HUMAN RESOURCES DEPARTMENT STRATEGIC PLAN (FY 2018-19 THROUGH FY 2020-21)
initiatives and accomplishments

Presentation by:

Irma Ramirez-Bough, Director of Human Resources

Kim Moore, Assistant Director of Human Resources

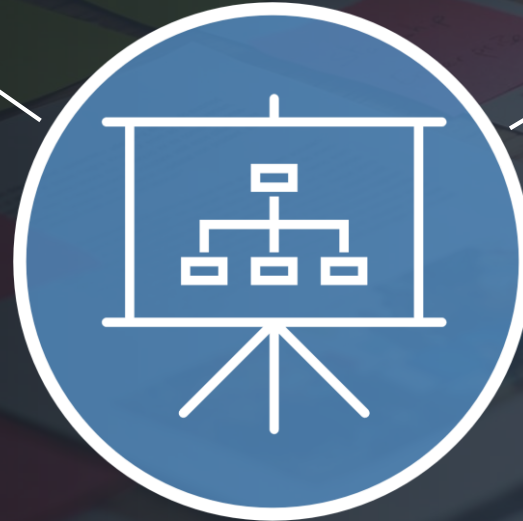Ariana Hurtado, Assistant Director of Human Resources

County of Monterey
HUMAN RESOURCES DEPARTMENT
The Right Career, Right Here
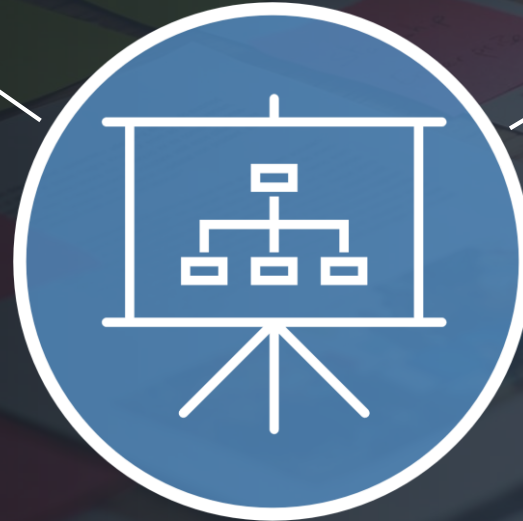
GOALS

STRATEGIC INITIATIVES

ACCOMPLISHMENTS

PURPOSE

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STRATEGIC
INITIATIVES

ACCOMPLISHMENTS

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1 Transform the Human Resources Department into a transparent and customer service-oriented organization.

3 Set the direction and priorities of the department for the next three years.

GOALS

SIX MULTI-YEAR GOALS FOR CHANGE AND IMPROVEMENT

1. Collaborative Partnerships

2. Modernize and Standardize
   Policies and Procedures

3. Responsive Services

4. Leverage Technology

5. Succession Planning
   and Engagement

6. Foster Diversity and
   Inclusion

GOALS

SIX MULTI-YEAR GOALS FOR CHANGE AND IMPROVEMENT

1. Collaborative Partnerships

Strengthen collaborative partnerships for increased responsiveness, efficiency, effectiveness and outcomes.

2. Modernize and Standardize Policies and Procedures

Update and standardize policies and procedures and make them readily accessible and well understood, yet flexible to accommodate unique departmental needs.

3. Responsive Services

Ensure responsive and timely services to customers.

4. Leverage Technology

Improve efficiency and effectiveness of services by leveraging technology.

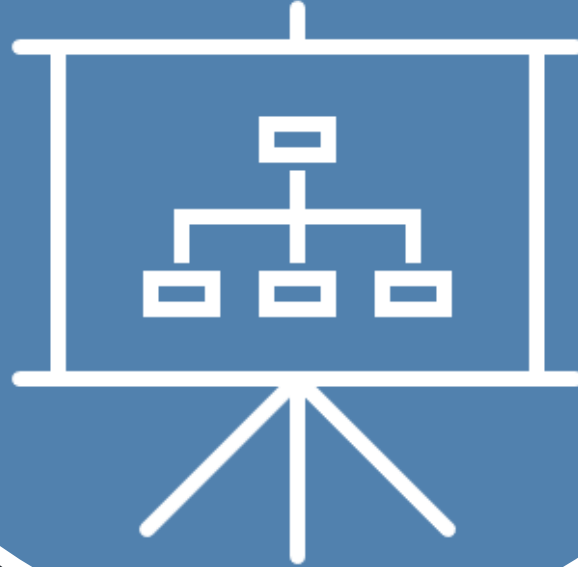## 5. Succession Planning and Engagement

Champion succession planning and employee engagement to ensure employees have the opportunity to reach their full potential.

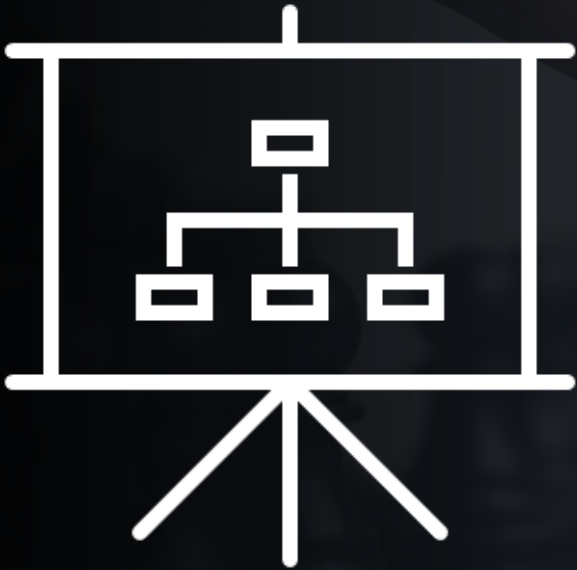## 6. Foster Diversity and Inclusion

Encourage and support a diverse and inclusive workforce.

STRATEGIC INITIATIVES

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Classification & Compensation Administration

Employee Benefits

Employee & Labor Relations

Human Resources Information Systems

Leadership & Management

Recruitment & Selection of Talent

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ACCOMPLISHMENTS

Classification & Compensation Administration

1. Develop a Compensation Philosophy to guide salary setting that includes a review of comparator agencies.
2. Create and implement a classification and compensation action plan that will be responsive to the needs of the organization.
3. Develop a plan and schedule for conducting County-wide Classifications and Compensation studies. Begin in Year 1 by conducting a classification and compensation study for all positions in the Information Technology Department to determine that content is current and reflective of set industry standards and applicable state and federal regulations, and that compensation is competitive.
4. Eliminate unused and unneeded classifications to begin to modernize and simplify the County's classification structure.
5. Review and revise the position description questionnaire to be more concise and enable online completion of the form.
6. Add core competencies to the job specifications to promote the career mobility of the County workforce.
7. Review the flexible staffing program and identify needed changes to guidelines and procedures to ensure the program is effective in meeting the County's needs.
8. Identify career ladders for county-wide and departmental career paths and upload them on the HRD website to provide career information for employees and applicants.
9. Develop a plan, in conjunction with the Office of Civil Rights, to review pay equality on the basis of gender.

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1. Enhance the employee benefits website to be more interactive and easier to navigate for internal and external users.
2. Explore options for increasing and improving the understanding of COBRA rights and election periods
3. Increase and improve the understanding of IRS Section 125 Plan benefits and compliance by providing more online information and communication.
4. Assess the interest of the current workforce in specific types of benefit enhancements (e.g., voluntary insurance programs such as pet and legal insurance) to attract and retain existing and future employees
5. Increase education about flexible spending accounts and deferred compensation to increase voluntary participation.
6. Augment the new employee benefit orientation program to ensure consistency county-wide by developing video and other web-based tools.
7. Explore the use of technology to improve the timing and accuracy of new employee benefit enrollment, including the use of electronic signatures

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1. Effectively engage and involve department heads and other key stakeholders prior to negotiations to identify any problematic or systemic issues needing to be addressed, including possible language changes to existing memoranda of understanding (MOUs).
2. Increase communications and consultation with department heads and other key stakeholders during and after the negotiation process to ensure greater involvement and participation, to include evaluating the impact of proposed MOU changes before they are proposed.
3. Develop a process for providing timely support and guidance to departments in response to disciplinary questions.
4. Publish an online employee relations manual to support supervisors and managers with human resource management.
5. Create an electronic resource of historical labor relations information (i.e., prior MOUs, side letters and other documents) for HR staff and for other staff as identified.
6. Develop and implement a pilot case management process for improved performance management of complicated employee relations cases.
7. Develop and conduct training on the basics of labor relations in order to understand the intricacies of working with employee organizations.
8. Develop a schedule for publication to the website of brown bag lunches on various employee and labor relations topics, including the application of the MOU provisions, such as call back pay, overtime, etc., and on various employee relation topics.
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2. Design and deploy the department's SharePoint sites to support collaboration and information storage and access.
3. Deploy service management tools that will track customers' requests, schedule our responses, and help us achieve improved customer satisfaction.
4. Deploy the Questys Digital Scanning and Storage system into other programs areas in the HR Department
5. Explore, select and deploy tools for automation in support of the off-boarding system to facilitate and streamline the separation of employees smoothly to protect County assets and access to systems.
6. Explore, select and deploy tools for automation in support of increased outreach for recruitments to achieve a more diverse workforce, including on social media platforms.
7. Provide training and support to Human Resources staff and other County staff who need to use the County's Applicant Tracking System (NeoGov), and create procedures and tools to make it easy for staff to understand how to use the system
8. Provide training and system support to all users to maximize user acceptance of the County's personnel/payroll system upgrade (HRM).
9. Design and deploy an automated interface of position data from Performance Budgeting to HRM that ensures data quality and consistency.
10. Explore, select and deploy tools for automation in support of Performance Management system that facilitate and streamline employee evaluations.
11. Explore, select and deploy tools for automation in support of replacement of the Learning Management System.
12. Explore, select and deploy tools for automation in support of tools to utilize in the employee engagement survey for easy accessibility and use. (TBD – depends on funding)

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2. Leverage feedback and advice from three department head advisory committees to improve policies, practices and effectiveness of the County's human resources.
3. Develop and implement standard operating procedures for use by HRD staff and County departments.
4. Provide leadership for communication and engagement efforts with labor to augment ongoing labor management relationships and strengthen mutual understanding of each other's interests.
5. Strengthen partnerships with County departments to improve the timeliness of HRD services.
6. Improve human resources contract management procedures to ensure contract terms are met, HRD receives what is agreed upon within the authorized amounts and provide training to staff on the improved procedures.
7. Update and create a method of maintaining the Personnel Policies and Practices Resolution (PPPR) to ensure that all County departments and HRD staff have clear understanding of County human resources policies and procedures.
8. Update existing and create new performance evaluation policies, procedures and forms to aid departments in effective performance management practices.
9. Conduct informational meetings to discuss feedback on Human Resources Department services, changes in policies and procedures, suggestions for improvement and ways to strengthen partnerships with departments.
10. Ensure effective oversight and implementation of the strategic initiatives in the Human Resources Department Strategic Plan.
11. Lead the effort to identify core competencies for the County to be incorporated into many aspects of human resources, including recruitment and selection, classification and compensation, performance management, and training to improve career development opportunities for employees.
12. To maximize performance results, provide organizational development strategies to assist departments that are experiencing challenges with conflict management/resolution, team building, communication, and employee engagement.

Leadership & Management

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3. Work with the Civil Rights Office to Develop Robust Outreach Strategies
4. Evaluate Hiring Managers' Satisfaction with the Recruitment Process.
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