



Board Workshop / Discussion Agenda

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

December 15, 2020 - 10:30 a.m.

Virtual Meeting

following Regional Railroad Authority meeting

WORKSHOP

1. **Countywide Competency Model and Performance Management Framework** [2020-618](#)

Sponsors: Human Resources



Board Workshop / Discussion

Request for Board Action

15 West Kellogg Blvd.
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Item Number: 2020-618

Meeting Date: 12/15/2020

Sponsor: Human Resources

Title

Countywide Competency Model and Performance Management Framework

Attachment

1. Presentation

Countywide Competency Model and Performance Management Framework

Human Resources Department | Talent Team |
Diversity, Inclusion & Organizational Development

Ramsey County Board Workshop
December 15, 2020

Agenda

- Introduction: Maria Sarabia, Silvia Dominguez-McCalip, Abel Piñeiro, Andrew Lund
- Holistic Overview: Developing the performance management & talent development framework – Maria
- Ramsey County as a Learning Organization from Design to Application – Silvia, Abel, Andrew
 - Competency Model
 - Performance Management Framework
- Next Steps & Questions

Purpose of Workshop

- Highlight the connections of Talent Attraction, Retention, and Promotion (TARP):
 - Competency Model
 - Performance Management Framework
- Share process, progress, and highlights
- Inform County Board of next steps



Performance Management Work Stream in Human Resources

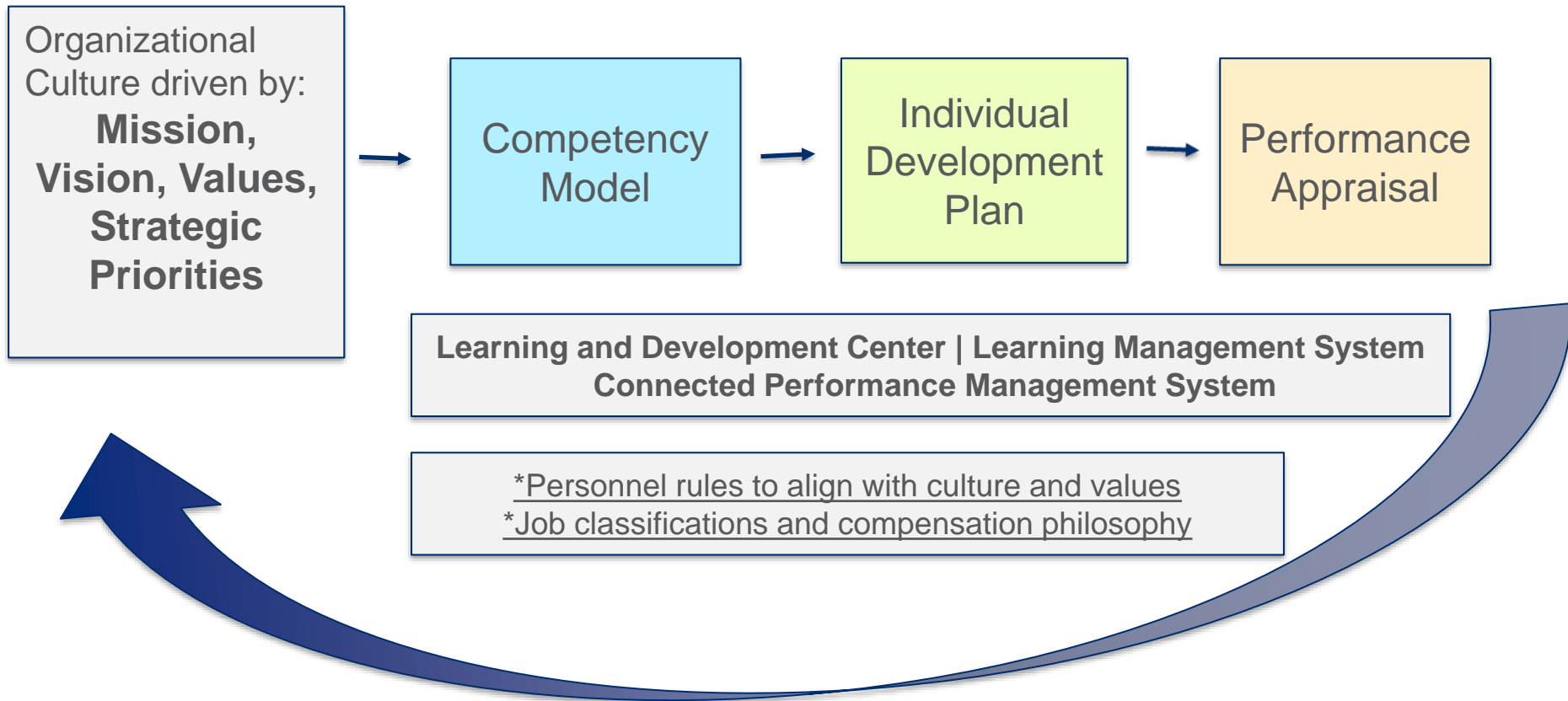
Purpose

- Build the foundation for transformation
- Build increased competence in performance management expertise within the Department
- Plan for implementation of an effective Performance Management System for the County

Objectives

- Leverage and develop subject matter expertise in performance management within the Department
- Identify and create a customized competency model
- Design supporting forms for performance appraisals and individual development plans to pilot before roll out
- Create roadmap and plan for County-wide implementation

The Performance Management Structure and Talent Development Framework



Strategic HR as Change Champions

- Action Teams were launched in August 2019
- Co-creation across Human Resource functions

1. Human Resources Competencies
2. Performance Management
3. Individual Development Plans and Performance Appraisals
4. The work of General Services Action Team
5. Job Description and Recruiting Strategy
6. Hiring Process Change Implementation
7. Leadership Style Assessment
8. Team Effectiveness Workshops
9. Communications Strategy and Planning

*27 employees
across HR –
cross-cutting
matrix team
environment*



Creating an Effective Performance Management System

Alignment with mission, vision, values and strategic priorities

- Structure
- Clear expectations
- Common language
- Repeatable and predictable processes
- On-boarding and reminders
- Development of knowledge, skills and abilities supported by ongoing communication, development, policies, and requirements... the infrastructure!



Investments in system, resources, and people to fully leverage the Learning Management System

Purpose of Competency Model

To provide clear expectations of what performance and behavior looks like when Ramsey County employees and leaders at all levels are supporting the Vision, Mission, Values, and Strategic Priorities of Ramsey County.

Competency:

A demonstrated knowledge, skill or ability.

The Ramsey County Competency Model includes

- “Excellence in public service” Mission, Vision, Values and Strategic Priority driven
- Talent Attraction, Retention and Promotion (TARP) theme one: Countywide Culture - Behavior Alignment Survey results
- Ramsey County’s Racial Equity Policy and uplifts Diversity, Equity, and Inclusion
- Ongoing continuous learning and development
- Examples of knowledge, skills, abilities and behaviors expected of the workforce
- Two competency domains across seven essential competencies
- Three levels of demonstrated performance for employees and leaders at all levels
- Serves as a tool to identify ways to grow careers and strengthen public service

Countywide Culture informs Competency Model

- Shared values and language for One Ramsey County
- Identifies organizational and individual behaviors necessary to act on these values
- Supports environment for continuous learning and innovation

Phase 2: Value - Behavior Alignment Workshops



The Ramsey County Competency Model



Domains: **Individual & Team Performance**

Leadership, Management and Influence

***Two Domains
& Seven
Competencies***

1. Technical Expertise
2. Results Driven
3. Build Strong Relationships
4. Organizational Leadership
5. Managing Change and Transition
6. Communication
7. Business Operations and Governance

Excellence in Public Service

Three Competency Levels

*Two Domains.
Seven
Competencies &
Three Levels*

Level 1 – Foundational | Individual Behaviors

Demonstrated Solid Core Competencies in
Selected Service Area or Functional Role

Level 2 – Collaborative Partner | Operational Decision Making

Advanced Level of Competencies with Elevated Responsibilities in
Selected Service Area or Functional Role

Level 3 – Strategic Leader | Systems Impact

Visionary, Innovator, Calculated Risk Taker,
Visible Role Model, and Subject Matter Expertise

Assessing Competencies and Behaviors

1. Technical Expertise
2. Results Driven
3. Strong Relationships
4. Organizational Leadership
5. Managing Change & Transition
6. Communication to Lead Teams
7. Business Operations & Governance

Individual & Team Performance | Leadership, Management & Influence

1. Technical Expertise -

Appropriately interprets, documents, understands, and applies principles, procedures, requirements, regulations and policies related to the functional business area; and has a willingness to explore when flexibilities can be applied.



| Foundational - Individual Behaviors | Collaborative Partner - Operational Decision Making | Strategic Leader - Systems Impact |
|--|--|--|
| <p>Demonstrated Solid Core Competencies in Selected Field of Practice or Functional Role.</p> | <p>Advanced Level of Competencies with Elevated Responsibilities in Selected Field of Practice or Functional Role.</p> | <p>Visionary, Innovator, Calculated Risk Taker, Visible Role Model, and Subject Matter Expertise.</p> |
| <p>INTEGRITY: Act with integrity, high ethics, and be good steward of the public dollar. Lead by example.</p> <p>Be flexible, adaptable, responsive, and accountable. Be honest and inclusive to build trust. Commit to understanding individuals and respect others who are different from yourself.</p> | <p>INTEGRITY: Be transparent and set clear boundaries. Hold everyone accountable for their behaviors. Set clear boundaries and support teamwork, cooperative work products and collaboration.</p> | <p>INTEGRITY: Spark strategies and vision to uphold Ramsey County infrastructure and business processes to be in alignment with legal requirements and fiscal commitments.</p> <p>Hold everyone accountable for their behaviors and actions. Make decisions that advance the Ramsey County mission, vision, and values.</p> |

Racial Equity Competency Frame

Level 1 – Foundational | Individual Behaviors

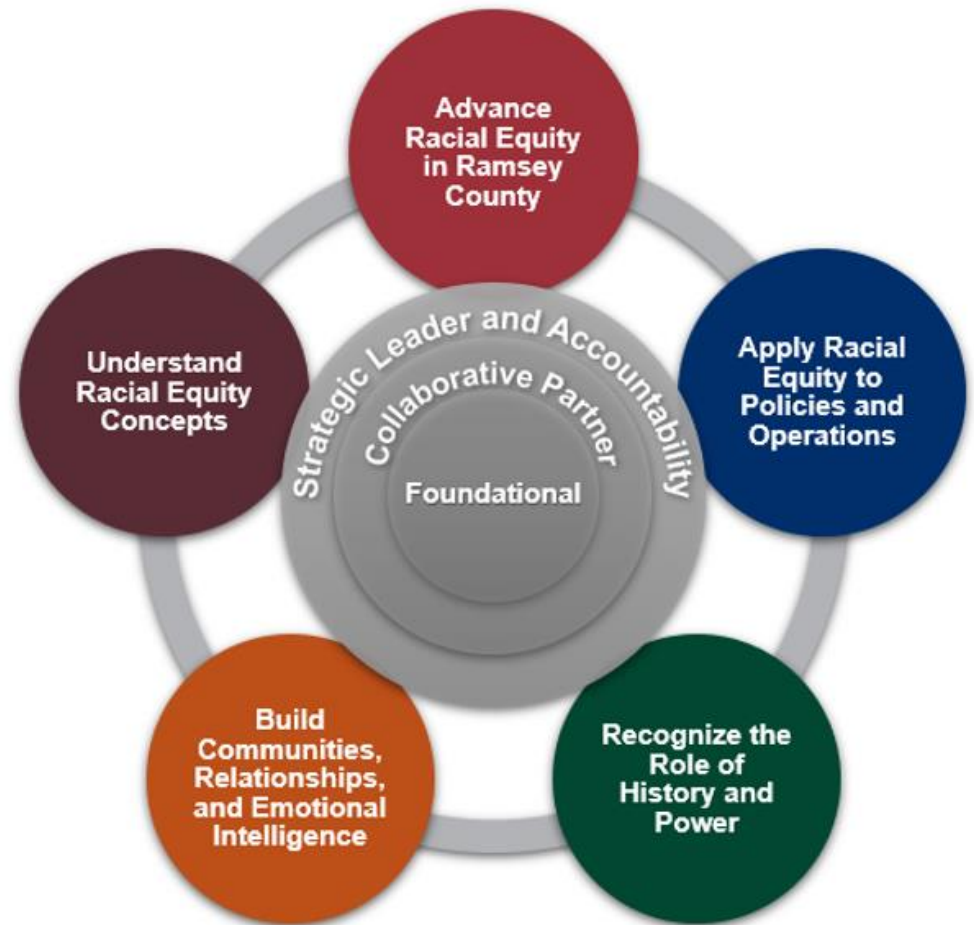
Demonstrated Solid Core Competencies in Selected Service Area or Functional Role.

Level 2 – Collaborative Partner | Operational Decision Making

Advanced Level of Competencies with Elevated Responsibilities in Selected Service Area or Functional Role.

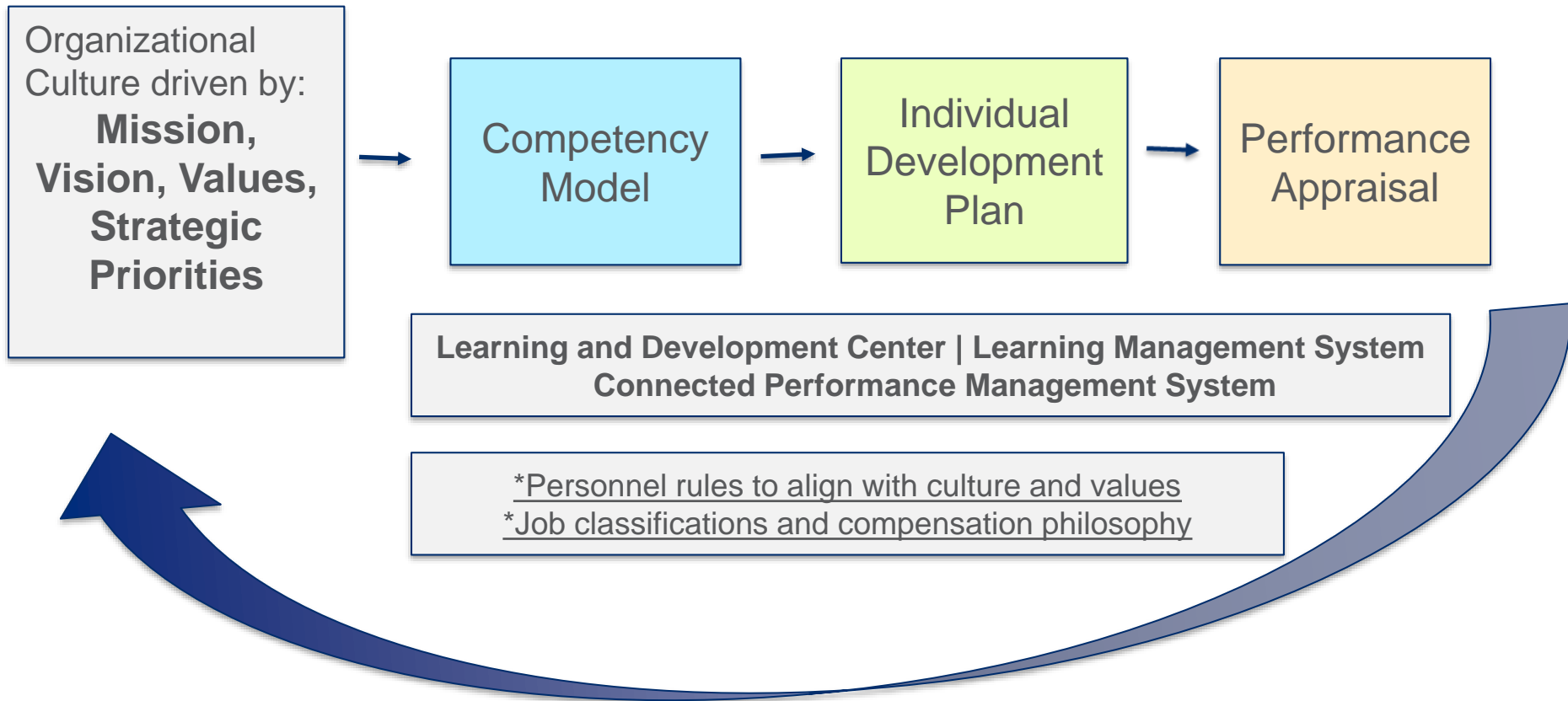
Level 3 – Strategic Leader | Systems Impact

Visionary, Innovator, Calculated Risk Taker, Visible Role Model, and Subject Matter Expertise.



* HWST – alignment & synchronization

Framing the Performance Management Structure & Talent Development Framework

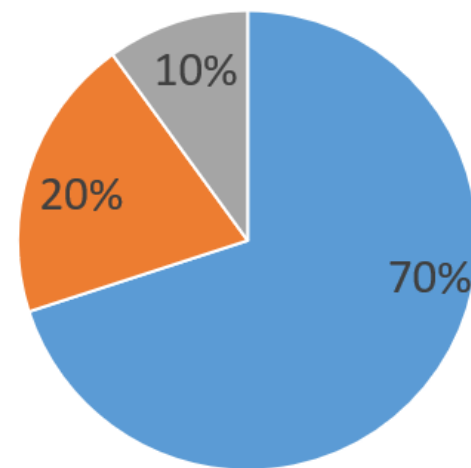


The Ramsey County Competency Model Reflected in Individual Development Plans

- 70% of development and learning from on-the-job experiences
- 20% of development and learning from coaching and mentoring
- 10% of development from classroom training or reading books

Technical Solutions –
Resources for changing
workforce


Development and Learning



- On the Job Experience
- Coaching and Mentoring
- Classroom Training

DIOD as Change
Champions to
redesign
Performance
Management forms
for pilot in HR.

Test ease of use and
effectiveness.
Lessons learned to
inform a County-
wide rollout.


 RAMSEY COUNTY

COMPETENCY AND VALUES PERFORMANCE RATINGS

| | |
|---|---|
| <p>Consistently Exceeds Expectations</p> | <p>Employee's performance and behaviors <i>consistently exceed</i> the expectations for the position. This level is reserved for employees who have made significant contributions to the department and the County – above and beyond expectations.</p> |
| <p>Consistently Meets Expectations</p> | <p>Employee's work performance and behaviors consistently meet the expectations for the position. This level is for employees whose performance and behaviors contribute to goals and objectives by consistently delivering on the expectations for the position.</p> |
| <p>Developing Skill / Inconsistent Performance</p> | <p>Employee's work performance and behaviors are inconsistent, meeting expectations at some times, but not consistently. Improvement in this area is necessary for success in the position.</p> |
| <p>Does Not Meet Expectations</p> | <p>Employee's work performance and behaviors do not meet expectations for the position. Performance is well below acceptable and must be addressed immediately.</p> |

Individual Development Plans foster Effective Performance Appraisal Processes

- Repeatable and Predictable
- Clear expectations and accountability
- Encourages growth, learning, and development
- Uniformity and Standardization
- Sense of belonging

 RAMSEY COUNTY

EMPLOYEE PERFORMANCE APPRAISAL

Ramsey County is committed to continuous improvement and ongoing employee development. This commitment will lead to a positive and fulfilling employee experience, resulting in equitable outcomes and programs for our residents.

At the heart of this commitment is the employee.

We believe employees at Ramsey County have the right to know what is expected of them in their work – and the right to know how they are doing against those expectations – in service of our residents.

Strategic Performance Management Requires Continuous and Ongoing Engagement



- Iterative process between the manager or supervisor and the employee
- Continues discussion about expectations giving and receiving feedback
- Revisiting expectations as the work continues to evolve

Next Steps Performance Management System

Pilot over next six months:

- Performance Appraisal Form
- Individual Development Plan
- Performance Improvement Plan

Assess technical solutions through discovery activities throughout 2021. Ensure Racial Equity is woven into the system solutions – harnessing Racial Equity Policy and Competency Model – skill development.

Additional Priorities 2021 - 2023

- Revamp employee recognition processes
- Develop core training modules for workforce, managers, and supervisors
- Explore a common review date rather than anniversary date
- Align personnel rules, complete job classification redesign, and adopt revised compensation philosophy

3-5 Year Progression to Human Resources as a Strategic

PHASE 1

- Build HR team effectiveness
- Begin skill-building in HR team, focused on generalists
- Develop organizational structure for the future
- Continue process re-engineering for foundational excellence
- Create and execute a communication strategy
- Develop competency model, PA and IDP formats
- Create roadmap for County-wide performance mgmt system
- Identify key HR metrics
- Begin changes to county-wide culture: HR as partner in this work
- Integrate with other TARP themes

1-2 years

PHASE 2

- Establish broad talent strategy for Ramsey County as an employer
- Drive high-functioning HR operations – accountability and management
- Implement performance management, workforce planning, and talent acquisition strategies
- Implement technology enhancements for performance management
- Support strategic priorities and service team business plans
- Implement key metrics and feedback loops
- Continue integration with other TARP themes

1-2 years

PHASE 3

- Working in partnership with the service and strategic teams to deliver effective and efficient HR services & operations
- Deliver on the talent strategy and advance racial equity
 - Talent acquisition
 - Talent development
 - County leadership coaching
- Forward thinking, outward focus HR culture
- Ongoing assessments and evaluations leading to continuous improvements, including technology enhancements
- Metrics to drive business decisions
- Continue integration with other TARP themes

1-2 years



Thank you

- Questions & Discussion

References & Research

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