

Talent Attraction Retention and Promotion Strategic Priority Update

August 18, 2020

Agenda

- **TARP 1** Karen Francois, Elizabeth Tolzmann
- **TARP 2** Gail Blackstone, Sandi Blaeser, Ann Feaman
- **TARP 3 & 4** Scott Williams, Johanna Berg, Gail Blackstone.

TARP Theme 1

Countywide Culture

Aligning Values and Behaviors

August 18, 2020

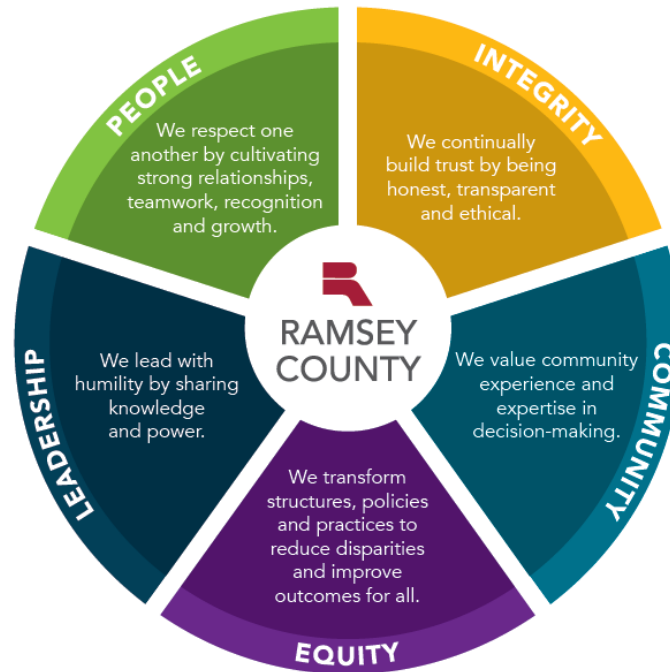
TARP sits at the middle level of the strategic management process



TARP Theme 1 begins to align our behaviors with our values

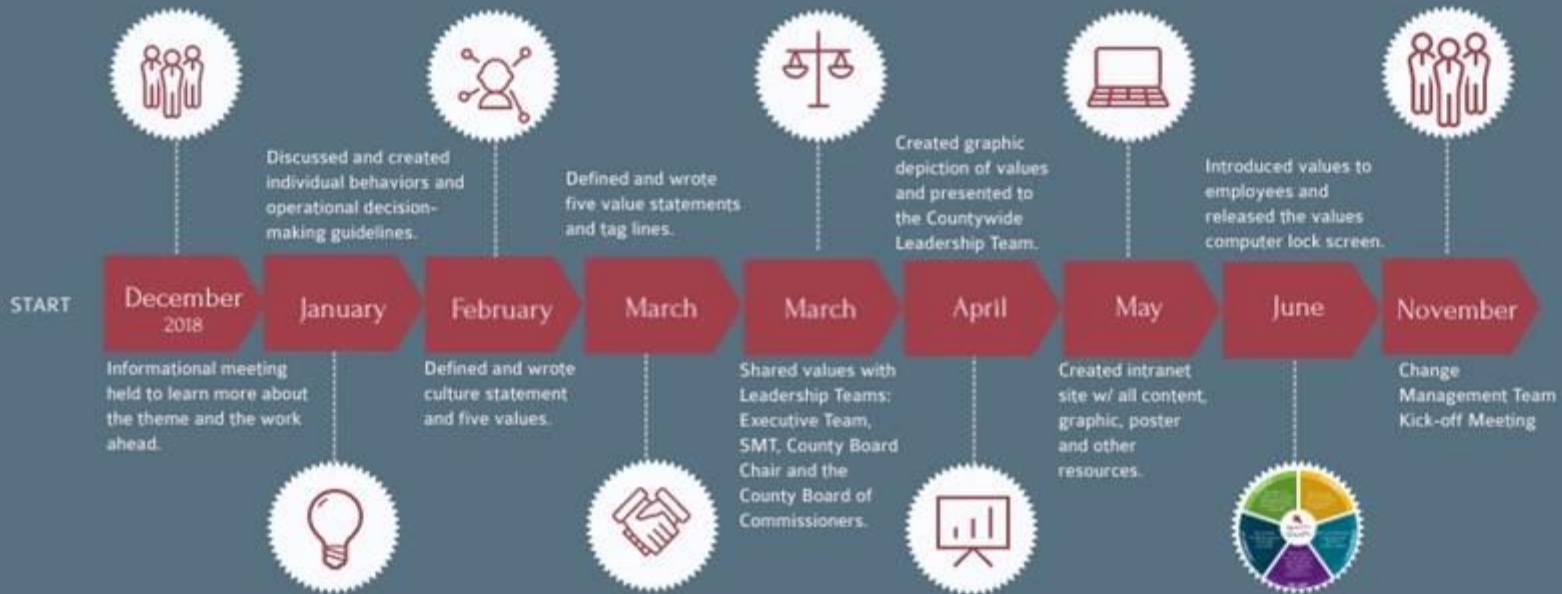
OUR VALUES

Ramsey County is a welcoming, accessible and inclusive organization. Our core values define our culture. They guide who we are as a county, our individual behaviors and operational decision-making.



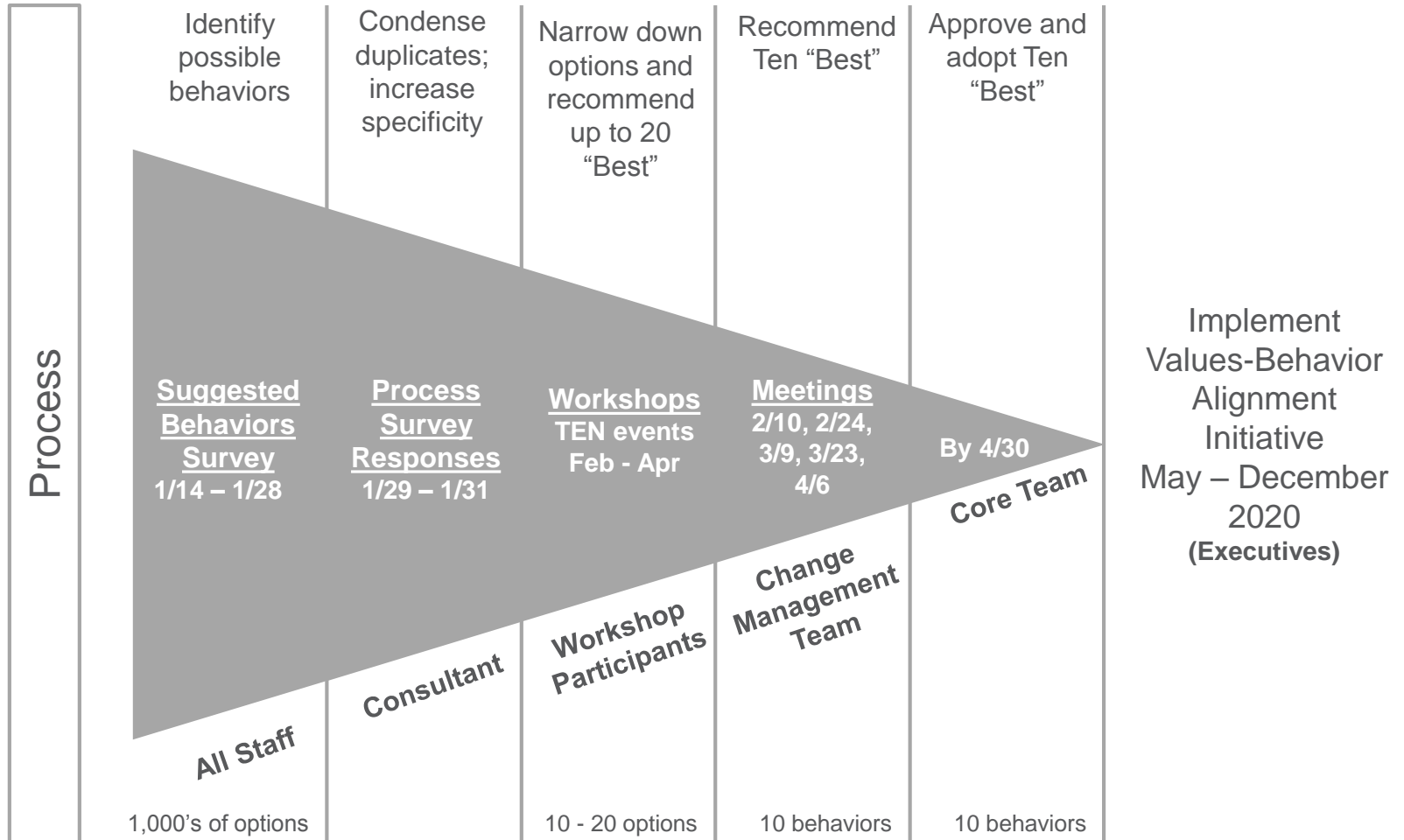
Invest in People · Serve with Integrity · Value Community · Advance Equity · Empower Leadership at All Levels

RAMSEY COUNTY COUNTYWIDE CULTURE TEAM ACCOMPLISHMENTS

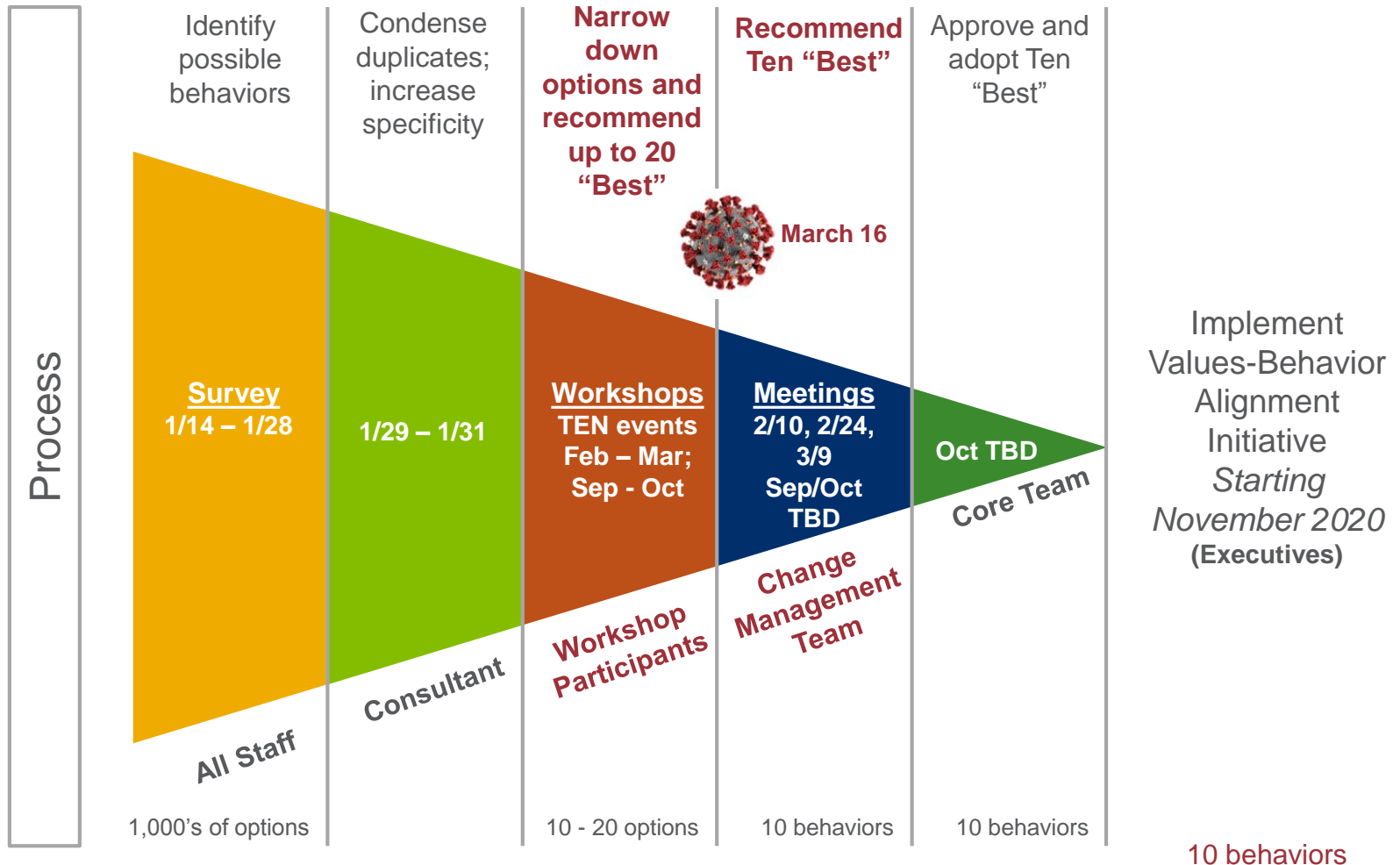


2018 - 2019

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



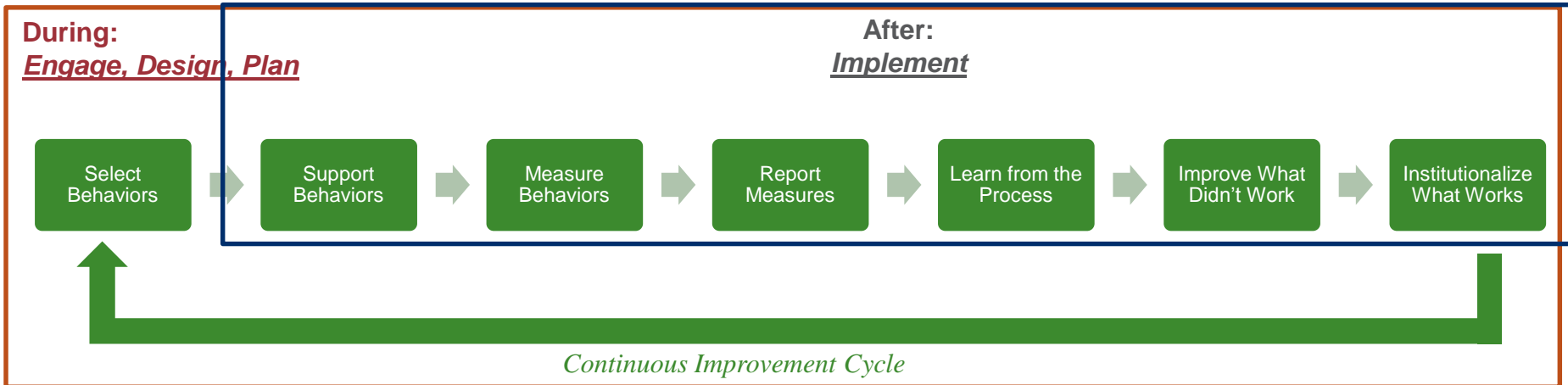
Post-COVID-19 Timeline to Select “Best” Behaviors



Leaders: Start Preparing for November Implementation

Nov 2019 – Nov 2020

Nov 2020 and beyond



Change Management Team members

Core Team

Karen Francois, Information & Public Records
Elizabeth Tolzmann, Policy & Planning
Kathy Hedin, Public Health
Shawntan Howell, Project Management Office

Economic Growth & Community Investment

Eric Zaske, Property Management
Jerry Auge, Public Works

Health & Wellness

Anne Barry, Social Services
Jan Scott, Community Corrections
Katrina Mosser, Health Care Services
Kee Vang, Public Health
Kevin Williams, Social Services

Information & Public Records

Jeffery Emon, Information Services
Megan Fournier, Communications & Public Relations
Karen Shea, IPR Administration

Safety & Justice

Ann Ploetz, County Attorney's Office
Dana Mitchell, County Attorney's Office
Nancie Pass, Emergency Communication Center

Strategic Team

Janet Guthrie, County Manager's Office
Maria Sarabia, Human Resources
Abel Pineiro, Human Resources
Alison Kelly, Human Resources

TARP Theme 2

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What is TARP Theme 2?

Theme 2: Human Resources (HR) 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

TARP 2: Work to Date

- ROIG rapid assessment completed and HR restructure implemented with hiring of two Deputy HR Directors (Talent and Enterprise)
- Launched three action teams that will:
 - Organize and improve effectiveness of HR's General Services team.
 - Identify and implement process improvements within various processes including hiring, tuition reimbursement, short/long term disability insurance and retiree billing.
 - Lay foundation for a new performance management process, aligning with our countywide culture and values.
- Team effectiveness work for each HR work unit

TARP 2: Work Underway

- Phase One project results
 - Realignment of service delivery model to Service Teams
 - Performance Management Model developed for piloting within HR including a Competency Model in alignment with TARP Theme 1 (Values) along with Individual Development Plan and Performance Appraisal forms
 - Countywide Communications plan
- Phase Two implementation work identification

COVID-19 and Civil Unrest Impact on Timelines

- ROIG work continued through the emergencies, but key county staff time was redirected to these higher county priorities, causing an overall delay to the project.
- Original Date: May 2020
- Revised Date: Phase One – September 2020
Phase Two – TBD

TARP Theme 3 & TARP Theme 4

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TARP Themes 3 & 4 are being worked on together under a unified project team

- Theme 3: Modernize personnel rules to align with culture and values.
- Theme 4: Modernize job classifications and compensation plans.

TARP 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.
- Values from TARP 1 will be incorporated.
- Many overlapping issues with TARP 4.

Theme 4 will modernize our job classifications and compensation plans

- Position Description Questionnaires were an opportunity for all employees to provide input.
- Comparable organizations surveyed for salary data.
- Classifications organized into related Job Families to provide career pathways.
- Number of classifications significantly reduced.
- All job descriptions updated.
- Minimum qualifications reviewed and validated to prevent barriers to entry.
- Values from TARP 1 will be incorporated.

There is much work currently in progress

- Gallagher drafting personnel rules for county review.
- County review of Gallagher's draft classification structure and job descriptions.

COVID-19 and civil unrest have had a major impact on timelines

- Gallagher work continued through the emergencies, but key county staff time was redirected to these higher county priorities, causing an overall delay to the project.
- Gallagher Final Reports to County Board:
 - Original Date: June 2020
 - Revised Date: December 2020

Questions/Discussion