



# MINNEAPOLIS HUMAN RESOURCES

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business plan 2010-2014

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**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.

**Mission:** We 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

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



# Trends and Challenges

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- Containment of healthcare costs
- Talent Management - building the workforce of today; planning for the workforce of tomorrow
- Creating an engaged and high performing workforce, particularly during financially difficult times
- Use of technology to expand and improve HR services
- Funding future HRIS upgrades

# Key Strategies

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- Implement “Performance Management” systems citywide
- Create professional development opportunities at all levels of the organization
- Enhance our Health & Wellness programs to improve employee health and lower healthcare costs
- Expand diversity initiatives across the enterprise
- Continuously improve our service delivery models

# Goals, Objectives and Measures

## **Employee Engagement**

An environment exists where City employees are motivated to contribute to organizational success

- The engagement and performance excellence indices are increased by the City’s workforce
  - EEI, PEI
- City employees take an active role in managing their health and wellness
  - Wellness program participation; health risk factor distribution

### **City Goals and Strategic Direction**

A City that Works

- City employees high-performing, engaged and empowered



# Goals, Objectives and Measures

## **Diversity Management**

The City work environment values, respects and embraces diversity and inclusion

- Diversity initiatives are expanded to the entire enterprise.
- 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.
- Demographic changes and trends inform diversity efforts.
  - Utilization rates, retention rates, complaint metrics, training metrics

### **City Goals and Strategic Direction**

Many People, One Minneapolis

- Inclusiveness is a treasured asset; everyone's potential is tapped
- A City that Works
- City employees high-performing, engaged and empowered
- Transparency, accountability and fairness are our hallmarks

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# Goals, Objectives and Measures

## **Performance Management**

The City has a comprehensive approach to performance management that effectively aligns the individual contributions of employees to the accomplishment of citywide goals.

- All departments are using the enterprise Performance Management System.
- All employees are actively engaged in performance management.
- Direct links exist between performance and reward.
  - EEI, PEI, appraisal completion rates, # of Individual Development Plans (IDPs), and Results Minneapolis measures

## **City Goals and Strategic Direction**

A City that Works

- City employees high-performing, engaged and empowered
- Transparency, accountability and fairness are our hallmarks

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# Goals, Objectives and Measures

## **Learning and Development**

The City is a continuous learning and development organization

- An enterprise learning and development plan informs employee development at all levels of the organization.
- City resources are maximized to develop a high-performing, engaged workforce.
  - Promotion rates, # of IDPs actioned, EEI, PEI, employee survey

### City Goals and Strategic Direction

A City that Works

- City employees high-performing, engaged and empowered

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# Goals, Objectives and Measures

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## **Administration and HR Technology**

HR strategy, policies and enterprise systems are progressive and support innovation, continuous improvement and effective utilization of City services & resources.

- The talent management strategy is implemented.
- The deliveries of HR Services are efficient and effective.
  - EEI, PEI, Management Services survey results, BPI measures, cost savings

## **City Goals and Strategic Direction**

### A City that Works

- City employees high-performing, engaged and empowered
- Transparency, accountability and fairness are our hallmarks
- 21st century government; collaborative, efficient and reform-minded
- Optimal use of technology and wireless capacity

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# Goals, Objectives and Measures

## **Employee Relations**

Labor strategy supports City goals and collaborative labor management relationships.

- Our total compensation strategy assures that the City is competitive in the relevant market place.
- The City has the tools to manage its affairs in an effective and efficient manner.
  - Labor contracts, turnover, healthcare costs, health risk factor distribution, chronic condition prevalence

## **City Goals and Strategic Direction**

### A City that Works

- City employees high-performing, engaged and empowered
- Transparency, accountability and fairness are our hallmarks
- 21st century government; collaborative, efficient and reform-minded



# Highlights from Resource Plans

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## 1. Workforce Plan

- Succession and Replacement Plans for the HR Department
- Employee development to support Talent Management Framework

## 2. Finance Plan

- Resources for future HRIS upgrades
- Ongoing reductions to General Fund

## 3. Technology Plan

- HR Shared Services including expansion of employee and manager self-service
- Hosted Technology



# Questions and Answers

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# Appendix

## Organization Chart

