



HUMAN RESOURCES

2023-2025 STRATEGIC PLAN



OVERVIEW

WHERE ARE WE NOW?

Human Resources exists to take care of our employees so they can do the same for our community. We work behind the scenes to make sure people and teams are supported throughout their employment lifecycle.

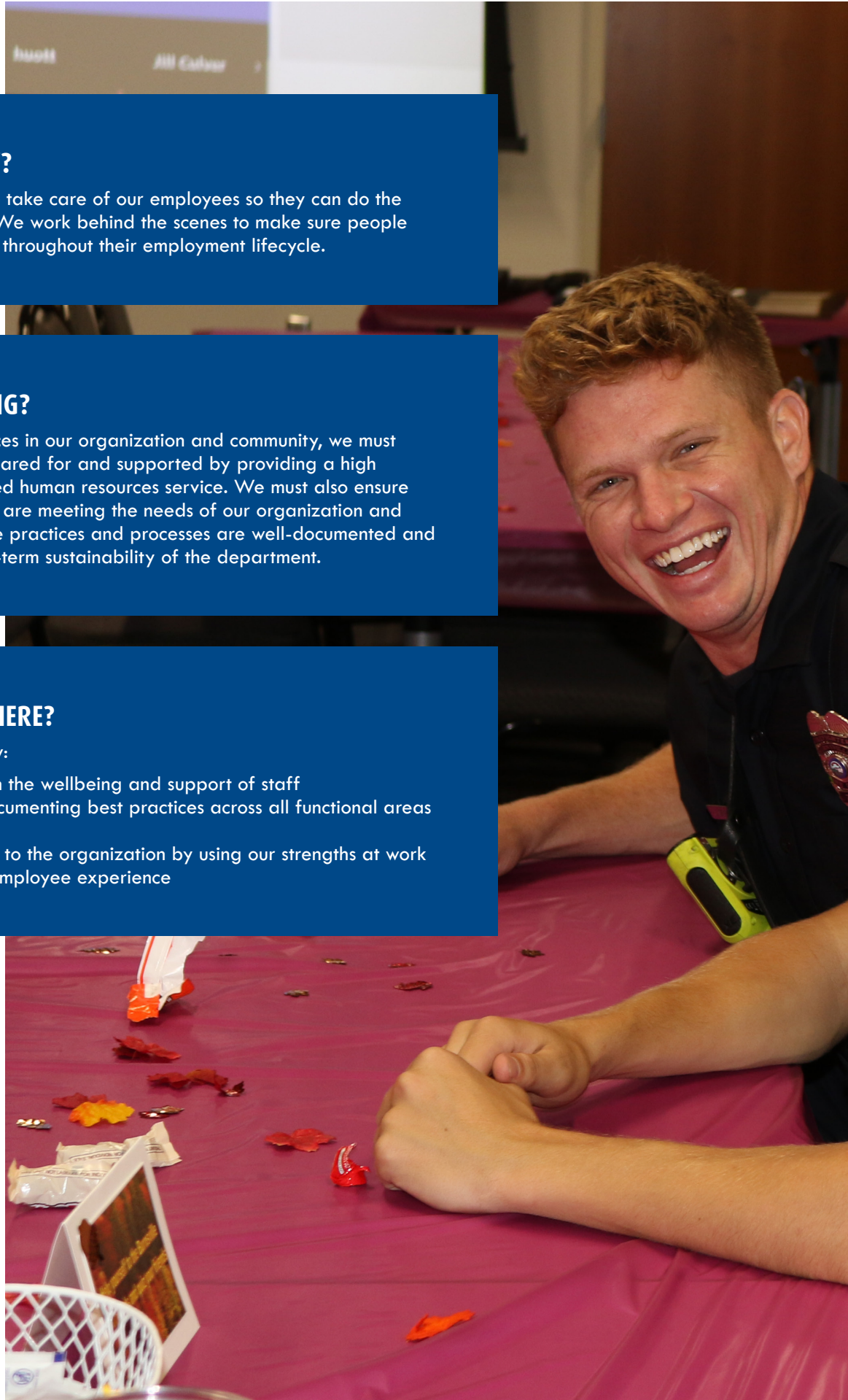
WHERE ARE WE GOING?

To create great experiences in our organization and community, we must make sure staff are well cared for and supported by providing a high level of employee-centered human resources service. We must also ensure our practices and process are meeting the needs of our organization and employees, and that those practices and processes are well-documented and cross-trained for the long-term sustainability of the department.

HOW WILL WE GET THERE?

We will accomplish this by:

- Continuing to focus on the wellbeing and support of staff
- Implementing and documenting best practices across all functional areas of human resources
- Enhancing our service to the organization by using our strengths at work and focusing on the employee experience





A strategic plan provides clarity and alignment between our work and our strategic priorities across the organization. It helps us ensure we are doing the right things at the right time for our community.

WHERE ARE WE NOW?

Human Resources exists to take care of our employees so they can concentrate on service to our community.

HOW DO WE SERVE THE COMMUNITY?

The Human Resources Department takes care of our employees so they can focus on their work of caring for our community. We work behind the scenes to:

- Compensate employees for the value they bring to the community by administering our position description and evaluation program, conducting regular market analysis and processing biweekly payroll
- Have affordable and rich benefit offerings that meet the needs of employees and their families
- Promote employee wellbeing and safety to ensure staff can best take care of themselves
- Have the right people in the right jobs by leading the organization's staffing efforts
- Take care of staff when they need time away from work due to an injury, illness or other life event
- Assist managers with employee development through our performance management and employee relations programs
- Manage the employer and labor relations with our five bargaining groups





HOW DOES OUR SERVICE ALIGN WITH OUR STRATEGIC PRIORITIES?

Our strategic priorities are our commitments to the community. We align our service with our strategic priorities to best meet the community’s needs.



SAFETY

We care about the wellbeing and safety of our employees and help promote a safe work environment through training, education, hazard analysis and access to resources.



COMMUNITY ENGAGEMENT

We connect with the community to let them know about the variety of career opportunities available at the City and how they can join our team.



ORGANIZATIONAL CULTURE

We are committed to employee wellbeing and fostering a culture that cares about our team and our community.



COMMUNITY VIBRANCY

We maintain high standards and serve as a trusted partner for staff as they serve the community.



INFRASTRUCTURE

We provide employees with the resources they need so they can better serve the community.



SUSTAINABILITY

We leverage technology to create efficiencies, reduce paper use and implement and document best practices to ensure the organization is positioned to be successful into the future.

WHAT'S GOING WELL AND WHAT ISN'T?

The Human Resources Department has been heavily focused on the employee experience – understanding the human element, identifying that we bring our whole selves to work, and knowing that life happens. The difference between a good employer and a great employer is providing not only daily care and support to staff but also comprehensive total rewards, progressive policies, and paid leaves that allow our staff to take care of themselves and their families outside of work.

WHAT'S GOING WELL?

1. We implemented a “lead-the-market” compensation plan, placing our employees in the 75th percentile of our comparable market cities
2. We continue to support our employees through enhancements to our employment policies and increased access to mental health care
3. We have implemented an employee relations toolkit, helping our managers build a culture of accountability and excellence
4. We work alongside our managers, leading the hiring process to ensure they have the staff they need to deliver service to the community
5. We implemented a new single point of contact service delivery model that simplifies and streamlines how we deliver service to our employees



WHAT'S NOT GOING WELL?

1. Old technology systems steal staff productivity due to workarounds, patches and lack of capabilities to perform basic functions
2. Labor market challenges
3. Rising labor and insurance costs
4. Lack of documented processes and cross-training
5. Evolving employee wellbeing needs



WHERE ARE WE GOING?

To ensure we can serve our community, we need to ensure our staff have the support and resources they need.





WHAT CAN WE LEARN FROM MARKET AND ASPIRATIONAL ORGANIZATIONS?

We know the labor market is competitive, especially in some of our most important positions in police and fire. To attract and retain the best talent, we must continue to focus on enhancing the employee experience and investing in their total wellbeing. Our commitment to leading the market and employee wellbeing is a critical component, but equally important is our commitment to organizational culture, employee development and other ways to enhance the employee experience.

WHAT ARE THE THREE MOST IMPORTANT THINGS WE WANT TO ACCOMPLISH?

1 Implement and Document Best Practices

There has been a lot of change with the Human Resources department over the past five years. We have learned many processes and procedures have not been evaluated in many years, and there is little documentation or cross training in even the most important functional areas. We must evaluate our processes and document them to ensure we are meeting the needs of our organization and are setting the organization up for long-term success.

2 Invest In the Health and Wellbeing of Our Staff

To be our best for the community, we must take care of ourselves. We play a significant role in making sure our employees' basic needs are met. We take steps beyond that to show employees they are cared for and have a supportive work environment. This comes in many shapes and sizes such as our compensation and benefits package, policies, procedures and programs, employee experiences, and the tools and resources employees need to do their jobs.

3 Provide Employee Centered Service

We know the employee experience matters at every level of the organization, and we know how we treat employees generates a desire and culture to do the same for others in return. We are the first and last point of contact with employees in our organization. We are the advocates, recruiters, and marketers of our organization. We collaborate with employees at various phases in their lifecycle, both in good times and bad. Our service to them is important and speaks volumes to what type of organization Burnsville is. We aspire to deliver high-quality, professional service that meets the needs of our organization.

TO ACCOMPLISH OUR THREE MOST IMPORTANT THINGS, THERE ARE MANY THINGS WE PLAN TO

- ✓ Evaluate our human resource processes for effectiveness
- ✓ Continue to enhance our employee wellbeing programs and initiatives, particularly around access to mental health standards
- ✓ Regularly monitor pay and benefits in comparison to the market and enhance total rewards
- ✓ Annually evaluate and recommend employee-friendly progressive policies
- ✓ Ensure cross-training and back-up support structures are in place
- ✓ Ensure good process documentation
- ✓ Seek employee feedback about their experiences in their employment life cycle
- ✓ Continue to develop and train our team
- ✓ Implement and leverage new technology, including a new payroll and Human Resources Information System (HRIS)
- ✓ Revamp our employee onboarding and offboarding to create great experiences for new staff



HOW DO THE THREE MOST IMPORTANT THINGS ALIGN WITH OUR STRATEGIC PRIORITIES?

Focusing on implementing and documenting best practices, employee health and wellbeing, and employee centered service allows us to deliver on our strategic priorities in a variety of ways.

	1 IMPLEMENT AND DOCUMENT BEST PRACTICES	2 INVEST IN THE HEALTH AND WELLBEING OF STAFF	3 PROVIDE EMPLOYEE CENTERED SERVICE
 Safety	Making sure we have best practices in place to keep our staff safe and healthy.	Caring for employees when they need it most keeps them safe.	Making sure our employees feel supported helps with their wellbeing.
 Community Engagement	Refining our staffing processes to provide a better experience for our prospective applicants and candidates.	Allowing time, space and resources for employees to take care of themselves allows them to be their best at work.	Taking care of our staff allows them to take care of our community.
 Organizational Culture	Leading by example in process documentation to help the organization become more resilient.	Monitoring our “lead-the-market” compensation plan and ensuring we remain committed to our goal of being an employer of choice.	Creating a great onboarding experience that prepares new employees to be successful in their role and become part of our team.
 Community Vibrancy	Providing a high level of service to ensure our staff are well taken care of.	Striving to help create great experiences for our staff so they can do the same for the community.	Providing excellence in service internally creates a mirror for external service standards.
 Infrastructure	Implementing and leveraging technology in our process to provide great service.	Providing employees with the access they need at their fingertips allows them to do their job well.	Providing timely and accurate services to our employees through use of systems allows them to work efficiently.
 Sustainability	Ensuring continuity of service into the future through process documentation.	Creating a supported and engaged workforce reduces employee burnout.	Leveraging technology increases access to resources and reduces our carbon footprint.

HOW DO WE GET THERE?

To accomplish our three most important things, we will focus on recruiting to fill our organizational analysis positions, continue to focus on the health and wellbeing of our staff, and strive to provide employee centered service.

YEAR 1 | 2024

1

IMPLEMENT AND DOCUMENT BEST PRACTICES

- Document payroll processing and benefit administration procedures
- Evaluate and document our basic, functional human resources service delivery processes and procedures

2

INVEST IN THE HEALTH AND WELLBEING OF STAFF

- Monitor pay and benefits in comparison to the market
- Evaluate and recommend employee-friendly progressive policies
- Increase access to mental health resources

3

PROVIDE EMPLOYEE CENTERED SERVICE

- Ensure cross-training and back-up support structures are in place
- Revamp our onboarding experience for new employees to create great experiences
- Continue focus on human resources staff development

WHAT SPECIFIC ACTIONS WILL WE TAKE?

To be successful, our immediate actions are to recruit, retain and care for our employees.

YEAR 2 | 2025

- Evaluate recruiting and staffing process for effectiveness, candidate experience and to help attract a more diverse applicant pool
- Evaluate and document our basic, functional human resources service delivery processes and procedures

- Monitor pay and benefits in comparison to the market
- Evaluate and recommend employee-friendly progressive policies
- Evaluate and enhance our wellness and wellbeing offerings

- Implement a new payroll and HRIS system
- Ensure cross-training and back-up support structures are in place
- Continue focus on human resources staff development
- Revamp our employee offboarding experience

YEAR 3 | 2026

- Continue to evaluate and refine our basic, functional human resources service delivery processes and procedures

- Monitor pay and benefits in comparison to the market
- Evaluate and recommend employee-friendly progressive policies
- Monitor effectiveness of our wellbeing initiatives

- Conduct an analysis of services and review pain points to continue to refine service levels
- Continue focus on human resources staff development

WHO WILL DO WHAT BY WHEN?

In 2024, we will accomplish the following activities to work towards our goals.

ACTION	LEAD	DEADLINE
Improve access to mental health resources for all City staff	Human Resources Director	January 2025
Develop and implement an effective and engaging employment brand	Human Resources Manager	February 2025
Monitor pay and benefits in comparison to the market	Human Resources Director	April 2025
Revamp our employee onboarding and offboarding experience	Human Resources Manager	May 2025
Ensure process documentation for primary services	Human Resources Manager	June 2025
Ensure cross-training and back-up support structures are in place	Human Resources Director	September 2025



HOW ARE WE USING OUR RESOURCES?

We deliver service and experiences to the organization in ways that utilize our individual strengths. As our organization grows, the need for HR support continues to expand.

➤ HUMAN RESOURCES DIRECTOR

RESPONSIBILITIES:

- Oversees and implements departmental initiatives and projects
- Serves on the leadership team
- Monitors and recommends best practices
- Responsible for Human Resources budget

➤ HUMAN RESOURCES MANAGER

RESPONSIBILITIES:

- Oversees daily Human Resources services and operations
- Provides employee and supervisory support
- Oversees performance management
- Process implementation and documentation
- Assist in strategic vision and implementation of departmental initiatives and projects

➤ HUMAN RESOURCES PARTNERS

RESPONSIBILITIES:

- Conducts recruiting and onboarding services
- Handles workers compensation and leave administration
- Oversees records management
- Oversees safety program and random testing administration
- Administers employee benefits

➤ PAYROLL & BENEFITS COORDINATOR

RESPONSIBILITIES:

- Administers payroll & audit
- Administers employee benefits
- Oversees employee budgeting

HOW DO FUTURE POSITIONS ALLOW US TO BETTER MEET THE NEEDS OF OUR COMMUNITY?

The Human Resources department is the support structure that takes care of our employees so they can take care of our community. As our organization expands, the need for our services rise. Our ability to provide the services and support needed hinges on being appropriately staffed ourselves.

➤ ADMINISTRATIVE SUPPORT

POSITIONS IDENTIFIED IN ORG ANALYSIS:

Administrative Assistant - HR

SERVICE NEED:

General administrative support is needed to provide timely, accurate and excellent service to our organization and allow our Human Resources Partners to focus on the higher level, professional human resources services to the organization





Burnsville

www.BurnsvilleMN.gov