



Department of Human Resources Strategic Plan

Planning Period: 2011-2015

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Message from the Commissioner

Working with the Secretary of Administration and the Governor's Office, the Department of Human Resources (DHR) has been privileged to lead the statewide strategic planning initiative. As part of that process, DHR facilitated the efforts of all Agencies and Departments to formulate their strategic plans. These strategic plans, like the goals set by the Governor, are ambitious and far reaching, and cannot be achieved without a workforce that is healthy, motivated, accountable and effective. Therefore, although DHR could play a role in many of the goals set by the Governor, DHR has decided to focus its attention on only one of the Governor's goals: Improving the effectiveness of State Government by support of a motivated and healthy workforce and through greater accountability, performance measurement and focus on customer service.

While this goal may sound simple to achieve, it is not. It will require state government to transform itself, both technologically and culturally. DHR will help lead this transformation over the next five years. DHR, collaborating with other Departments in the Agency of Administration, will replace its antiquated Human Capital Management system with a twenty-first century enterprise system. This new system will give Agencies and Departments the real-time information and tools they need to perform at the highest caliber. More importantly, DHR will lead a cultural transformation to create an environment that empowers employees to be their best, encourages supervisors to expect excellence, and creates a customer centric focus to meet the needs of Vermonters.

Department Overview

MISSION STATEMENT

The Department of Human Resources provides leadership and works in partnership with other departments within State Government to promote managerial and workforce excellence while fostering an understanding and observance of regulatory requirements.

OUR VISION

The Department of Human Resources' goal is to support State Government as it attracts, retains, and rewards a talented and diverse workforce to enable Agencies and Departments to efficiently meet their organizations' objectives. The Department adds value to State Government by providing human resource management tools, building management infrastructure, promoting employee development, and managing transition and change. We consult and work in partnership with management, our primary customers, to solve people-related business issues. We develop programs to build employees' capabilities to perform their current jobs and prepare for future challenges and opportunities.

OUR ROLE

The Department provides leadership in organizational effectiveness as follows:

- Strategic Partner: Aligns human resource strategies and practices with organizational goals and priorities and the delivery of services to the citizens of Vermont.
 - Identify, model and implement best practices in human resource management.
 - Support the missions and work of the organizations of Vermont State Government by developing and implementing effective human resource policies.
- Organizational Consultant: Helps State Government build capacity for change. Identifies new behaviors that will support the accomplishment of the organization's mission and goals.
 - Develop a talented and diverse workforce through workforce planning and development.
 - Promote workforce equity and diversity.
- Administrative Expert: Designs and delivers human resource processes and provides key management information.
 - Provide a human resource management information system (HRIS) that enables departments and agencies to make sound business decisions.
 - Administer State of Vermont collective bargaining agreements to ensure compliance with laws, regulations, rules and policies.

Department Strategic Planning Process

DHR embraced both a top down and bottom up approach to the strategic planning process. Initially, the DHR Commissioner and all DHR Directors met for a full-day strategic planning session. We carefully considered the Governor's vision, values and priorities and how best to align our work.

As part of our strategic planning process, we also completed a stakeholder scan. Armed with our stakeholder scan, existing mission statement and goals (as posted on our website) we began the work of developing the DHR strategic plan.

The team engaged in much discussion about the Governor's vision and values. After reviewing the Governor's priorities, each member brainstormed a number of potential goals. We then cataloged the potential goals looking for themes and voted on which goal category would have the greatest positive impact on our business. Once a goal category was selected we crafted draft goal language and captured thoughts about measurements.

The Directors took these draft goals to their divisions. Each met with their staff and reviewed the draft goals, developed measures and strategies as well as additional goals. The Directors then collectively reviewed the feedback from all DHR divisions. We looked for relationships in our work and how we could best work together to execute that work.

The six goals presented in this document are the outcome of various strategic planning sessions with every employee in DHR having opportunity to provide input. These goals, measures and strategies will be a major focus for our business today and in the future.

Statutory Environment

The Department of Human Resources (“DHR”) broadly administers the State’s classification system. See 3 V.S.A. § 309 *et seq.* DHR works with all Agencies and Departments to identify employment needs and facilitate constructive resolution within the statutory framework. DHR also negotiates collective bargaining agreements (“CBAs”) and addresses ongoing labor relations issues with state employee unions. See 3 V.S.A. § 901 *et seq.* The Department works to ensure that the State adheres to a wide variety of federal and state employment laws, and that the State and its employees operate within the parameters established by the CBAs, policies, and procedures. DHR is committed to promoting and developing a diverse, talented workforce that is free from discrimination and harassment.

Department Goals for the planning period related to Statewide Priorities

When DHR developed its goals, we initially discussed how our work does or should influence or support each of the Governor’s seven priorities. While our goals touch upon all the outlined priorities, it became clear that DHR’s primary focus is on Priority #5: *State Government and Employees: Improve the effectiveness of State Government by support of a motivated and healthy workforce and through greater accountability, performance measurement and focus on customer service.*

DHR’s priority is to ensure that governmental entities receive the best human resource services possible. The work we do supports the effective performance of each state entity as it focuses on programs and activities to grow the economy, protect the environment, improve our infrastructure, provide quality health care for all, build safe communities, and address crime.

Statewide Priority #5: *State Government and Employees: Improve the effectiveness of State Government by support of a motivated and healthy workforce and through greater accountability, performance measurement and focus on customer service.*

Goal 1: Develop and implement a comprehensive approach to workforce recruitment, hiring, retention, and planning; resulting in a diverse, effective workforce to meet the present and future needs of Vermont State Government.

Measures

- a. Ensure that every agency has a workforce plan¹ by end of calendar year 2015.
- b. Assess employee satisfaction from recruitment, hiring and retention perspectives, and establish a baseline measure by the end of FY 2013. Establish targets for improvement in each succeeding year according to an assessment plan.

Strategies

1. Partner with leadership in Agencies and Departments to improve the quality of retention and promotion practices, including the effective use of the probation period.
2. Implement a statewide program to build workforce planning into the agency strategic planning process, ensuring that each Agency has a workforce plan by end of calendar year 2015.
3. Ensure access to immigration visa expertise to facilitate effective, diverse recruitment.
4. Expand outreach activities to reach diverse candidate pools that meet particular job needs in State Government.
5. Implement a program of employee exit survey for purposes of future recruitment and retention planning.
6. Use the Human Capital Management upgrade to feed workforce planning by identifying trends in turnover, leave use, and other human capital related matrices.
7. Perform a comprehensive analysis of the current salary structures, including salaries governed by statute. Develop recommendations that are consistent with the spirit of an accountable public service system, including appropriate methods for rewarding performance, and encouraging public sector career growth. This work will be completed by end of calendar year 2012. These recommendations will take into account overall cost, ease of administration, government transparency, fairness and equity. Specific measures will be dependent upon the compensation analysis.
8. Assess employee satisfaction on a regular basis, and establish and achieve improvement targets as follows:
 - a. Perform first survey by end of calendar year 2012, establishing baseline performance (see survey in Goal 2).
 - b. Survey annually thereafter, with percentage improvement to be determined once baseline is established.
 - c. Assess by survey at minimum the following categories:
 - i. self-reported satisfaction of new hires at 6 months;
 - ii. self-reported satisfaction of new hires at 12 months;
 - iii. self-reported satisfaction of employees self-identifying as a member of a minority group, and in each age category; and
 - iv. hiring manager satisfaction with their hires, as follows:
 - o baseline with initial survey; and

¹ Workforce planning involves identifying the human resources required to meet organizational goals and the strategies to meet those requirements. A workforce plan includes: employee data collection and analysis, competencies, knowledge transfer, succession planning, and professional development.

- annually thereafter, with percentage improvement to be determined once baseline is established.
- 9. Evaluate employee exit survey information for future measures of improvement.

Goal 2: Improve supervisory and performance management practices across State Government between 2011 and 2015, in the following key areas:

- A. human resource policies and procedures, and the collective bargaining agreements;**
- B. employee development and motivation; and**
- C. coaching, feedback, and conflict management.**

Measures

- a. Establish a baseline of current performance in these three areas via a statewide employee, supervisor and manager survey by end of calendar year 2012.
- b. Establish targets for improvement for each of the succeeding three years – 2013, 2014 and 2015. Measures will include, but not be limited to:
 - i. the percentage of employees who have current development plans as a part of their performance assessment process;
 - ii. the percentage of employees whose performance reviews are current; and
 - iii. the report of the effective use of positive reinforcement and constructive feedback to employees.

Strategies

- 1. Provide comprehensive supervisory and management training across State Government, to include the Americans with Disabilities Act, Family and Medical Leave Act, performance management, policies and procedures, as well as core communication and conflict management skills.
- 2. Design and implement Agency and Department head orientation.
- 3. Develop a uniform set of supervisory/managerial skills performance standards by end of calendar year 2012. Through the classification system, incorporate these into all supervisory and managerial job descriptions and performance evaluations by end of calendar year 2013.
- 4. DHR Field Operations and Workforce Development will develop a training program by the end of calendar year 2012 for managers and supervisors on the performance management cycle. It may include (but not be limited to):
 - a. effective workforce planning;
 - b. interviewing and hiring qualified staff;
 - c. retaining and motivating a high-performing workforce;
 - d. performance management; and
 - e. working well in a regulated environment.

This strategy will include three approaches: in-class and online training; online, paper and in-person tools to reinforce learning among managers and staff; and a support system incorporating DHR resources, departmental expertise, and EAP.

5. By end of calendar year 2012, DHR will complete a baseline survey of employees, supervisors and managers as described in the measure above.
6. Beginning May 2013, DHR will measure success in the areas of competency described above.
7. DHR will coordinate programming with the Agency of Human Services and the Agency of Transportation in their supervisory orientation programs.
8. Monitor trends in the upgraded Human Capital Management system when it is brought online. Possibilities include: leave and overtime usage, turnover rates.

Goal 3: The State performance management system will be successfully incorporated into the supervisory practices of managers and supervisors throughout State Government.

Measures

- DHR Field Operations and Workforce Development unit will jointly develop the State performance management system training program by the end of calendar year 2012 for managers and supervisors throughout State Government. All managers and supervisors will attend and successfully complete the State performance management system training program by the end of calendar year 2013.
- Establish the baseline of timely performance evaluations by end of calendar year 2012. An increase of 25% over the calendar year 2012 baseline will be realized by the end of calendar year 2013. A 25% increase over the end of calendar year 2013 figure will be realized by the end of calendar year 2014.

Strategies

1. DHR Field Operations and Workforce Development unit will jointly develop a training program by the end of calendar year 2012 for managers and supervisors throughout State Government on the performance management cycle designed to develop awareness of what it is and the skills required to execute it.
2. During calendar year 2012, the ERP Project Team will assess whether or not enhancements can be made to our existing utilization of the performance evaluation tracking function within the Human Capital Management system. If enhancements can be realized, we will utilize the functionality to develop a performance evaluation anniversary due date status report. This report would be provided to all supervisors/managers throughout State Government and would provide them with an effective and efficient tracking and notification tool.

Goal 4: Actively encourage healthy behaviors among State employees, retirees and dependents.

Measures

- a. Establish a baseline measure from calendar year 2011 for individuals who have had their annual preventive medical and recommended cancer screening examinations, and achieve a 10% improvement in calendar year ending 2012.
- b. Establish a baseline measure from calendar year 2011 for individuals who have had their annual preventive dental examinations, and achieve a 10% improvement in each succeeding calendar year ending 2012, 2013, 2014 and 2015 from the baseline year ending 2011.
- c. Expand the number of state employees participating in the Wellness Program “LiveWell” by 50% between the pilot period calendar year ending 2011 and 2012, and by an additional 50% on the baseline by end of calendar year 2013.

Strategies

1. The Wellness Program, the Human Resources Benefits Division, and the Field Operations team will partner to encourage employee participation in wellness and prevention services and activities. These strategies will include:
 - a. Ensuring the State’s health and dental plan providers make strong efforts to encourage employees, retirees, and dependents to have appropriate preventive examinations. This may include “birthday card” reminders, On-Site™ Health Seminars, and other techniques.
 - b. Incorporating reminders and inquiries about preventive examinations into Wellness Program screenings, consultations, and programs; and into the interactions Human Resources Field Staff have with department managers and staff. Ensuring the unions have the information they need to promote the examinations.
 - c. Prioritizing negotiations with the unions for an updated dental plan employees will value and use.
 - d. Negotiating with the unions incentives for documented healthy behavior activities such as completing a health risk assessment or quitting smoking.
2. Continuing to develop programming designed to increase employees’ awareness of healthy practices, and to move them from contemplation to action. This programming includes an expansion of the LiveWell pilot, from its current five sessions to a more comprehensive 12-week lifestyle management program. It also includes expanding its reach from the current four sites to eight sites statewide.
3. Partnering with the Vermont Department of Health to promote a “Healthy Meetings Pledge” among managers, committing to including at least one healthy option at every meeting at which food is provided.
4. Working with the Vermont Department of Health on its various healthy behavior initiatives, to ensure state employees, spouses and dependents are able to take advantage of them.
5. Tracking Wellness Program activities to ensure programming stays current with participants’ needs and interests, including:

- a. Participants in the Wellness Program “LiveWell” will show improvement between pre-test and post-test in their knowledge of tools to use for nutrition, activity and stress management.
- b. Participants in the Wellness Program “LiveWell” will show improvement between pre-test and post-test in their readiness to make healthy behavior changes.
- c. Twenty-five percent of managers in State Government will sign a Healthy Meetings Pledge by May 2012.

Goal 5: Increase efficiency by providing basic human resource and pay transaction processes online, eliminating redundancy, and reliance on paper.

Measures

- a. Reduce manual paper transactions: timesheets, benefits enrollment, absence requests, expense forms, and personnel actions by 50% by the end of calendar year 2013.
- b. Reduce transaction errors by at least 50%, by the end of calendar year 2013.
- c. Reduce applicant complaints by 25%, by the end of calendar year 2013.
- d. Reduce redundant systems by 50% and associated paper transactions for day to day management activities by providing online workforce tools and information, by the end of calendar year 2013.
- e. Increase compliance and reduce errors in human resource transactions by 40%, by the end of calendar year 2012.

Strategies

- 1. Implement PeopleSoft employee self service modules including time capture, benefits administration, managing absences, and expenses. Labor laws, agreements, and rules will be built into the system to ensure compliance with bargaining unit agreements, policies, and state and federal laws including wage and hour, and family and military leave laws. Associated manual processes will be replaced by efficient processes based on best practices.
- 2. Replace current deficient online recruitment system with PeopleSoft Candidate Gateway and Talent Acquisition Manager. Take full advantage of the best practice functionality to manage the recruitment process from start to finish.
- 3. Increase effectiveness and accountability of managers by implementing online manager tools to ensure best workforce and performance practices, manage time approval, expense process, and leave requests requiring manager and supervisor involvement.

Goal 6: Provide outstanding consultative services to our customers within State Government.

Measures

- DHR Field Operations will establish a customer satisfaction measurement baseline by end of calendar year 2012 through a customer satisfaction survey distributed to and completed by a representative sampling of our customer base.

- An increase in customer satisfaction of 10% over the end of calendar year 2012 baseline will be realized by the end of calendar year 2013 and an increase of 10% over the end of calendar year 2013 baseline will be realized by the end of calendar year 2014.

Strategies

1. Develop a training plan for DHR Field Operations staff by the end of calendar year 2012. The topics will include the collective bargaining agreements, personnel policies and procedures, and state and federal employment laws.
2. Develop a learning assessment program to accompany the training plan, and use this plan to guide continued training and mentoring.

Appendix A: Optional Documentation

