



# HR Strategic Business Partner: Competencies, tools and techniques

# Purpose

- To demonstrate the value of HR as a Leader, Business Partner and Change Agent as a strategic performance management system was created

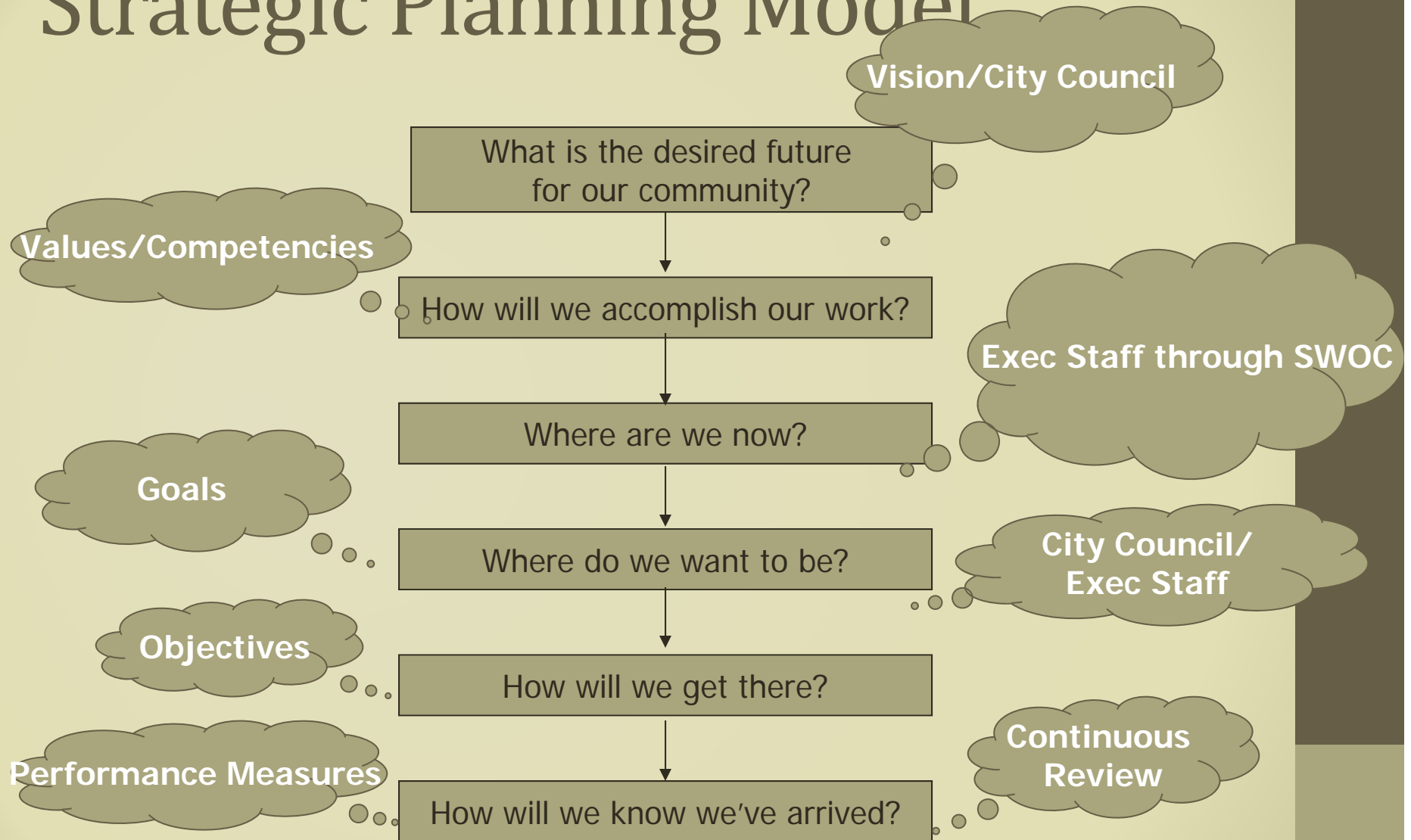
# Highlights

- **Leadership** in development of a strategic plan
- **Business Partner** skills to facilitate City Council buy in of the Strategic Plan
- Change agent in the development of new systems and tools for accountability
- Administrative expert/change agent for leadership development programs

# Leadership in the Development of Strategic Plan

- HR identified the need and value of having a citywide Vision, Goals, and objectives
  - Established credibility through: research, examples, site visits, practiced on a smaller scale
  - Discussed in one on one meetings
  - Built a relationship with key stakeholders

# Strategic Planning Model



# Development of Strategic Plan

Facilitated Executive Retreat to Create Vision, Goals and Objectives

- Used Process Consultation and OD skills such as SWOT analysis, Fishbone Diagram, Idea mapping
- **If you don't have these skills, develop them- increase your value to the org.**

# Example of a Tool SWOC Analysis to Create Goals

Current  
State

What are our  
Strengths and  
Weaknesses;  
Opportunities and  
Challenges

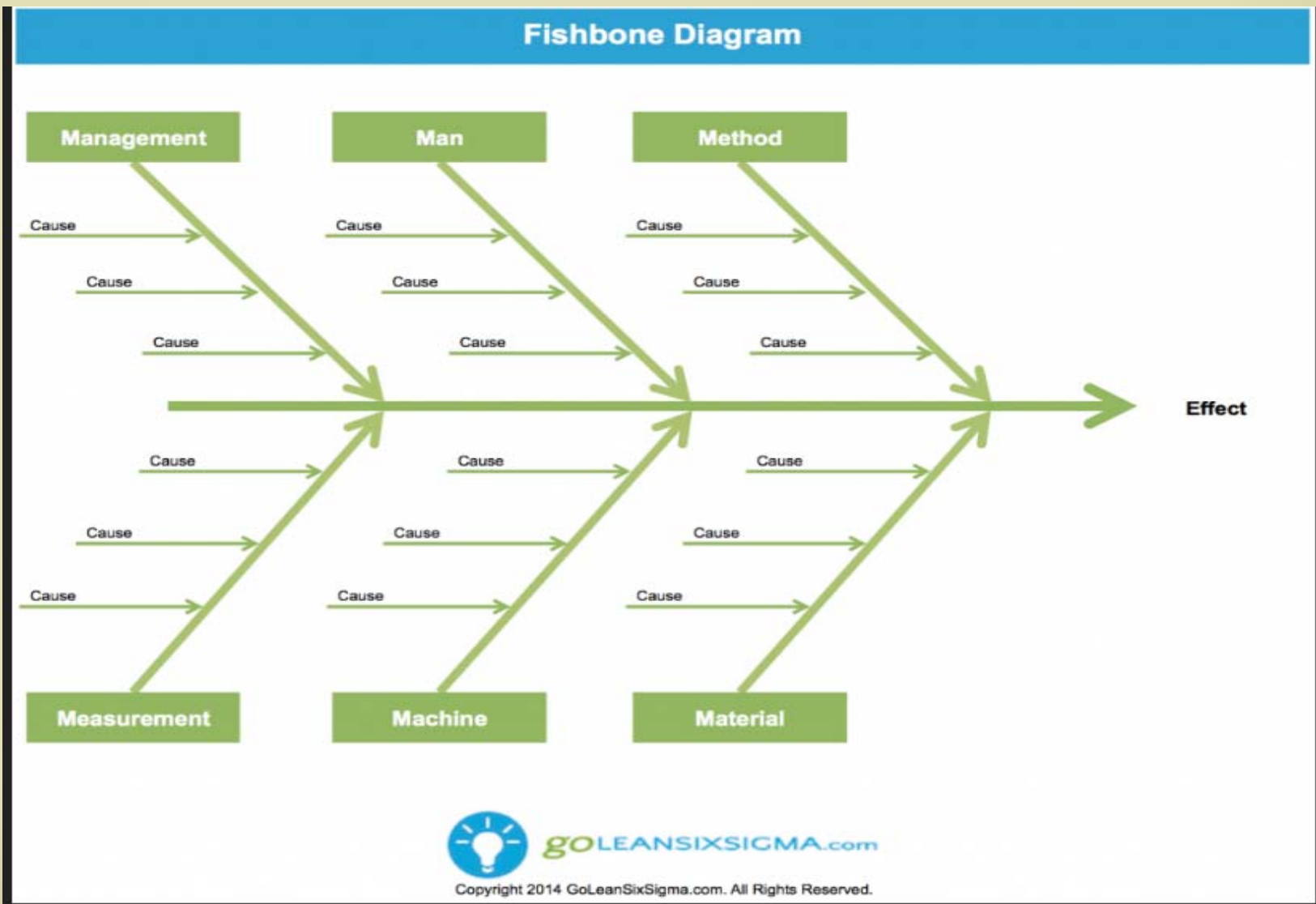


Considering SWOC,  
what should we focus  
on (Goals) to move us  
from current to future

Future State

City Vision and  
Mission

# Example of Fishbone Diagram to create Objectives for Goals





# Business Partner

Collaborated with Key Stakeholders to:

- Develop an approach for obtaining City Council “buy-in” to Strategic Plan

- Create a process for updating the document each budget year and tying to Budget Document

- Develop a system for tying employee performance to citywide goals and objectives

# Business Partner skills

- Facilitated City Council buy in and ownership of the Strategic Plan
  - Sold the idea to stakeholders- offering WIFM to Mayor and to Administration
  - Participated in design of the retreat, and recommended facilitator with appropriate skill set

# City Council Vision, Target Areas and Priorities



# VISION FOR SUFFOLK

## SUFFOLK CITY COUNCIL

Suffolk is a vibrant and fiscally strong community leading the region in advancements in education, comprehensive transportation, public safety and diverse economic growth while continuing to preserve its rural heritage and enhancing its neighborhoods and urban centers.

Throughout 430 square miles of rich land and pristine waterways, citizens and tourists treasure the beautiful trails, rivers and open spaces. Residents, visitors and merchants delight in the revitalized downtown featuring cultural, educational and recreational opportunities.

Diverse shopping, businesses and entertainment venues abound. A sense of harmony and pride permeates this rare community, where crime is low; where schools are cutting edge; where people and goods move safely and efficiently throughout the city; and where citizens receive valuable services and have opportunities to be engaged.

Suffolk is the desired destination of the Hampton Roads Region. The City achieves this by focusing on the following targeted areas:



## GOALS & OBJECTIVES

### PUBLIC SAFETY

Preserve, promote, and continue to invest in public safety.

### FINANCIAL STABILITY

Continue practices that ensure strong financial management and fiscal responsibility.

### GROWTH MANAGEMENT AND COMPREHENSIVE PLANNING

Use the Comprehensive Plan and Unified Development Ordinance to enable and facilitate private investment in strategic target areas and preserve, conserve, and protect the City's unique natural and agricultural heritage.

### CIVIC ENGAGEMENT AND RESPONSIVE CITY SERVICES

Ensure that all citizens have pertinent information in a timely manner and provide convenient and diverse means for citizen input; provide responsive, effective and efficient programs and services to citizens.

### EXPANDED ECONOMIC DEVELOPMENT

Implement strategies that add new businesses and provide jobs for a skilled and diverse workforce, retain and enhance existing businesses, promote entrepreneurship, create a vibrant downtown, and build an economy that expands our tax base.

### PUBLIC EDUCATION

Create a structure of shared accountability between the City and Schools to build an educational environment known for excellence.

### LEISURE, HEALTH, AND WELLNESS

Implement programs and services designed to improve the health, economic and social wellbeing of citizens.

### TRANSPORTATION

Increase capacity and connectivity of our roadways and public transportation system.

### AAA RATED STANDARD & POOR'S AND FITCH RATINGS.

NERD WALLET - BEST PLACES FOR YOUNG FAMILIES/BEST CITIES FOR VETERANS IN AMERICA - 2015.

9TH BEST COMMUNITY ON BEST PLACES TO LIVE TOP 25 LIST OF "WHERE THE JOBS ARE" - CNN MONEY MAGAZINE - 2012.

ONE OF AMERICA'S BEST SMALL CITIES TO LIVE - CNN MONEY MAGAZINE 2010.

FAST GROWING CITY, HOME TO FAST GROWING COMPANIES.



# Strategic Goal Areas

- EXPANDED ECONOMIC DEVELOPMENT
- PUBLIC EDUCATION
- LEISURE, HEALTH, AND WELLNESS
- TRANSPORTATION
- PUBLIC SAFETY
- FINANCIAL STABILITY
- GROWTH MANAGEMENT AND COMPREHENSIVE PLANNING
- CIVIC ENGAGEMENT AND RESPONSIVE CITY SERVICES

# Example of Goal and Objectives for: LEISURE, HEALTH, AND WELLNESS

Implement programs and services designed to improve the health, economic and social wellbeing of citizens

## Objectives: 3-Year Priorities for Leisure, Health, and Wellness

Enhance recreational opportunities within the City

Increase the offering of cultural opportunities within the City

**Establish an Aquatic Center within the City**

Continue to explore opportunities for water access to the Nansemond River

Explore any and all financial options to purchase strategic properties that enhance the City's green infrastructure

**Promote the Great Dismal Swamp Wildlife Refuge as an Eco tourist destination**

Change agent in the development of new systems and tools for accountability

### **Organizational Accountability**

Recommended a new business system to ensure accountability of departments in managing performance according to the Strategic Plan

### **Employee Accountability**

Worked collaboratively with the organization to create a new performance management tool which ties individual performance to citywide goals and objectives

# Citywide Strategic Plan Accountability Tool

Goals, Objectives and Actions for FY 2017		Departments Responsible
<b>Goal 3</b>	<b>EXPANDED ECONOMIC DEVELOPMENT</b> - Implement strategies that add new businesses and provide jobs for a skilled and diverse workforce, retain and enhance existing businesses, promote entrepreneurship, create a vibrant downtown, and build an economy that expands our tax base	
<b>Objective 3.1</b>	<b><i>Create a vibrant downtown by revisiting and revising the Downtown Plan and reviewing policies for new investment in the downtown corridor</i></b>	
<b>Actions</b>	➤ Maximize the Downtown Taxing District	Economic Development
	➤ Redevelop Obici/Virginia Department of Transportation sites	Economic Development Public Works Planning & Community Development
	➤ Continue to promote new residential development opportunities	Economic Development
	➤ Invest in public facilities and infrastructure to attract continued private investment	Economic Development Capital Programs & Buildings Public Works
	➤ Update the Downtown Initiatives Plan for the CDB and surrounding neighborhoods	Planning & Community Development
	➤ Update 2007 Parking Study	Planning & Community Development Economic Development
<b>Objective 3.2</b>	<b><i>Create new industry and jobs and promote entrepreneurship</i></b>	
<b>Actions</b>	➤ Continue to partner with State and Regional organizations for business attraction initiatives	Economic Development
	➤ Identify potential prospect companies that are Suffolk Economic Development Target Industries	Economic Development



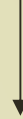
Council Vision



Citywide Goals



Citywide Objectives



Departments accept ownership of specific objectives and create actions



Employees identify individual objectives tied to objectives and actions

# Change Agent and Leadership Skills in Developing an Employee Accountability Tool

The purpose of the new Performance Management Tool is:

- To link citywide goals and objectives to individual employee performance plans
- To improve the value of the performance management process in getting results and engaging the workforce

# Change Agent and Leadership Skills in Developing an Employee Accountability Tool

## Process

- Survey to all employees, then focus group with Employee Relations Committee Members
- Review of *Best Practice* performance evaluation tools and processes
- Survey managers on behaviors needed for success in the job
- Sessions held with Assistant Directors/Senior Managers to develop core competencies for employees and managers, and to receive feedback on the draft form

# Change Agent and Leadership Skills in Developing an Employee Accountability Tool

## Key Features of the Form

5 point numerical scoring is eliminated, and replaced with ratings of Exceeds, Meets, Needs Improvement or Unsatisfactory

(What)

- Each employee will have some objectives which link to city and department goals and objectives

(How)

- 4 Core Competencies that are required of all employees; 4 additional ones for Managers

# Change Agent and Leadership Skills in Developing an Employee Accountability Tool

- Adopted new Policy and Forms
- Worked with individual departments, as necessary, to assist in developing objectives for multi-incumbent positions, e.g. police officers, sanitation workers, etc.
- Provided training, ongoing
- Ensured *Citywide Goals, Objectives and Actions* document is current (will be used to connect employee objectives to citywide goals and objectives)

# Impact of HR as a Strategic Business Partner

**Question: Did implementing a Strategic Performance Management System have any impact?**

- Employee Engagement Survey conducted in 2017 by CPS to assess Engagement Levels and Drivers of Engagement

Contact: Bob Lavigna, Director

Institute for Public Sector Employee

Engagement, [rlavigna@cpshr.us](mailto:rlavigna@cpshr.us)

66% response rate

# Engagement Survey Results

% agree

I have clear work objectives	87%
I have a clear understanding of my dept mission	86%
I know how my work supports my dept mission	89%
I know what is expected of my on the job	93%
I think that my performance is evaluated fairly	71%
The feedback I receive helps me improve perf	70%
My supervisor helps me to understand how I contribute to my depart mission	71%
My supervisor treats me with respect	83%
I am trusted to carry out my job effectively	95%

# Discussion

How do you work as a strategic business partner?