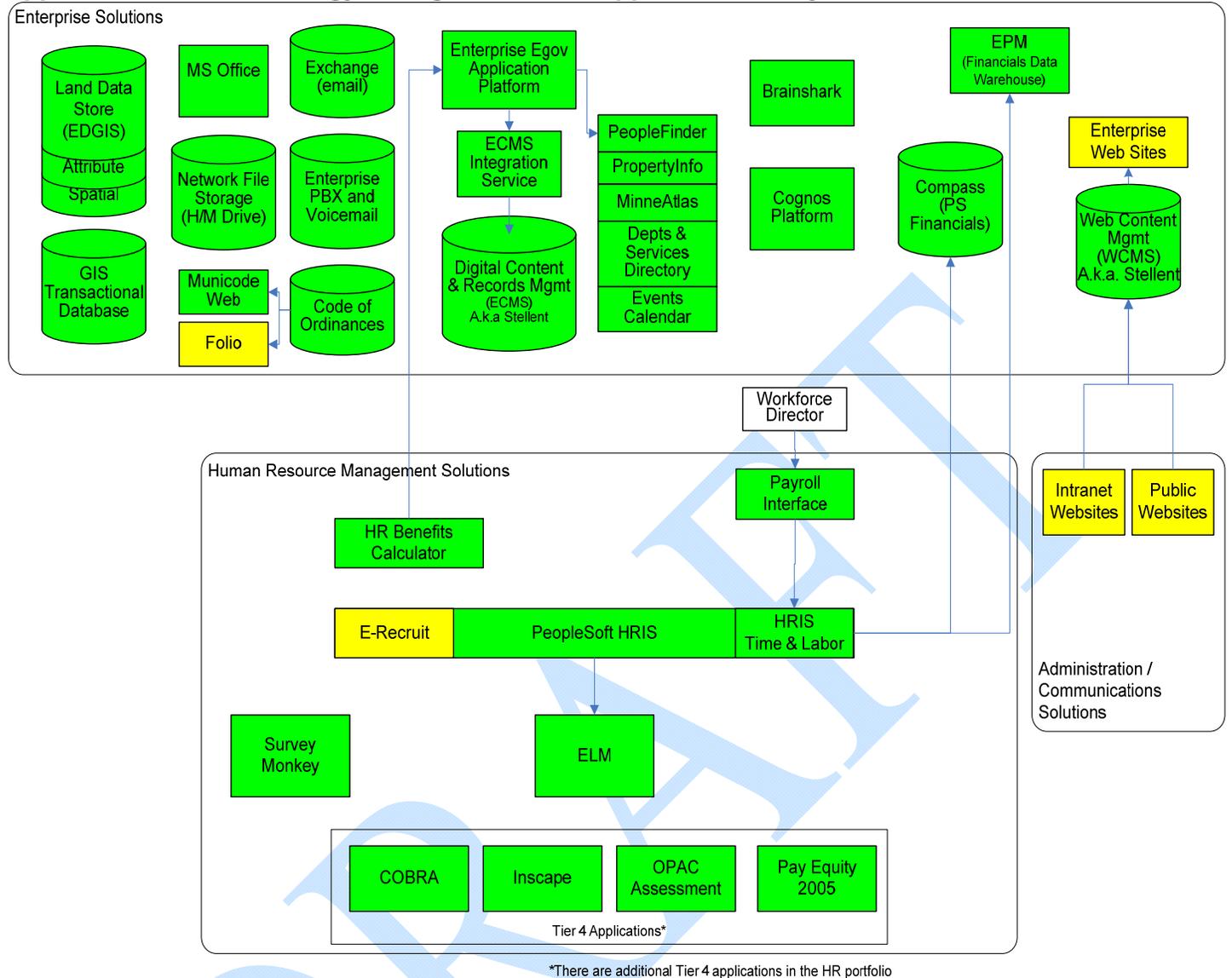
Key Workforce Objective	Action Items	Measurement (Identify where possible)
<p><b>Workforce Development</b></p>	<ol style="list-style-type: none"> <li>1. Identify essential job functions for all HR jobs</li> <li>2. Develop a cross-training plan to ensure that one other employee can perform any essential job function(s) for an employee whose job has been identified as critical</li> <li>3. Establish a career path for HR employees which will increase mobility and retention</li> <li>4. Use Lominger model to integrate competencies into the Performance Management system</li> <li>5. Develop integrated work plans (between divisions) focused on strategic initiatives</li> <li>6. Tie goals of the work plans to individual performance goals/ development plans</li> <li>7. Formalize how we celebrate outstanding achievements (for teams or individuals)</li> <li>8. Implement a system that supports performance management, competency development and training management.</li> <li>9. Complete Performance Management Pilot using new PM system.</li> </ol>	<p># of employees with an Individual Development Plan</p> <p>% of Goals Met</p>
<p><b>Diversity Strategy</b> 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>	<ol style="list-style-type: none"> <li>1. Diversity Awareness Training required for all HR staff</li> <li>2. Individual development plans will include a diversity objective</li> <li>3. Develop a targeted recruiting strategy for filling all future HR vacancies</li> <li>4. Develop a culturally competent staff that can strategically partner with customer departments in recruiting, developing and retaining a diverse and competent workforce.</li> </ol>	<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><b>Employee Survey Response</b></p>	<ol style="list-style-type: none"> <li>1. Identify three work teams to work on the development of department initiatives designed to address issues in 2009 Employee Engagement Survey.               <ol style="list-style-type: none"> <li>a. Employee Development</li> <li>b. Coordination &amp; Communication of HR Initiatives</li> <li>c. Collaborative Work Environment</li> </ol> </li> <li>2. Develop and implement plans based on the work completed by the three work teams.</li> </ol> <p>Manage the HR Response to the Employee Survey in 2011, 2013, etc.</p>	<p>Employee Engagement Index (EEI) for HR</p> <p>Performance Excellence Index (PEI)for HR</p>
<p><b>Key Workforce Issue #1:</b> Succession Planning</p>	<ol style="list-style-type: none"> <li>1. Identify a model (and tools) to increase internal capacity of HR staff to perform in multiple assignments and at higher levels.</li> <li>2. Identify key positions where adequate back-ups have not been developed.</li> </ol>	<p># of employees with a trained back-up in place.</p> <p># of succession plans in place.</p>

Key Workforce Objective	Action Items	Measurement (Identify where possible)
	<ol style="list-style-type: none"> <li>3. Identify positions where a succession plan needs to be put in place.</li> <li>4. Research and evaluate various models.</li> <li>5. Implement model linking it to adopted competency model and ELM efforts</li> <li>6. Develop Succession Plans</li> <li>7. Assess if previous title consolidation efforts is the best fit for an overall HR Talent Management Strategy.</li> <li>8. <b>Positions:</b> Director Employee Services, Director of Employment Development and Diversity and Benefits Manager</li> </ol>	
<p><b>Key Workforce Issue #2:</b></p> <p>Hiring the Right Competencies (Hiring for present <i>and</i> future needs)</p>	<ol style="list-style-type: none"> <li>1. Identify critical competencies where it is more efficient to acquire them through hiring than to develop internally.</li> <li>2. Train HR hiring managers in competency based selection and integrate system into our recruitment and selection processes.</li> <li>3. Develop and implement individual development plans (IDPs) for employees to reduce the gaps. (2011-15)</li> <li>4. Re-conduct gap analysis to assess progress and fine tune IDPs. (Annually)</li> <li>5. Integrate competency development efforts with Succession Planning (TBD)</li> <li>6. Integrate efforts with ELM</li> <li>7. Assess critical competencies for HR (Annually)</li> </ol>	<p>% of HR hiring managers trained in competency based selection.</p>
<p><b>Key Workforce Issue #3:</b></p> <p>Developing the Right Competencies (From 2006 –Repeat in 2010?)</p>	<ol style="list-style-type: none"> <li>1. Continue to implement Lominger competency model</li> <li>2. Identify and adopt HR core competencies (Present and future)</li> <li>3. Identify position specific competencies</li> <li>4. Identify a model to assess competencies of present workforce.</li> <li>5. Assess competencies of current workforce to identify competency gaps (Gap Analysis)</li> <li>6. Develop and implement IDPs for employees to reduce the gaps. (2011-15)</li> <li>7. Re-conduct gap analysis to assess progress and fine tune IDPs. (Annually)</li> <li>8. Integrate competency development efforts with Succession Planning (TBD)</li> <li>9. Integrate efforts with ELM</li> </ol>	<p>% of positions with competencies identified.</p> <p>% of employees who have information from gap analysis incorporated into IDP.</p> <p><b>Overall:</b> Reduction in gaps at the position level.</p>
<p><b>Key Workforce Issue #4:</b></p> <p>Replacement Planning</p>	<ol style="list-style-type: none"> <li>1. HRIS Group (HR Senior Consultants – Benefits and Payroll/Security)</li> <li>2. Other positions where only one employee has the KSAs to perform a certain function/task (<i>i.e. Classification, Compensation, Job Bank Administration, etc.</i>)</li> </ol>	

**Legend:**

- 1. Key Workforce Objectives** – In this section, objectives will be listed that are designed to address the key workforce issues or gaps identified in Steps 1 and 2 including a brief description of the strategies your department will take over the next three to five years to address the key workforce issues. In addition, each department is expected to include information on:
  - a. Workforce Development** – What key development efforts (succession planning, cross-training, leadership development, etc.) are going to be taken to develop the workforce needed by 2015?
  - b. Employee Survey Response** – Describe the key workforce strategies your department will implement based on the opportunities identified in the most recent employee survey.
  - c. Diversity Strategy** – Develop a strategy that will assist the department to attract, develop and retain employees who have the talent and competencies necessary to meet the department's future goals.
- 2. Action Items** – List specific action item(s) that will be used to accomplish the key workforce objective. Action items can be short-term, less than one year, or longer-term
- 3. Measurement** – Describe how progress and improvement will be measured so the effectiveness of the objective and action items can be assessed.

**Appendix D: HR Technology Change Drivers → Application Lifecycle → Current State**



## Appendix E - Technology Solutions Roadmap – Applications and Solutions

