



MeckACTs

Cabinet Member Workplan

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Section 1: Annual Goals

1. Improve Technology and System Capabilities

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Improve Human Resources (HR) service delivery

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Human Resources will continue to maintain and improve its technology and system capabilities by ensuring the Centers of Excellence (COE) have sufficient technology. Ensure the department has the staff capacity to support their individual operations to deliver appropriate service to the County

Rationale

Human resources rely heavily on systems and technologies to operate efficiently and to provide robust services to the County and its employees. Continued maintenance, improvements, integrations, and appropriate staffing levels is crucial to maintain high customer service and providing better data analysis.

Action Steps List the actions/events that need to take place.

- The Talent Acquisition team has successfully onboarded three Recruiters and two Specialists
- Migrate HR Data into the IT data lake
- Partner with Patterson Pope to scan HR files and upload to OnBase

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Recruit and onboard 5 TA staff by December 31, 2022
- Develop project plan with IT to begin migration of HR data into data lake by June 30
- Scope of Work has been provided to Patterson Pope by December 31 and begin scanning by 4th quarter

Section 1: Annual Goals

2. Improve Talent Attraction and Retention Practices

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Implement strategies and programs that position Mecklenburg County as an employer of choice to attract and retain talent

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Improve talent attraction and retention practices by implementing innovative approaches and highlighting benefits, rewards, and perks of working for the County

Rationale

In the past year, Mecklenburg County, along with other organizations, have experienced unprecedented turnover as employees return to work and make career choices post COVID-19. To address the behavioral changes in the workforce, the County must adapt new strategies for recruitment and employee retention.

Action Steps List the actions/events that need to take place.

- Collaborate with departments regarding positions that will benefit from using a sign-on bonus
- Solicit RFP and select Vendor for employee Service Award catalogue
- Create nomination process for employees to receive a MeckACT award Collaborate with PI to create an “employer of choice” marketing strategy
- Obtain feedback regarding MeckPathways through surveys from departments and intern participants to make agreed upon adjustments

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Sign on bonus were implemented for approved positions
- Service Award Vendor has been selected by January 1
- Successfully select and award an employee from each level of the MeckACT Competency model categories Present marketing plan to Executive Team for approval
- Successful rollout of Year 2 MeckPathways based on feedback & lessons learned

Section 1: Annual Goals

3. Evaluate & Promote Health and Wellness Benefit Programs

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Improve the overall physical and mental wellness of Mecklenburg County employees

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Human Resources will continue to evaluate and promote effective health and wellness benefit programs to maintain the highest level of care, and to also promote the County as an employer of choice. HR must also effectively onboard new Benefits team leaders/members to ensure high quality benefit programs, develop strong, internal capacities and knowledge to support the County

Rationale

Robust and comprehensive benefit offerings not only serve as standard employee healthcare but also as satisfaction and peace of mind that the County regards its employees as whole people who have needs both at work and away from the office. The trickle-down effect from this overall sense of wellbeing could lead to better customer service, a more positive work environment, greater work engagement and ingenuity, less turnover, and lower associated recruiting, and healthcare costs. As COVID-19 continues to change the landscape and definition of what comprehensive benefits are, staying current and competitive in the marketplace is essential.

Action Steps List the actions/events that need to take place.

- Better communicate all wellness benefits offerings
- Promote wellness incentive

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Employee benefits utilization report will identify usage rates
- Monitor utilization of wellness days

Section 1: Annual Goals

4. Implement Innovative Processes to Facilitate Change

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Improve organizational effectiveness and culture through professional development

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Human Resources will implement and drive innovative programs/processed across the County to facilitate change, optimize development, contributions, and engagement level of the County's employees and leaders. HR will support these initiatives internally through the MeckLead, MeckEmerge, Leadership Charlotte, and Leaders Under 40 programs

Rationale

HR must continue to find effective ways in which to invest in and develop employees and leaders both professionally and personally to avoid workforce stagnation, encourage career investment, and to further support the County's goal of being an employer of choice in the region.

Action Steps List the actions/events that need to take place.

- Develop pilot programs for executive and senior leadership development & engage teams for feedback
- Reintroduce Leadership Breakfast
- Develop a plan to utilize graduates of Leadership Charlotte and Community Building Initiative Programs

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- Present feedback & related information to Executive Team for approval. Leadership Breakfast is held in Spring 2023
- Present plan to Executive Team for approval

Section 1: Annual Goals

5. Implement Performance Management Software

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Improve organizational effectiveness and culture through employee performance management program

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Human Resources will begin implementation of the new Performance Management module within the Cornerstone software

Rationale

The County needs to review and modernize its performance management (PM) process to ensure we are achieving optimal results in all employee-related areas

Action Steps List the actions/events that need to take place.

- Implement Performance Management program July 1
- Transition enterprise Performance Management from paper to Cornerstone
- Obtain feedback on new Performance Management program and make agreed upon adjustments

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- All employees will have their new work plan by August 31
- Cornerstone is configured and ready to use by July 2023

Section 1: Annual Goals

6. Department Equity Action Plan

Goal Alignment List your goal or the strategic priority that this goal will help achieve.

Accountable Government: Equity and Inclusion

Goal Write a specific, measurable, attainable, relevant, and time-bound goal.

Create a Department Specific Equity Action Plan

Rationale

An essential component to our County Equity Action Plan is alignment among our departments. Alignment is the bridge between strategy and execution. The criteria for implementing our Equity Action Plan requires that our systems, leadership, staff, and culture all align with the ideals of our plan and requires the specificity of our department's functions. The development of our Department Equity Action Plans will help us; identify our individual department and enterprise responsibilities, create structure, process, and operational strategy at the department level, get clear on our departmental equity roles and responsibilities, and, understand the experiences, skills, and competencies needed to execute on our equity plan.

Action Steps List the actions/events that need to take place.

- Complete FY20-22 County Equity Action Plan
 - Document progress on Existing County EAP
 - Participate in OEI Listening Session and complete the Equity Needs Assessment
- Meet with Chief Equity & Inclusion Officer to Review and Develop Department Equity Action Plan
- Create or Re-Establish Department-Specific Equity Action Team in alignment with OEI Sequencing
 - In partnership with the Office of Equity & Inclusion, create department-specific equity vision, align department goals and objectives to the Equity Action Plan and identify equity-centered outcome measures

Evaluation Criteria What does success look like? How will you know when this goal is achieved?

- FY20-22 County Equity Action Plan Completed and Progress Documented
- Department Equity Action Plan Completed
 - Department re-establishment or creation of Department Equity Action Team in alignment with OEI Sequencing

