

City of Charlotte

# Human Resources Business Unit

FY2010 Strategic Operating Plan

July 2009

# Human Resources Business Unit

Fiscal Year 2010 Strategic Operating Plan

## I. *Executive Summary*

### Introduction

Human Resources provides the City with core human resources services. In these very difficult economic times, Human Resources is equipped to help the City organization, employees, and management meet new challenges. In addition, Human Resources will continue to provide:

- Legal compliance to minimize risk exposure
- Benefits design for organizational and employee needs
- Workforce development to make the most of limited resources
- Compensation plan design and monitoring
- Human resources management and payroll services
- Recruitment services

### Vision and Mission

**Vision:** The Human Resources Key Business Unit will be “centers of excellence”\* for the delivery of corporate human resource services.

**Mission:** We provide organizational leadership supporting the city’s human resource philosophy to attract, develop and retain a skilled and diverse workforce.

*\* Centers of Excellence are organizational areas with bodies of knowledge and experience that create value exceeding the norm.*

### Financial Summary

Cost Centers:	FY08	FY09	FY10
11500, 11501, 10800 & 53043	Actual	Revised	Budget
<b>Budget</b>	\$3,648,927	\$4,022,816	\$3,886,835
<b>Positions</b>	32.5*	32.75*	32.75*

*\*Includes frozen position.*

## **Key Issues and Challenges**

### Employee Benefits

*Challenge* – The City Council approved *Pay and Benefits Philosophy* states that the City's Benefits Plan will provide a moderate level of income protection to employees against unexpected health, life, and disability risks. In the current economic climate, the challenge is how to craft competitive pay and benefits plans that respond to short term financial pressures, while meeting the goals of the Philosophy.

A parallel concern is controlling rising health care costs. The health and prescription drug plans were re-bid in FY09 to improve plan designs and lower costs. The City continues efforts to control health care costs through increased promotion of employee wellness. The wellness program seeks savings by helping employees avoid expensive health conditions through better lifestyle choices. The program will continue developing innovative ways to connect with employees about their healthcare and wellness.

### Regulatory Compliance

*Challenge* – Human Resources expects to see more federal employment regulation affect the City. The regulations will require Human Resources to spend more time revising processes and then educating the workforce about the changes. Some regulations being considered could place additional financial obligations on the City. An example of this was the recent extension of COBRA benefits.

Human Resources worked in FY09 and continues working in FY10 helping achieve compliance with the major revisions to the federal Family and Medical Leave Act (FMLA) and the Americans with Disabilities Act (ADA).

*Need* – Attaining compliance with the expected number of new federal regulations is a workload and a budgetary concern. In addition to the resources needed to create training materials, staff time and energy are required to help the workforce understand and comply with the regulations. This is not only a workload issue for Human Resources staff, but City staff as well.

### Workforce Development

*Challenge* – The challenge is how the City continues supporting the workforce with development opportunities in tight economic times. Customer needs do not decrease in an economic downturn. Executive development, training, diversity, and workforce planning are important tools when it comes to serving the citizens now, and our ability to serve them in the future.

*Need* – When resources are sparse it is easy to make decisions around short term needs. Recognition of the long term impacts of budget cuts is needed. The City needs to keep the capacity to recruit, retain, and develop a skilled and diverse workforce.

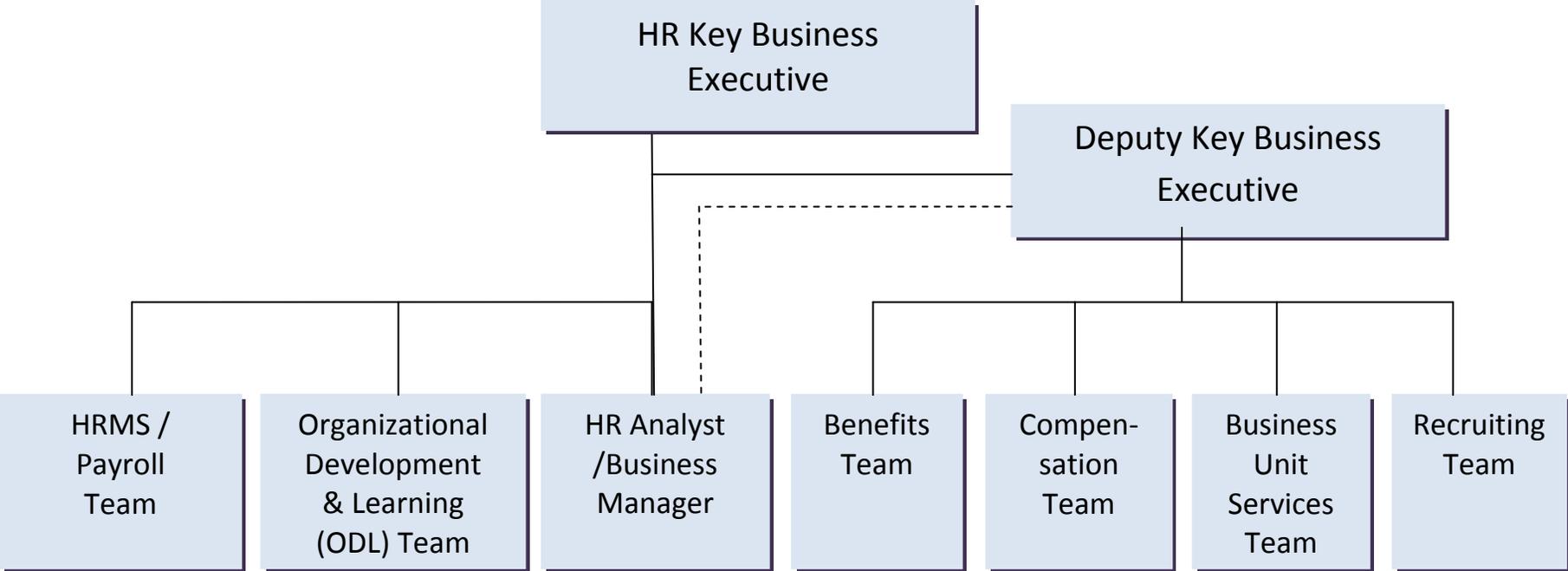
### Technology

*Challenge* – Employment is heavily regulated by the federal and state governments. Compliance processes can be burdensome for managers and employees. The Human Resources Business Unit works to make processes as simple as possible for KBUs while complying with the law. Use of technology is a way Human Resources can

help the City work more efficiently. In recent years implementation of online recruiting, benefits enrollment, and self service time entry has helped the organization achieve efficiencies.

*Need* – Human Resources believes additional efficiencies can be gained with an automated performance management system. The City’s current performance management system is mostly a paper process. As this is a process that affects every employee, automating has the potential for large efficiency gains.

# Human Resources Organizational Chart



## II. Strategy and KBU Planning

### Accomplishments

#### Self Service Time Entry

Self service time entry was expanded to eight additional key businesses in FY09; more than 1,000 employees now have this capability. Self service time entry saves resources by eliminating the need for employees to track their time and then send the information to another employee for entry into PeopleSoft. Additional self service tools were implemented to further improve efficiency and conserve resources. Employees can now update their personal data and tax forms online. They can also view direct deposit advices online, eliminating the need to print and deliver hard copies of advices to employees.

#### Online Benefits Enrollment for Newly Hired Employees

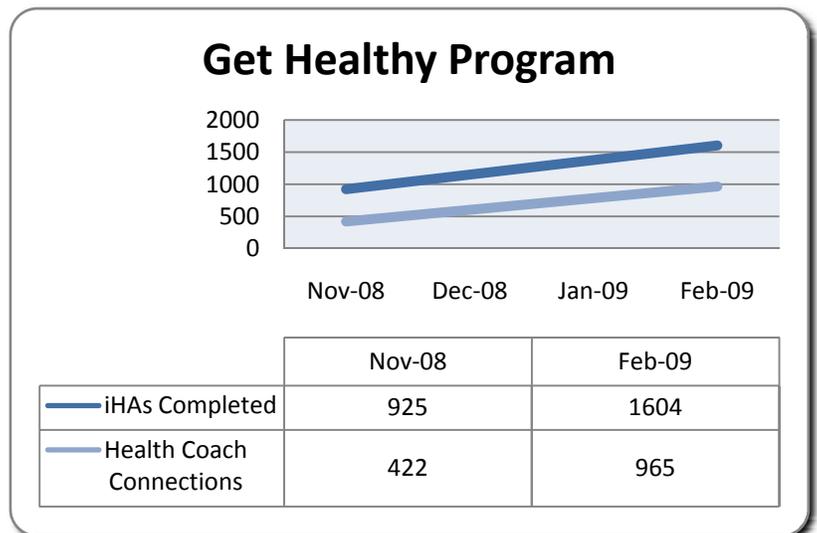
Online enrollment for new hires has been implemented for all KBUs. HR is currently working on the final phase of implementing online enrollment for family status changes.

#### Mentoring Program

The *Shared Leadership Learning (SSL)* mentoring program launched in FY09 and will conclude in early FY10. As budgets become tighter in difficult economic times, shared learning is a cost effective solution to continue staff development. Mid-term level 1 program evaluations show that mentees and mentors rate the program positively, giving scores of 3.4 out of 4.0, and 3.3 out of 4.0, respectively.

#### Get Healthy Program

Preventing illness is a key to controlling escalating health care costs. The new *Get Healthy Program* encourages qualifying employees, retirees, and their family members to take responsibility for their health and provides the tools and resources to make healthy changes. A key component of the *Get Healthy Program* is the Individual Health Analysis (iHA), an online questionnaire that eligible members complete to determine their current health status. The questionnaire helps participants learn about the impact of lifestyle choices on overall health. Once the iHA is completed, participants receive a detailed personal wellness report with helpful information regarding any type of identified health risk they may have, along with suggestions on how to maintain healthy behaviors.



Because preventing illness is a key to controlling escalating health care costs, financial incentives are available under the Get Healthy Program. In summary, in FY09 employees enrolled in the City's medical plans at pre-selected points in time were eligible for rewards:

- \$50 for eligible participants who completed the iHA or made a call to a health coach between October 1<sup>st</sup> and January 15<sup>th</sup>.
- \$50 for eligible participants who made two calls to a health coach or completed the iHA and made one call to a health coach between January 16<sup>th</sup> and June 30<sup>th</sup>.

### Helping Employees Weather the Economic Storm

Through the Employee Assistance Program, City employees and household members have financial and legal resources available to them. Short-term counseling to help with stress, anxiety, depression and more is also available. The program is offered at no cost and is completely confidential.

### **Links to Corporate Strategy**

As a support business unit, Human Resources has identified strategic initiatives to support the City and its key businesses in achieving corporate goals, improving performance, and increasing capacity. Human Resources FY10 strategic initiatives are:

*Provide quality customer service* – Supports the “Enhance Customer Service” corporate objective. Two customer service surveys, one for management and one for employees, are the measurement tools used for this objective.

*Expand availability of online benefits enrollment* – Supports the “Optimize Business Processes” corporate objective. This initiative increases the use of technology to save employees time and increase organizational efficiencies.

*Promote employee and retiree health and wellness strategies to control health care costs* - Supports the “Deliver Competitive Services” corporate objective. As the cost of health care is a major concern, two scorecard objectives support this initiative.

*Promote wellness in the worksite environment* – Supports the “Achieve a Positive Employee Climate” corporate objective. Because health is an important factor in individual well being, this initiative provides and incents healthy choices for the employee population.

*Support and improve organizational performance* – Supports the “Recruit and Retain a Skilled and Diverse Workforce” corporate objective. FY10 is the first year of a multi-year initiative to impact organizational performance, ultimately resulting in a positive impact to the bottom line. The first phase will be built in FY10 and will include development of a framework of standard data attributes from various sources in order to organize decision-level data.

*Diversity initiative* – Supports the “Recruit and Retain a Skilled and Diverse Workforce” corporate objective. This is a multi-year initiative. At this point, a strategy review will take place, along with any necessary revisions. Implementation of the final phase will follow.

*Leadership development* – Supports the “Learning and Growth” corporate objective. The City’s leadership development needs are changing and this initiative continues work began in FY09 to develop leadership programs for the City’s current organization and for the workforce.

### **III. Service Delivery**

Human Resources supports the City’s KBUs in operating their varying businesses. With the core service areas described below, KBUs are provided support to make the City competitive in recruitment and retention of a skilled and diverse workforce, learning and growth, and achieving a positive employee climate. During the current business climate, Human Resources is partnering with business units to navigate workforce issues as the economy continues to change and resources shrink.

#### **Core Service Areas**

*Benefits* – Investigates, selects, implements, administers and evaluates benefits programs designed to make the City a competitive employer. Programs are based on City Council approved human resources philosophy of providing employees moderate levels of income protection against unexpected health, life, and disability risks. Staff researches market conditions and recommends cost effective benefits programs, in addition to administering health and insurance programs. Benefits staff manages contracts with health, dental, disability, prescription drug, life, and disease management vendors. Develops and implements strategies to contain health care costs. Also provides ongoing education and communications to employees and retirees. Counsels with employees/retirees on various benefits issues including health insurance issues and assists employees who are retiring under the NC Retirement System. Ensures compliance with federal laws such as COBRA and HIPAA and associated implementation activities. Staff coordinates the Employee Assistance Program (EAP) through a contracted vendor; serves as central point for maintaining all benefits data in PeopleSoft and transferring/reconciling eligibility data to various vendors. Develops and administers the wellness program, benefits cost avoidance strategies and insurance program design and monitoring. In total, these services help achieve a positive environment, assist with recruitment and retention of a skilled workforce, and ensure delivery of competitive services.

*Business Unit Services* - Provides strategies and programs for recruiting and retaining a workforce with the skills necessary to achieve all other corporate objectives. Business Unit Services is the first point of contact for KBUs for workforce needs. Staff works with the job classification process; recruiting; selection; performance management program; and enhances manager and employee understanding of human resource related policies and practices. Business Unit Services works closely with other HR staff and KBUs on interpretation and training related to federal and state compliance, including Americans with Disabilities Act (Title I), Family and Medical Leave Act and other legal requirements. Also administers employee grievance policy, drug/alcohol testing program, and coordinates the investigation and preparation of responses to charges of employment discrimination. Staff coordinates the City’s Affirmative Action Plan. This service leads the organization in recruiting and retaining a skilled and diverse workforce.

*Compensation* - Provides leadership, initiatives, and recommendations to City management for compensation programs to ensure that the City can attract and retain diverse employees with skills to achieve corporate objectives. Staff administers compensation programs in accordance with City Council approved philosophy that pay will be based on performance while considering market conditions. Base pay

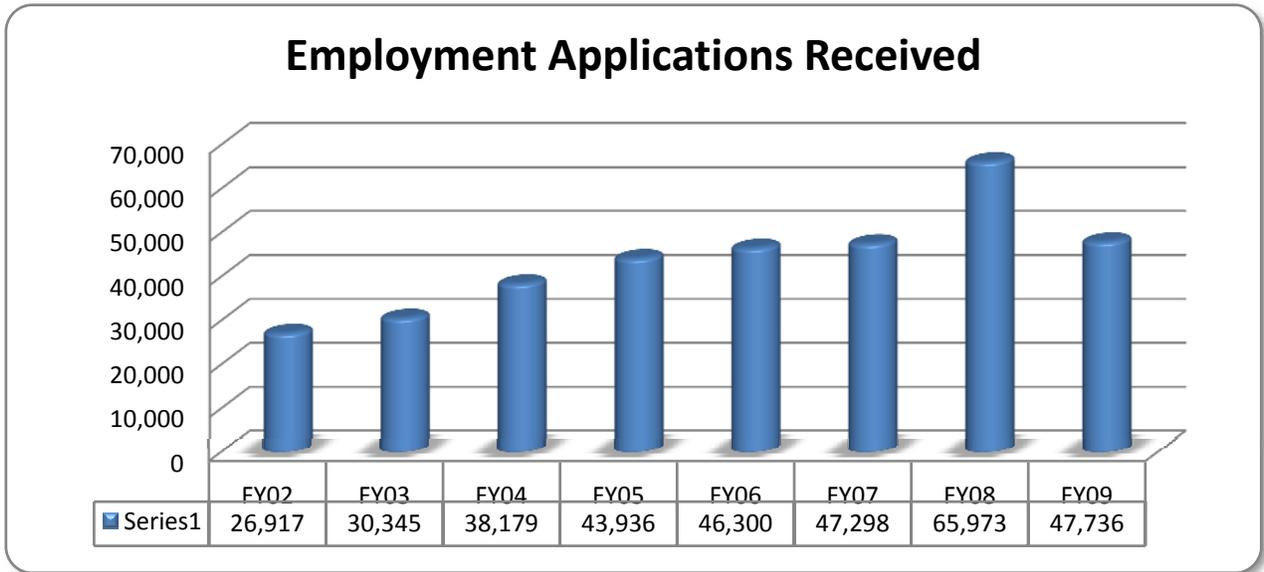
is the primary type of pay used to maintain market competitiveness. Internal salary surveys are conducted and external salary surveys are purchased to determine the Council approved measure of market competitiveness, which is the median of actual salaries. Market trends are also studied each year to develop annual pay recommendations. Manages City's benchmark job classification system; gainsharing; incentive; and longevity payouts; and interprets the Fair Labor Standards Act as it applies to the City's employees. Staff performs calculations of internal benchmarking statistics, including turnover, average pay by job classification, and percent to market by job category.

*Human Resources Management System (HRMS)* – This functional area manages the integrated human resources and payroll system for more than 6,500 regular and temporary employees. HRMS maintains employment-related records such as personal data, job data, pay, benefits, taxes, and leave records for all City employees. Other services provided by HRMS include: maintaining benefit records for retirees with medical coverage; maintaining an automated recruiting system for internal and external applicants to apply online for current job openings; and the development and improvement of technology efficiencies, such as employee self service.

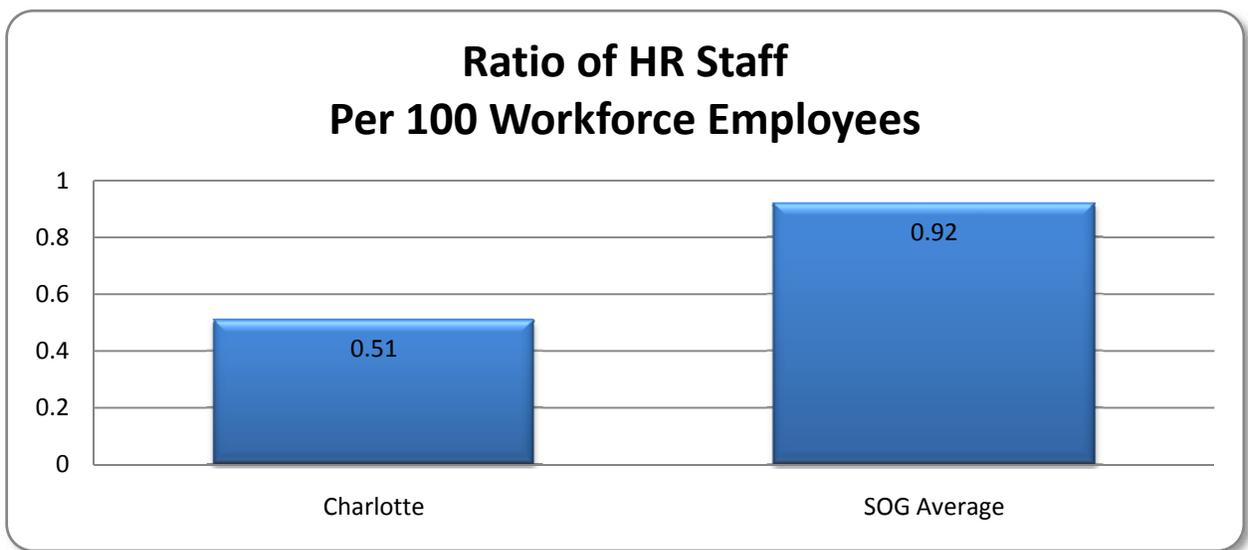
*Organizational Development and Learning (ODL)* – Provides consultation, facilitation and training services that assist the organization and employees in improving performance. ODL staff has expertise in change management, team development and group dynamics. Staff provides management consultation and group facilitation services for business planning, collaborative problem-solving and team building. The responsibility for diversity initiatives, workforce and succession planning also lie with ODL staff. Ongoing workforce training and development programs include leadership development initiatives, business skill development and technology training. Through classroom training, eLearning and coaching, ODL provides opportunities for employees to develop and update their skills in order to achieve corporate and career goals. These services promote learning and growth and the corporate goal to recruit and retain a skilled and diverse workforce.

## Service History and Trends

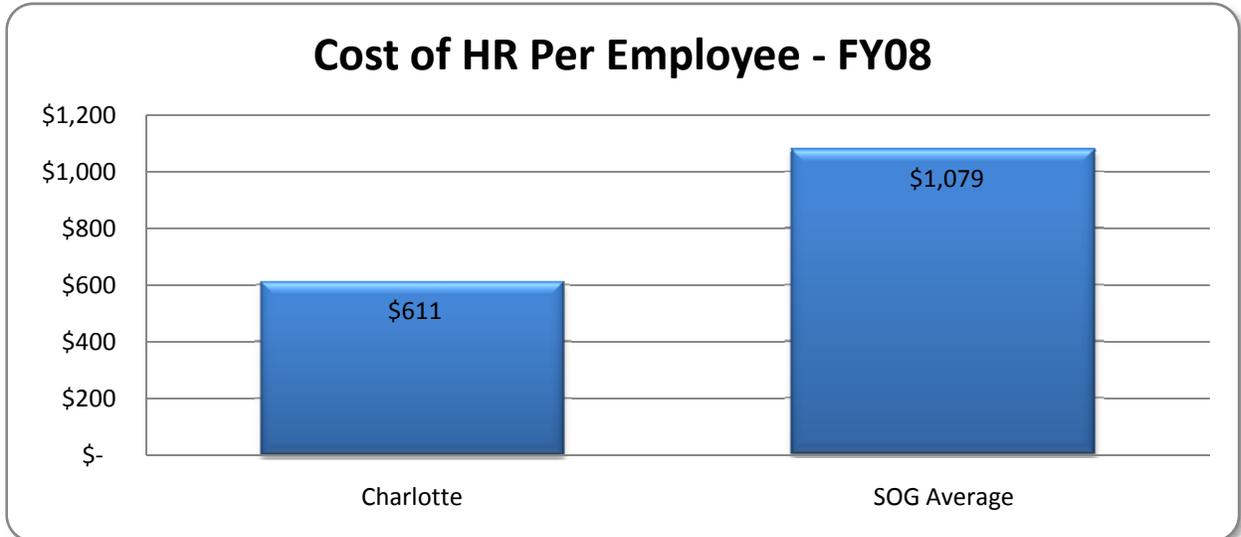
*Applications Received* – During the past five years the number of applications and resumes the City received grew steadily. In May 2008 (FY08), online job application capability was launched. On the first day of operation, the City received over 400 applications. Due to economic conditions, in October of FY09 key businesses began posting only essential positions. Surprisingly, the number of applications received in FY09 was still comparable to FY07. In FY09 more people applied for each available position.



*Efficiency Measure* – The School of Government (SOG) Benchmarking Study calculates the number of human resources staff people per 100 employees served by participating governments. The average for study participants was 0.92 of a human resources position serving 100 employees. For the City, the ratio was 0.51 of a position serving 100 employees.



*Cost of HR* - The School of Government (SOG) Benchmarking Study analyzes the cost of human resources services per employee in an organization. For the City of Charlotte Human Resources Business Unit, the average cost of services per City employee is less than the study average.



## IV. HR FY10-11 Balanced Scorecard Report

\$\$ Denotes incentive target.

Perspective	Corporate Objective	KBU Initiative	Measure	Prior Year Actual for FY09	Lead Or Lag	PERFORMANCE DATA FY10 Target	PERFORMANCE DATA FY11 Target	PERFORMANCE DATA YTD	PERFORMANCE DATA Status	Comments/ Explanation (To be completed at mid-year and year-end reporting)
Run the Business	Enhance Customer Service	Provide quality customer service.	Survey Assistant City Managers and Key Business Executives about HR's customer service.	4.62	Lag	Total average survey score of 4.25 out of 5.0. \$\$	Total average survey score of 4.25 out of 5.0.	To be measured in June of 2010.		
Run the Business	Enhance Customer Service	Provide quality customer service.	Survey 1,000 randomly selected City employees about HR's customer service.	4.7	Lag	Total average survey score of 4.0 out of 5.0. \$\$	Total average survey score of 4.0 out of 5.0.	To be measured in June of 2010.		
Run The Business	Optimize Business Processes	Expand availability of online benefits enrollment.	Expand availability of online benefits enrollment.	Online enrollment for new hires has been implemented for all KBUs. HR is currently working on the final phase of implementing online enrollment for family status changes.	Lag	Expand availability of online benefits enrollment for family status changes on KBU by KBU basis.	Expand availability of online benefits enrollment for family status changes on KBU by KBU basis.			
Manage Resources	Deliver Competitive Services	Promote employee and retiree health and wellness strategies to control health care costs.	Percentage of employees and retirees receiving preventative health care services.	Achieved increase in % of employees and retirees receiving preventative health care services.	Lag	Increase % of employees and retirees receiving preventative health care services over FY09.	Increase % of employees and retirees receiving preventative health care services over FY10.			

Perspective	Corporate Objective	KBU Initiative	Measure	Prior Year Actual for FY09	Lead Or Lag	PERFORMANCE DATA FY10 Target	PERFORMANCE DATA FY11 Target	PERFORMANCE DATA YTD	PERFORMANCE DATA Status	Comments/ Explanation (To be completed at mid-year and year-end reporting)
Manage Resources	Deliver Competitive Services	Promote employee wellness strategies through incentives to control health care costs.	Increase the % of employees, dependents, and retirees engaging in the Get Healthy Program.	Eligible: 12,028 iHAs completed: 1,725 Coaching: 1,265  *#'s are snapshot from Qtr 2.	Lag	Increase the % of employees, dependents, and retirees engaging in the Get Healthy Program over FY09 levels.	Increase the % of employees, dependents, and retirees engaging in the Get Healthy Program over FY10 levels.			Get Healthy Program engagement includes completed iHAs and health coach engagement.
Develop Employees	Achieve a Positive Employee Climate	Promote Wellness in the Worksite Environment.	100% of HR divisions will implement at least two initiatives as part of their FY10 work plan.	100% of HR divisions implemented one wellness initiative as part of their FY09 work plan.	Lag	100% of HR divisions will implement at least two initiatives as part of their FY10 work plan. \$\$	100% of HR divisions will implement at least two initiatives as part of their FY10 work plan.			
Develop Employees	Achieve a Positive Employee Climate	Promote Wellness in the Worksite Environment.	90% of HR staff will take the Get Healthy Program iHA.	NA	Lag	90% of HR staff will take the Get Healthy Program iHA. \$\$	90% of HR staff will take the Get Healthy Program iHA.			iHA is an Individual Health Assessment.
Develop Employees	Recruit and Retain a Skilled and Diverse Workforce	Create a framework for collecting decision-level data to support/improve organizational performance.	Develop a framework of standard data attributes from various sources to support/improve organizational performance.	NA	Lead	Complete framework by June 30, 2010. \$\$	HR will partner with KBUs to support/improve organizational performance and will seek to reduce costs in future years.			This item is the stretch target.

Perspective	Corporate Objective	KBU Initiative	Measure	Prior Year Actual for FY09	Lead Or Lag	PERFORMANCE DATA FY10 Target	PERFORMANCE DATA FY11 Target	PERFORMANCE DATA YTD	PERFORMANCE DATA Status	Comments/ Explanation <i>(To be completed at mid-year and year-end reporting)</i>
Develop Employees	Recruit and Retain a Skilled and Diverse Workforce	Review the strategic diversity initiative and revise as needed.	Review the strategic diversity initiative and revise as needed.	Multi-year initiative with Phase III expected to be completed by end of FY09.	Lag	Complete review and revision by June 30, 2010.				
Develop Employees	Learning and Growth	Continue implementation of revised leadership development strategy, focused on expanded audience and current organizational challenges.	Continue implementation of revised leadership development strategy, focused on expanded audience and current organizational challenges.	Developed revised leadership development strategy.	Lead	80% of attendees surveyed report transferring learning from classroom to the work environment.				

## Measure Validation

Human Resources – ACM/KBE Customer Service Incentive Target		
<b>Corporate Objective:</b> Enhance Customer Service		
<b>KBU Initiative:</b> Provide quality customer service		
<b>Measure:</b> Survey Assistant City Managers and Key Business Executives about HR's customer service.		
<b>Units of Measure:</b> Total average survey score of 4.25 out of a possible 5.0.		<b>Frequency of Update:</b> Annually.
<b>Measurement Intent:</b> To be a solutions-oriented business partner and provide quality customer service.		
<b>Measurement Formula:</b> Total average survey score of 4.25 out of a possible 5.0.		
<b>Data Elements and Sources:</b> Data sources will be the completed surveys of the participants.		
<b>Source For and Approach to Setting Targets:</b> This is a standard survey calculation.		
<b>Data Contact:</b> Teresa Curlin		
<b>Target Setting Responsibility:</b> HR Leadership	<b>Accountability for Meeting Target:</b> Human Resources	<b>Tracking/Reporting Responsibility:</b> Teresa Curlin

Human Resources – Employee Customer Service Incentive Target		
<b>Corporate Objectives:</b> Enhance Customer Service		
<b>KBU Initiative:</b> Provide quality customer service		
<b>Measure:</b> Survey 1,000 randomly selected employees about HR's customer service.		
<b>Units of Measure:</b> Total average survey score of 4.0 of possible 5.0		<b>Frequency of Update:</b> Annually.
<b>Measurement Intent:</b> To provide quality customer service for employee needs, that translates into a positive employee climate.		
<b>Measurement Formula:</b> Total average survey score of 4.0 out of a possible 5.0.		
<b>Data Elements and Sources:</b> Data sources will be the completed surveys of the selected participants.		
<b>Source For and Approach to Setting Targets:</b> This is a standard survey calculation.		
<b>Data Contact:</b> Teresa Curlin		
<b>Target Setting Responsibility:</b> HR Leadership	<b>Accountability for Meeting Target:</b> Human Resources	<b>Tracking/Reporting Responsibility:</b> Teresa Curlin

Human Resources - Expansion of Online Benefits Enrollment		
<b>Corporate Objective:</b> Optimize Business Processes		
<b>KBU Initiative:</b> Expand availability of online benefits enrollment		
<b>Measure:</b> Expand availability of online benefits enrollment to include family status changes.		
<b>Units of Measure:</b> KBUs, divisions, and work groups.	<b>Frequency of Update:</b> Annually.	
<b>Measurement Intent:</b> To optimize business process by eliminating redundant work through empowering employees to input benefits information rather than providing written information to payroll clerks to key the information.		
<b>Measurement Formula:</b> Count additional KBUs, divisions, or work groups with capability.		
<b>Data Elements and Sources:</b> Human Resources Management System.		
<b>Source For and Approach to Setting Targets:</b> Expansion of technology efficiencies one work group at a time.		
<b>Data Contact:</b> Tammy Boyles and Anna Ellis		
<b>Target Setting Responsibility:</b> HR Leadership	<b>Accountability for Target:</b> Human Resources	<b>Tracking/Reporting Responsibility:</b> Tammy Boyles and Anna Ellis

Human Resources – Promote Wellness Strategies to Control Health Care Costs		
<b>Corporate Objective:</b> Deliver Competitive Services		
<b>KBU Initiative:</b> Promote employee and retiree health and wellness strategies to control health care costs		
<b>Measure and Target:</b> Percent of employees and retirees receiving preventive health care services, with target to increase percent each year.		
<b>Units of Measure:</b> Percentage.	<b>Frequency of Update:</b> Annually.	
<b>Measurement Intent:</b> Increase employee and retiree participation in preventive health care to control rising health care costs.		
<b>Measurement Formula:</b> Percent of employees and retirees getting key preventive health screenings over FY09.		
<b>Data Elements and Sources:</b> Participation data as reported by vendor(s).		
<b>Source For and Approach to Setting Targets:</b> Participation data provided by vendor(s) based on eligibility reported by the City. The Benefits Staff will compare changes in participation from year to year.		
<b>Data Contact:</b> Anna Ellis		
<b>Target Setting Responsibility:</b> HR Leadership	<b>Accountability for Meeting Target:</b> Human Resources	<b>Tracking/Reporting Responsibility:</b> Anna Ellis

Human Resources – Wellness Incentives		
<b>Corporate Objective:</b> Deliver Competitive Services		
<b>KBU Initiative:</b> Promote employee wellness strategies through incentives to control health care costs		
<b>Measure and Target:</b> Increase the percent of employees, dependents, and retirees engaging in the Get Healthy Program.		
<b>Units of Measure:</b> Percentage.	<b>Frequency of Update:</b> Annually by program year.	
<b>Measurement Intent:</b> Increase employee and medical plan member engagement in wellness to control rising health care costs.		
<b>Measurement Formula:</b> Number of employees, covered dependents and covered retirees under 65 participating divided by the number of eligible employees, covered dependents and covered retirees under 65.		
<b>Data Elements and Sources:</b> Participation data as reported by vendor(s) and benefits eligibility data as reported by the City. 2 <sup>nd</sup> quarter numbers will be used for measurement purposes.		
<b>Source For and Approach to Setting Targets:</b> Participation data provided by vendor(s) for eligible participants. The Benefits staff will compare changes in participation from FY09 to FY10.		
<b>Data Contact:</b> Anna Ellis and Christina Fath		
<b>Target Setting Responsibility:</b> HR Leadership	<b>Accountability for Meeting Target:</b> Human Resources	<b>Tracking/Reporting Responsibility:</b> Anna Ellis
<b>Notes/Assumptions:</b> Although measurement will be conducted annually, it will be based on a snapshot of program participation at a point in time.		

Human Resources - Wellness Incentives		
<b>Corporate Objective:</b> Achieve Positive Employee Climate		
<b>KBU Initiative:</b> Promote Wellness in the Worksite Environment		
<b>Measure:</b> 100% of HR divisions will implement at least two initiatives as part of their FY10 work plan.		
<b>Units of Measure:</b> Each HR division will participate (technically this # is 5, divided into 6 for this purpose).	<b>Frequency of Update:</b> Annually – fiscal year.	
<b>Measurement Intent:</b> To engage HR divisions in identifying opportunities within the worksite to promote health and wellness.		
<b>Measurement Formula:</b> Number of divisions (6) hosting wellness activities during their assigned month.		
<b>Data Elements and Sources:</b> Track division activities.		
<b>Source For and Approach to Setting Targets:</b> Recommendation from HR staff group and Wellness Administrator.		
<b>Data Contact:</b> Christina Fath		
<b>Target Setting Responsibility:</b> HR management	<b>Accountability for Meeting Target:</b> Human Resources	<b>Tracking/Reporting Responsibility:</b> Christina Fath

Human Resources - Wellness Incentive Target		
<b>Corporate Objective:</b> Achieve Positive Employee Climate		
<b>KBU Initiative:</b> Promote Wellness in the Worksite Environment		
<b>Measure:</b> 90% of HR staff will take the Get Healthy Program iHA.		
<b>Units of Measure:</b> Percentage.	<b>Frequency of Update:</b> Annually – fiscal year	
<b>Measurement Intent:</b> To engage HR employees in wellness activities.		
<b>Measurement Formula:</b> Number of eligible HR employees participating in iHA / number of eligible HR employees x 100%.		
<b>Data Elements and Sources:</b> Track number of eligible employees participating in the challenges and the total number of eligible HR employees.		
<b>Source For and Approach to Setting Targets:</b> Recommendation from HR staff group and Wellness Administrator.		
<b>Data Contact:</b> Christina Fath		
<b>Target Setting Responsibility:</b> HR Management	<b>Accountability for Meeting Target:</b> Human Resources	<b>Tracking/Reporting Responsibility:</b> Christina Fath

Human Resources - Performance Improvement Through Use of Data Framework Measure Validation		
<b>Corporate Objective:</b> Recruit and Retain a Skilled and Diverse Workforce		
<b>KBU Initiative:</b> Create a framework for collecting decision-level data to support/improve organizational performance		
<b>Measure and Target:</b> Develop a framework of standard data attributes from various sources to support/improve organizational performance by June 30, 2010.		
<b>Units of Measure:</b> Completion of the framework of standard data attributes.	<b>Frequency of Update:</b> Annually by fiscal year for scorecard, monthly within HR.	
<b>Measurement Intent:</b> Provide the KBUs with data to determine strategies and programs to recruit and retain a skilled and diverse workforce to optimize organizational performance. Initiative to take place in stages over several fiscal years. In FY10 data sources will be selected, data will be extracted and tested for validity, and data will be collected into a decision-making framework to support/improve organizational performance. In FY11 KBUs will be introduced to data framework, HR will partner with KBUs to define and implement strategies and programs to support/improve performance. After FY10, this initiative expects to impact organizational performance and, in future years, seeks to reduce costs.		
<b>Measurement Formula:</b> FY10: Completion of the framework of standard data attributes.		
<b>Data Elements and Sources:</b> Will be a variety of HR data (turnover, absence, overtime, ESC, demographics, etc.) available through City of Charlotte systems and public data sources.		
<b>Source For and Approach to Setting Targets:</b> Variety of data systems and data holders – PeopleSoft, MPC, KBUs, Prism – will be utilized by the HR Team to establish standard attributes and build the framework.		
<b>Data Contact:</b> Cheryl Brown		
<b>Target Setting Responsibility:</b> Business Unit Services Group	<b>Accountability for Meeting Target:</b> Business Unit Services Group	<b>Tracking/Reporting Responsibility:</b> Business Unit Services Group

Human Resources - Strategic Diversity Initiative		
<b>Corporate Objective:</b> Recruit and Retain a Skilled and Diverse Workforce		
<b>KBU Initiative:</b> Review the strategic diversity initiative and revise, as needed		
<b>Measure:</b> Review the strategic diversity initiative and revise, as needed.		
<b>Units of Measure:</b> NA	<b>Frequency of Update:</b> Annually – fiscal year	
<b>Measurement Intent:</b> Review the strategic diversity initiative and revise, as needed.		
<b>Measurement Formula:</b> NA		
<b>Data Elements and Sources:</b> Diversity Destination Document		
<b>Source For and Approach to Setting Targets:</b> Analyze trends identified during training Phases 1-3, solicit feedback from Develop Employees Work team and Manager’s Cabinet		
<b>Data Contact:</b> Candy Phillips		
<b>Target Setting Responsibility:</b> HR Leadership	<b>Accountability for Meeting Target:</b> Human Resources	<b>Tracking/Reporting Responsibility:</b> Candy Phillips / Deywon Arant-McAdoo

Human Resources - Leadership Development		
<b>Corporate Objective:</b> Learning and Growth		
<b>KBU Initiative:</b> Continue implementation of revised leadership development strategy, focused on expanded audience and current organizational challenges		
<b>Measure:</b> Continue implementation of revised leadership development strategy, focused on expanded audience and current organizational challenges.		
<b>Units of Measure:</b> Percentage.	<b>Frequency of Update:</b> Annually – fiscal year.	
<b>Measurement Intent:</b> Increased transfer of learning.		
<b>Measurement Formula:</b> Learning participants will be surveyed.		
<b>Data Elements and Sources:</b> Learning evaluations.		
<b>Source For and Approach to Setting Targets:</b> 80% of attendees surveyed report transferring learning from classroom to the work environment.		
<b>Data Contact:</b> Candy Phillips		
<b>Target Setting Responsibility:</b> HR Leadership	<b>Accountability for Meeting Target:</b> Human Resources	<b>Tracking/Reporting Responsibility:</b> Candy Phillips / Deywon Arant-McAdoo

## **V. Resources**

HR requested three service/current level changes for FY10. These requests and the funding outcomes are outlined below.

<b>FY10 SLC/CCL</b>	<b>Cost Center</b>	<b>FY10 Amount</b>	<b>KBU Rank</b>	<b>Funding</b>
PeopleSoft Upgrade	11501	\$378,400	1	Granted
PeopleSoft Maintenance and Support	11501	\$51,543	2	Granted
Plateau Maintenance	10800	\$23,525	3	Granted
Total		\$453,468		

## **VI. Conclusion**

Fiscal Year 2010 will bring more challenges to the City, fiscal and otherwise, Human Resources stands ready to help the key businesses solve new business problems while continuing to deliver essential services to citizens.

## **VII. Appendices**

- A. KBU Link to Corporate Scorecard

## City of Charlotte

### Vision

Community of Choice for Living, Working  
and Leisure

### City Council Focus Areas

*Community Safety - Communities within a City Environment  
Transportation - Economic Development*

Run the  
Business

Enhance  
Customer Service

Optimize Business  
Processes

Manage  
Resources

Deliver Competitive  
Services

Develop  
Employees

Achieve a Positive  
Employee Climate

Recruit & Retain a Skilled,  
Diverse Workforce

Promote Learning &  
Growth