



City of Peoria

Strategic Plan for Human Resources

**FY 2016/17 –
FY 2020/21**



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Message from the Director of Human Resources

I am pleased to present the City of Peoria’s first five-year Strategic Plan for Human Resources for fiscal years 2016/17 through 2020/21. Recognizing that our employees are our most valuable strength, this plan is a blueprint for maintaining the high quality workforce that makes the City of Peoria an employer of choice. This plan will guide the City in attracting and developing new staff members capable of sustaining the service excellence the City of Peoria delivers.

The Strategic Plan for Human Resources is founded upon the City Council goals and the people-related strategic objectives contained in the City of Peoria’s Organizational Strategic Plan. The Plan describes how the people needed for an organization to meet its strategic goals will be obtained. It is the formal framework linking Human Resource management activities with organizational needs. It is essentially a “people plan” - a plan to put the right people in the right place at the right time and give them the resources they need to be successful.

The competencies of our workforce must keep pace with the increasing complexities of providing superb service to our residents, businesses, non-profit organizations, educational institutions and all who interact with the City of Peoria.



Laura Krause, SPHR, IPMA-CP, SHRM-SCP
Director of Human Resources

Principles of Sound Human Resource Management

A principle is a fundamental proclamation that serves as the foundation of Human Resource Management. These principles are designed to guide future HR actions.



Talent Acquisition

- Select staff who meet the highest standards of competence, integrity and diversity.
- Promote qualified employees from within the City whenever possible.
- Value diversity and recognize that people have individual characteristics and talents that make them distinct from others that add to the success of our team.
- Market and continuously communicate the City of Peoria as an employer of choice, among private and public sectors.



Talent Development

- Motivate and encourage staff to develop skills and competencies and provide opportunities for career advancement.
- Provide a variety of opportunities to develop and advance our current and future leaders.
- Identify and develop talent in order to build and retain a high-performing, diverse, motivated and flexible workforce.



Talent Engagement

- Value employee organizations and recognize each organization's uniqueness.
- Strive to be the employer of choice similarly for all represented and non-represented employees.
- Provide clear communication, cooperation and engagement at all levels within the organization.
- Provide ongoing employee appreciation and recognition that is meaningful to each individual employee.



Talent Retention

- Reward staff in a competitive and equitable monetary and non-monetary manner based on competence, performance, responsibility and accountability.
- Provide benefits that are fiscally responsible and meet the diverse needs of our workforce.
- Hold all levels of staff accountable for creating a safe, secure and healthy work environment.
- Limit negative impacts on employees during times of economic hardship.

Executive Overview

Methodology

It is critical to keep the direction and goals of the organization in alignment with the Strategic Plan for Human Resources. The City Council Goals, Organizational Strategic Plan, and Department Goals/Strategic Plans were evaluated for three- to five-year goals.



24-Month Council Goals

- Community Building: Preserve and Expand our Quality of Life
- Enhance Our Current Services
- Preserve our Natural Environment
- Total Planning
- Economic Development
- Leadership and Image

Organizational Strategic Goals

- Provide Excellent Customer Service
- Enhance Organizational Development
- Increase Information Sharing
- Promote Sustainability
- Promote Civic Engagement



Timeline



Steps to Develop the Strategic Plan for Human Resources

01

In the development of the Strategic Plan for Human Resources, the first step was to review the 24-month City Council policy goals “Positioning Ourselves for the Future.”

02

Review of the City of Peoria’s current Organizational Strategic Plan, published March 2010, which identifies five main Organizational Strategic goals.

03

Current and historical employee data was evaluated. This included data such as age, gender and race/ethnicity distributions, retirement eligibility, turnover rate, and compensation. This data was evaluated at both an overall citywide level and at department levels.

04

Department Strategic Plans were reviewed and Department Directors were interviewed to identify their three- to five-year strategic goals, foreseen challenges regarding human capital (competencies, expertise, training, retention, recruiting, retirements, knowledge management).

05

With all of the collected data, Human Resources conducted a workshop to identify gaps and human capital needs citywide and within individual departments.

06

Once the current state, future needs, gaps, and potential solutions were identified, individual action plans and timelines were developed.

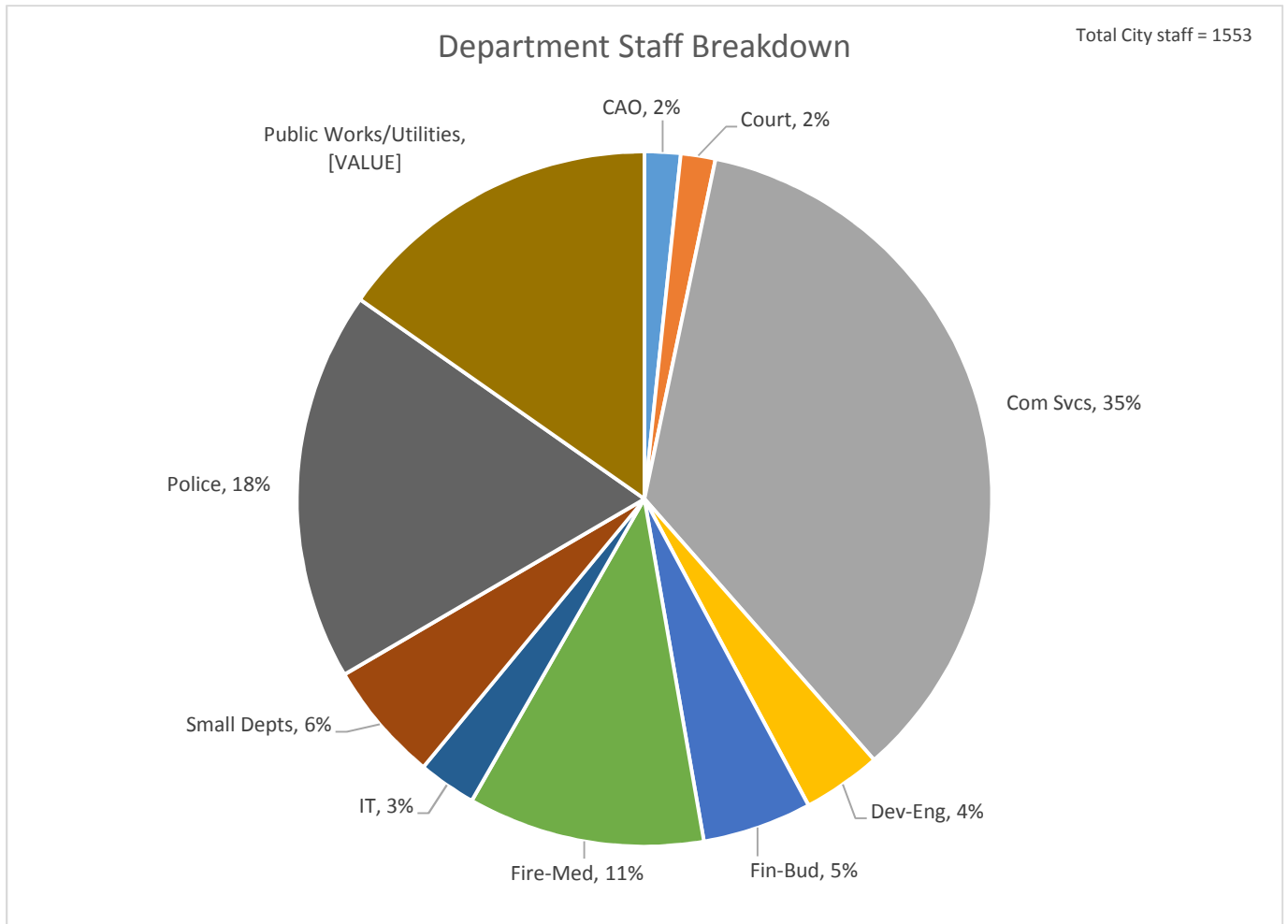
07

The Plan was compared to the City Council Goals, Organizational Strategic Plan and Department Goals/Strategy to ensure all continued to be in alignment.



Employee Data

Department Staff

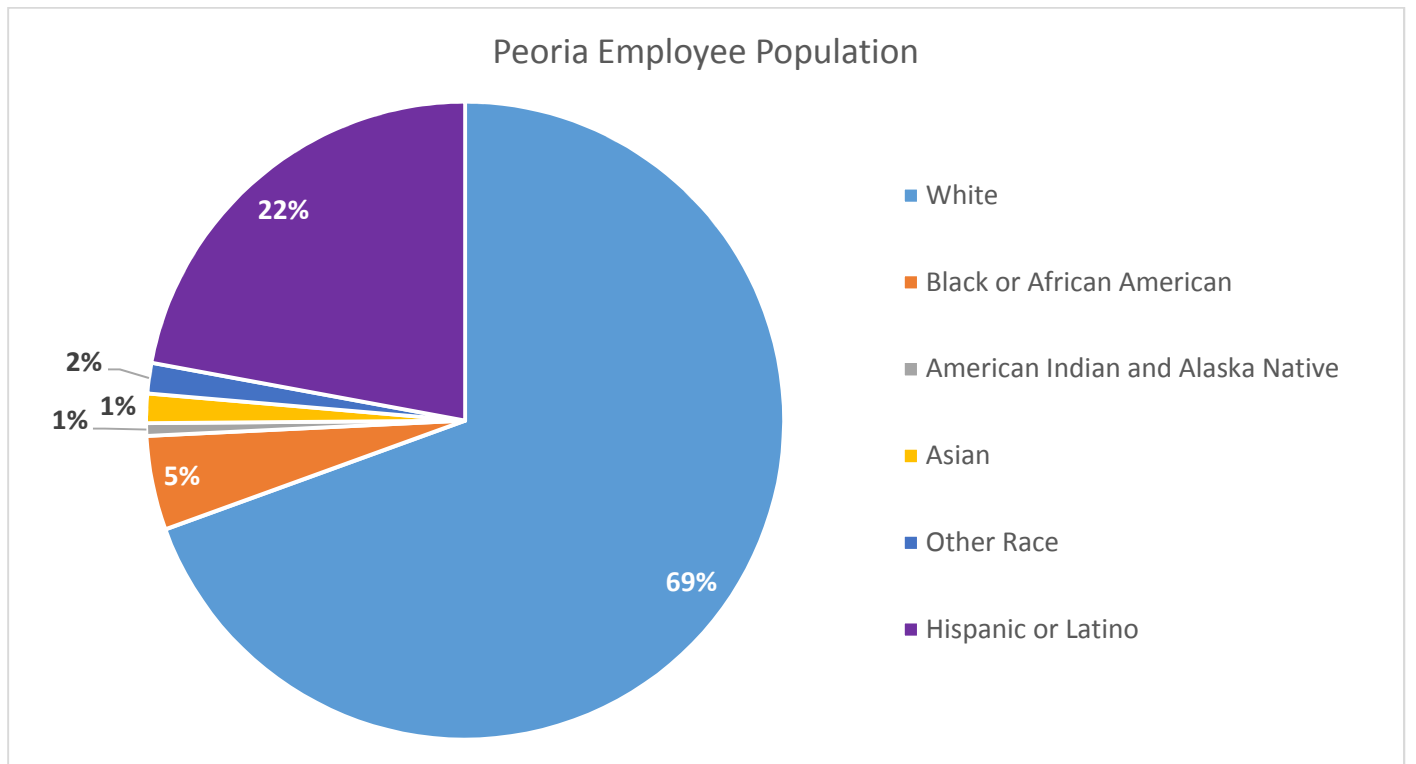
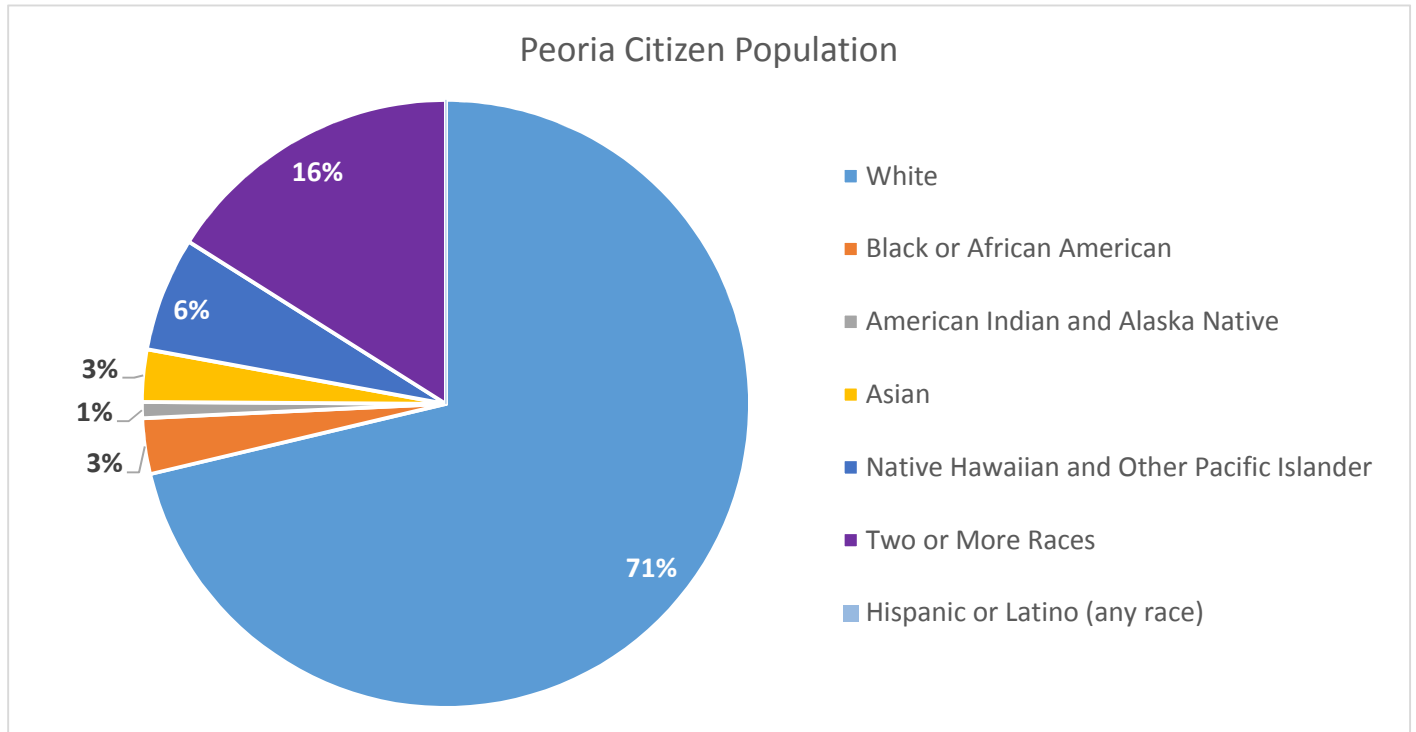


Small Departments:

- City Clerk
- Economic Development
- Human Resources
- Leadership and Management
- Mayor and City Council
- Office of Communication
- Planning and Community Development



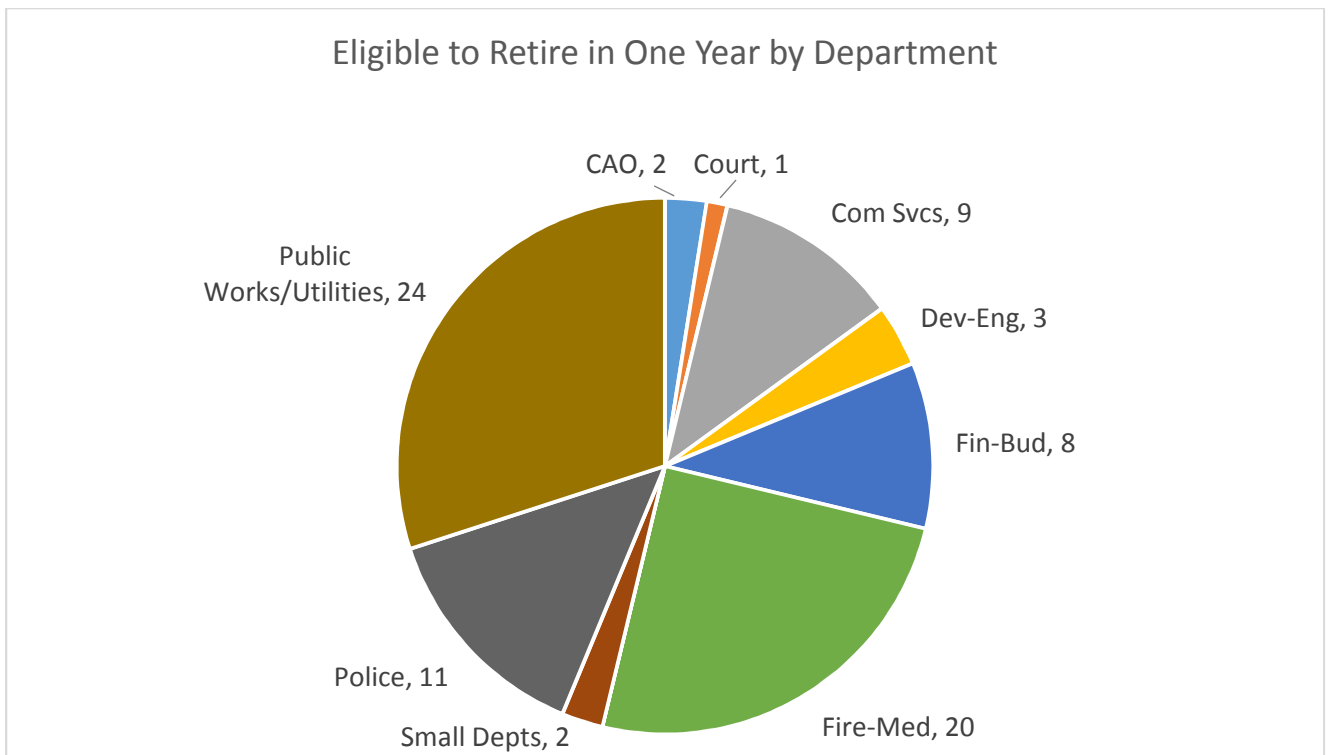
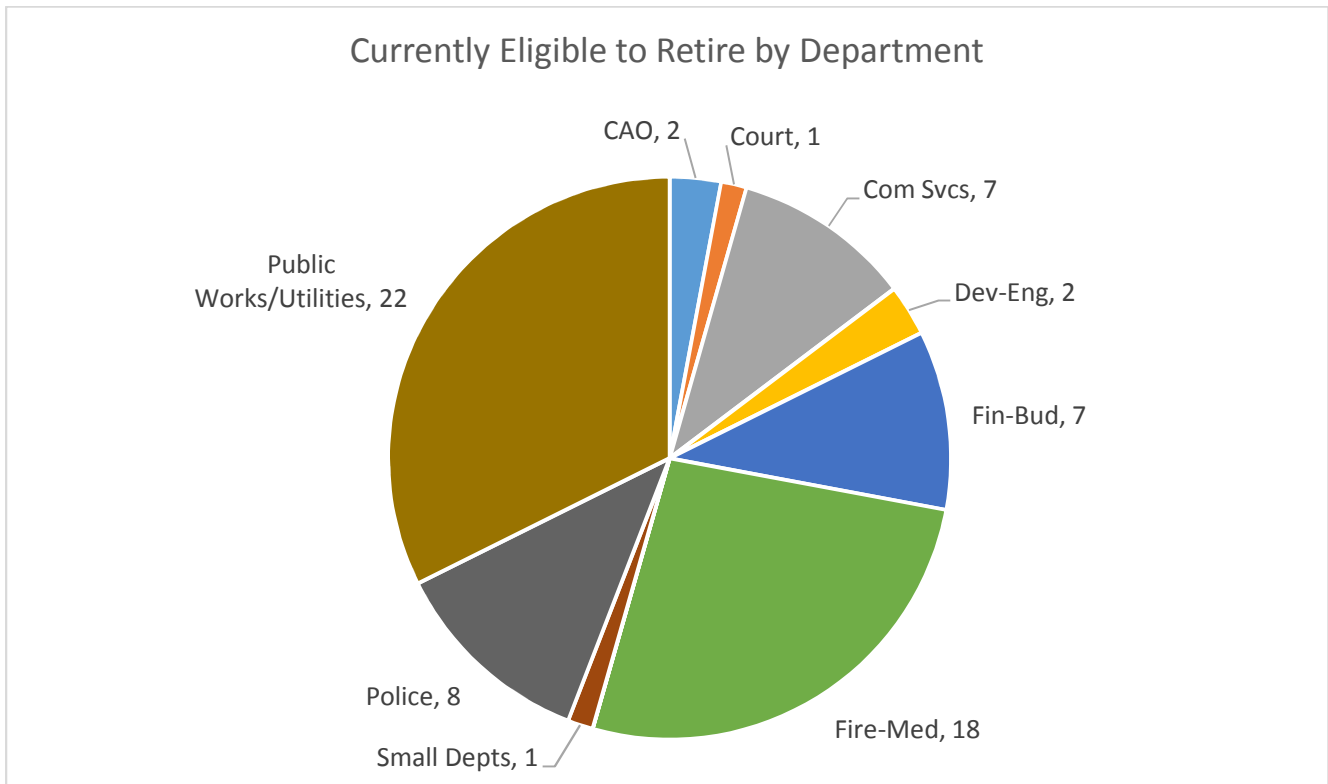
Race/Ethnicity



Some individuals identify with more than one race/ethnicity; therefore, percentages may not equal 100%.

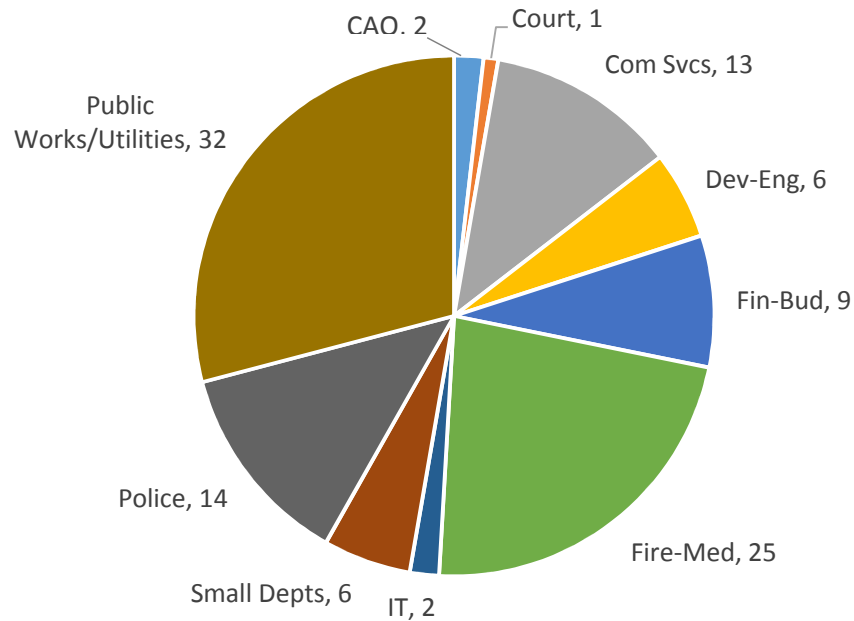


Retirements

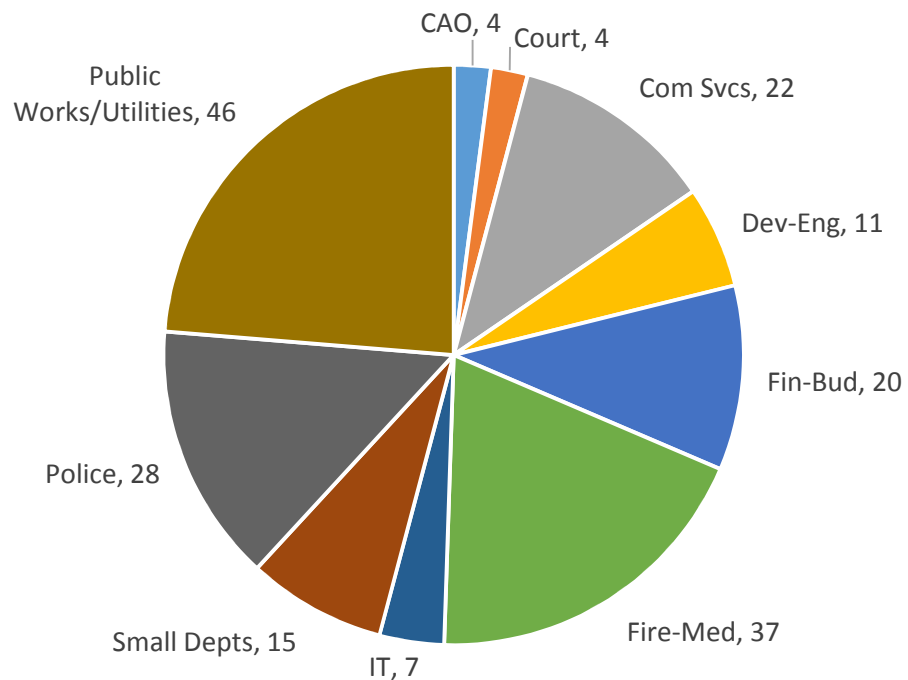


Retirements (continued)

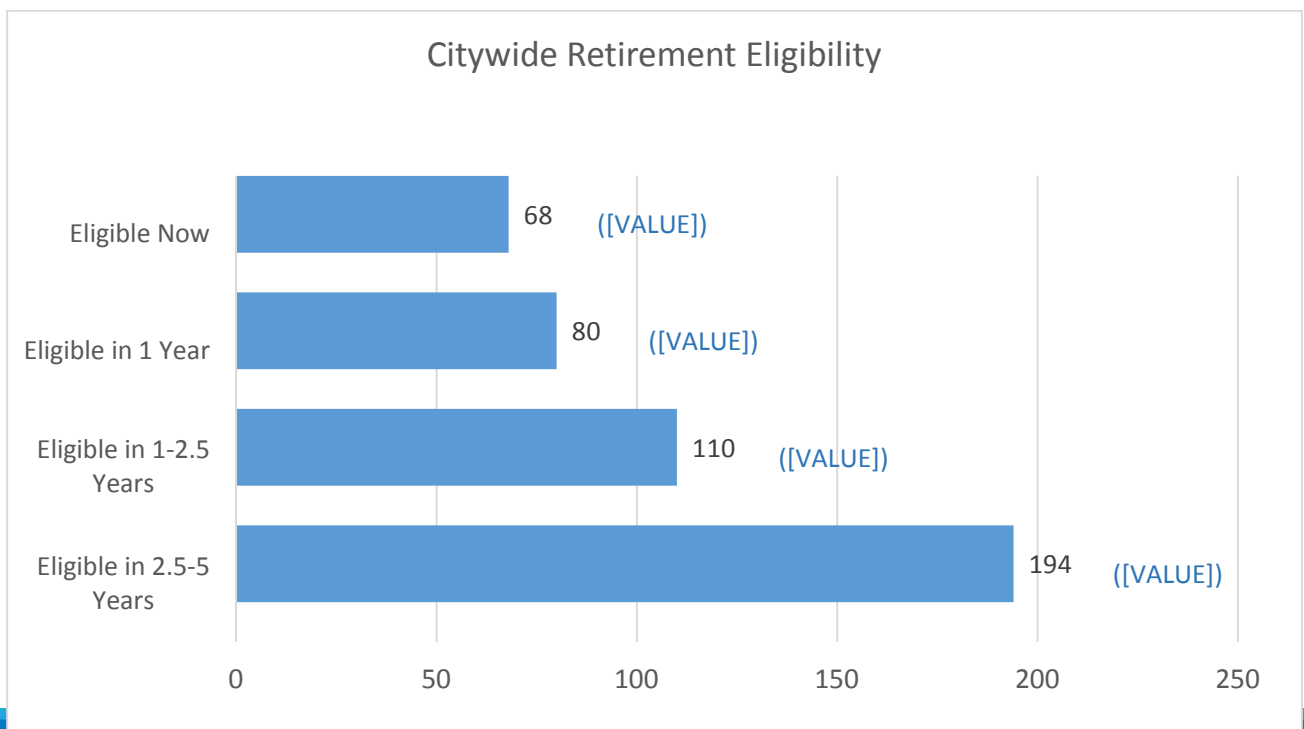
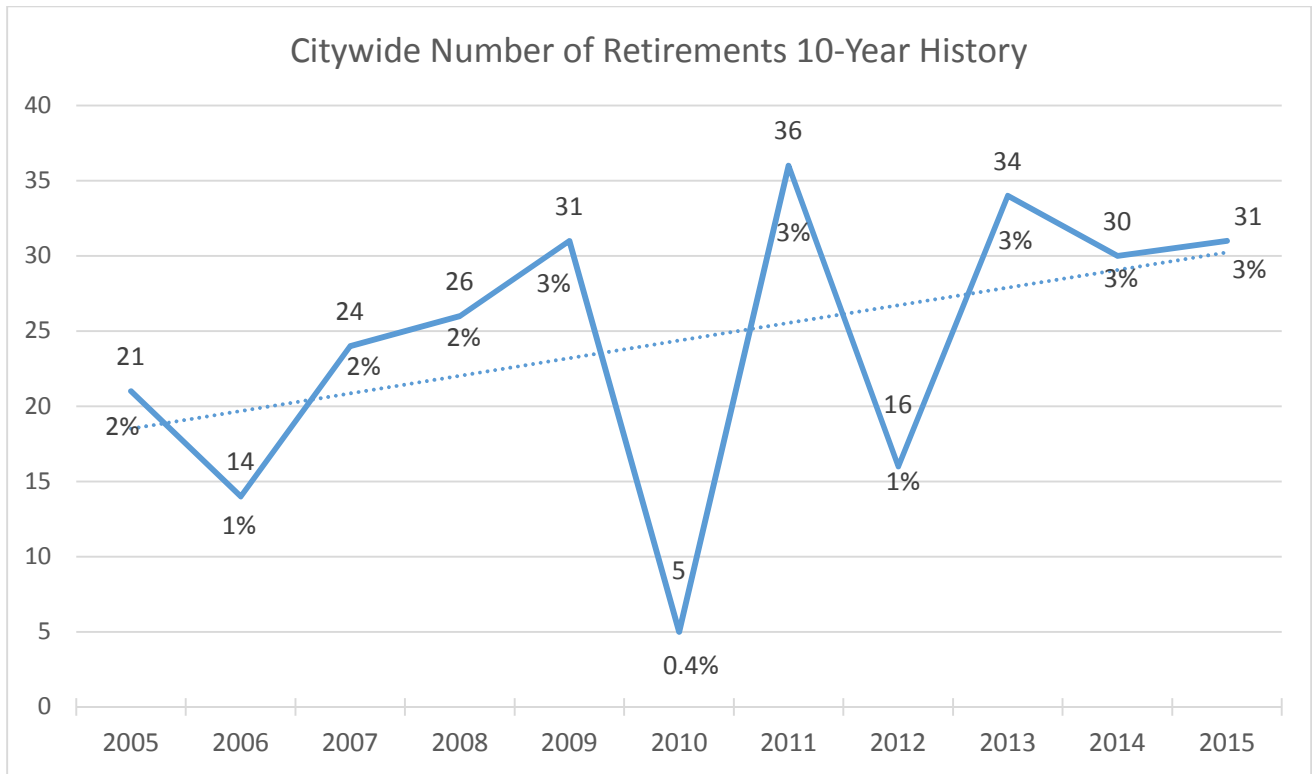
Eligible to Retire 1 - 2.5 Years by Department



Eligible to Retire 2.5 - 5 Years by Department

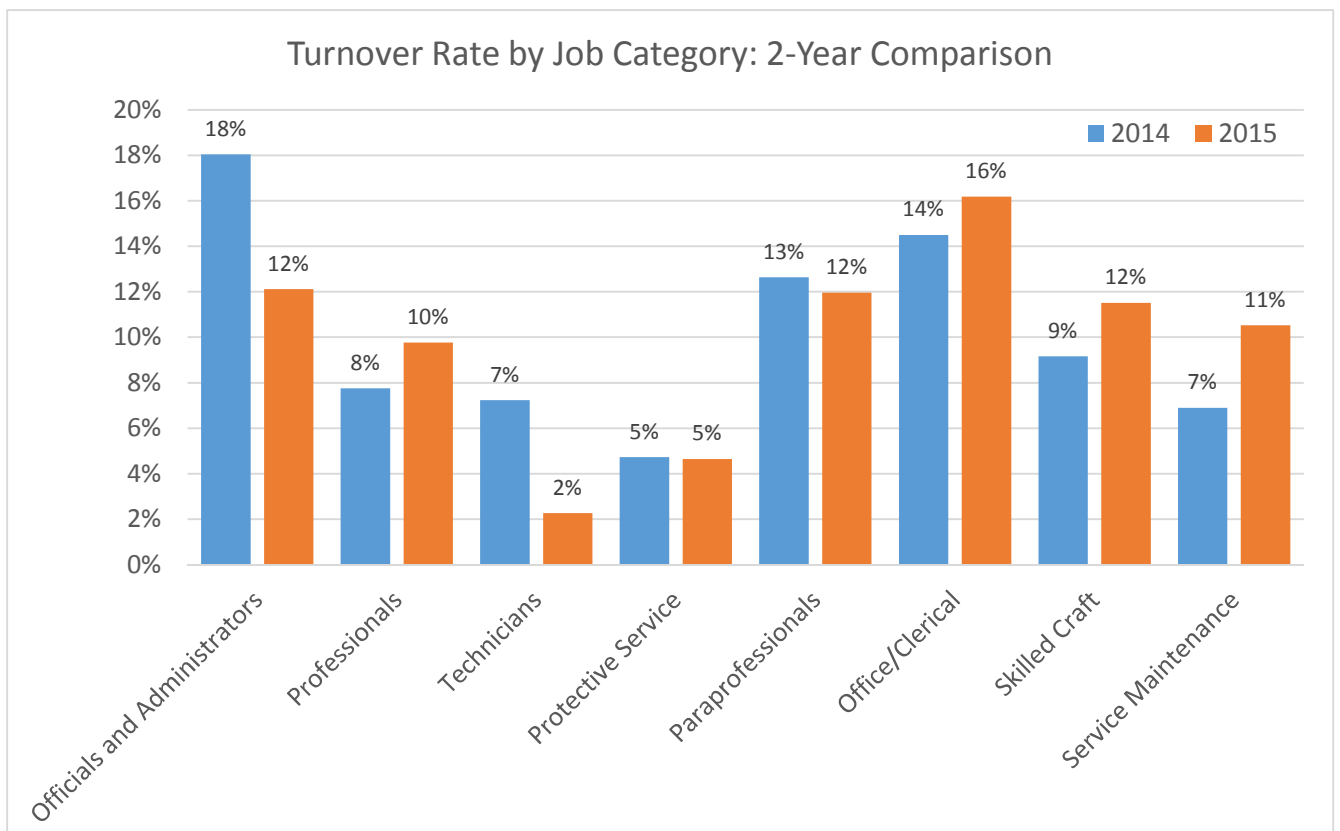
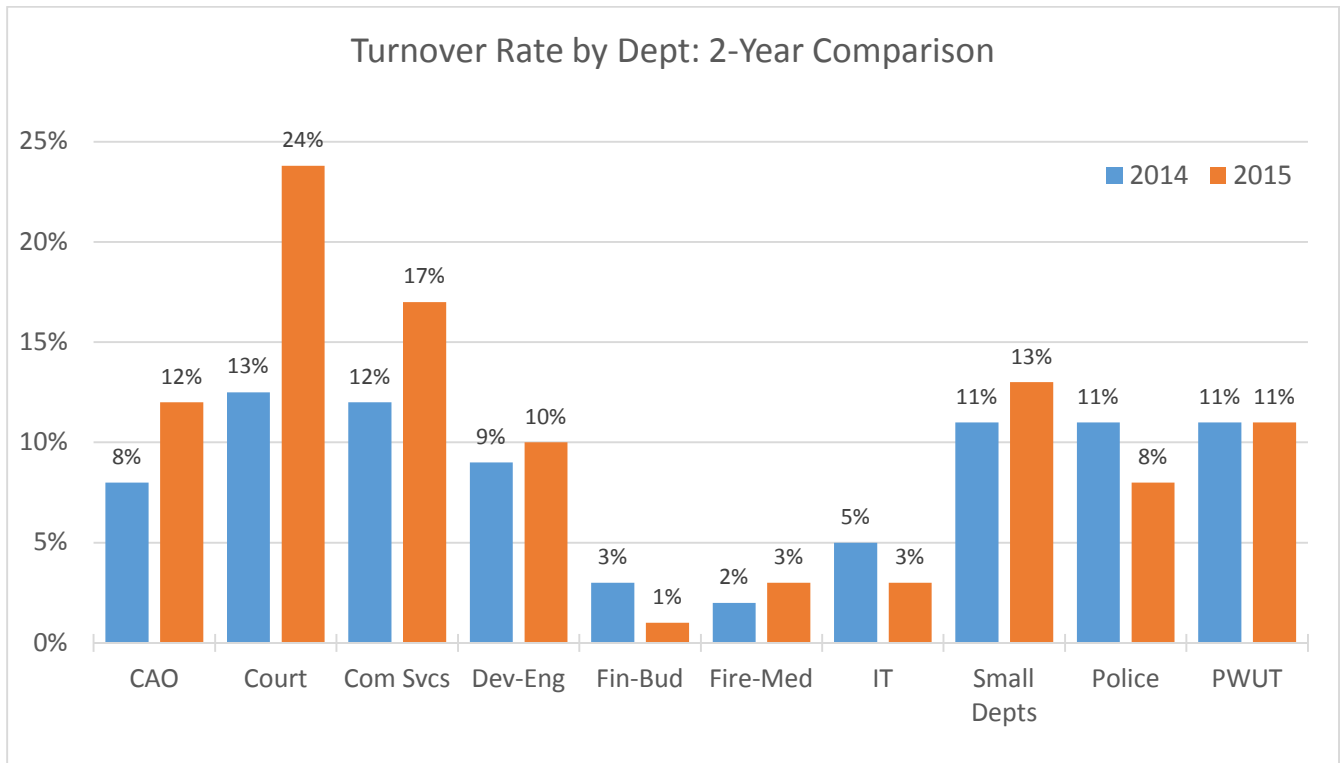


Retirements (continued)

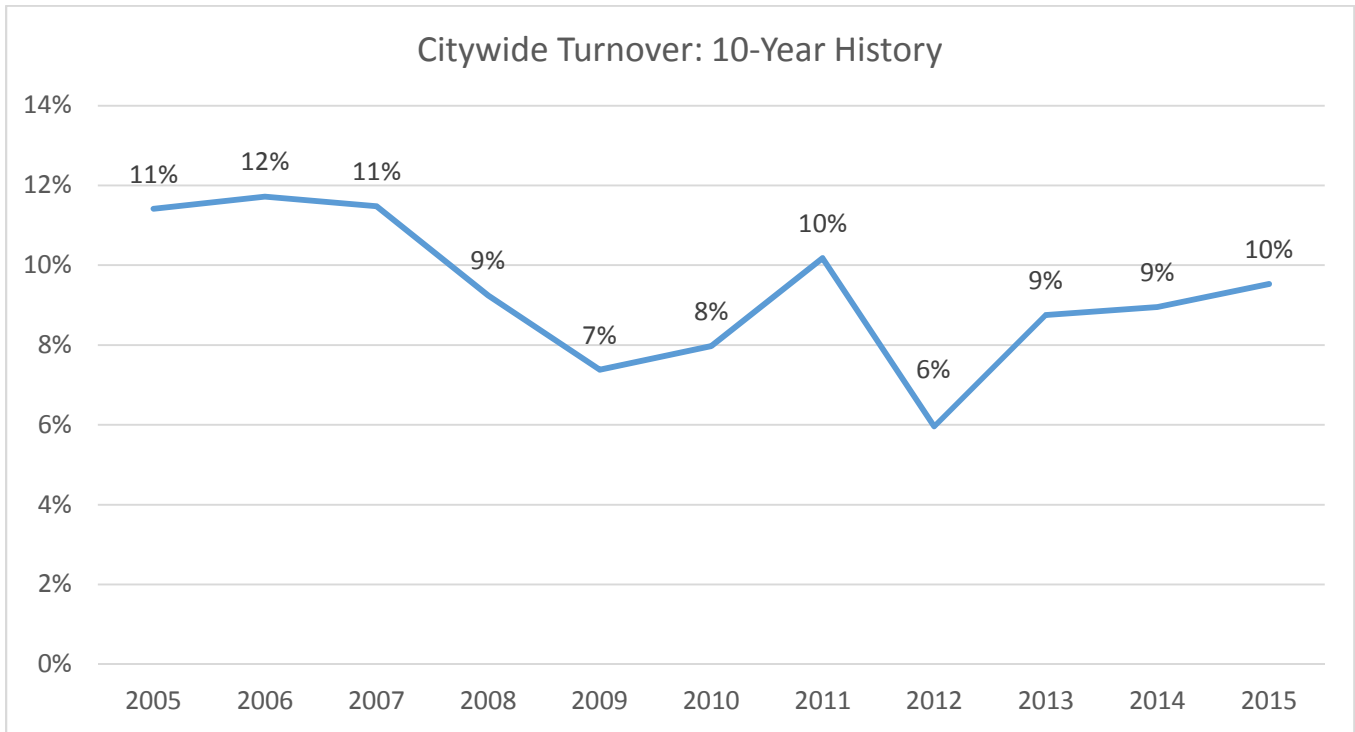




Turnover



Turnover (continued)



Summary of Leadership Input

Below is a summary of concerns, gaps, needs, and comments made by Department Directors when interviewed regarding their three- to five-year vision.

- Replacement of critical employees if they were to leave the City of Peoria.
- Attracting and acquiring quality employees who want to stay and grow with the City of Peoria.
- Ability to keep up with and grow with advancing technology.
- High turnover rate and/or rate of retirements.
- Succession planning to prepare employees for future opportunities.
- Compensation and understanding regarding current compensation philosophy (including ability to compete with private sector).
- Additional professional development and specialized training.
- Desire for City of Peoria to be viewed as Employer of Choice.
- Expanded diversity for certain departments and/or positions.
- Streamlining recruitment process.
- Desire for expanded benefits and/or work-life programs.
- Staffing deficits make it difficult to maintain excellent customer service standards.



Strategic Focus Areas

Four major Strategic Focus Areas were identified as priorities for the Strategic Plan for Human Resources over the next five years to meet the identified needs within the City. Ultimately, all Plan goals continue to enhance and support the City of Peoria as an employer of choice.



Focus Area Goals



Strategic Plan for Human Resources Goals and Objectives



Goal 1: Intensify recruitment efforts to attract a highly qualified, diverse, and multigenerational workforce.

- 1.1 Expand community partnerships for diverse, targeted talent requisitions.
- 1.2 Review and implement a flexible recruitment process that is responsive to the changing short- and long-term needs of the City.
- 1.3 Promote the City of Peoria as an employer of choice.
- 1.4 Research and consider implementation of referral incentives for employees to refer/recommend potential candidates for targeted positions/functions (such as IT).
- 1.5 Research and consider hiring incentives for select positions within the City.

Goal 2: Enhance programs to develop career building opportunities.

- 2.1 Expand paid and unpaid internships programs citywide.
- 2.2 Expand volunteer program citywide.
- 2.3 Expand apprenticeship programs citywide.

Goal 3: Develop alternative methods to meet the City's increasing talent needs.

- 3.1 Research and consider implementation of resource pool for rotation of short- to mid-term job functions (Gig Pool).
- 3.2 Research and increase talent acquisition for candidates with disabilities.
- 3.3 Research and consider implementation of inmate program.
- 3.4 Research and consider implementation of a veteran program.





Goal 1: Expand and enhance leadership development programs.

- 1.1 Enhance and promote leadership development programs.
- 1.2 Enhance and promote mentorship program.

Goal 2: Implement formal succession planning program.

- 2.1 Develop a formal succession program and resources for target positions.
- 2.2 Identify career paths for positions citywide.
- 2.3 Implement Individual Development Plan templates and resources.

Goal 3: Expand and enhance professional development opportunities.

- 3.1 Increase professional development opportunities available to employees.
- 3.2 Improve communication methods to promote employee development opportunities.
- 3.3 Research and consider implementation of a job shadow/rotation program citywide.



Goal 1: Develop methods to enhance employee engagement.

- 1.1 Continue and expand annual employee satisfaction survey.
- 1.2 Review and implement alternative methods to identify employee satisfaction levels.
- 1.3 Recommend actions based on employee satisfaction.

Goal 2: Develop methods to enhance employee communication.

- 2.1 Explore and implement alternative methods to enhance employee communication on current city events.
- 2.2 Expand the New Employee Orientation.
- 2.3 Develop and implement a department onboarding program.

Goal 3: Expand and maintain employee appreciation and recognition efforts.

- 3.1 Explore and expand ways to provide employee-desired appreciation efforts.
- 3.2 Explore and expand ways to provide employee recognition.



Goal 1: Establish a compensation/rewards framework tailored to advancing the City as an employer of choice.

- 1.1 Research and consider the implementation of a strategy for providing cost of living adjustments to individual employee salaries.
- 1.2 Research and consider the implementation of a compensation philosophy that allows for market competitive salary ranges.
- 1.3 Research and consider providing variable pay based on the attainment of performance goals.
- 1.4 Research and consider the implementation of a milestone tenure non-financial reward program.

Goal 2: Determine benefit programs that meet the needs of a diverse workforce.

- 2.1 Research and consider the implementation of traditional and non-traditional benefit options that provide employees with choices and alternatives.
- 2.2 Research the feasibility of on-site healthcare clinics or other similar healthcare delivery methods.

Goal 3: Develop a work-life balance strategy that meets the needs of the organization and the employee.

- 3.1 Research the feasibility of an on-site child care facility.
- 3.2 Research the feasibility of a paid time off program.
- 3.3 Research the feasibility of a paid parental leave program.
- 3.4 Research the feasibility of a newborn program for parents returning to the workplace.



Goal 4: Promote a culture of workplace wellness.

- 4.1 Research and consider the implementation of an enhanced wellness strategy to identify initiatives and focus on key wellness indicators.
- 4.2 Establish a healthy workplace culture in collaboration with leadership, employees and elected officials.

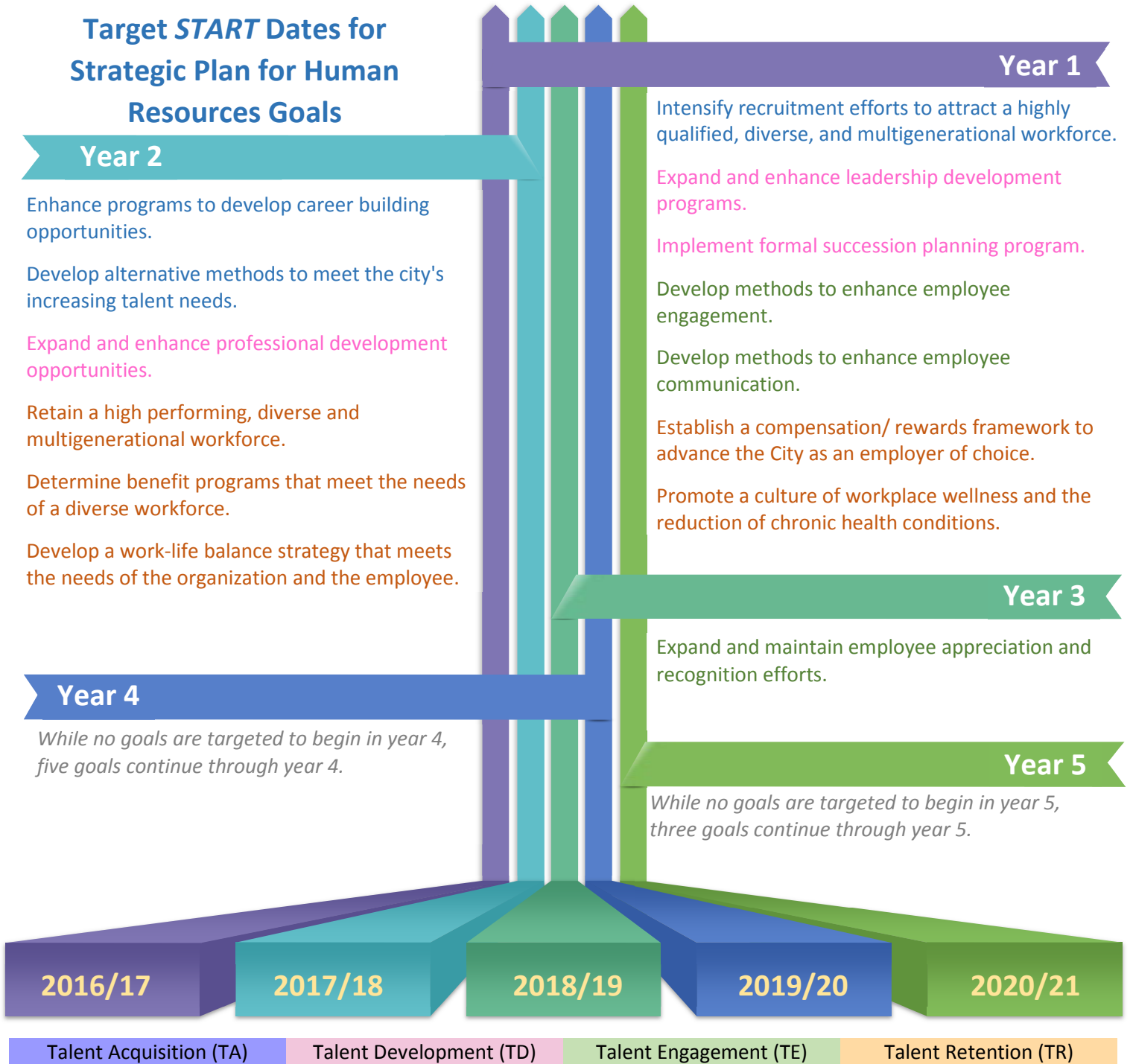
Goal 5: Retain a high performing, diverse and multigenerational workforce.

- 5.1 Develop methods that will provide constructive feedback from separating employees regarding work environment.
- 5.2 Analyze and consider feedback from employees separating from City service for reasons other than retirement.
- 5.3 Minimize factors that may cause employees to seek other opportunities for work environment issues.

Action Plans and Timeline

The following pages contain a high-level timeline, action plans for each goal and objective based on each of the four focus areas in addition to a detailed timeline. More detailed working plans will be developed by Human Resources to meet the objective and timeframes indicated.

Target *START* Dates for Strategic Plan for Human Resources Goals



**Target *COMPLETION*
Dates for Strategic
Plan for Human
Resources Goals**



While no goals are targeted to complete in year one, 13 goals will begin in year one in addition to the large-scale implementation of the Payroll and HR employee management system (ADP).

Intensify recruitment efforts to attract a highly qualified, diverse, and multigenerational workforce.
Enhance programs to develop career building opportunities.
Expand and enhance leadership development programs.

Retain a high performing, diverse and multigenerational workforce.
Establish a compensation/rewards framework to advance the City as an employer of choice.

Determine benefit programs that meet the needs of a diverse workforce.
Develop a work-life balance strategy that meets the needs of the organization and the employee.

Talent Acquisition (TA) Talent Development (TD) Talent Engagement (TE) Talent Retention (TR)

