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

What is the desired future for our community?

How will we accomplish our work?

Where are we now?

Where do we want to be?

How will we get there?

How will we know we’ve arrived?

Vision/ City Council

Values/ Competencies

Exec Staff through SWOC

Goals

City Council/ Exec Staff

Objectives

Continuous Review

Performance Measures
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

Consideration 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.


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

<table>
<thead>
<tr>
<th>Goals, Objectives and Actions for FY 2017</th>
<th>Departments Responsible</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal 3</strong> 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</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 3.1</strong> Create a vibrant downtown by revisiting and revising the Downtown Plan and reviewing policies for new investment in the downtown corridor</td>
<td></td>
</tr>
<tr>
<td><strong>Actions</strong></td>
<td></td>
</tr>
<tr>
<td>- Maximize the Downtown Taxing District</td>
<td>Economic Development</td>
</tr>
<tr>
<td>- Redevelop Obici/Virginia Department of Transportation sites</td>
<td>Economic Development, Public Works</td>
</tr>
<tr>
<td>- Continue to promote new residential development opportunities</td>
<td>Economic Development</td>
</tr>
<tr>
<td>- Invest in public facilities and infrastructure to attract continued private investment</td>
<td>Economic Development, Capital Programs &amp; Buildings, Public Works</td>
</tr>
<tr>
<td>- Update the Downtown Initiatives Plan for the CDB and surrounding neighborhoods</td>
<td>Planning &amp; Community Development</td>
</tr>
<tr>
<td>- Update 2007 Parking Study</td>
<td>Planning &amp; Community Development, Economic Development</td>
</tr>
<tr>
<td><strong>Objective 3.2</strong> Create new industry and jobs and promote entrepreneurship</td>
<td></td>
</tr>
<tr>
<td><strong>Actions</strong></td>
<td></td>
</tr>
<tr>
<td>- Continue to partner with State and Regional organizations for business attraction initiatives</td>
<td>Economic Development</td>
</tr>
<tr>
<td>- Identify potential prospect companies that are Suffolk Economic Development Target Industries</td>
<td>Economic Development</td>
</tr>
</tbody>
</table>
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

66% response rate
<table>
<thead>
<tr>
<th>Statement</th>
<th>% agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>I have clear work objectives</td>
<td>87%</td>
</tr>
<tr>
<td>I have a clear understanding of my dept mission</td>
<td>86%</td>
</tr>
<tr>
<td>I know how my work supports my dept mission</td>
<td>89%</td>
</tr>
<tr>
<td>I know what is expected of me on the job</td>
<td>93%</td>
</tr>
<tr>
<td>I think that my performance is evaluated fairly</td>
<td>71%</td>
</tr>
<tr>
<td>The feedback I receive helps me improve perf</td>
<td>70%</td>
</tr>
<tr>
<td>My supervisor helps me to understand how I contribute to my depart mission</td>
<td>71%</td>
</tr>
<tr>
<td>My supervisor treats me with respect</td>
<td>83%</td>
</tr>
<tr>
<td>I am trusted to carry out my job effectively</td>
<td>95%</td>
</tr>
</tbody>
</table>
Discussion

How do you work as a strategic business partner?