

Human Resources 6 Year Strategic Plan



FY13-FY19

Dear Human Resources Department:

As you are probably aware, Louisville Metro Government is taking a long, hard look at the future and the roles that our many departments will play in creating the vibrant, prosperous, energetic future that we all want for our community. In 2012, we were asked to craft a set of goals for Metro Human Resources, a series of targeted achievements that we would pursue over the next two years, and a more progressive set of goals to be attained over the next two to six years. Many of you were a part of this process, helping Metro HR assess our strengths and weaknesses, defining those areas where success appears certain and others where greater challenges may loom.

Many of the goals we have set for ourselves reflect the changes we see coming in the months and years ahead. Healthcare reform, more sophisticated technologies and continued economic uncertainty will dramatically impact the job we do at Metro HR. Other goals will involve simply improving the job that we already do so well by finding more efficient, productive and proactive ways to serve the people who serve our community. All of the goals, however, have been carefully crafted to work in conjunction with the Mayor's vision and objectives for the city.

The purpose of establishing these goals goes beyond simply having a road map for the coming years. These goals will become an integral part of our budgeting process, guiding us in our planning and providing a clear way to determine the resources we will need to create the future we envision. This document is not so much a static "wish list" than it is the physical representation of a dynamic and ongoing process that will shape and be shaped by each of us in the months to come.

I want to thank all of you who had a hand, both directly and indirectly, in this process. I can assure you that this is not the end, but the very beginning of an exciting future for Metro HR. I look forward to experiencing it with you.

Sincerely,

Kellie Watson
Director

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Overview of Sections

Vision for Louisville

The future state Louisville Metro Government envisions for our city, for the residents of Louisville, and for all who visit.

Mission

Why the department exists within Metro and for the community.

Core Services/Programs

What a department provides to residents to fulfill its mission and meet the 5 strategic objectives of Louisville Metro Government: *Deliver excellent city services; Solve systemic budget issues; Take job creation to the next level; Invest in Our People and Neighborhoods, Advance “Quality of Place”; Create plans for a vibrant future.*

Objectives

Louisville Metro Government objectives are the five strategic outcomes the Fischer Administration is driving towards. While every department strives to achieve the 5 objectives for Louisville Metro Government, each has its own functional objectives or high-level accomplishments it strives to achieve to fulfill its mission.

Goals

Departments should include applicable Louisville Metro Government strategic goals as their own, as well as develop department specific short (1-2yr), mid (2-4yr) and long(4-6yr) term strategic goals.

Short term goals (and midterm if feasible) should be Specific, Measureable, Attainable, Realistic, and Time-Framed (SMART) statements about what the department will accomplish within the next 1-2 years to meet its mission, achieve its objectives and support the strategic objectives of the city to help realize the vision for Louisville Metro Government. Mid- and long term goals may be more broad and less “SMART”.

The numbers to the right of each goal indicate which of the five Louisville Metro Government strategic objectives the goal supports. The “Lead” column refers to who has ownership over the goal, however various individuals may lead supporting initiatives to the goal. The “Why” column describes why the goal is important to the department and the residents of Louisville.

The “Initiatives” column lists at a high-level, the specific projects a department will undertake (initiate and/or execute) over the next 1-2 years to help achieve their short and, as appropriate, mid-term goals; individual initiatives are not required, unless clearly known, for mid and long term goals.

The “How” column under mid- and long term goals, explains initial ways in which the department envisions making progress towards the goal.

Louisville Metro Planning Cycle & Calendar

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.

Purpose and Vision of Louisville Metro Government

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.

“Louisville is a city of lifelong learning and great jobs, wellness, and compassion”

Louisville Metro Government Objectives

These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve.

- 1. Deliver Excellent City Services.** *We strive to be the best city government in America and will use a robust measurement system to track our results.*
- 2. Solve Systemic Budget Issues.** *We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.*
- 3. Take Job Creation To The Next Level.** *We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.*
- 4. Invest In Our People And Neighborhoods, Advance “Quality Of Place”.** *We will build on Louisville’s unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.*
- 5. Create Plans For A Vibrant Future.** *We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.*

Department Mission Statement

The mission of the human resources department is to support the goals and challenges of Louisville Metro Government by providing services that promote a work environment that is characterized by fair treatment of staff, open communications, safety, personal accountability, trust and mutual respect. We will seek and provide solutions to workplace issues that support and optimize the operating principles of the organization.

Core Services/Programs

Civil Service/Recruitment

- ❖ *Recruitment, selection, consulting & technical support for LMG and its agencies; assist them in hiring and promoting quality employees; and meet agencies' goals and objectives.*
- ❖ *Conduct valid examinations, establish eligibility lists, and certify lists of eligible candidates for selection and promotion to Public Safety positions.*
- ❖ *Provide clerical support and legal counsel for Civil Service, Police Merit, and Merit Board meetings and hearings.*

HR/Personnel Management

Benefits/Classification and Compensation

- ❖ *Control the increase in health care costs on an annual basis to raise less than the national average.*
- ❖ *Establish and maintain a Classification and Compensation System for LMG employees.*
- ❖ *Manage tuition assistance program.*
- ❖ *Manage child care assistance program.*
- ❖ *Administer and manage employee participation in state retirement system; assist retiring employees; process insurance reimbursements to Policemen's Retirement Fund and Firefighter Pension Fund.*

Personnel Management/Administration

- ❖ *Provide clerical support and legal counsel for Ethics Commission.*
- ❖ *Manage random drug testing program for CDL drivers.*
- ❖ *Manage compliance with ADEA, ADAAA, Civil Rights Act Title VII, Civil Rights Act (1991), COBRA, FLSA, FMLA, HIPAA, & USERRA.*
- ❖ *Establish and maintain Personnel Policies for LMG employees.*
- ❖ *Investigate Ethics Tipline complaints.*

OSHA & Safety

- ❖ *Produce accurate LMG OSHA logs for recordable injuries.*
- ❖ *Conduct OSHR required training: Blood Borne Pathogens, Confined Space, Hazcom, Electrical Safety, PPE (respirator, hearing), equipment Safety, Fire Extinguisher, Fall Protection, Emergency Action Plans, First Aid and CPR.*

Labor Relations

- ❖ *Fulfill LMG's duty to bargain collectively.*
- ❖ *Serve as a liaison between LMG and union representatives.*
- ❖ *Oversee funding for services of the Louisville Labor Management Committee.*

Employee Training

- ❖ *Implement the expansion of a comprehensive professional development program that will provide employees with the skills to perform effectively, improve organizational effectiveness and productivity, and create an environment promoting both personal and professional growth.*

Communications

- ❖ *Construct and implement communications strategies for major HR initiatives (health, payroll, etc.), keeping Metro employees informed and knowledgeable.*
- ❖ *Coordinate employee involvement in community initiatives throughout the year (Charitable Campaign, Red Cross Blood Drives, etc.).*
- ❖ *Assist in developing and disseminating Metro policies via electronic (MetroNET, MetroWIRE) and traditional (brochures, letters) tactics.*

Department Objectives

The functional objectives/ high-level accomplishments the department strives to achieve through its efforts or work.

- 1. Supply all Louisville Metro Government departments with the highest caliber of job applicants through a streamlined, efficient and transparent recruitment and selection process, while adhering fully to all Civil Service procedures.**
- 2. Provide all Louisville Metro Government employees with the best benefits currently available to enhance their life and workplace, while maintaining the strictest standards of economy and fiscal responsibility.**
- 3. Offer Metro employees the training required to allow them to perform their work to the highest standards while providing opportunities for career advancement. Ensure that all federally mandated government employment programs are administered fairly and efficiently.**
- 4. Maintain positive, professional relations with all unions and collective bargaining entities representing Metro employees.**
- 5. Ensure that the spaces in which Metro employees work are secure and safe environments.**
- 6. Provide easy, reliable access to information regarding benefits, opportunities and news related to Metro employment.**

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Short Term Goals (1-2yr)

The goals listed below detail what the department will accomplish over the next 1-2 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

	Goal	Department Objective	Mayors Objective	Lead	Why	Initiatives
1	Maximize technological resources to improve services and efficiency	1, 3, 4, 5, 6	1	Wales, Holland, Miller, Wilkins, Dunn	By leveraging technology, Metro Government can improve operational efficiency, access to services, data collection and reporting, accountability and transparency, all key components in improving service delivery throughout LMG.	<ul style="list-style-type: none"> • Maximize utilization of all SharePoint functions both internally and externally on an annual basis • Create Safety and Labor websites through the MetroNET by FY15 • Help launch and implement a new policy management system throughout Metro Government by FY15 • Update the “Reports to” function of PeopleSoft to more accurately reflect LMG’s management structure by FY15 • Increase the amount of training and initiatives offered online to improve compliance and efficiency by FY15 • Integrate Discipline and Grievance Records, First Report of Injury forms, Benefits Updates for Dependents information and Performance Evaluation functions into PeopleSoft by FY15 • Implement new job posting system (NeoGOV) to improve the efficiency of filling positions by FY15 • Develop a self-regulated educational tracking system in PeopleSoft by FY15
2	Reduce employee health care costs paid by Metro Government by 15% and engage employees in wellness issues and provide on-site resources for making health choices by FY15	2, 4, 6	1, 2	Hollis	Improving the overall wellness of LMG employees by ensuring affordable and accessible healthcare will reduce the cost of health insurance claims.	<ul style="list-style-type: none"> • Create an employer on-site wellness clinic and pharmacy in conjunction with a wellness program and other tools to enhance the quality of life of all Metro employees

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3	Increase the existing opportunities for career advancement within Metro Government while simultaneously exploring new methods (on-line instruction, webinars) to assist with the development of leadership skills among Metro employees	3, 6	1	Dunn	Building a culture of best management practices and performance improvement requires investing in the employees. This way we ensure that the skills needed to develop leaders and organizational knowledge are available.	<ul style="list-style-type: none"> • Provide annual training on the hiring process • Improve the FMLA process and facilitate ongoing training • Assist on an ongoing basis with CBA training • Design a “non-leadership” series of certification classes for employees wishing to exercise best practices in customer service by FY14 • Increase the frequency of Ethics Training for Metro Appointees to an annual basis by FY14
4	Continually support the attainment in Metro Louisville of 55,000 more working age adults with college degrees (15,000 associates degrees and 40,000 bachelor’s degrees) by 2020	3, 6	3, 4, 5	Holland	Education offers more opportunities for career development. LMG supports our employees in their pursuit of lifelong learning.	<ul style="list-style-type: none"> • Develop a series of Louisville Metro Education Fairs in support of 55,000 Degrees • Join GLI Degrees @ Work program to receive college coaching support for Metro employees • Target survey respondents who indicate they want to learn more about going to college with Lunch & Learn events offering information on such topics as financial aid • Provide Tuition Assistance program (\$300,000) to offer support to approximately 150 employees a year • Increase the number of employees who earn an associate degree by 20% per year • Leverage our recent survey findings that 28% of employees have some college but no degree and 39% had earned as associate or bachelor’s degree in 2011
5	Identify, aggressively pursue and hire candidates for Metro Government who will comprise a top quality, highly diversified workforce	1, 6	4	Wilkins, Toohey-Taylor Watson	The most successful organizations are comprised of diverse employees, bringing a multitude of perspectives to the workplace. The inclusion of diverse and qualified people will strengthen LMG in delivering quality services.	<ul style="list-style-type: none"> • Annually review state and local legislation for compliance and revise policies as necessary • Establish goals in workforce that increase representation of minorities and women at various positions within departments and across Metro annually • Work with colleges in areas of specific need on

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						<p>an ongoing basis</p> <ul style="list-style-type: none"> • Increase budget to make greater use of professional and leadership organizations for ongoing advertisement and recruitment of positions on targeted job boards • Double Metro Government’s attendance and increase our profile at job fairs by FY15 • Create a pipeline of talent by follow-up with interns throughout the year • Require hiring managers to interview a minimum number of minorities and/or women for positions, in particular for EEO codes with under-utilization, on an ongoing basis • Post positions internally first and require interviews for Metro employees, unless department can provide justification
6	Boards, Procurement and Bridges			Watson		<ul style="list-style-type: none"> •

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Mid-Long Term Goals (2-6yr)

The goals listed below detail broad goals the department plans to achieve over the next 2-6 years to meet its mission, achieve its objectives and help realize the vision for Louisville Metro Government.

	Goal	Department Objective	Mayors Objective	Lead	Why	How
1	Create a "Safety Culture" mindset in Metro Government	5, 6	1, 2	Toohey-Taylor, Miller, Irwin	It is important to provide a work environment free from hazards that can cause harm to employees. Accident prevention and efficient operations are keys to any workplace.	<ul style="list-style-type: none"> • Create OSHA training catalog by FY16 • Include safety evaluation and industry standards criteria into performance appraisals by FY16 • Implement Return to Work policy for all employees by FY16 • Provide continuous communication on safety standards throughout Metro Government by FY17 • Track and analyze injuries in the workplace and absenteeism from work-related injuries by FY17 • Monitor Workers' Compensation claims annually • Conduct job hazard analysis on an ongoing basis
2	Provide professional development opportunities within Louisville Metro Government	3, 6	1	Dunn	Building a culture of best management practices and performance improvement requires investing in the employees. This way we ensure that the skills needed to develop leaders and organizational knowledge are available.	<ul style="list-style-type: none"> • Provide annual training on the hiring process • Improve the FMLA process and facilitate ongoing training • Assist on an ongoing basis with CBA training • Identify other professional development needs for leadership training
3	Implement and expand a targeted recruitment policy throughout LMG	1, 6	4	Wilkins, Toohey-Taylor	The most successful organizations are comprised of diverse employees, bringing a	<ul style="list-style-type: none"> • Create and implement a branding strategy identifying Louisville Metro Government as an "employer of choice" by FY17

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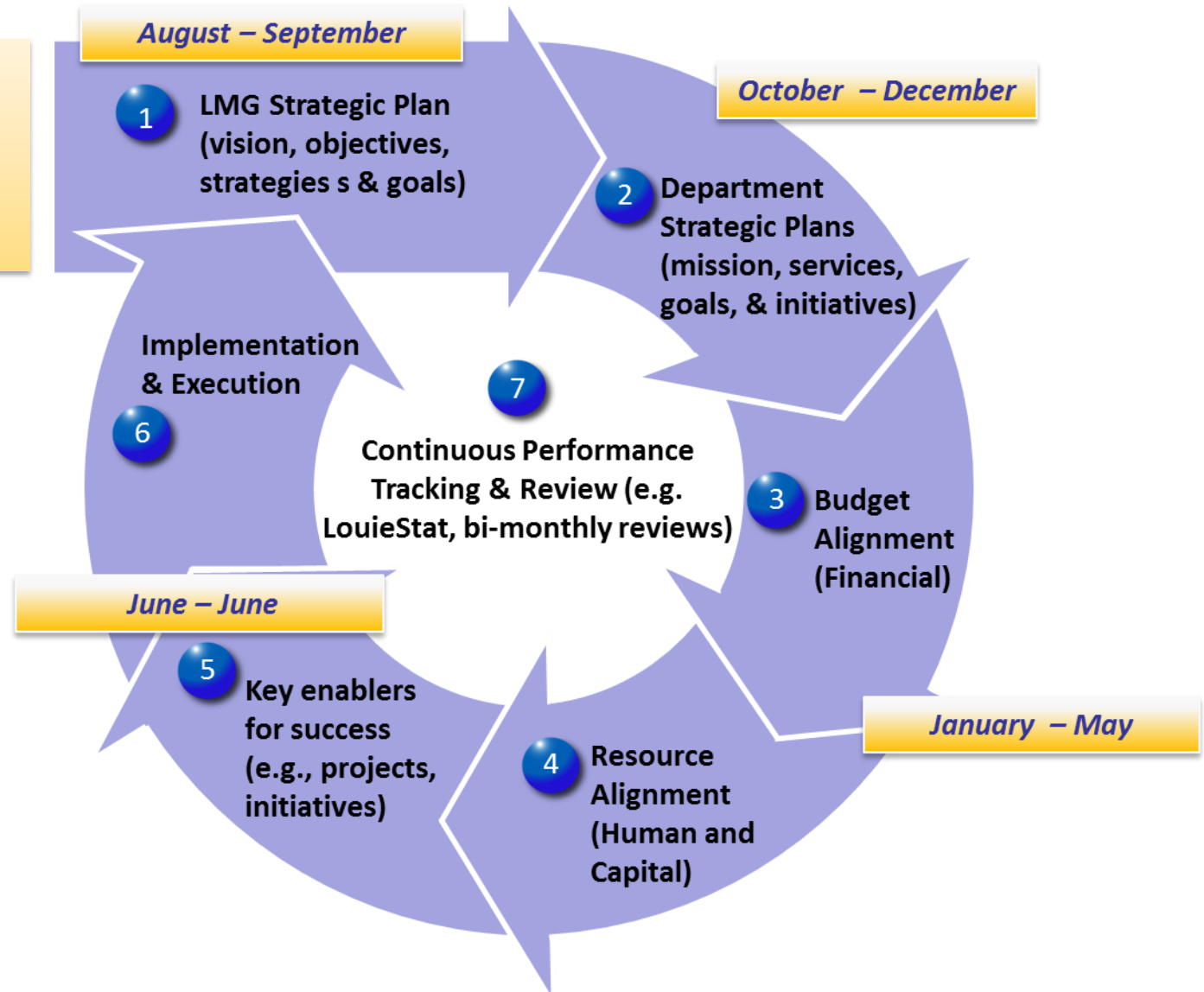
					<p>multitude of perspectives to the workplace. The inclusion of diverse and qualified people will strengthen LMG in delivering quality services.</p>	<ul style="list-style-type: none"> • Develop a cross-departmental internship program by FY17 • Establish a multi-level onboarding process for new hires to Metro Government by FY18 • Promote a mentor program between Metro employees by FY18 • Develop detailed departmental workforce succession plans by FY19
4	Engage employees in wellness issues and provide on-site resources for making health choices	2	2	Hollis	<p>Improving the overall wellness of LMG employees by ensuring affordable and accessible healthcare will reduce the cost of health insurance claims.</p>	<ul style="list-style-type: none"> • Design a detailed benefits plan to incentivize wellness among Metro employees and monitor it annually • Continue annual monitoring and tracking of participation in wellness program
5	Develop consistent language across all Metro Government CBAs					<ul style="list-style-type: none"> •

***Innovation Delivery Team supported goal** - *In 2011, Bloomberg Philanthropies awarded Louisville a \$4.8 million grant to help bring innovation and breakthrough ideas to improve city services. Louisville was one of five large cities to receive a grant, which will be matched by \$1.6 million in local money. The money funds our Innovation Delivery Team (IDT), which works full-time with departments on problem solving to achieve the IDT related goals.*

Louisville Metro Government (LMG) Planning Cycle

Louisville Metro Planning Cycle

The new fiscal year planning cycle for Louisville Metro Government puts all Departments on the same strategic planning cycle, sequenced to guide budget and operational planning.



Louisville Metro Government Planning Calendar

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment			Louisville Metro Senior Leadership Visioning retreat	Refine Louisville Metro Goals & Tactics	Provide Draft Louisville Metro 6 Year Strategic Plan to Departments		OMB provides total Sum \$ to Departments for priority based budget development	Mayor and Senior Staff review and reconcile with Mayor's priorities and work with Departments and OMB to finalize budget proposal by May 1			
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Develop Department 6 Year Strategic Plans		Departments Finalize Strategic Plans & Develop 1 year Budgetary and Operational Plans		Departments finalize 1 year Budgetary and Operational Plans		
				Departments conduct their own internal and external assessments							