

HUMAN RESOURCES

OCTOBER 17, 2017



2017 Budget Summary

Human Resources

- ☐ Compensation
- ☐ EE Benefits
- ☐ EE Relations
- ☐ EEO and ADA
- ☐ Talent Management
- ☐ HR/HRIS Services/Admin

2018 REQUESTS

- **\$234,000** AUTOMATION OF WORKFLOW SOLUTION WITHIN PEOPLESOFT
- **\$63,000** ADDITIONAL HR SPECIALIST FTE
- **\$20,000** SOCIAL MEDIA
 - A Social Media recruiting platform will allow the County to reach highly qualified candidates through Facebook Pages, LinkedIn recruiter profiles, and across Twitter

Total Expenses	FTE
\$3,556,263	26

Compensation Program Strategy

- **Strategic Themes:** Align compensation programs with relevant markets. Promote understanding of compensation at the County and recognize compensation as a competitive tool to drive organizational results
- **Mission:** Provide tools to managers to administer compensation programs in a fair, efficient and consistent manner. Create and deliver robust education and training to managers and employees regarding compensation programs at SLCo

Strategy	So That	Future Implementations
Implement and maintain the market-based salary structures and pay policies and procedures	We can lay the foundation for the county to move to a modern, competitive compensation program.	A modern, competitive compensation program allows us to make competitive talent choices and equitably compensate and reward high performing employees.
Document the new pay practices and procedures and conduct comprehensive training for customers.	We provide consistency in practices that support the new comp philosophy and structures. Employees will understand how their pay is established.	Demonstrates transparency in pay, classification and recruitment processes. Understandable and predictable pay practices and procedures increase internal credibility which helps us attract and retain talent.
Document and communicate the pay equity methodology. Conduct a countywide pay equity analysis and implement the initial pay equity adjustments.	We can begin to resolve countywide pay equity/compression and compensate employees based on their related work experience in a fair and consistent manner.	Beginning to resolve the county's pay compression sets us up to hire new employees at more competitive rates, compensates current employees more equitably and begins to mitigate the negative morale effects of pay inequity.

Compensation

2017 Compensation Goals

1. Conclude employee grade slotting appeals by mid-June 2017

2. Generate project plan and conclude employee work experience for compression analysis

3. Make compression recommendations to Council

4. Conclude IS job slotting by September 1, 2017

Strategic focus in 2017-2018 will be on alleviating compression and stabilizing compensation structure

2017 highlights include:

- **Council approved HR Policy 5-100 Pay Practices and salary structures**
- **Held over 150 job appeals resulting in all county jobs now assigned grades in the new structures**
- **Managing the compensation structure and new hire salaries**
- **Managing the Prior Work Experience Project**
- **Leads the Total Compensation Advisory Committee & Compression Taskforce**
- **Will begin to analyze Countywide compression**

EE Relations EEO/ADA Program Strategy

- **Strategic Themes:** To assist in employer-employee relationships by preventing and resolving problems which arise out of, or affect, the work environment.
- **Mission:** To provide education, coaching and mentoring in the areas of employment discrimination, HR policies, discipline grievances and ADA program, services and activities.

Strategy	So That	Future Implementations
Provide relevant training to SLCO employees	To enhance workplace environment, quality and overall employee satisfaction	Employees and supervisors are educated on the accurate application and interpretation of County policies and procedures to increase consistency
Streamline, simplify and automate processes and procedures pertaining to SLCO EEOP	Provide timely, accurate data of the Salt Lake County workforce	Comply with Department of Justice guidelines, ensure we qualify for future grants
Streamline, simplify and automate processes and procedures pertaining to Background Checks	To ensure consistent application of guidelines, policy and procedures	Liability to county is reduced, Best practices applied county wide

Employee Relations, EEO and ADA

2017 ER Goals

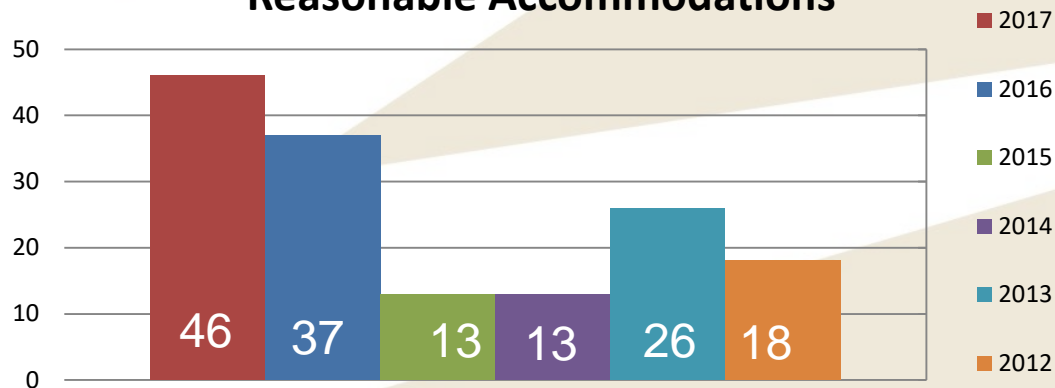
- 1. Provide BCI research, options and auditing process to determine the initiation, reporting and monitoring of the county-wide BCI process*
- 2. Delivery of targeted training programs for all managers to include HR Policy Updates and Sexual Harassment training*
- 3. Design and implement the Employee Relations Quarterly brown bag training series*
- 4. Develop and implement investigator training by end of December 2017*

Renewed strategic focus in 2017 and 2018 is on manager and employee trainings and awareness; specifically in policy and FMLA

2017 Training Topics include:

- **EEO/ADA/and FMLA**
- **New Policy updates- FMLA and Parental Leave Policy**
- **Accommodating clients with disabilities**
- **Quarterly “Brownbag Training”**
- **Completing online Sexual Harassment and Ethics Training**

Reasonable Accommodations



EE University Program Strategy

- **Strategic Themes:** Provide well designed engaging training that supports organizational goals. Support agencies in their training development and management
- **Mission:** To support Salt Lake County's goals through training and development opportunities.

Strategy	So That	Future Implementations
Implement an enterprise learning management system and online training content	We can expand training opportunities for employees and better manage training data	<ul style="list-style-type: none">• We utilize SABA to its fullest capabilities.• Utilize instructional design strategies to provide engaging online training that supports County goals.• We provide support to agency training administrators.• We provide accurate reporting on training
Create a framework for supervisor continuing education requirements	We can target specific policy and skills training to this specific employee group	<ul style="list-style-type: none">• We bring supervisors up to speed quickly with new policies or processes• Annually focus development on a specific skills important to the role of a supervisor
Develop a online New Temporary Employee Orientation	We can inform this employee group of important policy and procedures and welcome them to the County	<ul style="list-style-type: none">• New temporary employees are set up for success with understanding of HR policy, procedures, county structure, perks and PeopleSoft

Employees' University

2017 EU Goals

1. Design and training with the Sheriff's office a Workplace Violence Training module

2. Support CCR consultants to complete a needs assessment (skill gap analysis), develop an implementation guide and recommend a training plan for implementing a succession planning for their customers and 2017 goals

3. Continue to develop and manage onboarding resources including updating the online New Employee Orientation for temporary employees in conjunction with the new online training system

4. Implement SABA by July 2017

Strategic focus in 2018 is implementation of Manager/Supervisor Training and design of online trainings

- **Launched Saba LMS - July 2017**
- **2,763 Workplace Violence & Active Shooter Completions**



5,231 Course Completions

9,503 Hours Trained

69 Classes Offered



Web-Based Training YTD

5,052 Hours Trained

45 Classes Offered

HR Services and HRIS Program Strategy

- **Strategic Themes: Utilize technology to automate, streamline, and improve paper-based processes**
- **Mission: Provide automated products to help departments process employee transactions in a smart, simple, and consistent manner**

Strategy	So That	Future Implications
Develop requirements for and secure funding to implement workflow in PeopleSoft HCM	Personnel transactions become automated. Customers enter data directly into PeopleSoft where it is routed, approved, and written to an employee's job record.	Labor efficiencies, improved customer service, reduced errors, and easily auditable transactions will be realized.
Re-implement Employee Onboarding Form	Department requests related to systems access, hardware/software, facility access, and work orders for newly hired employees become automated and can be completed on one (1) web-based form.	Customers will engage in a simple and consistent process, whereby employees will have the resources in place on their first day of work.

HR Services and HRIS Business Solutions

Strategic focus in 2017 and 2018 is creating efficiencies in workflow, additional PeopleSoft HR training, and creating HR metrics for customers

Number of major personnel transactions:

- **Hires/Rehires: 2600**
- **Transfers: 1350**
- **Terminations: 1900**
- **Position Changes: 2700**

Helped support upgrades in PeopleSoft, ADP and benefit open enrollment



Talent Management Program Strategy

- **Strategic Themes:** Programs to better manage human capital, the County's primary asset
- **Mission:** Design an approach, strategies and programs to hire, deploy, develop and retain the best people in their respective fields

Strategy	So That	Future Implementations
Acknowledge the critical nature of Talent Management current state, outlook and challenges across SLCo	SLCo creates an environment where organizational opportunity meets readiness of individuals	We're prepared for the impact of the changes in the talent landscape
Establish discipline and best practices around a culture of talent management	SLCo has a comprehensive and competitive recruitment focus	We're prepared to compete for top talent
Facilitate conversation and development of succession strategies to prepare future leaders for management and leadership	Improve our status as a preferred employer by becoming competitive in the marketplace	We've identified career opportunities for talent of the future, with bench strength and succession plans for key positions
Establish diversity as a key pillar to our talent management strategy	Develops leaders and provides subject matter experts and provides advancement opportunities for both	We attract and retain the best and brightest talent and help them become successful
Provide tools, systems, processes and best practices that prepare us for internal and external environmental changes	SLCo leverages our internal talent pool, measures, recognizes and rewards high performance results and adapts to new tools and technology	The employee's lifecycle experience is efficient, positive, consistent, as well as integrated into the SLCo culture

CCR-Comp, Classification, Recruitment

2017 CCR Goals

- 1. Attend at least one meeting a month with designated stakeholders. Document and generate monthly report to share*
- 2. Generate format of customer specific metrics by April 1, 2017*
- 3. Prepare one succession plan by end of year*
- 4. Increase the percentage of active open positions filled within the targeted deadline*
- 5. Increase the percentage of managers with active positions in the year who indicate satisfaction or high satisfaction with the HR hiring support provided, as measured by survey*

Strategic focus in 2017 and beyond to partner with internal customers, which includes agency trainings and in-service sessions

	2017	2016	2015
Requisitions	71	81	83
Classifications	12	13.8	13.8
Salary Recommendations	53	N/A	N/A
Workflows	1,100	1,045	1,150
(Monthly Averages)			

- Job Appeal Hearings
- ADP Upgrade
- HR Trainings

Benefits Program Strategy

- **Strategic Themes:** Align programs to meet the various markets reflecting the changing workforce at the County.
- **Mission:** Manage and create a health benefits strategy and programs that enhance the well-being of our employees and their families

Strategy	So That	Future Implementations
Control Cost and create value for employees through plan design	Salt Lake County can continue to offer a competitive benefit package	Stabilization of cost
Align benefits and compliance administration through design	The benefit year aligns all plans to a January - December timeframe	Create ease of use and understanding for employees.
Increase utilization of HealthyMe Clinic to 20 visits/day	Employees and their eligible spouse/adult designee seeks their annual well check exam at the HealthyMe Clinic	Create a cost effective option for employees to manage their healthcare

Questions