



Multnomah
County
Central Human
Resources

FY 2014-2016 Strategic Plan

Executive Summary

Presented on
March 20, 2013

Executive Summary

“We are committed to and focused on the people within our organization in order to better serve the people in our community.”

Human resources means just that – we are committed to and focused on the *people* within our organization in order to better serve the *people* in our community. In Multnomah County, human resources operates under a decentralized model. Central Human Resources is responsible for countywide HR policy, systems and practices, labor relations, classification and compensation, wellness and employee benefits, the newly created county privacy program, and corporate training and organizational development activities. Department human resources has responsibility for providing employee relations, HR consultation including discipline and grievance handling, HR systems implementation (e.g. performance evaluation processes and exit interviews), recruitment, general HR administration, and departmental training and organizational development activities.

The Central HR strategic planning process was innovative in that it solicited and incorporated a vast amount of feedback and integrated the [Equity and Empowerment Lens](#) (E&E Lens). Utilizing the lens is new to our work and we are committed to stretching ourselves and incorporating this tool into our day to day work, decision making, and implementation of our strategic objectives.

From the beginning of the strategic planning process, it was our intention to be inclusive and invite a variety of stakeholders to the table, in order to have diverse perspectives inform our strategic focus. Throughout our process, we incorporated meaningful engagement at all levels of the organization, including those most impacted by inequities. Prior to the strategic planning retreat, we attended meetings with all Department Leadership Teams, Direct Report Managers, Equity Council, and Operations Council, as well as conducted focus groups with managers/supervisors and Employee Resource Groups (ERGs). During these sessions, we posed four questions for input:

1. What are your strategic priorities/focus areas for 2013?
2. Is there anything you would suggest Central HR stop doing that is not adding value to you/your business?
3. Is there anything Central HR should start doing to help you accomplish your goals?
4. Is there anything Central HR should continue doing or do differently to support you?

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We received a wealth of information that was transcribed, compiled, analyzed for themes, and presented at the strategic planning retreat. Central HR managers also spoke with members of their teams who did not participate in the retreat to gather their feedback. The themes identified were used to directly inform the goals and objectives of the strategic plan.

While this plan represents the strategic direction for Central Human Resources, we know that we cannot accomplish our goals without the co-leadership and support of our departmental HR partners, not to mention the help of our many stakeholders. Therefore, we will continue to collaborate and coordinate with our partners to ensure our implementation planning is done in an inclusive manner that takes into account their workload and priorities.

The strategic plan highlights four goal areas that will be our focus over the next three years. These goals are: Automate & Streamline, Equitable & Empowering Practices, Recruitment, and Workforce Development. While Equitable & Empowering Practices is listed as a specific goal area, it is also one that is infused throughout the strategic plan and the strategic planning process. We believe that in order to move towards equity and empowerment we must strive to end the inequities and injustices in the work of human resources through an examination of our policies, procedures, and practices. We will continue to align our strategies and objectives with the six outcome areas of the E&E Lens which are Shift in Social Norms, Strengthened Organizational Capacity, Strengthened Alliances, Strengthened Base of Support, Improved Policies, and Changes in Impact.

We considered the needs of all populations, but we simultaneously believe a one-size-fits-all approach does not adequately eliminate specific inequities. So, we will work to ensure our approaches are both universal and targeted (see introduction in E&E Lens). Hence, we will be considering the benefits and burdens of our work on all populations, paying particular attention to communities of color, immigrants, and refugees.

Automate & Streamline: Stakeholders expressed a need for automating and streamlining HR systems and processes. The feedback received included automated and paperless processes, reducing the need for paper forms, increasing SAP functionality, providing support and guidance on teleworking and flexible schedules, eliminating unnecessary processes, and providing consistency on the application of rules.

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Equitable & Empowering Practices: Specific equity needs were identified during focus groups and feedback sessions. Feedback included strengthening the Central HR/ODE partnership, incorporating diverse perspectives into decision-making processes, and ensuring consistent application of rules to eliminate adverse impacts. Central HR also identified the need for supporting the roll-out of the E&E Lens, as well as applying it to future work.

Recruitment: Recruitment was mentioned most during feedback and focus group sessions. The input received included the need to address barriers presented by the online only application process, minimum qualifications that don't necessarily reflect the true needs of positions, addressing barriers to diversity in applicant pools, branding to attract diverse and talented applicant pools, increase in entry level and trainee positions, and the need to provide guidance on recruitment requirements in order to streamline the process.

Workforce Development: The needs associated with workforce development spanned across several areas and included increasing leadership training opportunities, increasing internal bench strength, providing guidance and support with succession planning, providing guidance on developmental opportunity processes (stretch assignments, temporary assignments, executive loan), support for knowledge management, and increasing employee retention and engagement.

Throughout the implementation of the strategic plan, we are committed to applying the E&E Lens when creating action items for each goal area. The types of actions taken will range from subtle and behavioral to more visible and policy based. The feedback we received was both thematic and detailed. The strategic plan highlights the thematic goals, strategies, and objectives and does not include detailed action plans. However, we are committed to incorporating the detailed feedback in our implementation planning (see [Central HR Feedback Themes & Priorities document](#)).

We understand that improvements in HR rely on large-scale institutional change. Such change requires leadership to build in accountability measures. We are committed to tracking our successes and challenges and making movement. We will be accountable to tracking and reporting our progress and communicating our results in a transparent way. We will celebrate our accomplishments and continue to advocate for the elimination of identified root causes. We support the E&E Lens value of democratizing the data. Therefore, feedback received, the strategic plan, action plans, and other associated data will be made available to all employees on Multco Commons.

Mission, Vision, and Values

Mission:

Through leadership and collaborative partnerships, we foster organizational excellence, ensure equity, and provide strategic human resources services to attract, develop, and sustain a diverse and talented workforce.

Vision:

Multnomah County is a model government employer, inspiring pride in public service.

Values:

Collaborative Partnerships & Teamwork: We build and sustain productive relationships with others, inside and outside of our organization, fully involving and seeking diverse input and feedback.

Creativity & Innovation: We are open to possibilities and foster creativity and innovation to support continuous improvement.

Customers: We have a passion for service and are committed to knowing our customers' business, anticipating their needs, and exceeding expectations.

Diversity & Social Justice: We champion equity and inclusion through the systematic removal of institutional barriers, by addressing disproportionality of resources and opportunities, and by demonstrating equitable treatment in our behaviors, policies, and practices.

Employee Development: We are committed to maximizing the potential of every employee, maintaining a sustainable workforce, and supporting and promoting the County as a learning organization.

Integrity: We meet our commitments in an honest, respectful, fair, and ethical manner while providing confidential and professional services.

Leadership: We drive a strategic HR agenda within Multnomah County, engaging and influencing stakeholders and department partners to take a countywide perspective on human resources.

Stewardship: We balance the organization's talent, time, and money responsibly and sustainably.

Goals and Strategies

Automate/Streamline: Enhance sustainable HR services through technology and process improvement.

Strategies:

1. Build partnerships to promote collaboration and coordinate resources.
2. Institute sustainable HR practices to align with organizational values.
3. Automate forms and improve processes to find efficiencies, reduce barriers, improve data integrity, and promote system integration.
4. Make HR information accessible to improve communication and provide resources.

Equitable & Empowering Practices: End inequities and injustices in the work of human resources through an examination of how our policies, procedures, and practices can perpetuate forms of institutional oppression.

Strategies:

1. Strengthen partnerships and build trust with the Office of Diversity and Equity (ODE) and ERGs to integrate diverse voices and perspectives into the work of Central HR.
2. Support ODE on the roll-out and implementation of the E&E Lens to improve the quality of services and policy-making.
3. Ensure equitable application of rules, policies, and practices to reduce adverse impacts on a variety of levels.

Recruitment: Improve recruitment and selection in order to build and maintain a diverse and talented workforce.

Strategies:

1. Eliminate artificial employment barriers by ensuring that required qualifications, knowledge, skills, and abilities are appropriate for successful job performance.

2. Institutionalize recruitment and selection best practices to highlight flexibility, promote consistency, and ensure quality across the organization.
3. Create entry-level access points to Multnomah County employment in order to reach a more diverse applicant pool and meet emerging staffing needs.
4. Brand Multnomah County's recruitment presence to attract and retain excellent employees.

Workforce Development: Foster a skilled, engaged, and healthy workforce prepared and supported to meet the evolving needs of our organization and communities, both internal and external.

Strategies:

1. Develop and implement workforce and succession plan to build internal bench strength and prepare for future retirements.
2. Expand training, organizational development, and career management opportunities to meet the changing needs of programs, departments, and employees.
3. Foster employee engagement and retention to increase job satisfaction, employee morale, organizational effectiveness, and pride in public service.
4. Enhance Wellness initiatives and tools to promote the health and well-being of County employees, retirees, and their families.