

Human Resources Strategic Plan For 2007

Division name _Human Resources

Mission Statement: “Provide leadership and resources for the recruitment, development and retention of qualified, well-trained and dedicated employees; and; provide accessible support to our customers.”

Definition of Customer: City Administration, City Employees & Families, Union Officials, Citizens.

Definition of Product/Service provided:

Labor Relations:

Contract Negotiation
Contract Administration
Grievance Administration

Employee Relations:

Exempt Recruitment
Compensation
Policy Development & Administration
Leave Administration
Deferred Compensation
Coaching Managers
In Processing for all New Hires
Processing &/or mtc of Personnel Transactions
CDL Program Compliance

EEO:

Applicant Tracking
EEO Tracking
Investigations
Federal Reporting
Human Rights Coordination

Training:

Supervisory
Payroll
Leadership

Strengths: Knowledge & Ability of Staff, Relationship with City Management, Relationship w/ most bargaining units, Newsletter, Track record in working complaints, Successful defense of claims & lawsuits, Teamwork w/in HR group, HR (IWEB) site.

Weaknesses: Lack of staff, Inability to provide consistent support, Lack of funding, Lack of Technical support, inability to provide consistent response/interpretation of policy/contract, Inefficient sharing of common knowledge, lack of centralization of reference material (security issue).

Opportunities: Partnering with Finance, Strategic partnership with Administration, Partnering with other Counties/Cities on data sharing/training.

Threats: HRS System, PAR forms, Lack of supervisory confidence in taking personnel actions, Internal politics, Lack of culture of development/recognition/responsibility, Lack of supervisory training, lack of succession planning.

HR Key Success Factors

1. Finalize effective organizational model for HR
2. Conduct strategic contract negotiations with all bargaining units
3. Re-establish training programs with emphasis on supervisory skill building
4. Develop effective performance evaluation tool
5. Provide clear, consistent, documented HR Policy direction

Top HR Goals

1. Have a project HR Specialist approved and hired.

Initiative: Customer Service

2. Award contract for Chief Negotiator for Local 29 and Local 270 Negotiations

Initiative: Financial Stability

3. Increase employee contribution in medical benefits through education and negotiations

Initiative: Financial Stability

4. Develop and Conduct Contract Administration and Supervisory Skill training for supervisors

Initiative: Customer Service

5. Adopt new performance evaluation tool

Initiative: Customer Service

6. Develop internal and external HR process/policy documentation handbook on shared drive

Initiative: Customer Service

Top HR Strategies

1. Provide approximate # of hours required for contractor to conduct labor negotiations.
2. Working with Benefits, develop spread sheet showing trends in public and private employee/employer costs for medical benefits.
3. Create spreadsheet for use in each negotiation to track proposals and the impact (whether financial, productivity, or management rights), of each proposal.
4. Review grievances for past 3 years to determine most common areas of disagreement in contract administration. Focus supervisory training on those areas.
5. Determine, with Mayor's Office, the information that is important to deliver/receive on a performance evaluation.
6. Research public/private performance evaluation tools with focus on gathering information identified in #7.
7. Scan MOU's , Supplemental's, & Grievance Settlements for each bargaining unit into central, shared drive repository.
8. Present informal training on selected personnel polices at Cabinet meetings and Dept Head meetings.

HR Action Plan

1. Goal: Have project HR Specialist approved and hired

Responsibility for Goal: Chris Cavanaugh or HR Director

Action Plan:

- Diane will work with Tim Dunivant to move money into HR budget
- Chris and Andreas will identify tasks by March 19.
- Chris will request list from Civil Service same day.
- Hire date for project employee by April 15.

2. Goal: Award Contract for Chief Negotiator

Responsibility for goal: Chris Cavanaugh or HR Director

Action Plan:

- March 6, Chris Cavanaugh will present to Mayor approximate # of hours required for contractor to conduct labor negotiations.
- May 30 Jim Craven, in conjunction with HR Director, will have negotiated an agreement with Summit Law or an appropriate alternative to conduct labor negotiations.
- June 15, EBO prepared by HR Director and City Legal will be presented to City Council
- July 15, contract will be awarded

3. Goal: Increase employee share in medical benefits with Local 29, Local 270, M&P, & Prosecutors through education and negotiation.

Responsibility for goal: Chris Cavanaugh or HR Director

- Throughout year, Human Resources staff will participate in Benefits briefings, meetings with Finance staff and bargaining units.
- March 1: Chris Cavanaugh will have developed a spreadsheet for use in each negotiation to track proposals and the impact (whether financial, productivity, or management rights)
- March 30: Kimya will have completed spread sheet showing trends in public and private employee/employer costs for medical benefits
- Week of April 2: Gita Hatcher will work with Mayor, Pam Schroeder and Tim Dunivant in developing strategy for medical proposals for Prosecutors
- Week of April 15: (or drop dead date if sooner) Gita and Pam will develop medical proposals for Prosecutors
- June & July: Chris, or HR Director will work with Finance/Benefits to have costs of benefits for 2008
- August - September: Mayor's Office, Finance, HR will develop medical strategy & proposals for all open units (appropriate HR Specialist will have placed marker for opener on benefits if necessary)
- September – October: Benefits proposals made to open bargaining units

4. Goal: Develop and Conduct Contract Administration and Supervisory Skill training for supervisors

Responsibility for goal: Andreas Udby

- Week of April 16: Orientation of HR Project Employee
- Through April 30: Project Employee familiarize self with Labor Contracts, Policies, current training curriculum
- May: Andreas and project employee develop curriculum for:
 - Basic concepts around labor relations
 - Application of City Labor Contracts
 - Effective communication skills
 - Delivering performance feedback
 - Planning work
 - Moving from peer to supervisor
 - Setting expectations
- June: Deliver 1 mandatory class and 3 skill based classes
- July – August: Deliver 4 skill base classes per month
- September – December: Deliver 1 mandatory and 4 skill base classes per month

5. Goal: Adopt new performance evaluation tool

Responsibility for Goal: Gita Hatcher

- Throughout year: Work with Civil Service to explore alternatives to 20% promotional score
- Through April 15: Research form to include input from internal customers. Collect from Dorothy Webster information on last PAR update effort.
- April 15 – May: Refine collected PAR forms and input, begin to submit to departments and bargaining units for comment
- July: Present 2 – 3 options of forms to Cabinet
- August: Continue to gather comment from Departments and bargaining units.
- September: Gita present options and comments to Mayor
- October: Mayor select performance tool
- November – December: Conduct necessary negotiations

6. Goal: Develop internal HR process/policy handbooks on shared drive.

Responsibility for Goal: Diane Hendricks

By March 16, Chris Cavanaugh will have contacted Garv Brakel and secured limited access to HR shared drive

- By March 16, Chris Cavanaugh will have contacted Garv Brakel and secured limited access to HR shared drive
- By March 30: Kimya will have scanned Q&A documents
- By March 30: Diane will have completed final review of payroll handbook
- By March 30: Diane will have created folders in secured site of shared drive for each bargaining unit and subfolders for: Grievances, Settlements, Discipline, Contracts, Negotiations, MOU's & Supplementals, Issues with contracts, etc.
- April 15: Payroll handbook will be available on IWEB
- April 30: Appropriate documents will be moved to appropriate shared file folders. Paper documents will have been scanned and placed in appropriate folders
- May 15: Diane will have completed table of contents for Q&A book
- May 30: HR Q&A will be on shared drive