



2023 Human Resources Strategic Plan



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Mission and Values

Mission

I, as the Human Resources Manager intend to attract, develop, reward and retain a high performing, inclusive and diverse workforce and fosters a healthy, safe, well-equipped and productive workforce in order to maximize individual potential, expand organizational capacity and position the City of York as an employer of choice.

Values

Teamwork and
Inclusion

Improvement
and Innovation

Leadership
Development

Communication
and
Transparency

Honesty,
Integrity and
Accountability

Strategy

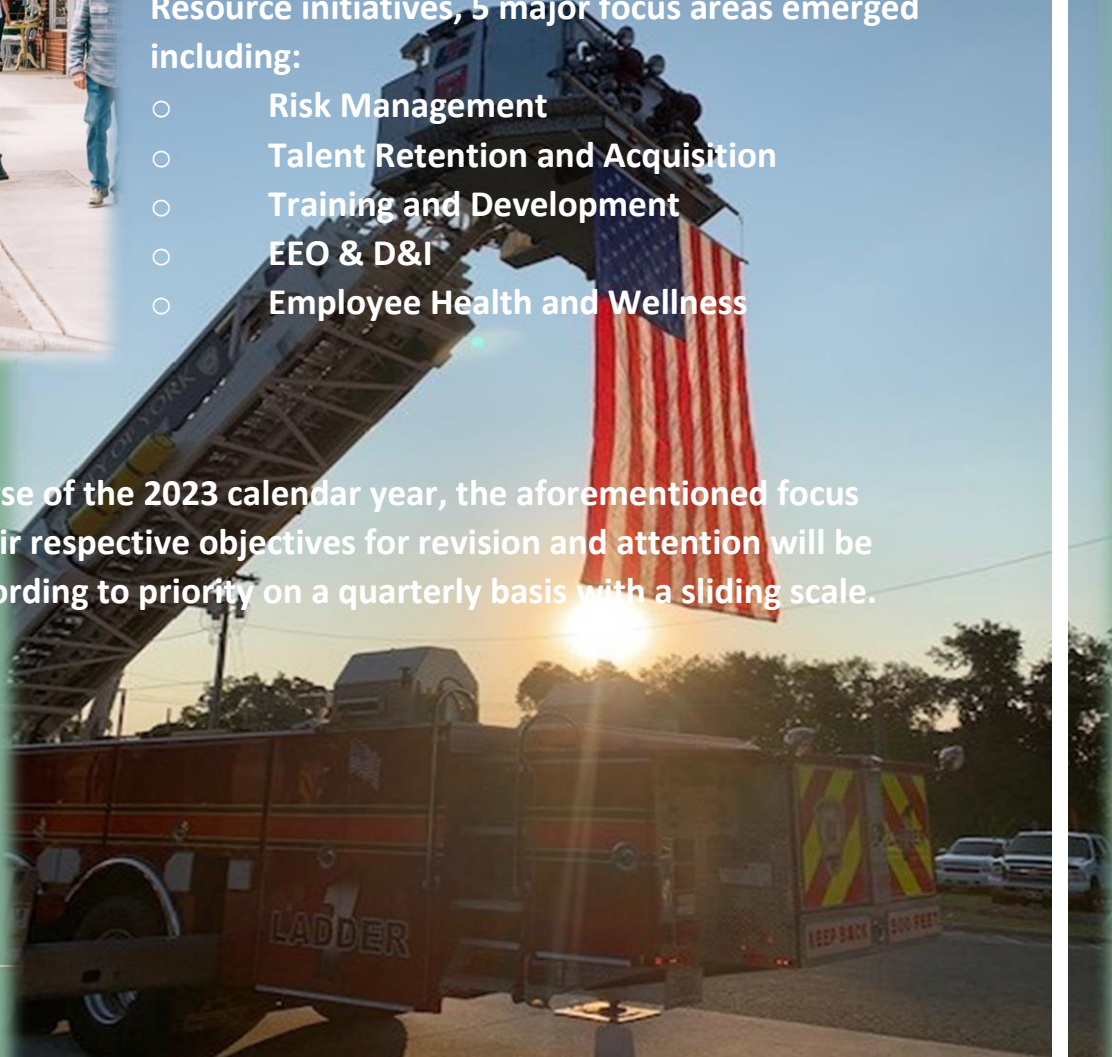
- As the City of York edges towards great foundational growth, the demand for transformative, strategic and collaborative HR services will inevitably mirror this development. The priorities outlined below serve as a set of targeted strategies for organizational growth as it relates to Human Resources.



- In conducting an evaluation of where the City was current positioned relative to Human Resource initiatives, 5 major focus areas emerged including:

- Risk Management
- Talent Retention and Acquisition
- Training and Development
- EEO & D&I
- Employee Health and Wellness

- Over the course of the 2023 calendar year, the aforementioned focus areas and their respective objectives for revision and attention will be executed according to priority on a quarterly basis with a sliding scale.



Focus Area Summaries

Risk Management – Q1

The Risk Management focus area ensures and protects financial stability through identification, assessment, monitoring, mitigation and management of potential exposures to the City's assets, as well as promotes safety and well-being through education, training, and compliance for employees.

Objectives	Strategy	Priority
Ensure Handbook is compliant with current local, state and federal employment regulations.	Work section by section within the handbook with special attention to sections involving: harassment, code of conduct, attendance and leave procedures, separation from employment, disciplinary policy, vehicle use policy.	High
	Reconstruct current, outdated employee handbook.	High
Conduct an internal HR audit.	Evaluate current practices surrounding: recruiting, onboarding, file retention and collection, promotions, turnover, work-related injuries, workplace culture and safety.	High
Institute mandatory workplace training.	Schedule organization-wide workplace trainings for: <ul style="list-style-type: none"> ➤ Sexual Harassment Awareness ➤ Diversity & Inclusion ➤ Combatting Contagious Illness in the Workplace ➤ Conflict Resolution ➤ Employee Workplace Discipline ➤ Ethics Management: Professionalism in the Workplace <ul style="list-style-type: none"> ➤ Sexual Violence & Harassment Awareness ➤ Substance Abuse in the Workplace Awareness <ul style="list-style-type: none"> ➤ Workplace Active Shooter ➤ Workplace Violence Awareness 	High
Institute a progressive disciplinary system.	Develop and implement a disciplinary system with progressive, recordable steps.	High
	Ensure supervisors are documenting instances where employees are violating current policies.	High
	Reinstate grievance committee for employees disciplinary concerns.	Moderate
Ensure employees are documenting complaints.	Talk with all department heads on the importance of insuring all complaints are documented and addressed.	High

CIRCUS WINTER QUARTERS

Talent Retention and Acquisition – Q2

The Talent Acquisition focus area aims to provide innovative, responsive, fair, and consistent recruitment and selection to departments, employees, and job applicants to ensure that the County employs, develops, and retains a qualified and diverse workforce that delivers essential services to the public.

Objectives	Strategy	Priority
Develop a marketing strategy surrounding recruiting.	Leverage local resources such as the high school, technical college and 4-year college to source quality candidates.	Moderate
	Attend local career fairs.	Moderate
	Utilize data analytics to measure success in advertising and outreach efforts.	Moderate
Work with department heads to predict and forecast growth in their respective departments.	Ensure that growth is accounted for when developing annual budgets related to personnel.	High
Propose, develop and implement employee enrichment initiatives.	Advocate for features like a 4-day work week, bonus structure, merit increases, paid holidays for PT employees, increase in the number of paid holidays, etc.	Moderate
	Research accrual rates for FD	High
	Reinstate monthly birthday celebrations.	Moderate
	Add workplace events such as potlucks and holiday celebrations.	Moderate
Implement an employee evaluation system.	Conduct annual employee evaluations consisting of both a formal evaluation offered by the supervisor, and a self-evaluation.	High
Conduct exit interviews.	Attempt to identify patterns of employee retention.	Low

Training and Development – Q3

The Training and Development focus area intends to create, promote and foster individual and organizational effectiveness for employees by developing and offering innovative and diverse programs in support of the City's commitment to employee development and organizational enrichment.

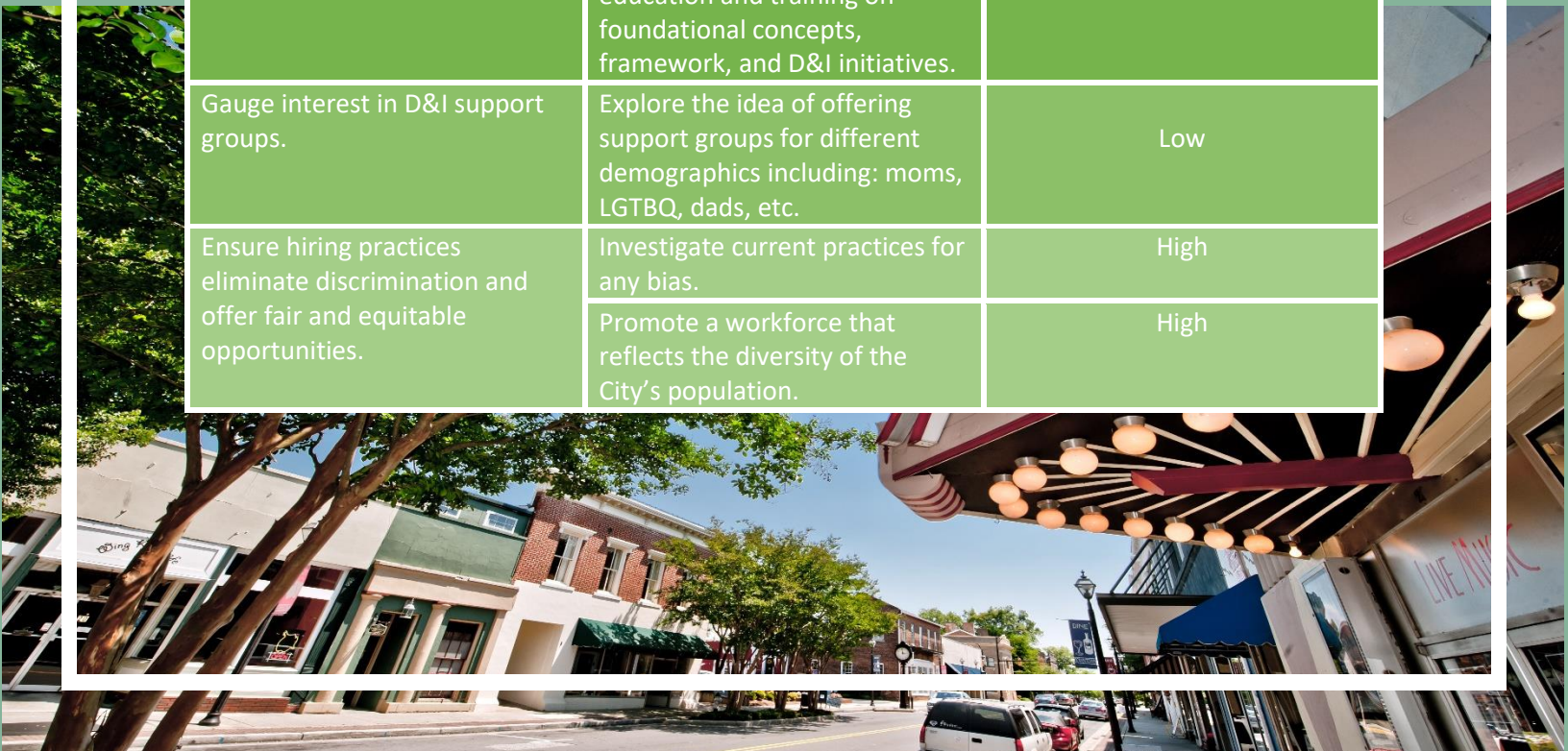
Objectives	Strategy	Priority
Enhance and Streamline the onboarding process.	Police = set up routine pre-screening sessions, in order to eliminate the need to coordinate applicant availability	High
	Hold consistent information sessions on insurance, i.e. every 2 nd Tuesday of the month.	Moderate
	Condense and simplify new hire paperwork.	Low
Identify opportunities to enhance employee training curriculum via modification of existing training of the addition of new training.	Conduct an organization-wide training needs assessment.	High
	Purchase a City of York LocalGovU account in order to be aware of trainings offered.	Moderate
	Identify a need-based routine schedule of mandated training offerings.	Moderate
	Oversee, manage, assign and generate data reports for all mandated online training.	Low
	Talk with department heads and ascertain individual departmental needs as it relates to training.	High
	Promote and pursue partnerships in order to expand on the number of resources available to employees.	Low
Clearly and explicitly illustrate advancement opportunities within the organization	Work with department heads to identify and outline processes for advancement within their department.	High
	Distribute open roles to all staff members.	Low
	Outline pay increases as it relates to training opportunities and additional advancements.	Low
Improve the process of integrating new leaders in the organization.	Redesign employee training curriculum to develop strong leaders.	Moderate
	Review all curriculum to ensure the organizations needs are met by the HR's training programs.	High



Equal Employment Opportunity & Diversity & Inclusion – Q4

The EEO/D&I focus area aims to foster and promote an inclusive and equal employment work environment for our staff and the diverse community we serve, promote a harassment and discrimination-free workplace, investigate EEO complaints, and provides guidance, training, and resources to staff and leadership.

Objectives	Strategy	Priorities
Deliver organization-wide trainings on EEO compliance, preventing harassment and discrimination.	Develop annual mandatory trainings and working and serving all demographics and sensitivity required to do so.	High
	Create a work environment that embraces and values diversity and inclusion.	High
Conduct fair and sound investigations on any EEO complaints.	Ensure EEO complaints and received and investigated to the best of our ability.	High
Elect members from various departments to participate in a D&I task force.	Talk with department heads on who may be a good option within their departments.	Low
	Task force will provide education and training on foundational concepts, framework, and D&I initiatives.	Low
Gauge interest in D&I support groups.	Explore the idea of offering support groups for different demographics including: moms, LGBTQ, dads, etc.	Low
Ensure hiring practices eliminate discrimination and offer fair and equitable opportunities.	Investigate current practices for any bias.	High
	Promote a workforce that reflects the diversity of the City's population.	High



Employee Benefits and Wellness – Q4

The Employee Benefits & Wellness focus area provides the City's comprehensive benefits and wellness programs, including communication, customer service and education to employees, retirees and family members to attract and retain employees, optimize health and productivity and promote a healthy and supportive work environment.

Objectives	Strategy	Priority
Deliver a better care model and well-being program that will help us attract and retain employees.	Work with our current insurance broker to ensure that the benefits offered are best for our employees.	High
	Increase employee awareness and utilization of existing health and wellness benefits.	High
Think critically about the decision to move to the State Health Plan and the ramifications of doing so.	Evaluate the current plan options as well as the state options to determine which plan will better serve our families.	High
Review current insurance offerings and eliminate concurrent plans.	We currently offer mutual of Omaha, Aflac, and colonial, which all offer the same of similar benefits.	High
Host an annual health fair with a catered healthy lunch, and local wellness and healthcare vendors.	Work with our events manager to ensure the event attracts employees and that employees find value in the event.	High
Work with department heads to access physicality demands for their respective departments.	Access whether the police department and fire department have the training options required to stay fit on the job.	High
	Institute incentivized annual fitness tests.	High

