



Spokane County
WASHINGTON

SPOKANE COUNTY HUMAN RESOURCES

2017 – 2019 Department Strategic Plan



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GOALS SUMMARY

2017 - 2019

Spokane County's Human Resources Strategic Plan for fiscal years 2017–2019 will guide the direction of human resources for years to come.

To guide our strategic focus through calendar year 2019, this plan includes four operational areas that align with and/or **complement Spokane County's Strategic Plan**:

1. **Employee Development Excellence:**

Foster a skilled and engaged workforce prepared and supported to meet the needs of Spokane County and the communities we serve.

2. **Compensation Excellence:**

Design a total compensation program that attracts and retains quality employees.

3. **Processes and Technology Excellence:**

Increase the quality and impact of HR programs and services through continuous improvement and use of technology.

4. **Recruitment Excellence:**

Use recruitment and selection processes to help build and maintain a diverse and talented workforce.

GOAL 1: EMPLOYEE DEVELOPMENT AND ENGAGEMENT EXCELLENCE

Foster a skilled and engaged workforce prepared and supported to meet the evolving needs of our organization and our communities, both internal and external.

Strategies (What)	Rationale (Why)	Action Steps (How)	Leadership (Who)	Timetable (When)	Strategic Pillars			
					CS	FS	PE	ED
1. Develop and implement succession planning to prepare for future retirements.	To successfully address the large percentage of upcoming retirements.	<ol style="list-style-type: none"> 1. Create a succession program. 2. Identify high performing successors in each department and offer training opportunities 3. Work toward competitive salaries 	<ol style="list-style-type: none"> 1. Angela Mariani 2. Department Heads 3. Tim Hansen 	<ol style="list-style-type: none"> 1. January 2018 2. December 2018 3. December 2017 	X			X
2. Create employee development, career development and organizational development opportunities.	To give employees a career vision within Spokane County.	<ol style="list-style-type: none"> 1. Provide relevant on-line learning offerings. 2. Conduct Educational Attainment tuition pilot. 3. Create clear career ladders within County 	<ol style="list-style-type: none"> 1. Sherry Barrett, Linda McGlocklin 2. Sherry Barrett, Tim Hansen 3. Heather Kvokov, Angela Mariani 	<ol style="list-style-type: none"> 1. May 2017 2. June 2017 3. December 2018 	X			X

Strategies (What)	Rationale (Why)	Action Steps (How)	Leadership (Who)	Timetable (When)	Strategic Pillars			
					CS	FS	PE	ED
3. Foster a more positive and engaging work environment.	To increase productivity, employee and customer satisfaction.	1. Provide education and training on issues related to equity, compliance, inclusion, and diversity.	1. HR Staff	1. March 2017 – December 2019	X	X		X
		2. Build community through employee resource affinity groups.	2. HR Staff	2. April 2017 – December 2019				
		3. Institutionalize climate data as a standard metric to gauge progress over time.	3. HR Staff	3. January 2019				
		4. Evaluate existing supervisors for skill level in this area.	4. HR Staff	4. December 2018				
		5. Develop more wellness options for employees.	5. Jamie Burchett, Courtney Taylor	5. December 2019				
		6. Expand telecommuting	6. HR Staff	6. December 2019				

Strategies (What)	Rationale (Why)	Action Steps (How)	Leadership (Who)	Timetable (When)	Strategic Pillars			
					CS	FS	PE	ED
4. Create a greater connection between employees and the Mission of the County.	To give employees a sense of purpose in their work.	<ol style="list-style-type: none"> 1. Revise new employee orientation to include C-Suite welcome, campus tour, County roles, etc. 2. Expand education on the value of each employee's position and how together we accomplish the Mission. 3. Allow employees to volunteer in the community during work hours. 	<ol style="list-style-type: none"> 1. Jamie Burchett, Sherry Barrett 2. HR Staff, Jerad Webley 3. Randy Withrow, Angela Mariani, Heather Kvokov 	<ol style="list-style-type: none"> 1. December 2017 2. TBD 3. December 2019 	X			X
5. Strengthen employee retention by adopting strategies which create an engaged and positive work climate.	Engaged employees have higher retention rates.	<ol style="list-style-type: none"> 1. Create internship program 2. Flexible work schedules/telecom muting 	<ol style="list-style-type: none"> 1. Sherry Barrett, Tim Hansen 2. Randy Withrow 	<ol style="list-style-type: none"> 3. March 2017 4. December 2018 	X	X		X

GOAL 2: COMPENSATION EXCELLENCE

Design to a total compensation program that attracts and retains quality employees

Strategies (What)	Rationale (Why)	Action Steps (How)	Leadership (Who)	Time Table (When)	Strategic Pillars			
					CS	FS	PE	ED
1a. Create and operationalize a total compensation philosophy.	To provide a guideline for compensation actions.	<ol style="list-style-type: none"> Contract for a comprehensive compensation/benefits study. Develop periodic wage/benefit reviews of class specs. 	<ol style="list-style-type: none"> Tim Hansen Angela Mariani, Heather Kvokov 	<ol style="list-style-type: none"> July 2017 January 2019 		X		
1b. Convert from COLA based compensation adjustments to market based wage adjustments.	To more closely reflect the market value of County positions.	<ol style="list-style-type: none"> Educate employees Explore financial impacts Create communication and change management plan. 	Tim Hansen	January 2018		X		
2. Convert from a reclassification model to a competitive posting model.	To create a program that is more aligned with equal opportunity employment.	<ol style="list-style-type: none"> Explore how to deal with "job creep" Educate/coach managers/employees Establish a valid process (including C-Suite approvals) 	<ol style="list-style-type: none"> HR Staff, department heads HR Staff HR Staff, department heads 	December 2018		X		X

GOAL 3: TECHNOLOGY AND BUSINESS PROCESSES EXCELLENCE

Increase the quality and impact of HR programs and services through continuous improvement and by utilizing technology.

Strategies (What)	Rationale (Why)	Action Steps (How)	Leadership (Who)	Time Table (When)	Strategic Pillars			
					CS	FS	PE	ED
1. Adopt a department culture of continuous improvement.	To reduce transactional inefficiencies.	Create change management plan.	Tim Hansen	December 2017	X	X		X
2. Create HR processes that utilize technology.	To reduce staff time, increase auto-work flow, less re-work of data.	Establish a paperless Personnel Action form and processes that uploads into PS.	Linda McGlocklin	December 2018	X	X		

GOAL 4: RECRUITMENT EXCELLENCE

Compete for quality talent with effective recruitment strategies, efficient recruitment processes, and an attractive total rewards package.

Strategies (What)	Rationale (Why)	Action Steps (How)	Leadership (Who)	Time Table (When)	Strategic Pillars			
					CS	FS	PE	ED
1. Eliminate artificial employment barriers by ensuring that MR's, KSA's are appropriate for successful job performance.	To help ensure we are not inadvertently locking out talented applicants.	<ol style="list-style-type: none"> 1. Evaluate minimum requirements of entry level classifications for appropriate education and experience. 2. Provide for a combination of experience or education on entry level class specs. 3. Promote internships in conjunction with local colleges, universities. 	Angela Mariani, Heather Kvokov, Ladonna Wojtowicz	December 2019			X	X
2. Commit to hiring more qualified persons with disabilities.	To better have our workforce reflect our Spokane County community.	<ol style="list-style-type: none"> 1. Educate managers on the benefits of hiring persons with disabilities. 2. Explore with non-profits the option of providing internships for persons with disabilities. 	Ladonna Wojtowicz, Angela Mariani, Heather Kvokov	December 2019			X	X

Strategies (What)	Rationale (Why)	Action Steps (How)	Leadership (Who)	Timetable (When)	Strategic Pillars			
					CS	FS	PE	ED
3. Commit to hiring more qualified persons of color.	To better have our workforce reflect our Spokane County community.	<ol style="list-style-type: none"> 1. Evaluate whether MR's for entry level positions are too high. 2. Re-establish Diversity Committee. 3. Consider County Referral program. 	Ladonna Wojtowicz, Angela Mariani, Heather Kvokov	December 2019				X
4. Create a robust program for external promotion of County job openings.	To increase our presence in the local job market.	<ol style="list-style-type: none"> 1. Increase social media presence, i.e., Facebook, LinkedIn and YouTube. 2. Explore using local news outlets to advertise our vacancies. 3. Increase HR'a presence in the community, i.e., job fairs, GSI, etc. 4. Create a quality one-page marketing brochure highlighting employment at Spokane County. 5. "Hire" an intern to assist with recruiting projects. 6. Build stronger connections with local colleges and universities. 	Ladonna Wojtowicz	December 2018				X

MISSION, VISION AND VALUES

Mission

Leading for an engaging work experience.

Vision

Using our combined strengths, be a proactive partner with County leadership
to help create a productive and engaged workforce.

Values

Achievement

Communication

Competence

Fun-Spirited

Honesty

Integrity

Respect