

Chesterfield Township Human Resources Department

Strategic Plan

FY-2020-2024



Table of Contents

Section 1: Introduction

1. Message from the HR Director
2. Aligning HR with the Township's Strategic Direction
3. HR Trends & Challenges
4. HR Strategic Approach - Meeting the Challenge

Section 2: HR Division of work, Purpose, Goals, Services, Accomplishments, Priorities & Performance Measures

1. Employee Benefits/Wellness and Work-Life Programs
2. Personnel Services
3. Employee and Labor Relations
4. Equal Employment Opportunity
5. Risk Management
6. Training and Development
7. HR Strategic Support and Partnerships
8. Shared Services (Procurement/Performance Budgeting/Insurances)

Introduction – Message from the Director



Steve M. Duchane

I am pleased to present you with the Human Resources (HR) Department's FY – 2020-2025 Strategic Plan.

The HR Department is committed to developing and providing innovative services that support and align with Township and department goals. Key areas of focus during the next three years will involve: expanding work-delivery models through an Aligned Organization initiative; implementing new succession planning programs; expanding employee engagement efforts; and implementing new technology.

The HR Strategic Plan sets the direction for the Department to address the trends and challenges the Township, specifically our customer-departments, are encountering now and in the years to come. The HR Strategic Plan also provides general information about the services provided by the eight divisions within the organization. Each of the division sections include: 1) Purpose, 2) Goals, 3) Services, 4) Accomplishments, 5) Priorities, and 6) Performance Measures.

The HR Strategic Plan is intended for a variety of audiences, including Human Resources employees, Township employees, departments, elected officials, and members of the public. The plan can be used as follows:

- **Human Resources Employees** will use the HR Strategic Plan as their work plan for implementing the Department's goals and priorities.
- **Township Employees** can use the HR Strategic Plan to obtain information about the services the HR Department provides for them (e.g., benefits, training and development opportunities, recruitment activities).
- **Departments Heads** and managers can review the services HR provides for departments to understand service commitments and expand partnerships (e.g., organizational development, customized training).
- **Elected Officials** can use the HR Strategic Plan to view priorities, ensuring alignment with the Township's Shared Vision 2020.
- **Members of the Public** can use this document to obtain information about the services the HR Department offers its employees and their families as well as the services available to potential candidates.

Aligning HR with the Township's Strategic Direction

The HR Strategic Plan aligns with the direction of the Township's Shared Vision 2020, specifically contributing to the following community outcome and impact goal:

- **Community Outcome: Collaborative Community** - Our leaders forge partnerships, promote regional solutions with informed and engaged residents, and approach issues with fiscal accountability and concern for future impacts.
- **Impact Goal** - Responsive, effective, and collaborative government.

HR Trends and Challenges

The demand for strategic, consultative, and collaborative HR services continues to grow. During the next three years, a broad set of organizational challenges must be addressed that have managerial/leadership, workforce, and technological implications for our Township. How we respond to these challenges will impact our ability to maximize organizational capacity, increase individual potential, and position the Township as an employer of choice. These trends and challenges include:

- **Creating an Aligned Organization — Changing demand for services requires flexible structures and work delivery models.** The Township continues to experience changes relating to services, technology, staffing, and citizen expectations. The fast-paced environment requires the organization to be nimble, providing structures that are flexible and adaptive. The Aligned Organization initiative will provide a framework for the future. The HR Department will continue to lead efforts to promote various work delivery models, including expanding use of the "Term" employment type, creating a Township hometown mentoring program, expanding internship opportunities, and increasing use of self-help options.
- **Deploying New Approaches to Talent Sourcing — Shifting strategy from recruiting to marketing.** The new employment environment, with talent networks, social media, competing employment choices, and shifting skill-set demands, will require innovative marketing and communication strategies to attract, source, and recruit qualified candidates. To meet these demands, the HR Department will create an employment brand and expand social media presence -- fully leveraging social media tools to attract diverse, talented individuals to the organization.
- **Changing Workforce and Strategic Talent Management Strategy — Continuing to design and implement succession planning initiatives to increase organizational capacity and workforce diversity and inclusion.** As with other public agencies, the Township has experienced workforce demographic shifts. The organization's leadership team represents the changes we are experiencing as baby boomers continue to retire. In the upcoming years, we will focus on creating leadership pipelines to ensure knowledge transfer and continuity of excellent services. The development and implementation of a comprehensive strategy for engaging and retaining leadership will be vital. This will involve implementing pre-employment and development assessment tools, re-introducing an executive leadership program, and offering a training matrix outlining a comprehensive professional development plan for supervisors and managers.
- **Promoting Employee Engagement — Expanding opportunities to drive passion and engagement in the workforce.**

The HR Department will continue to support the Township’s commitment to creating a culture of employee engagement by providing information, resources and services to staff which promote collaboration, connection, and commitment to their work, colleagues and the goals of the organization. The HR Department will market and support departments in implementing the Collaborative Performance Management System (CPMS) as a means to encourage effective communication, support employee personal and professional development, and demonstrate alignment between individual and organizational goals—thus driving meaning and purpose. In addition, the HR Department will champion employee wellness, flexible work arrangements, and employee incentive options as cost-effective workforce strategies.

- **Enhancing and Expanding Strategic Partnerships — Identifying and creating opportunities to collaborate with customers to increase organizational effectiveness.** The HR Department continues to communicate its service commitments and consultative services to customer-departments. There is an increase in management and supervisory skills across many departments as a result of the Township’s new investment in training and development, including the Township’s internal Essential Supervisory Skills Program. This additional capacity and empowerment, along with the increased use of self-service technology, allows our staff to further add value, guide, and assist departments in meeting their organizational goals.
- **Maximizing Labor Negotiations — Identifying strategies to sustain workforce costs.** The HR Department will continue to negotiate with labor organizations to ensure agreements align with our current and anticipated economic conditions and operational needs. In addition, changes in legislation and labor organization leadership will require increased communication regarding changes and continued collaboration in order to maintain positive employee/employer relationships.
- **Managing Complex Employment Laws — Identifying and addressing legal trends and employer-employee changes to determine impact to the organization.** Changes in laws that expand employee rights will require HR to respond to an increase in employee relations and equal employment opportunity cases (e.g., bullying in the workplace, “Ban the Box”, Fair Labor Standards Act, Affordable Care Act “Cadillac Tax”). We will continue to be proactive in addressing employment issues by reviewing compliance with current and emerging employment regulations and by offering regular training and consultations with employees, supervisors, and managers. The online Administrative Procedures and Employee Relations Policies provide supervisors and managers with information pertaining to various subjects and issues (e.g., conducting performance evaluations and handling excessive absences). The development of a mobile app for the Web site will allow users to obtain on-demand access to employee and labor relations materials is in progress and will further provide departments with resources to address employee and labor relations matters.
- **Maximizing HR Technology — Expanding and integrating technology to streamline services, remain competitive, and increase transparency through consumer access to information and resources.** As our consumers and the world around us become increasingly tech-savvy, HR will expand its use of technology through mobile and cloud-based services. We will roll-out records management laserfich or Enterprise Content Management (ECM) as part of our Human Resource Information System (HRIS) which offers flexible, user-friendly, integrated technology, and a mobile platform supporting expanded manager and employee self-service for transactional business processes. This will allow the HR Department to move beyond managing transactions to become more consultative partners. In addition, we will deploy a number of mobile and web based services for consumers, as well as for current and future employees, to access information and resources on demand. One of these efforts will include a new online Procurement Purchase Order System that allows for the automated process of obtaining bids for goods and services.

HR Strategic Approach - Meeting the Challenge



Mission

Through strategic partnerships and collaboration, the Human Resources Department recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe, well-equipped and productive work environment for employees, their families, departments, and the public in order to **maximize individual potential, increase organizational capacity and position Chesterfield Township as an employer of choice.**

Values

The Human Resources Department demonstrates the following values:

- **Promote Honesty, Integrity, and Trust:** We honor our commitments and conduct business in a manner that promotes fairness, respect, honesty, and trust.
- **Celebrate Teamwork:** We encourage the diversity of thoughts, experiences, and backgrounds and celebrate participation and partnership in all of our endeavors.
- **Foster Communication and Transparency:** We solicit the input of others and promote transparency and inclusiveness.
- **Focus on Our Customers:** We have a passion for service and are committed to knowing our customers' business, anticipating their needs, and exceeding expectations.
- **Embrace Change and Innovation:** We are open to possibility and foster creativity and risk-taking to support continuous improvement.
- **Champion Employee Development and Wellness:** We are committed to maximizing the potential of every individual and supporting and promoting the Township as a learning organization.
- **Model Leadership:** We lead by example and advocate equitable treatment in our behaviors, policies, and practices.
- **Produce Quality Results:** We believe those we serve deserve excellent service, a safe, productive, and healthy work environment, and quality results.

Goals

The HR Strategic Plan is focused on seven overarching goals:

1. Value, Encourage, and Support a Diverse Workforce;
2. Continue Improving Individual and Organizational Capacity and Effectiveness;
3. Anticipate and Meet the Changing Needs of the Workforce / Family;
4. Champion Career and Professional Growth;
5. Create and Enhance Strategic Partnerships;
6. Enhance Services through Technology; and
7. Promote Financial Stewardship.

Services

We provide the following services to our customers:

Medical Insurance ♦ Dental Insurance ♦ Vision Insurance ♦ Life Insurance ♦ Short-Term Disability ♦ COBRA ♦
Deferred Compensation ♦ Flexible Spending Accounts ♦ Employee Assistance Program ♦ FMLA ♦ Workplace Mediation ♦
Retiree Health Benefits ♦ Wellness Work-Life Programs ♦ Intern Coach Program ♦ Township Wellness Committee ♦ Health
Savings Accounts Recruitment ♦ Testing ♦ Applicant Guidance and Feedback ♦ Marketing Township Employment ♦
Staffing Analyses ♦ Classification Studies ♦ Organizational Structure Reviews ♦ Classification Specification Maintenance ♦
Salary Surveys ♦ Training ♦ Committee Work and Special Projects Employee Relations Consultation and Resolution ♦ Labor
Negotiations ♦ Ongoing Training in a Variety of Employee and Labor Relations Topics for Managers and Supervisors ♦ Employee
Relations Handbook and Other Resources ♦ Departmental Resources for Fingerprinting/Background Checks ♦
Labor/Management Committee Participation ♦ Labor Contracts Administration ♦ Grievances and Other Issues Identified by
Employee Organizations Resolution ♦ Unit Representation Elections in Accordance with the Township's Employer-Employee
Relations Policy Coordination Employee Relations Consultation and Resolution ♦ Labor Negotiations ♦ Ongoing Training in a
Variety of Employee and Labor Relations Topics for Managers and Supervisors ♦ Employee Relations Handbook and Other
Resources ♦ Departmental Resources for Fingerprinting/Background Checks ♦ Labor/Management Committee Participation ♦
Labor Contracts Administration ♦ Grievances and Other Issues Identified by Employee Organizations Resolution ♦ Unit
Representation Elections in Accordance with the Township's Employer-Employee Relations Policy Coordination Workers'
Compensation/Long Term Disability/Temporary Modified Work Programs/Insurance Programs/Disability Leave with Pay/Leave of
Absence Oversight ♦ Long Term Disability/Leave of Absence/Disability Leave with Pay/Modified Work Program Administration ♦
Township Safety Committee ♦ Hazard and Accident Investigations ♦ Township's Driver Program and Department of
Transportation Drug and Alcohol Program ♦ Occupational Health and Safety Programs ♦ Ongoing Training on Workers'
Compensation Laws and Claims and Safety Programs ♦ Insurance Premium Negotiations for Workers' Compensation ♦
Ergonomics ♦ Consultative Services ♦ Title I ADA Reasonable Workplace Accommodations ♦ Title II ADA Public Accessibility
Transition Plan ♦ ADA Compliance Committee Township-wide Training Programs ♦ New Employee Welcome ♦ Career
Development Programs ♦ Tuition Reimbursement Program ♦ Township-wide Learning Management System ♦ Ongoing
Consultation to Departments ♦ Customized Training for Departments and Community Partners ♦ Essential Supervisory Skills
Academy and Management Development Program ♦ Regional Training Consortium ♦ Workplace Mediation Program ♦

Accomplishments to date

- Expanded benefits options by offering a High Deductible Health Plan and Health Savings Account.
- Implemented a new 457 program for the Term employment type.
- Promoted a variety of training programs for Managerial, Supervisory and hourly employees
- Enhanced the candidate experience through the use of technology including social media, computer based testing, and refined online application process.
- Supported Township initiatives by providing strategic guidance and advice to operating departments on areas such as Aligned Organization hiring and succession planning.
- Attracted top talent to the organization that has resulted in 98% of hiring managers satisfied with their new hires.
- Conducted several executive-level recruitments (including Senior Services Coordinator, Fire Chief, Purchasing Assistant, Treasury Assistant, Facilities Operations Maintenance Assistant, Resident Services Assistant, Part-Time Firefighters, Full-Time Firefighters, Utility Workers, Police Officers that resulted in the successful continuation of services.
- Fostered a work environment which values cooperation and collaboration where issues are resolved at the lowest possible level.

- Ensure that all employees are treated equitably and consistently.
- Strengthen partnerships with departments through training, communication, information and support on Employee Relations issues allowing for prevention, early discovery and/or prompt resolution.
- Ensure that all negotiated agreements are in compliance with regulations as well as Township programs and policies.
- Maximize the use of technology to streamline operations and information via the “Guardian” system.
- Anticipate and meet the changing needs of the workforce.
- Updated the Employee Relations Handbook to reflect current procedures and employment laws.
- Negotiated cost-effective labor agreements, including the new Aligned Organization type clauses (Service Officer, Term part-time employees).
- Create an inclusive work environment that embraces and values diversity.
- Promote a healthy and safe work environment that mitigates risk and potential loss while operating in compliance with state and federal regulations.
- Provide training, create awareness, and implement reasonable workplace accommodations.
- Engage in continuous process and operational improvement, including professional development, to stay abreast of industry and legal changes.
- Leverage technology to mitigate and analyze risk and improve operational efficiencies.
- Provide equal access to Township buildings, equipment, programs and services accessible to persons with disabilities.
- Encourage understanding and cooperation in the handling, investigating, and resolving of EEO/workplace complaints.
- Led efforts to expand organizational effectiveness and flexibility through the Township’s Aligned Organization Initiative, including expansion of work delivery models, creation of a new employment type (Term), and add HR services to website.

Priorities

GOAL(S)	PRIORITIES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
1	Implement a strategy to promote maximum participation in the Township's 457 Roth post-tax contribution program.	<input checked="" type="checkbox"/>				
2	Facilitate the day-to-day processing of benefit programs, including enrollment for new employees and changes for existing employees.	<input checked="" type="checkbox"/>				
3	Negotiate with carriers regarding premiums and benefits then collect, organize, and analyze data for benefit plan renewal and "remarket" to consumers.	<input checked="" type="checkbox"/>				
4	Communicate timely and accurate information regarding benefit, wellness, and work-life programs/information to the Board of Trustee's, Township Supervisor's Office (CAO), and consumers via bi- annual reports to the CAO, and regular updates to the Township website, Benefits and Wellness e-Newsletters.	<input checked="" type="checkbox"/>				
5	Ensure compliance with applicable government regulations, laws, Township MOUs, Resolutions, and established policies.	<input checked="" type="checkbox"/>				
6	Expand use of technology and maximize vendor resources to provide timely consumer benefit education to new hires and existing consumers, in person and online via Enterprise Content Management System (ECM)	<input checked="" type="checkbox"/>				
7	Review and revamp necessary business processes to ensure full compliance with the Affordable Care Act, the "Cadillac Tax".	<input checked="" type="checkbox"/>				
8	Promote Open Enrollment and Benefit options through the annual Benefits Fair and other marketing efforts during the Open Enrollment period.	<input checked="" type="checkbox"/>				
9	Ensure timely and accurate financial accounting and claims processing for benefit programs, employees and retirees and ensure contractor, partner, and vendor compliance so that consumers have their available benefits.	<input checked="" type="checkbox"/>				
10	Staff the Township Committee with Finance and Treasury to oversee implementation of the Township Health Benefits Self-Insurance Fund Management	<input checked="" type="checkbox"/>				

11	Provide effective training and coaching program options and assist all departments as Chief Labor representative	<input checked="" type="checkbox"/>				
	PRIORITIES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2014
12	Leverage technology and vendor / community partnerships for expanded work-life and wellness trainings, programs and activities, in response to requests from departments.	<input checked="" type="checkbox"/>				
13	Implement, enhance, and maintain online benefit enrollment.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
14	Collaborate with Health Plans and/or Medical Groups to improve health status, health outcomes, and/or health care utilization.	<input checked="" type="checkbox"/>				
15	Conduct an annual Health and Safety Policy training day following the issuance of the Health and Safety Policy Directive	<input checked="" type="checkbox"/>				

Priorities

GOAL(S)	PRIORITIES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
16	Complete required compensation studies in preparation for, and resulting from, bargaining sessions.	<input checked="" type="checkbox"/>				
17	Develop a plan and schedule for updating all classification specifications to ensure they properly represent the necessary classification requirements and address the changing needs of the workforce.	<input checked="" type="checkbox"/>				
18	Expand use of social media and other collaborative technology to increase visibility of Township employment opportunities.	<input checked="" type="checkbox"/>				
19	Participate in Township branding efforts beneficial to positioning the Township as an employer of choice.	<input checked="" type="checkbox"/>				
20	Continue partnerships with Township departments in order to anticipate and respond to workforce needs.	<input checked="" type="checkbox"/>				
21	Establish criteria to measure time to hire and cost to hire in order to measure and monitor efficient and effective delivery of services.	<input checked="" type="checkbox"/>				

22	Continue to implement new recruitment strategies and exam process improvements to the recruitment of a diverse workforce while maintaining efficiencies, maximizing new technology and exploring industry trends.	<input checked="" type="checkbox"/>				
23	Continue to work with department on staffing strategies, implementing Aligned Organization Work Delivery Models, and support succession planning initiatives in order to anticipate and meet workforce needs.	<input checked="" type="checkbox"/>				

Priorities

GOAL(S)	PRIORITIES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
24	Plan, schedule, and conduct contract negotiations.	<input checked="" type="checkbox"/>				
25	Design and present Township-wide and department-specific training sessions on requested Employee/Labor Relations topics.	<input checked="" type="checkbox"/>				
26	Update the online Employee Relations Handbook, issue regular bulletins, and implement an ER mobile application to provide supervisors and managers with relevant ER resources and information.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
27	Develop and maintain a repository of employee relations best practices.	<input checked="" type="checkbox"/>				
28	Coordinate agreements reached in labor contracts to ensure compliance in the following areas: <ul style="list-style-type: none"> Payroll related issues (salary increases, premium pay changes, termination etc.) Benefits issues (changes to health & dental benefits, contribution changes, retiree health, etc.) Negotiated classification and compensation changes Miscellaneous agreements (departmental agreements, schedule changes, safety issues, etc.) 	<input checked="" type="checkbox"/>				
29	Explore pre-negotiation strategies to establish bargaining parameters with labor organizations, the executive team, and Board members.	<input checked="" type="checkbox"/>				
30	Continue to define, refine and provide education and negotiation as part of the Aligned Organization Initiative.	<input checked="" type="checkbox"/>				
31	Use technology to organize and streamline document management.	<input checked="" type="checkbox"/>				
32	Plan for leadership succession in the organization.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		

33	Expand understanding and use of Guardian Performance Management module to increase effectiveness in employee relations.	<input checked="" type="checkbox"/>				
34	Conduct Fair Labor Standards Act (FLSA) Audit.		<input checked="" type="checkbox"/>			

GOAL(S)	PRIORITIES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
35	Conduct fair and sound investigations of EEO complaints.	<input checked="" type="checkbox"/>				
36	Launch and oversee the LGBTQ Commission, including developing bylaws and a strategic plan for the Commission's work.	<input checked="" type="checkbox"/>				
37	Develop and deliver Township-wide and department specific training programs on EEO compliance and preventing harassment and discrimination.	<input checked="" type="checkbox"/>				
38	Participate in a consortium of EEO managers as a means to collaborate and capture best practices, success models, and opportunities.	<input checked="" type="checkbox"/>				
39	Work with the EEO Advisory Committee, Personnel Services staff and Township departments to promote a qualified, diverse applicant pool.	<input checked="" type="checkbox"/>				
40	Monitor new federal changes to EEO reporting categories and adjust Township data collection parameters to remain in compliance.	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>
41	Provide mandatory training to managers and supervisors on sexual harassment identification, prevention, elimination, and responsibilities.	<input checked="" type="checkbox"/>				
42	Re-distribute EEO policy to all employees with an updated message from the President of the Board of Supervisors and Township Manager.		<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>
43	Distribute new employment law compliance posters to all Township worksites annually.	<input checked="" type="checkbox"/>				
44	Develop and publish the EEO Plan incorporating updated US Census data.			<input checked="" type="checkbox"/>		

Priorities

GOAL(S)	PRIORITIES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
45	Update the Long Term Disability Policy to ensure compliance with disability laws and to provide a safe and healthy work environment.	<input checked="" type="checkbox"/>				
46	Implement the Township's Ergonomic Standards to create a safe and healthy work environment and to mitigate workplace injuries.	<input checked="" type="checkbox"/>				
47	Support the Township Safety Committee 2014-16 Occupational Health and Safety Plan to create a healthy and safe workplace.	<input checked="" type="checkbox"/>				
48	Implement an Executive Information System to generate risk management analysis and statistical reporting for interested parties.	<input checked="" type="checkbox"/>				
49	Implement a "1" Reporting Service for reporting workers' compensation injuries at the Health System.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
50	Update and implement the Township's Injury and Illness Prevention Plan (IIPP) in order to demonstrate compliance with State law, while protecting the Township's assets and creating a safe and healthy work environment.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
51	Complete a Request for Proposal for Third Party Administrator for Workers' Compensation to ensure fair and equitable handling of claims.		<input checked="" type="checkbox"/>			
52	Promote and report on the use of possible training tools to create awareness and a promote healthy and safe work environment, which protect the Township against loss of human and financial resources.	<input checked="" type="checkbox"/>				
53	Encourage MML automate Risk Management processes.	<input checked="" type="checkbox"/>				
GOAL(S)	PRIORITIES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
54	Update the Township's ADA Title II Plan to ensure equal access to Township buildings, equipment, programs, and services.		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
55	Enhance Risk Management relationships with departments by establishing a stronger presence and awareness in departments.	<input checked="" type="checkbox"/>				

56	Continue to assess and refine the role of Risk Management in order to ensure operational efficiencies are maximized and allow for timely and responsive services.	<input checked="" type="checkbox"/>				
57	Expand risk management/safety training opportunities to educate staff and mitigate risk.	<input checked="" type="checkbox"/>				
58	Measure and maintain best practices in reasonable workplace accommodations in order to create awareness and return employees to suitable, gainful employment.	<input checked="" type="checkbox"/>				

Priorities

GOAL(S)	PRIORITIES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
59	Continue academic partnerships to provide employee development opportunities.	<input checked="" type="checkbox"/>				
60	Continue to support the Regional Training and Development Consortium for Public Agencies to leverage resources, tools, and educational programs.	<input checked="" type="checkbox"/>				
61	Redesign, launch, refine, and administer the New Employee Welcome Program to support employee engagement.	<input checked="" type="checkbox"/>				
62	Redesign, launch, refine, and administer the Management Development Program to offer participants opportunity to further enhance leadership skills.	<input checked="" type="checkbox"/>				
63	Continue to offer training through various technology options, in partnership with ISD, to respond to customer needs, increase efficiency, and make training opportunities more widely accessible to staff and partners.	<input checked="" type="checkbox"/>				
64	Explore acquisition of additional training space/facilities to support expanded instructor-led classroom training.	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			
65	Expand the number of Township and community partners using Training & Development services to promote and support partnerships and enhance training and development opportunities.	<input checked="" type="checkbox"/>				
66	Expand the use of Certifications in LMS and increase the number of certificate programs offered to employees. (FEMA etc.)	<input checked="" type="checkbox"/>				

GOAL(S)	PRIORITIES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
67	Administer and oversee Essential Supervisory Skills Academy. (ICMA Material Supported)	<input checked="" type="checkbox"/>				
68	Continue to manage and oversee all mandated online training.	<input checked="" type="checkbox"/>				
69	Administer new Township-wide Training Matrix for supervisors and managers.	<input checked="" type="checkbox"/>				

DIVISION GOAL(S)	PRIORITIES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
70	Support the Township's Organization Alignment initiative to expand work delivery models, including creating a Fellowship Program and expanding the Township Internship Program.	<input checked="" type="checkbox"/>				
71	In collaboration with the ISD and Controller's Office implement, manage production maintenance and upgrades, as well as configure enhancements to extend and optimize functionality of the new personnel/payroll system (Workday).	<input checked="" type="checkbox"/>				
72	Provide training and system support to all users to maximize user adoption of the Township's new personnel/payroll system (Workday).	<input checked="" type="checkbox"/>				
73	Implement new employee onboarding program to ensure managers and new hires have available resources.	<input checked="" type="checkbox"/>				
74	Provide accurate and timely workforce analytics to assist departments in meeting workforce needs.	<input checked="" type="checkbox"/>				
75	Promote Township-wide Employee Engagement initiatives and conduct the annual Employee Engagement Survey.	<input checked="" type="checkbox"/>				
76	Promote Township-wide succession planning initiatives and provide staff support to the Succession Planning Implementation and Evaluation Committee.	<input checked="" type="checkbox"/>				
77	Expand the Township-wide Collaborative Budget Performance Management System (CPMS).	<input checked="" type="checkbox"/>				
78	Continue to collaborate with Regional Training Consortium for Public Agencies to expand training opportunities.	<input checked="" type="checkbox"/>				

GOAL(S)	PRIORITIES	FY 2020	FY 2021	FY 2022	FY 2023	FY 2024
79	Transition electronic Personnel Files from hard copy paper to ECM (new electronic document management system platform).	☑	☑			
80	Continue to enhance the HR Website and social media presence to increase employee engagement, provide access to information, and provide user-friendly online services.	☑	☑	☑	☑	☑
81	Implement new systems including Intranet and Office 365 for unified communications, increased collaboration, and simplified departmental access to key information.	☑	☑			
82	Provide ongoing support for HR Systems, including a Learning Management System (LMS).	☑	☑	☑	☑	☑
83	Ensure financial performance by establishing and maintaining effective funding strategies and allocating resources efficiently.	☑	☑	☑	☑	☑
84	Create new partnerships and enhance existing relationships with departments, members of consortiums, and mental health commissions, including the Status of Women, Domestic Violence Council, and LGBTQ.	☑	☑	☑	☑	☑

Performance Measures

	FY 2018 Actual	FY 2019 Current Projected	FY 2020 Projection Year 1	FY 2021 Target Years 2-5
Workload				
Employee Engagement Survey Participants	84	--	161	483
Number of Employees completing Workday training	--	18	20	50
Number of budgets monitored*	--	5	5	15
Quality/Efficiency				
Percent of Workday (Human Capital Management) business processes completed within established timeframes	--	--	60%	80%
Percent of budgets meeting target at year-end	100%	100%	100%	100%
HR Cost per Household (17,500)	\$14.29	\$15.24	\$15.71	\$15.00
Outcome				
Percent of customer survey respondents rating overall satisfaction with services as good or better	*%	*%	90%	90%
Quality and Outcome goals meeting performance targets	70%	89%	75%	100%
Percent of Evaluations completed Township-wide**	*%	73%	90%	100%
Percent of Township employees recommending the Township as a Great Place to Work	79%	*%	85%	85%
Percent of HR Employees rating experience working for the Township as good or better	100%	100%	100%	100%

*The number of budgets monitored includes Human Resources/Shared Services Budget, Risk Management Funds, and Benefits Trust Funds

	FY 2018 Actual	FY 2019 Current Projected	FY 2020 Projection Year 1	FY 2021-24 Target Years 2-5
Workload				
Number of training participants		44	50	200
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better	*%	*%	90%	90%
Percent of training participants rating training as good or better*	*%	88%	90%	90%
Outcome				
Percent of participants utilizing skills or reporting change in behavior after attending training classes	*%	78%	90%	90%

Workload				
Number of Workers' Compensation cases	17	10 YTD	12	12
Number of Auto Claims	2	9	0	0
Number of ergonomic self-assessments completed by employees	0	0		
Number of employees actively using Guardian	ALL	ALL	ALL	ALL
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better for comp cases			90%	90%
Number of workers' compensation claims (per 100 FTEs)				
- Chesterfield Township			11	11
- ICMA	12	12	12	12
Outcome				
Percent of cases litigated	--	--	--	--
Workload				
Number of corrective / disciplinary action cases	1	3	0	0
Number of employment complaints	2	0	0	0
Number of employees re-trained	1	1	0	0
Number of Grievances formally filed	8	3	0	0
Number of probationary rejections/extensions	1	0		
Quality/Efficiency				
Percent of complaints resolved prior to formal process	97%	93%	90%	90%
Ratio of employee grievances per employee subject to grievances - CTWP vs. ICMA	.29%/1.42%	.26%/1.42%	.50%/1.42%	.50%/1.42%
Percent of training participants rating training as good or excellent	100%	85%	90%	90%
Percent of customer survey respondents rating overall satisfaction with training services as good or better	--	80%	90%	90%
Outcome				
Percent of grievances proceeding to arbitration in which the Township prevails			100%	100%
Percent of MER Commission appeals in which the Township prevails	--	100%	100%	100%
Workload				
Number of EEO cases handled	0	0	0	0
Number of employees trained		TBD	40	161

Quality/Efficiency				
	2018	2019		
Outcome				
Percent of instructor-led training participants rating training as good or better	100%	90%	100%	100%
Workload				
Number of applicants	312	150		
Number of recruitments	18	11		
Number of hires				
- New Hires	27	41		
- Promotions	2	0		
- Extra Help	5	5		
- Term (<i>data development</i>)	0	1		
Number of classification studies conducted (<i>data development</i>)	2	2	--	--
Quality/Efficiency				
Time-to-Fill (vacancies)				
	85%	90%	100%	100%
	5 weeks	6 weeks	6 weeks	6 weeks
Percent of employees leaving Township employment				
- Retirement	2.7%	2.7%	3.0%	3.0%
- Within one year of employment	0.7%	1.4%	1.0%	1.0%
- Within five years of employment (<i>data development</i>)	--	--	--	--
- Other	6.6%	3.3%	3.0%	3.0%
Cost to Hire (<i>data development</i>)	--	--	--	--
Turnover rate as compared to ICMA	10%/6%	7%/6%	7%/---	7%/---
Outcome				
Percent of clients satisfied with new hires after six months	98%	98%	90%	90%

	FY 2018 Actual	FY 2019 Current	FY 2020 Projection Year 1	FY 2020-24 Target Years 2-5
Workload				
Number of participants in sponsored Wellness and Work-Life Programs and activities	161			
Number of covered lives under the Township's medical plans	224	224	224	224
Number of participants in New Employee Benefits Orientation (<i>data development</i>)	--	--	--	--
Quality/Efficiency				
Percent of customer survey respondents rating overall satisfaction with services as good or better				
- Active Employees			90%	90%
- Retirees			90%	90%
- Wellness/Work-Life			90%	90%
Cost per participant (<i>data development</i>)	.009	--	--	--
Outcome				
Percent of customer survey respondents reporting increased health knowledge, increased skills, competency and/or intended health behavior change as the result of participating in a sponsored wellness or work-life training				
Percent of eligible employees accessing additional benefits and/or Wellness Rewards (<i>data development</i>)				
Percent completion rate of employees who participated in high-risk Wellness Coaching services				

Human Resources Department Organization

Steve M. Duchane



My career spans over 40 years of local government experience and public service in the State of Michigan and California. I was named Outstanding Appointed Official by the Society of Public Administration in 1990. I earned a Bachelor's Degree in Community Development and Public Administration Cum Laude and hold a Master's Degree in Public Administration, both from Central Michigan University and an Executive Legal Certification from Vanderbilt University Law School.

I completed the University of Virginia Senior Executive Institute for Local Government Managers in 1988 and he also completed the Program for Senior Executives in State and Local Government from Harvard University June-July class of 1993. I am a 1976 Graduate of the Southeast Michigan Regional Criminal Justice Training Academy.

I have served as a member of the State Treasurer's Local Government Task Force, The Southeast Michigan Council of Governments Revenue Task Force and as Chairman of the Southeast Emergency Services Dispatch Authority and Chair of the Recreation Authority for Roseville and Eastpointe. I created and designed the first Public Safety Finance Authority or SMORSA providing much-needed funding for multiple cities across county lines.

Megan Burke



I attended undergrad at Wayne State University in Detroit, Michigan (Go Warriors!), and got my Bachelor's degree in Criminal Justice. I always wanted to be a Probation Officer but after the Recession, I realized I was competing with laid off professionals, and that all I had was a degree and minimal experience. I was always a people-person and getting into Human Resources happened totally by chance. Truth be told, I'm so happy it did! A few of my favorite aspects of my job are the labor relations, including contract negotiations, and benefits administration.

I currently hold two professional Human Resources certifications - I am a Certified Labor Relations Leader (CLRL) from Michigan State University, and I also hold my IPMA-CP, which is a Certified Professional in Public Sector HR from the International Public Management Association of Human Resources. I am also certified in Mental Health First Aid for both Youth and Adults and I am working on getting my FEMA 300 and 400 certifications as well.

Michelle Brandenburg

I began my career with Macomb County Human Resources and Labor Relations as a temporary employee in June, 1984 and was hired full-time as a Typist Clerk in September of that year. From 1984 to 1992 I held the positions of Computer Maintenance Clerk, Account Clerk IV and Senior Secretary to the Assistant Director of Human Resources. In 1992 I was promoted to Administrative Secretary to the Human Resources and Labor Relations Director to whom I provided support in the overall operations of the Department, a position which was always challenging, educational and interesting.

In October, 2017, after 33 years at the County, I retired and began employment with Chesterfield Township as a part-time Human Resources Assistant. As the needs and demands of this new Township Department grew, I was promoted to full-time status in October, 2018.

I have an Associate Degree in Business and an Associate Degree in Dental Assisting from Macomb Community College.

