

## **HR Data and Performance Measurement**

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**Focus Area:** Transform Workforce  
**Strategic Objective:** People (attract, develop, retain)  
**Owner:** Laura Southard, HR Director & Mary Cornelius, HR Ops Director

### **Summary of proposed action**

Develop and deploy effective systems and tools to support workforce planning and employee performance measurement, including:

- Comprehensive skill assessment and competency inventory
- Succession and workforce planning
- Talent management HR technology that enables effective and efficient performance management, training, succession and workforce planning, and improved people analytics

### **Description of the problem this action solves**

SPU people decisions are heavily influenced by past practice, rules, or the present situation, and not informed by a timely systemic review of business needs based on valid and reliable data. While SPU widely employs evidence based decision-making in business line decisions, data based decision-making in people decisions is rare. To effectively manage employees, SPU's most strategic asset, access to relevant and reliable people related information is essential. This action plan establishes the foundational elements for transforming SPU's workforce.

### **More detailed description of the proposed action**

Investment in this plan is foundational for all workforce transformation action plans related to: Performance Management, Leadership Development, and Talent Management. Actions and systems needed to establish this foundation:

- **Collect critical and reliable people-related information**
  - Create a master data infrastructure, to provide for a standard description and format for data elements that are critical to human resource management and data integrity; e.g. job description elements, skills, certifications or competencies;
  - Complete a skills inventory of current skills capabilities within SPU;
  - Complete a compensation review including internal equity and external market competitiveness for key positions (underway on a citywide basis in 2014).
- **Create common competency-based frameworks for assessment and analysis**
  - Develop competency models that describe the level of knowledge and skill mastery required of employees to successfully perform job duties and what behaviors must be consistently demonstrated. This effort would result in a competency inventory of SPU's talent requirements.
  - Use a competency framework to plan how to organize and develop SPU's workforce; determine which job classification best fit business needs; recruit and select employees; and develop staff to fill future vacancies.
  - Establish a standard method of documenting work descriptions, practices and training, beginning with the most critical competencies and skills, and implement ongoing process to develop and maintain core competencies within the workforce on an ongoing basis.
  - Information gained through this process would then become foundational elements for SPU's re-alignment of human resource infrastructure and processes including performance management, employee development, classification, leadership development, training, selection, succession and workforce planning.

## HR Data and Performance Measurement

- Procure and implement Talent Management technology to effectively maintain, store and report large amounts of employee and HR data, to replace the current labor intensive manual systems used to collect and maintain basic human resource information. Leverage technology for critical workforce processes including performance management and succession planning.

### Benefits of the proposed action

Beyond providing the foundational elements necessary for data-based employee practices and decision-making, the plan allows SPU to establish a baseline of employee and job related data allowing for better people planning and decision-making.

### Implementation plan and timeline *(some overlap with other workforce action plans)*

	2015	2016	2017	2018	2019	2020
Build skill, position and competencies inventory	X	X				
Compensation review for key positions (begin in 2014)	X					
Procure Talent Management software and complete implementation (begin in 2014)	X	X				
Develop and implement performance management redesign (begin in 2014)	X	X				
Configure and implement Talent Management software	X	X				
Develop succession and workforce plans		X	X			
Assess redesigned performance management process			X	X	X	X
Implement succession and workforce plans			X	X	X	X
Establish success measures and refine as needed (ongoing)	X	X	X	X	X	X

### Budget and FTE Changes (in \$000s)

Fund: All Three Funds - DW, DWW, SW

	2015	2016	2017	2018	2019	2020	Total
O&M Labor	200	300	300	300	200	100	\$1,400
O&M Non-Labor	300	300	300	300	300	300	\$1,800
<b>O&amp;M Subtotal</b>	<b>500</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>500</b>	<b>400</b>	<b>\$3,200</b>
CIP							\$0
<b>Total O&amp;M and CIP</b>	<b>\$500</b>	<b>\$600</b>	<b>\$600</b>	<b>\$600</b>	<b>\$500</b>	<b>\$400</b>	<b>\$3,200</b>
FTE	2.00	3.00	3.00	3.00	2.00	1.00	

- 1 – FTE (5 year sunset position; cut position YE 2019) – project manager and technical leader for technology implementation
- 1 – FTE (4 year sunset position; cut position YE 2018) – business process analysis, design and implementation
- 1 – FTE – ongoing analytics and HR technology administration (begin in 2016)

### Plan for evaluating success or progress

This plan will be successful with the implementation of Talent Management software, completion of compensation review, and completed development of the skills and competency inventory.