

**City of Saint Paul**

**Presentation to City Council  
Human Resources Department Audit and Assessment  
Human Resources Strategic Plan 2019 - 2024**

# AGENDA

*Background*

*City of Saint Paul's Human Resources  
Vision, Values and Mission (Current)*

*Human Resources Department Audit  
Data and Reporting Assessment*

*HR Trends and Challenges*



# AGENDA

*Human Resources Strategic Goals*

*Questions?*

*Thank you!*



## City of Saint Paul's Human Resources Vision, Values and Mission

**Vision** – Be a strategic leader and partner, promoting organizational and individual effectiveness.

### **Values** –

- Act in the best interest of the City.
- Foster and champion diversity, equity, inclusion and a respectful work environment.
- Continuously evaluate and improve services provided to ensure they are effective, efficient and flexible as possible.
- Deliver exceptional customer service.
- Build a positive team through open and honest communications, collaboration, and accountability.

**Mission** - To attract, develop, and retain an inclusive, high performing, respectful workforce through integrated and strategic systems, policies and procedures.



Background

# HR Department and HR Liaisons

In 2018 a new Administration started at the City of ST. Paul and new leadership in Human Resources. The drawing to the right illustrates at a high level the structure of HR. Each department has an HR Liaison who is a member of the department they work in. Some of the HR Liaisons have a solid background in human resources (Public Works, Water, Fire, Parks, PED and Police) the rest of the individuals who have this work responsibility also have other responsibilities and no formal training in human resources.

- Human Resources
  - Consulting Services
    - Recruiting
    - Assessments
    - Background Checks
  - Labor Relations
    - 23 Contracts
    - Workplace Conduct
    - Employee Relations
    - Accommodations Coordinator
  - Risk Management
    - Worker's Compensation
    - Tort Claims
    - Insurance Purchases
    - Contract Review
  - Benefits
    - Employees including Healthy St. Paul
    - Retirees
  - Payroll
  - Training
    - Not fully developed/Not funded

- In 2018 a consultant was hired to do an audit of the HR department. The Director also took 2018 to observe the department and how it functions. The purpose of these efforts was to help understand the strengths and areas for opportunities in the department.
- The meetings were conducted with each team in July and early August 2018. Each member of a section was interviewed regarding their role and group meetings were held to discuss the functioning of each section.
- The audit was comprised of the following segments: Strengths, Needs, and Recommended Actions.
- There was also a Data and Reporting Assessment conducted.

# Human Resources Department Audit



# Consulting Services

- Strengths (General)

- Flexibility
- Strong Work Ethic
- Team Collaboration
- Volume Handled by limited number of staff
- Policies are in place to assist with standard department consultation

- Needs (General)

- Systems do not communicate
- Staffing
- Lack of professional development opportunities
- Civil Service rule constraints
- Staff and Training with such rapid turnover
- Lack of resources and tools

- This is not an exhaustive list – report contains more detail information.



# **Actions Recommended Consulting Services**

## **Review the following Process flows:**

- Requisition: Hiring committee change to highest and best use, if certain criteria are met for a requisition it should be allowed to move forward without committee approval
- Testing
- Class and Comp
- Review Infor and investigate unbundling modules to aid HR Division Functioning
- Review roles and overall goal of the Consulting group
  - Generalist function seems to lie with HR Liaisons
  - This specialist group functionality with further role clarification could serve incumbents, departments served and other sections of HR well

# Labor Relations

- Strengths (General)

- Productivity
- Teamwork
- Detail of History
- Connections/Networking in the city
- Expertise/Knowledge
- Contract Negotiations
  - Very intuitive and available tracking
  - Know where to look and how to find what they need

- Needs (General)

- Technology
  - Inability to effectively track grievances, contracts, and policies (using Excel spreadsheets)
  - Difficulty responding to data requests
  - Lack of resources in Class and Comp
  - Costing is self taught
  - Lack of access to Infor for reporting needs
  - Breadth of Responsibility
- 
- This is not an exhaustive list – report contains more detail information.



# **Actions Recommended Labor Relations**

- Analyze the list of needs and determine priority and other areas of opportunity
- Evaluate LaborSoft or comparable systems
- Potential relief
  - Severance processing can transition to a benefits module
  - Civil Service Commission work could be cut in half by dropping the school
  - PCIARC should be mainly between Human Rights and PD, leads to LR conflict of interest
- HR Liaison tutoring
  - Investigation Toolkit, FAQ, YouTube videos, rule review at HR Liaison meeting
- ADA
  - Best practices is to have a city wide coordinator

# Benefits

- Strengths (General)

- Willingness to help each other
- Willingness to learn
- Negotiate/Hiring Benefits
  - Not a broken system
  - Efficient and has been improved over the past few years
- Open Enrollment
  - Processes improved
- Retirees
  - Starting open enrollment communications early to avoid overload
- Contract Negotiations
  - Very intuitive and available tracking
  - Know where to look and how to find what they need

- Needs (General)

- Lack of cross training
- Deferred Comp doesn't combine process to check and fix double contributions with no ceiling – very manual process (Infor weakness)
- Benefits housed here instead of 3<sup>rd</sup> party administrator
  - COBRA and Supplemental insurance
- Cielostar
- New Hires
- Retirees
  - Lack of back up; manual process
  - Document the process

- This is not an exhaustive list – report contains more detail information.



# **Actions Recommended Benefits**

## **Review the following Process flows:**

- Develop a backup plan for tactical roles
- Review the team needs of Infor screens, various report and/or data entry
- Address Cielostar issues
- Analyze the deferred compensation issue with the two systems not calculating and develop a better system
- Improve notification of Terms to all parties involved in processing them

# Risk Management

- Strengths (General)

- Great customer service among entire team
- Promptly pay claims
- Good attention to details
- Worker's Comp/Claims (online and works well)
- Property Insurance
  - Can pay for AON's claim resources in worst case scenario
- Tort Claims (great process & claims cost is down)
- Insurance Contracts
  - Insurance matrix defines required insurance type for different situations
- Safety
  - Staff member created OSHA required training list for each department

- Needs (General)

- Files (need to be scanned)
- Data request can be very difficult and labor intensive
- Claims Manager title scope of work much bigger than the title suggest
- Lack of time to complete trending analysis for departments
- Tort Claims
  - Pending claims tracked with post it notes
  - Work does not fit with other HR work
- Property Insurance
  - No backup
  - Reviews all property incidents by manager

- This is not an exhaustive list – report contains more detail information.



# **Actions Recommended Risk Management**

- Analyze the forms that team knows are a liability and upgrade or enhance them to efficiently meet their purpose
- Eliminate the extra work that team members have undertaken
- Work with Manager to develop backup system and review the workload of the Risk Manager position



# Payroll

- Strengths (General)

- Combined Knowledge
- Teamwork
- Timely Payroll
- Good customer service
- Understand payroll laws

- Needs (General)

- Files (need to be scanned)
- Liaisons have limited access to Infor for minimal changes
- Infor not completely unbundled, prevents more efficient work
- Inconsistent practices among specialist
- Babysit departments with Timecard errors
- Systems don't flow together
- Infor – does not have ability to edit
- Worker's comp process is very manual

- This is not an exhaustive list – report contains more detail information.



# **Actions Recommended Payroll**

- Analyze list of needs and determine which are low hanging fruit and other areas for opportunity
- Review Infor and investigate unbundling modules to aid overall HR Division Functioning
- Determine the plan for strategic oversight of the area, what opportunities and threats are there and what activities can be adopted to increase the effectiveness of the department
- Minimize manual work arounds

# Data and Reporting Assessment

# Current State

- Overview

- Provides comprehensive services and support to all departments
- It is critical that HR has the right data systems in place to support the work in HR ,department needs and ultimately the mayor
- HR is tasked with reporting accurately the data and reporting to track the City's progress around the Equity goals on a timely basis

- Today

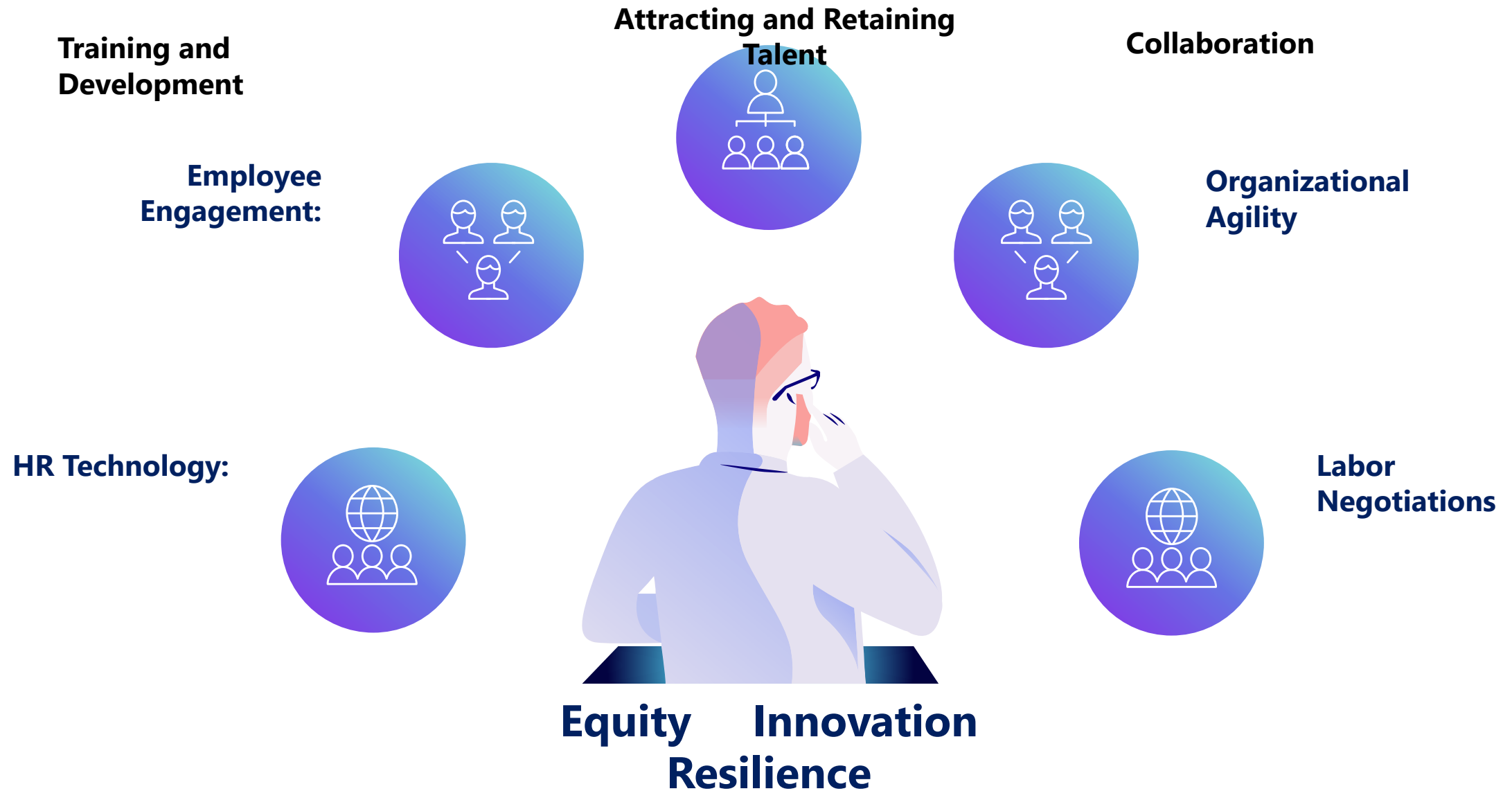
- HR uses multiple isolated data entities which support the wide range of services HR provides
- All processes are heavily manual and time consuming
- HR manually exports, stores, combine, cleanse and summarize data to achieve its goals on a regular basis
- Results in a siloed process to gather information

# Current Challenges

- Lack of standard set of reports
  - Reliance on Excel spreadsheets to enter, store, and report data
  - Lack of systematic integration between systems
  - Lack of central repository for data and information
  - Lack of data integrity
  - Inability to efficiently track and report on metrics
  - Analyses required a significant amount of time and effort to collect, cleanse and massage data
- 
- Individuals operate in silos with minimal information sharing
  - Lack of established workflows and processes
  - Lack of training and documentation of both systems and work processes
  - Lack of data governance including ownership and universal definitions

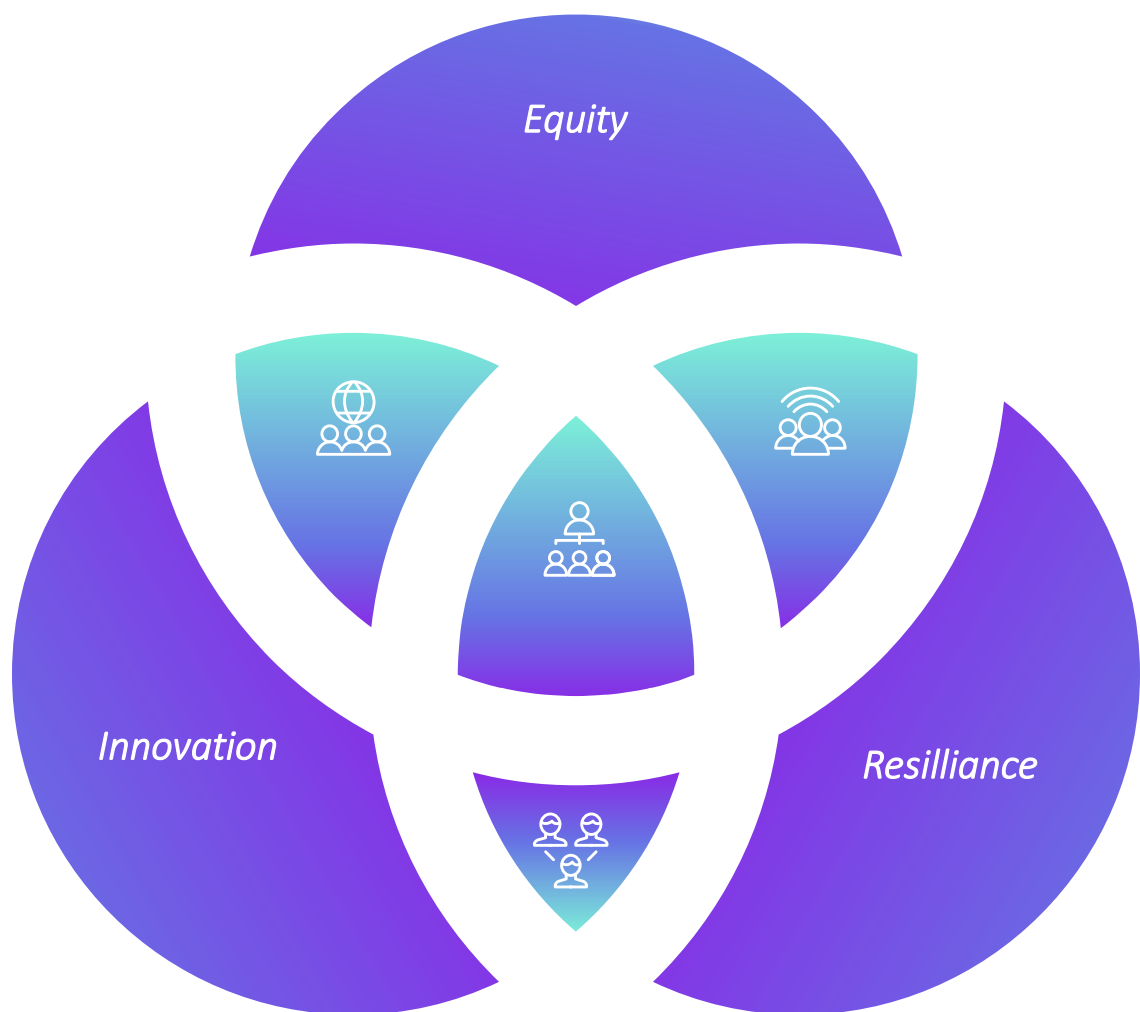
# HR Trends and Challenges

## HR Trends and Challenges



# HR Strategic Goals





The demand for strategic, consultative and collaborative HR services continues to grow.

During the next five years, a broad set of organizational challenges must be addressed that have managerial/leadership, workforce, and technological implications for our city. How we respond to these challenges will impact our ability to maximize organizational capacity, increase individual potential, and position the City as an employer of choice.

# HUMAN RESOURCES

## Goals



2019

2020

2021

2022

### Goal #1

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Maximize HR Technology

### Goal #2

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Maximize Labor Negotiations

### Goal #3

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Promoting Employee  
Engagement

### Goal #4

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Enhancing Strategic  
Partnerships

# HUMAN RESOURCES

## Goals



2023

2024

### Goal #5

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Becoming an Employer of  
Choice

### Goal #6

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Promote and strive for Agility  
in our processes and policies

# Goal #1

## Maximize HR Technology

**Expand and integrate technology to streamline, services, create agility in providing information, remain competitive and increase transparency.**

HR will align itself with OTC by reducing the number of technology sources we use and streamline our efforts: utilizing technology through cloud based services.

Actions:

2019 Utilize LaborSoft [Labor Relations]

2019 Develop strategy regarding data and reporting needs [HR Department]

2019 Identify and target manual processes within technology around payroll and benefits

2020 Learning Management System [HR Department]

2021 Performance Management

# Goal #2

## Maximize Labor Negotiations

**Identify strategies to sustain workforce costs.**

HR Department will continue to negotiate with labor organizations to ensure agreements align with our current and anticipated economic conditions and operational needs. Changes in legislation and labor organization leadership will require increased communication regarding changes and continued collaboration in order to maintain positive employee/employer relationships.

Actions:

2019 Utilize best practices and hire a Compensation Manager

2019 Loading data into LaborSoft

2019 Identify and implement improved communication between Labor and Payroll

2020 Create some separation of Labor Relations and Workplace Conduct

# Goal #3

## Promoting Employee Engagement

**Expanding opportunities to drive passion and engagement in the workforce.**

HR Department will continue to support the City's commitment to creating a culture of inclusion, professional development and alignment with departmental goals.

Actions:

- 2020 Continue to champion wellness initiatives
- 2020 Hire a Training Manager
- 2020 Bring course offerings on line for training and development of employees
- 2021 Bring additional course offerings to the City

# Goal #4

## Enhancing Strategic Partnerships

**Identifying and creating opportunities to collaborate with customers to increase organizational effectiveness.**

HR Department will continue to communicate its service commitments and consultative services to customer departments

Actions:

2019 Collaborate with departments to address strategic needs

2020 Provide redesigned training and development opportunities for supervisors and managers

2021 Provide redesigned training and development around Performance Management

# Goal #5

## Becoming an Employer of Choice

Identifying and implementing effective talent sourcing, onboarding and retention efforts across the City.

HR Department will continue to work with departments and improve our efforts across the City.

Actions:

2019 Redesign onboarding efforts/practices

2020 Utilize technology to enhance and streamline the onboarding process

2021 Provide training for supervisors and managers around engagement, performance and development



# Goal #6

## Promote and strive for Agility in our processes and policies

**Changing demand for services requires flexible structure and work delivery models.**

The City continues to experience changes related to services, technology, staffing and resident expectations.

Actions:

2019 Begin review of policies and practices that are barriers to access and or equity

2020 Utilize technology to reduce time around processes

2021 Provide data and reporting in a more timely and efficient way for internal and external customers

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# Questions?

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**Thank You**