

# Human Resources

County Administration Building  
300 Monroe Avenue NW, Grand Rapids, MI 49503-2206  
Phone: (616) 632-7440, (800) 386-4484 Fax: (616) 632-7445  
Email: jobs@kentcountymi.gov

## Mission

*To ensure the successful recruitment, employment, development and retention of a well-qualified, diverse workforce to serve the citizens of Kent County by partnering with county departments to provide expert guidance and support along with policies and programs.*

## Overview

The Human Resources Department is responsible for the recruitment, selection, classification, compensation, benefits, professional development, employee relations, legal compliance and record keeping for approximately 1,600 employees.

The department directs and monitors the County's efforts to build and sustain a diverse work force.

Human Resources is the primary resource for supervisors and employees concerning employment and management issues related to the administration of policies, procedures and collective bargaining agreements. The staff is the principal contact point with union representatives and is accountable for labor contract negotiations with 13 bargaining units.

The County invests in the development of the work force through several training and development programs administered by the Human Resources Department.

## Significant Accomplishments

1. Finalized first major overhaul to Human Resources Policies and Procedures manual since 2010; improved explanation of HR systems, amended language to improve cultural appropriateness, improved flexibility for departments in areas that do not substantially impact risk or cost to the County, ensured that updates reflect current practices and technology, ensured compliance with current employment and labor law and ensured consistency with HR practices. Included input from County departments, offices and unions in the process. Provided training for County supervisors to ensure they were aware of relevant changes, and obtained acknowledgement receipt from all County employees.
2. Participated in integration of CAA into the County. Negotiated associated terms with the UAW, integrated CAA jobs into County pay, benefits, and HRIS systems, provided orientation for all employees and Frontline onboarding training for supervisors, engaged in several employee communications prior to the merger to ensure understanding of County Human Resources systems and the impact of the transition to them personally.
3. Moved from PeopleSoft HRIS system (circa 1999) which was no longer supported and was at risk of obsolescence to A360 HRIS system in January. Employees may now review and edit their personal information, and view benefit enrollment, pay information and time off balance using the Employee Self Service portal.
4. In support of the County's 5 year strategic plan for diversity, equity and inclusion; equipped 10 County employees to deploy a new standard to communicate and measure cultural competence, developed associated training and delivered the training to 722 County employees. This initiative will continued into 2019 as part of a plan to introduce all County employees to the new standard. Also, in support of Accountability portion of the strategic plan, implemented an annual self-directed CQ development plan for all MPP.
5. On Wednesday, March 21, 2018, Human Resources staff along with staff from several County departments and agencies collaborated to host the Kent County & Urban League of West Michigan Career & Informational Fair, located at the Urban League. This fair was open to anyone interested in learning about career opportunities with Kent County and allowed the career seekers with the opportunity to meet with Kent County staff and leaders to discuss current position openings and future career opportunities. Nearly 100 community members attended this event.

## Strategic Goals

- Partner with County departments to successfully deploy recruitment efforts, including the County's brand as a diverse, equitable and inclusive environment. (Efficient Use of Resources, Safe Community, Proactive and Innovative Government, High Quality of Life)
- Ensure efficiency and effectiveness through technology deployment, process redesign and continuous improvement. (Efficient Use of Resources, Proactive and Innovative Government)
- Ensure that pay and benefit programs are consistent with the County's Total Rewards Philosophy. (Efficient Use of Resources, Safe Community, Proactive and Innovative Government, High Quality of Life)
- Work toward achieving a more participative employee culture. (Efficient Use of Resources, Proactive and Innovative Government)

6. Partnered with McGrath Consulting to conduct a wage study for non-represented employees, in order to ensure that County wage rates and classification structures are internally equitable and aligned with market. Pending board approval, any changes resulting from the study will be implemented in 2019.
7. Coordinated with Fiscal Services, Administration, County departments and offices and the Executive Committee of the Board to develop collective bargaining negotiations strategy. Negotiated timely ratified agreements with Parks, Prosecuting Attorneys, Attorney Referees, and Captains and Lieutenants.
8. Implemented new performance review process for non-represented employees that focuses more on frequent, informal, streamlined conversations surrounding employee professional development, and achievement of top priorities/goals. In June, held a Leadership Forum focusing on how to have productive coaching conversations surrounding performance.
9. Partnered with Health Department to identify recruitment strategy to replace Medical Director.
10. Continuous Improvement Efforts Implemented:
  - Improved productivity and ability for Retirement Services Manager to focus on strategic priorities by implementing email and phone routing protocols to route routine inquiries to administrative staff.
  - Departments can update “reports to” using Change Of Status
  - Employees use Employee Self Service to update their address
  - Added Predictive Index to LEAD training
  - Transition from 3 to 5 year collective bargaining negotiation cycle outside of wages
  - Incorporated administration of short-term disability and FMLA fall under single vendor

**DEPARTMENT: HUMAN RESOURCES**

**Department Mission Statement:**

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**Goals**

- Partner with County departments to successfully deploy recruitment efforts, including the County's brand as a diverse, equitable and inclusive environment.
- Ensure efficiency and effectiveness through technology deployment, process redesign and continuous improvement.
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- Work toward achieving a more participative employee culture.

**Objectives**

- To maintain a first-year turnover rate of less than 15%
- Number of employment offers rejected <4
- To partner with at least one County department annually to identify and deploy a targeted recruitment strategy to meet the department's unique challenges
- To be at least as efficient as SHRM HR to Employee ratio for Large Employers (1.33 HR Staff Per 100 Employees)
- To identify two process improvements to make each year
- To maintain changes in County annual base pay increases similar to changes in state and local government salary increases reported in the BLS National Employment Cost Index, subject to the County's ability to fund such an increase
- To maintain a funding level of at least 90% for the County's pension plan
- To maintain a voluntary turnover rate below 5% (excluding retirements)

<b>Indicators</b>	<b>2015 Actual</b>	<b>2016 Expected/ Actual</b>	<b>2017 Expected/ Actual</b>	<b>2018 Expected/ Actual</b>
<b>Outcomes</b>				
% of Voluntary Turnover (less retirements)	3.54%	<5.00%/ 4.78%	<5.00%/ 3.90%	<5.00%
Rate of Turnover During First Year of Employment (excludes temporary/seasonal)	NA	<15.00%/ 13.00%	<15.00%/ 13.00%	>17.00%
County Annual Base Pay Increase Compared to BLS salary and wage measure for state and local government	2.00%	2.00%/ 2.00%	2.00%/ 2.00%	2.50%
Pension At Least 90% Funded (funding value of assets to actuarial accrued liabilities)	97.40%	90.00%/ 98.70%	90.00%/ 98.80%	90.00%

<b>Indicators</b>	<b>2015 Actual</b>	<b>2016 Expected/ Actual</b>	<b>2017 Expected/ Actual</b>	<b>2018 Expected/ Actual</b>
<b>Efficiencies</b>				
Ratio of HR Staff to County Employees.	0.96	<1.33/ 0.96	<1.33/ 0.99	0.99

<b>Indicators</b>	<b>2015 Actual</b>	<b>2016 Expected/ Actual</b>	<b>2017 Expected/ Actual</b>	<b>2018 Expected/ Actual</b>
<b>Outputs</b>				
# of participants attending HR sponsored training sessions (LEAP, LEAD, PREP).	682	>700/ 730	>700/ 863	>700
Number of Employment Offers Rejected	NA	NA	4/ 2	15
Number of County Department Recruitment Partnerships Initiated with A Targeted Recruitment Strategy.	NA	NA	1/ 2	1
Identify At Least Two Process Improvements Annually	NA	NA	2/ 2	7