



FY2020-2022 STRATEGIC BUSINESS PLAN
Human Resources

Mecklenburg County, North Carolina





STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.1 - Improve Human Resources (HR) service delivery	
Objective HRS.1.1 - Ensure Human Resources is staffed and structured appropriately to deliver high quality services	
Strategy HRS.1.1.A - Restructure Human Resources	
Actions	1. Action: Create and fill positions identified as part of FY19 structural analysis. (FY20) 2. Action: Align new and existing positions to new structure. (FY20)
Performance Measure(s)	HRS2030 Complete Restructure of Human Resources Department
Strategy HRS.1.1.B - Design and implement new service delivery model	
Actions	1. Action: Research business partner model best practices (FY20) 2. Action: Develop business partner model (FY20) 3. Action: Engage first department pilot partner. (FY21) 4. Action: Evaluate and refine business partner model pilot from FY21 (FY22) 5. Action: Engage a second department pilot partner. (FY22)
Performance Measure(s)	HRS2032 Customer Satisfaction Rate (HR Business Partners)
Strategy HRS.1.1.C - Institutionalize annual workforce planning process	
Actions	1. Action: Identify departmental workforce needs as part of annual budget planning process (annually/on-going) 2. Action: Develop workforce plan to recruit and retain talent to meet identified needs (annually/on-going)
Performance Measure(s)	HRS2033 Development of Workforce Plan
Strategy HRS.1.1.D - Standardize and improve communication within the organization	
Actions	1. Action: Review existing communications strategies and recommend changes where needed (FY20-22) 2. Action: Implement recommended changes to communications strategy (FY20-22) 3. Action: Implement programmatic communication strategies identified throughout the strategic plan (FY20-22)
Performance Measure(s)	HRS2034 Employee Climate Survey Item for FY21 ECS (Satisfaction with HR Communication) – FY21 ECS Item



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.1 - Improve Human Resources (HR) service delivery	
Objective HRS.1.2 - Refine and modify Human Resources processes to streamline service delivery	
Strategy HRS.1.2.A - Implement recommendations from Business Process Management (BPM) evaluation regarding the Employee Services Center	
Actions	<ol style="list-style-type: none"> 1. Action: Improve Cherwell categories as recommended by BPM (FY20) 2. Action: Implement process improvements as recommended by BPM (FY21) 3. Action: Utilize workload management tool as recommended by BPM (FY22)
Performance Measure(s)	HRS3003 Customer satisfaction (Employee Services Center & Leave of Absence team)
Strategy HRS.1.2.B - Partner with other County departments to improve service delivery	
Actions	<ol style="list-style-type: none"> 1. Action: Partner with Finance to analyze consolidation of payroll and Human Resources (HR) Services Centers (FY20) 2. Action: Strengthen partnership with Office of Management and Budget (OMB) to ensure Human Resources (HR) is an active participant in budget and finance planning (FY20-22)
Performance Measure(s)	HRS3008 Customer satisfaction (HR Business Office)
Strategy HRS.1.2.C - Create/Revise/Review Standard Operating Procedures for Human Resources Processes	
Actions	<ol style="list-style-type: none"> 1. Action: Convert the termination appeals process from paper-based packets to electronic packets. (FY20) 2. Action: Create standard operating procedures for New Employee Orientation (NEO) (FY20) 3. Action: Revise Talent Acquisition standard operating procedures as needed to align with the new ATS (FY20) 4. Action: Ensure standard operating procedures are updated and maintained by FY22 (FY22)
Performance Measure(s)	HRS2038 Percent of termination appeals handled electronically



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.1 - Improve Human Resources (HR) service delivery	
Objective HRS.1.3 - Ensure Human Resources policies are current, relevant, and compliant	
Strategy HRS.1.3.A - Implement identified policy changes	
Actions	<ol style="list-style-type: none"> 1. Action: Create communications plan to communicate policy changes to employees (FY20) 2. Action: Implement communications plan to roll out new policy changes (FY21-22) 3. Action: Monitor effectiveness of communications plan and revise as necessary (FY21-22)
Performance Measure(s)	HRS2039 Number of revised policies implemented
Strategy HRS.1.3.B - Revise and enhance Mecklenburg County’s Safety and Worker’s Compensation Policies and Training	
Actions	<ol style="list-style-type: none"> 1. Action: Create interdisciplinary teams to create policies and procedures (FY21) 2. Action: Evaluate existing safety and worker’s compensation trainings (FY21) 3. Action: Implement improved safety and worker’s compensation trainings (FY22)
Performance Measure(s)	HRS2040 Improved safety and worker’s compensation trainings implemented
Strategy HRS.1.3.C - Revise employee disciplinary policy	
Actions	<ol style="list-style-type: none"> 1. Action: Conduct a needs assessment and gather feedback from employees and supervisors regarding the current policy (FY20) 2. Action: Present recommended changes to Executive Team for review and approval (FY21) 3. Action: Implement approved recommendations (FY21)
Performance Measure(s)	HRS2041 Approved Employee Disciplinary Policy Revisions Implemented



**STRATEGIC BUSINESS PLAN:
Human Resources**

Goal HRS.1 - Improve Human Resources (HR) service delivery	
Objective HRS.1.4 - Implement technology solutions to improve Human Resources service delivery	
Strategy HRS.1.4.A - Increase utilization of Manager Self-Service (MSS) and Employee Self-Service (ESS)	
Actions	<ol style="list-style-type: none"> 1. Action: Automate 401k/457 contribution procedures (FY20) 2. Action: Explore opportunities to enhance Employee Self-Service (ESS)/Manager Self-Service (MSS) education and training for employees and managers (FY21-22) 3. Action: Enhance Manager Self-Service (MSS) reporting capabilities (FY21-22)
Performance Measure(s)	HRS2042 401k/457 procedures automated by FY20
Strategy HRS.1.4.B - Increase availability and use of data, dashboards, and analytics	
Actions	<ol style="list-style-type: none"> 1. Action: Identify and implement opportunities to streamline the collection and use of Employee Relations data (FY20-22) 2. Action: Continue to refine and update Human Resources (HR) metrics and data (FY20-22) 3. Action: Work with Human Resources (HR) divisions to review existing data and implement identified improvements (FY20) 4. Action: Partner with departments to develop dashboards and analytics to monitor performance (FY21-22)
Strategy HRS.1.4.C - Review, enhance, and implement Human Capital Management platform and modules	
Actions	<ol style="list-style-type: none"> 1. Action: Implement performance management module (FY21-22) 2. Action: Design PeopleSoft's Job Profile Module (FY21) 3. Action: Implement PeopleSoft's Job Profile Module (FY22) 4. Action: Research potential implementation of compensation module (FY22) 5. Action: Assess PeopleSoft and explore potential alternatives (FY22)
Performance Measure(s)	HRS2044 PeopleSoft's Job Profile Module Implemented by FY22
Strategy HRS.1.4.D - Evaluate County Operator's Permit tracking system	
Actions	<ol style="list-style-type: none"> 1. Action: Evaluate current County Operator's Permit tracking process (FY20) 2. Action: Implement any identified opportunities for improvement (FY21-22)
Performance Measure(s)	HRS2045 Count Operator's Permit Recommendations Implemented
Strategy HRS.1.4.E - Increase efficiencies of Talent Acquisition through the utilization of Human Resources' new Applicant Tracking System (ATS)	
Actions	<ol style="list-style-type: none"> 1. Action: Identify and implement opportunities to streamline onboarding process via the Applicant Tracking System (ATS). (FY20) 2. Action: Improve tracking of applicant data (FY20) 3. Action: Streamline and improve applicant pool management (FY21)
Performance Measure(s)	HRS2007 Customer satisfaction (Applicant Pool Satisfaction rate)



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.1 - Improve Human Resources (HR) service delivery	
Objective HRS.1.5 - Improve the efficiency of Human Resources business functions	
Strategy HRS.1.5.A - Ensure that budget requests are captured and considered during the annual budget planning process	
Actions	<ol style="list-style-type: none"> 1. Action: Meet with division managers annually to review budget requests (FY20-22) 2. Action: Meet all Office of Management and Budget (OMB) deadlines for budget submissions (FY20-22)
Strategy HRS.1.5.B - Ensure existing contracts are reviewed annually with an emphasis on upcoming terminating contracts	
Actions	<ol style="list-style-type: none"> 1. Action: Review contract deadlines and identify contracts with upcoming renewal deadlines (FY20-22) 2. Action: Provide direction to Human Resources (HR) staff regarding contract changes and amendments to ensure that the change/amendment process is followed to completion (FY20-22)
Strategy HRS.1.5.C - Provide departmental support services effectively and efficiently	
Actions	<ol style="list-style-type: none"> 1. Action: Respond to Human Resources (HR) staff requests for services in a timely manner (FY20-22) 2. Action: Maintain positive professional relationships with Office of Management and Budget (OMB) and Finance (FY20-22) 3. Action: Meet all strategic planning, invoicing, and other deadlines set by partner agencies (FY20-22)
Performance Measure(s)	HRS1008 Financial Assessment Survey Tool (FAST)



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.2 - Implement strategies and programs that position Mecklenburg County as an employer of choice to attract talent

Objective HRS.2.1 - Establish a clear “brand” of who Mecklenburg County is and what it offers as an employer

Strategy HRS.2.1.A - Market Mecklenburg County to internal and external talent

Actions	<ol style="list-style-type: none">1. Action: Develop effective marketing plan with a consistent look and feel (FY20)2. Action: Implement and communicate marketing plan to internal and external stakeholders (FY20-22)3. Action: Develop website maintenance plan (FY20)4. Action: Ensure website and marketing content is frequently updated (FY20-22)
---------	---

Strategy HRS.2.1.B - Design and implement Employee Ambassador Program to support branding effort

Actions	<ol style="list-style-type: none">1. Action: Research external employee ambassador program best practices (FY21)2. Action: Review existing models within County departments (FY21)3. Action: Create and develop the employee ambassador program (FY21)4. Action: Identify and train an interdisciplinary team of employee ambassadors (FY22)5. Action: Implement the employee ambassador program (FY22)
---------	---



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.2 - Implement strategies and programs that position Mecklenburg County as an employer of choice to attract talent					
Objective HRS.2.2 - Ensure the Talent Acquisition (TA) and on-boarding processes reflect a quality experience for new employees					
Strategy HRS.2.2.A - Evaluate and improve new on-boarding process developed in FY19					
Actions	<ol style="list-style-type: none"> 1. Action: Assess department needs and current practices regarding new employee orientation (FY20) 2. Action: Survey recent hires to determine satisfaction with new employee orientation and the onboarding process (FY20) 3. Action: Redesign New Employee Orientation (NEO) program (FY20) 4. Action: Automate the I-9/E-Verify process (FY20) 5. Action: Implement 1-Year Roadmap for new employees (FY21-22) 				
Performance Measure(s)	<table border="0"> <tr> <td>HRS2046</td> <td>First Year Roadmap Implemented by FY22</td> </tr> <tr> <td>HRS2047</td> <td>New Hire Satisfaction Rate</td> </tr> </table>	HRS2046	First Year Roadmap Implemented by FY22	HRS2047	New Hire Satisfaction Rate
HRS2046	First Year Roadmap Implemented by FY22				
HRS2047	New Hire Satisfaction Rate				
Strategy HRS.2.2.B - Decrease average days to fill vacant positions					
Actions	<ol style="list-style-type: none"> 1. Action: Identify and address bottlenecks and cumbersome steps in the Talent Acquisition and on-boarding process (FY20-22) 2. Action: Identify and leverage opportunities to use the Applicant Tracking System to decrease average days to fill vacant positions (FY20-22) 				
Performance Measure(s)	<table border="0"> <tr> <td>HRS1007</td> <td>Average Days to Fill Vacant Positions</td> </tr> </table>	HRS1007	Average Days to Fill Vacant Positions		
HRS1007	Average Days to Fill Vacant Positions				



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.2 - Implement strategies and programs that position Mecklenburg County as an employer of choice to attract talent		
Objective HRS.2.3 - Redesign Mecklenburg County's classification and compensation system		
Strategy HRS.2.3.A - Analyze current state and produce recommendations on opportunities to improve Mecklenburg County's grade and salary structure (Phase 3)		
Actions	<ol style="list-style-type: none"> 1. Action: Incorporate recommendations and outcomes from phases 1 and 2 (FY20) 2. Action: Review historical basis for the current band and grade structure (FY20) 3. Action: Analyze differences between grades and allocation of employee pay within pay grades (FY20) 4. Action: Based on recommendations made in Phase 1, and current market data, design new band, grade, and salary structure(s) (FY20) 5. Action: Determine fiscal impact of newly designed grade and salary structure (FY20) 	
Performance Measure(s)	HRS2048	Class/Comp Redesign Phase 3 Completed
	HRS3005	Customer satisfaction (Classification and Compensation)
Strategy HRS.2.3.B - Analyze current state and produce recommendations on opportunities to improve Mecklenburg County's pay delivery mechanisms and plan administration (Phase 4)		
Actions	<ol style="list-style-type: none"> 1. Action: Incorporate recommendations and outcomes from phases 1, 2, and 3 (FY20) 2. Action: Collect and analyze data on employee pay movement over last three years and basis of that movement (FY20) 3. Action: Collect and analyze current policy and procedure documents (FY20) 4. Action: Develop recommended changes to pay delivery mechanisms (FY20) 5. Action: Develop recommended changes to compensation policies and procedures (FY20) 6. Action: Develop implementation plan for new policies, procedures, and structures (FY20) 	
Performance Measure(s)	HRS2049	Class/Comp Redesign Phase 4 Completed
	HRS3005	Customer satisfaction (Classification and Compensation)
Strategy HRS.2.3.C - Communicate and implement approved changes to Mecklenburg County's classification and compensation system		
Actions	<ol style="list-style-type: none"> 1. Action: Effectively communicate new policies, procedures, and structures to all County employees (FY20) 2. Action: Follow implementation plan developed in Strategy 3 (FY20-21) 3. Action: Develop and distribute an annual Total Rewards Statement to all employees to communicate the total value of all employee benefits (FY21-22) 	
Performance Measure(s)	HRS3005	Customer satisfaction (Classification and Compensation)



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.2 - Implement strategies and programs that position Mecklenburg County as an employer of choice to attract talent

Objective HRS.2.4 - Build and refine Human Resources' (HR) recruitment and selection function for executive and leadership positions

Strategy HRS.2.4.A - Develop and implement policies and processes pertaining to Human Resources' (HR) executive recruitment function

Actions	<ol style="list-style-type: none">1. Action: Research executive recruiting best practices (FY20)2. Action: Review, refine, and modify existing policies and processes to align with best practices (FY20)3. Action: Implement best practices related to conducting executive searches (FY21)
Performance Measure(s)	HRS2050 Percent of executive vacancies filled by County Human Resources



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.3 - Create and implement programs to improve employee retention and engagement	
Objective HRS.3.1 - Develop and implement a consistent and meaningful performance management program	
Strategy HRS.3.1.A - Create MeckVIP (Valuing Individual Performance) Program	
Actions	<ol style="list-style-type: none">1. Action: Finalize the development of the new MeckVIP (Valuing Individual Performance) Program (FY20)2. Action: Create new standard operating procedures, policies, and processes (FY20)3. Action: Create training plan (FY20)4. Action: Partner with Information Technology (IT) to develop and/or scope technology solutions (FY20)5. Action: Implement the new model, components, processes, technology, and training (FY21-22)
Performance Measure(s)	HRS2051 MeckVIP implemented by FY22



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.3 - Create and implement programs to improve employee retention and engagement		
Objective HRS.3.2 - Develop and deliver programs that enhance employee retention and engagement		
Strategy HRS.3.2.A - Create and revitalize employee reward and recognition programs		
Actions	<ol style="list-style-type: none"> 1. Action: Identify and review all existing employee reward and recognition programs and make recommendations for consolidation and enhancement (FY20) 2. Action: Research best practices in employee reward and recognition programs and recommend new programs that address any identified gaps (FY20) 3. Action: Implement new comprehensive employee reward and recognition program housed within Human Resources (FY21) 4. Action: Partner with the County Manager’s Office and Public Information to implement comprehensive employee reward and recognition program (FY21) 	
Strategy HRS.3.2.B - Develop employee mentorship program		
Actions	<ol style="list-style-type: none"> 1. Action: Research best practices in public sector mentorship programs. (FY21) 2. Action: Review existing models within County departments (FY21) 3. Action: Design Mecklenburg County’s employee mentorship program. (FY21) 4. Action: Implement Mecklenburg County’s employee mentorship program (FY22) 	
Performance Measure(s)	HRS2052 Customer satisfaction (Employee Mentorship Program)	
Strategy HRS.3.2.C - Identify and implement organizational development strategies to improve employee engagement and reduce turnover		
Actions	<ol style="list-style-type: none"> 1. Action: Partner with Office of Management and Budget (OMB) to develop strategic responses and interventions based on the Employee Climate Survey (ECS) results (FY20-22) 2. Action: Analyze current exit interview process and implement process improvements (FY20-22) 3. Action: Leverage employee exit interview data, along with the Employee Climate Survey (ECS) , to develop a more holistic understanding of the employee experience (FY20-22) 4. Action: Research and implement best practices related to stay interviews (FY20-22) 5. Action: Identify high priority and/or emergent areas to target with dedicated retention strategies (FY20-22) 6. Action: Design and implement events and activities to increase employee engagement and reduce turnover. (FY20-22) 	
Performance Measure(s)	HRS1003 Employee Development Index HRS1009 Resignation Rate	



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.4 - Improve the overall health and wellness of our employees		
Objective HRS.4.1 - Monitor the use of MyClinic to improve health outcomes		
Strategy HRS.4.1.A - Monitor the implementation and use of MyClinics		
Actions	1. Action: Utilize reports to assess engagement, satisfaction, health improvement, and financial savings from MyClinics (FY20-22) 2. Action: Ensure vendor’s compliance with Performance Guarantee Agreement (FY20-22) 3. Action: Revise usage strategies as needed to improve health outcomes (FY20-22) 4. Action: Review progress and recommend changes, as needed, as part of contract renewal process (FY21)	
Performance Measure(s)	HRS1026	Percent of employees who visit an OurHealth clinic
	HRS1027	Employee satisfaction with OurHealth clinics
	HRS1028	Percent change in individuals on a health plan with diabetes
	HRS1029	Percent change in individuals on a health plan with hypertension
	HRS1030	Percent change in individuals on a health plan with obesity
	HRS1031	Percent change in average cost for diabetes
	HRS1032	Percent change in average cost for hypertension
	HRS1033	Percent change in average cost for obesity
Strategy HRS.4.1.B - Market MyClinics to increase employee utilization		
Actions	1. Action: Create marketing plan to promote MyClinics (FY20-22) 2. Action: Identify tracking mechanism to measure employee utilization of MyClinics (FY20) 3. Action: Incentivize employees, as needed, to increase utilization of MyClinics (FY20-22)	
Performance Measure(s)	HRS1026	Percent of employees who visit an OurHealth clinic
	HRS1027	Employee satisfaction with OurHealth clinics



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.4 - Improve the overall health and wellness of our employees	
Objective HRS.4.2 - Evaluate and Improve the use and plan design of the Health Savings Account (HSA)	
Strategy HRS.4.2.A - Conduct thorough evaluation of the existing Health Savings Account (HSA) plan and implement recommended changes	
Actions	1. Action: Evaluate Health Savings Account (HSA) plan to determine usage, overall cost, etc and make recommendations on how to improve the design of, and participation in, the plan (FY21-22) 2. Action: Implement plan changes based on evaluation recommendations (FY21-22)
Performance Measure(s)	HRS2053 Percentage of employees enrolled in the Health Savings Account plan



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.4 - Improve the overall health and wellness of our employees	
Objective HRS.4.3 - Promote increased employee knowledge and utilization of health and wellness benefits	
Strategy HRS.4.3.A - Identify opportunities to improve the scope of wellness education provided by Mecklenburg County	
Actions	1. Action: Highlight health and wellness benefits, incentives, and Employee Assistance Program (EAP) at new employee orientation (FY20-22) 2. Action: Highlight Employee Assistance Program (EAP) during Supervising for Success (FY20-22) 3. Action: Explore opportunities and make recommendations, for just-in-time communication and training (FY21) 4. Action: Implement recommendations for just-in-time communication and training (FY22)
Performance Measure(s)	HRS3004 Customer satisfaction (Benefits/Wellness)
Strategy HRS.4.3.B - Increase employee awareness and utilization of existing health and wellness benefits	
Actions	1. Action: Develop plan and budget for Expo (FY20) 2. Action: Convert Camp Wellness into Health, Wellness, and Safety Expo by FY 2021 (FY21)
Performance Measure(s)	HRS3004 Customer satisfaction (Benefits/Wellness)
Strategy HRS.4.3.C - Implement initiatives that target the top five chronic conditions, including a special emphasis on behavioral health	
Actions	1. Action: Review data to identify chronic conditions and behavioral health needs (FY20-22) 2. Action: Research best practices for how other jurisdictions and organizations have reduced chronic conditions and addressed behavioral health needs (FY20-22) 3. Action: Explore partnerships with other entities (city, county, state, nonprofits, etc.) to reduce chronic conditions and address behavioral health needs (FY20-22) 4. Action: Implement identified opportunities to reduce chronic conditions and address behavioral health needs (FY20-22)
Performance Measure(s)	HRS1028 Percent change in individuals on a health plan with diabetes HRS1029 Percent change in individuals on a health plan with hypertension HRS1030 Percent change in individuals on a health plan with obesity



STRATEGIC BUSINESS PLAN:
Human Resources

Goal HRS.5 - Develop strong leaders		
Objective HRS.5.1 - Enhance leadership competencies for leaders within Mecklenburg County		
Strategy HRS.5.1.A - Develop executive coaching program		
Actions	1. Action: Review and revise, if necessary, Mecklenburg County’s leadership competencies (FY20) 2. Action: Research best practices in executive coaching programs (FY20) 3. Action: Develop and implement executive coaching program for leaders within Mecklenburg County (FY21-22)	
Performance Measure(s)	HRS2054	Customer Satisfaction (Executive Coaching Program)
Strategy HRS.5.1.B - Partner with the County Manager’s Office to implement strategic initiatives related to leadership development		
Actions	1. Action: Partner with Office of Equity and Inclusion as identified by the County Manager’s Office (FY20-22) 2. Action: Partner with the County Manager’s Office to enhance leadership training (FY20-22)	
Performance Measure(s)	HRS2055	Customer Satisfaction (Leadership Training)
Objective HRS.5.2 - Improve the process of integrating new leaders into the organization		
Strategy HRS.5.2.A - Develop new leader assimilation program		
Actions	1. Action: Research best practices in assimilating new leaders into organizations (FY20) 2. Action: Develop and implement new leader assimilation program within Mecklenburg County for both leaders and employees (FY21-22)	
Objective HRS.5.3 - Redesign employee training curriculum to develop strong leaders		
Strategy HRS.5.3.A - Review all curriculum to ensure the organization’s needs are met by HR’s training programs		
Actions	1. Action: Conduct an organization-wide training needs assessment (FY21) 2. Action: Identify opportunities to enhance employee training curriculum via modification of existing trainings and/or addition of new trainings (FY22)	
Performance Measure(s)	HRS1006	Positive and observable behavior change based upon training received
	HRS1011	Number of Employees Trained
	HRS1034	Number of courses delivered by Learning & Development
	HRS1035	Average hours of training per employee
	HRS3009	Customer satisfaction (Learning and Development)