





Human Resources - LHR Report

Report Created On: Jul 09, 2020

Report Legend

 No Update

 Overdue

 **Priority**

Department 14 Progress 33%



Human Resources

The Human Resources Department is responsible for the recruitment, selection, classification, compensation, benefits, professional development, employee relations, legal compliance and record keeping for over 1,700 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 11 bargaining units.

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

Owner: Amy Rollston

Department Goal: 5 Objective: 17

	%	#
● On Track	47.06	8
● Some Disruption	11.76	2
● Major Disruption	17.65	3
● Completed	23.53	4

Department Goal 14.1 Progress 0%



Ensure efficiency and effectiveness through technology deployment, process redesign and continuous improvement.

Owner: Amy Rollston

Objective: 2

	%	#
● On Track	100.0	2

Update provided by Amy Rollston on Jul 08, 2020 17:29:48

Human Resources will either upgrade to the newest version of the current A360 HRIS system or implement a new HRIS solution in 2021 because our current version of A360 is being phased out by the software vendor. Three vendors are currently being evaluated by HR, Fiscal Services and IT to determine which offers the best overall solution. Separate products for benefits administration and learning management may also be implemented in 2021 to replace our current paper-based benefit administration process for over 2,000 active employees and retirees and their families, and to allow for a transition to more on demand learning content.

HR and County Administration are currently working to implement a succession planning process in fall 2020.

Progress toward identification of new HR technology solutions and a succession planning process was slowed due to COVID-19.

The County's process for rehiring retirees was amended in 2020 to ensure compliance with IRS requirements.

Ten process improvements were identified and implemented by HR staff in 2019 in support of our goal to continually identify ways to provide more efficient and effective service.

Objective 14.1.1

Update provided by Amy Rollston on Jul 06, 2020 13:04:03

Ongoing - Ongoing

On Track

To be at least as efficient as SHRM HR to Employee ratio for Large Employers (1.33 HR Staff Per 100 Employees)

HR staff to employee ratio is currently .82 (14.4 FTE HR staff and 1,752 employees)

Owner: Amy Rollston

Objective 14.1.2

Update provided by Amy Rollston on Jul 06, 2020 13:23:20

Ongoing - Ongoing

On Track

To identify two process improvements to make each year

Significant 2019 process improvements include the following:

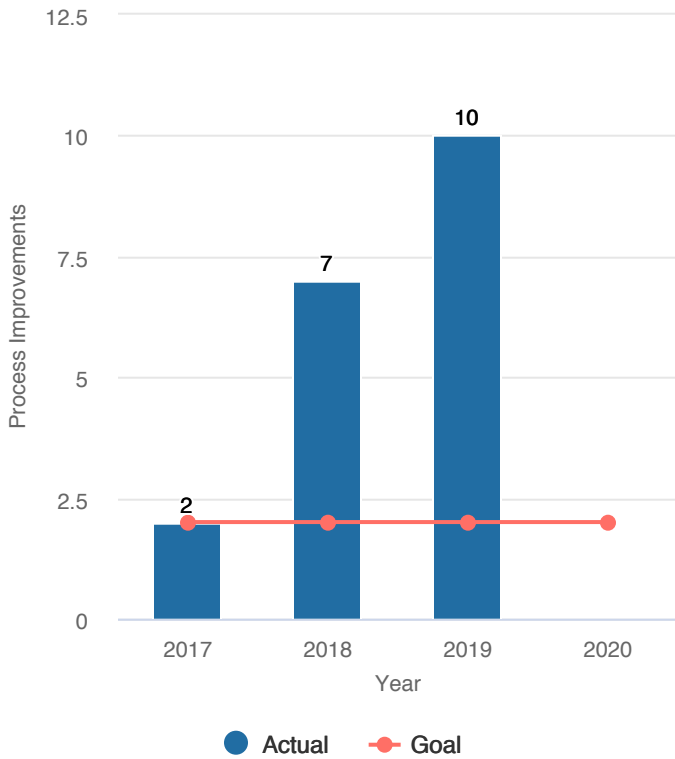
1. Designed and implemented an evidence-based employee selection process
2. Implemented a survey for new hires in order to identify opportunities to improve the onboarding process
3. Streamlined the MPP Performance Conversation Process
4. Streamlined the 457 plan enrollment form and enrollment communication process for new hires

Owner: Amy Rollston

Human Resources - Identify At Least Two Process Improvements Annually

Objective 14.1.2 To identify two process improvements to make each year

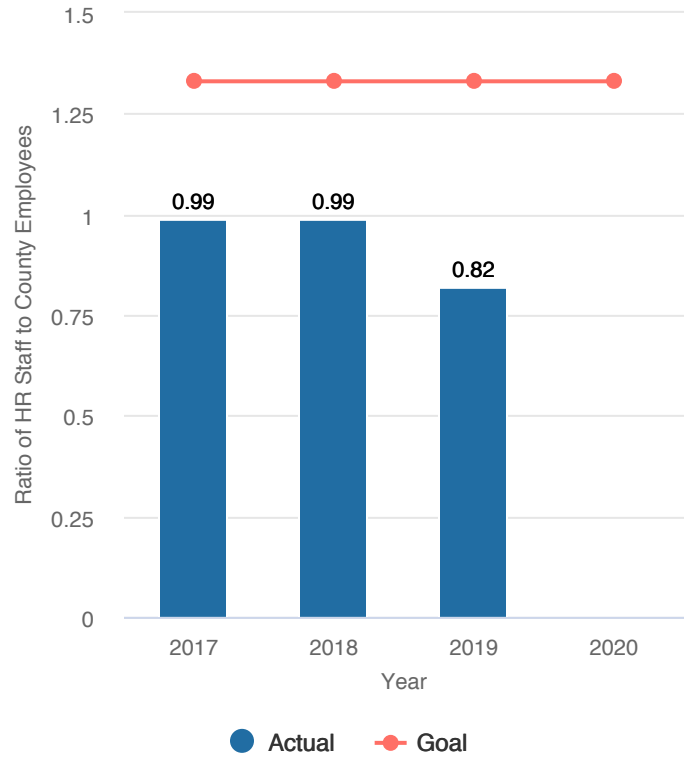
Identify At Least Two Process Improvements Annually



Human Resources - Ratio of HR Staff to County Employees

Objective 14.1.1 To be at least as efficient as SHRM HR to Employee ratio for Large Employers (1.33 HR Staff Per 1...)

Ratio of HR Staff to County Employees



Department Goal 14.2

Progress 26%

Ensure that pay and benefit programs are consistent with the County's Total Rewards Philosophy.

Owner: Amy Rollston

Objective: 5



	%	#
On Track	60.0	3
Major Disruption	20.0	1
Completed	20.0	1

Update provided by Amy Rollston on Jul 06, 2020 11:07:02

Negotiations will occur in 2020 to finalize 2021 and 2022 pay increases for Prosecuting Attorneys, Attorney Referees and Park Managers.

Healthcare premiums increased by 5.08% in 2020, which is below the average market increase of 6.22%. The County's pension is 97.5% funded as of the December 2019 Actuarial Valuation.

In 2019, a wage study was conducted for UAW, Teamsters Parks and Teamsters Nurses. Adjustments were made as needed to ensure alignment with market.

Objective 14.2.1

Update provided by Amy Rollston on Jul 06, 2020 13:26:52

Ongoing - Ongoing

On Track

As of the December 2019 Actuarial Valuation, the County's pension was 97.5% funded.

To maintain a funding level of at least 90% for the County's pension plan

Owner: Amy Rollston

Cloned as Objective 3.3.3 (Kent County Strategic Plan)

Objective 14.2.2

Update provided by Amy Rollston on Jul 07, 2020 19:33:24

Ongoing - Ongoing

On Track

Voluntary turnover was 4.78% in 2019.

To maintain a voluntary turnover rate below 5% (excluding retirements)

Owner: Amy Rollston

Objective 14.2.3

Update provided by Amy Rollston on Jul 07, 2020 19:36:37

Ongoing - Ongoing

On Track

2019 BLS pay increase for state and local government is 2.5%, which is aligned with the 2.5% increase granted to County employees for 2019.

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.

Owner: Amy Rollston

Cloned as Objective 3.3.4 (Kent County Strategic Plan)

Objective 14.2.4

Update provided by Amy Rollston on Jul 09, 2020 15:27:11

Jan 01, 2020 - Dec 31, 2020

Completed

Progress 100%

The survey was finalized, and HR started to collect data for new hires starting December 2019. Data is collected quarterly.

Employee Onboarding Survey: New survey to assess employees' onboarding experience will identify opportunities to improve retention, engagement and productivity if onboarding practices are not meeting employee needs.

Owner: Amy Rollston

Cloned as Objective 3.3.1 (Kent County Strategic Plan)

Objective 14.2.5

Update provided by Amy Rollston on Jul 07, 2020 19:42:59

Jan 01, 2020 - Dec 31, 2020

Major Disruption

Progress 30%

A cross-functional Wellness Committee is being led by the Health Department; HR participates and provides a supporting role. The Wellness Committee was midway through the process of creating a strategic plan when COVID-19 placed this priority on hold.

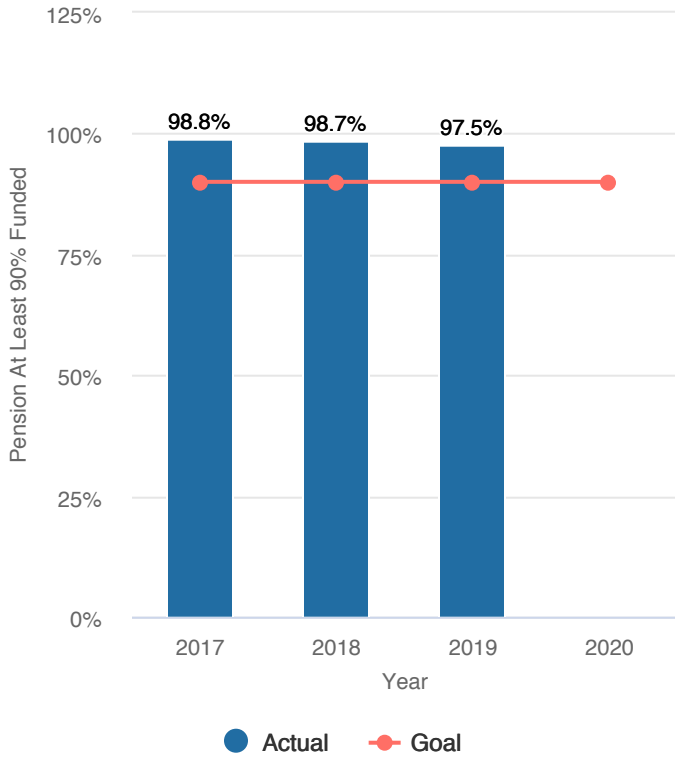
Improved employee well-being will result in improved employee retention, engagement, attendance rates, and productivity if employees are healthier and feel that the County cares about their health and well-being. HR will participate on the County's Wellness Committee and provide support through HR systems and plans (Employee Assistance Plan, employee healthcare, disability and time off benefits and reporting, learning and development, negotiated employee wellness incentives, etc).

Owner: Amy Rollston

Human Resources - Pension At Least 90% Funded

Objective 14.2.1 To maintain a funding level of at least 90% for the County's pension plan

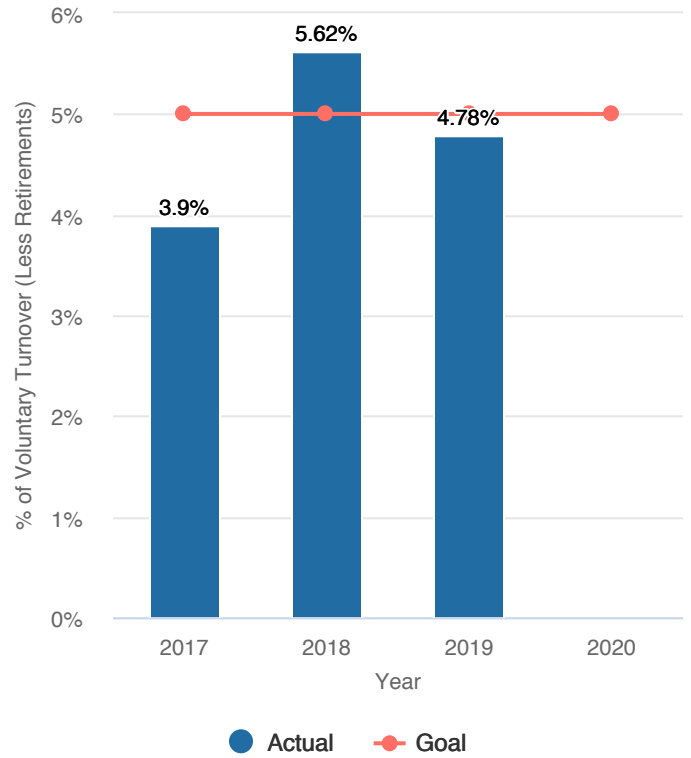
Pension At Least 90% Funded



Human Resources - % of Voluntary Turnover (Less Retirements)

Objective 14.2.2 To maintain a voluntary turnover rate below 5% (excluding retirements)

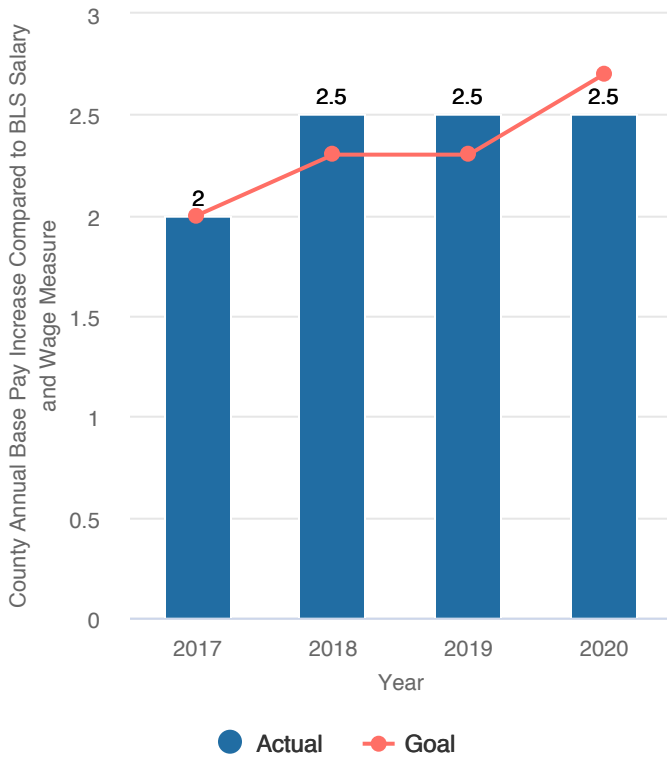
% of Voluntary Turnover (Less Retirements)



Human Resources - County Annual Base Pay Increase Compared to BLS Salary and Wage Measure

Objective 14.2.3 To maintain changes in County annual base pay increases similar to changes in state and local gov...

County Annual Base Pay Increase Compared to BLS Salary and Wage Measure



Department Goal 14.3

Progress 12%

Partner with County departments to successfully deploy recruitment efforts, including the County's brand as a diverse, equitable and inclusive environment.

Owner: Amy Rollston



	%	#
● On Track	40.0	2
● Some Disruption	40.0	2
● Major Disruption	20.0	1

Objective: 5

Update provided by Amy Rollston on Jul 08, 2020 18:09:11

In 2019, Kent County designed an evidence-based employee selection process through a program called HireReach. The new process, which is intended to produce higher quality and less biased hiring decisions, applies cognitive and personality assessments, as well as structured reference checks and screening interviews, to arrive at evidence based hiring recommendations that are aligned with the

competencies required for success in the applicable job family. The new process was deployed this year for clerical positions at the Health Department, Circuit Court and Friend of the Court; and also for Corrections Officers. The program will be expanded this year to include all County clerical and case management positions. Continued expansion of the program is planned for 2021 and beyond.

In 2019, a 12 person cross-functional group of County employees finished a multi-year process of delivering Cultural Intelligence training to the County's workforce. 98% of County employees have taken the training which provides a cultural intelligence assessment and individual development plan for participants to improve cultural intelligence drive, knowledge, strategy or action. The training continues to be offered to new hires and has also been incorporated into the LEAD leadership development program.

In 2019, unconscious bias training was added to the Frontline training program, which is required for all new supervisors. Hiring managers involved in the HireReach program also received unconscious bias training.

Objective 14.3.1

Update provided by Amy Rollston on Jul 07, 2020 23:44:08

Ongoing - Ongoing

Some Disruption

Number of employment offers rejected <14

Owner: Amy Rollston

Fewer rejected employment offers are expected in 2020 due to high levels of unemployment resulting from the impact of COVID-19 on the labor market, combined with fewer anticipated new hires in 2020.

Objective 14.3.2

Update provided by Amy Rollston on Jul 07, 2020 23:51:19

Ongoing - Ongoing

Some Disruption

To maintain a first year turnover rate of less than 15%

Owner: Amy Rollston

Turnover during the first year of employment during the measurement period ending September 30, 2018, was 19.25%. Higher levels of attrition during the first year are partly due to a highly competitive labor market. In late 2019, Kent County began surveying new employees to assess elements of the onboarding experience that can be improved upon.

Objective 14.3.3

Update provided by Amy Rollston on Jul 08, 2020 00:03:41

Jan 01, 2020 - Dec 31, 2020

On Track

Progress 50%

HireReach will result in improved quality of hire and reduced bias in employee selection. If people hired are a better fit for the role, then higher levels of employee engagement and productivity will result.

Owner: Amy Rollston

Cloned as Objective 4.3.1 (Kent County Strategic Plan)

The new HireReach process went live in January 2020 for clerical positions at the Circuit Court, Friend of the Court and Health Department; and for Corrections Officers. The new process has been used for several clerical recruitments. A recruitment for Corrections Officers is not expected until the fourth quarter of 2020.

The new HireReach process will be expanded this year to include all clerical position recruitments and also caseworker recruitments.

Objective 14.3.4

Update provided by Amy Rollston on Jul 08, 2020 00:08:00

Ongoing - Ongoing

Major Disruption

Internship program will act as be a feeder for talent, will provide preceptors the opportunity to gain leadership experience, and will allow for the completion of meaningful work.

Owner: Amy Rollston

Cloned as Objective 4.3.2 (Kent County Strategic Plan)

The internship program was put on hold as a result of COVID-19. Plans to deploy the internship program have been postponed until 2021.

Objective 14.3.5

Update provided by Amy Rollston on Jul 08, 2020 00:09:19

Human Resources and Administration are collaborating to deploy a succession planning process starting fall 2020.

Jan 01, 2020 - Dec 31, 2020

On Track

Progress 10%

Succession Planning: The County will identify and ensure that succession plans are in place for key positions. Through their use of sound Succession Planning processes, all County employees will have the opportunity to identify and work toward achieving their long-term career goals.

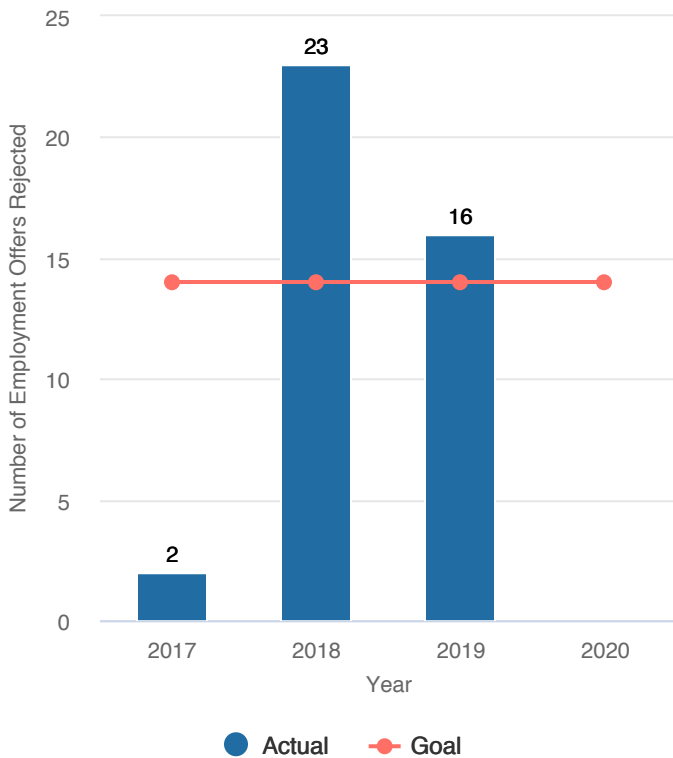
Owner: Amy Rollston

Cloned as Objective 3.3.2 (Kent County Strategic Plan)

Number of Employment Offers Rejected

Objective 14.3.1 Number of employment offers rejected <14

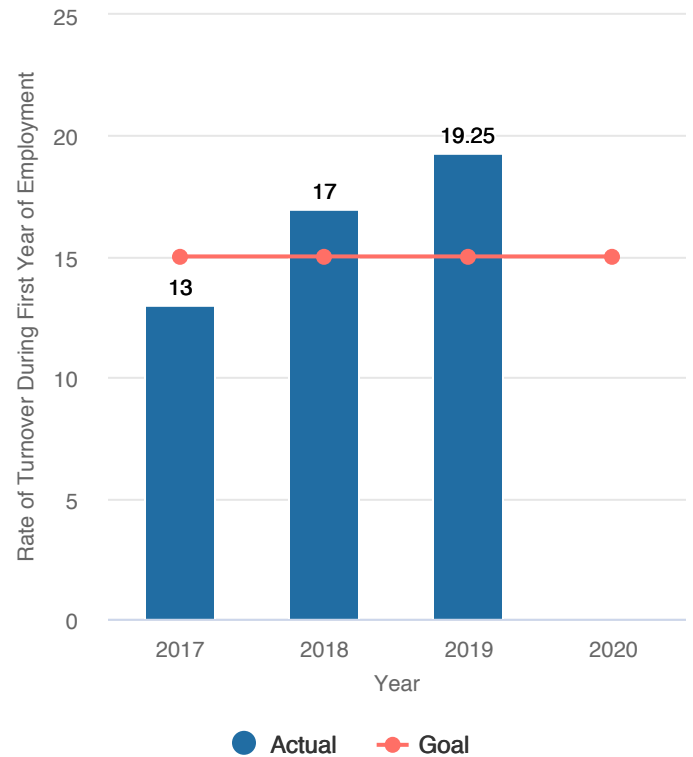
Human Resources - Number of Employment Offers Rejected



Human Resources - Rate of Turnover During First Year of Employment (Excludes Temporary/Seasonal)

Objective 14.3.2 To maintain a first year turnover rate of less than 15%

Rate of Turnover During First Year of Employment (Excludes Temporary/ Seasonal)



Department Goal 14.4

Progress 73%



Ensure that the County's HR systems incorporate, promote and measure behavior consistent with the County's values

Owner: Amy Rollston

	%	#
On Track	20.0	1
Major Disruption	20.0	1
Completed	60.0	3

Objective: 5

Update provided by Amy Rollston on Jul 08, 2020 16:42:24

In 2019, over 100 County leaders engaged in a dialogue surrounding the extent to which our behavior at work is consistent with our stated values. A cross-functional group of 10 County employees was trained to facilitate this same dialogue with all County staff. To date, over 60% of County staff have participated in the dialogue. The employee sessions are currently on hold due to COVID-19.

In 2019, the County's values have been incorporated into the Human Resources Policies and Procedures manual, the new hire reference check process under HireReach, and to all learning and development programming.

In early 2020, an assessment of the extent to which the values are being practiced was added to the County's onboarding and exit interview surveys. The resulting data will be incorporated into our HR metrics and used to identify opportunities to better align our behavior with our stated values.

Objective 14.4.1

Update provided by Amy Rollston on Jul 08, 2020 00:10:48

Jan 01, 2019 - Jan 01, 2020

Completed

Progress 100%

This project is completed.

Reconfiguration of LEAD leadership development program to focus on soft skills and on application of learning will result in improved ability for leaders to tap into what motivates others and to effectively address performance issues that may arise.

Owner: Amy Rollston

Cloned as Objective 3.4.1 (Kent County Strategic Plan)

Objective 14.4.2

Update provided by Amy Rollston on Jul 08, 2020 00:11:08

Jan 01, 2019 - Jan 01, 2020

Completed

Progress 100%

This project is completed.

MPP Performance Evaluation: Focus on professional development and line of sight with department PM's in **MPP Performance Evaluation** will result in improvement of employee knowledge and skills, in increased engagement and motivation for employees who are working toward achieving a long-term career goal, and toward increased engagement and motivation for employees who better understand how their work contributes to achievement of their department's goals.

Owner: Amy Rollston

Objective 14.4.3

Jan 01, 2019 - Dec 31, 2020

Major Disruption

Progress 67%

Update provided by Amy Rollston on Jul 08, 2020 00:12:57

Approximately 2/3 of Kent County employees have participated in the Civility and Living our Values workshops. The remaining workshops were put on hold due to COVID-19.

Civility and Living our Values workshops provide an opportunity for all County employees to openly share their ideas about the extent to which we are living our values.

Engagement is improved because employees feel part of and able to influence the County's culture. These workshops result in a shared set of expectations for behavior.

Owner: Amy Rollston

Cloned as Objective 4.1.1 (Kent County Strategic Plan)

Objective 14.4.4

Jan 01, 2020 - Dec 31, 2020

On Track

Progress 0%

Update provided by MaryBeth Vantill on Feb 10, 2020 18:21:34

Employee Recognition: By tying employee recognition to the County's values, we forward progress toward ensuring that everyone is pulling in the same direction as one team.

Owner: Amy Rollston

Cloned as Objective 3.2.1 (Kent County Strategic Plan)

Objective 14.4.5

Jan 01, 2019 - Dec 31, 2019

Completed

Progress 100%

Update provided by Amy Rollston on Jul 08, 2020 00:14:06

This project is complete.

Cultural Intelligence Workshops: Through Cultural Intelligence workshops, all County employees have the opportunity to learn to use a common language and tool to measure cultural intelligence, and to engage in professional development to improve. This will result in employee growth and development in their ability to serve a diverse public and to effectively work on diverse teams.

Owner: Amy Rollston

Cloned as Objective 4.2.5 (Kent County Strategic Plan)