

HUMAN RESOURCES SYSTEM OF EXCELLENCE STRATEGIC OBJECTIVES: 2008-2012

Washoe County Vision Statement

Washoe County is home to Lake Tahoe, one of the most beautiful places on earth; to the majestic Sierra Nevada mountains; to the life-giving Truckee River; to vast open ranges and blue sky; to pastoral ranches and to friendly, vibrant communities including the cities of Reno and Sparks.

- ◆ Our vision is that by preserving and enhancing our high quality of life, Washoe County will remain a healthy, safe and compelling place in which to live, work, recreate, visit and invest.

Washoe County Mission Statement

The mission of Washoe County is to provide efficient, effective and high quality public services through:

- ◆ Excellent regional services;
- ◆ Open informed and collaborative decision-making;
- ◆ Valued staff that is accessible and accountable;
- ◆ Quality, sustainable facilities and infrastructure;
- ◆ Responsible growth management; and
- ◆ Preservation of our natural resources, open spaces and magnificent natural landscape.

Our service role in fulfillment of this mission includes, but is not limited to justice and public safety, health and sanitation, social services, culture and recreation, elections and administrative services, and public works.

Washoe County Strategic Priorities 2006-2008

- ◆ Improve Public Safety, Security and Health
- ◆ Preserve and Enhance Our Quality of Life
- ◆ Improve Regional Collaboration
- ◆ Support a Healthy Economy
- ◆ Promote Financial Accountability of Washoe County
- ◆ Provide Excellent Public Services
- ◆ Develop our Workforce

Human Resources Mission

Human Resources is about passionately leading the organization in creating and building a culture of excellence through developing, engaging and supporting the workforce in the efficient, effective and progressive delivery of public service.

Overriding Philosophy

The Human Resources Department believes in modeling excellence in public service by embracing the principles of a higher organization, serving as change agents in support of strategic efforts, developing mindful leadership and supporting the workforce in a continuous learning environment.

Commitments

The Human Resources Department is committed to creating HR practices that embrace mindful leadership, focus and deliver on customer expectations and are aligned with our overriding mission and philosophy.

Human Resources Values

We value...

Being Creative

We are dedicated to finding new ways of meeting challenges. We encourage on-going learning and provide opportunities for innovative ideas to flourish.

Collaborative Relationships

We believe in building teamwork through backing each other up, helping each other succeed, and appreciating the contributions of others. We strive to approach current situations in new ways.

Critical Thinking and Intellectual Challenge

We strive to use a disciplined, intellectual approach to gather, analyze and evaluate information. We use our beliefs to guide our actions

Customer Responsiveness

We enjoy working where connection with our customers is frequent and the opportunity to delight them is a priority. We are customer focused and take appropriate, quick and complete action in order to meet and exceed our customers' needs and expectations.

Engagement

We strive to exercise continuous judgment, discretion, and creativity for aligning the work programs and processes with the strategic objectives of the department.

Flexibility

We strive to positively and pro-actively demonstrate the knowledge and ability to successfully adapt to changes in technology, resources, and technical processes. We take pride in being a model of a strong leadership system built on centers of excellence.

Mindfulness and Respect

We are dedicated to demonstrating self-awareness, respect for one another, and tolerance of diversity. We believe in building trust, using humor to develop relationships, and maintaining our own and others' integrity.

Personal Responsibility and Accountability

We believe in taking ownership of our own actions and strive to follow through on commitments and timelines. We encourage individuals to step up and take control of situations to achieve reasonable outcomes.

Work/Life Balance

We believe that a healthy balance between work and life contributes to a positive mental outlook and satisfaction. We strive for an environment that allows for a balance of family, career, self-fulfillment and opportunities to learn and grow.

Human Resources Competencies

Personal Creditability

Has a track record of success

Instills confidence in others

Asks important questions

Stands up for beliefs

Provides candid observations

Builds partnerships and collaborative relationships with others by working toward mutual goals.

Sells ideas and HR approaches to line managers in a way that builds commitment.

Initiates discussion, provides alternative insights, and takes action on the HR implications of business strategy and issues.

Change Management

Is visionary

Identifies problems central to County success

Encourages others to be creative

Puts specific problems in context of the larger system.

Demonstrates: Effective consulting skills: works to understand needs, evaluation/diagnosis, clarifies roles and responsibilities, partners with clients, designs solutions, follows through on commitments

Effective facilitation skills: facilitates teams, groups, task forces, etc. designs processes to accomplish goals at meetings or other forums

Effective design and facilitation of organization change: understands the principles and processes of organization change and development, initiates and leads change, designs plans for change, balances and manages change under conditions of uncertainty and paradox

Culture Management

Champions culture-transformation process

Translates desired culture into specific behaviors

Shares knowledge across organizational boundaries

Challenges the status quo and introduces new ways of thinking.

Identifies the culture required to meet the County's business strategy and frames culture in a way that excites employees

Selects, designs, and integrates HR systems/practices to build the organizational mind-set, capability, and competitive advantage required to support a sustainable County culture

Encourages executives to behave consistently with the desired culture

HR Delivery

Is knowledgeable about "best in class" HR practices

Is knowledgeable about human resources laws and policies

Measures the effectiveness of HR systems and practices

Designs and delivers leading-edge HR practices to meet County needs:

Employee relations: handles employee issues and conflicts, HR policies and practices

Learning and development: supports individual and team development, career development, training and experience-based learning

Measurement and reward: manages performance, compensation, benefits

Organization design: knowledgeable about and implements organizational structure, work teams, and succession planning

Recruitment, selection and staffing: attracts, identifies and assesses talent, encourages diversity, champions retention

Business Knowledge

Has an understanding of:

- Human resource practices
- Organizational structure
- Competitor analysis

- Key organizational disciplines outside of HR
- Computer information systems

Understands the implications of the complexity of a public service environment

Links HR policies and practices to the County's strategic priorities

Links HR outcomes to business results

Knowledgeable of business processes and how to improve efficiency and effectiveness

Objective 1: Lead the organization by building and developing an engaged workforce capable of achieving the County's Strategic Priorities that are in alignment with the County Vision, Mission and Values.

Objective 2: Leverage technology to enable the delivery of effective, efficient, innovative and state-of-the-art Human Resource practices.

Objective 3: Create and utilize HR performance management data, measures and metrics to guide decision-making in support of strategic County priorities.

Objective 4: Preserve the rights of the County of Washoe as employer in its relationships with its bargaining units by negotiating labor agreements, overseeing administration of those agreements, and assisting management staff in the development of, and adherence to, provisions of the agreements as well as state and federal labor laws.

OBJECTIVE 1: Lead the organization by building and developing an engaged workforce capable of achieving the County's Strategic Priorities that are in alignment with the County Vision, Mission and Values.

Center of Excellence: Administration
Goal 1: Implement continuous improvement process for a self service front desk
<p>Tactics:</p> <ul style="list-style-type: none"> • Implement the HR best practice of paperless employment applications by moving to 100% apply on-line • Provide rank/scoring information on test result letters • Assist with implementation of department dashboard to reduce request of paper applications
Goal 2: Continuous training of staff
<p>Tactics:</p> <ul style="list-style-type: none"> • Continue with technology training of staff • Development of administrative filing policy for HR department • Maintain electronic desk manuals for HR positions
Goal 3: Revise County policies and County Code
<p>Tactics:</p> <ul style="list-style-type: none"> • Develop schedule for review and revision of existing policies • Review and revise County Code
Goal 4: Develop FAQ sheet for AAll position
<p>Tactics:</p> <ul style="list-style-type: none"> • Compile information of frequently asked questions of Administrative Assistant II position to assist with transition in staffing and desk coverage
Center of Excellence: Benefits Administration

Goal 1: To effectively manage and design our benefit & wellness programs to ensure Washoe County is aligned with best practices and can attract, retain and motivate a talented workforce – FY07/08 – ongoing

Tactics:

- Conduct an analysis of all benefit programs county-wide to ensure we are offering the best in class benefits while working within budget parameters (cost effective). FY07/08 - ongoing
- Continue to monitor market to stay on top of best practices. FY07 - ongoing
- Conduct Employee Opinion survey to gather feedback on benefit programs and how we can continuously improve. FY08

Goal 2: To promote a healthy, productive workforce, and decrease absenteeism due to sick leave. – FY07 – FY12

Tactics:

- Manage the Wellness Program to meet the needs of the workforce. – FY08 – FY12
- Conduct a Wellness employee survey to assess the needs and gather feedback. – FY07 – each year
- Achieve Well Workplace award status with Wellness Council of America (WELCOA) – FY10
- Create operational plan for the workplace wellness program.

Goal 3: Embed Baldrige principals into benefit plan design and communication – FY07/08

Tactics:

- Practice continuous process improvements/streamline – FY07 - ongoing
- Amend DCP 457 Administrative Agreement to automate withdrawals and rollovers – FY07/08

Center of Excellence: Technical Services

Goal 1: Allocate resources toward workforce development objectives while continuing to improve payroll and records maintenance business processes.

Tactics:

- Work across functional HR areas to integrate workforce development objectives into the annual budget process and mid-year reclassifications
- Combine HR functional expertise and resources with Finance/Budget and Technology Services to assist County Departments with workforce planning efforts culminating in above base annual budget processes and mid-year classification requests
- Transition Technical Services business processes toward an interdisciplinary team to advise management regarding workforce development activities, conclusions, and options for immediate and future improvements tied to County Vision, Mission and Values

Actions:

1. Develop a business process improvement proposal for integrating an interdisciplinary workforce development team into the annual budget and mid-year classification processes
2. Team with WFD, R&S , HRIS, Finance/Budget, and Technology Services to support and assist departments with workforce development and staffing efforts

Goal 2: Streamline payroll and records maintenance processes to divert all possible resources toward workforce development efforts.

Tactics:

- Minimize Technical Services process redundancies and empower departments by capitalizing on HRIS capabilities
- Partner with WINnet and Department HR Reps to develop SAP HR Rep certification programs

Actions:

1. Revise HR Specialist III and Technical Services OSS job descriptions and desk manuals to minimize duplication and of effort and redundant paperwork and processes
2. Develop HR Rep competencies and training curriculum for beginning, intermediate, and advanced SAP HR Rep certifications
3. Schedule training courses and initiate SAP HR Rep training sessions

Goal 3: Design and implement a multi-purpose, interactive SAP based qualifications catalog.

Tactics:

- Work with R&S, WFD, HRIS, Departments and WINnet to design an interactive qualifications catalog specification
- Work with R&S, WFD, HRIS, pilot Departments and WINnet to populate the interactive qualifications catalog
- Implement a county-wide interactive qualifications catalog that supports Technical Services, R&S, WFD, and lays the foundation to implement a full scale Learning Solutions Module in SAP

Actions:

1. Work with HRIS to initiate an HR Department-wide SAP qualifications catalog Project
2. Research best practices for documenting job class specifications (i.e., essential functions, KSA's, qualification statements, etc.) and associated job qualifications
3. Research best practices for developing and maintaining employee skills inventories

Center of Excellence: Recruitment and Selection

Goal 1: In collaboration with Technical Services and Workforce Development, develop a model of HR information/data and reports to be provided to departments that assist in workforce decisions, activities and programs.

Tactics:

- Determine the metrics to be provided including recruitments conducted for the department, employees hired by classification and date, retention calculations, and skills assessment of employees hired.
- Develop SAP reports and deliver to Analyst desktops including creating a comprehensive workforce projection report to be shared with the departments at the start of the budget cycle.
- Train Analysts on interpretation and use of reports in workforce development activities with departments.
- Develop feedback tool to assess the effectiveness of workforce development initiatives.

Goal 2: Build strategic partnerships with county departments to enhance workforce success. (Same goal as WF Dev and Training)

Tactics:

- Train HR Team to provide internal consulting to the departments on workforce issues and initiatives.
- Partner with HR Team to facilitate workforce development planning in targeted departments.
- Build relationships with departments to enable on-going delivery of strategic HR deliverables.
- Partner with targeted departments to build qualifications/competencies models.

Goal 3: Based upon the results of workforce development initiatives and needed skills set of

changing workforce, develop partnerships with local educational institutions and businesses to meet the employment needs of Washoe County.

Tactics:

- Create a summary of skills needed for WC workforce and design/utilize selection instruments to select candidates with the best skills for the positions.
- Develop programs for meeting skills and necessary educational level of the changing workforce including adopt a school program, career days, mentors in the workplace, occupational fairs, internships and post grad programs.

Center of Excellence: Workforce Development and Training

Goal 1: Facilitate the transformation of the HR Department to a higher performing, integrated HR system.

Tactics:

- Design and implement HR professional competency model
- Train HR team on the competency model
- Integrate HR competencies into HR Performance Evaluations
- Assess competency levels of HR team
- Consult with HR team to write and execute Individual Development Plans
- Assess competency levels of HR staff
- Consult/partner with HR team to align HR practices

Actions:

1. Reassess and redeploy project team to develop qualifications/competencies catalog

Goal 2: Build strategic partnerships with the County Departments to enhance workforce success

Tactics:

- Provide internal consulting to the departments on strategic workforce issues and initiatives
- Partner with HR team to facilitate Workforce Development Planning in targeted departments (emphasis on Baldrige pilot departments?)
- Build relationships with departments to enable on-going delivery of strategic HR deliverables
- Partner with targeted departments to build qualifications/competencies models

Goal 3: Embed County culture and Baldrige principles into all existing and new initiatives.

Tactics:

- Develop an understanding of a County-wide culture
- Incorporate culture and Baldrige Principles into all new and existing training programs

Actions:

1. Design a County Culture and HPO module to incorporate into NEO
 2. Review all existing training to ensure culture and HPO are integrated into programs and revise as necessary
- Incorporate culture and Baldrige Principles into Employee Performance Management System
 - Partner with other departments (Community Relations?) to promote County culture and higher performing organization concepts
- Actions:
1. Create departmental Baldrige teams tracking chart and offer to other departments
 2. Identify HPO departments/divisions, analyze and communicate their success stories
- Partner with HR team to incorporate culture and Baldrige Principles into HR practices and deliverables
 - Consult with County departments to embed County culture and incorporate higher performing organization principles into their organizations

Goal 4: Provide opportunities for world-class learning and development to County employees.

Tactics:

- Complete Learning and Development needs assessment
- Develop new training programs
- Continuously improve existing training and development

Actions:

1. Review and revise NEO
 2. Review and revise Performance Management
- Design and deliver new learning and development options

Actions:

1. Develop performance support tools to enhance employee success

Goal 5: Develop the County's leadership talent pool.

Tactics:

- Design and deliver a comprehensive leadership development system

Actions:

1. Develop and implement leadership talent assessment methodology
2. Develop and implement succession planning processes and tools
3. Develop and implement mentoring program
4. Design and deliver appropriate learning and development opportunities

Center of Excellence: HRIS

Goal 1: To train all HR staff as expert users on SAP's HR functionality to ensure Washoe County is aligned with the County vision, Mission and Values and the Baldrige standard of excellence.

Tactics:

- Determine and document actions/information entire HR staff should be able to access and provide county wide as needed.
- Review SAP access levels of all HR staff to ensure proper separation controls are in place while also maintaining department wide access to basic HR functions to assist county wide.
- Conduct department survey to assess user levels and identify additional training areas.
- Conduct training sessions based on survey results to ensure staff expertise level as required.

Goal 2: Train department HR reps on SAP's HR functionality to ensure they assist their departments in achieving the County's Strategic Priorities.

Tactics:

- Design and conduct training classes based on HR rep SAP access and the needs of their department heads and supervisors.
- Create a report "quick reference" guide with WINnet to assist HR reps and department heads run relevant reports to satisfy their needs and maintain department autonomy.

OBJECTIVE 2: Leverage technology to enable the delivery of effective, efficient, innovative and state-of-the-art Human Resource practices.

Center of Excellence: Administration

Goal 1: Streamline filing processes with Imaging resources

Tactics:

- Identify records for imaging
- Catalog records for retrieval

Review retention schedules to reduce storage of files in HR department

Goal 2: Research best practices for updated technology such as Blackberry units, I-Phones, etc.

Tactics:

- Identify needs of HR staff regarding phones, laptops, palm pilots, etc.
- Consult with Technology Services staff to identify electronic communication tools supported by County
- Identify budget resources for purchase of equipment

Goal 3: Develop plan for video streaming

Tactics:

- Research best practices and uses of video streaming for recruitment purposes
- Consult with Technology Services for recommendations of software/equipment necessary to implement video streaming on website.

Center of Excellence: Benefits Administration

Goal 1: Merge Health Benefits with Employee Benefits to allow for streamlining of processes, ease of communication to employees (one-stop-shop for benefits), and the creation of a “Total Rewards” strategy. – FY07/08

Tactics:

- Create a Total Rewards strategy in the area of benefits and compensation – FY08/09
- Offer benefit statements or some form of communication to employees about their total benefit package – FY08
- Develop communication plan to help employees understand their benefits – FY07/08
- Continue to research best practice to ensure benefits will contribute to attracting, retaining and motivating a higher performing employee – Fy07 - ongoing

Goal 2: Implement an ESS system for benefits administration (ie: enrollments, changes, etc) by FY10 or FY11 (depends on budget/resources)

Tactics:

- Conduct a review of all benefit processes and implement a continuous process improvement plan for benefit administration, plan design, and delivery of benefit programs to employees – FY08 (or whenever all Benefits are merged together)
- Roll out ESS system for benefits to allow employees access to their benefit plans daily, and streamline processes around administrative activities (such as enrollments, data entry into SAP, vendor relations, etc) – FY10 or FY11

Center of Excellence: Technical Services

Goal 1: Provide system generated tools to support the Baldrige initiative and enable Departments, HR and Finance/Budget the ability to work toward business and process improvement objectives using shared technological capabilities and resources

Tactics:

- Provide a shared graphic interface to display organizational management data and information (i.e., reporting structures, position control, cost centers, etc.) in easily understood customized formats and graphic representations
- Provide electronic file and records storage and retrieval mechanisms which facilitate the sharing of electronic files, reduce storage facilities requirements, and expedite records storage and purging operations

Actions:

1. Work with HRIS and WINnet to implement the Org Plus solution through SAP

2. Work with HRIS and Records Management and Reprographics to design and implement a document imaging program for HR Technical Services

Center of Excellence: Recruitment and Selection

Goal 1: Implement computer skills assessment for select clerical classes (Pilot program in process this current fiscal year.)

Tactics:

- Complete automated job analyses via Survey Monkey for select clerical classes that identifies critical computer skills that need to be assessed.
- Partner with employment agency to provide computer skills testing.
- Create and publish realistic job preview flyer.
- Present “welcome” at written exams.

Goal 2: Capitalize on the recruitment and selection process improvements realized with the Online Recruitment System.

Tactics:

- Create and conduct survey of use of department dashboard to ensure department use of this streamlined functionality.
- Work with WINnet staff to develop supplemental functionality within SAP application.
- Create operational guidelines including Visio process flows for the use of the Online Recruitment System, including the creation of desktop reports for the Analysts and Specialists.
- Create electronic recruitment folders, and archive prior recruitments electronically, reducing paper-based filing of R and S documents.
- Implement the HR best practice of paperless employment applications by moving to 100% apply on-line.
- Implement regular review of declaration of actions received from departments to ensure compliance with Defensible Hiring Guide.

Goal 3: Based upon the effectiveness of the use of Survey Monkey job analysis pilot, create automated job analysis forms for conducting job analysis studies.

Tactics:

- Determine classes that require new or updated job analysis.
- Create schedule for completing job analysis.

Goal 4: Design and implement a multi-purpose, interactive SAP based qualifications catalog.

Tactics:

- Work with R&S, WFD, HRIS, Departments and WINnet to design an interactive qualifications catalog specification
- Work with R&S, WFD, HRIS, pilot Departments and WINnet to populate the interactive qualifications catalog
- Implement a county-wide interactive qualifications catalog that supports Technical Services, R&S, WFD, and lays the foundation to implement a full scale Learning Solutions Module in SAP

Actions:

1. Work with HRIS to initiate an HR Department-wide SAP qualifications catalog Project
2. Research best practices for documenting job class specifications (i.e., essential functions, KSA's, qualification statements, etc.) and associated job qualifications
3. Research best practices for developing and maintaining employee skills inventories

Center of Excellence: Workforce Development and Training

Goal 1: Provide blended and e-learning training programs in addition to traditional classroom

based programming.
<p>Tactics:</p> <ul style="list-style-type: none"> • Benchmark blended and e-learning training offered by higher performing organizations • Recommend Washoe County training topics to be offered as blended and e-learning • Research potential options for design/conversion of programs to blended/e-learning delivery • Research possible collaboration with other government agencies to take advantage of economies of scale in development and delivery of e-learning
Goal 2: Utilize existing delivery systems to provide alternative training options to Washoe County employees.
<p>Tactics:</p> <ul style="list-style-type: none"> • Collaborate with Community Relations to provide streaming video as a delivery method for selected training • Design and implement brief training tips/topics for posting on Washoe County intranet
Goal 3: Create and implement qualifications/competencies catalog in SAP.
<p>Tactics:</p> <ul style="list-style-type: none"> • HR project team and departments to create departmental, functionally specific qualifications catalogs • Actions: • Identify Phase I departments (HPO pilot departments?) • Partner with WINnet to review and update project status • Build qualifications/competencies catalogs for Phase I departments • Test deployment and make improvements/modifications as needed • Identify Phase II departments (etc.)
Center of Excellence: HRIS
Goal 1: Create Technology Strategic Plan for the HR department for FY 07/08 and ongoing.
<p>Tactics:</p> <ul style="list-style-type: none"> • Work closely with WINnet and Technology Services to develop the technology plan based on available resources and feasibility of implementation.
Goal 2: Complete HR Strategic Initiatives and Critical Issues identified for FY 07/08.
<p>Tactics:</p> <ul style="list-style-type: none"> • Create development, implementation, and project plans for each initiative to include identifying roles, responsibilities, resources and timeframes. • Update technology plan as needed to encompass initiatives and issues. • Present progress to HR department and county departments as needed.

OBJECTIVE 3: Create and utilize performance management data, measures and metrics to guide decision-making in support of strategic County priorities.

Center of Excellence: Administration
Goal 1: Analyze budget expenditures in relation to external investigations and training
Center of Excellence: Benefits Administration
Goal 1: Design measurement tools to assess and evaluate the quality and value of our benefit

plans. – FY08 & Ongoing
<p>Tactics:</p> <ul style="list-style-type: none"> • Conduct and participate in benefit practice surveys – FY07/08 & Ongoing • Conduct Employee Benefit Survey to gather feedback – FY08 - Ongoing
Goal 2: Manage Wellness Work Plan and evaluate program effectiveness
<p>Tactics:</p> <ul style="list-style-type: none"> • Develop Wellness Work Plan – FY07/08 – Ongoing • Conduct Employee Wellness Survey to gather feedback – FY07/08 – Ongoing • Continue to evaluate program and re-design as needed
Center of Excellence: Technical Services
Goal 1: Research and implement best practices to support the County priority for workforce development through the design, development, implementation, and integration of relevant and useful performance management data, performance measures, and metric ratios specific to County programs and services.
<p>Tactics:</p> <ul style="list-style-type: none"> • Acquire and build fiscal and operational knowledge base HR needs to provide relevant operational data and function as a strategic management partner • Integrate HR maintained performance measures and activity statistics with key County operational performance statistics through the SAP enterprise system • Develop, maintain and communicate key performance metrics to senior management <p>Actions:</p> <ol style="list-style-type: none"> 1. Enroll and participate in training courses and management/business course curriculums that provide a foundation for measuring the effectiveness and efficiencies of County programs and services 2. Research best practices in developing metrics that measure the effectiveness and efficiencies of management practices, policies, and course of action 3. Team with Senior Management, Finance, Technology Services, and WINnet to measure and manage program and service efficiencies through business metrics (i.e., ROI's, workforce competencies, management effectiveness, etc.)
Center of Excellence: Recruitment and Selection
Goal 1: Design and implement assessment, measurement and analytics for evaluating the success rate of recruitment and selection activities.
<p>Tactics:</p> <ul style="list-style-type: none"> • Conduct research of HR best practices related to recruitment and selection return on investment. • Develop SAP report for ROI. • Conduct ROI for recruitment activities.
Goal 2: Create a methodology for answering the workforce development question, “Do we have the right people in the right positions at the right time? (Includes the use of retention data.)
<p>Tactics:</p> <ul style="list-style-type: none"> • Create SAP report that calculates retention rate by department and by employee classification. • Create a survey for new hires that asks why they considered and accepted the job to determine which HR and/or organizational efforts had a direct impact on their decision. • Present survey to new hires during first six months of employment via Survey Monkey. • Evaluate results, and make revisions to recruitment and selection activities based upon results and HR best practices.
Goal 3: Measure and report on HR response time and on time service delivery, and quality of recruitment conducted.

<p>Tactics:</p> <ul style="list-style-type: none"> • Create a survey that asks about HR responsiveness to request for recruitment. • Revise recruitment business processes based upon survey results.
<p>Center of Excellence: Workforce Development and Training</p>
<p>Goal 1: Design and implement assessment, measurement and analysis methodology to evaluate the quality and return on investment in Workforce Development and Training initiatives.</p>
<p>Tactics:</p> <ul style="list-style-type: none"> • Redesign and implement training evaluation methodology
<p>Center of Excellence: HRIS</p>
<p>Goal 1: Create measures to assess the value of technology initiatives implemented.</p>
<p>Tactics:</p> <ul style="list-style-type: none"> • Conduct employee survey to gauge satisfaction with technology initiatives. • Create surveys to gather and prioritize future initiatives. • Create documentation for work flow/business process improvements due to technology initiatives.

Objective 4: Preserve the rights of the County of Washoe as employer in its relationships with its bargaining units by negotiating labor agreements, overseeing administration of those agreements, and assisting management staff in the development of, and adherence to, provisions of the agreements as well as state and federal labor laws.

<p>Center of Excellence: Labor Relations</p>
<p>Goal 1: Successfully negotiate the County’s labor agreements consistent with the Board’s compensation philosophies and within established economic parameters.</p>
<p>Tactics:</p> <ul style="list-style-type: none"> • Research and analyze emerging employment wage and benefit patterns and their potential impact on Washoe County • Research and analyze political/economic landscape patterns and their potential impact on Washoe County • Enter/complete negotiations with 10 labor units representing employees in the Washoe County workforce <p>Actions:</p> <ol style="list-style-type: none"> 1. Finalize SFPD Management Contract 2006-2009 2. Enter negotiations with WCEA for Non-Supervisory and Supervisory Labor Agreements 3. Enter negotiations with WCSDA for Non-Supervisory and Supervisory Labor Agreements 4. Enter negotiations with WCNA for Non-Supervisory and Supervisory Labor Agreements 5. Enter negotiations with WCPAA 6. Enter negotiations with WCDAIA
<p>Goal 2: Oversee the administration of labor agreements and assist management staff in the development of, and adherence to, provisions of the agreements as well as state and federal</p>

laws.

Tactics:

- Maintain positive Management-Labor relations between the County and its employees
- Provide support for departments to resolve employee conflict
- Interpret contract language

Actions:

1. Train and advise supervisors and managers to eliminate formal complaints and grievances, and to resolve them early in the process prior to outside agency action or arbitration
2. Represent the County in grievance and arbitration hearings