



Board Workshop / Discussion Agenda

15 West Kellogg Blvd.
Saint Paul, MN 55102
651-266-9200

July 28, 2026 - 10:30 a.m.

Courthouse Room 220

WORKSHOP

1. **Committee of the Whole - Workforce Forward: The Evolution of Talent Attraction, Retention and Promotion**

[2026-186](#)

Sponsors: Human Resources



Board of Commissioners

Request for Board Action

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Item Number: 2026-186

Meeting Date: 7/28/2026

Sponsor: Human Resources

Title

Committee of the Whole - Workforce Forward: The Evolution of Talent Attraction, Retention and Promotion

Attachment

1. Presentation



Workforce Forward

The Evolution of Talent Attraction, Retention & Promotion

Strengthening Our Workforce. Serving Our Community.

Agenda and Presenters

- Introductions
- Today's Goals
- Evolution of Talent Attraction, Retention and Promotion (TARP) into Workforce Forward
- Strategic Pillars & Roadmap
- Dashboard & Measures
- Takeaways
- Questions

Presenter:

- Patience Ferguson – Chief Human Resources Officer, Human Resources.

Today's Goals

- Share the evolution of **TARP** into **Workforce Forward**.
- Highlight the strategic priorities that will strengthen Ramsey County's workforce.
- Provide a roadmap for implementing key Workforce Forward initiatives over the next 18 months.
- Demonstrate how these initiatives will improve employee experience, leadership capacity, strengthen partnerships with departments, and support organizational performance.



From TARP to Workforce Forward



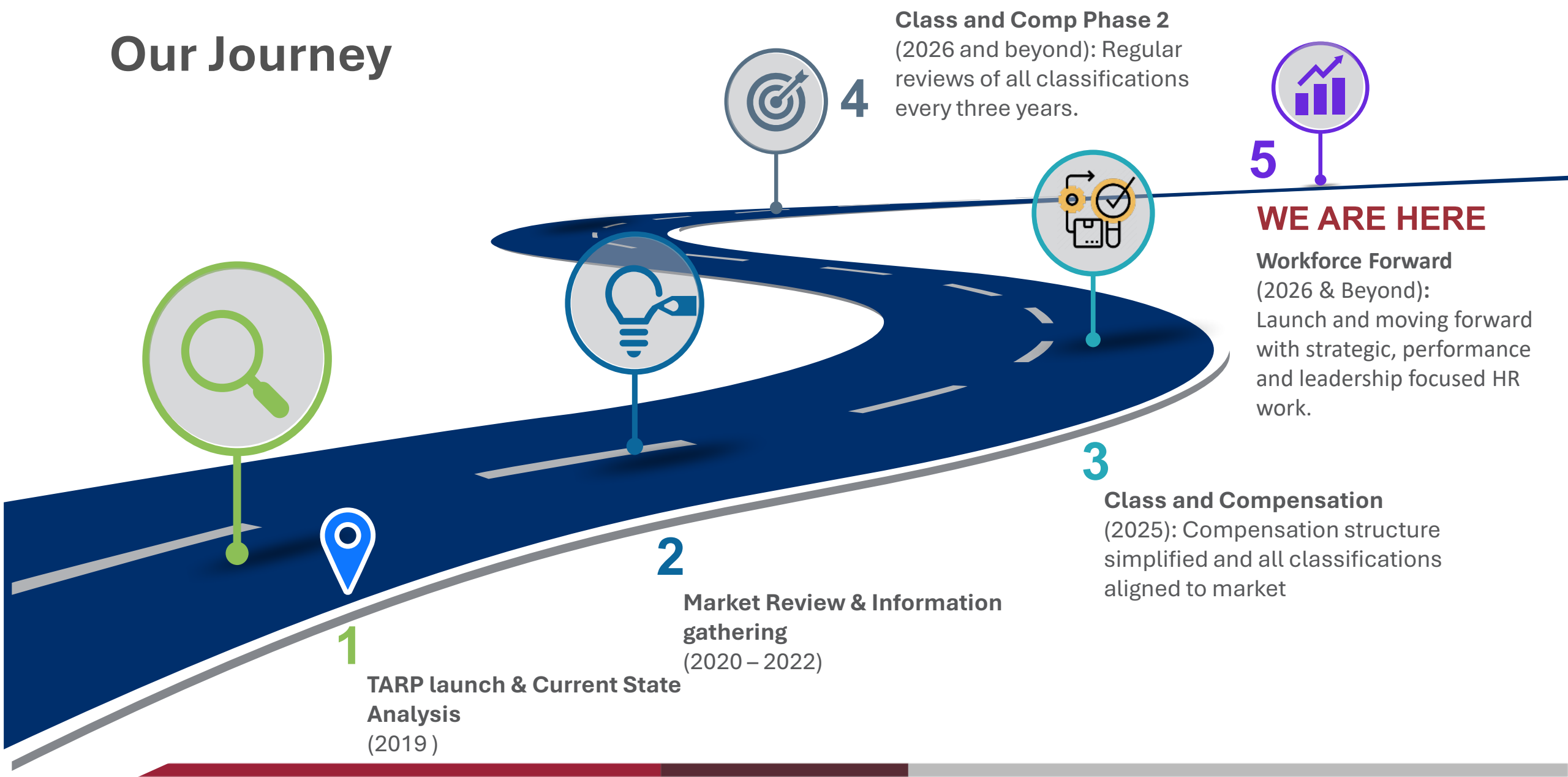
What Grounds Our Work

Operational Excellence means responsibly managing public resources while investing in the employees who deliver county services.

As part of this work Human Resources (HR) will focus on:

- Enhancing new employee onboarding
- Creating a People Leader orientation and Leadership Essentials series
- Developing an enterprise-wide performance management strategy

Our Journey

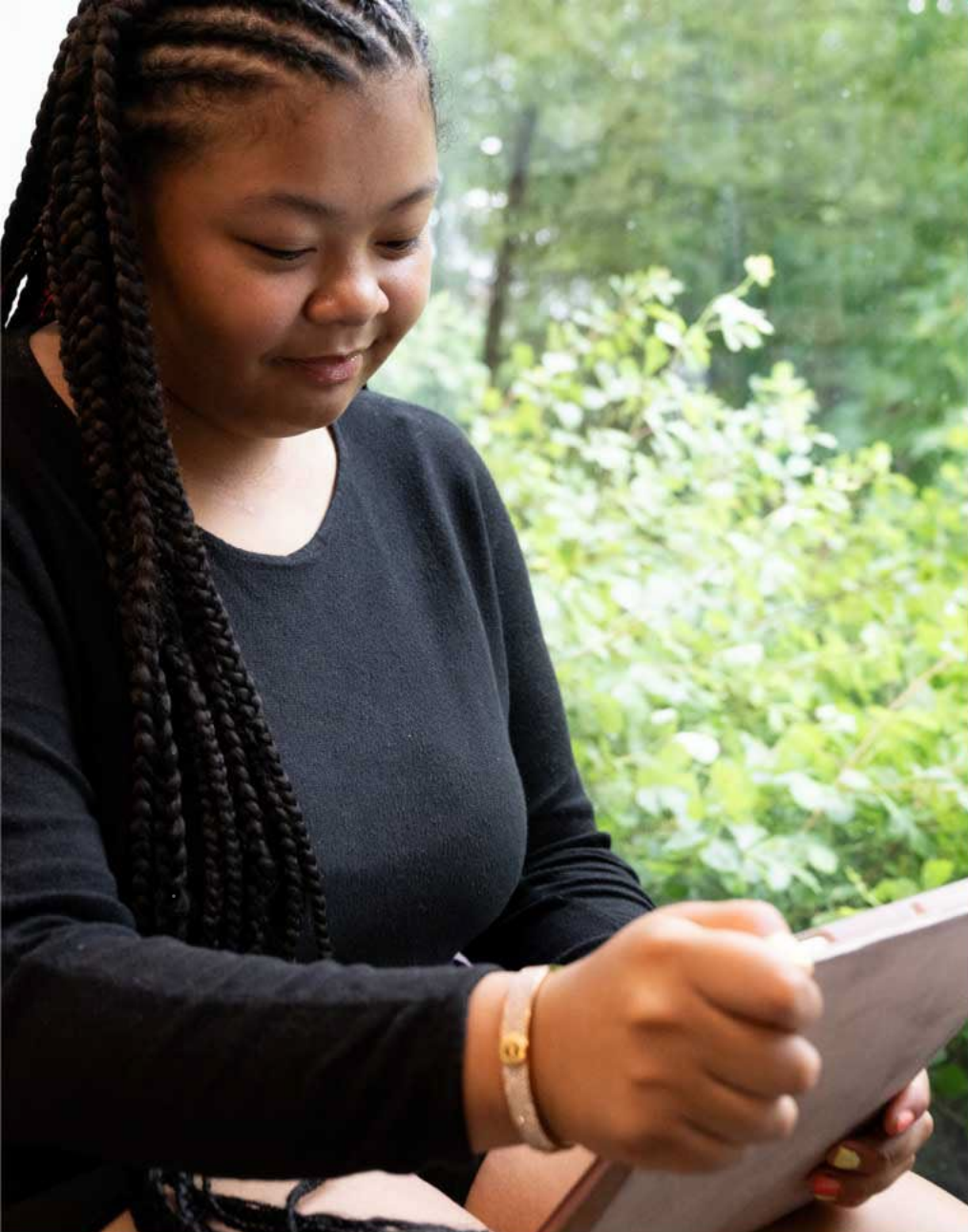


What We Accomplished

TARP served the organization to achieve several milestones, including:

- 2023 Inclusive and Respectful Workplace Policy
- 2024 Benefit changes
- 2025 Hiring process improvements
- 2025 Automated exit interviews
- 2025 Bargained market adjustments & cost of living adjustments (COLA)





Where Are We Going

TARP Current State	Workforce Forward Future State
Transactional	Strategic
Onboarding varies	Consistent employee experience
Leader preparation inconsistent	Leaders equipped to lead
Inconsistent performance focus	Continuous development
Siloed programs	Integrated workforce strategy

Evolving Beyond Recruitment

Workforce Forward modernizes operations to focus on the entire employee lifecycle, fostering engagement, ongoing development and collaboration.



Advancing Our Commitment

Workforce Forward is Ramsey County's **long term** workforce strategy for attracting, developing, retaining, and supporting the people who deliver services to more than 500,000 residents by:

- Attracting, developing, retaining, and supporting employees.
- Strengthening leadership, employee experience, partnerships and organizational performance.
- Building on existing strengths while preparing for future workforce needs.



Strategic Pillars & Roadmap

Strategic Pillars (2026-2028)



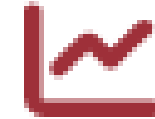
1. Enhanced Employee Onboarding

Cohesive enterprise-wide standards that reduce early turnover.



2. Strengthen Leadership at All Levels

Equipping supervisors with resources to manage and thrive.



3. Performance Management

Comprehensive approach and tools to performance management, starting with probation.

Enhanced Employee Onboarding (Pillar 1)

Program Goals

- Redesign and standardize **new employee onboarding experience**.
- Strengthen new hire orientation and countywide resources.
- Establish a comprehensive 12-month onboarding experience.
- Establish measures to **monitor onboarding effectiveness** and early employee engagement.

Onboarding Journey Milestones



Offer
Pre-boarding preparation



Day 1
Welcome & systems



Day 30
Integration & alignment



Day 60 & 90
Skill independence



Year 1
Milestone review

Outcomes

- Improved new hire experience.
- Increased new hire retention.
- Increased completion of required onboarding.

Strengthen Leadership at All Levels (Pillar 2)

Program Goals

- Develop and launch a **People Leader Orientation** program.
- Clarify leadership expectations and responsibilities.
- Implement a **Leadership Essentials learning series**.
- Create consistent leadership development opportunities across the organization.

Outcomes

- Increased readiness and effectiveness.
- Improved employee confidence in supervisors and managers.
- Stronger accountability and consistency in people leadership practices..

The Leader Readiness Path



Promoted

Role shift



Oriented

Expectations



Equipped

Standard kits



Thrive

Confidence

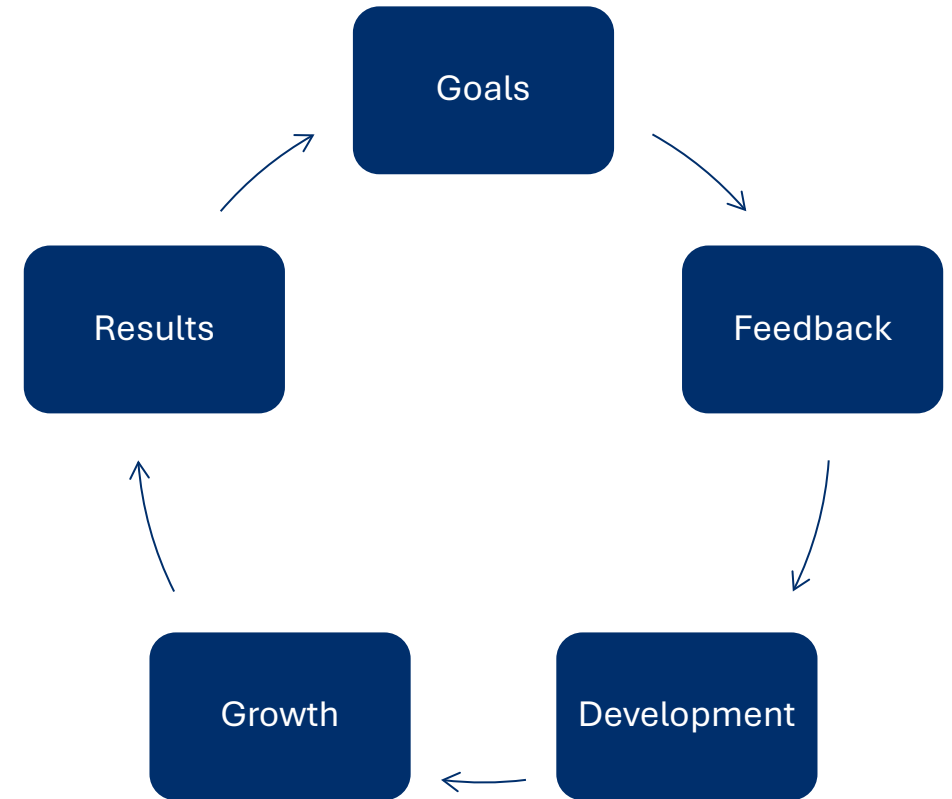
Performance Management (Pillar 3)

Program Goals

- Design and implement an enterprise-wide performance management strategy, starting with **probation process**.
- Strengthen manager capability in **coaching, feedback, and employee development**.
- Increase alignment between employee goals, development, and **organizational priorities**.
- Support ongoing career growth and learning opportunities.

Outcomes

- More consistent performance management practices across departments.
- Increased employee development conversations and career planning.
- Improved employee engagement and retention.



Integrated Talent Strategy

The power of Workforce Forward lies in **integrating efforts** and **strengthening partnerships** with departments :

- Strong “one HR” approach.
- Supporting leaders and employees to better serve our community.
- Collaborating with enterprise-wide champions.



18-Month Roadmap: 2026–2028

Foundation (Q3–Q4 2026)

- **Launch** Workforce Forward framework and messaging.
- **Design** enhanced onboarding program.
- **Develop** People Leader Orientation.
- **Design and Pilot** Leadership Essentials curriculum.
- **Design** enterprise performance management strategy development, starting with probation process.

Implementation (Q1–Q4 2027)

- **Launch** enhanced onboarding experience.
- **Launch** People Leader Orientation.
- **Launch** Leadership Essentials series.
- **Implement** initial performance management improvements focusing on probation period first.

Expansion and Evaluation (2028)

- **Expand** leadership development offerings.
- **Implement** enterprise-wide performance management approach.
- **Evaluate** onboarding, retention, and hiring outcomes.
- **Refine** strategies based on data and stakeholder feedback.



Dashboard & Measures

Dashboard & Measures



Building our Workforce of Tomorrow

Workforce Forward represents far more than an operational change. It is a long-term investment in partnerships, our people, our leadership structures, and our ultimate county mission.



Key Takeaways

- **Workforce Forward** is Ramsey County's strategy to strengthen our workforce by investing in people, leaders, partnerships and organizational performance.
- **Strategic priorities** will improve onboarding, leadership development, and performance management.
- **Implementation will occur over the next 18 months** through a phased, collaborative approach.
- **Progress evaluations and goal setting** will occur every two years.
- **Success will be measured** by stronger employee engagement, leadership effectiveness, retention, and organizational performance.



Questions