



Recommending a Human Resource Strategy

Ideas for today and tomorrow

Mission and Vision Statement

- Mission: Deliver exceptional services that promote a thriving community.
- Vision: Improving People's Lives.
- Values:
 - Professionalism
 - Customer Focus
 - Diverse and Inclusive

Goals and Objective

- In alignment with our organizational values, the goal of job enlargement and professional development is to:
 - Improve capacity
 - Improve capability
- In alignment with our organizational values, the objective of professional development and job enlargement is to attain improved results in:
 - RETENTION
 - ENGAGEMENT
 - THE ALIGNMENT OF INDIVIDUAL CONTRIBUTION WITH DEPARTMENT GOALS
- Achieve objectives and organizational change through implementation of programs
 - Conference and staff development
 - Qualtrics customer relationship management platform
 - Vimby story telling
 - Increase participation in M2R unconscious bias training

Today's Situation

- Summary of the current situation.
 - HIGH STRESS
 - MANAGERS DEVOTE A LARGER SHARE OF TIME TO HIRING
 - EMPLOYEES ARE FEELING MORE POSITIVE BUT EYEING EXIT DOOR
 - URGENT AND IMPORTANT ATTENTION ON COMPETING INTERESTS
 - CONFLICTED PERSPECTIVE ON HYBRID WORKFORCE
 - PERFORMANCE MANAGEMENT SEEN AS A WASTE OF TIME
 - A SENSE OF FAIRNESS IMPACTS THE ENTIRE EMPLOYEE EXPERIENCE
 - MANAGERS FEEL ILL-EQUIPPED TO COACH THEIR EMPLOYEES AND WANT MORE SUPPORT FROM THEIR ORGANIZATIONS
 - BURNOUT

How Did We Get Here?

- Any relevant historical information.
 - AVERSION TO CHANGE
 - LOW TRUST ATMOSPHERE
- Original assumptions that are no longer valid.
 - ALL CHANGE IS INCREMENTAL
 - ALIGN POLICY AND PRACTICES WITH PEERS

Available Options

- Alternative strategies to lead peer counties and municipalities
 - Invest and develop employees...wage, values, competencies, decision-making, risk mitigation and tolerance, problem solving at lowest level
- Each option supports the organizational values of professionalism, customer focus and diverse and inclusive
- Cost of each option.
 - Staff Development: New request for \$70,541 for professional development (p)
 - Responsibility and Decision Making: New request \$76,832 for reclassifications and new position \$74,795 (c)
 - Recruiting: Continuation of recruiting budget \$355,000
 - Advertising: continuation of FY 2022-2023 budget for retention and recruiting (d&i)
 - Retention
 - \$100,000 referral program in the Juvenile and Sheriff's Department-continuation included in the \$355,000 retention and recruiting budget line (d&i)

Recommendation

- Recommend implementation of the proposed strategies.
- Implementation of proposed investments may result in increased professionalism, customer service and diversity and inclusion as a result of higher employee engagement, higher levels of employee retention, attainment of a diverse and inclusive workforce mirroring the available labor market.
- Continue existing programs and implement requested budget items
- Action items in the coming year:
 - Performance management buy-in
 - Employee engagement buy-in
 - Increase capacity for organizational change management