

Human Resources

Performance Measurement
Review

March 2023



Presentation Overview



Alignment with Board Priorities



Department Strategic Goals



Key Performance Metrics



Significant Accomplishments



A Look Ahead

Human Resources Department

Benefits,
Compensation,
HRIS

Employment

Learning &
Development

Labor &
Employee
Relations

Retirement
Services



Performance Dashboard

goals are not meant to be exhaustive of the efforts that Kent County will engage in over the next five years. Instead, these are the priorities among dozens of others the County is and will be focused on in the months and years ahead. These items are included in the strategic plan because they are most directly tied to how the County will address public sentiment, remain competitive, and ensure it is a place where individuals and families can thrive, work, and play.

Strategic Alignment



On Track

Priority



High Quality of Life



Excellence in Service Delivery



Inclusive Participation



On Track

Effective Communications



Department Strategic Goals

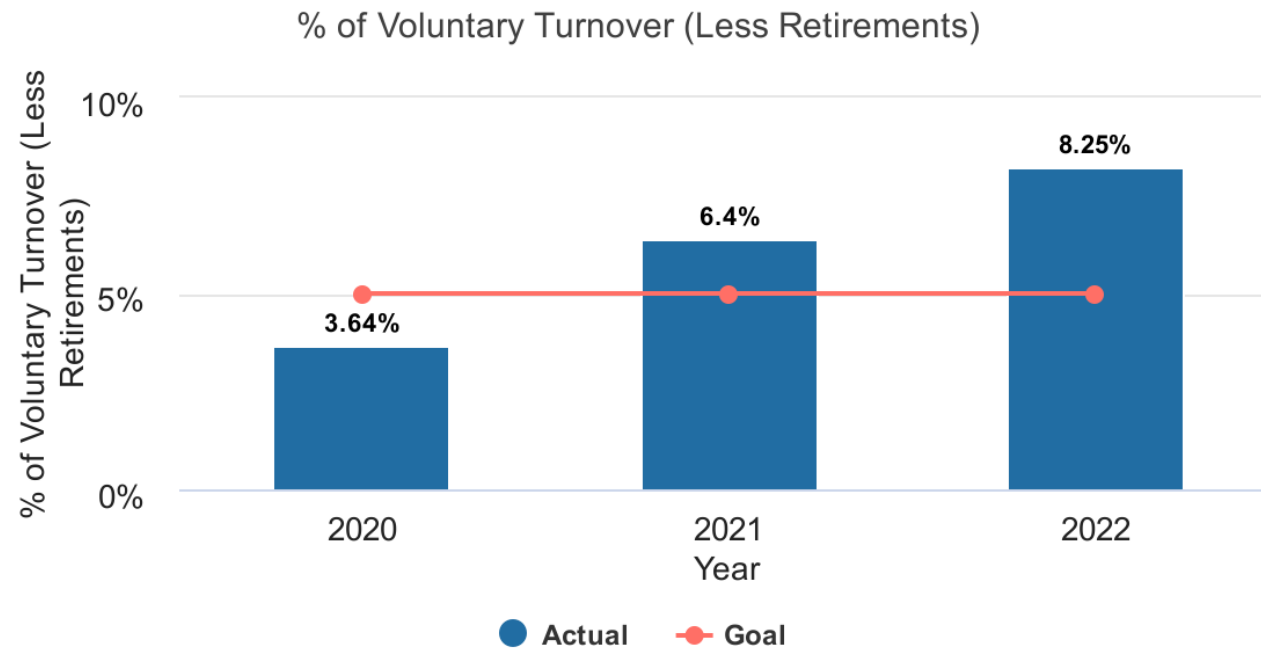
- Ensure efficiency and effectiveness through technology deployment, process redesign and continuous improvement.
- Ensure that pay and benefit programs are consistent with the County's Total Rewards Philosophy.
- Partner with County departments to successfully deploy recruitment efforts, including the County's brand as an inclusive environment.
- Ensure that the County's HR systems incorporate, promote and measure behavior consistent with the County's values.



Key Performance Metrics

Department Goal: Partner with County departments to successfully deploy recruitment efforts, including the County's brand as an inclusive environment.

Objective: To maintain a voluntary turnover rate below 5%.



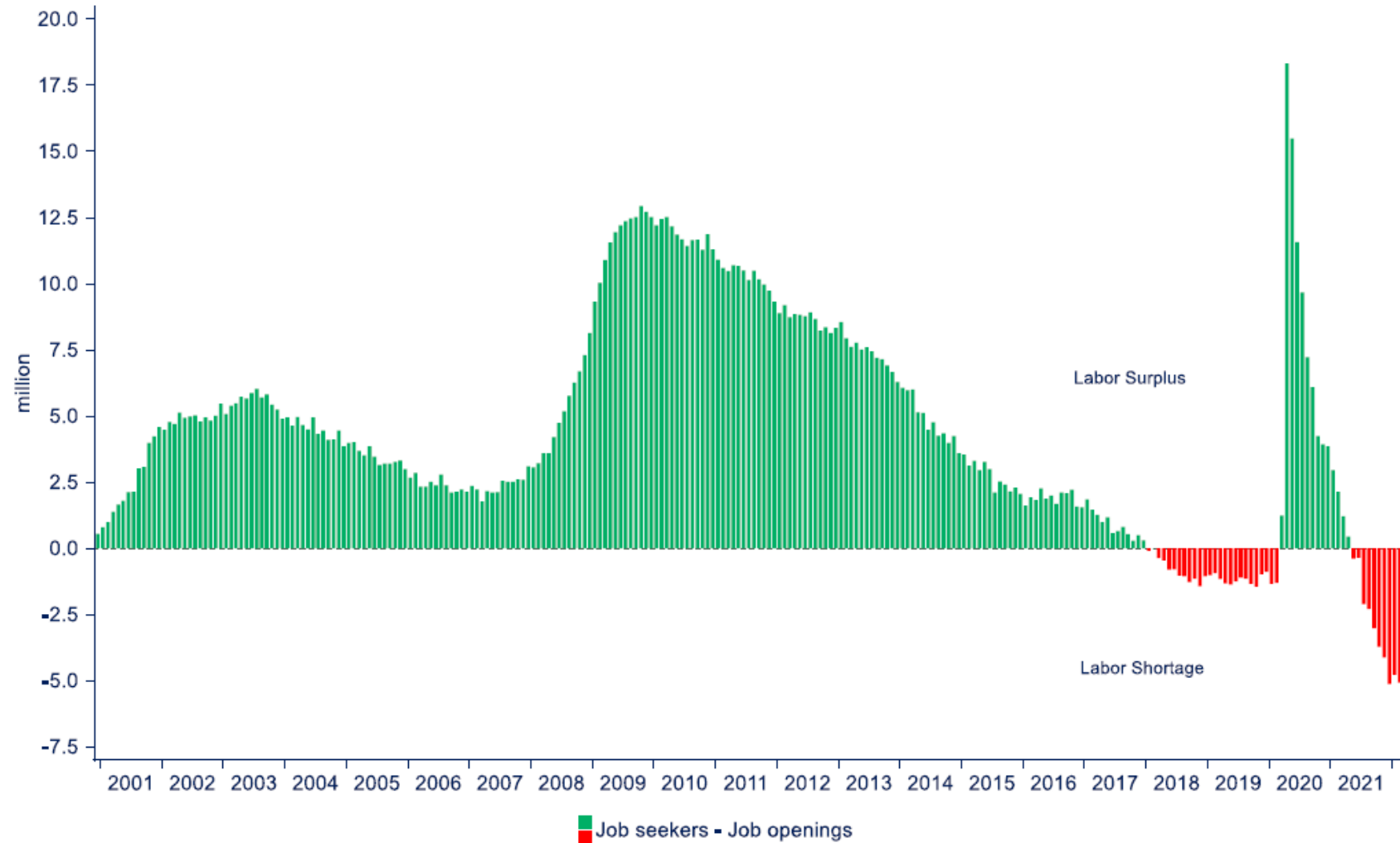
Current State of the Labor Market

Number of unemployed persons per job opening, seasonally adjusted

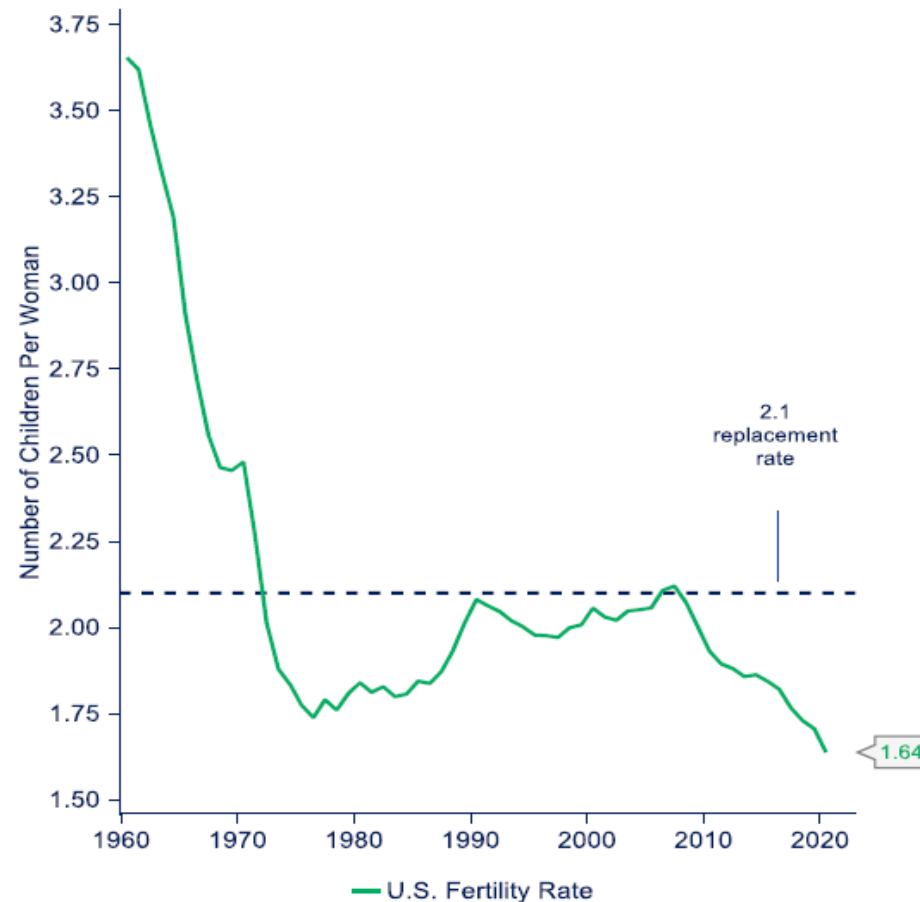
Click and drag within the chart to zoom in on time periods



Current State of the Labor Market

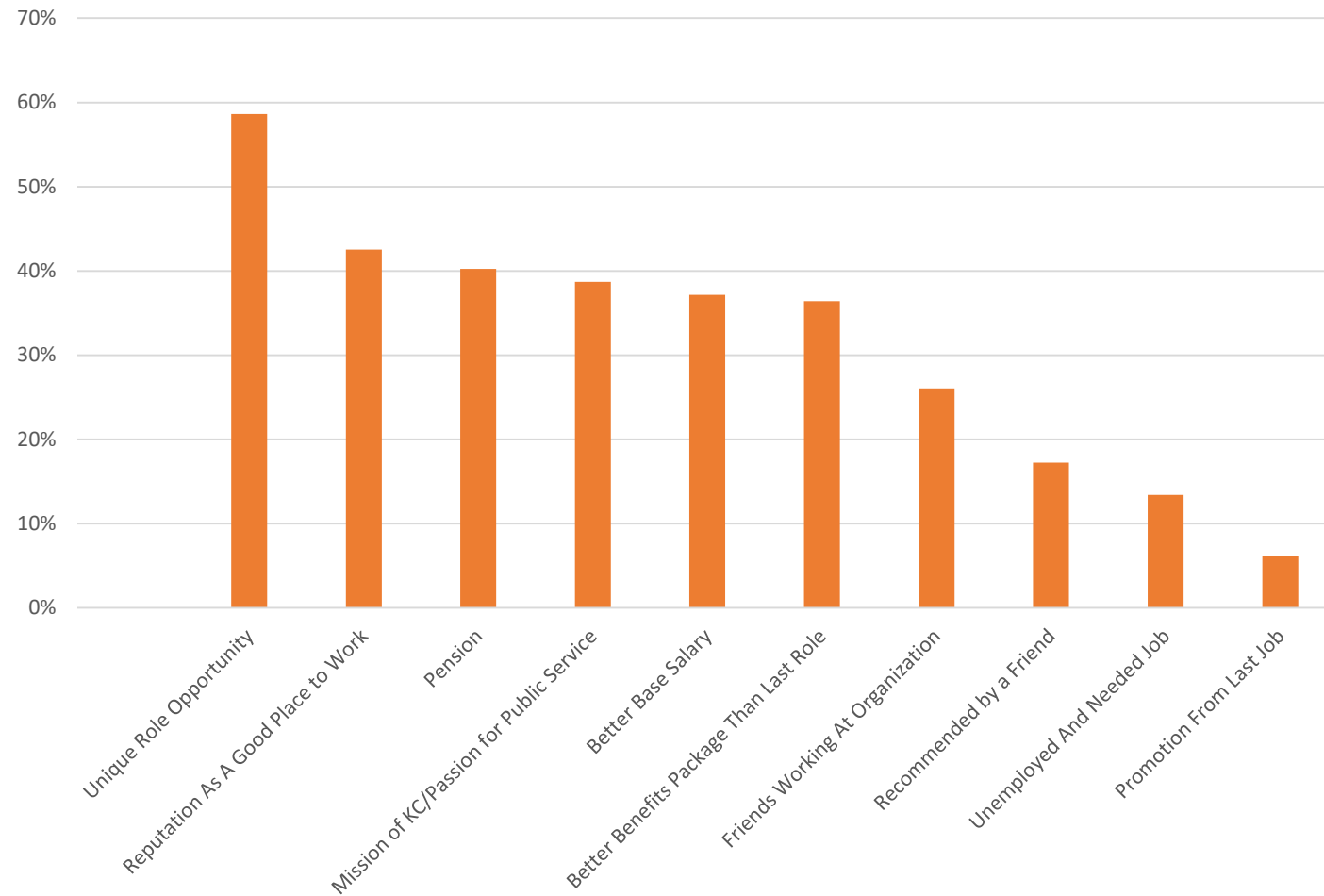


Long-term Decline Labor Force Replacement Rates

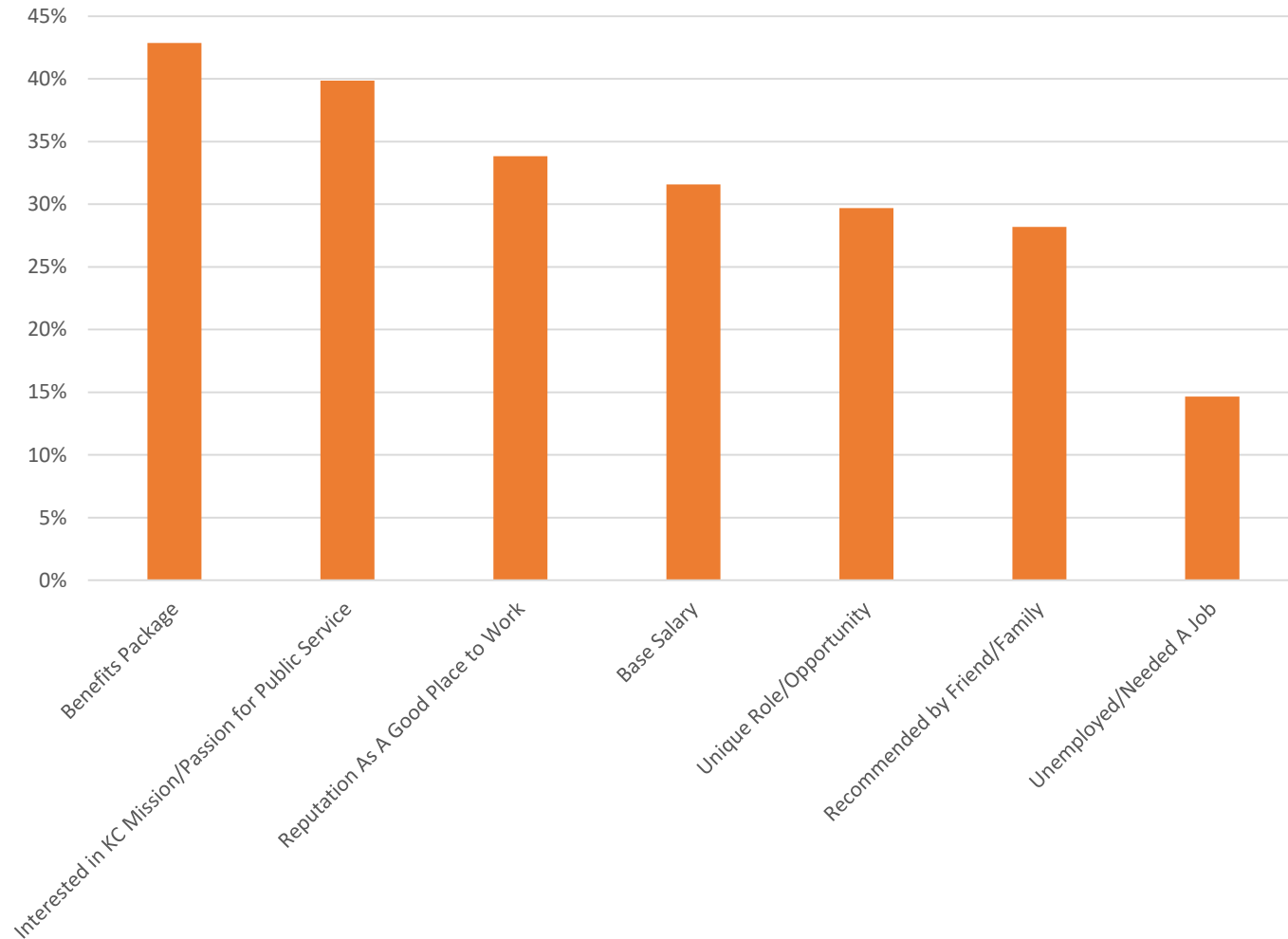


Source: Macrobond, World Bank, as of 12/2/2022

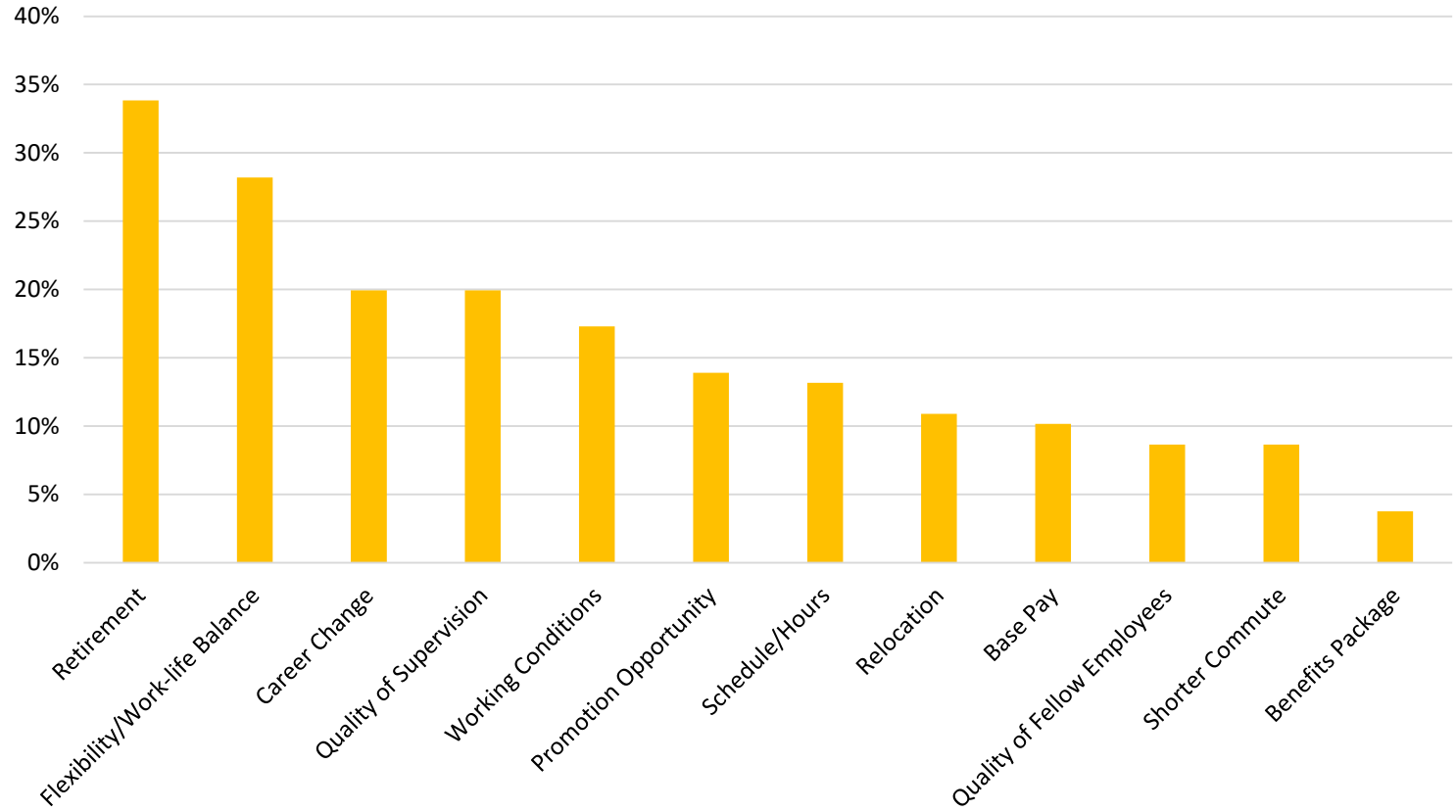
2020-22 Survey of New Hires “Why Did You Decide to Join Kent County?”



2020-22 Exit Survey “Why Did You Decide to Join Kent County?”



2020-2022 Exit Survey “Why Are You Leaving Kent County?”

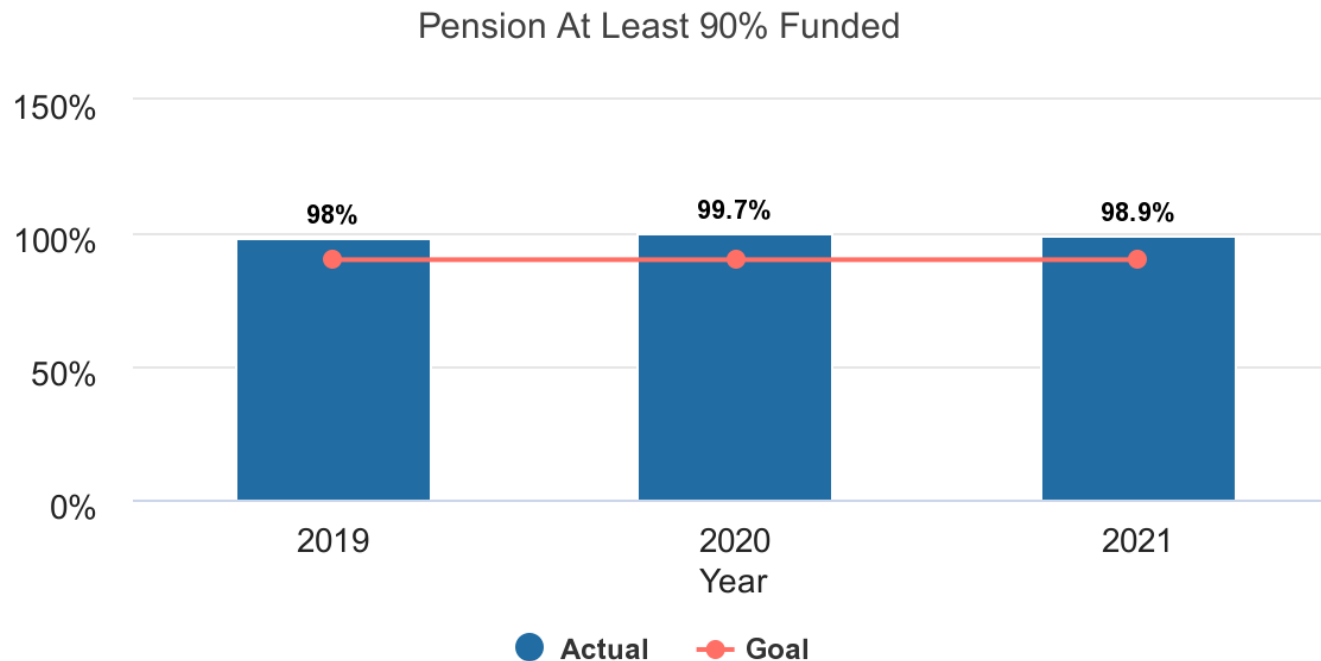




Key Performance Metrics

Department Goal: Ensure that pay and benefit programs are consistent with the County's Total Rewards Philosophy

Objective: Pension At Least 90% Funded

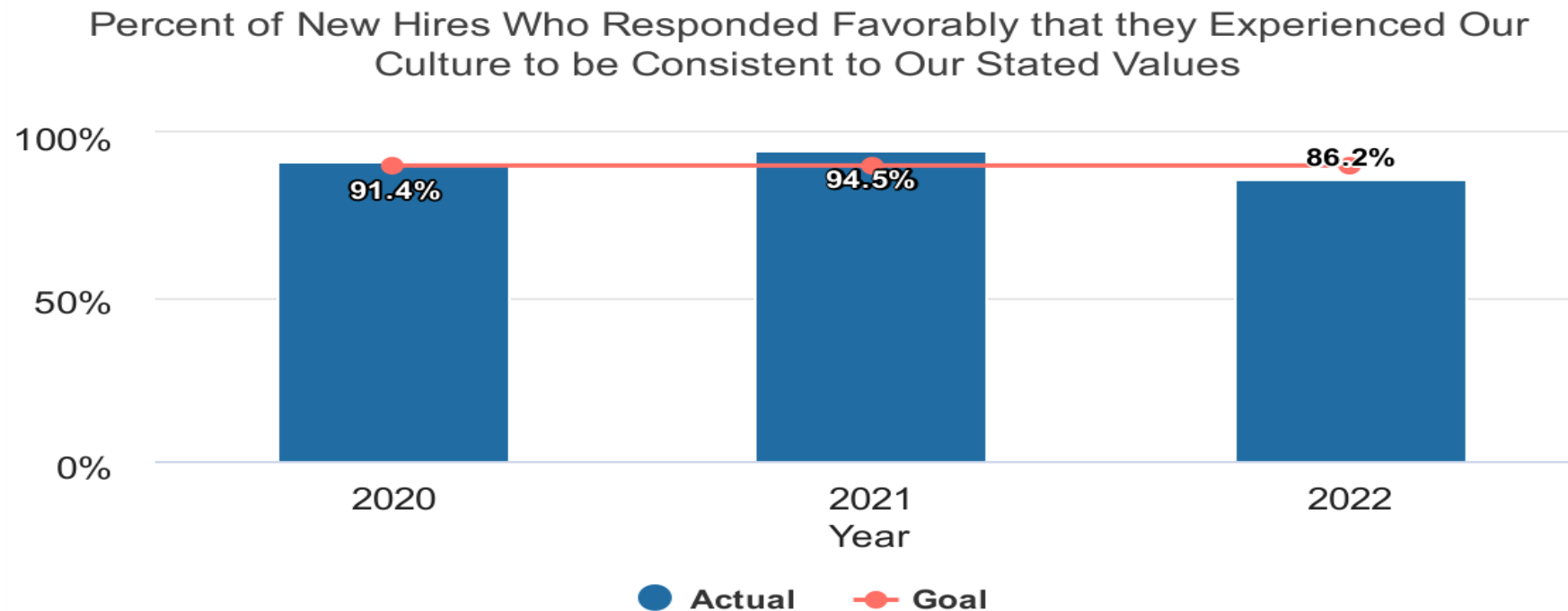




Key Performance Metrics

Department Goal: Percent of new hires who agree that our culture is consistent with our stated values.

Objective: At Least 90% Agree or Strongly Agree.

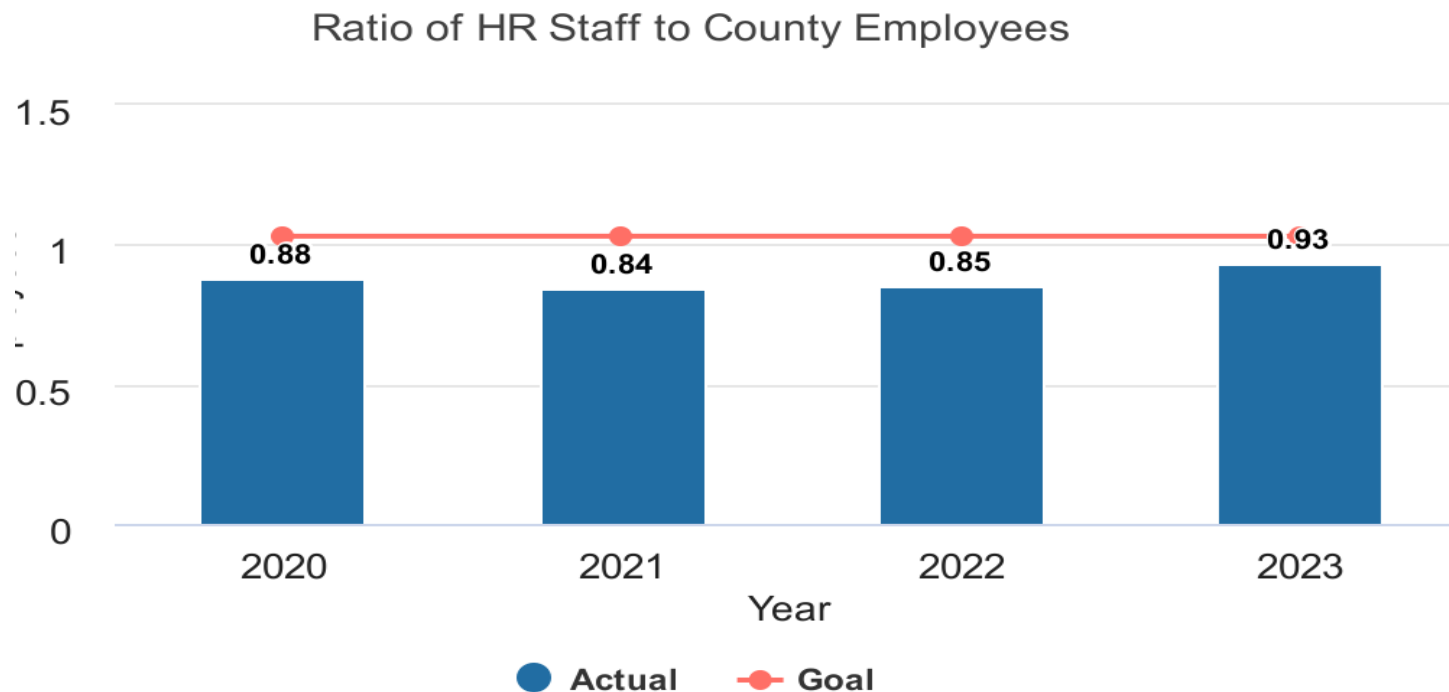




Key Performance Metrics

Department Goal: Maintain staffing ratio consistent with SHRM ratio of HR to All Staff for orgs with 1,000 to 10,000 employees.

Objective: 1.03 HR staff per 100 employees



2022 Significant Accomplishments

Implemented beta test of Targeted Leadership Development Program in IT, Sheriff, Equalization and Circuit Court. Full deployment May 2023.

Negotiated three bargaining agreements that included adjustments to pay and benefits to maintain competitiveness with market.

In November, instituted measures to improve recruitment capabilities including a \$750 employee referral bonus and improved flexibility to hire experienced applicants above the minimum of the pay grade.

2022 Significant Accomplishments

Implemented new applicant outreach efforts, including a new advertising campaign and improved communication of our Employer Value Proposition on our website and in job announcements.

Conducted wage study for UAW, TPOAM, Teamster's Nurses and Law Enforcement positions in anticipation of 2023 union contract negotiations.

Conducted an RFP for 457 Plan recordkeeping services as part of our fiduciary responsibility to plan participants. A new vendor was selected with a planned cutover in May.

2022 Significant Accomplishments

Began configuration of new functionality as part of HRIS system upgrade.

Participated with a cross-functional work group to formalize support tools and training to assist departments to sustainably engage in flexible work (including both time and place where work is performed).

Processed nearly a typical year's worth of leaves in January and February 2022 due to the spread of the Omicron variant of COVID-19.

A Look Ahead

2023 Union Contract
Negotiations

Targeted Leadership
Development/Succession
Planning Offered
Countywide

Expanded Efforts for
Sourcing Talent and
HigherReach Program
Expansion

Finalize HRIS System
Upgrade

Implement HDHP, HSA and
Employee Wellness Plan

E-Personnel Files



Thank you