

2020





DEPARTMENT












results
minneapolis

Human Resources

Performance summary

Enterprise priorities (page 3): Workforce diversity, Spending with diverse suppliers
Department priority (page 4): Enterprise workforce demographics, Dept head & appointed leader demographics

Trend Key			
	Year-over-year (YoY) Increase by more than 5%		YoY less than 5% change
	YoY decrease by more than 5%		No trend

Budget program	2019 Budget	Performance measure	2019 Performance	Trend from prior year	Trend: Red/yellow/green
HR Administration	\$3.0M	<ol style="list-style-type: none"> Anti-discrimination, harassment, and retaliation (ADHR) investigations Civil service appeals response time 	<ol style="list-style-type: none"> 33% closed in 90 days or less 9 days 	<ol style="list-style-type: none"> Decrease Increase 	<ol style="list-style-type: none">  
HR Business Partner Solutions	\$3.0M	<ol style="list-style-type: none"> Hiring process Separations and retention Voluntary separations by race and gender 	<ol style="list-style-type: none"> 35.1% POC 297 62 women; 48 POC 	<ol style="list-style-type: none"> Decrease Decrease Decrease 	<ol style="list-style-type: none">   
HR Total Compensation Solutions	\$2.0M	<ol style="list-style-type: none"> Health benefits costs Health claims paid by the City Job classification and compensation request turnaround time 	<ol style="list-style-type: none"> 7.4% 93% 51% in under 30 days 	<ol style="list-style-type: none"> Increase Decrease Increase 	<ol style="list-style-type: none">   
HR Learning & Development Solutions	\$1.2M	<ol style="list-style-type: none"> Share of work devoted to learning and development Attendance at HR-sponsored courses 	<ol style="list-style-type: none"> 1.12 courses per employee 	<ol style="list-style-type: none"> Increase 	<ol style="list-style-type: none"> 
HR Labor Relations Solutions	\$0.6M	<ol style="list-style-type: none"> Labor agreement negotiations Grievance resolutions 	<ol style="list-style-type: none"> 90% 92.31% 	<ol style="list-style-type: none"> Increase Decrease 	<ol style="list-style-type: none">  

Enterprise Priorities

Workforce diversity

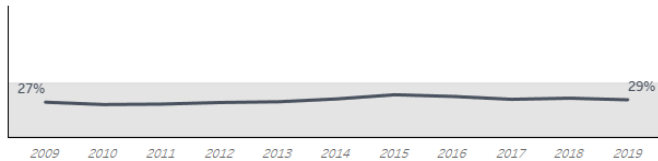
- **Does not meet** enterprise goal of 41% people of color
- **Exceeds** enterprise goal of 45% women

Human Resources (HR) works hard to assist not only the City in making its workforce reflective and representative of the Minneapolis population but also the staff that comprise the department. Of the 12 employees hired in 2019, five (42%) were people of color and ten (83%) were female. Of 2 promotions, both (100%) were employees of color and one (50%) was female.

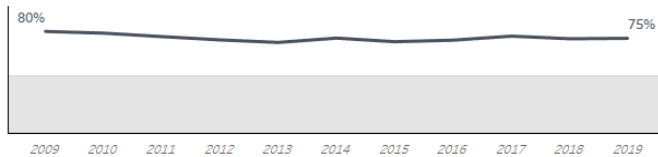
Workforce diversity (2009-2019)

Human Resources

People of color



Women



Notes:

- (1) Grey shading indicates enterprise goals (41% people of color and 45% women).
- (2) This data depicts the workforce diversity for Human Resources as a department.

Definition for Regular City Workforce:

- (a) Includes: all regular full-time, regular part-time, regular intermittent, and seasonal full-time City employees.
- (b) Excludes: ACA seasonal and all temporary City employees including individuals on permit, outside trades, Election Judges, METP Summer Youth, and contractors.

Spending with diverse suppliers

- **Exceeds** Citywide percent diverse spending of 16%
- **Exceeds** Citywide percent spending with minority-owned suppliers of 7%
- **Exceeds** Citywide percent spending with non-minority women-owned suppliers of 9%

HR has a variety of professional services contracts that assist the department in delivering a variety of quality services to City employees. Services that help HR attract, hire, develop, recognize and retain a qualified, diverse and engaged workforce. A number of these suppliers are part of the City's Target Market Program.

Summary

Total supplier spending* over selected years



Amount spent with diverse suppliers over selected years



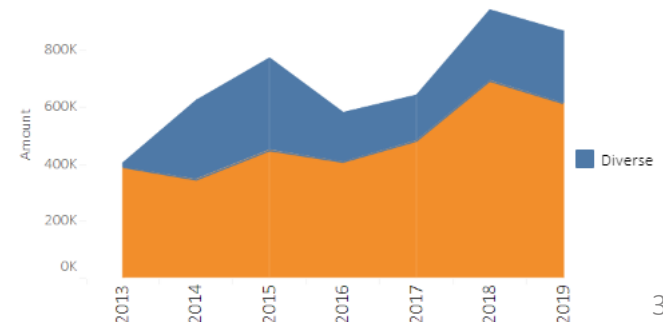
Minority-owned



Non-minority women



Share of diverse spending* (all years)



Department Priorities

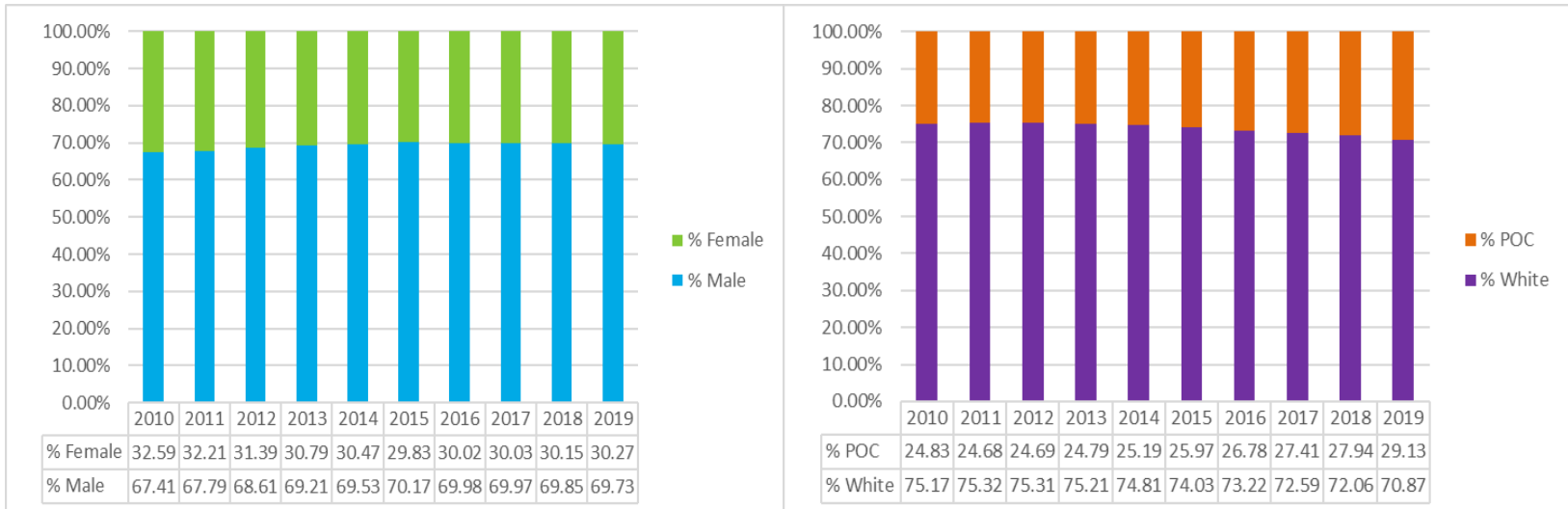
Priority 1. Enterprise workforce demographics

In 2016, the Minneapolis City Council adopted an ambitious goal to have the City of Minneapolis government workforce made up of 41 percent people of color and 45 percent women by 2022. These goals represent a closer match between the demographics of the City of Minneapolis workforce and the demographics of Minneapolis residents. Reaching these goals will require commitment from every department at every goal.

HR works collaboratively with City leadership to hire, develop and retain a qualified, diverse and engaged workforce while assisting the City to create a positive and productive work environment. Examples include:

- Pathway Programs: Police Cadet, Public Works Service Worker Trainee, EMS Academy.
- Performance Management Process: With an emphasis on results, the goals are to help employees understand work expectations, links their work to City and Department goals and to recognize employees for their accomplishments.
- Employee Engagement: Administering and responding to the results of an engagement surveys. Enterprise HR responses include the STAR Awards Program, educational partnerships with three local universities, and Alternative Works Arrangements Policy (AWA).
- Enterprise HR Policies and Ordinances: Update and maintain policies and implement workplace practices in alignment with State Laws and City Ordinances. Examples include: Wage Theft, Sick and Safe Time, Anti-Discrimination Harassment and Retaliation (ADHR), Alternate Work Arrangements (AWA)
- Employee Development: Expansion of enterprise learning programs for City leaders and individual contributors to make them more effective in their current positions and to develop them for future opportunities. Examples include: Cultural Agility Training, Onboarding for NewLeaders, Leadership U.
- Market Competitiveness: Continuous review of total compensation practices to ensure competitive salaries, wages, benefits and wellness programs

Performance measure(s)



Department Priorities

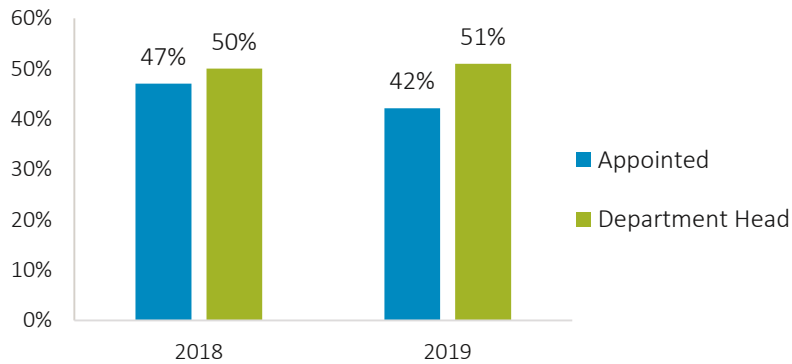
Priority 2. Department head and appointed leader demographics

Having a diverse team of department heads and appointed leaders is critical to the City's overall success in hiring, developing and retaining a qualified, diverse and engaged workforce. These City leaders make decisions on who will be hired, promoted, receives critical assignments, and who has access to learning and development opportunities. As a result, these decisions lay the foundation regarding the creation of pathways for potential leaders and managers.

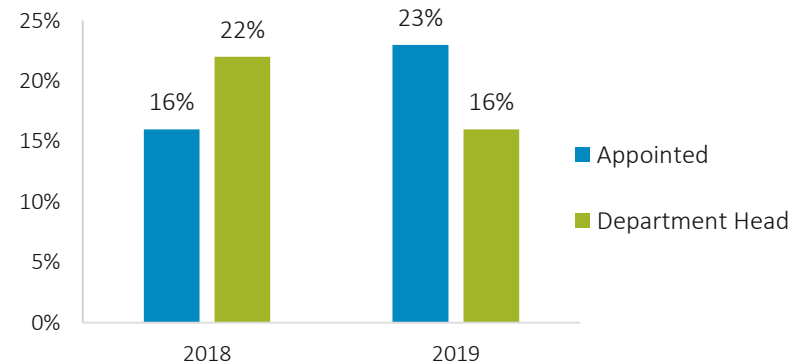
- Department heads and appointed leaders play critical roles in ensuring that the City has a work environment that is positive, inclusive, respectful and productive so that employees can deliver high quality products and services to City residents, businesses and visitors.
- As of March 24, 2020, there were 173 individuals in department head and appointed positions. In 2019, 28 of these positions were filled. Of these, 19 (68%) were filled by women and eight (29%) by people of color. Moreover, of the 28 appointments, 13 (46%) were current City employees. In many of these cases, HR partnered with City and Department leaders to determine the best strategy to fill the position. In some cases, the position was opened to the public while others restricted the process to internal candidates. In either case the goal remains the same to have the opportunity to consider a highly qualified pool of diverse candidates. The fact that 13 appointments went to current employees shows the City has been successful in recruiting and developing talent internally, so they are able to promote into higher level positions.

Enterprise Performance measure(s)

Female



People of Color

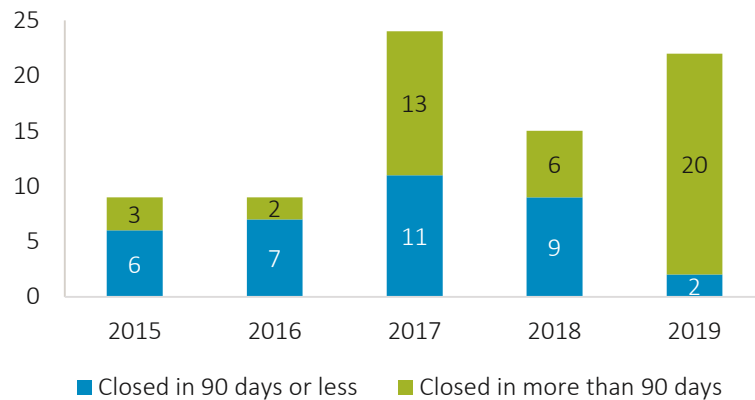


Human Resources Administration

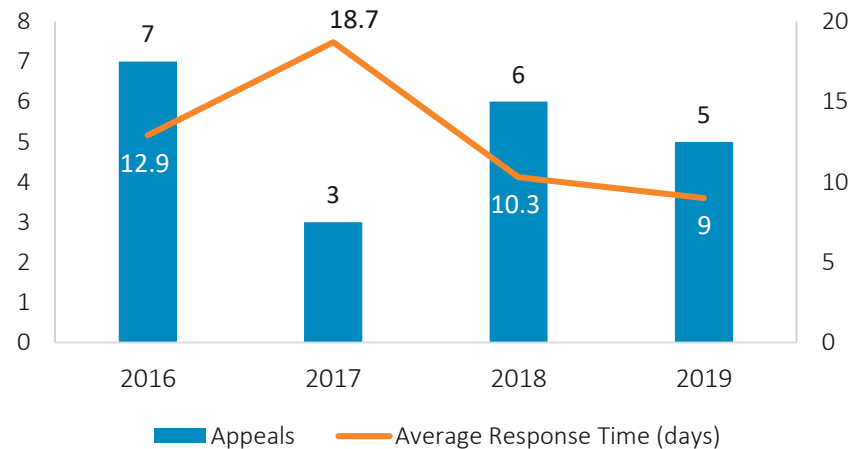
Program description: Provides enterprise-wide HR leadership and oversight by ensuring the HR strategic direction aligns with City values and goals, ensures fair HR practices in hiring, selection and promotions, ensures EEO and Affirmative Action goals are developed and integrated into enterprise-wide business plans and ensures the integration of racial equity processes in HR programs, policies and practices. HR Administration also ensures that HR practices align with local, state and federal laws and Civil Service rules.

Performance measures

Anti-discrimination, harassment, and retaliation (ADHR) investigations closure rates



Civil Service Commission Appeals



Definition:

- The division's speed at closing and completing anti-discrimination, harassment, and retaliation (ADHR) investigations, both internally and externally, plays a part in its function of ensuring that HR practices align with local, state and federal laws. It also helps HR ensure an ethical and fair working environment.

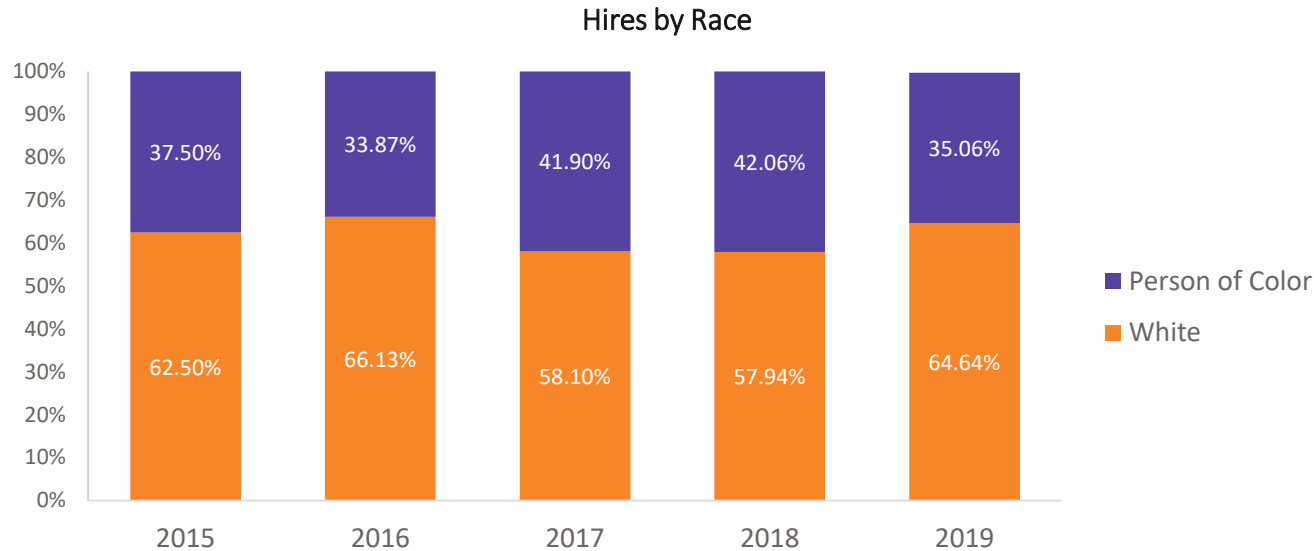
Definition:

- The division's speed and success at resolving civil service appeals plays a part in its function of ensuring that HR practices align with Civil Service rules. Average response time is measured in days.

Human Resources Business Partner Solutions

Program description: Supports the City's goals and values by ensuring effective, value added, human resource services that align and support business objectives through collaboration and strategic partnership with City leaders. Services are focused on attracting, retaining, leading and managing the City's increasingly diverse workforce.

Performance measures



Definition:

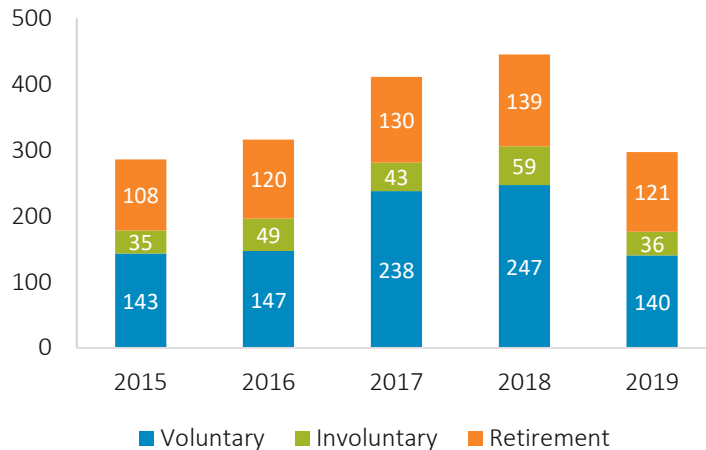
- Hiring is an important lever for the City as it works toward its workforce diversity goals. The City's HR department is responsible for the hiring process from posting the job to creating an eligible list that is referred to an individual department. Afterwards, the individual department is responsible for interviewing candidates and making a hiring decision.
- Based on Regular City Workforce definition:
 - Includes: all Regular FT, Regular PT, Regular Intermittent, and Seasonal FT City employees
 - Excludes: ACA Seasonal and all temporary City employees including individuals on permit, outside trades, Election Judges, METP Summer Youth, and Contractors.
- **Note:** Between the 2019 and 2020 Results Reports, the methodology for calculating race and gender changed. Due to this, reported amounts for a given year may differ between reports.

Human Resources Business Partner Solutions (continued)

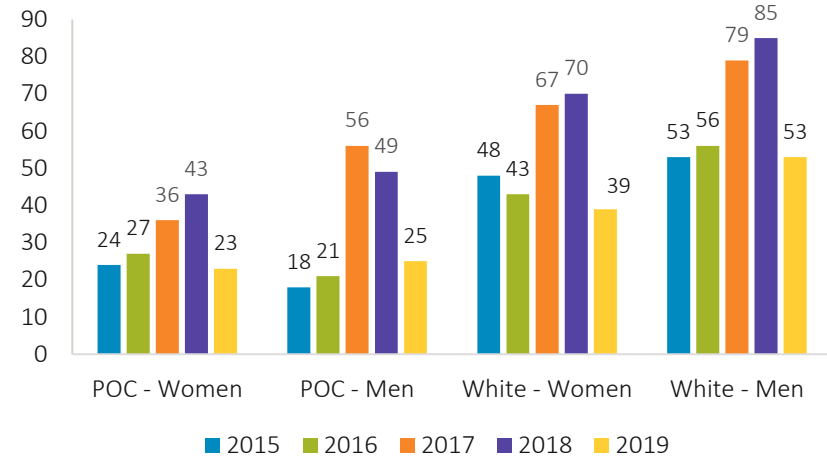
Program description: Supports the City's goals and values by ensuring effective, value added, human resource services that align and support business objectives through collaboration and strategic partnership with City leaders. Services are focused on attracting, retaining, leading and managing the City's increasingly diverse workforce.

Performance measures

Separations and Retirements



Voluntary Separations by Race and Gender



Definition:

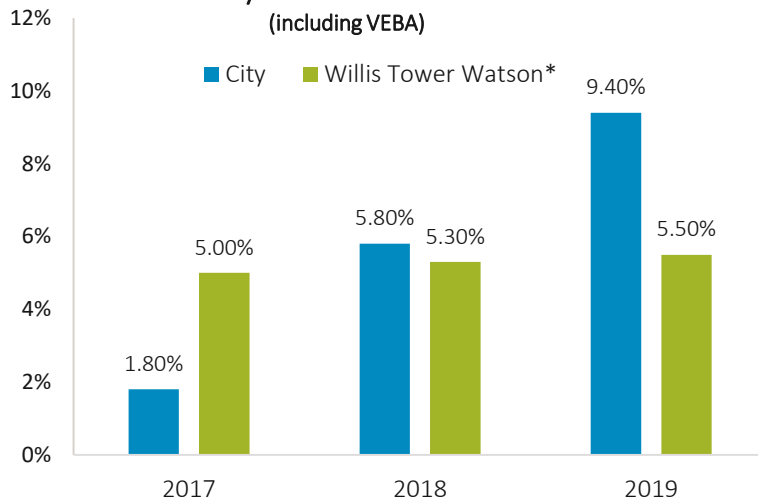
- In addition to understanding who the City is hiring, it is important to understand who is leaving their employment at the City through three categories: voluntary separations, involuntary separations, and retirements. The City aspires to retain female employees and employees of color to achieve its workforce diversity goals.
- Based on Regular City Workforce definition:
 - Includes: all Regular FT, Regular PT, Regular Intermittent, and Seasonal FT City employees
 - Excludes: ACA Seasonal and all temporary City employees including individuals on permit, outside trades, Election Judges, METP Summer Youth, and Contractors.
- **Note:** Between the 2019 and 2020 Results Reports, the methodology for calculating race and gender changed. Due to this, reported amounts for a given year may differ between reports.

Human Resources Total Compensation Solutions

Program description: Provides leadership and management in the areas of compensation, classifications, benefits, wellness and leave administration. The key services provided in this program are: Benefits and Wellness - develop strategy, design, negotiate and implement health and wellness programs and all other benefit programs, including leaves, Classification Administration - Evaluate work in the context of all other work in the City and maintain the integrity of the classification system. (MN Statutes 471.991-999 and MN Rules Chapter 3920), Compensation Administration - Maintain competitive pay and ensure internal equity based on compensable factors (MN Statutes 471.991-999 and MN Rules Chapter 3920).

Performance measures

City Paid Claims Trend
(including VEBA)

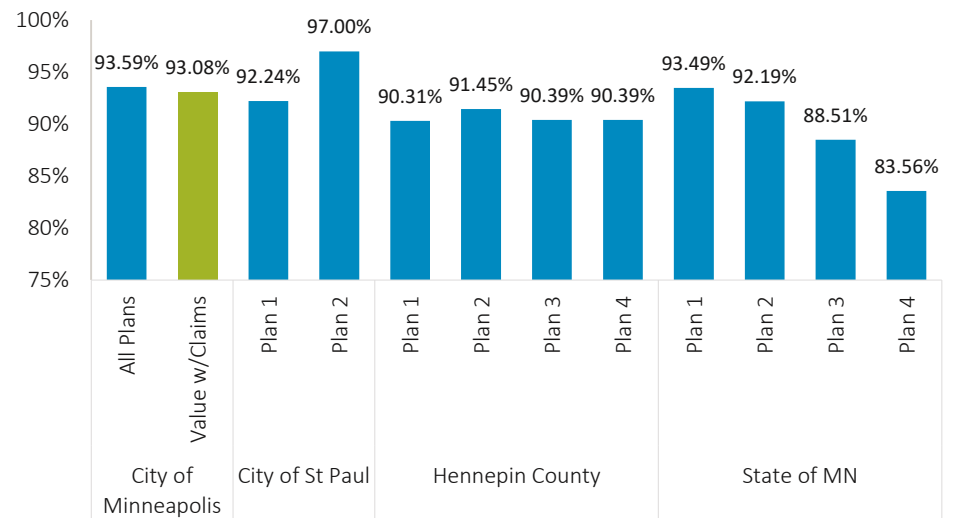


Definition:

- The City moved to self-funded employee health plan model effective 1-1-2018. Because health insurance costs are increasing at a rate beyond inflation and average wage increases, it is a goal to proactively manage the costs of health coverage at a rate of increase at or below reported national health care trend.

* Willis Towers Watson health care trend before plan changes in 2019

Health Plan Actuarial Value



Definition:

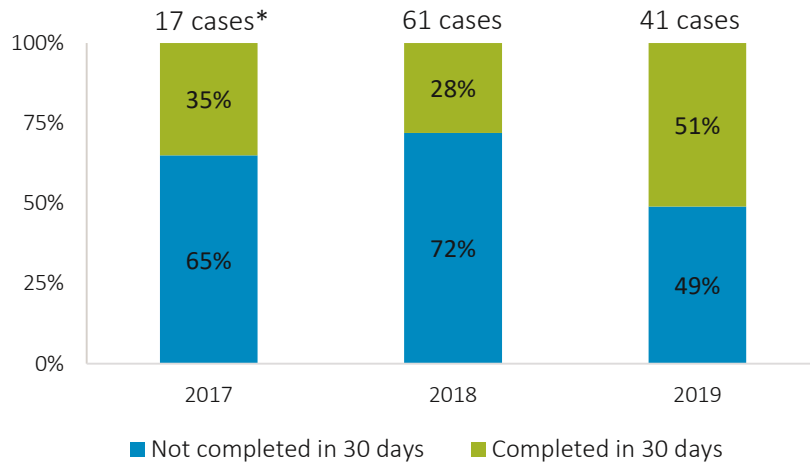
- The City's self-insured health plan must improve workforce health and temper future cost increases, maintaining affordable coverage options for employees and their families. Therefore it is important to monitor the overall percentage of total health claims paid by the City.

Human Resources Total Compensation Solutions (cont.)

Program description: Provides leadership and management in the areas of compensation, classifications, benefits, wellness and leave administration. The key services provided in this program are: Benefits and Wellness - develop strategy, design, negotiate and implement health and wellness programs and all other benefit programs, including leaves, Classification Administration - Evaluate work in the context of all other work in the City and maintain the integrity of the classification system. (MN Statutes 471.991-999 and MN Rules Chapter 3920), Compensation Administration - Maintain competitive pay and ensure internal equity based on compensable factors (MN Statutes 471.991-999 and MN Rules Chapter 3920).

Performance measures

Job Classification Turnaround Time



Definition:

- Employees are able to request that their job classification and compensation be reviewed by Human Resources based on changes in responsibility or other factors. The department manages this process, communicating with the employee and their supervisor, holding an interview, possibly running an observation, and providing a response.

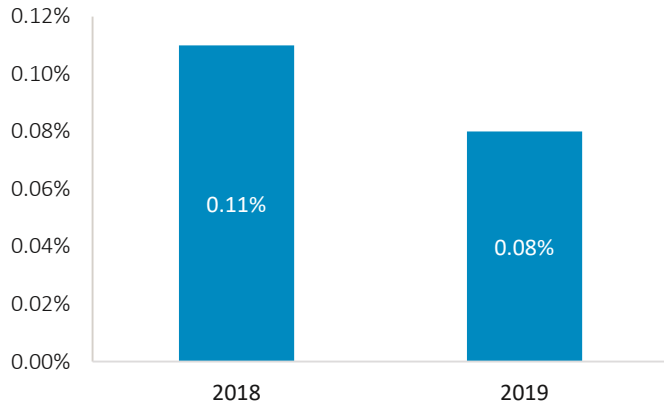
* 2017 data is the number of cases tracked in Q4 2017 using ServiceNow.

Human Resources Learning & Development Solutions

Program description: Helps City employees develop their knowledge and skill to accomplish the City's key strategic initiatives while growing their careers. We engage and retain our increasingly diverse workforce by offering a variety of programs and services designed to support their development.

Performance measures

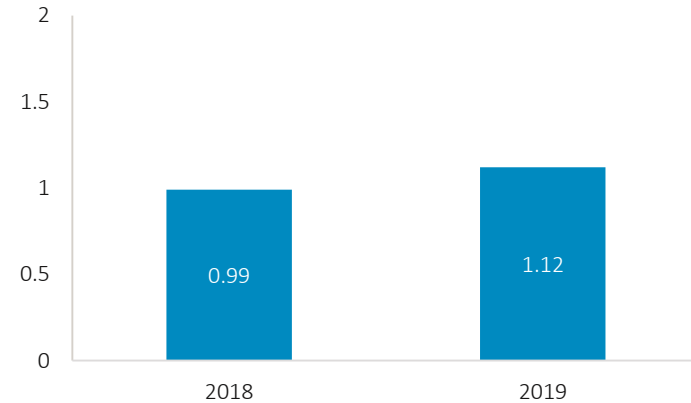
% of hours spent on courses



Definition:

- The City provides learning and development courses, many of which are optional. This metric shows how effective the City is at offering attractive opportunities, communicating options to employees, and encouraging employees to take advantage of opportunities.
- In the future, the City might set a goal or benchmark of a share of employee hours that would be ideally devoted to Learning and Development.

Courses per Employee



Definition:

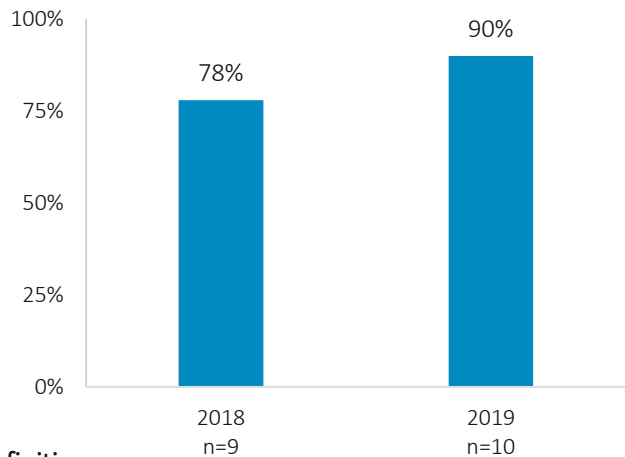
- This describes the average number of learning and development courses taken per employee.
- The City can offer an unlimited quantity of courses, but they won't have their desired impact unless those courses are attended by employees.

Human Resources Labor Relations Solutions

Program description: Carries out the City's legal obligations under the Minnesota Public Employee Labor Relations Act (PELRA). The division leads and manages all areas of labor relations including the collective bargaining, administration and implementation of 23 collective bargaining agreements. In addition, HR Labor Relations Solutions oversees and implements the City's grievance process. The key activities essential in this program are: negotiate collective bargaining agreements, administer and interpret collective bargaining agreements to insure compliance, provide guidance to City departments on implementation and contract compliance, manage the grievance process, including hearings and addressing third step grievances, oversee contract administration.

Performance measures

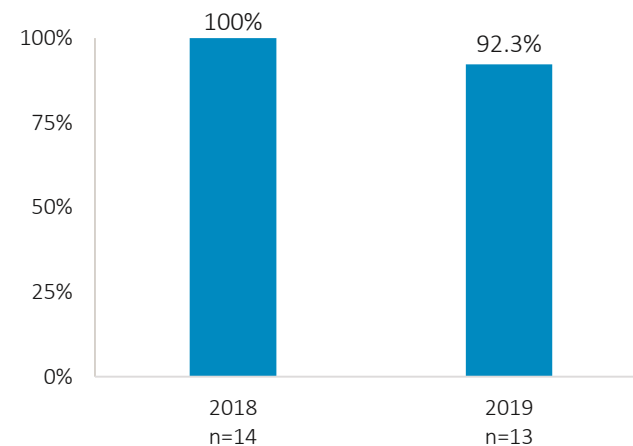
Labor contracts negotiated within 6 months



Definition:

- This metric captures the percentage of labor contract negotiations completed within six months.

Grievances resolved within 60 days



Definition:

- This metric captures how efficiently the division resolved grievances within 60 days.