Agenda

• Overview of Hennepin County

• The past

• Where we are now:
  • Partnering with Facility Services
  • Focus on the employee experience
  • Data collection and feedback loop

• Charting the future
Overview of Hennepin County

- County population: 1.2 million
- 5 lines of business: Operations, Health, Human Services, Public Safety, and Public Works
- 32 departments
- Over 125 worksites (urban and suburban)
- 9,099 employees (69% union)
- Workforce demographics:
  - 29% employees of color
  - 63% female employees
  - 40% Gen X, 39% Baby Boomer, 19% Millennials, and 1% Gen Z

Source: Year-end 2018 data
The past

• Organizations focused primarily on the work, not employees

• Concerned most with budget, productivity, and customer-facing spaces

• Reactive to employee and customer needs

• Employees felt they had little-to-no voice about workspace
Where we are now

- Hennepin County HR sets policy and influences practices that directly impact the employee experience.
- HR proactively partners with Facility Services to improve the employee experience.
- We have negotiated a place at the table during design work for renovations and new acquisitions.
- Sometimes works in “reverse”: HR hears from employees first and shares that message with Facility Services.
What is the employee experience?

• The cumulative sum of moments that affect employees’ perspectives and perceptions during employment
  
  • For employees: It is the reality of what it’s like to work for an organization
  
  • For an organization: It is the opportunity to impact, design, and shape the reality of what it’s like to work there

• Two major areas of focus are culture and physical workspace:
  
  • Not mutually exclusive
  
  • HR and facility services can partner together to address both
Why focus on the employee experience?

- Increased ability to attract and retain the best talent
- Engaged employees increase productivity and are generally happier and healthier
- Employee engagement is positively correlated with customer satisfaction
- Impending workforce shortage

Source: “Taking on 2025: Preparing for a New Demographics” by Jane Tigan (Wilder Research) and Sean Kershaw (Citizens League)
Workspace-related data we collect

• Recruitment and onboarding data:
  • Orientation survey question about what attracts new hires to the county
  • New Employee Academy 3 and 7-month employee experience feedback

• Engagement and performance data:
  • Annual employee survey
  • Environmental scans
  • Engagement and Total Rewards studies (Mercer and Deloitte)
  • Employee interactions with our Workplace Safety team and Business Partners
  • Stay interviews

• Transition data:
  • Resignation form’s reason for leaving
  • Exit interviews
Workspace impact on employee experience

- Recruitment: 91% of new hires view work environment as “essential” or “very important” in making employment decisions.
- Onboarding: The majority of new employees indicate satisfaction with or describe positive attributes of their work environment.
- Engagement: 27% of HHS employees are not satisfied with the sense of community and learning opportunities in flexible workspaces.
- Performance: 79% of employees are satisfied with the conduciveness of their workspace to completing job duties.
- Transition: Depending on the department, 2.3-7% of employees indicate that an unsatisfactory work environment is their main reason for leaving the county.

![Importance of work environment in employment decision chart]
Charting the future

• Continue the collaborative partnership

• Better utilize data and develop more consistent feedback loops

• Continue to be innovative:
  • Total Rewards and employee experience
  • Experiment with workspaces and locations
  • Experiment with Business Partner strategy
Questions
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