



# Human Resources

2023 – 2026 Strategy and Initiatives

# Human Resources



Human Resources strives to make a difference in the lives of public servants by creating environments with equal opportunity for learning and personal growth where people thrive.

# Irresistible Organization HR Strategies

## **Talent Acquisition**

To create a compelling candidate experience and place top talent into successful lasting careers to provide exceptional service to the residents.

## **Total Rewards**

To provide first-class total rewards which enhance employees' lives, health, and wellbeing to retain top talent with the knowledge and experience to serve our community.

## **Learning & Organization Development**

To create inclusive cultures that enable employee success through the development of their talents and creating effective organizational structures to effectively use community resources.

## **Employee Engagement**

To enhance the pride and satisfaction so employees feel like a part of the City and create healthy work environments that inspire people to go above and beyond in their work that serves the community.

## **Information System & Data**

To effectively use knowledge, processes, data, and systems to meet the expectations and needs of customers and effectively use the resources provided to us by the community.

## **Risk Management**

To help our employees make positive choices affecting both their own health and wellbeing and that of the city.

## **Talent Brand**

To promote the City's culture through clear, consistent and engaging marketing and events to create internal and external awareness of the value of employment in the City.

# What Responsibilities Still Need Aligned



- CDL Program - Risk/Safety
- Annual Drivers License checks – Risk/Safety
- Random Drug Testing – Risk/Safety
- FMLA, ADA - Risk/Leave Management
- Pension Disability – Risk/Leave Management
- Contract Negotiations Lead – EE Engagement
- EAP – Total Rewards & L&OD
- Employee Recognition – Total Rewards
- Long Term Disability – Total Rewards
- EEO4 Annual Reporting – HRIS
- Preboarding electronic forms and offer letters – Talent Acquisition
- Web Content Management – All Divisions

# HR Strategic Plan 2023 – 2026

## 1<sup>st</sup> Year Goals

### Talent Acquisition

Create a compelling candidate experience and place top talent into successful, lasting careers to provide exceptional service to the residents.

**Goal: Establish an outstanding candidate and hiring manager experience that sets the City/County apart as an employer of choice.**

#### **Objective 1:**

1A. Create a new hiring approach designed to be flexible in recognition of the unique needs of hiring for different professions and industries.

#### Action items:

- Review and revise City Code and County Rules.
- Create hiring manager tools, i.e. manager guide to talent acquisition, uniform selection process templates, hiring process checklists, interviewing questions banks, etc.

1B. Implement new hiring approach across the City and County catering to the unique needs of hiring for each department and position.

#### Action Items:

- Implement intake meetings with hiring managers to confirm their unique selection process.
- Put on a training class for managers on new hiring procedures.

#### **Objective 2:**

Improve the new hire experience through creation of an engaging pre-boarding processes and implementing an on-boarding process.

#### Action items:

- Create an “interim” onboarding process to act as a placeholder while the full program is developed.
- Create onboarding committees (City and County) to collaborate on onboarding program.

# HR Strategic Plan 2023 – 2026

## 1<sup>st</sup> Year Goals

### Total Rewards

To provide first-class total rewards which enhance employees' lives, health, and wellbeing to retain top talent with the knowledge and experience to serve our community.

**Goal 1: Provide benefit opportunities for preserving the health of employees and their families throughout changing lifetime needs.**

#### **Objective 1:**

- Simplify and align benefit offerings so employees can select the benefits best suited to their personal needs.

#### **Action Items:**

- Create a process to notify new employees of their benefit options.
- Begin the Professional Consultant process to obtain a benefits broker.
- Propose benefits changes to PAGE and IAFF during labor negotiations.
- Provide support to add Paid Parental Leave for Unrepresented employees and LPU.
- Align City health plan to calendar year.
- Reconfigure benefits within Oracle.
- Long Term Disability goes to a vendor to administer.
- Benefits start date documentation to Cody and Oracle team.

#### **Objective 2:**

- Empower employees to maximize saving money for retirement.

#### **Action Items:**

- Create a process to notify employees they can sign up for retirement at six months.
- Create a packet for retirees.
- Transition to Fiducient.
- Form investment committee and create a charter for guidance.
- Review plan design documents and make recommendations to enhance our retirement offerings.

# HR Strategic Plan 2023 – 2026

## 1<sup>st</sup> Year Goals

### Total Rewards

To provide first-class total rewards which enhance employees' lives, health, and wellbeing to retain top talent with the knowledge and experience to serve our community.

**Goal 2: Attract and retain the brightest and most driven talent available.**

#### **Objective 3:**

- Ensure salaries are competitive with current market trends.

#### **Action Items:**

- Conduct a salary study for DSS employees.
- Conduct a market review for City negotiations including PAGE and IAFF.
- Conduct a market review for County negotiations including IBEW Engineering and IBEW General.
- Work with HRIS team to establish positions within Oracle.
- Address job compression for City and County classifications.
- Operationalize the COLA adjustments and define roles and responsibilities.
- Create structure around Comp time in the County Rules.
- Complete the Mayoral aide salary study.

# HR Strategic Plan 2023 – 2026

## 1<sup>st</sup> Year Goals

### Learning & Organization Development

To create inclusive cultures that enable employee success through the development of their talents and creating effective organizational structures to effectively use community resources.

**Goal 1: Develop people leaders to have the tools and knowledge to define the behaviors we want our teams, employees.**

#### **Objective 1:**

Implement compliance training to keep employees safe, keep operations running efficiently, and foster a respectful culture.

#### **Actions to complete the objective:**

- Identify the topic areas and the vendor to provide a platform to deliver training to employees.
- Communicate to stakeholders the plan and schedule of courses.
- Begin sending trainings to employees followed by data and analytics to present to leadership.
- Incorporate additional content from the vendor into other development opportunities for employees.

**Goal 2: To empower City and County employees' growth and develop their knowledge, skills, and capabilities to drive**

#### **Objective 2:**

Develop a program that supports the city/county mission, vision and values, encourages our employees to grow personally and professionally, and becoming more innovative and agile in responding to change. \*Focus for 2023 is on our frontline and new leaders.

#### **Actions to complete the objective:**

- Create a framework for a progressive development program.
- Complete a needs analysis, calculate a budget and an ROI model
- Design Content and curriculum for a pilot (introduction to leadership) course
- Develop and execute a communications plan for bringing awareness of the opportunity to employees.



# HR Strategic Plan 2023 – 2026

## 1<sup>st</sup> Year Goals

### Learning & Organization Development

To create inclusive cultures that enable employee success through the development of their talents and creating effective organizational structures to effectively use community resources.

**Goal 3: Support the county in executing the learning and org. development focus of their strategic plan specifically becoming an employer of choice.**

#### **Objective 3:**

Source and deliver an employee engagement survey, including a platform that provides managers with focus areas, curated learning content, and intelligent insight which drives ongoing, sustainable actions and habits.

#### Actions to complete the objective:

- Source an engagement platform provider and curate a survey that will result in collecting data that serves our purpose.
- Implement a communication campaign about the goal and importance of the survey and train leaders how to understand the data and use the platform.
- Review the results of the survey with leadership.
- Execute the survey and assist leaders with addressing the areas of concern in the survey.

#### **Goal 4:**

**Establish DEI as a shared priority across city/county departments.**

#### **Objective 4:**

Lead and facilitate the ability to function effectively across cultures, to think and act appropriately, and to communicate and work with people from different cultural backgrounds to better reflect the community we serve.

#### Actions to complete the objective:

- Source an engagement platform provider and curate a survey that will result in collecting data that serves our purpose.
- Provide resources for leaders and employees to process and understand the results of the survey, in order to act on those results.

# HR Strategic Plan 2023 – 2026

## 1<sup>st</sup> Year Goals

### Employee Engagement

To enhance the pride and satisfaction so employees feel like a part of the City and create healthy work environments that inspire people to go above and beyond in their work that serves the community.

**Goal 1: Develop relationships with Department Heads, other leaders and unions, focusing on building trust, influencing and advocating for the strategic vision of Human Resources, assigned Departments, and the entire City/County entity.**

#### **Objective 1:**

- Increase business acumen by learning and understanding each City and County department's function, increasing the value of Department partnerships with Human Resources.

#### **Action Items 1:**

- Hold introductory meetings with all Department Heads.
- Participate in regular 1:1 meetings with Department Heads.
- Meet with other Department representatives to increase knowledge of the department policies and practices.
- Attend department leader staff meetings and provide HR feedback and best practices.
- Provide regular coaching and expert guidance to leaders, which focuses on communication and employee engagement throughout the entire employee career cycle.
- Hold introductory meetings with Union representation, to build relationships and open communication.
- Maintain relationships with all HR Department divisions and understand HR practices, to support strategic vision of HR.

# HR Strategic Plan 2023 – 2026

## 1<sup>st</sup> Year Goals

### Employee Engagement

To enhance the pride and satisfaction so employees feel like a part of the City and create healthy work environments that inspire people to go above and beyond in their work that serves the community.

**Goal 2: Consult with leaders using meaningful data that identifies employee relations trends and root cause analysis to create a healthy work environment.**

#### Objective 2:

- Fully utilize systems (Oracle & Wingswept) functionality by empowering HRBPs to enter data, save documents, utilize report and analytics to interpretate and recommend best practices to leaders.

#### Action Items 2

##### Action Items 2a

- Train HRBPs to enter cases, upload documents into Wingswept.
- HRIS update access and train Employee Engagement Team to enter/upload to Oracle HCM
- Update process for all discipline documentation to be e-mailed to the department's primary HRBP instead of HRAdmin group (Communications to HR, Department Heads, Dept HR Admin stakeholders.)

##### Action Items 2b

- Analyze and update Wingswept case type and drop-down options.
- Provide monthly Wingswept reporting to Mayor's office.
- Update monthly Wingswept reporting to include YTD and YOY comparison metrics summary.
- Provide monthly Wingswept reporting, analysis and recommendations to HRD, Mayor's office, City Department Heads, County CAO and County Department Heads.

# HR Strategic Plan 2023 – 2026

## 1<sup>st</sup> Year Goals

### Employee Engagement

To enhance the pride and satisfaction so employees feel like a part of the City and create healthy work environments that inspire people to go above and beyond in their work that serves the community.

**Goal 3: Be specific in language and provisions of contract, City Code, County Rules, HR policies and operating procedures to create a positive employee experience.**

#### **Objective 3:**

- Intentionally choose language for contract, Code, Rules, policies and operating procedures which clearly defines the subject matter, is inclusive for all in-scope for the topic and supports the strategic vision of the City and County.

#### **Action Items 3:**

- Annual contract renewals – four labor contracts renewing in 2023
  - Review and recommend contract language updates.
  - Collect feedback from Department Heads to understand and consider Department contract update requests.
  - Lead negotiation in collaboration with Total Rewards Division Leader, City Law, Union representation and external counsel, to complete efficient and successful contract negotiations.
- Paid Parental Leave
  - Create a protected leave type within Lincoln Municipal Code to be consistent with HR Policy.
  - Create an HR policy to be inclusive of objectives and to be consistent with Lincoln Municipal Code.
- City Code updates – review and update 8-10 sections of Lincoln Municipal Code, collaborating with HR and Law stakeholders.
- County Personnel Rules updates – create employee advisory group; review Personnel Rules and make needed Code updates.

# HR Strategic Plan 2023 – 2026

## 1<sup>st</sup> Year Goals

### Risk Management

To empower leaders to partner with Risk to utilize more fully our employee-centric programs for health, safety and medical leave and to engage risk mitigation tools for the protection of employees and department property.

**Goal 1: Provide leave and accommodations programs that enable employees to balance their work and needs in their personal lives and support department operations.**

#### **Objective 1:**

- Ensure job protections are fully engaged and properly documented for our employees utilizing FMLA and support employees needing an ADA accommodation to fully engage with their work.

#### **Action Steps :**

- Develop Power point presentations and training materials that are designed for note taking and reference purposes.
- Develop a comprehensive website with forms, policies, and FAQ documents.
- Hire a Leave Manager
- Develop robust training programs
- Develop SOP
- Develop a matrix documenting the medical leave experience for each department/agency

# HR Strategic Plan 2023 – 2026

## 1<sup>st</sup> Year Goals

### Risk Management

To empower leaders to partner with Risk to utilize more fully our employee-centric programs for health, safety and medical leave and to engage risk mitigation tools for the protection of employees and department property.

**Goal 2: Engrain in our culture is that safety and wellbeing are about caring about our employees, citizens, contractors, visitors' welfare and that safety is an integral part of everyone's job. It's about doing the right thing and realizing our people are integral to the long-term our collective success. Successful safety programs target prevention as the primary means of reducing injury frequency and severity of any potential accidents.**

#### Objective 2:

- Gain an understanding of the current state of safety, identify the gaps between the desired state and the current state of safety and begin the transformation to the desired state of a safety culture.

#### Action Items:

- Revitalize safety teams throughout the City & County & develop safety curriculum for department teams to facilitate.
- Create a culture of safety that values safe behaviors and cultivates a better understanding of our policies, philosophy and practices.
- Ensure all new staff receive the appropriate safety orientation and department onboarding.
- Educate our department customers on tools that can mitigate risk regarding customers services and activities and to better ensure the safety and welfare of everyone.

#### Objective 3:

- Develop a high functioning, customer driven, team of knowledgeable loss prevention experts to safeguard the physical assets of the City and mitigate financial risks. create a streamlined and efficient process establishing service standards that transforms the claims management process.

#### Action Items:

- Create a streamlined and efficient process establishing service standards that allows for real time reporting of the current workload and proactive communication to all relevant stakeholders, service coordination, and claims management process.
- Simplify department claims billing and provide cost transparency.

# HR Strategic Plan 2023 – 2026

## 1<sup>st</sup> Year Goals

### Talent Brand

To promote the City's culture through clear, consistent and engaging marketing and events to create internal and external awareness of the value of employment in the City.

#### **Goal 1: Fully utilize and brand our culture and resources across multiple online platforms.**

##### **Objective 1:**

- Create brand identity and consistent messaging.

##### **Action Items:**

- Hire Social Media / Graphic Design interns to create our brand identity.
- Establish presence across multiple online platforms i.e. LinkedIn, Indeed, Face Book, CareerBuilder, Monster, Glassdoor, Handshake.
- Manage all website content to ensure information is up to date and useful.
- Be present at community events to engage with City / County residents and create organizational awareness.

##### **Objective 2:**

- Publish regular content to educate our residents on our resources and opportunities.

##### **Action Items:**

- Create content calendar in collaboration with Mayor's office communications team to publish educational and informative insights.
- Post and share content that promotes the value of employment with the City or County.
- Post and advertise for job openings across the aforementioned platforms.

# HR Strategic Plan 2023 – 2026

## 2023-2024 Goals

### Information System & Data

To effectively use knowledge, processes, data, and systems to meet the expectations and needs of customers and effectively use the resources provided to us by the community.

**Goal 1: Consult with City and County leaders and business units to support the system utilization for goals and initiatives.**

#### **Objective 1:**

- Promote and implement the HCM data and processes to be the driving source of people related data.

#### **Action Items:**

- Establish scoped security and org structure to HCM data for employees, leaders, and administrators
- Enable people master data integration to external systems and processes
  - Office 365
  - Wing Swept
  - Security System
- Restructure and build **ALL** benefits for City and County
- Build and establish reporting that enables users to export data to make data driven decisions
- Headcount, transfers, new positions, salary impact, hires.
- Establishing automation and centralizing processing of people data
- Personnel Board Operating Procedures County Revisions

#### **Objective 2:**

- Provide support and guidance to implementation of integrated software with HCM

#### **Action Items:**

- Implement new applicant tracking for streamlined processing.
- Support integration to LMS software for compliance and training



# HR Strategic Plan 2023 – 2026

## 2023-2024 Goals cont.

### Information System & Data

To effectively use knowledge, processes, data, and systems to meet the expectations and needs of customers and effectively use the resources provided to us by the community.

**Goal 2: Apply new functionality and software to drive business processes to be efficient and integrated.**

#### **Objective 1:**

- Create a paperless automated people process

#### **Action Items:**

- Implement Oracle Journeys
  - Onboarding New Hires
  - Employee Promotions\Position changes
  - Benefit Events

#### **Objective 2:**

- Utilize existing software for storing and tracking documentation

#### **Action Items:**

- Establish a library for existing documents that require a routine review process (Contracts)
- Track data related to the documents\contracts and store in the library
- Build a process around reporting on the data and reviewing documentation upon expiration
- Evaluate and identify a Leave Management software solution for:
  - FMLA Tracking
  - ADA Tracking
  - Worker's Comp Case Management

# HR Strategic Plan 2023 – 2026

## 2025-2026 Goals

### Information System & Data

To effectively use knowledge, processes, data, and systems to meet the expectations and needs of customers and effectively use the resources provided to us by the community.

**Goal 1: Apply new functionality and software to drive business processes to be efficient and integrated.**

**Objective 1:**

- Create a paperless automated people process

**Action Items:**

- Consolidate people action forms used prior to Oracle process
  - Develop an electronic format
  - Enable workflow to start within system rather than paper process

**Goal 2: Deliver a central HR customer service model for City and County customers**

**Objective 1:**

- Instill our HR mission and values to develop an HR service center for our people and leaders.

**Action Items:**

- Develop FAQ
- Define a process mapping and routing for people
- Create a centralized communication process for people to collaborate with HR

# HR Strategic Plan 2023 – 2026

## 2025-2026 Goals cont.

### Information System & Data

To effectively use knowledge, processes, data, and systems to meet the expectations and needs of customers and effectively use the resources provided to us by the community.

#### **Goal 3: Provide and enable HCM related software to support people related processes**

##### **Objective 1:**

- Build system process to support a performance review process electronically

##### **Action Items:**

- Establish a repository for storing performance related data
- Build or utilize a process within software for performance management

# HR Strategic Plan 2024 – 2026

## Talent Acquisition

To create a compelling candidate experience and place top talent into successful lasting careers to provide exceptional service to the residents.

### 2024

- Basic HR metrics such as Headcount, # of transfers, # of new positions, # of average employees, # of hires, time to fill a position, number of vacancies, etc.
- Create all electronic forms with workflows
- Enhance/create an internship program
- Implement new applicant tracking system
- Drive data driven decisions.
- Utilizing regular employee surveys and human capital management data, demonstrate increase in:
  - Employee retention and reduce turnover year over year
  - Employee engagement year over year
  - Employees who receive/attend training year over year
  - Employees who feel that the County provides opportunities for career advancement (benchmarked from survey)
  - Employees who rate their work environment as excellent or good (benchmarked from survey)

### 2025

- Become a best place to work for parents

# HR Strategic Plan 2024 – 2026

## Total Rewards

To provide first-class total rewards which enhance employees' lives, health, and wellbeing to retain top talent with the knowledge and experience to serve our community.

### **2024**

- Benefits Videos for New employees.
- Support initiatives in county strategic plan.
- Become more proficient at data driven decisions
- Offer education reimbursement and/or student loan repayment.
- Drive data driven decisions.

### **2025 - 2026**

- Open enrollment for HDHP and HSA.
- Automatic Enrollment in retirement plans upon eligibility for all employees.

# HR Strategic Plan 2024 – 2026

## Learning & Organization Development

To create inclusive cultures that enable employee success through the development of their talents and creating effective organizational structures to effectively use community resources.

### **2024**

- Revise the performance review process.
- Partner with the HR team to build our brand as a business unit.
- Support initiatives in the county strategic plan.
- Partner with TA to grow the internship program.
- Launch an LMS/Performance management platform
- Learning and development structure program continuing to build and grow the program.
- Draft a culture code for the city/county
- Launch affinity groups.
- Partner with other leaders on become a best place to work for parents.
- Become more proficient at making data driven systems.
- Drive data driven decisions.
- Implement an employee-driven quality improvement and continuous process improvement program

### **2025-2026**

- Create a career path program.
- Formalize a succession plan

# HR Strategic Plan 2024 – 2026

## Employee Engagement

To enhance the pride and satisfaction so employees feel like a part of the City and create healthy work environments that inspire people to go above and beyond in their work that serves the community.

### 2024

- Create all electronic forms with workflows.
- Drive data driven decisions.
- Completion of an updated self-evaluation and Americans with Disabilities (ADA) transition plan

# HR Strategic Plan 2024 – 2026

## Risk Management

To help our employees make positive choices affecting both their own health and wellbeing and that of the city.

### 2024

- Support initiatives in the County Strategic Plan.
- Create all electronic forms with workflows.
- Drive data driven decisions.