

ITS Strategic Roadmap – FY20 Planning

ITS Human Resources Support

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Background

Metro Information Technology Services (ITS) offers employees challenging and rewarding work in a fast-paced, results-driven environment. ITS management is committed to providing a fair, safe and supportive environment in which ITS employees are encouraged and enabled to make a positive difference in the lives of Metro’s residents and visitors through our work.

The Employee & Account Care (EAC) division of Information Technology supports ITS employees and provides human resources and financial services to the department. HR Functions include:

- Timekeeping & payroll
- Employee on-boarding and off-boarding
- Intern program coordination
- Employee relations (including corrections, coaching & rewards)
- Employee engagement
- Safety coordination
- ADA compliance
- ITS HR records management
- Recruiting activities and staffing
- Retention & succession planning
- Fundraising coordination and ownership
- Internal and external training and development
- Strategic management process coordination
- Diversity and ethics guidance and compliance
- Performance management and EPPR process coordination
- Background check coordination & record-keeping
- Office management and service management
- Department communications

Stakeholders of EAC are ITS management and staff, technical temporary staff agencies under contract with Metro, Metro’s Human Resources department, and potential employees, interns and contractors.

Current Strategic Drivers

1. **Regulatory Compliance** (High) – Human resources activities for employers are governed by established departmental policies as well as laws, regulations and policies at the Federal (EEOC, Title VII of Civil Rights Act, ADEA, ADA, FMLA and FLSA), state and local (Civil Service and Metro Code) levels.



2. **Growth of Nashville** (High) – Nashville continues to see high growth, including in the technology sector. This is producing both additional needs for local IT talent and potential for attraction of talent from outside of the County.
3. **Difficulty Finding Qualified Staff** (High) – Middle Tennessee has experienced a shortage of skilled technology workers. Talent is emerging with Middle Tennessee’s unprecedented growth; however, due to bureaucracy, we struggle to hire through normal means and hire through temporary staffing agencies to ensure proficiency for high-demand positions.
4. **Demand for Diversity of Workforce** (High) – A study released by Metro’s Human Relations Commission has highlighted the fact that the demographics of Metro’s workforce, including that of ITS, does not match that of Davidson County.
5. **Focus on Student Interns** (High) – Because of the tremendous growth of Nashville and the demographics of high school and college graduates, it is imperative that we engage our local citizens by giving them the opportunity to work and learn while they are earning degrees/certification in technology, thus presenting a path to Metro ITS employment.
6. **Low Unemployment Numbers** (High) – The low unemployment rate of 5 % in Middle Tennessee has driven outside employers to actively seek and recruit ITS employees with promises of more money, time-off and benefits. Our region has seen 9% growth in IT resources since 2012. When looking specifically at Middle Tennessee, the rate of growth is even higher – 16%.
7. **Focus on Helpdesk Staff as Gateway for IT Jobs** (Medium) – A statewide panel convened by Governor Bill Haslam identified IT helpdesk jobs as a recommended entry positions into the IT field. These positions provide an exceptional view of the IT field by their nature and can help meet the demands for IT staff by helping build that talent internally.

On the Horizon Strategic Drivers

1. **Retirement Wave** (High) – According to ITS demographics, we face a wave of retirements in the coming 5-15 years and will have to effectively backfill long-term staff and manage potential loss of their deep institutional knowledge.
2. **Amazon Center of Operations Excellence** (High) – As announced the week of November 12, 2018, Amazon will bring a new 5000-job facility to downtown Nashville. While the composition of the positions are currently unknown, it will exert additional recruitment and retention pressures on all those organizations that have IT staff.



Short Term Goals (0-6 months) 7/1/2019 to 1/31/2020

#	Goal/Objective	Est. Start	Est. Duration
1	Use social media packages, internet safe options, recruiting firms in recruiting diverse candidates with stated HR analytics, ITS culture, Virtual job fairs and engagement enriched drivers and goals.	7/2019	Ongoing
2	Develop training for all Human Resources, and engagement activities, including, Civil Service, Diversity and Inclusion, Management - Inclusion from the book "Reinforcements"	7/2019	6 months
3	Student intern plan: throughout their education capture the student's motivation to work for the public sector (the motivation and driver is not money, but service) while engaging interns in building their own work plans for their internship.	7/2019	6 months

Medium Term Goals (6-18 months) 1/2020 to 12/31/2020

#	Goal/Objective	Est. Start	Est. Duration
1	Establish a new committee for performance management review and implement performance measures processes to reflect current leading industry practice.	1/2020	12 months
2	Plan a succession review using analytics/stay interview data and meetings with managers and employees.	1/2020	6 months
3	To assist in helping ITS be a preferred place to work engage current employees in new opportunities with training, mentoring, working out-of-class, promotion opportunities and job sharing.	1/2019	On-going

Long Term Goals (18-36 months) 01/2021 – 6/2022

#	Goal/Objective	Est Start	Est. Duration
1	Succession planning by managers with assistance of HR. Using new tools; the driver is the replacement and training of new employees filling the gap of knowledge from exiting employees. Documentation by June 30, 2022.	1/2021	6 months, then ongoing

Related Roadmaps

- Finance

Related Resources

- *Recruiting & Retaining a More Diverse Workforce* (SHRM Article), Caren Goldberg, PhD

