



Board Workshop / Discussion Agenda

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

December 1, 2020 - 1:30 p.m.

Virtual Meeting

WORKSHOP

Talent Attraction Retention Promotion - Strategic Priority Update

[2020-573](#)

Sponsors: Strategic Team



Board Workshop / Discussion

Request for Board Action

15 West Kellogg Blvd.
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651-266-9200

Item Number: 2020-573

Meeting Date: 12/1/2020

Sponsor: Strategic Team

Title

Talent Attraction Retention Promotion - Strategic Priority Update

Attachment

1. Presentation

Talent Attraction Retention and Promotion Strategic Priority Update

December 1, 2020

Agenda

- **TARP 1** Ann Feaman (Sponsors: Karen Francois, Elizabeth Tolzmann, Kathy Hedin)
- **TARP 2** Gail Blackstone, Sandi Blaeser, Ann Feaman
- **TARP 3 & 4** Scott Williams, Johanna Berg, Gail Blackstone
- **Next Steps** Ann Feaman & Sandi Blaeser

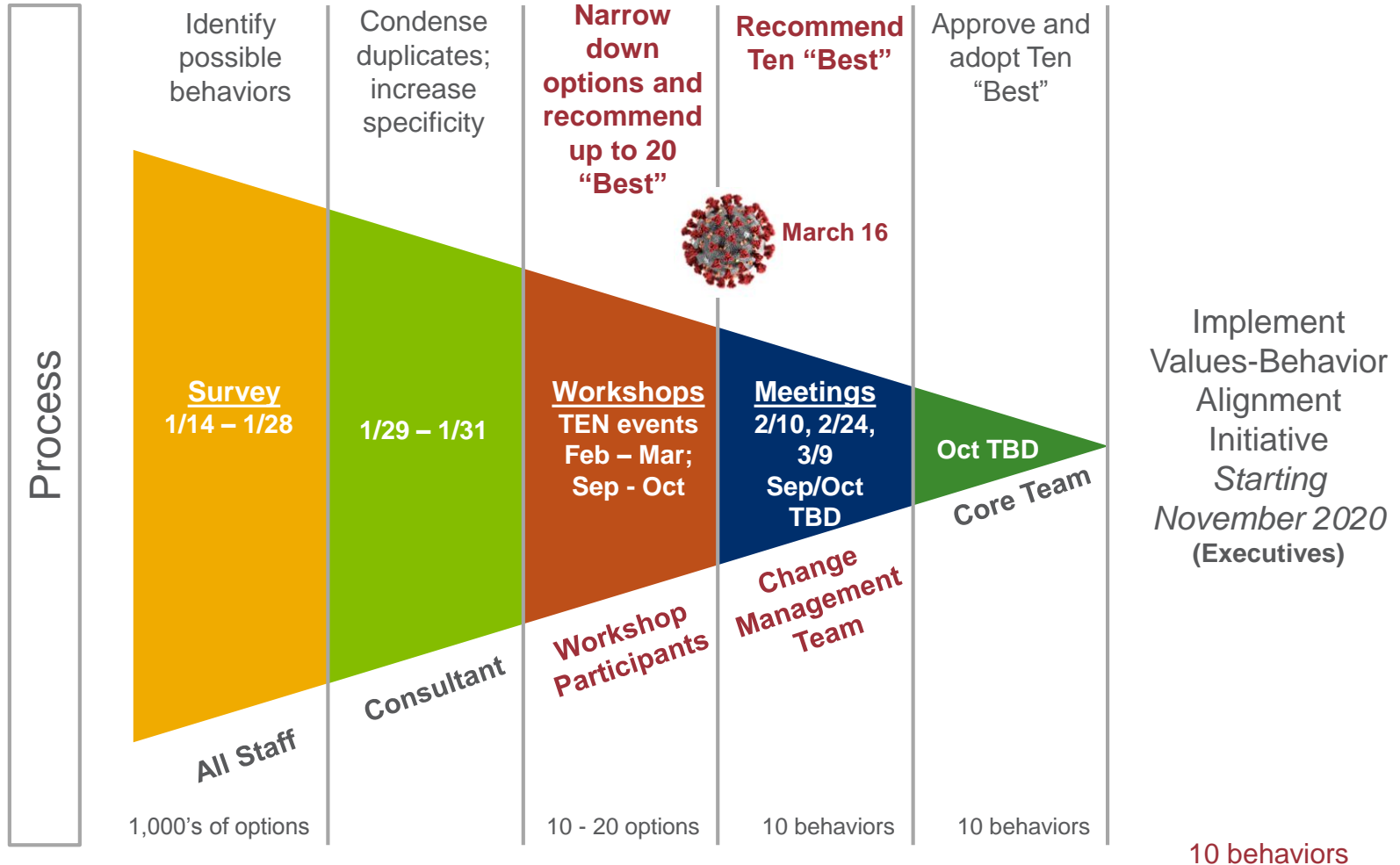
TARP Theme 1

Countywide Culture

Aligning Values and Behaviors

December 1, 2020

Post-COVID-19 Timeline to Select “Best” Behaviors



TARP Theme 1 - Update

- Reconvened the TARP 1 team in November 2020
- Finalize behaviors in the next few months and incorporate into the competency model (April 2020)
- Report out to the Board at the end of the TARP 1 project

TARP Theme 2: HR as a Strategic Business Partner

December 1, 2020

TARP Theme 2 - Phase 1 Report Out Overview

- Review of TARP Theme 2
- What does it mean to be a Strategic Partner?
 - Current State -> Future State
- Case for Change – Importance of TARP Theme 2
- Phase 1 Scope
 - Creating the Vision
 - Work Streams
 - Accomplishments
- Next Steps

What is TARP Theme 2?

Theme 2: Human Resources as a Strategic Partner

Position HR as a strategic partner with Service Teams. Enhance HR processes and systems to align with desired culture and values.

- Work effort designed to create a place where we **Attract, Retain and Promote** top talent within the County.
- HR as a Strategic Partner – understand, customize and execute on talent strategies in support of service and strategic teams' priorities
- Proactive versus reactive
- Drive racial equity and inclusion within the County
- Support a culture of learning, development and success for County employees

Future State for HR

FROM

TO

- Transactional, order-takers
- Stand-alone HR programs with many manual transactions and processes, and single points of knowledge
- Top-down control resulting in work completed by highest-level capable
- Wide and varied skill and performance by role / individual
- Reputation for controlling, tactical, and a barrier to doing work

- Strategy aligned and outcome-oriented
- Forward looking programs integrated with county mission and priorities, enabled by technology-enhanced solutions; single points of knowledge mitigated with cross-training, backup, and self-service technology
- Enabled and accountable staff resulting in work completed at most appropriate level capable
- High-performing team
- Reputation for and respected as a valued and trusted partner

TARP Theme 2: HR as a Strategic Partner

HR STRATEGY

- Created from County strategic priority (TARP)
- Aligned with county mission, vision and values
- Focus on advancing racial equity

STRATEGIC PILLARS

- Outcome driven
- Focus on the employee experience throughout the employee lifecycle
- In service of achieving Service and Strategic Teams' business outcomes

FOUNDATIONAL EXCELLENCE

- Consistent, timely, and seamless execution of administrative processes
- Focus on metrics and data



Human Resources Maturity Curve



3-5 Year Progression to HR as a Strategic Partner

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



Case for Change

Future State: *Bringing the County Mission, Vision and Goals to life for employees*

Vision

A vibrant community where all are valued and thrive.

Mission

A county of excellence working with you to enhance our quality of life.

Goals



Strengthen individual, family and community health, safety and well-being

through effective safety-net services, innovative programming, prevention and early intervention, and environmental stewardship.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty through proactive leadership and inclusion initiatives that engage all communities in decisions about our future.

Enhance access to opportunity and mobility for all residents and businesses

through connections to education, employment and economic development throughout our region.

Model fiscal accountability, transparency and strategic investments

through professional operations and financial management.

Case for Change

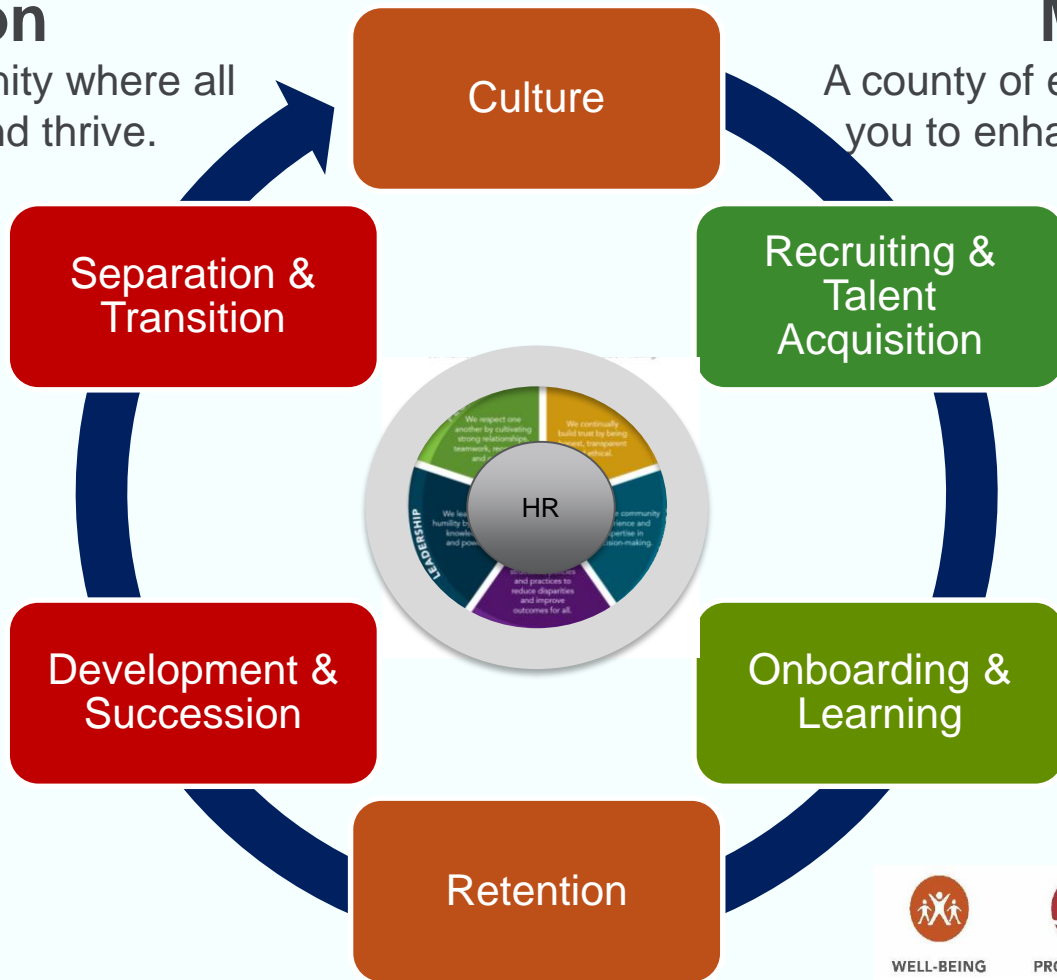
Future State: *Bringing the County Mission, Vision and Goals to life for employees*

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Mission

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Why is This Important to Ramsey County?

- Become a public sector ‘Employer of Choice’ in the Twin Cities
- Best use of our talent in service to our residents
- Alignment of talent decisions with overall county strategies
- Creates a foundation for long-term success
- Leadership of meaningful racial equity change within the County
- Need to be nimble and proactive as pace of change increases
- Partner with the service teams to create customized talent solutions
- Make better use of our HR talent and resources; engage in process improvements
- Move to a *solutions-oriented* perspective!

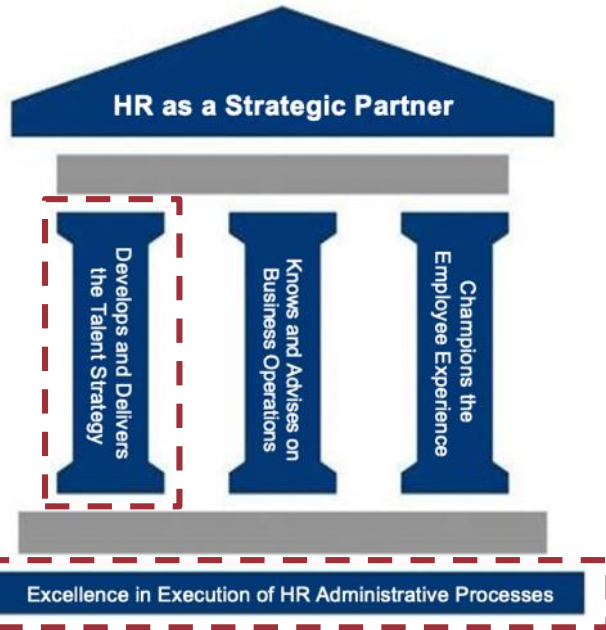
Phase 1 Scope

Excellence in Execution of HR Administrative Processes

The foundation of a Strategic HR organization is the ability to seamlessly execute administrative processes. Striving for excellence in execution of these tasks will create trust throughout the organization, from leaders and employees, that their HR team is truly a partner to support their needs. A strategic HR partner will listen to and understand needs, design effective processes to execute what is promised, and provide consistent execution of those effective processes.

Develops and Delivers the Talent Strategy

As a strategic partner to the business, the HR organization is responsible for developing a talent strategy that fully supports the County's strategic priorities. All HR activities and responsibilities will align to this strategy. The general services team and HR centers of excellence will create programs and processes to effectively deliver on the talent strategy.



Work Streams in Phase 1

HR Leadership Development

Leadership Style Assessments : Strengths Finder, EQi

Team Purpose, Priorities and Culture

Individual Development Plans

Action Teams

Service Delivery – (Work of General Services)

Hiring Process Improvements

Talent Development & Performance Management

Process Improvements

Tuition Reimbursement

Retiree Benefits Billing

Short-term/ Long-term Disability

Other Work Streams

Communications

Metrics

Approach to Work Streams

Change Champion Model

Co-creation model for leading the TARP Theme 2 efforts in order to increase buy-in and ownership from the HR team

Role & key responsibilities for the Change Champions include:

- Primary project contact for ROIG on the specific topic
- SME for topic within HR and/or Ramsey County
- Discussion partner
- Deliver select action items to keep the work moving
- Collaborate with team members to provide input / feedback to the process

TARP 2 Theme Accomplishments to Date: HR Team Development



Leadership Style Assessments

- Assessments completed for entire HR team to build self-awareness and create common language;
- Leadership assessments for entire management team



Team Effectiveness Workshops

- Shared Team Purpose
- Team and Individual Commitments
- Business Drivers/Barriers
- **Started with the Leadership Team and General Services Team



Individual Development Plans

- Started with HR Leadership Team
- Develop coaching and mentoring skills for development of team
- Role Model what we want to see in the County

TARP Theme 2 Accomplishments to Date

- a. Realigned HR into Talent Team and Enterprise Team; Hired 2 new Deputy Directors to help lead the change
- b. Identified and began implementation of internal improvements to the initial hiring process
- c. Improved internal communication and planning within HR
- d. Implemented an assessment and development planning process for the HR team (pilot to be expanded in future)
- e. Co-created a Ramsey County Competency Model – piloting within the HR team to develop subject matter expertise
- f. Identified a long-term performance management strategy and roadmap
- g. Developed new draft Performance Appraisal form and Individual Development Plan form – being piloted in HR to gather insights and feedback
- h. Created a roadmap for alignment and new focus for the talent team
- i. Mapped and improved some internal benefits processes in order to provide consistent, timely and seamless execution of administrative processes
- h. Engaged in team effectiveness workshops to support HR team culture

How Do We Get There?



Phase 1 – focused on building the internal foundation in HR and identified recommendations and improvements needed.

Phase 2 – Implement Phase 1 recommendations. Create the talent strategy. Continue foundational work.

Phase 3 – Build strong relationships, elevate the strategic skills sets of HR team. Implement talent strategy.

What Happens Next?

1. HR will present several workshops to the board beginning in December doing a deeper dive in to the work we have been doing around the following work streams
 - a) Competency Model / Performance Management Framework
 - b) Hiring Process Improvement & Recruiting Strategy
 - c) HR General Services Service Delivery Model & Structure
2. Ongoing & regular communications and feedback with stakeholders
3. Phase 2 – Implementation of TARP 2 work to begin next year

TARP Theme 3

Modernize Personnel Rules to Align with Culture and Values

December 1, 2020

Theme 3 will modernize our personnel rules to align with our culture and values

- Focus groups were conducted to get feedback on existing rules and “pain points”.
- Survey of practices in comparable organizations.
- Rules are found in multiple places. Modernized rules will consolidate into one location.
- Existing rules contain complicated language. Modernized rules will use plain language.
- Many personnel rules are related to Theme 4.

Theme 3 will take longer to complete than expected

- Review of Theme 3 recommendations requires the same subject matter experts that are also busy working on Theme 2 and Theme 4 tasks.
- Back and forth iterative review process with vendor was taking too long. The team pivoted to asking vendor to prepare comprehensive set of recommendations.
- Vendor is in the final stages of delivering comprehensive recommendations in batch that can be reviewed on a more flexible timetable.
- And, of course, ***it is 2020!***

Theme 3 will be accomplished in three phases

1. Completion of Gallagher Theme 3 deliverables and preliminary Ramsey County review.
2. Implementation of compensation related personnel rules concurrent with Theme 4.
3. Remaining personnel rule changes implemented concurrent with Theme 2 business process changes.

TARP Theme 4

Modernize Job Classification and Compensation Plans

December 1, 2020

Compensation Philosophy Established: Highlights

- Position at the 65th percentile of relevant comparators
- The 65th percentile is aligned to actual pay today
- Salary structures will include a step zone and an enhanced performance zone

Compensation Philosophy – Salary Structure

- **Step Zone:** Regular step increases occur in this zone, provided there is satisfactory performance, up to the market rate. Within this zone, employees will be able to earn a base salary that leads to compensation at the 65th percentile market rate.
- **Enhanced Performance Zone:** Once achieving the market rate, employees whose performance exceeds satisfactory may receive performance-based increases, not to exceed the top of the performance zone.

Performance expectations in each zone will be aligned to the Competencies established in TARP 2.

Ramsey County Salaries are Very Competitive in our Region

Core Comparator Organizations

1. Anoka County, MN

2. Carver County, MN

3. City of Saint Paul, MN

4. Dakota County, MN

5. Hennepin County, MN

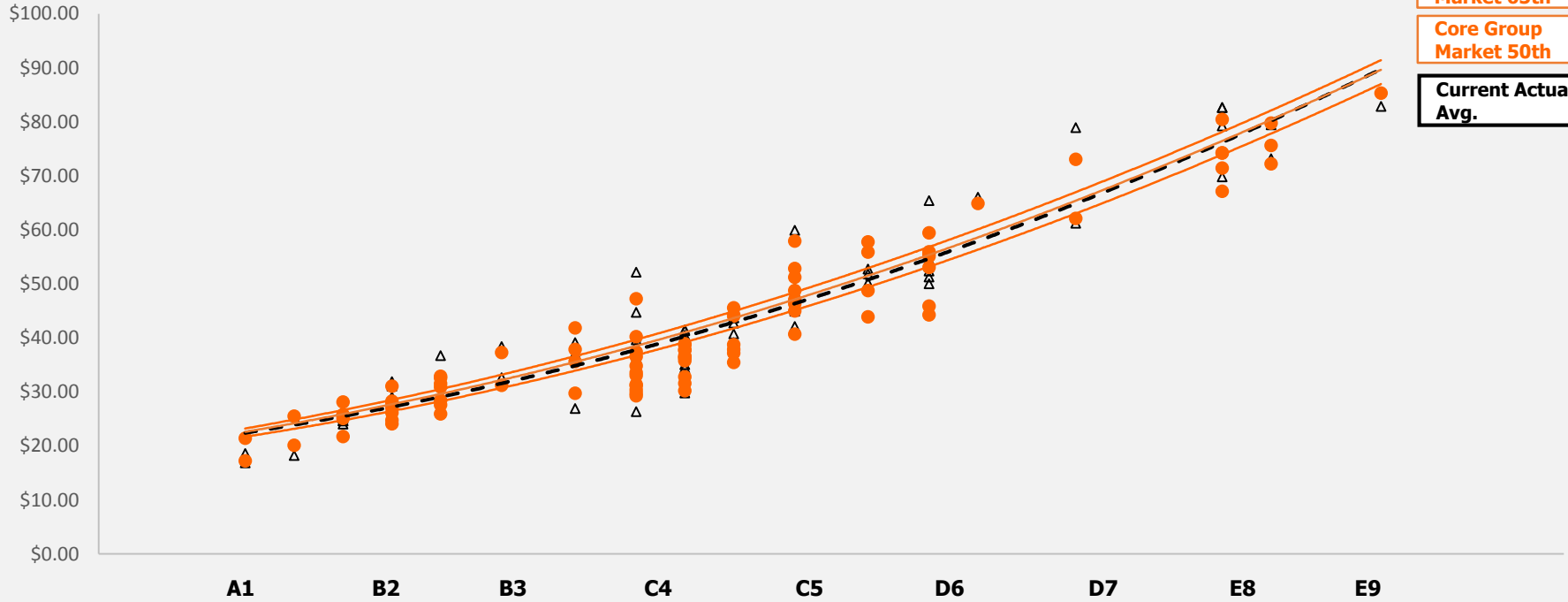
6. Metropolitan Council, MN

7. Scott County, MN

8. University of Minnesota

9. Washington County

**Market Group 4:
(Core Custom Participant Group)**



**Core Group
Market 75th**

**Core Group
Market 65th**

**Core Group
Market 50th**

**Current Actual
Avg.**

Δ Current Actual Avg ● Mrkt Grp 4: 50th Polynomial Mrkt Grp 4: 75th Polynomial Mrkt Grp 4: 65th Polynomial
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Compensation Philosophy – Next Steps Framework

- Commitment to administering the compensation program in a manner that is fair and equitable.
- The new compensation strategy will need to be accompanied by parallel performance appraisal and performance management system to be implemented countywide with a focus on training. This system will incorporate TARP 1 behaviors in evaluating employee performance.
- Implementation of this direction will be a multi-year endeavor. Performance-based salary structure will likely be implemented first with unrepresented employees.

Next Steps for TARP

December 1, 2020

Next Phase:

- Close out Phase 1 work for each theme
- Integration and implementation
 1. Onboarded a project manager in November of 2020 to assist HR in managing the implementation of this work across the themes
 2. In the next 90 days, complete a project plan and timeline
 3. Regular updates on goals and milestones



Questions/Discussion