



Human Resources Group

Core Business: Human Resources Excellence

Ensure Metropolitan is a high performance workplace with excellent leadership and management practices that engage employees; foster alignment with Metropolitan's business goals; provide the right talent and skills for the future; and establishes a workplace where employees implement cost-effective processes and programs to deliver outstanding value and customer support.

Foster Human Resources Excellence with processes that attract, hire and develop the right people with the right skills at the right time, provide management with the tools to swiftly and proactively address employee issues and poor performance, enable cost-effective workforce management, and provide the workforce with career development and training opportunities, as well as the tools to continually improve workforce skills, competencies, productivity and customer support.

Performance Measure(s)

- HR Customer Satisfaction feedback
- Establish and meet expectations set by the Operations, Personnel and Technology Committee
- Complete MOU negotiations
- Improved ratings on High Performance Workplace Survey
- Critical positions identified with development pipelines being developed

Objective#1: <i>Deploy the StrategicHR Plan.</i>
Action(s):
1. Publish an updated 3-5 year HR Strategic Plan.
2. Define and integrate key Strategic HR goals into Group Business Plans.
3. Continue optimization of Human Resources Group costs.
4. Gather systematic customer feedback on HR performance, products and services.
5. Use HR collaborative mechanisms to develop a shared vision and priorities for key areas of HR management.



Objective#2:

Ensure a high performance culture.

Action(s):

1. Conduct Voices 2012 with results collected at the team level.
2. Implement improvements based on the Voices 2012 findings.
3. Deploy recognition tools for high performers.
4. Enhance management tools and processes (HR & Legal) to address and coach low performers.

Objective#3:

Foster management excellence.

Action(s):

1. Conduct the second all-Manager Management Forum.
2. Every manager completes 8 hours of training on effective people management.
3. Provide management excellence courses throughout the year.

Objective#4:

Acquire the right talent.

Action(s):

1. Create talent development pipelines to ensure qualified candidates for positions.
2. Define core managerial competencies for screening management positions.
3. Continue improvements in time to hire.
4. Start test validation process with a consistent methodology.
5. Improve recruitment outreach to diverse communities and backgrounds.
6. Establish new policies, procedures and administrative guidelines for Non-Employee Compliance Process.

Objective#5:

Manage total compensation.

Action(s):

1. Define and identify an improved job evaluation methodology.
2. Develop a Total Compensation philosophy and plan for the District as a whole.
3. Develop and propose for implementation a new Total Compensation Program for Unrepresented employees.



Objective#6:

Provide proactive, swift, and consistent employee relations and positive labor relations.

Action(s):

1. Optimize Union relationships.
2. Simplify and rewrite Administrative Code for Human Resources.
3. Continue reducing response time on employee issues and grievances.
4. Agree on a common ground for addressing employee relations between HR and Legal.
5. Complete MOU Negotiations for AFSCME, MAPA and SUPS.

Objective#7:

Set high performance standards.

Action(s):

1. Set high standards for performance goals throughout Metropolitan.
2. Prepare organization to effectively use the new performance management system.
3. Improve effectiveness of probationary review process.
4. Develop a performance philosophy that is clearly communicated, fair, lawful and ethical.

Objective#8:

Foster learning and development.

Action(s):

1. Expand online learning opportunities.
2. Expand Internship, cross-training and action-learning development opportunities.
3. Continue support of career development and workforce planning initiatives.
4. Develop tools and mechanisms to support process improvement opportunities.



Objective#9:

Manage succession.

Action(s):

1. Establish team skill-gap development plans.
2. Define development programs for unrepresented management/executives.
3. Talent pool candidates identified for all Section Manager and above positions.
4. Knowledge capture interview process in place for key technical and management positions.

Objective#10:

Identify, assess and manage risk.

Action(s):

1. Expand the existing comprehensive risk assessment process for Metropolitan business processes and activities.
2. Continue managing the Liability and Property Claims Programs to control exposures.
3. Maximize Excess and Specialty Insurance program coverage efficiency.
4. Review, update and streamline Contract Risk Processes and Requirements.
5. Coordinate Legal Department and HR to jointly choose best risk strategy for handling Employee Practice-related claims.

Objective#11:

Control Workers' Compensation costs.

Action(s):

1. Maintain best-in-class Workers' Compensation practices and cost structures.

Objective#12:

Improve Human Resources Information Systems (HRIS).

Action(s):

1. Improve staff proficiencies to leverage and expand HRIS capabilities.
2. Deploy a user-friendly HR website to enhance access and use of HR information.
3. Test for HRIS skills and competencies.