



Human Resources Performance Measures

Jan 26, 2021

Department 14

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: 4

Objective: 17

Department Goal 14.1

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

•

Owner: Amy Rollston

Objective: 2

Updated on May 05, 2021 13:39:27

The decision was made last year to update to a more recent version of our current HRIS software as the vendor seeks to phase out our current system. The upgrade is scheduled to commence in June.

A new LMS system was selected last year that will allow for a more consistent and high quality deployment of training in areas such as on County systems, procedures and legal requirements.

Several process changes were made to facilitate the continued provisions of service during the COVID-19 pandemic.

- Transitioned many L&D offerings from on-site to virtual format and pushed out a weekly listing of L&D opportunities that were relevant to the challenges of working and leading in a pandemic, ensuring continued availability of relevant professional development opportunities to County staff.
- Developed and implemented processes to coordinate quarantine/isolation, workplace contact tracing, disinfection, health department reporting, and leave coordination when COVID-19 exposures occur.
- Successfully transitioned HR staff to work from home; amended processes as needed to ensure continued provision of services to our customers.

Objective 14.1.1

Updated on May 05, 2021 19:58:28

HR staff to employee ratio is currently .87.

Ongoing - Ongoing

Ratio of HR staffing to County positions (including seasonal).

Target is to be at least as efficient as SHRM HR to Employee Ratio for Large Employers (1.33 HR Staff Per 100 Employees in 2016).

Owner: Amy Rollston

Objective 14.1.2

Updated on May 05, 2021 13:45:21

Process improvements made in 2020 primarily revolved around COVID-19, and are described in greater detail elsewhere in this report .

Ongoing - Ongoing

Identify 2 process improvements to make at the beginning of each year.

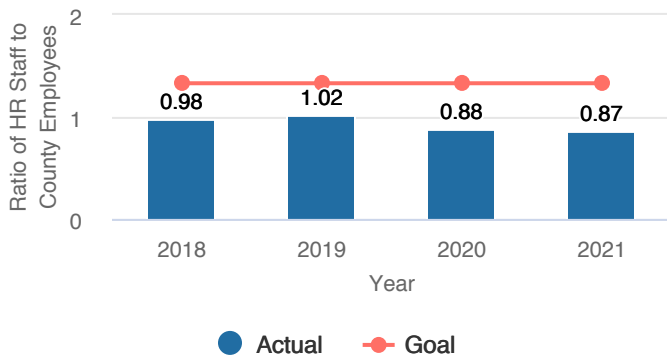
Target is the number of process improvements identified with a plan = at least 2

Owner: Amy Rollston

Human Resources - Ratio of HR Staff to County Employees

Objective 14.1.1 Ratio of HR staffing to County positions (including seasonal). Target is to be at least as efficie...

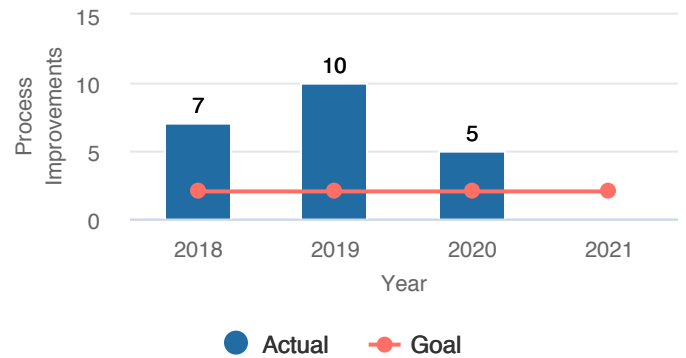
Ratio of HR Staff to County Employees



Human Resources - Identify At Least Two Process Improvements Annually

Objective 14.1.2 Identify 2 process improvements to make at the beginning of each year. Target is the number of pro...

Identify At Least Two Process Improvements Annually



Department Goal 14.2

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

Owner: Amy Rollston

Objective: 5

Updated on May 05, 2021 12:27:53

Negotiation of wage increases for 2022 and 2023 will occur this summer with all but two unions whose wage negotiations occurred last year.

Objective 14.2.1

Ongoing - Ongoing

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

Owner: Amy Rollston

Cloned as Objective 3.3.4 (Kent County Strategic Plan)

Updated on May 05, 2021 21:21:44

The County's pension continues to exceed the 90% funding target. The pension's longstanding financial health results from a combination of prudent asset management and adoption of conservative actuarial assumptions by the County's Pension Board, employer contributions consistent with actuarial recommendations, and employee contributions equaling approximately 1/2 of the annual cost for the pension.

Objective 14.2.2

Ongoing - Ongoing

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

Owner: Amy Rollston

Updated on May 05, 2021 21:39:26

Voluntary employee turnover rates decreased in 2020. Historically, employees have had a tendency to avoid the risk associated with changing jobs during uncertain times such as the current COVID-19 pandemic. We may see an uptick in voluntary turnover once the pandemic subsides.

Objective 14.2.3

Ongoing - Ongoing

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 3.3.5 (Kent County Strategic Plan)

Updated on May 05, 2021 21:41:30

Base pay increases for 2020 and 2021 and aligned with the BLS pay increases for state and local governments.

Objective 14.2.4

Jan 01, 2020 - Dec 31, 2020

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 3.3.2 (Kent County Strategic Plan)

Updated on Jul 09, 2020 15:27:11

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

Objective 14.2.5

Updated on Jul 07, 2020 19:42:59

Jan 01, 2020 - Dec 31, 2020

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).

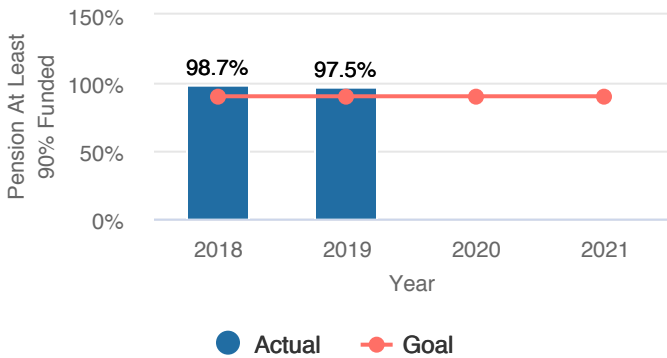
A cross-functional Wellness Committee is being led by the Health Department; HR participates and provides a supporting role. The Wellness Committee was midway through the process of creating a strategic plan when COVID-19 placed this priority on hold.

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

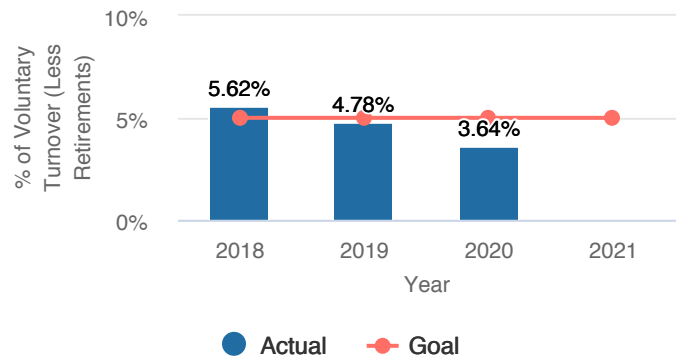
Pension At Least 90% Funded



Human Resources - % of Voluntary Turnover (Less Retirements)

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

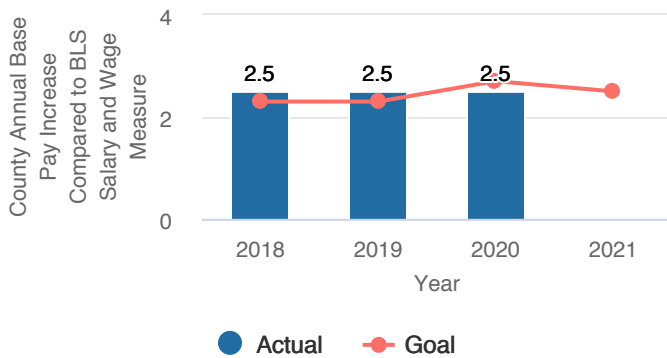
% of Voluntary Turnover (Less Retirements)



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

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

Owner: Amy Rollston

Objective: 5

Updated on May 05, 2021 12:25:57

We have experienced a significant reduction in applicants over the course of the COVID-19 pandemic. The following factors have contributed to this challenge.

- Impact of social changes on attractiveness of law enforcement as a profession
- 1.5 million moms left the workforce during the COVID pandemic and have not returned
- 40% of people on unemployment are making more than they made working
- Many people are choosing to stay out of the workforce due to fear of COVID
- Many people who may otherwise might have worked longer decided instead to retire due to COVID risk
- People who are currently employed have a greater tendency to hunker down with their current employer in times of uncertainty such as the current COVID pandemic

Objective 14.3.1

Updated on Jul 07, 2020 23:44:08

Ongoing - Ongoing

Fewer than 5% of employment offers rejected

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

Updated on May 05, 2021 22:09:59

Ongoing - Ongoing

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

Owner: Amy Rollston

First year turnover continued to be higher than benchmark through 2019, in part due to a highly competitive labor market.

Objective 14.3.3

Updated on May 05, 2021 11:37:58

Jan 01, 2020 - Dec 31, 2020

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 4.3.2 (Kent County Strategic Plan)

HireReach has been applied for several clerical recruitments with favorable results. The process has been applied for one recruitment of Corrections officers. We have learned through our experience in the first year about what parts of the new process are working well and what parts may need to be amended as we look to continue to expand the scope to the HigherReach process to other positions at the County.

Objective 14.3.4

Updated on May 05, 2021 11:34:48

Ongoing - Ongoing

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 4.3.3 (Kent County Strategic Plan)

This objective was placed on hold due to the COVID-19 pandemic

Objective 14.3.5

Updated on May 05, 2021 11:52:30

Jan 01, 2020 - Dec 31, 2020

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

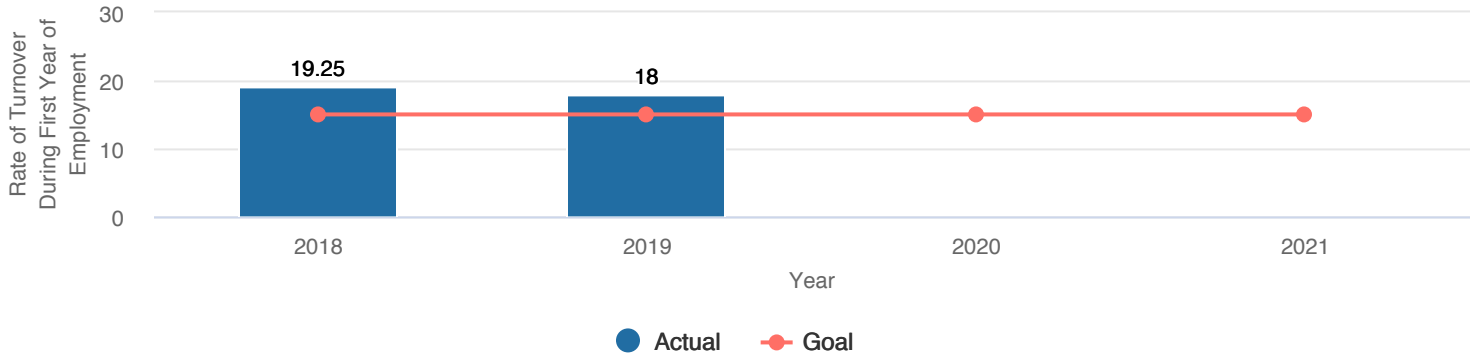
Cloned as Objective 3.3.3 (Kent County Strategic Plan) and Objective 4.3.1 (Kent County Strategic Plan)

A work group was assembled last summary to identify a process and model for use in succession planning. The work group identified a framework for success in leadership positions that includes the following elements: Knowledge, Experience, Personal Attribute, Alignment with Kent County's Values, and Competencies. All of the elements in the framework have been identified, except for Competencies. In March, Kent County's top leadership met and identified a competency model for top leadership roles. In May and June, competency models will also be identified for middle management and frontline leadership positions. Once the competency models have been built out for all three levels of leadership, work will commence on building a framework and processes for succession planning for those who aspire to these roles.

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

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

Owner: Amy Rollston

Objective: 5

Updated on May 05, 2021 12:22:32

In 2020, the County add measurements of the extent to which employee's experience the County's culture consistent with our values to our onboarding and exit surveys. On average, approximately 90% of onboard survey respondents and 80% of exit survey respondents agreed that people's actions align with the County's stated values. Additionally, 99% of participants in County L&D courses agreed that the training course they took reinforced one or more County values.

Objective 14.4.1

Updated on Jul 08, 2020 00:10:48

Jan 01, 2019 - Jan 01, 2020

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 3.4.4 (Kent County Strategic Plan)

Objective 14.4.2

Updated on Jul 08, 2020 00:11:08

Jan 01, 2019 - Jan 01, 2020

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

Updated on Jul 08, 2020 00:12:57

Jan 01, 2019 - Dec 31, 2020

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 4.1.4 (Kent County Strategic Plan)

Objective 14.4.4

Updated on May 05, 2021 12:05:21

Jan 01, 2020 - Dec 31, 2020

Plans to amend a formal recognition program were placed on hold due to the COVID pandemic. However, several initiatives were implemented during 2020 and 2021 to recognize the hardships and challenges associated with the pandemic. During Q2 2020, employees working onsite were offered 8 hours of vacation per 40 hours worked. Between June and November 2020, employees working in positions that put them at a higher risk of COVID exposure continued to receive the vacation incentive. Additionally, vacation caps were removed for all staff in 2020. In 2021, the County implemented unlimited paid COVID-19 leave for employees who experienced COVID exposures. Employees' efforts over the COVID pandemic have also been recognized in the County Communicator.

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 3.2.3 (Kent County Strategic Plan)

Objective 14.4.5

Updated on Jul 08, 2020 00:14:06

Jan 01, 2019 - Dec 31, 2019

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 develop 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 4.2.3 (Kent County Strategic Plan)