

HR Reflections: 2019 Salt Lake County Human Capital Challenges and Opportunities

KATHLEEN JOHNSTON, MBA, SPHR, SHRM-SCP

DIRECTOR, HUMAN RESOURCES

OCTOBER 2019




Elected Officials and Department Directors Observations

Environmental Factors catalyzing growth and change to existing operations:

- Legislative, regulatory requirements
- Community growth
- Low unemployment, competition for talent
- Incorporating technology, emerging Employee skill sets

Many portfolios require specialized or high-demand skill sets

Recruiting difficulties:

- Many unfilled positions
 - New Hire salary rates
 - Low candidate flow and quality
- 

Elected Officials and Department Directors Observations

Compensation Challenges:

- Lower than market pay rates
- Little flexibility for Managers to address specific situations
- Internal salary compression
- Few Pay-for-Performance options
- Constrained salary budgets

Work Environments:

- Aging facilities
- Supervisory spans of control, preparedness
- Mandatory overtime



Customary HR Functions

Strategic Human Capital Planning – organizational design, workforce planning, succession planning

HR Business Consultation

Talent Acquisition

Total Rewards (Comp, Benefits, Employment Perks)

Training, Learning & Development, Leadership Development

Policy Administration, Interpretation, Application

Employment Regulatory Compliance

Human Resources Information Systems, data analytics

Administration

Employee Relations, Engagement

EEO Investigations, conflict resolution, appeals, Career Service Council

Advocate for Organizational Brand, Culture and Values

Recruitment Challenges: HR's View



Competitive job market, low unemployment, hi-tech companies' impact

No enterprise Talent Acquisition function or strategy

No enterprise Workforce Planning

Process rigidity

Prevalence of Temporary Employees

Interns and Apprentices' salaries are lower cost, but . . .

Internal poaching

Compensation Challenges: HR's View



Stated philosophy not well-aligned with practices

Narrow focus; not inclusive of all Total Rewards

Salary infrastructure not aligned with market conditions

TR offerings are aging-out, disconnected from contemporary workforce expectations

Chronic budget constraints

Compression Project impact mixed

Employee Experience Challenges: HR's View



Money alone, can't buy Employee engagement. Employment experiences matter:

- Understanding/alignment with organizational purpose, mission
- Nature of the work and environment
- Professional meaningfulness, prestige
- Social structure, inclusion, networking
- Quality and impact of co-workers and supervision
- Perception of fairness and equity
- Continued learning
- Mentoring
- Career advancement opportunity
- Recognition
- Work/life balance
- Positive organizational culture

Opportunities: Talent Acquisition

Invest in an enterprise Talent Acquisition function and professionals

Commit to enterprise Workforce Planning:

- Long-term Plan
- Annual Plans
- Includes on-going evaluation of staffing and capability needs
- Redeploys FTE's to priority areas
- Determines the appropriate mix of Employee classification types

Develop and communicate a County Employment Value Proposition widely in the community

Develop a strategic Annual Talent Acquisition Plan

Develop reliable T. A. reporting; manage to the numbers

Talent Activism - Building a talent pipeline and acquiring talent is everyone's responsibility

Opportunities: Total Rewards

Define and publicize the County's Total Rewards offering;

- ensure relevance to contemporary workforce
- manage it holistically
- plan for obsolescence

Review TR Philosophy, practices and processes for alignment, ROI and agility to compete

Maintain the integrity of our market data and salary infrastructure

Honor the *TR Grail* –sustained, high performance

Remain committed to Total Rewards strategy and expenditures over time

Opportunities: Employee Experience

Incorporate County Mission, Values and Purpose into all Candidate and Employee experiences

Embrace a high-performance culture. Sustained, high Employee performance is the pinnacle.

Value diversity, inclusion and authentic Employee contributions

Provide continued learning, development and mentoring throughout the Employment Life Cycle.

Communicate Career advancement opportunities and successes

Maintain a positive organizational culture

Be great a Manager and teach the next generation these valuable skills



Questions, Comments
