Multnomah County
Central Human Resources

Strategic Plan FY 2014 - 2016

Agenda

- Workforce data and trends

- Strategic planning process

- Goals, objectives & strategies

- Questions

The Retirement Wave:
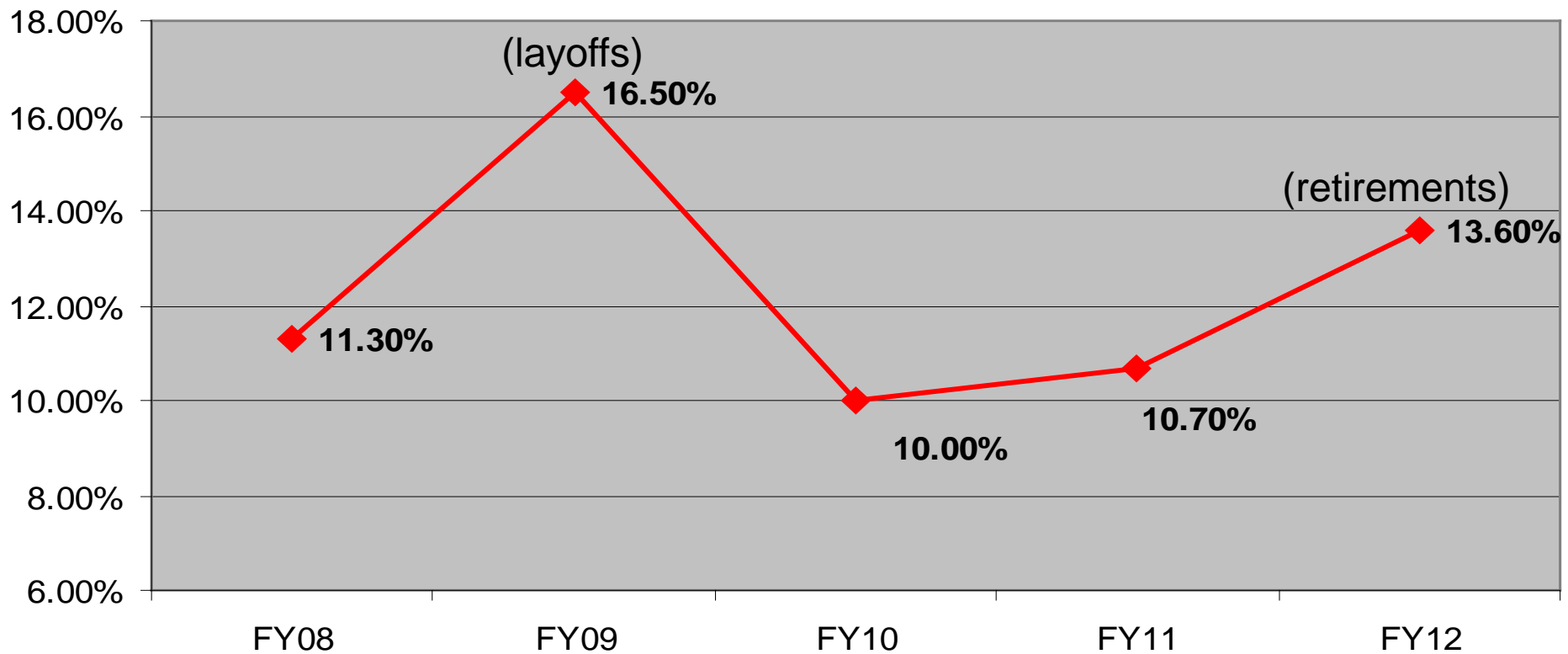## 31.5 % of current workforce eligible to retire 2013

1407 employees can retire
- 810 full retirement eligible
- 597 early retirement eligible
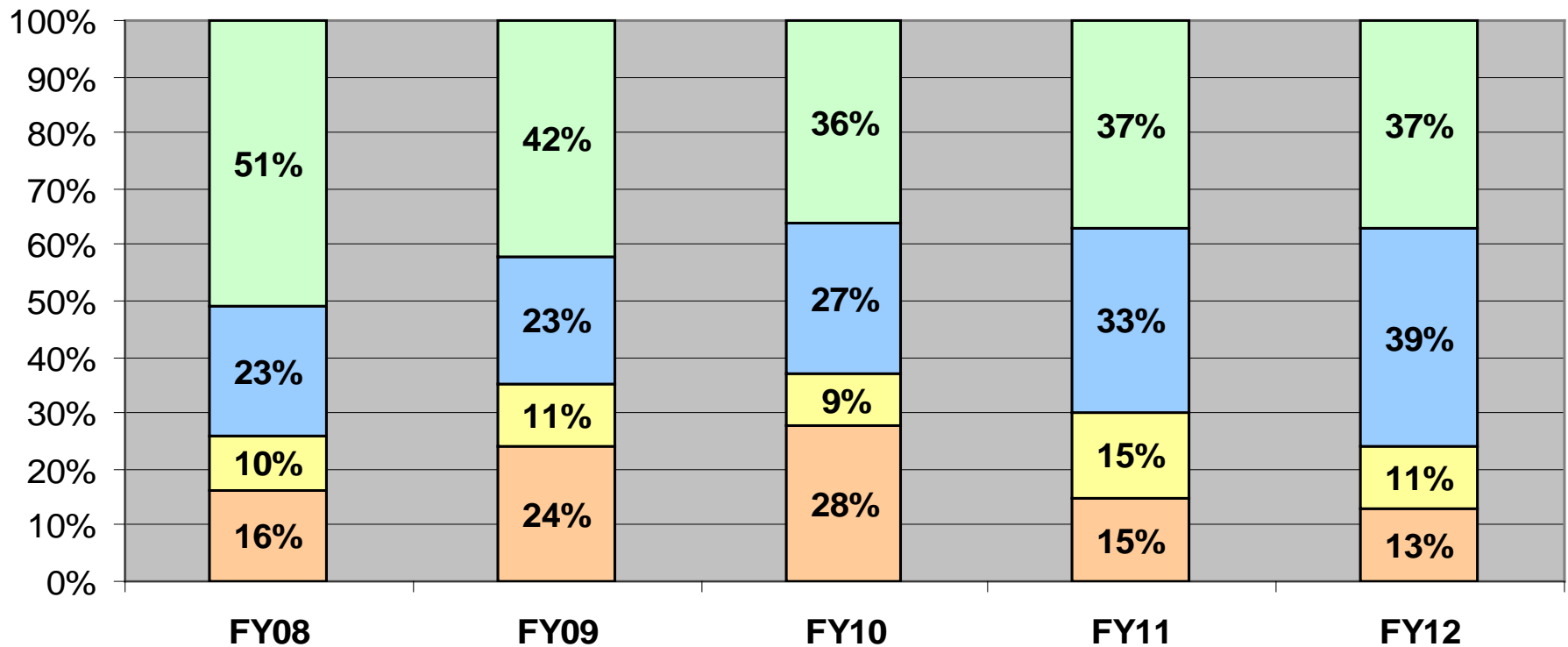
Rise in Turnover

**Countywide Turnover
by Fiscal Year**

More Turnover from Retirement
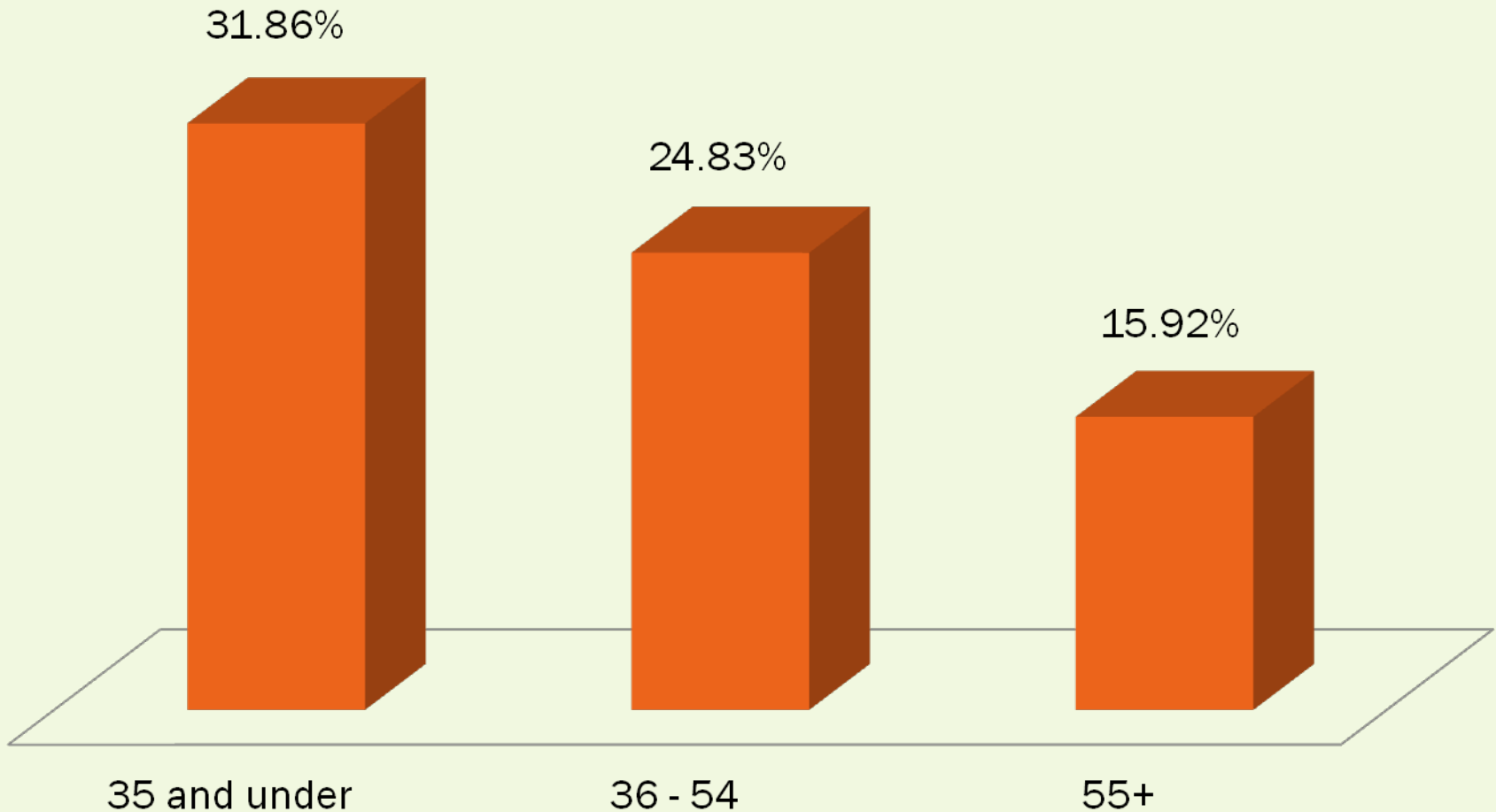
Countywide Terminations by Fiscal Year

Legend: □ Layoff □ Other Involuntary ■ Retirement □ Other Voluntary

	FY08	FY09	FY10	FY11	FY12
Other Voluntary	51%	42%	36%	37%	37%
Retirement	23%	23%	27%	33%	39%
Other Involuntary	10%	11%	9%	15%	11%
Layoff	16%	24%	28%	15%	13%

Younger Age Groups are More Diverse

racial/ethnic diversity

Age Group	Percentage
35 and under	31.86%
36 - 54	24.83%
55+	15.92%

High Countywide Tenure

Multnomah County average tenure
10.85 years

Statewide local government average tenure
8.1 years

Private sector average tenure
4.6 years

Where will we be in three years?

Automate and Streamline:
We will be more efficient and productive

Equitable and Empowering Practices:
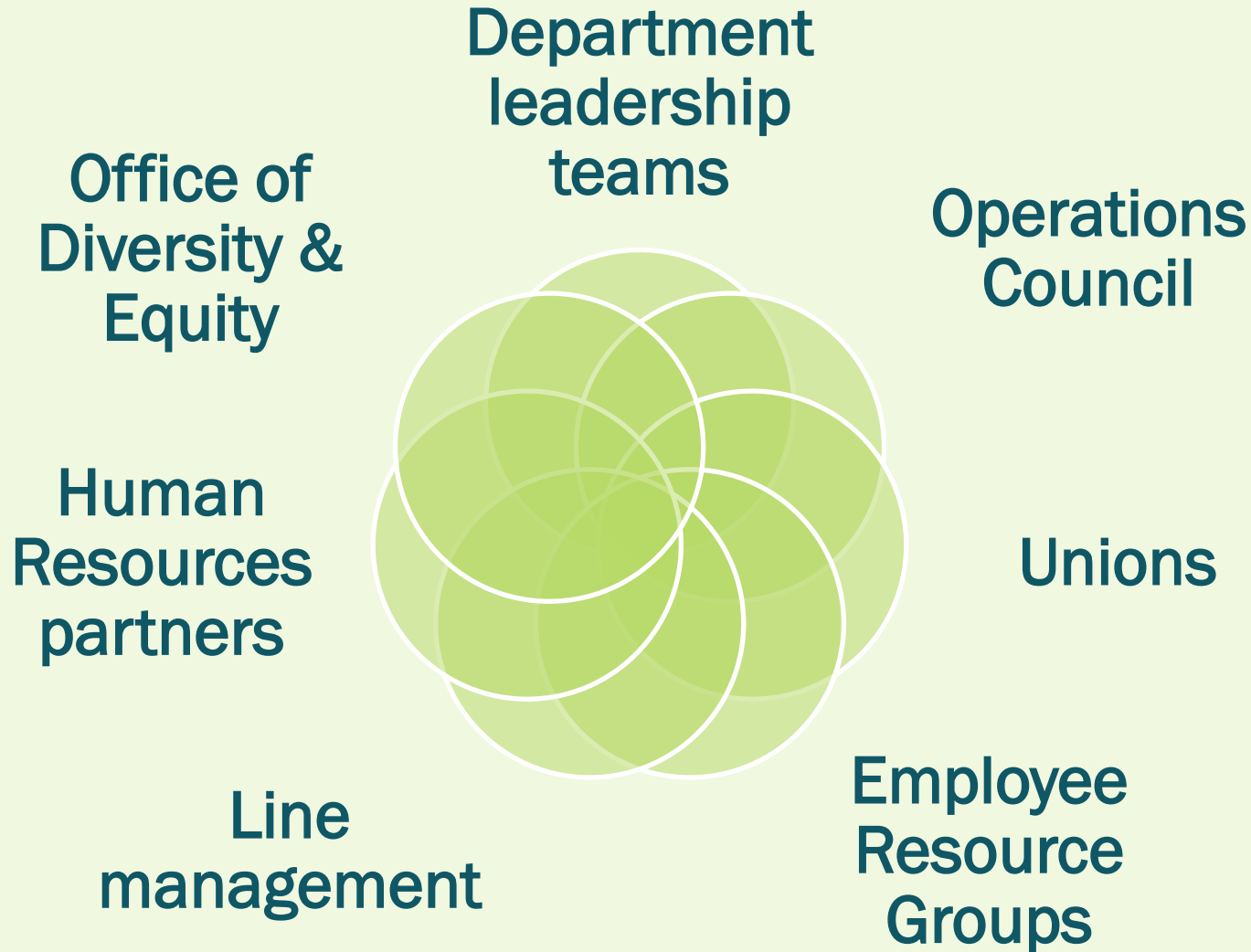We will remove barriers and ensure equitable HR practices

Recruitment:
We will attract and hire the best

Workforce Development:
Our workforce will meet the evolving needs of the organization

Stakeholders/Partners

Department leadership teams

Office of Diversity & Equity

Operations Council

Human Resources partners

Unions

Line management

Employee Resource Groups

Strategic Planning Process

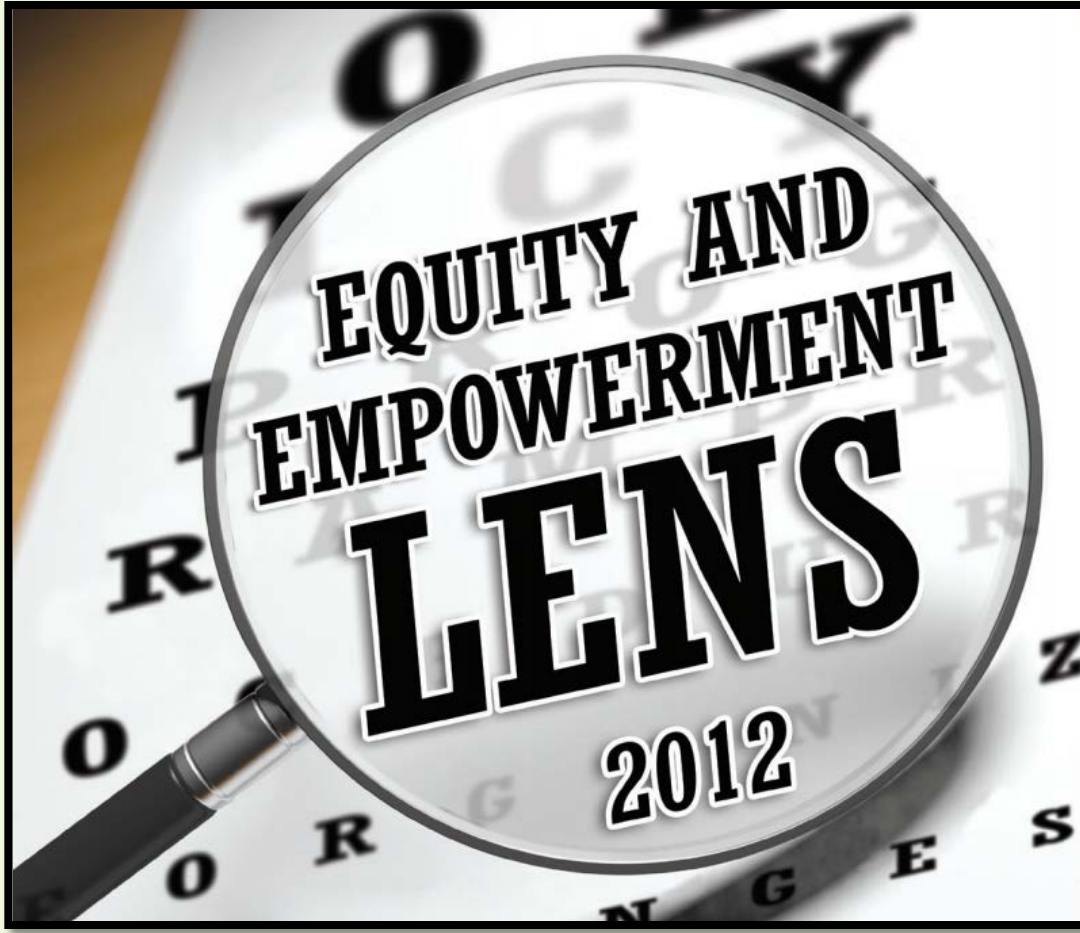What are your **strategic priorities/focus areas**?

Is there anything you would suggest Central HR **stop doing**?

Is there anything Central HR should **start doing?**

Is there anything Central HR should **continue doing or do differently**?

Equity & Empowerment Lens

The work of Central Human Resources affects the entire workforce.

Central Human Resources Vision

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

Central Human Resources Mission

Helping Multnomah County Do Good Work

"...we foster organizational excellence, ensure equity, and provide strategic human resources services..."

Central Human Resources Values

integrity

collaborative
partnerships &
teamwork

customers

diversity &
social
justice

stewardship

employee
development

creativity &
innovation

Automate/Streamline:
continue and enhance sustainable HR practices

countywide and department e-policies

online job application and tracking system

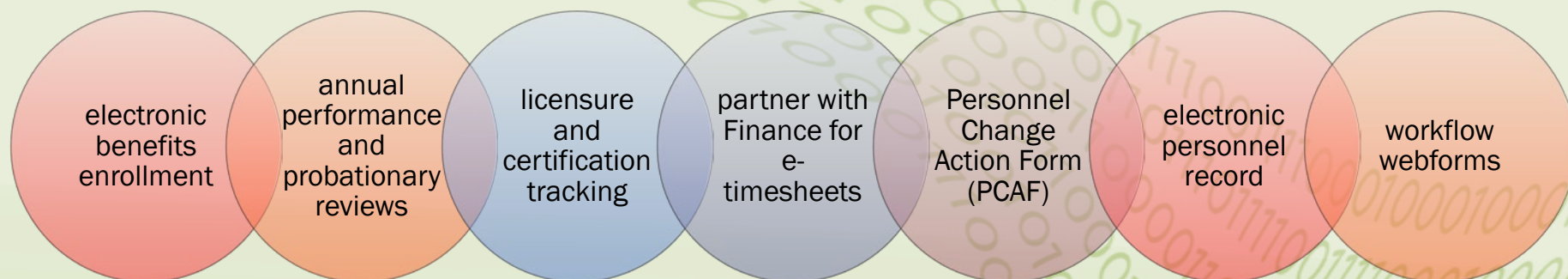update personal information in SAP

online training calendar

Multco Learns: online learning

Automate/Streamline:
leverage technology for process efficiencies

electronic benefits enrollment

annual performance and probationary reviews

licensure and certification tracking

partner with Finance for e-timesheets

Personnel Change Action Form (PCAF)

electronic personnel record

workflow webforms

Equitable/Empowering Practices

INCORPORATING

into Central Human Resources

IMPLEMENTING

support for Office of Diversity & Equity

ADVOCATING

countywide application

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Equitable/Empowering Practices

INCORPORATING

- Apply Equity & Empowerment Lens to Central HR functions
- Integrate Employee Resource Groups as HR stakeholders

IMPLEMENTING

- Collaborate with ODE (communication, training)
- Bring Lens into all diversity trainings

ADVOCATING

- Support department application of Lens
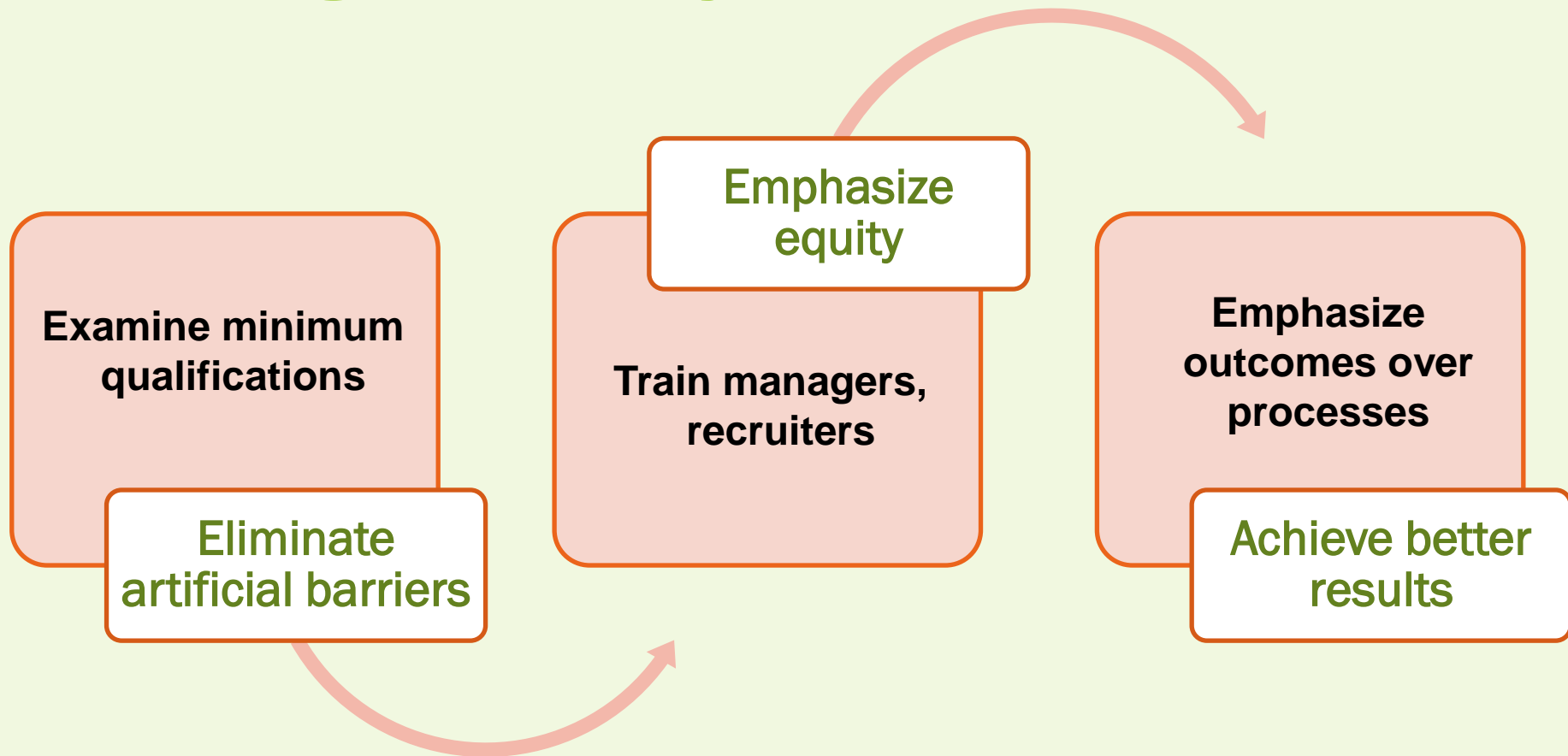- Engage labor partners in scrutiny of equity impacts
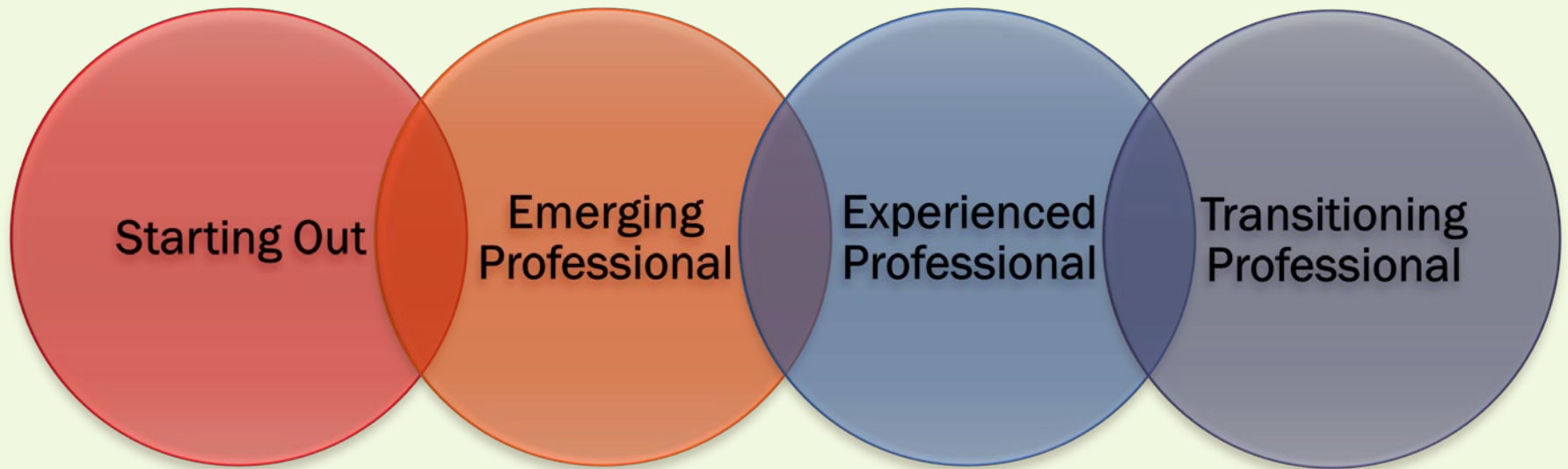
Recruitment:
updating our brand

Recruitment: focusing on equity

Examine minimum qualifications

Eliminate artificial barriers

Train managers, recruiters

Emphasize equity

Emphasize outcomes over processes

Achieve better results

Workforce Development:
the career continuum

Starting Out

Emerging Professional

Experienced Professional

Transitioning Professional

Workforce Development

INTEGRATED LEARNING SYSTEMS

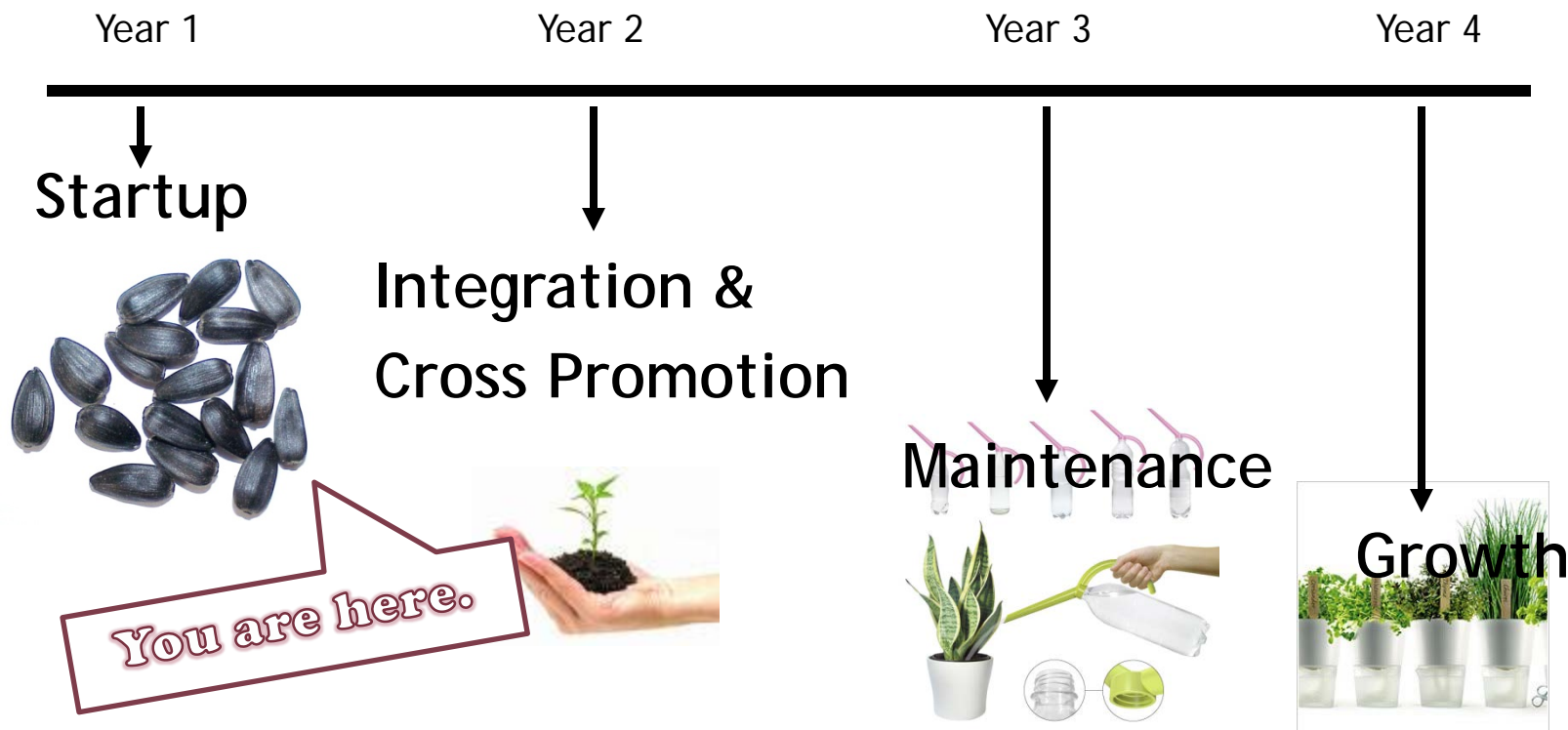| PERFORMANCE PLANNING AND REVIEW	CAREER AND EMPLOYEE DEVELOPMENT	SUPERVISORY LEARNING SERIES	MULTNOMAH LEADERSHIP ACADEMY	EXECUTIVE LEARNING SERIES
Facilitates dialogue between supervisors and employees, clarifies expectations, and identify strengths.	Assists employees to navigate the realities of the new workplace.	Provides key, competency based classes so all supervisors can fulfill their role effectively.	Ensures Multnomah County has a pool of prepared candidates to fill key leadership vacuums.	Empowers executive teams to create a countywide culture of continuous learning and adaptability.
All Employees	All Employees	All Supervisors	Emerging Leaders	County Executives
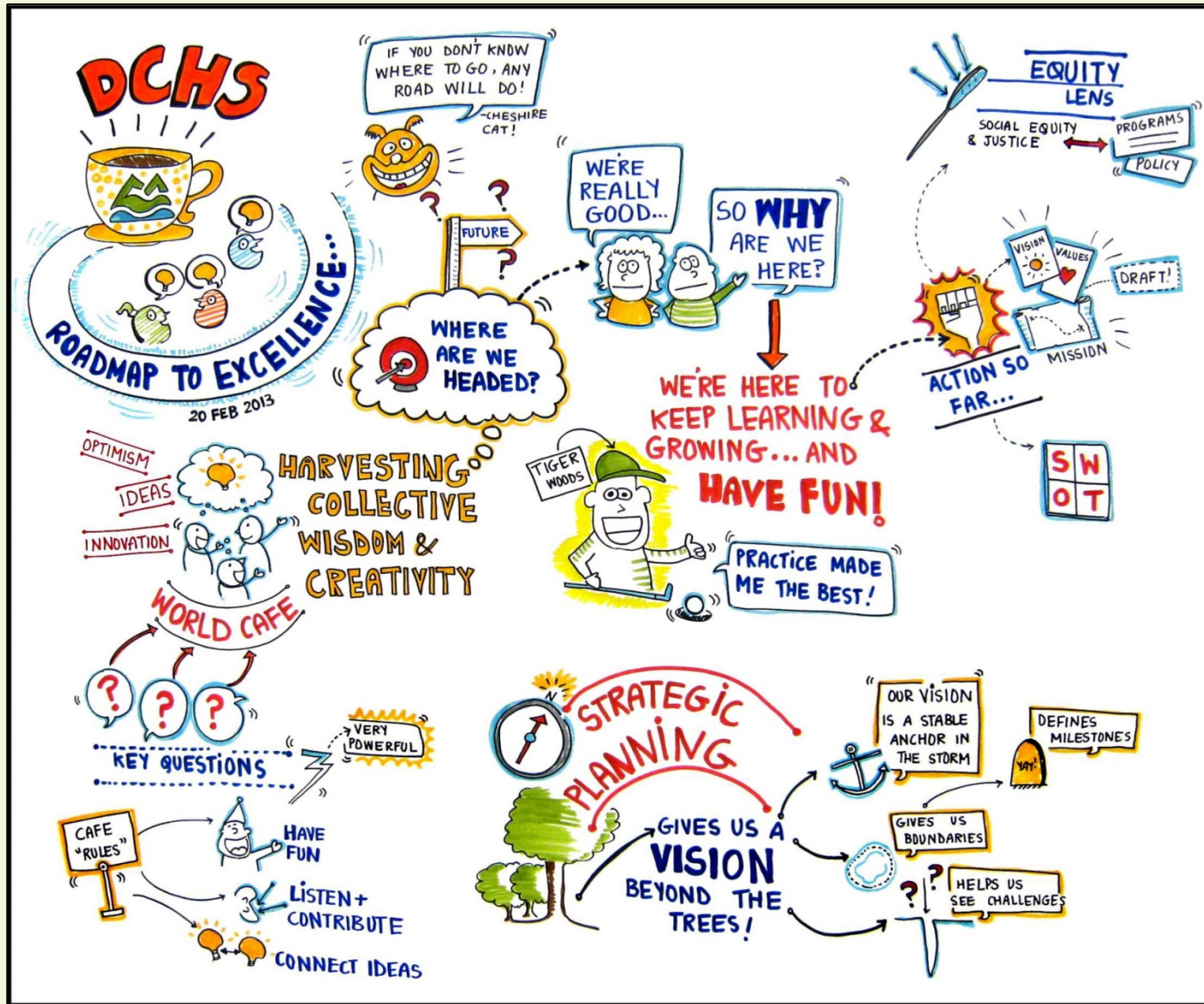
Employee Wellness
what happens next: long term

Identify champions
Establish processes
Raise awareness
Increase visibility

Model good health
Supportive policy
Use metrics
Shift in health indicators

Part of cultural norms
Use metrics to keep fresh
Return on investment

Part of cultural norms
Widely seen as benefit
Return on investment

Year 1   Year 2   Year 3   Year 4

Startup

Integration &
Cross Promotion

Maintenance

Growth

You are here.

If we stay ahead of the wave...

We will:

- **Be better positioned for the future**
- **Have increased organizational capacity**
- **Be more efficient**
- **Ensure the heath & sustainability of our organization**

…and in turn provide better services to the community we serve.

QUESTIONS?