



# Board Workshop / Discussion Agenda

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

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May 13, 2025 - 10:30 a.m.

Courthouse Room 220

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## WORKSHOP

1. **Strategic Priority: Aligning Talent Attraction, Retention, and Promotion**

[2025-162](#)

Sponsors: County Manager's Office



# Board of Commissioners

## Request for Board Action

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

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**Item Number:** 2025-162

**Meeting Date:** 5/13/2025

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**Sponsor:** County Manager's Office

**Title**

Strategic Priority: Aligning Talent Attraction, Retention, and Promotion

**Attachment**

1. Presentation



May 13, 2025

# Aligning Talent Attraction, Retention and Promotion



# Agenda

## **Strategic Priority Overview and History**

Gloria Reyes, Deputy County Manager, Safety & Justice

Johanna Berg, Deputy County Manager, Organizational Alignment

## **Current Initiatives and Workforce Statistics**

Kristen Schultz, Interim Chief Human Resources Officer

## **Questions and Discussion**

# Aligning Talent Attraction, Retention and Promotion

- Ramsey County will ensure that it is recognized as the premier public sector employer of choice within the Twin Cities region.
- Aligning Talent Attraction Retention and Promotion is an enterprise-wide, strategic initiative to build an inclusive, valued and thriving workforce.
- Weaving core values into the workplace positions Ramsey County as an employer of choice within the community.
- Through this initiative, employees and talented job seekers will recognize the county as a place to learn, grow and succeed in their careers.







## Talent Attraction, Retention and Promotion (TARP) Origin Story

- Acknowledgement.
- Recognition.
- Commitment.
- Impact.
- Evolution.

# Ramsey County Employees In Service to the Community



April 2025 – County Government Month

# Advancing the Strategic Priority

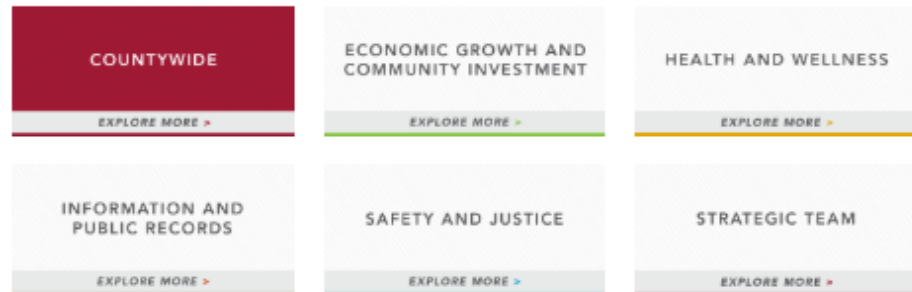
What	Status
Classification & Compensation Modernization	5/20/25 – Board considers last labor contract 5/27/25 – Board considers unrepresented changes
Job Descriptions updated with substitution for degree language	295 job descriptions have been updated with substitution language for degree requirements.  Substitution: Equivalent combination of education and related experience.
Offboarding Data Collection	Initial exit interviews implemented August 2024. NeoGov Administrator/Data Analyst hired November 2024. Refined process implemented April 2025.
Organizational Leadership Training Strategy	Initial implementation 2024. Strategy reset in process.
Personnel Rules Update	Core priority 2025/2026
Performance Management	Core priority 2026/2027



# Workforce Statistics Report

Located in the heart of the Twin Cities metropolitan area, Ramsey County is the second-most populous and the most racially and ethnically diverse county in Minnesota. As an organization, we are committed to supporting and growing a diverse workforce that reflects the community we serve. Grounded in the county's mission, vision, goals and values, we commit to advancing racial equity and promoting an inclusive organizational culture by focusing on people, integrity, community, leadership and equity.

## Explore Ramsey County's Workforce by the Numbers



## Annual Workforce Statistics Report

- Provides workforce data on a countywide and department level including the total number of employees, age, gender and racial and ethnic diversity.
- Provides a consistent record for tracking trends and progress in attracting and retaining a workforce that reflects the community.
- Data back to 2022 resides exclusively on the Open Data Portal  
<https://data.ramseycounty.us/stories/s/Workforce-Statistics-2019-Home/6ub4-nayu>



# Ramsey County Employees

## Ramsey County By the Numbers

3,792

Total Employees

Total full and part-time  
employees for year-  
end 2024

62%

Female Employees

The percent of female  
employees for year-  
end 2024

N=2,351

45.3

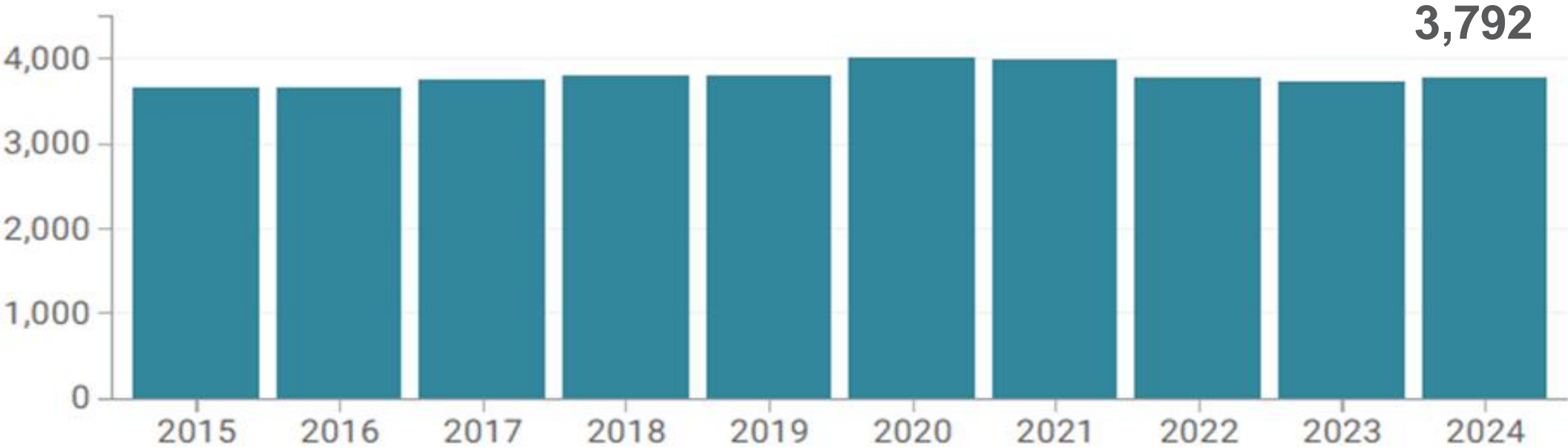
Average Age of  
Employees

The average age of the  
workforce was 45.3 in  
2024

# Employment Levels Remain Steady Over Past Decade

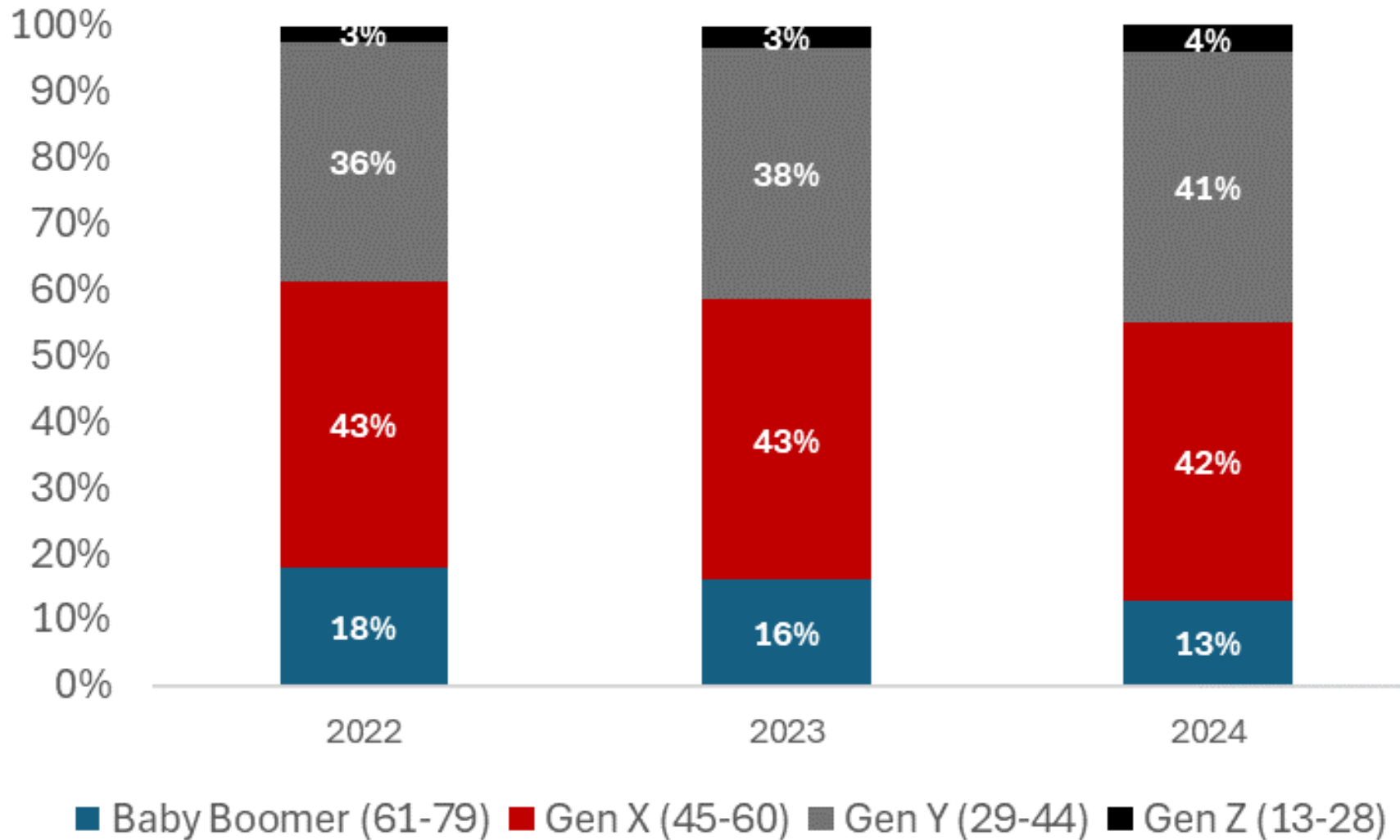
## Full and Part-Time Employees Over Time

The 10-year average of full and part-time employees in the workforce is 3,800.





# Ramsey County's Workforce Includes 4 Generations



The background of the slide is a scenic photograph. On the left, a dense forest of trees with yellow and orange autumn foliage covers a hillside. On the right, a wide river flows, reflecting the bright light of the sun, which is positioned low on the horizon, creating a strong lens flare effect across the right side of the image. A white rectangular box with a thin dark border is centered over the image, containing the title text.

# Ramsey County Diversity

# Ramsey County By the Numbers

40%

Racially and  
Ethnically Diverse Workforce

Percentage  
of racially and ethnically  
diverse employees for  
year-end 2024

N=1,517

56%

Racially and  
Ethnically Diverse New Hires

Percentage of new hires  
that were racially or  
ethnically diverse

N=308

36%

Racially and Ethnically  
Diverse Formal Leaders

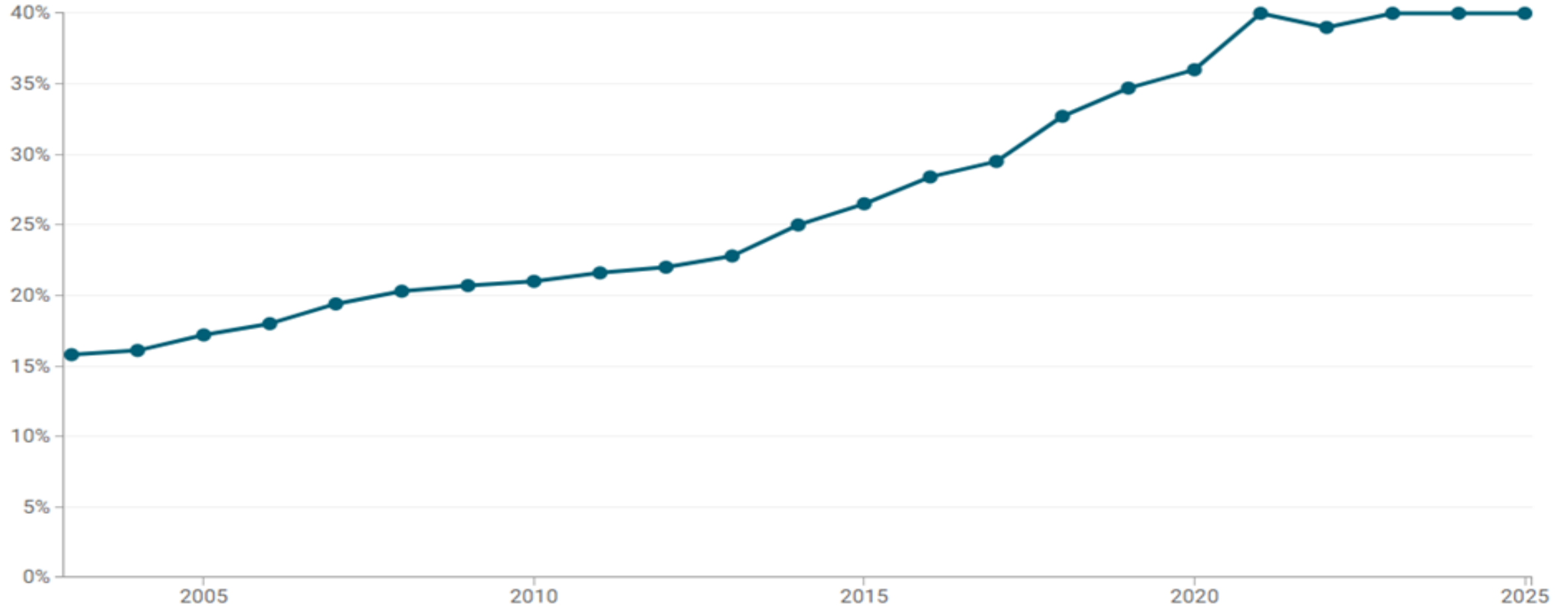
Percentage of formal  
leaders that are racially  
or ethnically diverse

N=216



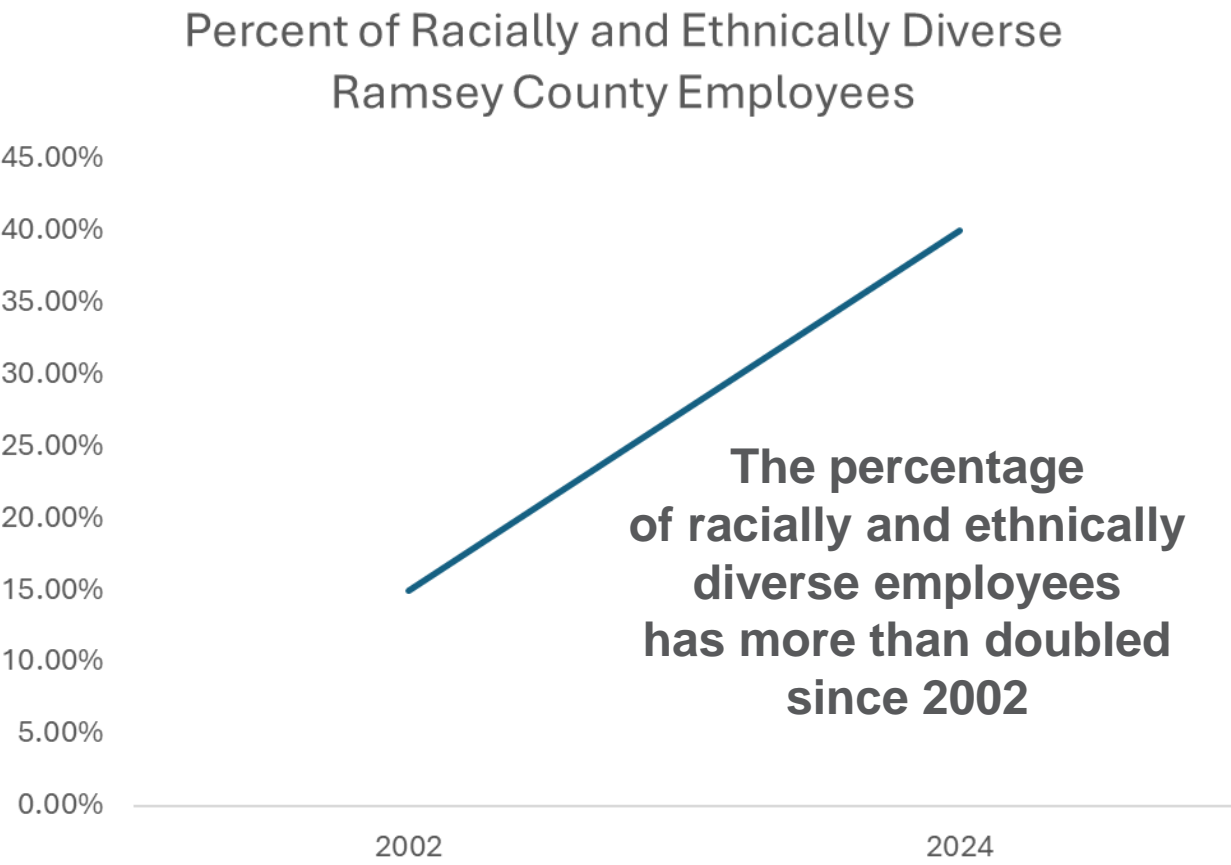
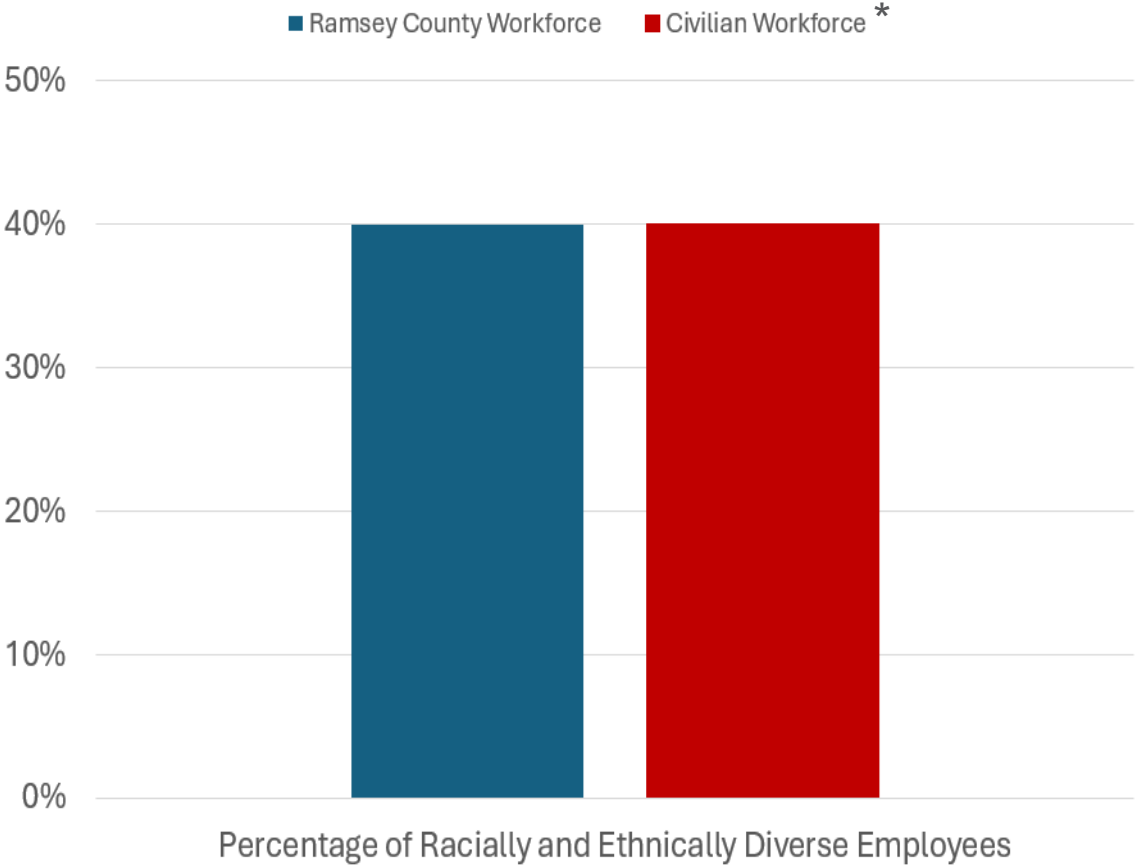
# Workforce Diversity Stabilized at 40%

Employees by Race/Ethnicity Over Time



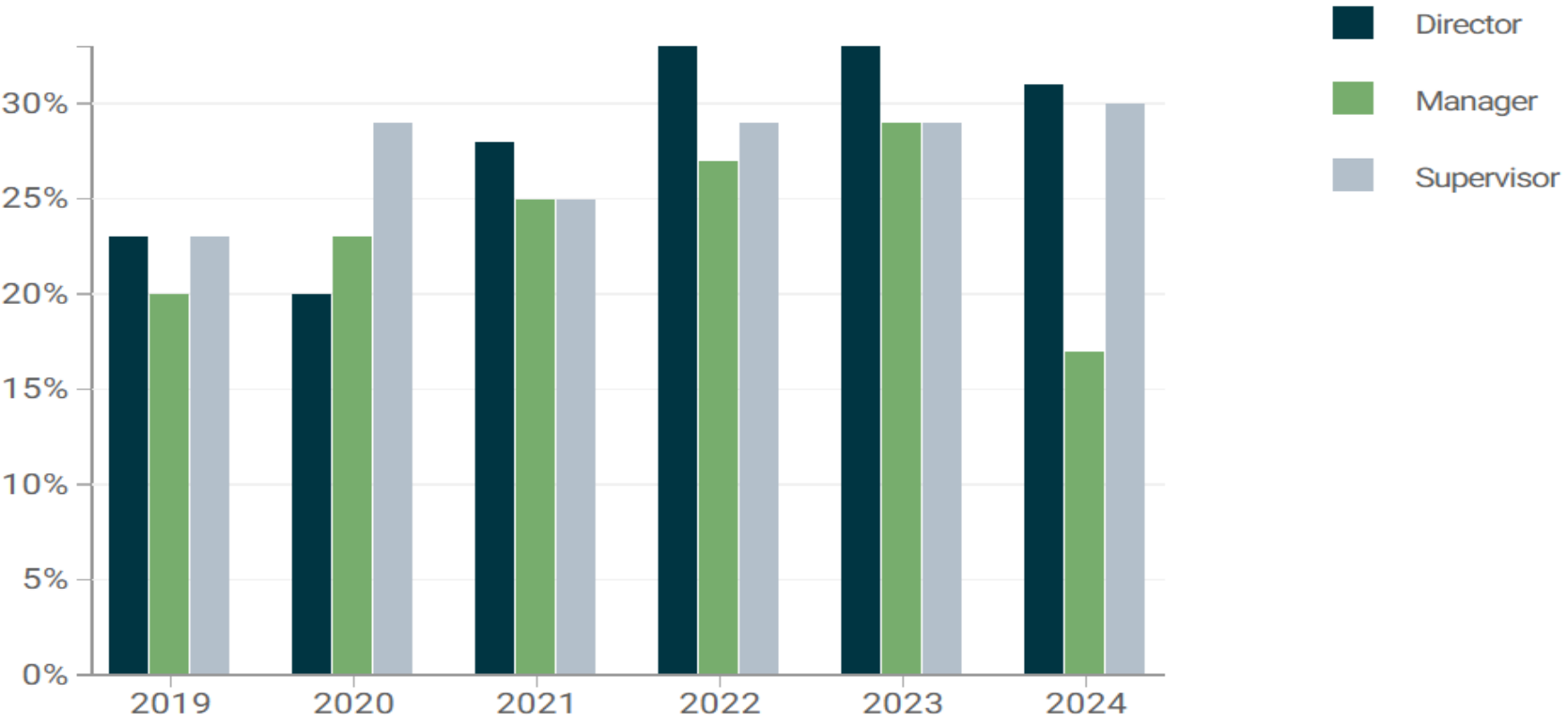


# Workforce Diversity Reflects Community Diversity



# Leadership Diversity

**Racially and ethnically diverse directors, managers and supervisors**  
Year-end 2024.



The background of the slide is a photograph of a historic brick building with arched windows and a red brick chimney. Large green trees are in the foreground and background. A white rectangular box with a dark red border is centered over the image, containing the title text.

# **Ramsey County Staffing Movement**

# Ramsey County By the Numbers

291

Promotions

Total promotions in 2024; **133 (46%)** were racially and ethnically diverse

14.5%

Turnover Rate

The turnover rate in 2024 was 14.5%

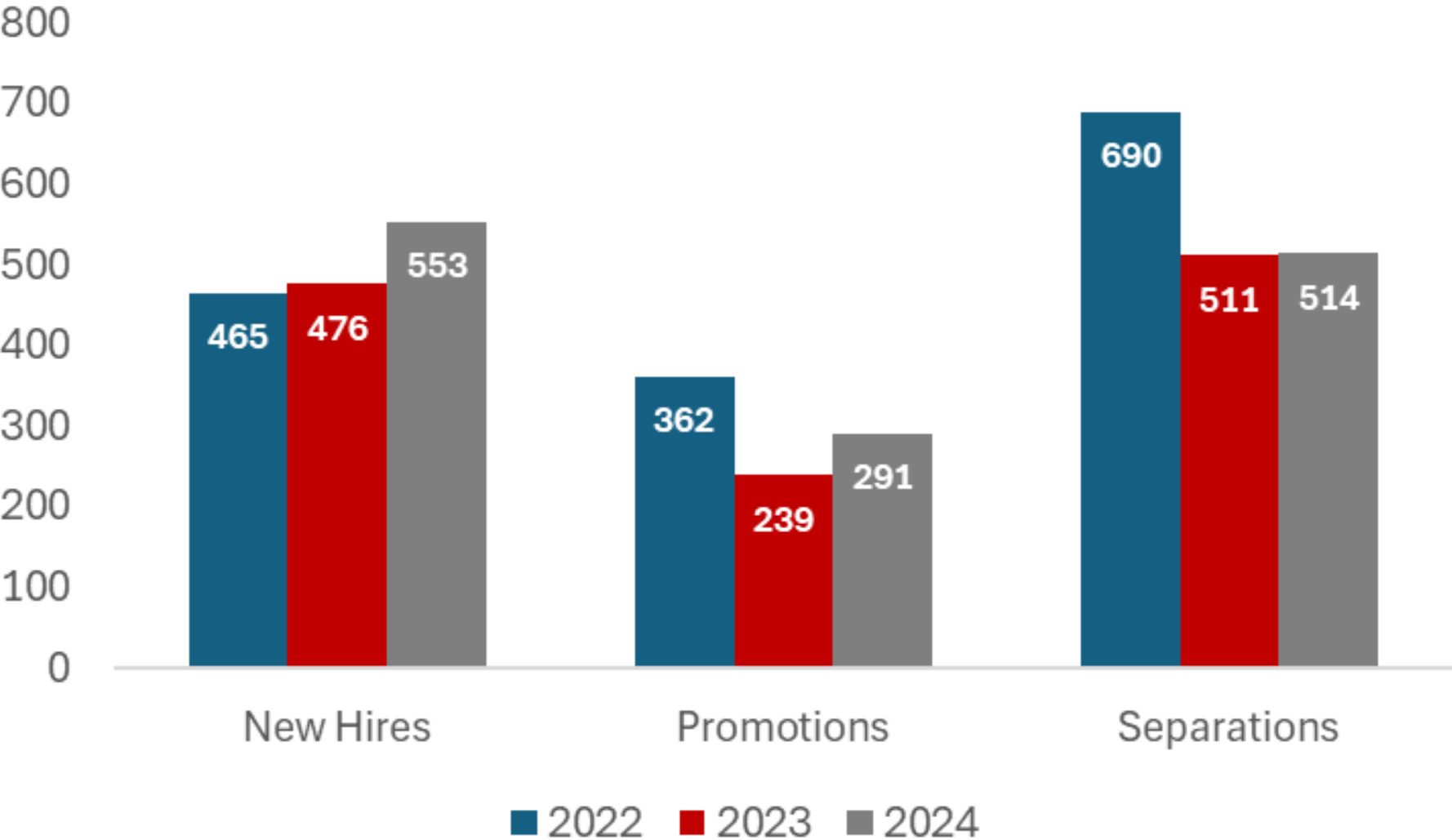
514

Total Separations

Total separations in 2024

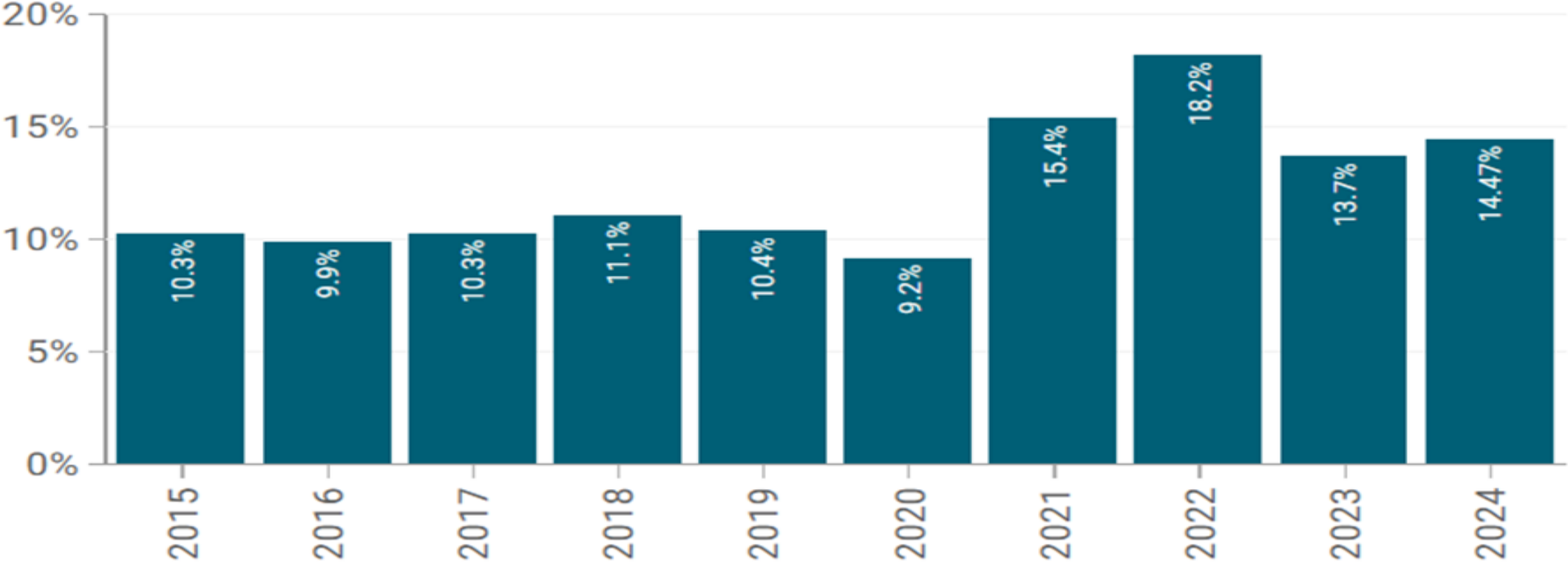


# New Hires, Promotions and Separations: 2022-2024



# Employee Turnover Elevated Post Pandemic

## Turnover in the Workforce



# HR Department and HR as a Strategic Business Partner

What	County Manager	CHRO/HR Department	Organizational Alignment	TARP
CHRO Hire	Lead/Decision			
HR Department Staffing	Oversight	Lead (CHRO)		
HR Operations	Oversight	Lead/Execute		
Future State HR Organizational Structure	Decision	Execute	Lead	
Leadership Training Development	Oversight	Execute		Lead
Modernize HR personnel policies and rules, onboarding & offboarding processes and performance management.	Oversight	Execute		Lead
Modernize classification and compensation	Oversight	Execute		Lead



## Questions and Discussion