



Work and Performance Plan FY2019 (HRS)

Paula Herman, Human Resources



Key Initiative #1 -- Implement Key Human Resources Planning and Analysis Tools

Link to Strategic Business Plan:

No

Description:

HR needs to be more proactive and be an "Anticipator" rather than just a "Business Partner". HR needs to build its planning function in order to provide leadership with data and ideas that will assist in attracting, managing and retaining talent both now and in the future.

Rationale:

In order to create a progressive Strategic Business Plan for FY 20-22, key tasks need to be completed in FY 2019 to implement critical planning and analysis functions.

In addition to planning and analysis, HR has a compliance function that must be more strategic.

Completion Date:

June 2019

Updates/Project Milestones:

- 1.) Review and Develop meaningful HR metrics/dashboard measures in all key areas of HR.
 - Determine appropriate measures by function by Q2
 - Create new service level agreements based on quantity and quality of workloads by Q2
 - Change organizational structure to focus on planning and analysis by Q2
- 2.) Partner with Office of Management and Budget to ensure that HR is included with the budget planning process related to new positions and other HR needs (reorganizations, reclassifications, market studies, merit program). Create standard processes for tasks that have HR and budget implications by Q3.
- 3.) Create a workforce plan for the county for 2019-20 by Q4.
- 4.) Refine HR policy review process and timeline to ensure HR policy is appropriately written, vetted, communicated, trained and evaluated.
 - Determine policy owners and stakeholders by Q2
 - Create process map that vets policy through key stakeholders by Q2
 - Create standard communication and training rollout for new and/or updated policies by Q3
 - Create a priority list and timeline for policy revisions by Q4

Outcomes/Measures:

Project milestones are met



Key Initiative #2 -- Implement Next Phase of Talent Management Project: Recruitment

Link to Strategic Business Plan:

No

Description:

In order to meet the HR needs of the organization, the County needs system support to automate talent management processes. The County should investigate the system requirements needed to manage the applicant experience, from attracting applicants, to an applicant tracking management systems.

Rationale:

When County three-year strategic plans were developed, nearly every department indicated that recruitment and retention of talent was their top priority. Given the organizational emphasis placed on recruitment and retention initiatives, Human Resources contracted with a human capital consulting firm to complete a road map and identify next steps. The most pressing need identified was to align the various HR initiatives throughout the organization through the development of functional and technical competencies that complement the core and leadership competencies already in place.

Completion Date:

June 2019

Updates/Project Milestones:

1.) Identify needs and resources for managing applicant data and communication related to the overall Talent Acquisition framework.

- System requirements developed by Q2
- Map out business processes by Q2
- Review (demo) technology solutions by Q3
- Make recommendations to senior management by Q3

2.) Create and implement a branding strategy for Mecklenburg County Recruitment.

- Plan created by Q1
- Senior leaders approve plan by Q2
- Website changes completed by Q3

3.) Continue the development and implementation of the Executive Recruiting process to hire key executive vacancies in FY19 (ex. Child Support Enforcement Director, Deputy Clerk to the Board, etc.)

Outcomes/Measures:

Completion of milestones above. Summary of Executive Recruitment activity.



Key Initiative #3 -- Lay the Foundation for Employee Performance Management Program

Link to Strategic Business Plan:

No

Description:

The County has identified a need for a consistent and standardized performance planning process/program. The next phase of the County's talent management strategy is to create a program that assesses employee performance, in collaboration with other partners such as Strategic Planning and Evaluation and Information Technology Services.

Rationale:

The county has a very robust strategic planning function at the highest levels of the organization. An approach to employee performance needs to allow goals to be "cascaded" from the strategic plan to the employee's individual work plan. Effective communication between managers and employees is essential to the success of the county. In the past year, the county has purchased and will implement coaching curriculum for front line supervisors. In addition, a pilot program was launched and will conclude in October of 2018.

Completion Date:

June 2019

Updates/Project Milestones:

- 1.) Complete training in Strategic Business Plan (SPB) process and tool by Q2
- 2.) Analyze SPB and other tools for potential use for employee work plans in the future by Q3
- 3.) Collect and analyze all data, reports, pilot program and surveys to develop a change management plan for Employee Performance Evaluation by Q3
- 4.) Develop a change management plan Employee Performance Evaluation by Q4

Outcomes/Measures:

By June 2019, HR will present a comprehensive Employee Performance Management Program proposal to Senior Leadership for future year implementation.



Key Initiative #4 -- Successfully Implement Our Health Wellness Initiative

Link to Strategic Business Plan:

No

Description:

In January of 2019, the County will launch the Our Health "My Clinic" program.

Rationale:

In order to reduce the cost of employee health care, the county made the decision in 2018 to contract with Our Health to provide accessible and affordable health care services to county employees. The goal is for employees to be more involved in their overall health and have access to health coaches.

Completion Date:

The contract with Our Health is for three years. The initial launch date is January 2019.

Updates/Project Milestones:

- 1.) Develop an employee Communication Plan by Q2.
- 2.) Develop incentive program to increase employee utilization of My Clinic and related services for implementation in FY 2020.
- 3.) Our Health meets performance targets as outlined in the contract in Year 1.
- 4.) Re-evaluate performance guarantees in the contract for Years 2 and 3 to ensure health objectives are effective. Data reviewed in June 2019.

Outcomes/Measures:

Completion of milestones.



Key Initiative #5 -- Develop Enterprise Level Onboarding Program

Link to Strategic Business Plan:

No

Description:

The county need a more comprehensive and secure employee onboarding process. The process scope is from applicant selection through the end of the provisional period, to include internal applicant selection. A cross functional team will be assembled to implement the new process, made up of members of HR, ITS, AFM, BPM, Risk Management, Internal Audit and others.

Rationale:

The reason for this initiative is to ensure that we have security and resources in place when a new employee joins Mecklenburg County, or when an existing employee transfers positions within the County, and to ensure the security of County data.

We want every existing or newly selected employee to:

- Have an excellent experience so we are known in the community as a great place to work.
- Have access to the tools they need to do their jobs immediately; such as badge access, laptop, phone or other tools.

Completion Date:

June 2019

Updates/Project Milestones:

- 1.) Collect and review existing survey and process data (from previous attempts) by Q2
- 2.) Assemble a planning team made up of: HR, IST, AFM, Risk Management, Audit and others by Q2
- 3.) Map out new onboarding process by Q3
- 4.) Create implementation plan for roll out in Fall of 2019 by Q4

Outcomes/Measures:

Implementation plan complete by June 2019