



Board Workshop / Discussion Agenda

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

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

Courthouse Room 220

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.
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651-266-9200

Item Number: 2025-162

Meeting Date: 5/13/2025

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

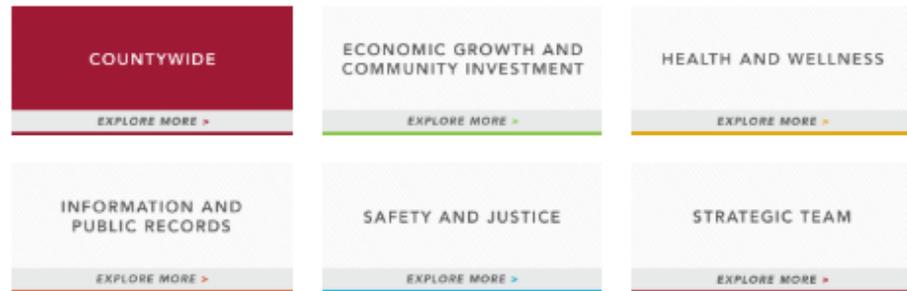
Advancing the Strategic Priority

| 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

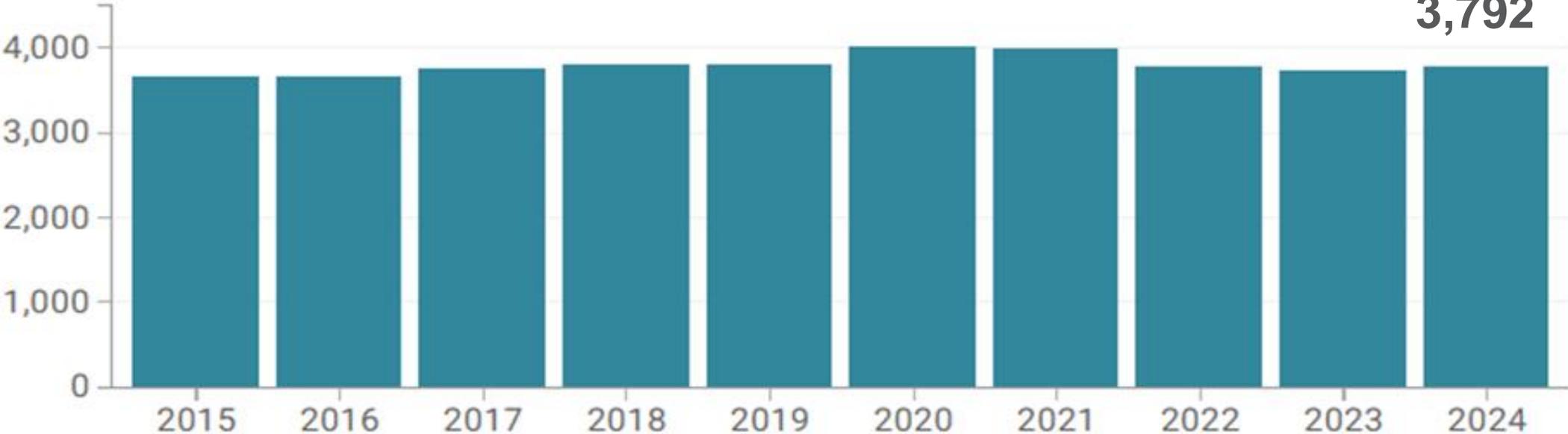
Average Age of Employees

The average age of the workforce was 45.3 in 2024

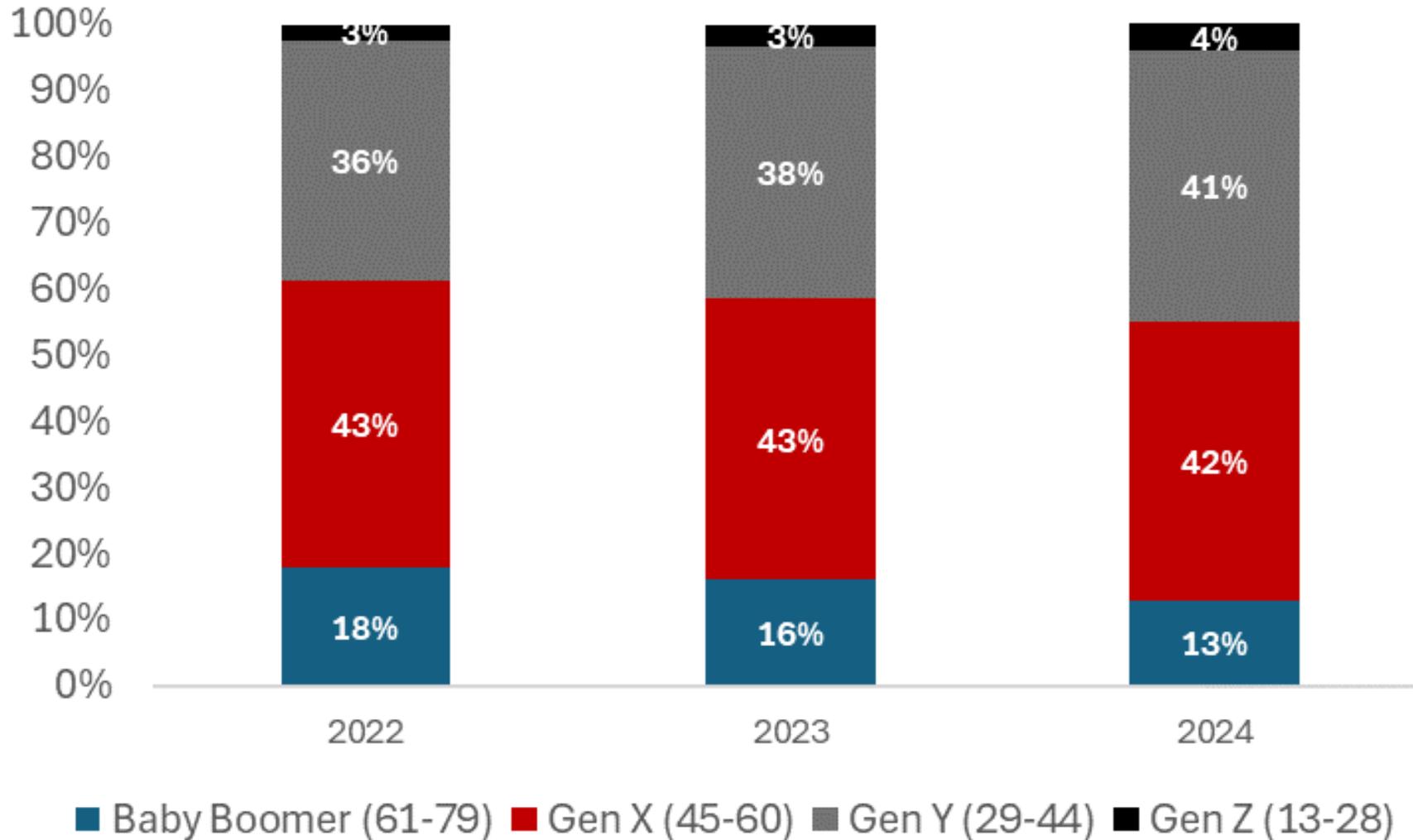
Employment Levels Remain Steady Over Past Decade

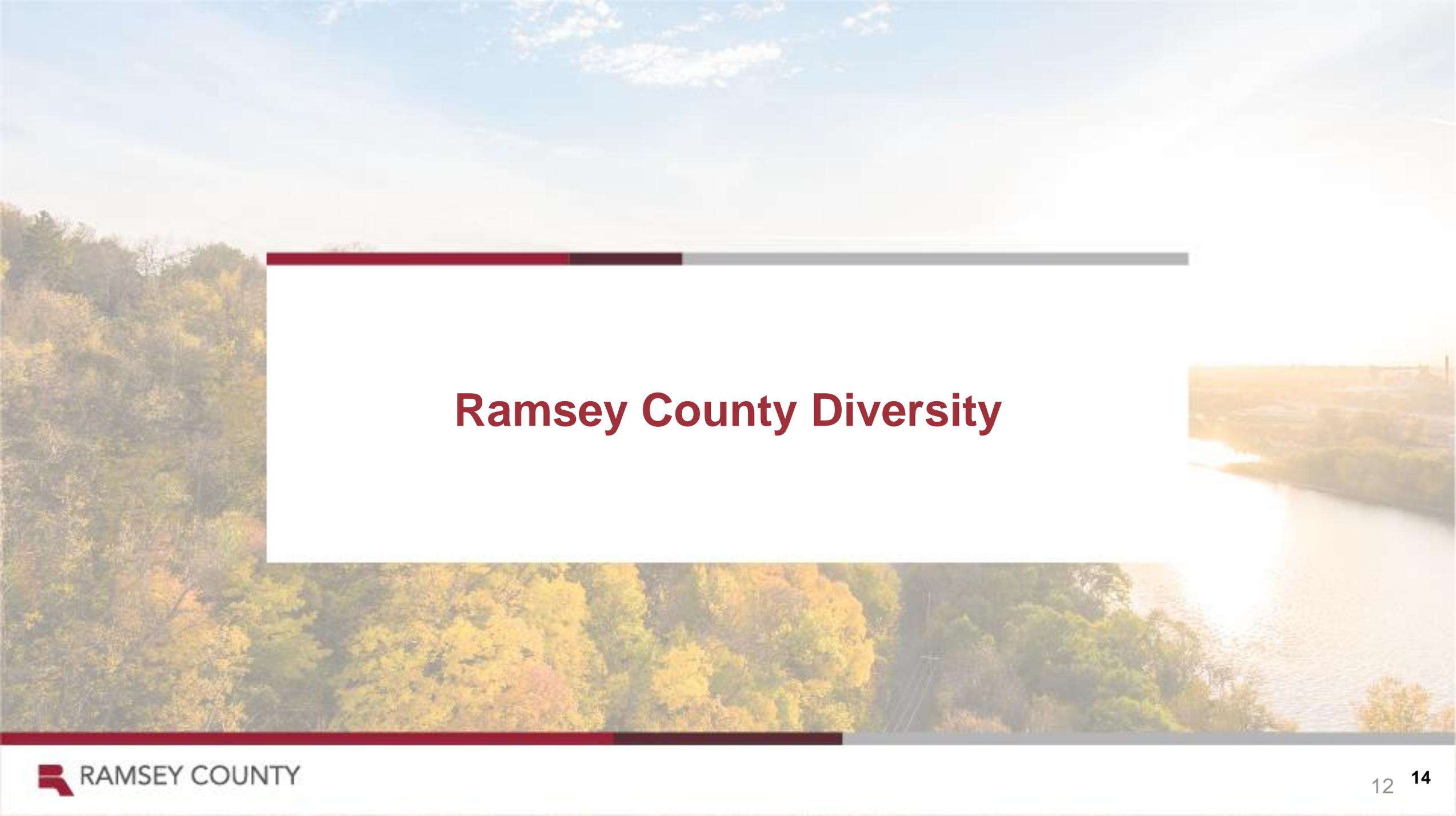
Full and Part-Time Employees Over Time

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



Ramsey County's Workforce Includes 4 Generations





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

26%

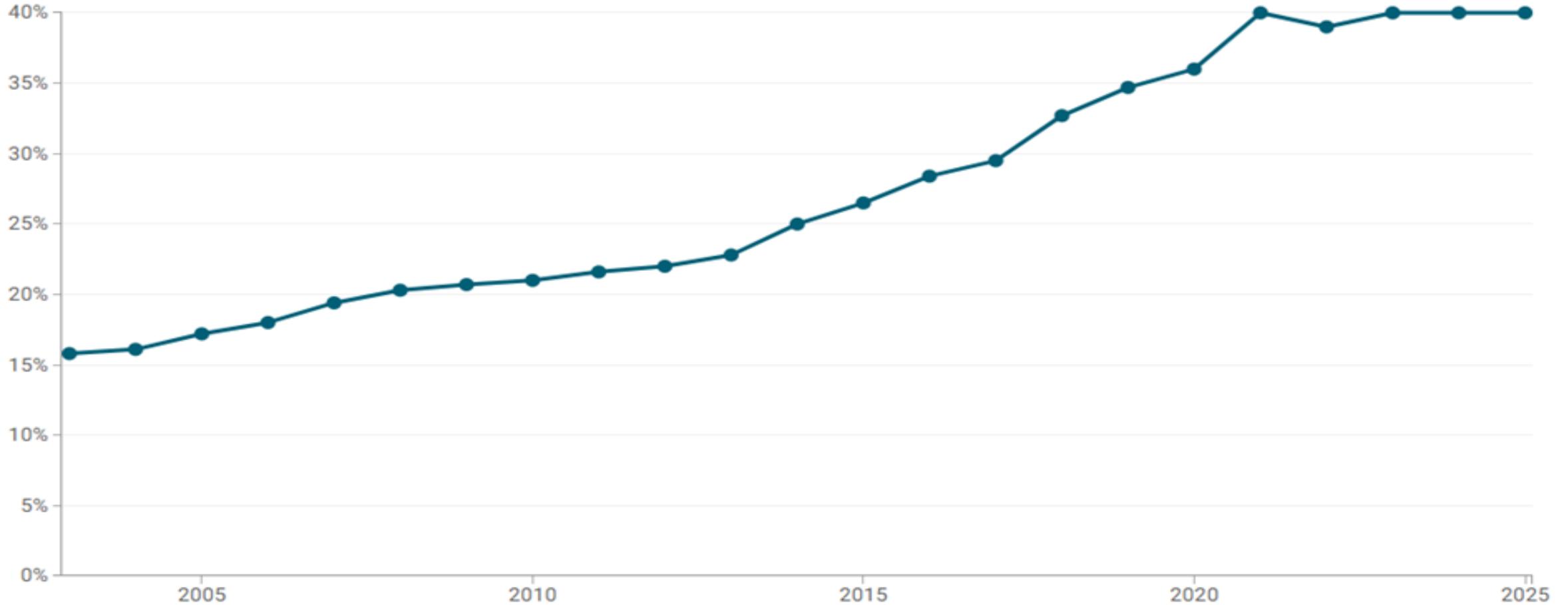
Racially and Ethnically
Diverse Formal Leaders

Percentage of formal
leaders that are racially
or ethnically diverse

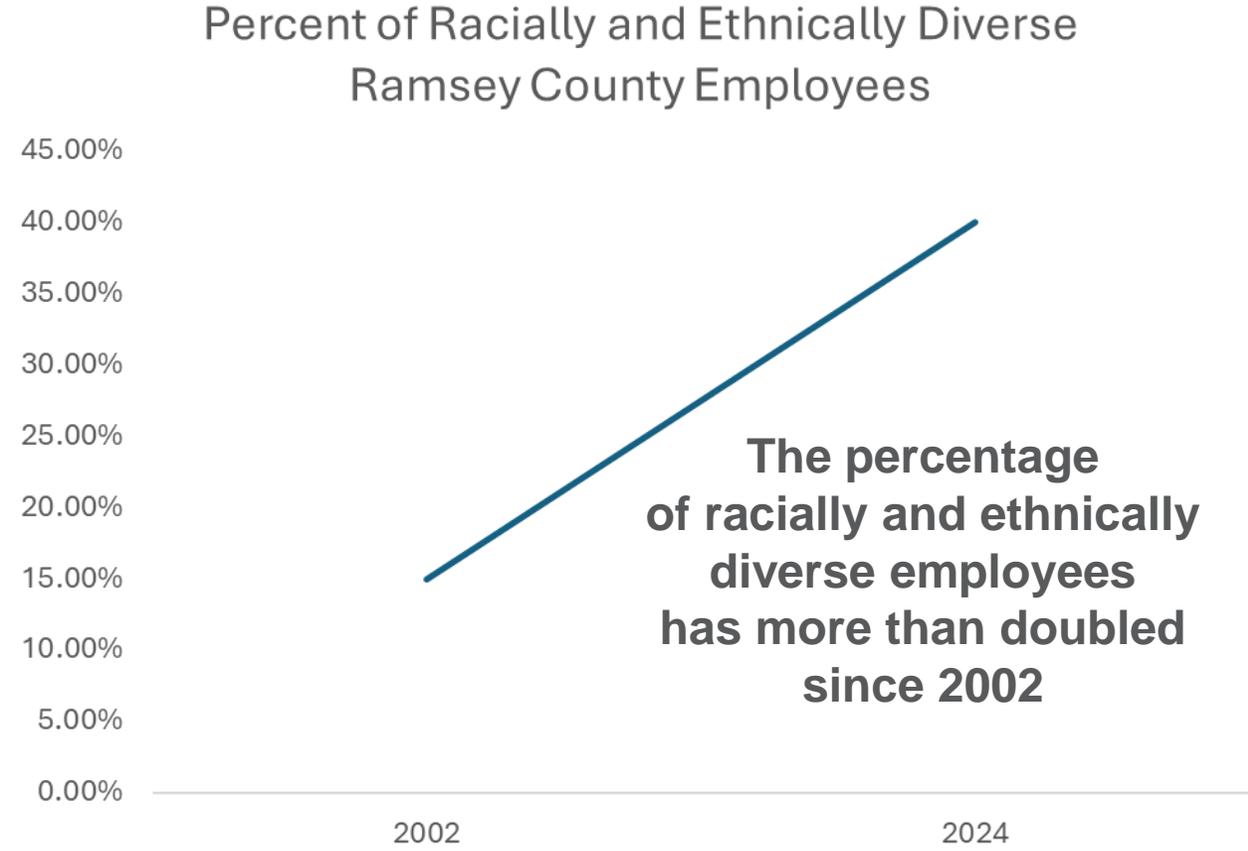
N=156

Workforce Diversity Stabilized at 40%

Employees by Race/Ethnicity Over Time



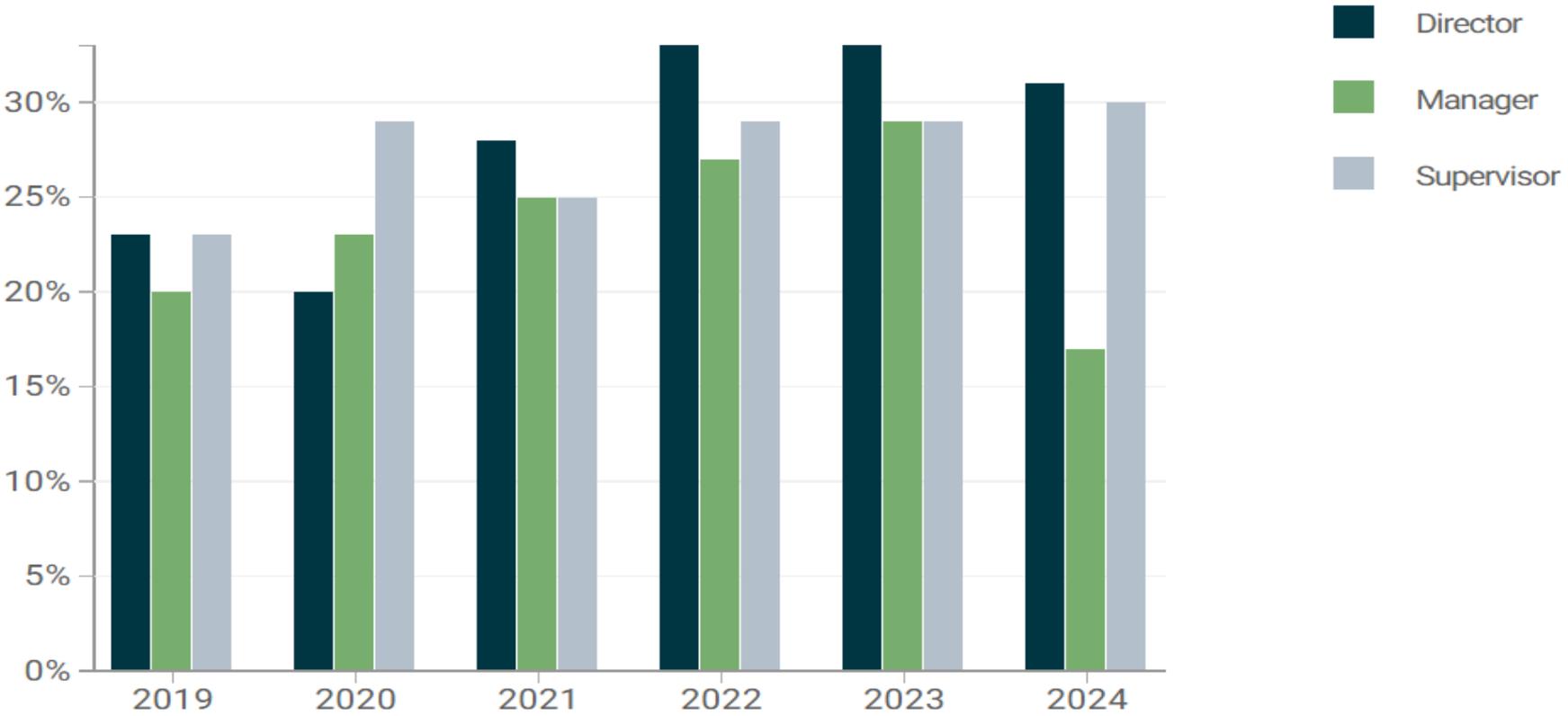
Workforce Diversity Reflects Community Diversity

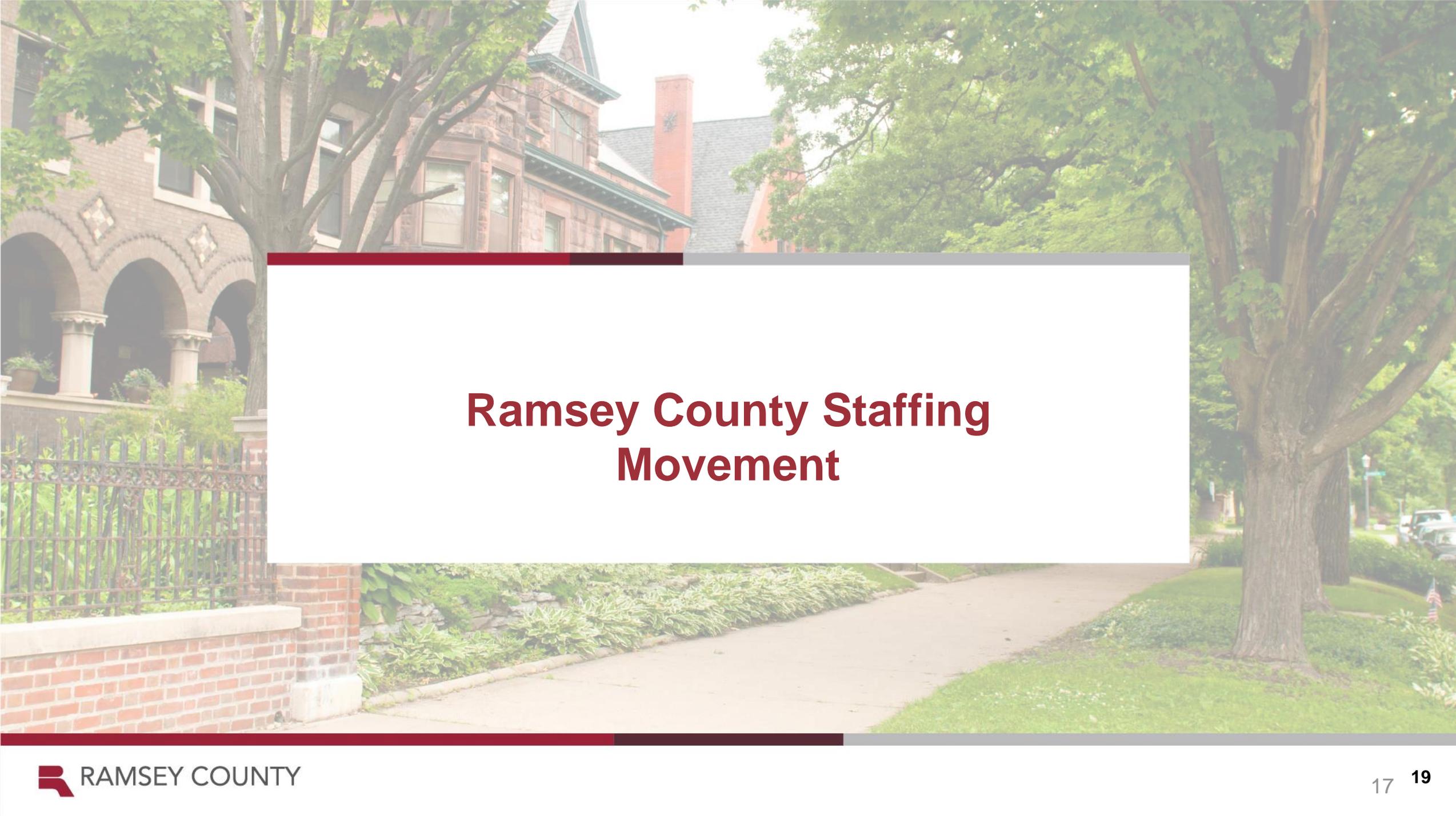


Leadership Diversity

Racially and ethnically diverse directors, managers and supervisors

Year-end 2024.





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

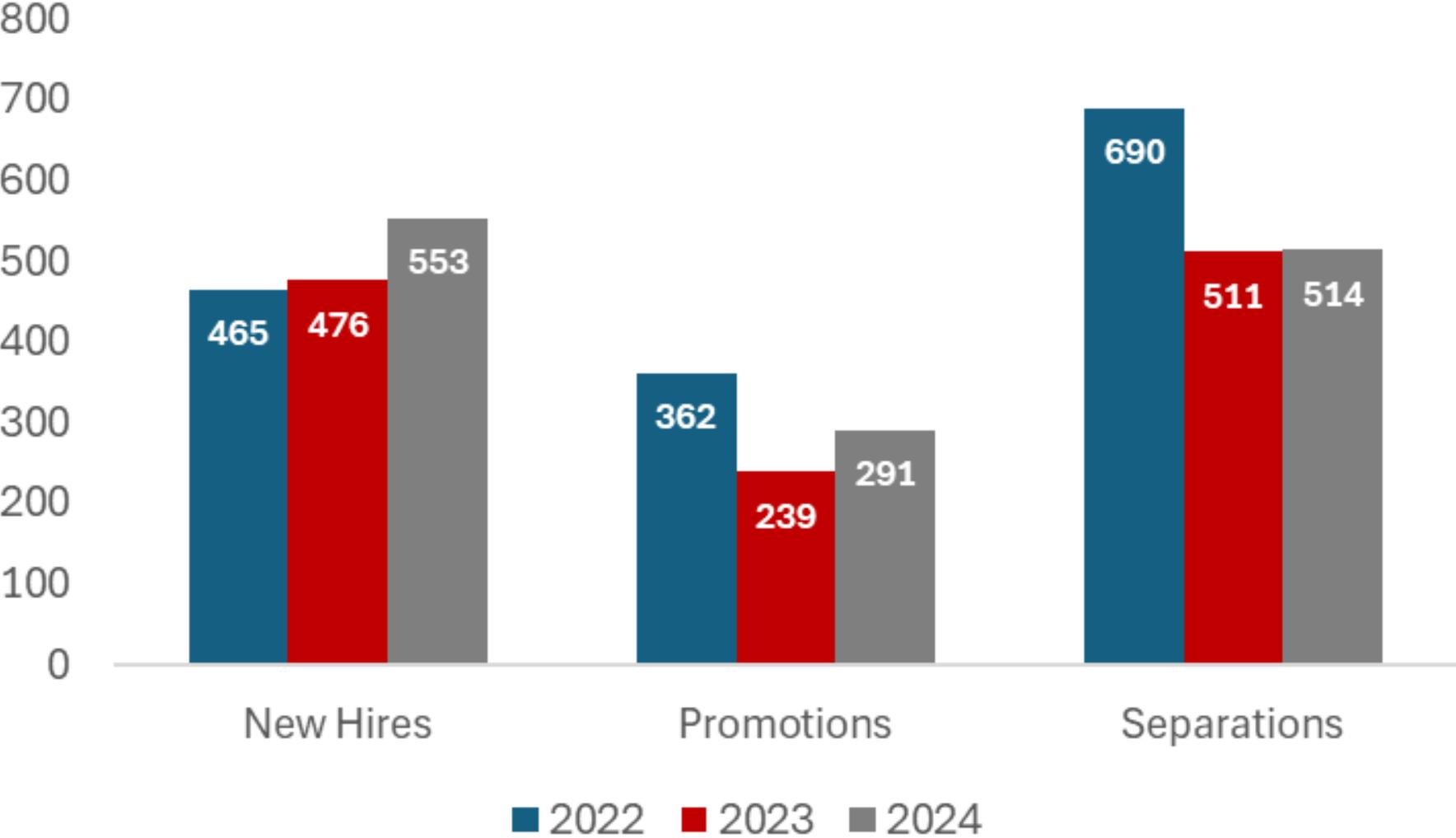
The turnover rate in 2024 was 14.5%

514

Total Separations

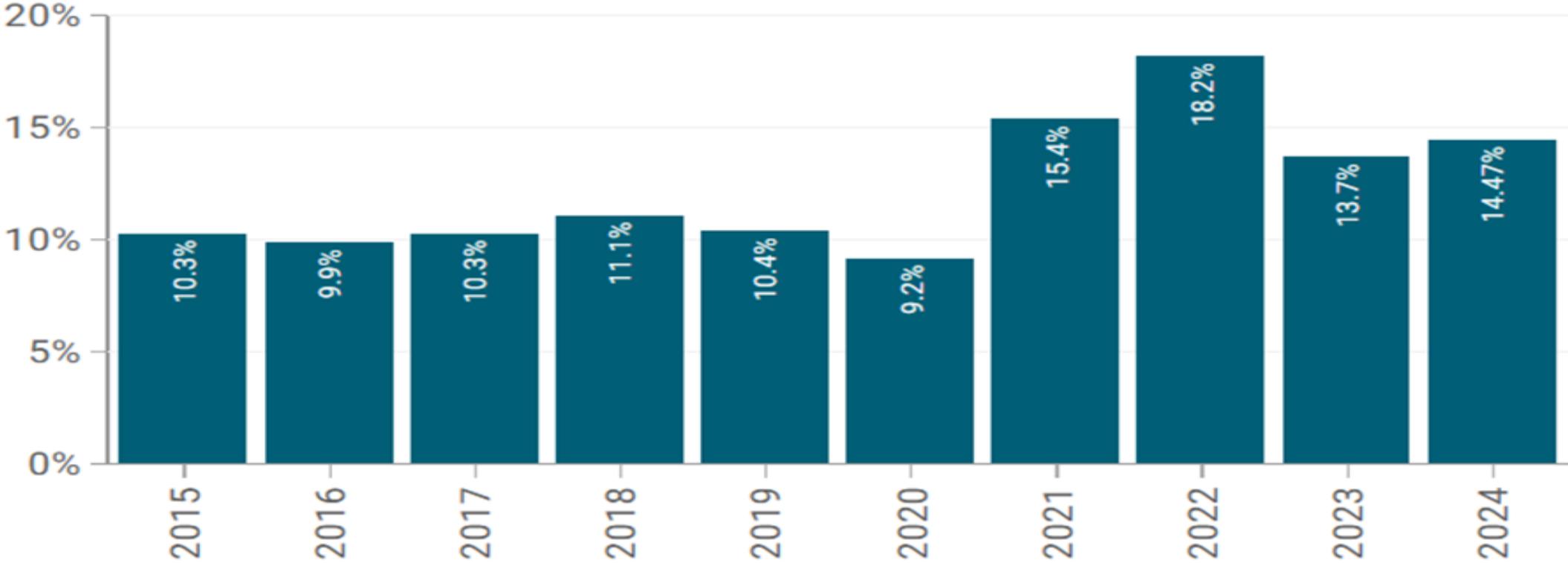
Total separations in 2024

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