Minneapolis
City of Lakes

Human Resources

Department

Business

Plan

2014-2017

June 30, 2014

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Department Mission:

Working together in a spirit of continuous improvement, the Human Resources Department provides leadership and guidance that fosters a work environment designed to meet the needs and challenges of a vibrant world-class city.

Our team members demonstrate the following professional qualities, competencies and behaviors:

• Strategic. We provide people strategies in alignment with the City's vision and goals.
• Talent-driven. We recruit and retain great people to the City and help employees do their best work.
• Partners. We work hand in hand with leaders by providing innovative, value-added Human Resource solutions.
• Ethical and Respectful. We create policies, practices and processes designed to promote equity and fairness in employee decision

Department Description:

Listed below are the four business functions with Human Resources:

• Administration,
• Employee Services,
• HR Technology Solutions
• Strategic Workforce Solutions.

In addition, each business function provides oversight of compliance with Federal, State, Local laws, Civil Service Rules and adherence to labor agreements.

HR Administration - Provides leadership and oversight in the following areas:

• **Strategic Direction** - Ensures HR strategic direction aligns with City values and goals.
• **Civil Service Commission Process** - Ensures fair human resource practices in hiring, selection and promotions.
• **HR Policy Development**
• **EEO/Affirmative Action Leadership** - Ensures affirmative action goals and timelines are developed and integrated into enterprise-wide business plans.
• **Human Resource Racial Equity Leadership** - Ensures integration of racial equity processes into HR programs, policies and practices.

Employee Services-Provides the following services:

• **Labor Relations** – Provides strategic and operational leadership for all of the City's collective bargaining:
    • Ensures compliance with MN Statute 179A
    • Ensures City has necessary tools to manage its labor related affairs
    • Develops and maintains productive relationships with unions
• **Benefits and Wellness**
    • Recommends benefits policy and strategy

- Designs, negotiates, implements and administers health and wellness programs
- **Classification and Compensation Administration**
  - Maintains fair and objective system for valuing positions
  - Recommends competitive compensation strategy and results
  - Ensures compliance with State's Pay Equity requirements
- **Employee Complaint Investigations**
  - Ensures discrimination and harassment complaints are investigated in a timely, fair, equitable and respectful manner

HR Technology Solutions - Provides leadership in technology solutions for the City of Minneapolis and its independent boards and agencies for the following enterprise-wide Human Resource Information Systems:

- **Team Minneapolis -** Applicant tracking, reporting and management system
- **Enterprise Learning Management System (ELM)** – Training and development records
- **Human Capital Management System (HCM)** – Ensures data integrity and accuracy of employee records with regard to benefits, certifications, compensation, discipline, payroll, time and labor
- **I-9 –** Records management and compliance of all new hire I-9 records
- **Perform Minneapolis** - Performance Management System rollout and implementation support
- **Computer based training -** For application software and general computer training

Strategic Workforce Solutions - Provides employee and organizational opportunities that enable increased employee skills and effective and efficient leadership of the employees who conduct the City's work. Programming is focused on attracting, retaining, leading and managing the City's workforce:

- **Recruitment and Selection**
  - Targeted recruitment
  - Applicant processing
  - Testing and interviewing
- **Performance Management Process**
  - Planning: Goal Setting
  - Monitoring: Ongoing feedback, self-review, performance review
  - Recognizing
- **Employee Engagement and Retention:** My Minneapolis Employee Engagement Survey: Survey Administration, Results Communication, Action Planning based on results
- **Orientation and Onboarding**
  - Enterprise-wide orientation
  - Departmental orientation
- **Training and Development:** Skills training for leaders, supervisors and individual contributors
- **Workforce Planning, Succession Management and Knowledge Transfer**
- **Leave administration**

Challenges:
- Intense competition for top talent:
  - The City competes with both the private, nonprofit sectors and other municipalities
- Aging workforce
- Knowledge transfer
- Changing demographics (racial and ethnic diversity, shrinking labor pool)

- Lowest unemployment rate in the nation

- Changing management and employee expectations in the areas of:
    - Technology – access to real time data in a variety of formats and device compatibility
    - Career development
    - Recognition

- Local State and Federal compliance
    - Affordable Care Act
    - Rule of Three
    - Civil Service Rules
    - Affirmative Action
        - Veterans preference, Americans with Disabilities Act (ADA)
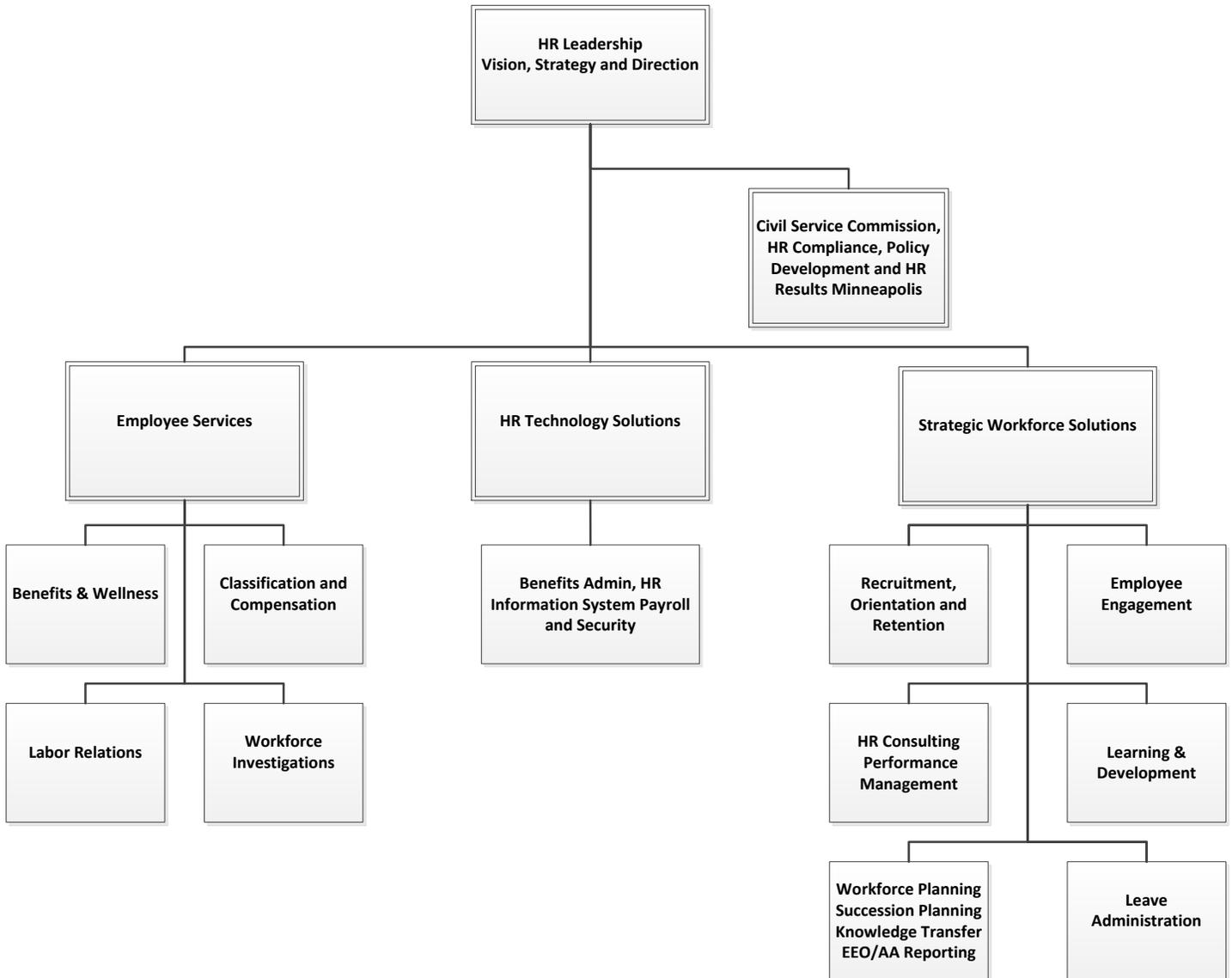   - Racial equity impact

Opportunities:

- Ability to develop a multi-faceted recruitment strategy that communicates the value of public service and taps into the diverse population (Race, sexual orientation, gender, veteran, disability and multi-generational labor pool).
- The Enterprise Resource Planning (ERP) program upgrade provides the opportunity to fully leverage the City's investment in technology and refine HR processes
- Ability to leverage productive union relationships to achieve City workforce strategies

Mandated HR Services Required by Federal Law, State Statute, and City Charter or Ordinance:

- Advertising and Outreach
- Affirmative Action Plan Development and Administration
- Benefits Administration
- Civil Service Commission Appeals
- Compensation Administration
- Compliance Investigations
- HRIS (Payroll and Records Management)
- Job Bank (Reduction In Workforce)
- Job Classification
- Labor Agreement Negotiation and Administration
- Policy Development & Compliance Training (Anti-Discrimination/Harassment, Ethics)
- Testing and Selection

Department Organizational Chart

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                        │      HR Leadership       │
                        │ Vision, Strategy and     │
                        │       Direction          │
                        └─────────────────────────┘
                                    │
                        ┌─────────────────────────────┐
                        │ Civil Service Commission,   │
                        │ HR Compliance, Policy       │
                        │ Development and HR          │
                        │ Results Minneapolis         │
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Employee Services	HR Technology Solutions	Strategic Workforce Solutions

Employee Services
- Benefits & Wellness
- Classification and Compensation
- Labor Relations
- Workforce Investigations

HR Technology Solutions
- Benefits Admin, HR Information System Payroll and Security

Strategic Workforce Solutions
- Recruitment, Orientation and Retention
- Employee Engagement
- HR Consulting Performance Management
- Learning & Development
- Workforce Planning Succession Planning Knowledge Transfer EEO/AA Reporting
- Leave Administration

Department Goals, Objectives and Tactics

Strategic Direction	Department Goal	Department Objectives & Targets	Department Tactics & Targets	Needed Resources
Engaged and talented employees reflect our community, have the resources they need to succeed and are empowered to improve our efficiency and effectiveness.	1. The City is supported in creating an engaged and talented workforce that reflects our community and is seen as an employer of choice.	A. **Objective:** Support departments in increasing diversity to have a talented workforce that is more reflective of our community. **Target:** 100% of departments will have created an Affirmative Action plan by July 2016.	1. **Tactic:** Integrate equity into enterprise-wide HR policies, practices and strategies. **Target:** 25% of enterprise policies will be reviewed on an annual basis. 2. **Tactic:** Investigate complaints of discrimination, harassment or retaliation in a timely manner. **Target**: 80% of all complaints will be investigated and closed within ninety (90) days of the intake interview. 3. **Tactic:** Use sustained complaints to improve the City's employee relations environment **Target:** 90% of all sustained complaints will result in a "lessons learned" and corrective action. 4. **Tactics:** Effectively utilize the classification and compensation system(s) and collective bargaining processes to maintain competitive pay. **Target:** The City is in compliance with the State Pay Equity requirements. **Target:** Pay for each classification title is within 10% of relevant market mean for comparable public sector job functions. 5. **Tactic:** Provide leadership to ensure continued competiveness and efficiency of City's health and welfare benefits. **Targets:** The value/cost relationship of City's health plan is at or exceeds state averages (based on Minnesota Health Action Group Health and Wellness Survey) **Target:** Health plan premium growth does not exceed 5% per year. 6. **Tactic:** Strengthen fair hiring processes by training leaders and managers on selection practices. **Target**: 25% of managers trained per calendar year beginning in 2015.	Leadership commitment support at all levels for all goals, objectives and tactics. Provide tools, training and support designed to equip HR Generalists and Consultants in the use of the Racial Equity tool kit and consultation support to leaders and hiring managers. Formalize "lessons learned" process for HRGs. Educate all HR Generalists, Consultants and Associates about all aspects of the City's total compensation package. Identification and strengthening internal partnerships (i.e. CPED, NCR) and creation of external partnerships (MCTC, Dunwoody)

Strategic Direction	Department Goal	Department Objectives & Targets	Department Tactics & Targets	Needed Resources
			7. **Tactic:** Create a targeted recruitment strategy to attract top talent that reflects the community we serve. **Target:** Recruitment strategy for 100% of vacant positions includes assessment for adverse impact of practices by July, 2015. 8. **Tactic:** Leverage partnership network to attract new hires **Target:** 5% of applicants respond on application they learned of vacancy from a community partner. 9. **Tactic:** Leverage technology to enhance the applicant experience and provide ease of access to city vacant positions **Target:** 25% of applicant facing technologies are reviewed and updated each year 10. **Tactic:** Integrate total compensation message in all outreach and recruitment activities. **Target:** Recruitment strategy and all recruitment activities provide total compensation message by June, 2015.	
		B. **Objective:** Support City departments in increasing employee engagement throughout the City enterprise. **Target:** 2% increase overall favorable Engagement Index results survey year.	1. **Tactic:** Provide opportunities for employees to manage their health and wellness **Target:** Enrollment in narrow network increases by 2% per year. **Target:** Participation in health management programs increases by 5% per year. 2. **Tactic:** Retain and promote top talent within the enterprise. **Target:** 25% of top talent per year participates in experiential or formal classroom leadership training beginning in 2015. 3. **Tactic:** Identify feeder programs for youth and young adults. **Target:** A formalized internship and feeder system is in place by September 2015. 4. **Tactic:** Provide relevant development opportunities and technology solutions. **Target:** 90% of managers/supervisors, and HR staff are trained* on Team Minneapolis applicant tracking system by 12/31/2015. **Target:** 90% of employees are trained* on the new ERP system by August 2015. (*Training may include various modalities ranging from job aids and webinars to formal leader-led classroom training based on employee need.)	Design and implementation of a standard, comprehensive, objective process that enables equitable talent review and succession management processes. (Pending definition of "top talent" use criteria for selection of Leadership U – Directors and High Level Managers .

Strategic Direction	Department Goal	Department Objectives & Targets	Department Tactics & Targets	Needed Resources

			5. **Tactic:** Strengthen employee recognition program.
			   Target: 5% increase in number of recognition awards presented year over year as compared to baseline. (Baseline established by 6/1/15.)
			
			6. **Tactic:** Build commitment for My Minneapolis Employee Engagement Survey.
			   Target: 80% of Department Follow-up Action Plans are completed by 12/31/15.	

		C. **Objective:** Provide City departments with a structured, easy-to-use, objective, equitable workforce planning process which supports their ability to sustain current services provided as well as increase opportunities to improve delivered services.	1. **Tactic:** Identify current and forecast future workforce needs to guide recruiting and selection efforts.
			   Target: 75% of departments have plans by 12/31/2017.
			
			2. **Tactic:** Implement/facilitate Knowledge Transfer process.
			   Target: Implement process by 6/1/16.
			
			3. **Tactic:** Identify development needs/solutions for a high performance workforce.
			   Target: High potential staff identified and assessed by 12/31/16.
			
			4. **Tactic:** Build commitment to PerformMinneapolis using multi-faceted approach to performance review and development planning.
			   Target: 100% of departments are fully integrated into the system by 12/31/16.
			
			5. **Tactic:** Identify training curriculum to support highly engaged workforce.
			   Target: Complete curriculum design in 2016 and sustain training annually.
				Funding for succession planning module
				
				Collaboration and support from senior leadership across the enterprise.

Strategic Direction	Department Goal	Department Objectives & Targets	Department Tactics & Targets	Needed Resources
	2. HR Works seamlessly and strategically with each other and with all other city departments.	A. **Objective:** We meaningfully involve departments in HR issues that affect their operations.	1. **Tactic:** Involve departments in the collective bargaining processes. Target: 80% of departments have the opportunity to participate in the collective bargaining process. 2. **Tactic:** Strengthen the relationships between management and labor **Target:** 80% of the departments have at least one labor management committee 3. **Tactic:** Enable departments to effectively manage their operations **Target**: 90% of the infringements on inherent management rights are eliminated in the collective bargaining agreements 4. **Tactic:** Involve departments in the agenda setting processes **Target:** Managements Services Survey demonstrates satisfaction with the results of the collective bargaining processes **Target:** Record departments invited to participate in multiple discovery sessions for the ERP upgrade **Target:** 90% of department business requirements have fit-gap documentation completed by 2015. 5. **Tactic:** Identify stakeholders and champions in each department to be the communication conduit between the departments and Human Resource computer systems implementation teams. **Target:** Annually for any Human Resource application implementations **Target:** Survey of department representatives reflects the system is meeting their business needs throughout implementation and after "Go Live". **Target:** Complete in 2015 and sustain annually	

Strategic Direction	Department Goal	Department Objectives & Targets	Department Tactics & Targets	Needed Resources
	3. HR operations are efficient, effective, results driven and customer focused enterprise-wide.	A. **Objective:** Develop systems to improve internal controls, standardize and improve processes and increase compliance.	1. **Objective**: Develop systems to improve internal controls, standardize and improve processes and increase compliance. 1. **Tactic:** Review and document internal controls and processes; update on an ongoing basis. **Target:** 25% of processes are documented each year and put into a sustainable review cycle. **Target:** Changes to internal controls to improve compliance and appropriate handling are suggested and reviewed with department's involvement and updated through the audit process. 2. **Tactic:** Survey department representatives to ensure system implementations and upgrades are meeting their business needs and customer service needs throughout implementation/upgrade and on an ongoing basis. **Target:** Complete in 2015 and sustain annually 3. **Tactic:** Identify opportunities to improve and/or automate processes and minimize manual interventions **Target:** Annually report the process changes made along with relevant business rationale and the savings and efficiencies achieved.	Funding for an onboarding application Funding for the Enterprise Resource Planning (ERP) program Leadership support at all levels Increase access to training tools Funding for programming the integration between Workforce Director and PeopleSoft systems.