

**THIS
WORK
MATTERS**

*Supporting the
people who
serve our
community.*



Central Human Resources

Fiscal Years 2017 – 2019 Strategic Plan



Presented on
July 21, 2016

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Message from the Chief Human Resources Officer



Travis Graves, Chief
Human Resources Officer

“After hearing from our partners, reviewing our current systems and researching best practices, I believe that implementing a new enterprise resource planning (ERP) system is the most important project Central HR can spearhead to move Multnomah County forward.”

I’m pleased to introduce Multnomah County Central Human Resources Strategic Plan for fiscal years 2017–2019. This ambitious plan will enhance the services we provide and improve effectiveness and efficiency across the county. This plan includes four major goal areas—technology; equity, a theme that runs through every goal area and project we manage; recruitment; and workforce development. All of these goals are founded on our refocused mission: “Supporting the people who serve our community.”

Because our work impacts every department in the county, we collaborated with our diverse stakeholders to develop a plan that aligns our priorities with those of the larger organization. We learned that county leaders want better tools for making data-driven decisions. We learned our HR partners want to move away from transactional work to become more focused on the strategic processes—such as workforce planning and recruitment outreach—that are critical to our success.

After hearing from our partners, reviewing our current systems and researching best practices, I believe that implementing a new enterprise resource planning (ERP) system is the most important project Central HR can spearhead to move Multnomah County forward. While designing and implementing a new ERP is not the only goal in this plan, it is our number one priority.

Successfully implementing a new ERP will require a significant commitment of time and resources countywide, but the results will be profound and long lasting. By leveraging the capabilities of a powerful, updated human resources information system (HRIS), this new ERP will help us make the important shift from transactional work to strategic collaboration. Streamlined processes and automated tasks will help HR staff across the organization work more efficiently. Data dashboards will allow managers and county leaders to monitor trends quickly and easily in real time, supporting their ability to make effective decisions. Managers and staff across the county will have direct access to relevant data in a user-friendly format.

In addition to this exciting ERP project, our new strategic plan focuses on staff development, building new skills and developing resources to strengthen resiliency and effectiveness, while keeping an eye toward equity to ensure we support this overarching goal.

We believe that exceptional managers play a key role in employee engagement and organizational effectiveness. To this end, we will identify the competencies needed to be an effective manager and adjust relevant training programs accordingly.

We are proud of the work we have done to develop this plan, but that work is not yet over. Given the scope of the ERP project, and the fact that we are still defining the details and the timeline, we will need to be flexible in our approach to achieving many of the goals outlined in this plan. We will also need our partners to be flexible and willing to adapt as the path forward becomes clearer. Because of these unknowns, and because we recognize that business needs and priorities can change frequently, we consider this a living document. We will revisit it quarterly to assess our progress, and we will modify it as needed to stay in alignment with the changing business needs and priorities of our staff, our partners and the county as a whole.

Collaboration with our human resources partners in each department is critical to the success of this plan. We look forward to working closely with our HR colleagues and other stakeholders in the years to come.

A handwritten signature in black ink, reading "Travis Graves". The signature is fluid and cursive, with a prominent initial "T" and a long, sweeping underline.

Travis Graves
Chief Human Resources Officer (CHRO)

Executive Summary

Introduction

Multnomah County Central Human Resources Strategic Plan for fiscal years 2017–2019 updates and builds upon our previous plan. The current plan includes a new mission statement to refocus our work: “Supporting the people who serve our community.” In pursuit of our mission and in alignment with our stakeholders’ top needs, we’re prioritizing our resources to modernize the county’s technology. We believe a new enterprise resource planning (ERP) system will revolutionize human resources and deliver greater value to the organization. With the new ERP, we’ll be able to automate and improve business processes and deepen the strategic partnership between HR and the county’s managers and leaders. Employees at all levels will have quicker, easier access to the data they need.

We are committed to developing countywide dashboards and metrics that will increase transparency and accountability, and drive a culture of continuous improvement. Although we’re concentrating our resources on supporting the ERP implementation, this plan includes a variety of other strategies that we will strive to accomplish as well. Human Resources exists in a dynamic environment. We will review and, if necessary, revise this plan as information about available resources and timelines related to the ERP solidifies. We may carry over unfinished strategies and objectives to our next plan.

Process and Themes

Twenty-five stakeholder groups from across the organization provided input between February and April 2016. We received hundreds of comments, which we analyzed to identify themes. Many of our stakeholders expressed a desire for Multnomah County to become a more efficient, nimble organization that makes data-informed decisions. Meanwhile, our departmental Human Resources colleagues conveyed a need for better reports, insights and business processes. For these things to happen, we need to modernize and fully leverage HR technology.

Our stakeholders are also focused on the county’s talent needs, with an emphasis on inclusion, diversity and equity. Managers must be able to develop employees equitably at all levels, with a focus on workforce planning. Recognizing the increasingly competitive job market, many suggested the county develop proactive recruitment strategies and reconsider its compensation philosophy to meet current and future talent needs. Meanwhile, there is a need to cultivate skilled leaders to better engage and retain staff.

Each functional unit within Central Human Resources conducted an analysis of strengths, weaknesses, opportunities and challenges to identify additional strategic initiatives. Furthermore, we carried over projects from the previous plan that we considered relevant priorities, and we looked to the county’s 2015 employee survey as another source of inspiration. Central Human Resources employees met twice in April as a part of the strategic planning process. Managers from each unit held a retreat in May to agree on goals and start working on related strategies and objectives.

Goals

To guide our strategic focus through fiscal year 2019, this plan includes four goal areas that align with and complement our stakeholders' priorities and needs.

1. **Technology and Business Processes:** Increase the quality and impact of HR programs and services through continuous improvement and by maximizing the use of technology.
2. **Equitable and Empowering Practices:** 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.
3. **Recruitment:** Improve recruitment and selection in order to build and maintain a diverse and talented workforce.
4. **Workforce Development:** Foster a skilled, engaged and healthy workforce prepared and supported to meet the evolving needs of our organization and our communities, both internal and external.

Equity is an overarching goal that informs every aspect of this plan. We're committed to deepening our use of the Equity and Empowerment Lens to make Multnomah County a more inclusive, welcoming employer; removing barriers to equity that may exist in our policies and practices; and partnering with the Office of Diversity and Equity to support learning and culture-change efforts.

The new strategic plan includes strategies and objectives focused on bringing us closer to our goals. Highlights include:

- Implementing a new ERP that will increase HR's operational capacity, add strategic value, and improve access to data for decision-makers, managers and staff.
- Adopting a culture of continuous improvement, including training and resources to support operational efficiencies.
- Innovating performance management to increase efficiency and clarify the connection between individual actions and organizational goals.
- Ensuring the equitable application of policies and practices; identifying and implementing ways to consistently and systematically apply the Equity and Empowerment Lens throughout Central Human Resources.
- Assessing the county's compensation philosophy to aid recruitment and retention efforts.
- Creating a culture of proactive recruiting among recruiters, managers and staff.
- Refining and promoting knowledge transfer tools and training to build internal bench strength and prepare for future retirements.
- Updating and expanding learning and professional development opportunities.

Strategic Planning Process

Central Human Resources exists to support the success of Multnomah County. We must understand the concerns and priorities of our stakeholders to ensure that we have identified the right human resources goals, strategies and objectives. Committed to an inclusive process, we invited feedback from key individuals and groups from across the organization to help identify priorities and needs. Between February and April 2016, we heard from 25 separate stakeholder groups, including elected officials, department leadership teams, Human Resources units, Employee Resource Groups (ERGs), the Operations Council, managers, supervisors, the Equity Council, and Metropolitan Workforce Equity Coalition members. We asked all stakeholders the following questions:

1. What are your strategic priorities or areas of focus over the next few years?
2. Is there anything you suggest Central Human Resources should stop doing that is not adding value to you/your business area?
3. Is there anything Central Human Resources should start doing to help you accomplish your goals?
4. Is there anything Central Human Resources should continue doing or do differently to continue to support you or help build capacity?

Central Human Resources employees participated in two all-staff retreats in April 2016 to build awareness of the larger strategic planning process; provide opportunities for input; deepen collaboration and teamwork across units; and address our mission, vision and values. In the course of these retreats, we agreed our vision and values hold true, but we wanted to reshape our mission. We formed a team that included one employee from each unit to work on the updated mission statement.

We received and analyzed hundreds of comments from our stakeholders. (See “Key Stakeholder Themes” on the following page for more details.) Additionally, each Central Human Resources functional team met to analyze internal strengths and weaknesses and external opportunities and challenges. We also reviewed the 2015 Employee Survey as part of our analysis.

Central Human Resources managers met in May 2016 to review stakeholder themes and other inputs. We unanimously agreed that implementing a new ERP is our top priority. Our next step was to consider whether our goal areas needed to be revised. Ultimately, we agreed our previous goals are still applicable. We reviewed our strategic plan for fiscal years 2014–2016 and categorized each objective as finished, in progress or not started. We then began to build the first draft of our updated strategic plan. In June 2016, we held a follow-up meeting with all Central Human Resources staff to solicit input on draft goals, strategies and objectives. We then asked our colleagues in the Office of Diversity and Equity to review the draft using the Equity and Empowerment Lens as a quality tool. In early July 2016, we sent the final draft to our stakeholders for feedback. We reviewed recommendations and made final edits before finalizing the plan.

Key Stakeholder Themes

Feedback from our stakeholders throughout the organization revealed the four major themes detailed below. These themes inspired the goals, strategies and objectives in this plan.

Become a more efficient, nimble organization through the use of technology. For Multnomah County departments to best meet the needs of the community, we need to shift to a culture that makes data-informed decisions and embraces continuous improvement. Many of our leaders expressed a desire to develop metrics and have access to timely, meaningful data. We expect the new ERP to simplify human resources processes, allow us to gain efficiencies and provide useful data.

Embed the use of the Equity and Empowerment Lens as a quality tool. To ensure Multnomah County is an equitable and inclusive employer and service provider, we need to further our work in applying the Equity and Empowerment Lens across all functional areas of Human Resources and model its use for the organization as a whole. We will adopt a targeted universalism approach because we believe that all employees should have an opportunity to reach their full potential, and that it is important for us to understand and address the ways employees are situated differently when developing strategies.

Address the county's talent needs with a focus on diversity, equity and inclusion.

Retirements continue to put pressure on the organization, elevating the importance of workforce and succession planning and highlighting the need for a well-calibrated recruitment process. Many of our stakeholders expressed a strong desire to adopt active recruitment strategies, including outreach, to increase the diversity of our applicant pools. We need to ensure new employees are set up for success through onboarding and other supports. Central Human Resources can lead these efforts by ensuring we have the tools and policies in place to form strong talent pipelines, make great hiring decisions, and retain high-performing employees.

Continue to invest in workforce development. Central HR can drive improvement throughout the organization by providing managers with the tools and training they need to be effective leaders, and by designing and delivering career development programs for employees at all levels to increase employee engagement and retention and position Multnomah County as a highly desirable employer in the region. We will consider the experience of all employees in designing professional development, engagement and retention programs, with an eye toward creating a more positive and inclusive environment for employees who historically have felt marginalized or otherwise negatively impacted by how they are viewed in the workplace.

Mission, Vision and Values

Mission

Supporting the people who serve our community.

Vision

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

Values

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

Creativity and 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 and 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.

Goals, Strategies and Objectives

The goals and related strategies and objectives outlined in this plan are designed to enhance the talent, skills and impact of the entire organization. Implementation of the new ERP will be a massive, transformational effort for Multnomah County. We will have a singular focus to ensure it is a success. All directly related objectives are noted as C (Core ERP) in the ERP column; objectives marked as D (Dependent on ERP) will not start until after the ERP implementation is complete; objectives marked as S (Supports ERP) indicate work designed to support the future use of the ERP.

Equity is an overarching goal that's embedded in every Central Human Resources project. Through this plan, we intend to deepen our commitment to equity in the workplace by carrying out the objectives outlined in Goal 2.



Goal 1: Technology and Business Processes

Increase the quality and impact of HR programs and services through continuous improvement and by maximizing the use of technology.

Strategies	Objectives	ERP
1. Implement a new ERP that will increase HR's operational capacity and add strategic value	1.a. Develop an operational blueprint to guide the transition from our current state through implementation of the new ERP	C
	1.b. Document and analyze current state business processes; include recommendations to increase data accuracy, reduce delays and automate routine transactions	C
	1.c. Develop and carry out a comprehensive implementation plan for the new ERP, including the development of future business processes and performance measures and identification of resources	C
	1.d. Research and adopt an effective change management philosophy and tools to guide efforts related to ERP implementation	C
	1.e. Improve access to data for employees and managers via self-service in the new ERP; develop and deliver support options needed to help managers and staff become self-reliant	C
	1.f. Develop useful and timely HR dashboards tied to identified measures to more effectively spot trends and inform workplace management decisions	C
2. Adopt a culture of continuous improvement, including training and resources to support operational efficiencies	2.a. Research, recommend and implement a model for quality improvement and program evaluation that facilitates data-driven decision-making at all levels	S
	2.b. Research and recommend an HR analytics roadmap addressing the development of knowledge and tools, and identifying an external source for benchmarks and an internal source for data extraction	C
3. Improve communications and collaboration within Central Human Resources and with our stakeholders	3.a. Develop a communications strategy, planning resources, protocol and suite of resources to ensure stakeholders receive timely, interesting and engaging HR-related news and updates	S
4. Innovate performance management to increase efficiency and clarify the connection between individual actions and organizational goals	4.a. Implement an online performance review tool and develop a performance evaluation process following HR best practices	D
	4.b. Reinvent and align performance management practices to reflect current neuroscience and best practices ("Performance Management 2.0")	
	4.c. Review and update Multnomah County competency model	S
5. Ensure meaningful and sustainable benefits for employees at all levels of the organization in the course of benefits plan design changes	5.a. In partnership with our unions and vendors, research and recommend updates to employee benefits plans	

Goal 2: Equitable and Empowering Practices

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.

Strategies	Objectives	ERP
<p>1. Ensure equitable application of policies and practices to reduce adverse impacts on a variety of levels</p>	<p>1.a. Apply the Equity and Empowerment Lens as we develop or revise policies and practices to mitigate adverse impacts</p> <p>1.b. Identify and implement ways to consistently and systematically apply the Equity and Empowerment Lens in all Central HR functional areas</p> <p>1.c. Review the initial analysis from the auditor's pay equity report to identify potential pay equity issues within the compensation structure</p>	
<p>2. Strengthen and leverage partnerships with the Office of Diversity and Equity (ODE) and Employee Resource Groups (ERGs)</p>	<p>2.a. Continue to support ODE in the development of a workforce equity plan in partnership with community partners</p> <p>2.b. Develop trans-inclusive workplace guidelines in partnership with ODE's county workgroup</p> <p>2.c. Strengthen and leverage relationships with ERGs to provide stakeholder input on policy development or revision</p> <p>2.d. Continue to support ODE's work strengthening the county's Affirmative Action compliance program</p>	
<p>3. Influence collective bargaining processes and labor agreement terms by applying the Equity and Empowerment Lens in the negotiation process</p>	<p>3.a. Conduct review and analysis of county labor agreements using the Equity and Empowerment Lens; analyze stakeholder willingness to apply the lens in successor bargaining; and engage willing partners</p>	

Goal 3: Recruitment

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

Strategies	Objectives	ERP
1. Assess the county's compensation philosophy and provide compensation-related tools/resources to aid recruitment and retention efforts	1.a. Explore options regarding the county's compensation philosophy to ensure competitiveness	D
	1.b. Explore options for developing a total compensation statement and tools showing the full scope of an employee's benefits and compensation that can be used for recruitment and retention purposes	
2. Eliminate artificial employment barriers by ensuring that required qualifications, knowledge, skills and abilities are appropriate for successful job performance	2.a. Systematically review the classification system and all classification specifications to better align structure with the county's mission, goals and culture; ensure consistency by standardizing the class format and process; and provide flexibility in meeting recruitment and succession planning business needs	
	2.b. Evaluate to what extent the minimum qualifications project eliminated barriers to entry; follow through on recommendations	
3. Adopt recruitment and selection best practices to highlight flexibility, promote consistency, reduce bias, and ensure quality across the organization	3.a. Streamline and optimize recruitment and selection rules and processes, emphasizing merit and equity principles	
	3.b. Publish recruitment and selection best practice guidelines for Multnomah County to ensure greater quality and consistency countywide	
	3.c. Develop and deliver <i>Recruit the Best</i> training for recruiters	
	3.d. Create tools to evaluate recruitment processes and assist in continuous improvement	
	3.e. Develop resources to help recruiters and managers identify and hire high-potential candidates with the aptitude to be successful contributors	
4. Create a culture of proactive recruiting among recruiters, managers and staff to attract a diverse, qualified applicant pool	4.a. Develop talent pipeline and outreach strategies in collaboration with our internal and external stakeholders	D
	4.b. Research and recommend a formal brand ambassador and referral program	

Goal 4: 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.

Strategies	Objectives	ERP
1. Develop, refine, update and implement succession planning initiatives and programs to build internal bench strength and prepare for future retirements	1.a. Refine and promote knowledge transfer tools, provide general knowledge transfer training and specific technical assistance to departments, and create web resources 1.b. Develop a Legacy Institute (a “leadership academy” for key county influencers) for employees within five years of retirement 1.c. Promote job rotation programming best practices and provide support to departments who are enhancing their employees’ job rotations 1.d. Define and build consensus on a countywide workforce planning model that deepens the ability to systematize and maximize all identified pipelines for bringing new talent into the organization	
2. Update, adapt and expand training, organizational development and career management opportunities to meet the changing needs of programs, departments and employees	2.a. Expand technology offerings to promote increased adoption of Google Apps (Grow with Google) 2.b. Support adoption of IT self-service model through expanded online resources, increased on-demand learning, and up-to-date learning engagements in class 2.c. Evaluate the effectiveness of the Leadership Academy and develop a plan to implement recommendations	
3. Build great managers by creating, updating and strengthening onboarding and tailored, competency-based support for all supervisors and managers	3.a. Define the ideal profile of a high-performing leader at Multnomah County and the mechanisms of professional development to reach that ideal 3.b. Research, update and expand learning and professional development opportunities for supervisors, especially new supervisors and managers new to the organization, with expanded training, coaching and mentoring for this cohort	
4. Promote well-researched, neuroscience-based, innovative models of change management to facilitate more agile adaptation at all levels of the organization	4.a. Expand and promote adoption of <i>Practice of Adaptive Leadership</i> , including communication strategies and toolboxes 4.b. Expand and promote <i>Brain-Savvy Boss</i> classes including researching, developing and piloting new classes related to change management, and building a community of practice to facilitate continuous learning 4.c. Promote and provide contemporary, research-based organizational development tools, resources and strategies for leaders tasked with bringing about team, division and department-specific changes	
5. Foster employee engagement and retention to increase job satisfaction and promote positive employee morale, organizational effectiveness and pride in public service	5.a. Assist with development and dissemination of the countywide employee survey to inform departments and make recommendations for improvement 5.b. Use employee survey data to assess experiences of employees from various identities; develop plan to reduce disparities and foster employee engagement and retention	

Strategies	Objectives	ERP
	<ul style="list-style-type: none"> 5.c. Use the new ERP platform to improve new employee onboarding 5.d. Carry our employer brand, This Work Matters, through the entire employee experience 5.e. Support new hires through mentorship/buddy system to improve onboarding and retention 	D
<p>6. Enhance wellness initiatives and tools to promote the health and well-being of county employees, retirees and their families</p>	<ul style="list-style-type: none"> 6.a. Convene an advisory board to prioritize and design innovative wellness programs, policies, practices, infrastructure and campaigns to support a culture of well-being 6.b. Recruit and train wellness liaisons to create evidence-based wellness programming and campaigns tailored to individual worksites and departments, in line with priorities set by advisory board 6.c. Integrate health and wellness priorities into countywide supervisor and lead worker training classes to promote support for employee wellness 6.d. Ensure consistent inclusion of wellness-driven benefit design features in changes considered and adopted by the Employee Benefits Advisory Team 	

Functional Areas

Central Human Resources is composed of six functional areas, each providing targeted services to create a positive, productive and healthful work environment for Multnomah County employees. Each program area has developed its own set of strategies and objectives to further the division's 2017–2019 strategic plan.



Central Human Resources employees

Office of the CHRO

The Office of the CHRO oversees the work of all Central Human Resources units, ensuring that programs work in concert to effectively serve employees throughout the county. The Office of the CHRO also coordinates countywide events such as New Employee Orientation, years of service awards and employee recognition activities to engage Multnomah County's workforce.

Labor Relations

Labor Relations fosters constructive relationships between labor and management based on integrity, cooperation, equity and social justice. The unit works to achieve solutions that balance employee interests with county business needs by providing guidance, training and recommendations on managing performance, conduct issues and contract interpretation. Labor Relations also hears and resolves escalated grievances, administers the county's drug and alcohol policy, and manages unemployment claims.

Classification and Compensation

Classification and Compensation works to establish competitive pay and classification frameworks to attract skilled applicants, and to address internal equity, promote employee retention and support career growth. To achieve this, the unit performs job classification studies; develops new classifications; establishes competitive salary ranges; classifies new positions and reclassifies existing positions, when appropriate; and ensures compliance with wage and hour laws.

Talent Development

Talent Development promotes a culture of lifelong learning, critical thinking and continuous performance improvement through countywide training and organizational development. The unit designs and delivers integrated learning systems focused on employee, supervisory and leadership development, and technology courses. In addition, Talent Development supports succession planning and workforce development and enhances organizational development and strategic partnerships through the Multnomah Leadership Academy, career management classes, executive coaching, mediation and conflict resolution, strategic planning, team building and more. The unit also delivers strategic communication through Multco Commons, Multco Learns and Wednesday Wire.

Project Management/Human Resources Information Systems (HRIS)

Project Management/HRIS executes countywide strategic initiatives and operational support projects related to human resources. This unit works to build collaborative relationships and support HR staff countywide through project management, business analysis, process analysis and architecture, ensuring HR data integrity, offering post-production business support and more.

This unit also administers the county's applicant tracking system, manages the county's jobs and career-related websites, develops recruitment marketing strategies and materials, and maintains countywide recruitment lists.



Benefits and Wellness

Benefits and Wellness focuses on keeping employees and their families healthy and happy while ensuring sustainable financial stewardship for Multnomah County. This office develops and administers an affordable, comprehensive array of benefits for employees and their families through retirement. The unit promotes evidence-based wellness programs for employee self-care, focusing on nutrition, movement and stress management. Leave Administration provides service to employees through compassionate, equitable and consistent application of FMLA/OFLA leave rules and policies.

Appreciation

We want to take the opportunity to appreciate the work and feedback of many who helped to make the Central Human Resources Strategic Plan a reality. First, our project manager Amy Lippay worked tirelessly to ensure all voices were heard, that our team kept on track and ultimately facilitated the completion of our final plan. In addition, we want to call out the following groups and individuals for their contributions:

Deborah Kafoury, County Chair
Jules Bailey, District 1 Commissioner
Loretta Smith, District 2 Commissioner
Judy Shiprack, District 3 Commissioner
Diane McKeel, District 4 Commissioner
Metropolitan Workforce Equity Coalition
Department Leadership Teams
Department HR Teams
AdAPT ERG
Family Advocates of MultCo ERG
Employees of Color ERG
Green Team ERG
Immigrants and Refugees ERG
Managers of Color ERG
Multco Volunteer Program ERG
Prism ERG
Vital Aging Network ERG
Veterans ERG
The Office of Diversity and Equity
Direct Report Management Team (DRM)
Operations Council
Equity Council

Lastly, a big thank you to the members of the Central Human Resources Division:

Amy Aragon	Jeannine Herrera	Laura Sampson
Jodi Ballard-Beach	Steve Herron	Ivy Scazzafavo
Anne Berry	Denise Holtrop	Scotty Scott
Theresa Carroll	Steven Joiner	Wayne Scott
Angela Cration	Collaine Kelly	Alyssa Sonne
Victoria Cross	Kelly Klein	Jeannie Staino
Sharon Daniel	Amy Lippay	Kelley Tralle
Cessa Diaz	Tami Mahrt	Olga Ward
Kelli Gallippi	Kylie Menagh-Johnson	Jane Williams
Daniel Garcia	Karie Miller	Karen Willson
Justin Hamburg	Vanesa Mujcic	Nancy Wilton
Jeff Heinrich	Susan Mullett	Kristin Wray
	James Opoka	

Appendix A: Organizational Chart

Central Human Resources

ORG CHART AUGUST 2016

Key:
 Blue box = program
 Brown box = Direct Reports to HR Director
 Double lines = Manager Level Positions
 Dashed line = no supervision relationship (Dept HR Managers)
 Orange Box = Represented positions

