



Multnomah
County
Central Human
Resources

FY 2014-2016 Strategic Plan

Presented on
March 20, 2013

Table of Contents

1	Message from Travis Graves, Central Human Resources Director	3
2	Introduction	4-5
3	Trends	6
4	Process	7-8
5	Mission, Vision, and Values.....	9
6	Strategies and Objectives.....	10-13
7	Functional Area Objectives.....	14-17
	Appendix A: Organizational Chart	18

1 Message from Travis Graves, Central Human Resources Director

"We are determined to make progress toward fulfilling the commitments outlined in the strategic plan and have committed our limited resources to its completion."

I am pleased to present the Central Human Resources FY 2014-2016 Strategic Plan. This plan is the result of hard work by Central HR staff, as well as that of key stakeholders and our departmental HR partners. This strategic plan will guide the work of Central HR over the next three years and aligns with the values of the organization. The updated plan includes four new goal areas, as well as slightly revised mission, vision, and values. It is a living document that will adapt to changes in the needs of our organization.

My sincere thanks goes out to all of our Central HR staff and to the following Strategic Planning Committee members for their hard work and dedication:

Jade Dodge Kelli Gallippi Alyssa Gasca (Facilitator) Carla Gonzales Jeff Heinrich Abbey Hendricks Steve Herron Amy Lippay	Susan Mullett Chris Radzom Wayne Scott Kelley Tralle Jane Williams Nancy Wilton Jim Younger
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I would also like to extend my gratitude to our stakeholders who provided feedback during this process:

Department Leadership Teams Department HR Partners Direct Report Managers Employee Resource Group (ERG) Members Equity Council	Joanne Fuller, COO Line Management Office of Diversity and Equity (ODE) Operations Council
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We want to specially thank Sonali Balajee, Senior Policy Advisor on the Equity and Empowerment Lens, and Ben Duncan, Health Equity Initiative Manager, for lending us their expertise applying the Equity and Empowerment Lens with a Racial and Justice Focus ([E&E Lens](#)), increasing our skill level around the tool's use and providing invaluable feedback to strengthen our plan.

We are determined to make progress toward fulfilling the commitments outlined in the strategic plan and have committed our limited resources to its completion. The four goals areas and associated objectives will provide Central HR with guidance and meaningful work over the next three years.

2 Introduction

“We are committed to and focused on the people within our organization in order to better serve the people in our community.”

The Central HR strategic planning process was innovative in that it solicited and incorporated a vast amount of feedback and integrated the E&E Lens. Utilizing the lens is new to our work and we are committed to stretching ourselves and incorporating this tool into our day to day work and decision making.

Human resources means just that - we are committed to and focused on the *people* within our organization in order to better serve the *people* in our community. In Multnomah County, human resources operates under a decentralized model. Central Human Resources is responsible for countywide HR policy, systems and practices, labor relations, classification and compensation, wellness and employee benefits, the newly created county privacy program, and corporate training and organizational development activities. Department human resources has responsibility for providing employee relations, HR consultation including discipline and grievance handling, HR systems implementation (e.g. performance evaluation processes and exit interviews), recruitment, general HR administration, and departmental training and organizational development activities.

While this plan represents the strategic direction for Central Human Resources, we know that we cannot accomplish our goals without the co-leadership and support of our departmental HR partners, not to mention the help of our many stakeholders. Therefore, we will continue to collaborate and coordinate with our partners to ensure our implementation planning is done in an inclusive manner that takes into account their workload and priorities.

The strategic plan highlights four goal areas that will be our focus over the next three years. These goals were developed based upon the feedback we received from various stakeholders and are Automate & Streamline, Equitable & Empowering Practices, Recruitment, and Workforce Development. While Equitable & Empowering Practices is listed as a specific goal area, it is also one that is infused throughout the strategic plan and the strategic planning process. We believe that in order to move towards equity and empowerment we must strive to end the inequities and injustices in the work of human resources through an examination of our policies, procedures, and practices. We will continue to align our strategies and objectives with the six outcome areas of the E&E Lens which are Shift in Social Norms, Strengthened Organizational Capacity, Strengthened Alliances, Strengthened Base of Support, Improved Policies, and Changes in Impact.

We considered the needs of all populations, but we simultaneously believe a one-size-fits-all approach does not adequately eliminate specific inequities. So, we will work to ensure our approaches are both universal and targeted (see introduction in E&E Lens). Hence, we will be considering the benefits and burdens of our work on all populations, paying particular attention to communities of color, immigrants, and refugees.

Automate & Streamline: Stakeholders expressed a need for automating and streamlining HR systems and processes. The feedback received included automated and paperless processes, reducing the need for paper forms, increasing SAP functionality, providing support and guidance on teleworking and flexible schedules, eliminating unnecessary processes, and

providing consistency on the application of rules.

Equitable & Empowering Practices: Specific equity needs were identified during focus groups and feedback sessions. Feedback included strengthening the Central HR/ODE partnership, incorporating diverse perspectives into decision-making processes, and ensuring consistent application of rules to eliminate adverse impacts. Central HR also identified the need for supporting the roll-out of the E&E Lens, as well as applying it to future work.

Recruitment: Recruitment was mentioned most during feedback and focus group sessions. The input received included the need to address barriers presented by the online only application process, minimum qualifications that don't necessarily reflect the true needs of positions, addressing barriers to diversity in applicant pools, branding to attract diverse and talented applicant pools, increase in entry level and trainee positions, and the need to provide guidance on recruitment requirements in order to streamline the process.

Workforce Development: The needs associated with workforce development spanned across several areas and included increasing leadership training opportunities, increasing internal bench strength, providing guidance and support with succession planning, providing guidance on developmental opportunity processes (stretch assignments, temporary assignments, executive loan), support for knowledge management, and increasing employee retention and engagement.

Throughout the implementation of the strategic plan, we are committed to applying the E&E Lens when creating action items for each goal area. The types of actions taken will range from subtle and behavioral to more visible and policy based. The feedback we received was both thematic and detailed. The strategic plan highlights the thematic goals, strategies, and objectives and does not include detailed action plans. However, we are committed to incorporating the detailed feedback in our implementation planning (see [Central HR Feedback Themes & Priorities document](#)).

We understand that improvements in HR rely on large-scale institutional change. Such change requires leadership to build in accountability measures. We are committed to tracking our successes and challenges and making movement. We will be accountable to tracking and reporting our progress and communicating our results in a transparent way. We will celebrate our accomplishments and continue to advocate for the elimination of identified root causes. We support the E&E Lens value of democratizing the data. Therefore, feedback received, the strategic plan, action plans, and other associated data will be made available to all employees on Multco Commons.

3 Trends

During the November 2012 strategic planning retreat, several trends were identified by participants. Overall, across human resource disciplines, the following trends were discussed:

- As we see more retirements and hiring in our management and executive ranks, we realize the skill and experience level in our executive leadership will also change.
- The demographics of our workforce and those in the larger community are changing. The county needs to be prepared not only to grow our own but to compete in a tighter employment market.
- Ensuring equity and inclusion in the work of the county continues to be a high priority and is reflected in our planning.
- To attract future talent, the county needs to improve its branding as an employer.
- In order to support the needs of the organization, we must focus on ways to find efficiencies, automate the work we do, and leverage technology.
- Championing sustainable business practices is a key organizational value.
- The healthcare landscape is rapidly changing which has an impact on our employee benefits. To keep ahead of these changes, we need to make a concerted effort to improve the wellness of our workforce.

4 Process

“We will continue the work by creating action plans and actively engaging with our partners on implementation.”

From the beginning of the strategic planning process, it was our intention to be inclusive and invite a variety of stakeholders to the table, in order to have diverse perspectives inform our strategic focus. Throughout our process, we incorporated meaningful engagement at all levels of the organization, including those most impacted by inequities. Prior to the strategic planning retreat, we attended meetings with all Department Leadership Teams, Direct Report Managers, Equity Council, and Operations Council, as well as conducted focus groups with managers/supervisors and Employee Resource Groups. During these sessions, we posed four questions for input:

1. What are your strategic priorities/focus areas for 2013?
2. Is there anything you would suggest Central HR stop doing that is not adding value to you/your business?
3. Is there anything Central HR should start doing to help you accomplish your goals?
4. Is there anything Central HR should continue doing or do differently to continue to support you?

We received a wealth of information that was transcribed, compiled, analyzed for themes, and presented at the strategic planning retreat. Central HR managers also spoke with members of their teams who did not participate in the retreat to gather their feedback, as well. The themes identified were used to directly inform the goals and objectives of the strategic plan.

The strategic planning retreat took place during November 2012 and was comprised of employees from all work units within Central HR (Employee Benefits Office, Classification and Compensation, Labor Relations, Project Management, and Talent Development). Due to the fact that our last strategic plan applied to all County HR departments, the vision, mission, and values were updated slightly to reflect a Central HR focus. The majority of the day was spent identifying our strategic goals. Based largely upon the stakeholder feedback received, the goals agreed upon were Automate and Streamline, Equitable and Empowering Practices, Recruitment, and Workforce Development. Some initial work was completed developing accompanying strategies. Goal owners were then identified to fine-tune the goal, strategy, and objective statements after the retreat.

Central HR managers met with their teams throughout the month of December 2012 to discuss and develop team objectives to work toward accomplishing the four goal areas. This ensured that all members of the Central HR team had an opportunity to influence the strategic plan and to participate in the decisions that impact their work.

The first draft was sent to the Office of Diversity and Equity to review using the E&E Lens. This step in the process helped to strengthen the overall strategic plan and to ensure the process was inclusive and the plan, its structure, and implementation would not inadvertently create adverse impacts. After recommendations were incorporated, the second draft was presented to HR Executives and Employee Resource Group Co-Chairs who presented the plan to their leadership teams and group members and provided feedback.

The final draft incorporating recommendations was presented to the strategic planning participants at a second strategic planning retreat in February 2013. Participants agreed upon objectives, began identifying leads and partners, and created a timeline with milestones. We will continue the work by creating action plans and actively engaging with our partners on implementation.

5 Mission, Vision, and Values

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.

Vision:

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

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.

6 Strategies and Objectives

If an objective is followed by a \$ symbol, the organization will need to prioritize and identify resources (monetary, staffing, etc.) in order for the objective to be completed. If an objective is followed by a (P) symbol, this recognizes that Central HR will need the co-leadership and partnership of departmental HR units, the Office of Diversity and Equity, and other stakeholders in order for implementation to be successful.

Automate/Streamline: Enhance sustainable HR services through technology and process improvement.

Automate/Streamline Strategies & Objectives

1. **Build partnerships to promote collaboration and coordinate resources.**
 - a) Build core team with members from IT, SAP, HR Staff (both department and central), and other stakeholders responsible for prioritizing HR technology related projects, identifying resources, and planning implementation strategies. (P)
2. **Institute sustainable HR Practices to align with organizational values.**
 - a) Develop an electronic document management strategy to reduce the use of paper, shrink storage space, and free staff time for more value added activities. \$
 - b) Continue technical assistance on demand e-learning training and development opportunities to reduce the need for travel and provide instant access to needed learning opportunities.
3. **Automate forms and improve processes to find efficiencies, reduce barriers, improve data integrity, and promote system integration.**
 - a) Automate and process improve performance evaluation processes following HR best practices (PPR and Probationary Review). \$ (P)
 - b) Automate process and forms for personnel changes (e.g. New Hire, PCAF). \$ (P)
 - c) Partner with Finance/Payroll and SAP Team to champion and implement e-timesheets. (P)
 - d) Implement electronic benefits enrollment. \$ (P)
4. **Make HR information accessible to improve communication and provide resources.**
 - a) Create communication strategy to direct stakeholders to Commons for timely, interesting, and engaging HR communication.
 - b) Enhance HR website and social media tools in order to provide access to information and user-friendly online services. \$
 - c) Develop useful and timely HR dashboards published on Commons. \$

Equitable & 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.

Equitable & Empowering Practices Strategies & Objectives:

1. **Strengthen partnerships and build trust with ODE and ERG groups to integrate diverse voices and perspectives into the work of Central HR.**
 - a) Identify an ERG liaison to reach out regularly to ERGs as a Central HR partner to share information and exchange feedback on an ongoing basis. (P)
 - b) Participate regularly in the Equity Council to elicit perspectives, input, and feedback to shape HR activities and to share regular updates about Central HR's progress on goals. (P)
2. **Support ODE on the roll-out and implementation of the E&E Lens to improve the quality of services and policy-making.**
 - a) Collaborate with ODE and community partners in the development of training curricula and communication strategy. \$ (P)
 - b) Build competency within Central HR to operationalize the E&E Lens in Central HR work and pilot its use on implementation of our strategic plan.
 - c) Align the regular delivery of diversity trainings--*Honoring our Diversity, Nurturing Our Excellence* and *Creating a Safe and Respectful Workplace*--to support awareness of the E&E Lens. (P)
3. **Ensure equitable application of rules, policies, and practices to reduce adverse impacts on a variety of levels.**
 - a) Provide consultative and investigative capacity to departments on issues of harassment, discrimination, and retaliation complaints to ensure fair outcomes.
 - b) Integrate analysis of appropriate investigation alternatives and conflict resolution options, including mediation, addressing inequity or injustice complaints.
 - c) As rules, policies, and practices are developed, revised, and updated across all HR functions, apply the E&E Lens to strengthen and eliminate adverse impacts.
 - d) Engage in a conversation with Local 88 regarding the E&E Lens to examine the systemic impacts of the "last in, first out" seniority policies and practices.

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

Recruitment Strategies & Objectives:

1. **Eliminate artificial employment barriers by ensuring that required qualifications, knowledge, skills, and abilities are appropriate for successful job performance.**
 - a) Revise the use of minimum qualifications in the recruitment and selection process. (P)
 - b) Review classification specifications to confirm requirements are job-related and consistent with business necessity. (P)
 - c) Connect applicants who do not have easy access to apply online with resources and assistance.

2. **Institutionalize recruitment and selection best practices to highlight flexibility, promote consistency, and ensure quality across the organization.**
 - a) Partner with the Employment Committee, Employee Resource Groups, and the Office of Diversity and Equity to develop outreach strategies and resources. (P)
 - b) Publish recruitment and selection best practice guidelines for Multnomah County. (P)
 - c) Develop and deliver *Hire the Best* and *Laws Relating to Diversity and Hiring* trainings for hiring managers.
 - d) Develop and deliver *Recruit the Best* training for recruiters. (P)
 - e) Streamline recruitment and selection rules and processes, emphasizing merit and equity principles. (P)

3. **Create entry-level access points to Multnomah County employment in order to reach a more diverse applicant pool and meet emerging staffing needs.**
 - a) In partnership with departments, identify and respond to needs for entry-level job classifications. (P)
 - b) Create classification and compensation structure for paid internships.
 - c) Create and support trainee and apprenticeship programs to create more entry-level opportunities. (P)

4. **Brand Multnomah County's recruitment presence to attract and retain excellent employees.**
 - a) Launch a marketing study to develop recommendations for an updated employer brand. \$ (P)
 - b) Ensure a consistent, positive impression of our employment brand by carrying out recommendations from the marketing study. \$ (P)
 - c) Update the look and feel of the employment website to reflect our brand identity. \$ (P)

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.

Workforce Development Strategies & Objectives:

1. **Develop and implement workforce and succession plan to build internal bench strength and prepare for future retirements.**
 - a. Complete workforce analysis study to identify current trends in attrition/retirement and forecast future talent needs.
 - b. Develop and implement comprehensive workforce and succession planning tools and processes aligned with best practices. \$ (P)

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

- a) Continue to assess Countywide training needs through regular class evaluations and develop training plan based on results.
- b) Expand Supervisory Learning training series, including developing countywide cohort training for lead workers.
- c) Develop and promote a job readiness curriculum to ensure current employees are ready for future opportunities.
- d) Continue to develop and promote an in-house mediation program and develop a community of practice for mediators and employees who use conflict resolution skills in their work.
- e) Develop and pilot a coaching skills program for managers and supervisors to include assessment, developmental planning, and support to create a "coaching culture".
\$ (P)
- f) In partnership with the Office of Sustainability, develop a countywide Sustainability Training class which promotes the intersection between the environment, equity, and the economy.
- g) Develop and implement new New Employee Orientation, with e-learnings and updated live course.

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

- a) Conduct and publish countywide employee survey on a biennial basis to inform departments and make recommendations. \$ (P)
- b) Improve on-boarding of new employees through piloting of a mentorship and/or buddy system to improve retention and foster inclusion. (P)
- c) Engage Multnomah Leadership Academy alumni, supervisors, and mentors in continuous learning and cohort building.

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

- a) In partnership with stakeholders, design and implement innovative wellness programs and initiatives in order to support a culture of health. (P)
- b) Expand the Employee Benefits Advisory Team to include representatives from all unions and non-represented employees to create a forum for dialogue concerning benefit issues. (P)

7 Functional Area Objectives

Benefits & Wellness

Purpose:

Provides comprehensive benefits package, including health plan coverage, life insurance options, and disability benefits for over 10,000 eligible individuals, including employees, their spouse or domestic partner, dependent children, and retirees. The Wellness component promotes and supports a healthier workforce, retirees, and their family members by providing a variety of affordable and culturally responsive activities and services addressing proper nutrition, weight control, fitness, and stress management.

Services:

Medical, Vision, Dental Insurance; Life Insurance; Short-term and Long-term Disability Insurance; Accidental Death and Disability Insurance; COBRA Administration; Flexible Spending Accounts; Employee Assistance Program; Catastrophic Leave Program; Leave Administration; HRA VEBA Administration; Bus Pass Administration; Retiree Health and Life Insurance Programs; Long-Term Care Insurance; Premium Reimbursements; Benefits Training and Education; Wellness Program Management; Fitness Centers and Classes; Health Club Discount Program; Wellness Mini-Grants and Campaigns.

Strategies and Objectives:

1. Partner with sustainability to increase use and accessibility of the Emergency Ride Home Program. Partner with IT to streamline bus pass distribution and renewal using electronic signature pad.
2. Continue Leave/Retiree Reorganization Project to improve interaction, systems, and service delivery for internal and external customers.
3. Enhance Medicare education support and resources for aging employee population.
4. Participate in the planning for Library District, specifically around the provision of benefits.
5. Manage the impacts of the Affordable Care Act, including shared responsibility provisions and grandfathered plan status.
6. Review family-friendly benefits policies to support and advocate for employees and retirees.

Classification and Compensation

Purpose:

Responsible for overseeing the County's classification and compensation systems and their administration functions. Classification and Compensation goals are to establish pay and classification frameworks that provide for external market competitiveness to attract talented and skilled applicants and address internal equity, promote employee retention, and support

career growth.

Services:

Job Classification Studies; Development of New Classifications; Establishment of Competitive Salary Ranges; Classification of New Positions and Reclassification of Existing Positions; FLSA and Other Wage and Hour Law Compliance.

Strategies and Objectives:

1. Conduct classification and/or compensation studies as stakeholder needs identified.
2. Provide flexibility in the reclassification process to support the changing needs of the organization.
3. Map existing management classifications to new salary ranges developed during the 2010 Management Classification Study.
4. Partner with stakeholders to provide classification and compensation solutions to address changing business needs and organizational goals.
5. Restructure class comp training to incorporate various education options, including online learning, to offer more flexibility.
6. Partner with other jurisdictions and agencies to build relationships and share information through surveys to better understand business trends and maintain market competitiveness.

Labor Relations

Purpose:

Foster labor/management relationships founded on integrity, cooperation, equity, and social justice and achieve solutions that balance employee interests with County business needs. Provide guidance, training, and recommendations on managing performance, conduct issues, and contract interpretation, resolve complaints at the lowest level and negotiate timely and fiscally responsible agreements.

Services:

Development, Negotiation, and Interpretation of Contracts, Rules, Policies; Bargaining, Negotiating Memoranda; Hearing and Resolving Step 3 Grievances; Training, Consultation, and Coaching for Managers and Supervisors; Review Discipline and Grievance Responses; Respond to Union Requests; Coordinate Countywide Layoff Committees; Review KSAs; Drug & Alcohol Policy Administration; Unemployment Claim Management.

Strategies and Objectives:

1. Prepare bargaining strategies for open labor contract agreements.
2. Negotiate collective bargaining agreements.
3. Advise managers and supervisors on contract interpretation and application, and best labor relations practices.

4. Engage union partners in examining labor/management trends and innovations.
5. Model and advocate the legislative policies of PECBA in all labor relations activities.
6. Support workforce development, recruitment, and equity initiatives through evaluating the impact of KSAs and the assignment of lead premiums.

Privacy Officer

Purpose:

Provides leadership and oversight for countywide HIPAA Privacy Rule compliance, as well as other applicable State and Federal privacy rules and regulations. The Privacy Officer works directly with county departments and business areas, and collaborates with the county IT Security Manager, to ensure that county operations and services safeguard the privacy of employee and client protected health information.

Services:

Compliance with Privacy Rules and Regulations; Workforce Training; Communication and Regulatory Reporting; Consultation and Guidance; Investigations; Coordination with Privacy Liaisons and IT.

Strategies and Objectives:

1. Develop resources for staff, including job aids, training, and/or FAQs, to increase awareness of responsibilities under HIPAA and other applicable State and Federal privacy rules and regulations.
2. Monitor privacy practices and propose changes to increase compliance with HIPAA and other applicable State and Federal privacy rules and regulations.
3. Implement centralized complaint and incident tracking/reporting system.

Talent Development

Purpose:

Responsible for countywide training and organizational development. Through leveraging expertise and partnerships both within and outside government, Talent Development strives to create a culture of lifelong learning, critical thinking, and continuous performance improvement for all employees in all departments.

Services:

Integrated Learning Systems (employee development, supervisory and leadership, and technology classes, online learning, and social collaborative learning activities); Succession Planning and Workforce Development (Multnomah Leadership Academy, career management classes, Executive Coaching); Organizational Development and Strategic Partnership (Mediation and Conflict Resolution; Facilitation; Workforce and Succession Planning; Strategic Planning; Team Building); Strategic Communication (Multco Commons, Multco Learns, Wednesday Wire, etc.)

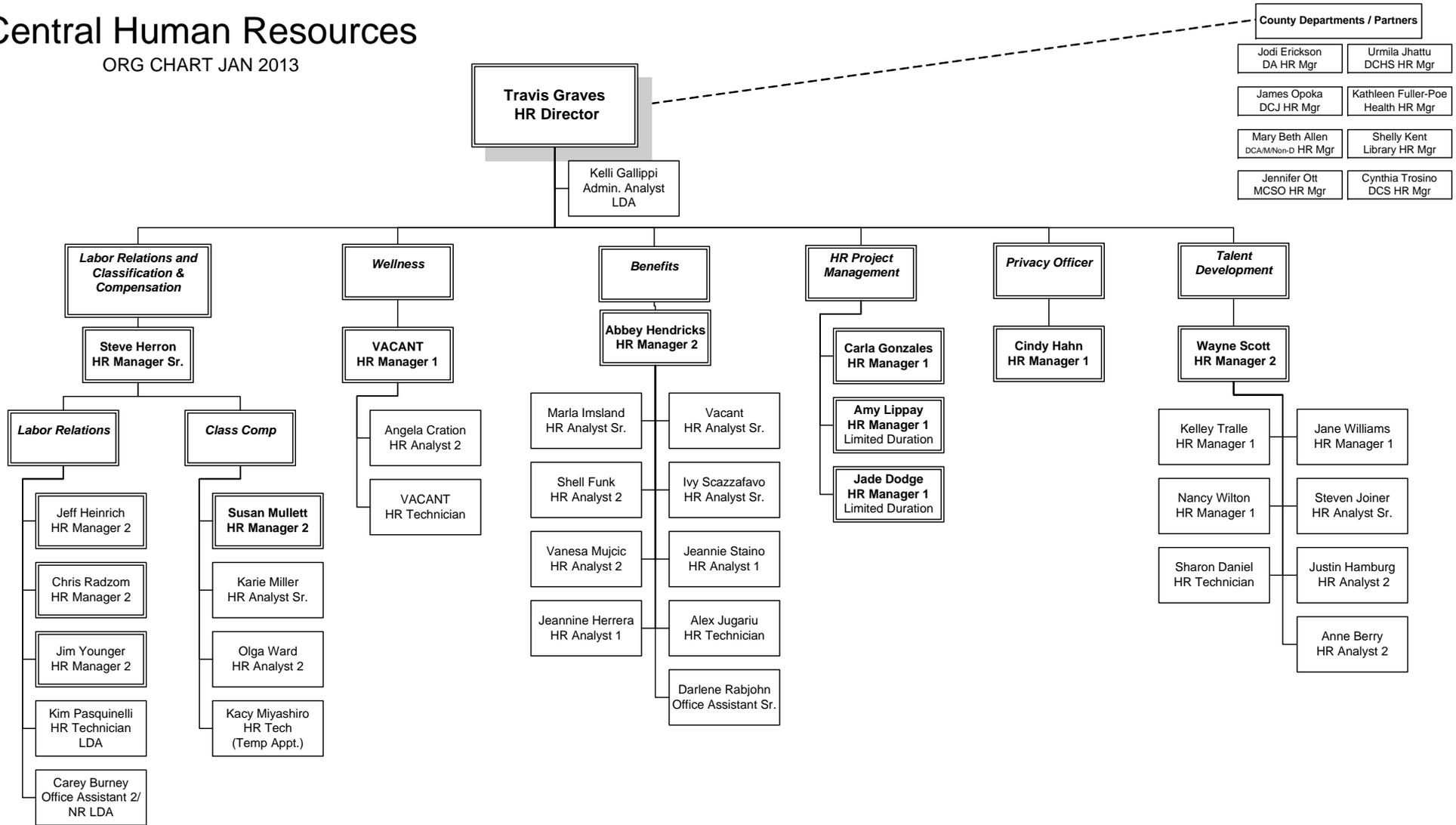
Strategies and Objectives:

1. Provide a range of ways to learn: traditional classroom settings; online and on-demand offerings; blended (i.e. hybrid) learning; and an online instructional tool for orienting new employees.
2. Support customized and focused educational opportunities with intact teams.
3. Create a stronger culture of social collaborative learning so that employees can learn from the collective knowledge of the organization, including Communities of Practice (for trainers and educators, for mediators, a Toastmasters group, etc.).
4. Continue to provide Performance Planning and Review classes and technical assistance; job-readiness curricula (career management and professional development for employees); the Supervisory Learning Series; the Multnomah Leadership Academy; and the Executive Learning Series.
5. Continue to provide to departments technical assistance and consultation related to strategic planning, mission/vision and value building, in-house mediation, and customized team-building and facilitating retreats and off-site work sessions.
6. Reach out beyond those who make the most use of Talent Development services in an inclusive and engaging way so that more employees know what Talent Development does, why they do it, and how they help. Create clear, strategic, and engaging communications, through multiple forms and avenues of communication (e.g. Wednesday Wire, Commons Page, Multco Learns, targeted Google group emails, and social media).
7. Articulate Talent Development's brand and value by giving people a core "suite of services" that are clearly, consistently, and understandably labeled.
8. Continue to liaise with IT to support countywide implementation and employee adoption of technology, while incorporating change management strategies and business efficiency into training.
9. Promote an integrated learning system through collaborative classroom training, online and eLearning development and delivery, a robust learning management tool, communities of practice, and online collaborative communication tools.

Appendix A: Organizational Chart

Central Human Resources

ORG CHART JAN 2013



County Departments / Partners	
Jodi Erickson DA HR Mgr	Urmila Jhattu DCHS HR Mgr
James Opoka DCJ HR Mgr	Kathleen Fuller-Poe Health HR Mgr
Mary Beth Allen DCAM/Non-D HR Mgr	Shelly Kent Library HR Mgr
Jennifer Ott MCSO HR Mgr	Cynthia Trosino DCS HR Mgr