



FY2017-2019 STRATEGIC BUSINESS PLAN Human Resources





Human Resources Department

OUR VISION

Serve as a strategic partner with County departments to maximize human capital and achieve organizational goals by attracting, developing, and retaining high-performing employees.

“I am confident that when the goals identified are executed, Mecklenburg County Human Resources will be positioned as a national leader in Human Resources by attracting, developing, and retaining talent that supports the organizational goals of the County.”

Joel Riddle

OUR MISSION

To be a 21st century Human Resources department that is recognized nationally as an industry leader.



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OUR ENVIRONMENT

Human Resources continues to evolve. A variety of issues, prevalent in Human Resources, were not on the radar a few years ago. Regulatory compliance continues to be an ever-changing and evolving concern for Human Resources professionals. As an example, the excise (“Cadillac”) tax component of the Patient Protection and Affordable Care Act will require organizations to review and amend benefit plan options to ensure compliance with the law and to avoid associated penalties.

Second, the proposed changes to the Fair Labor Standards Act (FLSA), currently slated for a July 2016 implementation, will result in a number of currently exempt positions being re-evaluated. The current salary status for exempt employees is \$23,660 which will more than double to \$50,440 once the proposed changes become law.

While regulatory compliance sets the parameters for which we must work, the focus of our three year strategic plan involves a strategic role in fulfilling the strategic vision of the Board of County Commissioners, the vision of the County Manager, and incorporating departmental feedback related to human capital management (ex. succession planning, performance management, and recruitment).

It is well known that there are currently four generations of employees in the workforce and the motivations of each generation are, at times, radically different. Identifying the needs of each generation to ensure top talent is attracted and retained is a critical issue facing the Human Resources discipline. Organizations must look for ways to develop and retain a diverse work force and Human Resources usually leads such initiatives.

In addition, a number of the “tethers” that used to provide incentives for talented individuals to consider a career in local government are no longer in place or they are not as prevalent as they once were (ex. enhanced job

security, rich benefit packages, retiree medical insurance, etc.). As a result, all local governments are competing with private sector employers in the battle to attract and retain top talent.

This means that Mecklenburg County must compete for talent, not just as a local government employer, but as an employer in a global marketplace. Mecklenburg County has five percent of employees that are retirement eligible and the average age of Mecklenburg County employees is 44.6. In short, the County’s challenge is twofold. First, the retention of “institutional knowledge” is critical to ensuring organizational continuity. Second, attracting and retaining talent to a career in local government in a global workforce will require the County to develop a strategic approach to talent acquisition and retention. As a result, it is critical that Human Resources align a talent management process that will support the Board’s key theme of being a high performing organization and to ensure that Mecklenburg County is positioned to be a leader in human capital management.

Second, it is critical that the County not only retain employees, but that employees have the appropriate tools in place to manage their physical and mental health through well designed benefit and wellness plans. Sixty nine (69) percent of the County’s insurance costs are for management of chronic conditions. To ensure that the County is a high performing organization, and to ensure that employees are aware and better able to manage their health, in the next three years, Human Resources will focus on engaging employees in the management of their health outcomes, and providing appropriate benefit plans to incent employees to better manage their overall health.



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OUR GOALS

In the next three years, Human Resources will focus on the following three goals:

- Implement a Holistic and Integrated Talent Management Approach for the County.
- Improve the Physical and Mental Health and Wellness of County Employees
- Maintain Environmental Sustainability of Operations

The first two goals are significant in scope and they will require multiple years to implement. However, they are consistent with the themes outlined in recent years by the Board of County Commissioners, the County Manager and departmental leadership. The County strives to be a high performing organization with a dedicated, diverse, knowledgeable and experienced staff.

The first goal is to implement a holistic and integrated talent management approach for the County. Succession planning, performance management and recruitment initiatives are all currently under way. During completion of the three year strategic plan, Human Resources leadership recognized a holistic talent management plan is needed that integrates the above with workforce planning, onboarding, learning and development, and compensation and benefits. Taken together, these are the industry recognized components of a holistic talent management plan.

The second goal is to improve the physical and mental health and wellness of County employees. Proper incentives must be in place to ensure that staff is managing their health to reduce preventable health outcomes. Sixty nine (69) percent of the County's insurances costs are related to the management of chronic illnesses. Engaging employees, properly educating them about negative health outcomes and providing incentives to help staff better manage their health should greatly improve health outcomes while reducing health care costs and time lost at work.

The third goal is to maintain environmental sustainability of operations. In addition to adhering to County standards of purchasing recyclables and education/encouragement of our internal staff to engage in environmentally friendly practices, the department will continue to look for opportunities to reduce paper. We recognize that distributing paper materials may be necessary at times to ensure all employees have access to critical information, however we can also partner with Public Information to ensure we are appropriately diversifying communication methods and take full advantage of technology that reduces dependency on paper (email, MeckWeb, PeopleSoft, etc.). Additionally, staff will continue to identify opportunities to reduce and/or limit paper by streamlining and automating processes.



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DIRECTOR'S MESSAGE

There are a number of people to thank for the development of this strategic plan. Senior leadership (Wanda Caldwell, Allyson Berbiglia and I) had open and honest discussions about the strategic plan and the items that should be included in the plan. Pat O'Hara facilitated many of these discussions and this document would not be as thorough without his support and coordination with Strategic Planning and Evaluation.

Once a draft of the document was completed, the Human Resources leadership team engaged Human Resources Managers to review. While the draft document was strong, there is little doubt that the document was greatly improved after staff provided feedback.

I would also like to thank the County Manager, the Executive Leadership Team, and Strategic Planning and Evaluation staff for their guidance and support throughout this process. It is critical to note that the Human Resources strategic plan only has three goals. However, if executed properly, those goals will change the way the department does business and align the department with industry best practices for both public and private sector employers. There are costs associated with these goals. At a minimum, we will need to hire an experienced consultant to assist in the design of our talent management process, we will need to hire additional staff resources to manage resources and integrate currently unrelated activities into a broader talent management approach. Resources will also be required that align wellness incentives with best practices. We have included estimates in the strategic plan, but it is important to note that improvement often comes with a cost. I am confident that when the goals identified are executed, Mecklenburg County Human Resources will be positioned as a national leader in Human Resources by attracting, developing and retaining talent that supports the organizational goals of the County.

Again, my thanks to everyone who made this strategic plan a reality. The next three years will be an exciting time as we move from design to implementation to execution.



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GOAL 1: Implement a Holistic, Integrated Talent Management Approach for the County

HR recognizes that an organizational priority is to attract, retain, and develop talent. While continuing to focus on individual aspects of talent management, a holistic talent management plan that incorporates workforce planning, recruitment and selection, onboarding, learning and development and performance management (at a minimum) is needed to address a variety of existing departmental concerns regarding human capital.

Objective 1: Create a strategic, enterprise-wide plan for talent management

Strategy A	Utilize talent management best practices and key stakeholder information to develop and implement a talent management plan for the County.	
Actions	<p>◇ FY 2017</p> <ul style="list-style-type: none"> Assess current state of County’s talent management approach and recommend approach to develop an enterprise talent management plan. Ensure alignment with current FY 16 initiatives (talent acquisition, succession planning, performance management, etc.) and incorporate current initiatives into the broader talent management approach. Identify resources required to implement a three-year plan, including but not limited to human capital, software, and space considerations. Involve departmental stakeholders in development of plan. Create project team, research best practices for talent management, and outline three year strategic plan timeline. Review existing PeopleSoft talent management capabilities. Work with a consultant as part of the 9.2. upgrade to complete analysis. <p>FY 2018</p> <ul style="list-style-type: none"> Present results from talent management consultant/assessment and recommended next steps to the Executive Team and Cabinet Initiate RFP process for competency development consulting services; this will most likely result in pilot departmental involvement Begin PeopleSoft fitgap analysis of PeopleSoft capabilities based on specified business needs. Identify what the County already owns and what it needs to own to create a comprehensive talent management platform online. Initiate an RFP process based on completed PeopleSoft gap analysis to acquire a comprehensive talent management module. <p>FY2019</p> <ul style="list-style-type: none"> Assess competency development/pilot department results and incorporate into execution of talent management plan. Complete RFP process and prepare FY20 budget request for talent management technology needs. Modify Talent Management Plan as needed, including the ongoing development of a competency model. 	
	Total associated costs: FY 2017	\$208,000



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	Human Capital	Add two recruiter positions to handle a consistently increasing workload, provide more proactive resources to departments to fill open positions; and provide more opportunities for recruiters to be out in the communities.	\$154,000
		Add one recruitment coordinator position to handle the administrative and processing tasks associated with hiring projected volume of new employees (approximately 175 new full time, limited part time and temporary positions) that departments have requested as part of their strategic plans.	\$54,000
	Information Technology	Complete a PeopleSoft system gap analysis in preparation for PeopleSoft 9.2 implementation	TBD in consultation with IT
	Total associated costs: FY 2018		
	Information Technology	Continue PeopleSoft enhancements that were not able to be completed/funded as part of the scope of the 9.2 Implementation.	TBD in consultation with IT
	Total associated costs: FY 2019		
	Information Technology	PeopleSoft fit-gap and/or employee performance management platform	TBD
	Consulting Services	Ongoing consulting cost re: competencies	TBD – Estimate in the \$100,000-\$200,000 range depending on scope of service
	Total associated costs: FY 2020		
	Information Technology	Estimated cost of talent management module if evaluation process and PeopleSoft system gap analysis indicate there is a need for it	TBD
Performance Measure	♦ FY 2018/FY 2019: Customer Satisfaction Rate for participating departments is greater than or equal to 84%.		
Comments	<p>Success looks like:</p> <ol style="list-style-type: none"> 1) The County’s talent management plan is visible, understood, and integrated into the daily business operations of all County departments/agencies. 2) Staff will have fully explored the enhanced functionalities of PeopleSoft, Cornerstone and potentially other software already owned by the County to help streamline work processes and identify any remaining technology gaps. 3) The Human Resources Department will be a strategic business partner to departments in the development of a comprehensive talent management plan. Various functional/service areas of HR 		



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	<p>– including talent acquisition, performance management, succession planning, compensation and learning & development – will be incorporated into a holistic view of planning and managing human capital.</p>
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GOAL 1: Implement a Holistic, Integrated Talent Management Approach for the County (cont'd)

Objective 2: Increase organizational readiness to attract, retain, and develop talent by improving talent acquisition process to ensure the County is acquiring the best talent

Strategy A	Create a pipeline of qualified applicants.		
Actions	<ul style="list-style-type: none"> ◆ FY 2017 <ul style="list-style-type: none"> • Research best practices for developing a pipeline of qualified applicants. • Design a process for creating a pipeline of qualified applicants. FY 2018 <ul style="list-style-type: none"> • Utilize proactive sourcing activities such as job fairs, online platforms, networking, employee referrals, and community outreach efforts to source passive candidates. FY 2019 <ul style="list-style-type: none"> • Create/maintain a pipeline of qualified applicants for specific positions (i.e. Human Services Specialists). • Research organizational recruitment strategies to further engage managers/employees (ex. referral bonus) • Research feasibility of integrating video interview software to enhance and broaden the recruitment process 		
	Total associated costs: FY17		\$17,202
	Information Technology	Purchase 2 iPads for recruiters to use in the field. \$1290 purchase price + \$912 ongoing annual data charge.	\$2,202 N
	Other	Travel and materials for job fairs	\$10,000 N
		Fiscal Year 2017 Budget Request (New)	\$5,000 (E)
		LinkedIn Contract	
	Total associated costs: FY18		\$17,000
	Other	LinkedIn Contract	\$17,000 (E)
	Other	Online Video Interview Software	TBD
	Total associated costs: FY19		TBD
	Referral program	Referral bonus program costs	TBD
	Information Technology	Online video interview software	TBD
	Total associated costs: FY20		TBD
	Information Technology	Applicant tracking system costs	TBD
Performance Measures	<ul style="list-style-type: none"> ◆ FY 2017 		



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	<ul style="list-style-type: none">• Customer satisfaction level with the talent acquisition service greater than or equal to 84%.• Average number of days to fill positions• Applicant Pool Satisfaction survey greater than or equal to 84%. <p>FY 2018 - FY 2019</p> <p>*Assuming hiring levels are similar to current (FY16) levels.</p>
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Strategy B	Implement a consistent approach to enterprise employee performance management.
Actions	<p>◇ FY 2017</p> <ul style="list-style-type: none"> • Research and evaluate best practices for employee performance management. • Conduct assessment of current practices within the County. • Develop a plan for creating a consistent approach to performance management across the County. <p>FY 2018</p> <ul style="list-style-type: none"> • Create cross-functional project team, including departmental representatives, to design the approach. Create an employee performance management template. • Define process map/process work flow. • Design employee performance management system evaluation criteria. • Solicit customer feedback. <p>FY 2019</p> <ul style="list-style-type: none"> • Roll out new process to pilot departments. • Solicit customer feedback. • Prepare remaining departments for FY20 implementation.
Performance Measure	◇ FY 2019: Customer satisfaction score of 84% or higher for pilot departments.
Strategy C	Continue implementation of succession planning
Actions	<p>◇ FY 2017</p> <ul style="list-style-type: none"> • Complete succession planning with previously identified departments. <p>FY 2018</p> <ul style="list-style-type: none"> • Complete succession planning with remaining departments. <p>FY 2019</p> <ul style="list-style-type: none"> • Review and update succession plans.
Performance Measure	◇ FY 2017 – FY 2019: Customer satisfaction survey results greater than or equal to 84%.
Comments	<p>Success looks like:</p> <ol style="list-style-type: none"> 1) The initial succession planning process has been completed for all County departments/agencies. 2) Talent Acquisition has created and is maintaining a pipeline of qualified applicants for identified positions. 3) A consistent, enterprise-wide employee performance management approach has been successfully piloted and is ready to be deployed to the County. 4) Staff are creating community partnerships to attract staff through community resources (ex. Goodworks, CPCC, etc.).



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	5) Staff are utilizing a variety of resources – including social media and trade specific organizations – to actively recruit hard to fill positions social media platforms and resources to proactively source applicants for hard to fill positions.
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GOAL 2: Improve the Physical and Mental Health and Wellness of County Employees

Objective 1: Redesign benefit plans to ensure the County is providing competitive options for employees

Strategy A	Implement plan design changes
Actions	<p>◇ FY 2017</p> <ul style="list-style-type: none"> • Create a change management plan. • Educate employees on how to manage a consumer-driven health plan (CDHP). • Redesign existing medical plans. • Introduce new consumer-driven health plan. • Introduce new PPO plan. • Assess impact of Affordable Care Act (ACA) on retiree medical plan. • Create a strategic rollout plan, which identifies costs and resources required. • Create materials to deliver campaign, including but not limited to MeckEdu modules, videos, webinars and a dedicated website. Partner with vendors as needed. <p>FY 2018</p> <ul style="list-style-type: none"> • Develop and implement ongoing HSA training for HSA plan participants and all new hires (HSA 101). • Monitor HSA plan trends. <p>FY 2019</p> <ul style="list-style-type: none"> • Reevaluate benefit plans and identify recommended plan design changes and recommend changes. • Reevaluate financial incentives being offered to enroll in consumer-driven health plan and recommend changes to incentives, as appropriate.
Performance Measures	<p>◇ FY 2017</p> <ul style="list-style-type: none"> • Percentage of candidates that receive a formal job offer with the County that decline a position based on new HSA plans • Percentage of existing employees that voluntarily migrate to the HSA plan (for tracking purposes only) <p>FY 2018</p> <ul style="list-style-type: none"> • # (or %) of employees that initially and voluntarily migrated to the HSA plan that elect to continue in it for plan year 2018. <i>(Note: this is not intended to be an accountability measure for Human Resources, rather a data point to help understand the multi-year transition to the HSA plan)</i>

	Total associated costs: FY 2018	\$2,500
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	Communications	Video production (if outsourced) + materials Fiscal Year 2018 Budget Request (New) Comment: Video production cost based on estimate from Andy Fair from PIO: \$90/hour times 15 hours	\$2,500 N
Comments	<p>Success looks like:</p> <ol style="list-style-type: none"> 1) The County has implemented a consumer driven health plan that is attractive to both new and existing employees. 2) HR has effectively communicated the types of plans the County is offering, the benefits of those plans, the incentives tied to each plan and, as a result, employees are able to make informed choices that best meet the healthcare needs of themselves and their families. 		



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GOAL 2: Improve the Physical and Mental Health and Wellness of County Employees

Objective 2: Introduce wellness platform and increase participation in wellness platform programs

Strategy A	Research, evaluate and implement best practices for wellness platform and design the wellness platform.		
Actions	◇	<p>FY 2017</p> <ul style="list-style-type: none"> Reach out to employees to understand their needs and to identify barriers to participation in wellness activities. Select wellness platform based on research and employee feedback. Introduce wellness platform to employees using a marketing and educational campaign. Partner with departments (ex. Park and Rec) to assist with overall barriers preventing participation. Add double seed and wellness incentive. Evaluate biometric screening options that reduce required staff time and resources while increasing flexibility for employees to get screenings completed. <p>FY 2018</p> <ul style="list-style-type: none"> Re-evaluate employee incentives for participation in the wellness program based on best practices and employee feedback. Review employee participation in wellness platform program. Fund consumer-driven health plan at an appropriate level (current estimate would be about \$1,000 - \$1,500 per employees) to incent participation. <p>FY 2019</p> <ul style="list-style-type: none"> Evaluate impact of wellness platform program. Redesign the plan as appropriate. 	
	Total associated costs: FY 17 (Two Year Implementation)		\$90,400
	Other	CIGNA wellness platform cost Fiscal Year 2017 Budget Request (New) Biometric screening cost (\$43/person, 800 enrollees)	\$56,000 N \$34,400 E
	Total associated costs: FY 18		\$690,400 - \$990,400
	Other	CIGNA wellness platform cost Biometric screening cost alternatives CDHP account funding (based on actual enrollment & revised trend projections)	\$56,000 N TBD TBD



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	Total associated costs: FY 19		\$634,400 - \$934,400
	Other	Biometric screening cost (\$43/person; 800 enrollees) Fiscal Year 2019 Budget Request (Expanded)	\$34,400 E
		CDHP account funding (1,200 enrollees; \$1,000 - \$1,500 per enrollee) Fiscal Year 2019 Budget Request (Expanded)	\$600,000 - \$900,000 E
Performance Measures	<p>◇ FY 2017</p> <ul style="list-style-type: none"> 50% of employees enroll in wellness platform program. <p>FY 2018</p> <ul style="list-style-type: none"> Baseline year for tracking % increase in number of employees participating in biometric screening (comparing back to calendar year 2014); realistic target TBD Baseline year for tracking the % increase in number of employees participating in health risk assessment (comparing back to calendar year 2015); realistic target TBD. <p>FY 2019</p> <ul style="list-style-type: none"> Wellness platform program participation ratemetric under development (due to extremely high participation in year one and dependencies on wellness incentive/plan design funding, a realistic target for increased participation is difficult to identify) <p>Rate of increase in total claims per member per month is consistent with regional trends</p>		
Comments	<p>Success looks like:</p> <ol style="list-style-type: none"> The County is able to successfully introduce a wellness premium, which will result in an increased level of participation in wellness-oriented activities, such as biometric screenings and health risk assessments. The number of employees enrolled in the wellness platform is in line with the established goals The County recognizes a reduction in the number of employees with chronic diseases and health care costs are reduced and are rising more slowly than current trend. By the end of year three, the County is beginning to move towards outcomes based wellness activities such as mandatory disease management programs. 		



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GOAL 3: Maintain Environmental Sustainability of Operations

Objective 1: Adhere to environmentally preferable purchasing (EPP) guidelines

Strategy	Monitor department practices to ensure adherence to environmentally preferable purchasing (EPP) guidelines	
Actions	<ul style="list-style-type: none"> ◇ FY 2017 <ul style="list-style-type: none"> • Identify a department representative to work with the County’s Sustainability Manager to track and meet the department’s environmental goals ◇ FY 2017 – FY 2019 <ul style="list-style-type: none"> • Educate department employees on the importance of adhering to the County’s environmentally preferable purchasing (EPP) guidelines • Enforce the department’s adherence to the County’s EPP guidelines by monitoring purchasing habits • Embrace new and innovative opportunities for improving the environmental-friendliness of the department’s purchasing habits When making purchasing decisions, consider the full cost of the products—environmental, social, <i>and</i> economic 	
	Total associated costs: FY 2017 – FY 2019	\$0
Performance Measures	◇ Dollars spent on recycled paper / Dollars spent on all paper purchases	
	◇ Dollars spent on environmentally preferable office supplies / Dollars spent on all office supplies	
	◇ Dollars spent on remanufactured printer cartridges / Dollars spent on all printer cartridges	
Comment(s)		



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GOAL 3: Maintain Environmental Sustainability of Operations

Objective 2: Provide employees with opportunities to learn about and practice environmentally-friendly activities (via the County’s Work Green program)

Strategy	Support employee involvement in environmentally-friendly activities (via the County’s Work Green program)	
Actions	<ul style="list-style-type: none"> ◇ FY 2017 <ul style="list-style-type: none"> • Identify a department representative to work with the County’s Sustainability Manager to track and meet the department’s environmental goals ◇ FY 2017 – FY 2019 <ul style="list-style-type: none"> • Educate department employees on the <i>importance</i> of participating in the County’s Work Green program • Educate department employees on <i>opportunities</i> to participate in the County’s Work Green program—via educational opportunities (i.e. Lunch & Learns), volunteer opportunities, alternative commuting (i.e. carpooling, mass-transit, walking, or cycling), and other unique employee engagement campaigns • Enforce the department’s participation to the County’s Work Green program by consistently monitoring performance 	
	Total associated costs: FY 2017 – FY 2019	\$0
Performance Measure	◇ Total number of Work Green credits earned by the department’s employees	
Comment(s)		