



FY 14-15 CENTRAL HUMAN RESOURCES STRATEGIC PLAN PROGRESS REPORT

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CENTRAL HR MISSION, VISION AND VALUES

OUR MISSION

Through leadership and collaborative partnerships, we foster organizational excellence, ensure equity and provide strategic human resources services to attract, develop and sustain a diverse and talented workforce

OUR VISION

Multnomah County is a model government employer, inspiring pride in public service

OUR VALUES

Collaborative Partnerships & Teamwork

We build and sustain productive relationships with others, inside and outside of our organization, fully involving and seeking diverse input and feedback.

Creativity & Innovation

We are open to possibilities and foster creativity and innovation to support continuous improvement.

Customers

We have a passion for service and are committed to knowing our customers' business, anticipating their needs and exceeding expectations.

Diversity & Social Justice

We champion equity and inclusion through the systematic removal of institutional barriers, by addressing disproportionality of resources and opportunities and by demonstrating equitable treatment in our behaviors, policies and practices.

Employee Development

We are committed to maximizing the potential of every employee, maintaining a sustainable workforce and supporting and promoting the County as a learning organization.

Integrity

We meet our commitments in an honest, respectful, fair and ethical manner while providing confidential and professional services.

Leadership

We drive a strategic HR agenda within Multnomah County, engaging and influencing stakeholders and department partners to take a countywide perspective on human resources.

Stewardship

We balance the organization's talent, time and money responsibly and sustainably.

A NOTE FROM THE DIRECTOR

I am pleased to share our HR Strategic Plan Progress Report. Through many people's hard work, we have made substantial progress towards achieving our goals, strategies, and objectives. We knew this was an ambitious plan that would require focus and leadership from across our organization – not just from those in Central HR, but also from many stakeholders and partners. This report is one way to ensure our accountability to that ambitious plan.

I don't think I am alone when I say that the last year has been an especially challenging time at Multnomah County. While our budget began to stabilize for the first time in many years, we experienced turbulent changes in our county leadership. Despite this and the usual shifts in priorities, I am proud to report significant progress towards reaching our vision, including the following highlights:

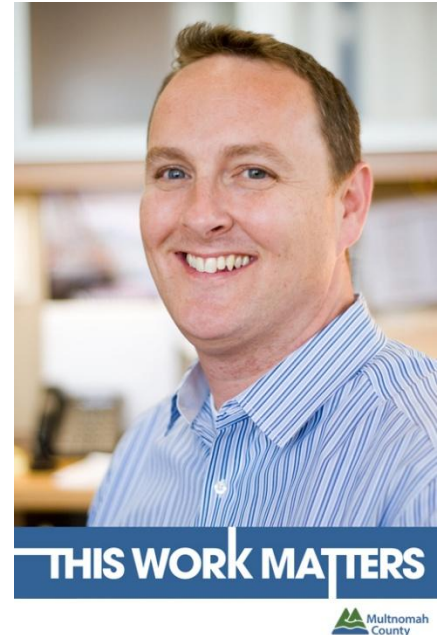
- Completion of our branding campaign—*This Work Matters*— which improves the county's capacity to engage the very best job applicants from diverse backgrounds and to create a user-friendly interface for the civil service process;
- The successful first roll-out of our annual Benefits open enrollment as an eEnrollment; dramatically reducing paper use and facilitating a process that simplifies life for every single employee;
- A significantly reduced carbon footprint for all employees through increased reliance on eLearning, as opposed to formal classroom training;
- Robustly enhanced working partnerships with the Office of Information Technology and Office of Diversity and Equity to advance common goals;
- An intensification of our commitment to the Equity and Empowerment Lens through allocating a position specific to this initiative and supporting Lens training for all HR employees in all departments;
- Finalized recommendations for changes in our use of minimum qualifications in the recruitment and selection process; and
- Launched a successful *Workforce Development and Succession Planning* initiative involving liaisons from all departments.

There is still a lot of work left to be done and much of the work will require ongoing commitment. In the spring of 2015 we will again begin the process of reaching out to the organization to align our future strategies and objectives with organizational needs as we update our plan beyond 2016.

I want to thank the Central Human Resources staff as well as others from across the County including our departmental human resources partners, the Office of Diversity and Equity, and our county leadership and managers for their time and dedication to help move this work forward.

This work does matter. We all have a role to play to strengthen Multnomah County as an employer, and together we will continue to move forward.

Travis Graves
Multnomah County Human Resources Director



OUR PROGRESS

AUTOMATE AND STREAMLINE

Enhance sustainable HR services through technology and process improvement

COMPLETE

1. Build partnerships to promote collaboration and coordinate resources

- ✓ With partners from IT, SAP, ODE, departments and others, we regularly meet to prioritize HR technology related projects. Projects prioritized included roll out of eTimesheets for managers across the organization, Benefits eEnrollment and funding for upcoming performance management projects.

2. Institute sustainable HR practices to align with organizational values

- ✓ Implemented on-demand eLearning trainings including countywide *HIPAA*, *Mandatory Child Abuse Reporting for Government Workers*, and *Ethics in Public Service* which reduced the need for travel and provide instant access to needed learning opportunities. In FY 14, 4,318 employees engaged in some kind of county-offered eLearning at their desk—nearly the same number who participated in classroom-based learning—which reduces the county's overall carbon footprint.

3. Automate forms and improve processes to find efficiencies, reduce barriers, improve data integrity and promote system integration

- ✓ Funding secured to automate and improve the performance evaluation processes (PPR and Probationary Review).
- ✓ Through partnerships with IT and SAP, rolled out Benefit eEnrollment for the first time for January open enrollment.
- ✓ Partnered with SAP and Payroll to roll out eTimesheets to managers.

4. Make HR info accessible to improve communication and provide accessible resources

- ✓ With the completion of the *This Works Matters* branding campaign, completely redesigned the county's jobs pages resulting in a more user friendly and informative experience for future employees.

AUTOMATE AND STREAMLINE (cont)

Enhance sustainable HR services through technology and process improvement

ON THE HORIZON

In collaboration with ODE, expand demographic data collection to include LGBT and additional race/ethnicity categories.

Develop overall HR document management strategy to reduce paper, shrink storage and free staff time.

Automate process and forms for personnel changes (e.g. New Hire and PCAF).

Develop useful and timely HR dashboards.

EQUITABLE & EMPOWERING PRACTICES, STRATEGIES & OBJECTIVES

End inequalities and injustices in the work of human resources through an examination of how our policies, procedures and practices can perpetuate forms of institutional oppression

COMPLETE

1. Strengthen partnerships and build trust with ODE and ERG's to integrate diverse voices and perspectives into the work of Central HR

- ✔ Identified ERG liaisons to work with and regularly attend meetings to share information and exchange feedback on an ongoing basis.
- ✔ Continue to participate as a member of the Equity Council.
- ✔ Talent Development meets monthly with Office of Diversity and Equity to coordinate activities across the organization.

2. Support ODE on the roll-out and implementation of the Equity and Empowerment Lens to improve the quality of services and policy-making

- ✔ In collaboration with ODE, Talent Development developed training curricula and a communication strategy to support the institutionalization of the E&E Lens. Added additional capacity within Talent Development to support this effort and to date completed eleven E&E Lens classes and intensive workshops, as well as four advanced classes.

EQUITABLE & EMPOWERING PRACTICES, STRATEGIES & OBJECTIVES (cont)

End inequities and injustices in the work of human resources through an examination of how our policies, procedures and practices can perpetuate forms of institutional oppression

- ✔ Trained Central HR Staff and departmental HR partners on the E&E Lens. Actively applying the lens to each strategy and objective within the strategic plan including the recent *This Work Matters* branding and review of minimum qualifications projects.
- ✔ Talent Development continues to offer basic diversity education, *Leveraging our Diversity, Nurturing our Excellence* to all new employees. In FY 14, 490 employees attended this class.
- ✔ Aligned diversity and equity trainings offered by Talent Development to support the awareness of the E&E Lens.

3. Ensure equitable application of rules, policies and practices to reduce adverse impacts on a variety of levels

- ✔ Provide ongoing consultative and investigation capacity to departments on issues of harassment, discrimination and retaliation complaints.
- ✔ Through capacity building across the county and within Talent Development, began offering mediation services as an alternative option to conflict resolution specifically addressing inequity or injustice complaints. To date, 32 county employees have been trained as mediators.
- ✔ Continually apply E&E Lens as rules, policies and practices are developed, revised and updated across HR functions.
- ✔ Engaged the Local 88 Employee Relations Committee in an E&E Lens workshop (additional discussion will continue with conclusion of contract negotiations).

ON THE HORIZON

Assist ODE in reviewing and reporting applicant flow statistics across the organization.

Develop advanced training curricula for Building Allyship and Surmounting Internalized Racism.

RECRUITMENT

Improve recruitment and selection in order to build and maintain a diverse and talented workforce

COMPLETE

- 1. Eliminate artificial employment barriers by ensuring that required qualifications, knowledge, skills and abilities are appropriate for successful job performance**
 - ✔ Approved recommendations for changes in our use of minimum qualifications in the recruitment and selection process. Implementation of recommendations ongoing through this fiscal year.
 - ✔ As they are newly created or updated, reviewing classification specifications to confirm requirements are job-related and consistent with business necessity.
 - ✔ Updated job announcement language to provide applicants with resources if they are unable to apply online.
- 2. Institutionalize recruitment and selection best practices to highlight flexibility, promote consistency and ensure quality**
 - ✔ Developed and delivered *Hire the Best* and *How to Recruit for Diversity* training for hiring managers.
- 3. Create entry-level access points to Multnomah County employment in order to reach a more diverse applicant pool and meet emerging staffing needs**
 - ✔ As requested, develop entry-level job classifications in partnership with departments.
 - ✔ Created classification and compensation structure for paid internships.
- 4. Brand Multnomah County's recruitment presence to attract and retain excellent employees**
 - ✔ Developed and implemented *This Work Matters* recruitment branding campaign.
 - ✔ Revised job announcement templates to be consistent with brand. Produced brand style guide and trained recruiters on its use.
 - ✔ Updated the employment website to reflect new brand identity.
 - ✔ Worked with Fleet Management to add *This Work Matters* logo to all new county vehicles.

RECRUITMENT (cont)

Improve recruitment and selection in order to build and maintain a diverse and talented workforce

ON THE HORIZON

Systematically review classifications to confirm requirements are job-related and consistent with business necessity.

Partner with Employment Committee, ODE and ERG's to develop recruitment outreach strategies and resources.

Publish recruitment and selection best practice guidelines for Multnomah County.

Develop and deliver Recruit the Best training for recruiters.

Improve recruitment and selections rules and processes, emphasizing merit and equity principles.

Evaluate This Work Matters recruitment branding project.

WORKFORCE DEVELOPMENT

Foster a skilled, engaged and healthy workforce prepared and supported to meet the evolving needs of our organization and communities, both internal and external

COMPLETE

1. Develop and implement workforce and succession plan to build bench strength and prepare for future retirement

- ✔ Completed workforce analysis *The Changing Workforce: Transition to the Future*.
- ✔ Created a Succession Planning Liaison Team (SPLT), department liaisons and early adopters, to coordinate and lead *Workforce Development and Succession Planning* activities at the department level.
- ✔ Developed and implemented *Succession Planning for Managers* class, which was enthusiastically evaluated by department attendees. Continue to offer *Career Management in the 21st Century* to employees.
- ✔ Initiated *Workforce Development and Succession Planning* program and engaged with nine consultants to assist in specific departmental succession planning challenges.

WORKFORCE DEVELOPMENT (cont)

Foster a skilled, engaged and healthy workforce prepared and supported to meet the evolving needs of our organization and communities, both internal and external

2. Expand training, organizational development and career management opportunities to meet the changing needs of programs, departments and employees

- ✔ In FY 14, a record number of Multnomah County employees (5,861) participated in classroom training offered by Talent Development, a 59% increase from the previous fiscal year.
- ✔ ELearning is fast becoming a major route for knowledge transmission and skill-building, with 4,318 employees engaging in some kind of county-offered eLearning in FY14.
- ✔ Over 3,000 employees (66%) satisfactorily demonstrated their understanding of the Ethics of Public Service through completion of an eLearning developed by Talent Development. Over 400 supervisors and managers attended classroom training on the Ethics of Public Service.
- ✔ Through an analysis of countywide training needs developed and delivered new classes which include: *Video Production; Visual Facilitation; Practicing Workplace Sustainability; Practicing Adaptive Leadership; Running Focused, Engaged Meetings; Time Management; Practicing Mindfulness in the Workplace; and Managing Up, Managing Yourself.*
- ✔ Expanded Supervisor Learning Series and implemented successful Lead Worker Development Series.
- ✔ In response to needs identified in the most recent Employee Survey, implemented new coaching skills program for managers and supervisors which includes assessment, developmental planning and support to create a “coaching culture.” To date, 40 managers are in the process or have completed the program.
- ✔ Updated the New Employee Orientation with eLearning opportunities and new focus on County culture and pride in public service.

3. Foster employee engagement and retention to increase job satisfaction, employee morale, commitments, organizational effectiveness and pride in public service

- ✔ Conducted countywide 2013 Employee Survey which was completed by a record number of 3,015 employees (59% of workforce).

WORKFORCE DEVELOPMENT (cont)

Foster a skilled, engaged and healthy workforce prepared and supported to meet the evolving needs of our organization and communities, both internal and external

4. Enhance wellness initiatives and tools to promote the health and well-being of County employees, retirees and their families

- ✔ In partnership with over 140 county staff, developed three countywide wellness campaigns to support a culture of health. To date 2,195 employees have participated in the campaigns.
- ✔ Launched the Listening Project to gather feedback from County managers to increase the integration of health and productivity concepts into the daily work of County teams.
- ✔ Secured \$20,000 innovation grant to fund a pilot project with the Department of Community Services to launch our first department-specific wellness campaign.
- ✔ Expanded Employee Benefits Advisory Team (EBAT) to include membership from 13 unions and non-represented employees to create a forum for dialogue concerning benefit issues.

ON THE HORIZON

Update workforce analysis report to provide additional in depth analysis (to be published early 2015).

Develop and publish Multnomah County Succession Planning model to guide future succession planning efforts.

Expand formal mentoring programming in partnership with Employee Resource Groups to improve retention and foster inclusion and professional growth.

Pilot process to partner with departments to create department-specific wellness action plans / campaigns.

In partnership with the EBAT, begin Strategic Benefits Planning process.