



Partnering with HR to Improve the Employee Experience

Michael Rossman, Chief Human Resources Officer | Hennepin County



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



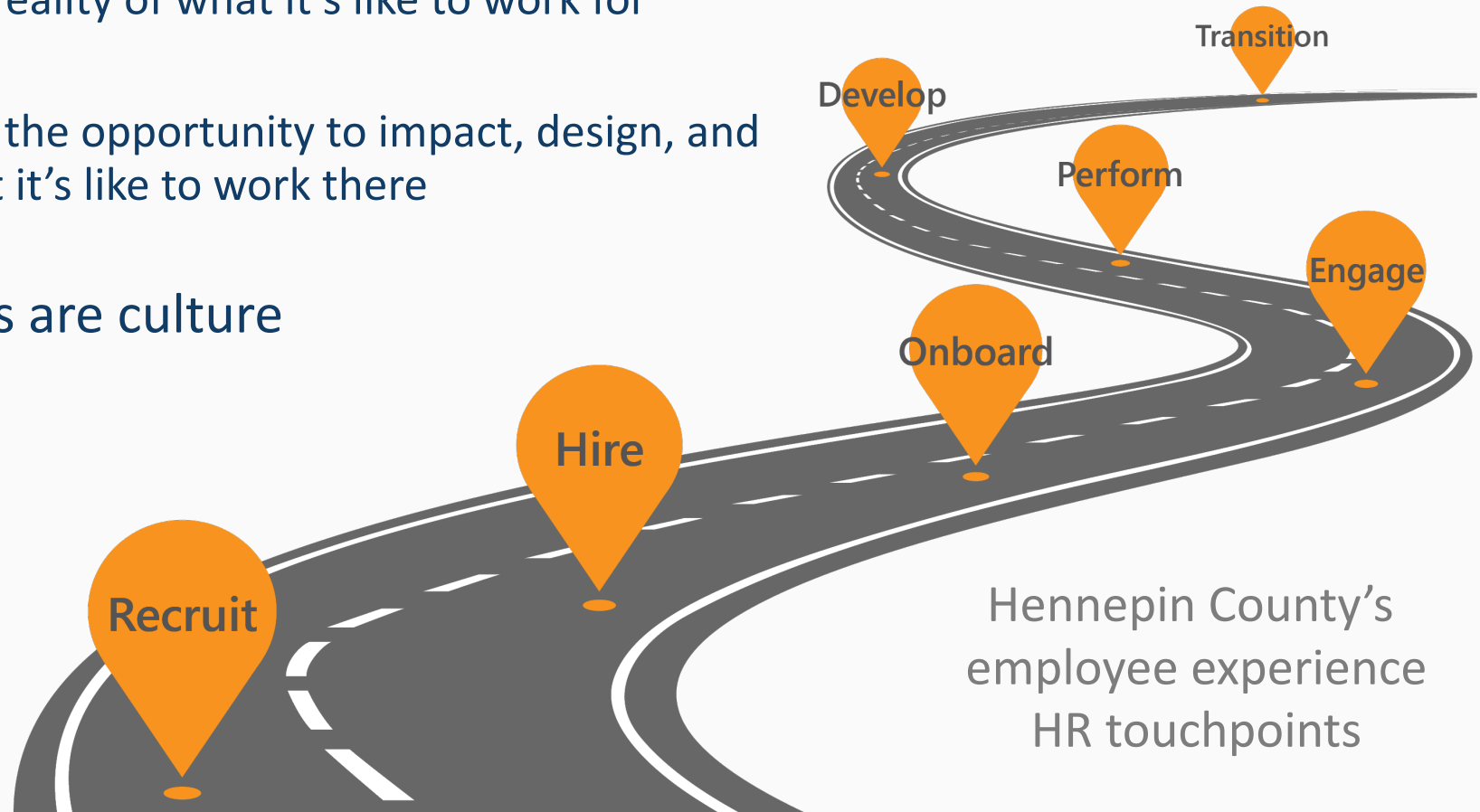
Where we are now

- 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?

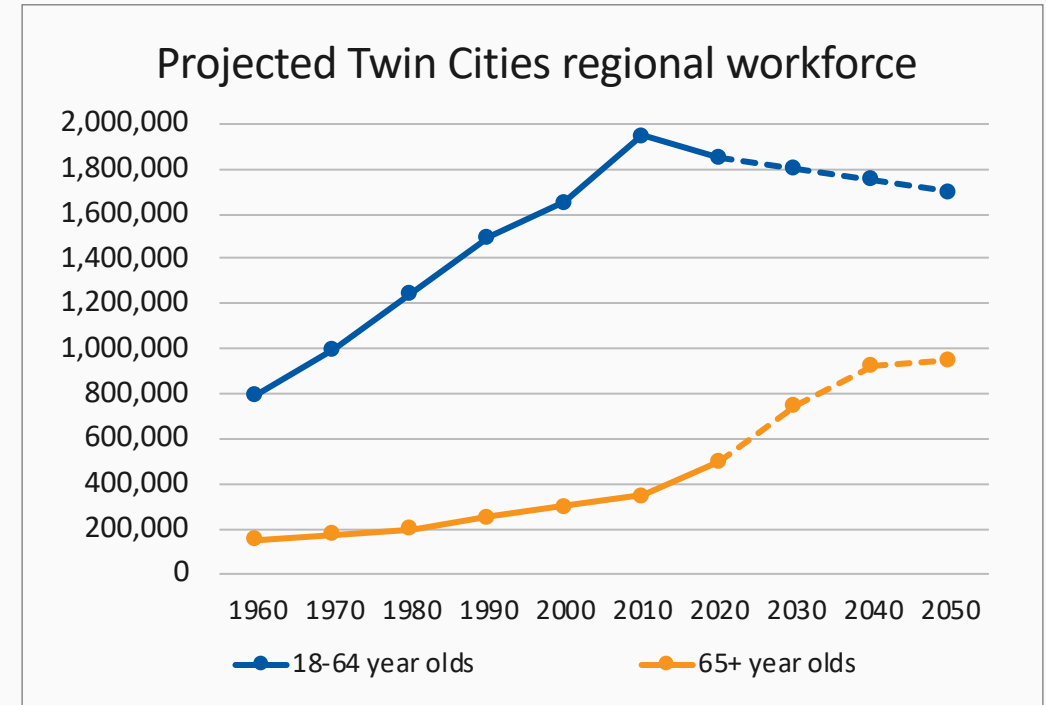
- The cumulative sum of moments that affect employees' perspectives and perceptions during employment
 - **For employees:** It is the reality of what it's like to work for an organization
 - **For an organization:** It is the opportunity to impact, design, and shape the reality of what it's like to work there
- Two major areas of focus are culture and physical workspace:
 - Not mutually exclusive
 - HR and facility services can partner together to address both



Hennepin County's
employee experience
HR touchpoints

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



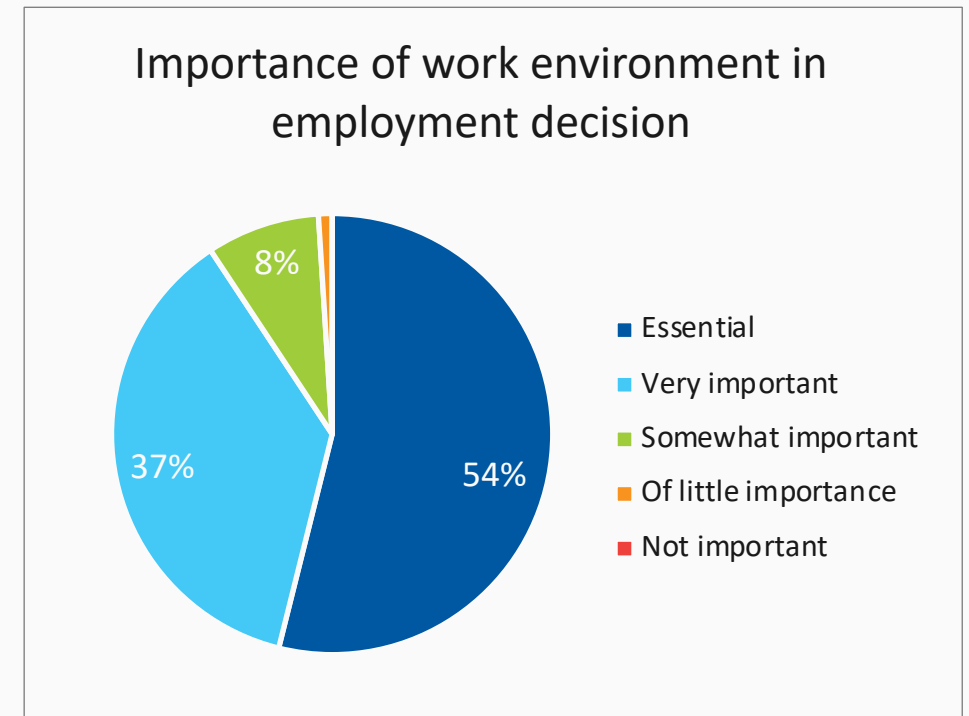
Source: "Taking on 2025: Preparing for a New Demographics" by Jane Tigan (Wilder Research) and Sean Kershaw (Citizens League)

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.



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



Michael Rossman

Chief Human Resources Officer

Hennepin County

Michael.Rossman@Hennepin.us

612-348-6761

