

ITS Strategic Roadmap – FY16

Human Resources (ITS)

Author: *Cyndy Maddox*

Date last updated: 2/25/2015

Background

The ITS department is a challenging, yet rewarding place for employees and contractors. 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 citizens through our work.

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

- recruiting activities and staffing functions,
- employee timekeeping and payroll processing,
- on-boarding and off-boarding employees,
- employee relations (including corrections, coaching and rewards),
- performance management (EPPRs),
- safety coordination and ADA compliance,
- HR records management,
- employee engagement coordination,
- fundraising coordination and ownership,
- departmental training and development,
- management of temporary IT staffing providers.

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

Current Strategic Drivers

1. **Regulatory Compliance** (High) – Human resources activities are governed by laws, regulations, and policies at the Federal (EEOC, Title VII of the Civil Rights Act, ERISA, ADEA, FMLA and ADA), state and local (Civil Service and Metro Code) level, as well as established departmental policy.
2. **Difficulty finding/retaining experienced/qualified staff** (High) – Middle Tennessee is in the midst of a well-documented shortage of skilled technology workers. Metro Government IT departments have the added challenge of pay scales that have been documented by Metro HR auditors at 15%-20% less than the comparable market for similar positions.
3. **Staffing Shortfall** (High) – The “do more with less” philosophy for many leads to technology, and ITS has been a partner in both developing solutions and adhering to this philosophy. In 2015, with a considerably larger and more sophisticated infrastructure to support, the addition of many critical services and the sunset of few, and a much more dangerous security environment, ITS as a department has 5% fewer employees in Fiscal Year 2015 than in Fiscal Year 2006.



4. **Growth of Nashville** (High) – the Nashville area is seeing unprecedented growth in many areas including the technology sector. This is producing both additional needs for local IT talent, with the potential to attract talent to the wider area.
5. **Increasing Ethnic Diversity** (Medium) –According to the NashvilleNext planning process, Nashville can expect to see a continuation of the significant change in ethnic composition of the area that is already underway. This has been highlighted through the Human Relations Commission’s report on diversity, which also pointed out Metro’s gap in matching the ethnic makeup of the population of the county.

On the Horizon Strategic Drivers

1. **Increasing Competition for IT talent due to aging work population:** (High) - Successful talent acquisition and management are more crucial than ever. One reason is the increased competition for talent as Baby Boomers approach retirement age. By 2016, the numbers of workers aged 55 to 64 will increase almost 37 percent (Huffington Post). 64% of state and local governments’ survey respondents consider outdated technology systems an impediment to human resources issues.
2. **Pending Administration Change** (Medium) - The new administration will bring a different philosophy toward resource allocation and budgeting, which has the potential to impact ITS staffing.

Short Term Goals (0-6 months) 7/1/15 – 12/31/15

#	Goal/Objective	Est. Start	Est. Duration
1	Analyze and refine process for hiring ITS employees	7/7015	12/2015
2	Develop and implement quarterly reports for analysis on workforce demographics	2/2015	6/2015
3	Develop and implement plan for Stay interviews for FY16	3/2015	2 months
4	Define and implement departmental training plan to include ITS@YourService	7/2015	7/2015
5	Define and implement formal internship management program for college students, including setting manager expectations and ongoing recruitment	6/2015	3 months
6	Define and implement ITS metrics to analyze success of HR program in finding and retaining quality staff	6/2015	
7	Analyze and define, with the assistance of the BASS team, a replacement for information management to replace disparate content stores on IM, SharePoint, etc. into a logical and well-organized space	6/2015	
8	Work with the Diversity Committee to define and implement recommendations toward workplace diversity	6/2015	



Medium Term Goals (6-18 months) 1/1/16 - 12/31/16

#	Goal/Objective	Est. Start	Est. Duration
1	Define and implement a promotional training system within ITS to allow for a career path	1/2016	4 months
2	Work with cross-departmental team to develop requirements for Metro-wide learning management system implementation	1/16	6 months
3	Develop ITS mentorship plan	3/16	3 months
4	Establish team to review and update, as necessary, the performance management system for implementation in FY17		

Appendices

- Center for Digital Government Talent (2014) *Management in the Cloud: The answer for Today's Workforce Challenges*. Underwritten by SAP <http://www.sap.stateandlocal>
- SHRM *Government keeping a closer eye on employer pay practices* (2015) <http://links.shrm.mkt6744.com/servlet/MailView?ms=MjE5NTA5NzcS1&r=ODM1OTI1OTQyMTkS1&j=NDgxMDYzOTI0S0&mt=1&rt=0>
- When Work Works (2015) *Building an effective workforce* <http://www.whenworkworks.org/>
- SHRM *Massive Open Online Courses at Work* by Dave Zielinski (2014) <http://www.shrm.org/hrdisciplines/orgempdev/articles/pages/massive-open-online-courses-at-work.aspx> available through ITS HR Management

