

Human Resources

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Mission

To provide policies, programs and expertise that ensure the successful recruitment, employment, development and retention of a diverse, well qualified workforce to serve the citizens of Kent County.

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

- Assembled an Executive Oversight Group consisting of County department executives that coordinated with the County's Cultural Insight Council to develop a strategic plan to forward the County's diversity, equity and inclusion efforts over the next 5+ years. The planning process incorporated feedback from the Cultural Insight Council, County employees, and leaders of community organizations that champion advancement for underrepresented segments of the County's population. The strategic plan aims to continue to improve leadership commitment, organizational culture and accountability over time. Elements of the plan to be deployed this year include a resurrected annual report to the Board of Commissioners, training of all County leaders in unconscious bias and cultural competence, certification training for 11 County employees to deploy cultural competence training throughout the organization, and incorporation of a personal development plan surrounding improved cultural competence into the performance review process for MPP.
- Assisted the Sheriff Office in identifying opportunities to improve the recruitment process for Emergency Communications Operators in light of a need to increase the capacity of the department by 20% when the County took on emergency communications responsibility for the City of Wyoming. We have expanded our advertising to include Indeed, Handshake and targeted ads on Facebook. When attending job fairs, we are distributing recruitment flyers for the Emergency Communications Operator positions and have had a Communications Center team member attend the job fair. We have all applicants for Emergency Communications positions complete the Critical assessment and we are analyzing scores in relation to success on the job. The interview process has been modified to see how quickly applicants can switch from one topic to another, thus judging their ability to think on their feet. The Predictive Index assessment is now being used as an additional piece of the interview process to help assess fit for the job. In addition, candidates moving on from the interview process are scheduled for a 4 hour job shadow in the dispatch center to give them a better idea of the position.
- The Sheriff Office and HR have also partnered to make improvements with hiring Corrections Officers as the Sheriff gears up to hire a large number of officers to backfill for expected retirements. The Predictive Index assessment is now being used prior to the interview to help assess fit for the job. In addition, changes have been made to the required testing to make the recruitment process less cumbersome for applicants. The LCOPAT examination is no longer required until

Strategic Goals

- Grow/enhance a participative employee culture (Efficient Use of Resources, Proactive and Innovative Government).
- Be an employer of choice (Stable Revenues, Efficient Use of Resources, Safe Community, Citizen Participation, Proactive and Innovative Government, High Quality of Life)
- Improve efficiency and effectiveness through technology deployment and process redesign (Efficient Use of Resources).
- Ensure that pay and benefit programs are sustainable and consistent with the County's Total Rewards Philosophy (Stable Revenues, Efficient Use of Resources).

an applicant moves on from the initial interview. Also, applicants who work for another County jail and are certified corrections officers no longer need to complete the Empco examination or LCOPAT.

- The HR department has had a community impact through its support of other County departments. For instance, we raised and donated \$400 to provide books and to fund incentives for Juvenile Detention residents who participate in the facility's reading program. Nine members of the HR department also donated their time to participate in July's CAA Emergency Food Assistance program food distribution event.
- Partnered with the State to coordinate and host a regional two-day certification program for approximately 85 court staff from various local courts, including Kent County's Probate, Circuit and District courts.
- Partnered with Nationwide Retirement Solutions to improve employee retirement education, with emphasis on promotion of the County's retirement estimator program and Nationwide's retirement planning tools. To date, 929 employees have used the pension estimator to run 9,724 estimates. In the past 90 days, 1,440 estimates have been performed. This month, Nationwide is offering the first in a series of lunch and learn sessions focused on retirement education.

DEPARTMENT: HUMAN RESOURCES

Department Mission Statement:

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.

Goals

- Partner with County departments to deploy joint County-department branding and 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.
- Ensure that pay and benefit programs are consistent with the County's Total Rewards Philosophy.
- Work toward achieving a more participative employee culture.

Objectives

- To maintain a survey score of at least 3.25 on annual survey measuring participative culture.
- To maintain a first year turnover rate of less than 15%
- To partner with at least one County department annually to identify and deploy a targeted recruitment strategy to mee the department's unique challenges.
- To be at least as efficient as SHRM HR to Employee ratio for Large Employers (1.03 HR Staff Per 100 Employees in 2014).
- To maintain changes in County annual base pay increases equal to Michigan Public Admin COLA metric reported on annual WorldAtWork United States Salary Budget Survey
- To maintain a fully actuarially funded pension plan.
- To maintain a voluntary turnover rate below 5% (excluding retirements).

Indicators	2014 Actual	2015 Expected/ Actual	2016 Expected/ Actual	2017 Expected/ Actual
Outcomes				
% of Voluntary Turnover (less retirements)	3.61%	<5.00%/ 3.85%	<5.00%/ 4.78%	0.00%
Average Score on Participative Culture Survey.	NA	0.00/ 0.00	NA	3.25
Rate of Turnover During First Year of Employment (excludes temporary/seasonal)	NA	0.00%/ 0.00%	NA	15.00%
County Annual Base Pay Increase	NA	0.00%/ 0.00%	NA	2.00%

Pension At Least 90% Funded (funding value of assets to actuarial accrued liabilities)	NA	0.00%/ 0.00%	90.00%/ 97.40%	90.00%
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Indicators	2014 Actual	2015 Expected/ Actual	2016 Expected/ Actual	2017 Expected/ Actual
Efficiencies				
Ratio of HR Staff to County Employees.	NA	0.00/ 0.00	NA	<1.03

Indicators	2014 Actual	2015 Expected/ Actual	2016 Expected/ Actual	2017 Expected/ Actual
Outputs				
# of participants attending HR sponsored training sessions (LEAP, LEAD, PREP).	279	0/ 682	0/ 0	0
Number of County Department Recruitment Partnerships Initiated with A Targeted Recruitment Strategy.	NA	0/ 0	NA	1