Scott County Delivers
Scott County Workforce (2019 Data)
~~March 17, 2020~~ *(Delivered August 18, 2020)
*Delay due to COVID-19. Red text in this document is commentary on the change of perspective on these topics since March 2020.

Panel Representatives:
Danny Lenz, Deputy County Administrator/CFO (Via Zoom)
Scott Haas, Emergency Management Director (In-person)
Lori Huss, Employee Relations Director (In-person)
Kari Ouimette, Economic Assistance Director (Via Zoom)
Joan Schwarz, HR Business Partner/Training Coordinator (Via Zoom)
Heather Shue, HR Business Partner (Via Zoom)

Results Map:
Responsible: Provide a high-quality workforce dedicated to good customer service

Community Indicator:
County Levy as a percent of total personal income (cost of government)

Scott County Board Objective/Strategy:
Objective 5: Performance: Identify and implement changes to service delivery leading to improved outcomes

- Strategy 5.2: Evaluate and address Scott County Government operations based on the 2040 Comprehensive Plan
  - Tactic 5.3d: Develop plans to address workforce shortages through business model changes and partnering
- Strategy 5.4: Recruit, retain, and support a high-quality, culturally informed workforce
  - Tactic 5.4a: Explore creative recruitment options to attract a high quality, diverse workforce that reflects Scott County communities

Introduction

COVID-19 and civil unrest have had major impacts on the public sector and on government workplaces. How we work, the systems of work in place, when and where we work, the means and methods through which we provide services, and the priority of services has changed drastically since March 2020. Exactly what it will all mean for the above strategies is and will continue be fluid and evolving. One thing is certain, organizations will need to continually adapt and at faster rates.

Goals:

- Attract and retain the talent and passion needed to deliver quality public services
- Be an Employer of Choice

Scott County is an employer of choice, supporting, encouraging, and engaging employees through focused employee investments, workplace programs, and offerings that promote and foster individual and organizational wellbeing. The net result of this philosophy is public service excellence.

Challenges: (Which are also recognized as tremendous opportunity)

- Labor and talent market conditions
- Dynamics of the changing and evolving workforce and workplace

Employers around the nation are equally faced with an entirely different set of circumstances than we were faced with just a few months ago. The challenge categories are the same, but what needs to change, why, and how are in a state of flux.

Key Themes:

- Changing expectations/perspectives of the workforce
- The speed of change in an increasingly technical world
- Large organizations and systems of work are slower to evolve

"Circumstances are not the reason we can't succeed, they are the reality in which we must succeed."

~ Cy Wakeman, Reality Based Leadership

As stated, one certainty is organizations will need to continually adapt and at faster rates.

Background:

This Scott County Delivers segment is focused on the County workforce. The packet is designed to walk the panel, Board, audience, and readers through our current challenges related to attraction and retention of employees. Here is an outline of what the packet contains:

I. Introduction
II. Workforce trend data
III. Scott County applicant data
IV. The department perspective-Spotlight on two programs
V. What do we look at? What have we done?
VI. This is us – Scott County employee data
VII. KPIs
VIII. What's next

Workforce Strategy:

The above picture illustrates the ongoing organizational strategy related to the County workforce. Workforce strategy flows directly from the business strategy, which for Scott County

stems from the Board adopted Scott County Strategic Plan 2020-2025. The organization must attract and retain people with skillsets and abilities needed to deliver on this plan. How we attract and retain employees; the labor market in which we operate; the needs and desires of the workforce; the work plans of the departments (which includes multiple businesses in the case of a County); and the needs and expectations of the people we serve are what continually evolve and require us to transition and change how we attract, retain, manage, lead, and engage with employees.

Employers are hearing from many sources that we should expect to experience increasing difficulty finding available workers. Job vacancies are at record highs, and unemployment is at record lows. Economic recovery approaches a record-setting ten-year mark; yet, mixed economic signals raise questions as to the underlying state of it in the coming years. Facts we recognize presently:

- Structural unemployment - there is a mismatch between skills and jobs: There are 7.1 million job openings vs. 5.7 million available workers
- Professional and technical occupation jobs are projected to grow, increasing competition for the talent needed in government
- A multigenerational workforce means employees have different perspectives and expectations for all aspects of work: Total rewards components, process, procedure, work environment, communication methods, leadership, what is valued/meaningful, work hours and schedules, etc.

The above paragraph and bullets reflect the pre-March labor market conditions. This has all changed in recent months.

In Scott County, we recognize human resource/employee relations related topics are viewed from many lenses and perspectives. As we devise strategies and tactics to attract and retain staff, we think through:

- The service outcomes desired
- The needs of varied stakeholders
- The pressures of the labor market, now and into the future
- The level of service/commitment due to limited resources and limitless needs/demands

In simple terms, our efforts are to deliver excellent public services by remaining competitive in a tightening labor market and creating meaningful and valued Total Rewards programs for Scott County employees. Some tactics established for concerted focus, brainstorming, and action in the 2020-2025 timeframe include:

- Explore creative recruitment options to attract a high quality, diverse workforce that reflects Scott County communities
- Provide training to all staff that meets their technical needs and promotes creative thinking and leadership
- Identify and implement leadership development training to support current and future leaders

As stated above, this will need to be reassessed as the economy rebounds quickly or does not. New slides have been provided to show current labor market statistics-a stark contrast from the original slides developed in March. Tactics will adjust as new information is available and digested over the next several months.

Key Performance Indicators (KPIs):

- Resident Survey – Quality of Services Provided by Scott County
- Resident Survey – Overall Impression of Scott County Employees

- Turnover Rates
- Employee Survey – Employees Recommend Scott County as a Great Place to Work

Supporting Measure(s):

- Workforce Trend Data - Labor Market Conditions
- Workforce Trend Data - MN Unemployment Rate
- Workforce Trend Data - Talent Market Conditions
- Scott County Applicant Data – 2019 Applicant Data
- Spotlight on Two Departments: Income Maintenance and Emergency Communications- Unique needs and challenges
- What We Look At - Applicant Diversity
- What We Look At – Turnover Rate
- What We Look At - Exit Interviews
- Scott County Organizational Overview – Employee Headcount
- Scott County Organizational Overview – Gender Composition
- Scott County Organizational Overview - Generational Composition
- Scott County Organizational Overview - Race/Ethnicity Composition
- Scott County Organizational Overview - Average Years of Service
- What's Next – Most Important Workforce Issues for 2030 (Figure 9)
- What's Next – Most Important Workforce Trends (Figure 3)
- What's Next – 2020-2025 County Objectives, Strategies, and Tactics Specific to Workforce

What's working well and why?

Managers and supervisors are the frontline practitioners of human resources/employee relations programs, policies, and practices. Employee Relations is an internal support department dually tasked with keeping the organization compliant with law and meeting the needs of the businesses through talented, skilled, engaged, and customer focused staff. This Workforce Data Profile is a means to provide information to managers, supervisors, and staff about who we are and how we are doing as an employer. Our best chance of meeting our program goal is to engage with our customers (who are also our partners) to set targets and goals related to people analytics that meet the changing needs of public service in Scott County and the evolving needs of people in our employ.

Steps taken to proactively pursue effective human resource/employee relations in the organization:

- Provide annual workforce data information to employees, supervisors, managers, and directors to enable trends tracking, analysis, conversations, understanding, and planning around workplace dynamics that influence our ability to reach organizational goals
- Continually engage with managers and supervisors to ensure Employee Relations supports their attraction, retention, and service delivery needs
- Utilize Labor Management, Safety, Wellness, Insurance, and other committees' feedback to stay connected with the needs and ideas of an evolving workforce
- Utilize tri-annual employee survey feedback to ensure workforce investments that are made are valued and meaningful
- Utilize Resident Survey information to ensure high-quality services to customers
- Identify, establish and regularly use benchmark data to set targets and goals for specific measures and then track our progress toward meeting them

What's not working well and why?

- Lack of a developed and integrated Human Capital Management System and reporting tools Continues to be an issue and is exacerbated in a remote work environment.
- Evolving and growing workplace programs and compliance requirements from Federal, State, and Local policymakers Requirements expanding during and following COVID and social movements.
- Pleasing everyone with approaches to try to address changing and varied employee needs and expectations regarding work and workplace flexibility Entirely new landscape than it was in February.
- Shrinking labor pool in certain skillsets and disciplines placing new and different pressures on attracting, growing/developing, and retaining talent Entirely new landscape than it was in February. The economic impacts for businesses and therefore the labor supply is still unknown.
- Striking the right balance between centralized and decentralized human resource/employee relations programming
- Not fully recognizing the impacts of technology: Increased rates of/pace of change, more coming at employees across multiple media, dependencies and connectedness, varied levels of technical knowledge and skills Entirely new landscape than it was in February and also exacerbated in a remote work environment.
- Working supervisors at all levels having the necessary time for people management (supervisory and work planning) activities Supervisor role and maintaining connections among and between team members is changed in remote and hybrid work environments. This is changing and evolving.

Next Steps / Future Program Development:

As stated earlier, the workplace is always evolving. The Employee Relations department has an ongoing list of priorities it establishes and focuses on every year to partner with others to make this a great place to work. Initiatives tend to start centrally in the department and then emanate out through the organization via supervisors and managers, project teams, work groups, etc. A couple of the larger projects that we have scheduled will help form and shape the nature of human resources/employee relations work in the years to follow:

- Scott County Employee Engagement Survey – June of 2020 Not Done. New timing TBD
- Job Classification Study – Late 2020 – 2021 – On hold currently
- Workforce Planning Process Development – Specific to Budget Process and Forecasting – Late 2020 – 2023 This was establishing a proactive and forward-thinking process. We are currently needing to react to changing business needs and skills deployment. Unsure currently the shape of this going forward.
- Leadership and Technical Training Program Review, Plan, Implement – 2021-2024 Will continue; however, with new and emerging topics of focus.
- Business Model Review and Future Visioning – 2021-2024 Increasingly important following COVID-19 in determining so many things about the way we work and deliver public services.
- Work with County Leaders, staff, and community members to fully understand what it means to be a culturally informed and inclusive workplace for all.

Funding Description

Explanation of Funding Information

The Priority Based Budgeting (PBB) sheets for programs that relate to the topics covered in this presentation are included in the packet. These profile sheets include both program revenue from outside sources, levy contributions to the program, and program costs. It is important to note that the PBB model includes administrative and management expenses not included in the operating statements as these expenses are allocated across the PBB programs through a standard allocation process. In addition, the program description on the form includes the following:

- Direct: is the total of Personnel costs + Non-Personnel costs
- Total: is Direct + Admin
- Personnel: direct program staff allocated to the program and support staff allocated by FTE
- Non-Personnel: Any expenses that are not direct staff costs
- Admin: management costs allocated by FTE that may not be reflected in the program operating statement
- Revenue: is program revenue from state, federal or other grant sources
- Levy: is county levy costs associated with the cost of running this program

Resources:

Resource Type	Title	Location
Snapshot	Quality of Services Provided by Scott County	Resident Survey - Service Quality
Snapshot	Overall Impression of Scott County Employees	Resident Survey - EmployeeQuality
Snapshot	Turnover Rates	ER Performance Measures (02-15-19) – KPI 9023
Snapshot	Employees Recommend Scott County as a Great Place to Work	Employee Survey for KPI and Business Measures – KPI-Great Place To Work
Word doc	Workforce Trend Data - Labor Market Conditions	2019 Workforce Data Profile
Word doc	Workforce Trend Data - MN Unemployment Rate	2019 Workforce Data Profile
Word doc	Workforce Trend Data - Talent Market Conditions	2019 Workforce Data Profile
Word doc	Scott County Applicant Data – 2019 Applicant Data	2019 Workforce Data Profile
Word doc	Spotlight on Two Departments: Income Maintenance and Emergency Communications-Unique needs and challenges	2019 Workforce Data Profile
Word doc	What We Look At - Applicant Diversity	2019 Workforce Data Profile
Word doc	What We Look At – Turnover Rate	2019 Workforce Data Profile
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Word doc	Scott County Organizational Overview – Employee Headcount	2019 Workforce Data Profile
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Word doc	Scott County Organizational Overview - Generational Composition	2019 Workforce Data Profile
Word doc	Scott County Organizational Overview - Race/Ethnicity Composition	2019 Workforce Data Profile
Word doc	Scott County Organizational Overview - Average Years of Service	2019 Workforce Data Profile
Word doc	What's Next – Most Important Workforce Issues for 2030 (Figure 9)	2019 Workforce Data Profile
Word doc	What's Next – Most Important Workforce Trends (Figure 3)	2019 Workforce Data Profile
Word doc	What's Next – 2020-2025 County Objectives, Strategies, and Tactics Specific to Workforce	2019 Workforce Data Profile
PowerPoint	WF SCD June 2020 Updates	SCD Materials – July 2020

Related Program Profile Sheet:

Program Number	Program Name
9023	Workforce Planning & Talent Management

OMB (Office of Management and Budget)	Workforce Planning & Talent Management			Report Date: 2/19/2020	
Employee Relations	Quartile Rank	2	Program Contact: Lori Huss	Program Number	9023

Description	Strategic planning activity to ensure the organization has and will continue to have people with the right skills in the right positions at the right time to efficiently and effectively meet organizational goals and objectives. Includes activity aimed at recruiting, assessing, managing, retaining, and structuring jobs and job duties that utilizes talent to achieve desired objectives and individual career pursuits.

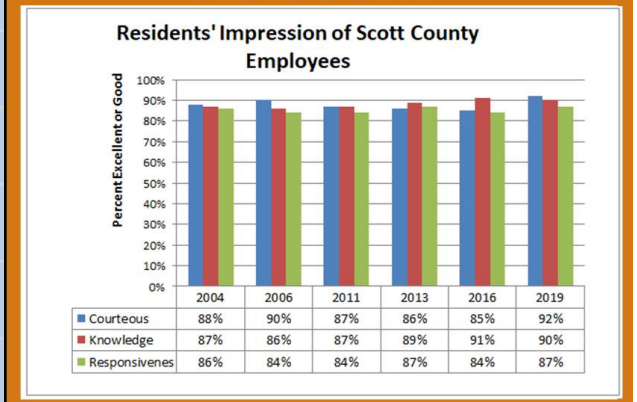
Governance Results

MEANINGFUL, RELEVANT, UNDERSTANDABLE and ACCURATE INFORMATION	3
DELIVERS WHAT MATTERS through a WORKFORCE THAT CARES	4
BALANCES POLICY, REGULATION and COMPLIANCE	1
ACCOUNTABLE, DEPENDABLE and EFFICIENT	3
LISTENS TO and RESPECTS CITIZENS	0
MAINTAINS TAXES at a LEVEL to which CITIZENS CONSENT	0
TRANSPARENT REGARDING BUDGETS and SPENDING	0

Attributes

Mandated	1
Reliance	3
Cost Recovery	0
Change In Demand	3
Portion of Community Served	1

Community Indicator



	2004	2006	2011	2013	2016	2019
Courteous	88%	90%	87%	86%	85%	92%
Knowledge	87%	86%	87%	89%	91%	90%
Responsivenes	86%	84%	84%	87%	84%	87%

Program Finances

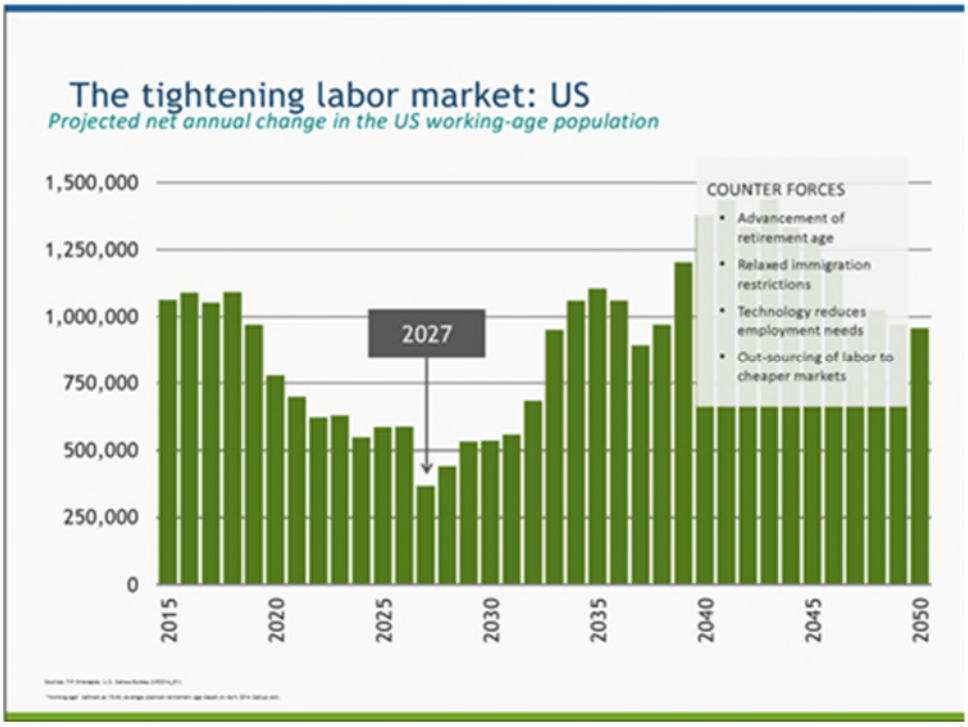
				FTE	1.41
Cost	2018	2019		2018	2019
Total	$208,512	$204,182	Revenue	$208,512	$204,182
Direct	$208,512	$204,182	Levy	$208,512	$204,182
Personnel	$197,914	$192,553	Fees	$0	$0
Non Personnel	$10,598	$11,629	Grants	$0	$0
Admin	$0	$0	Other Revnue	$0	$0

Program Performance

Program Outcome	Organization engages competent, skilled, and productive employees for the delivery of public services.
Key Perfromance Indicators (KPI)	Countywide turnover rate.
KPI Results	Meeting
KPI Results Direction	Stable
Factors Impacting KPI Performance	Clarity of organizational focus regarding talent needed to achieve goals. Understanding of skillsets available. Allocation of resources relative to priorities. Economic conditions. Labor market and the availability of talents. Compensation strategy and our ability to compete for the skillsets we need. Strategic business decisions.
If not meeting or declining - why?	

WORKFORCE TREND DATA

Labor Market Conditions

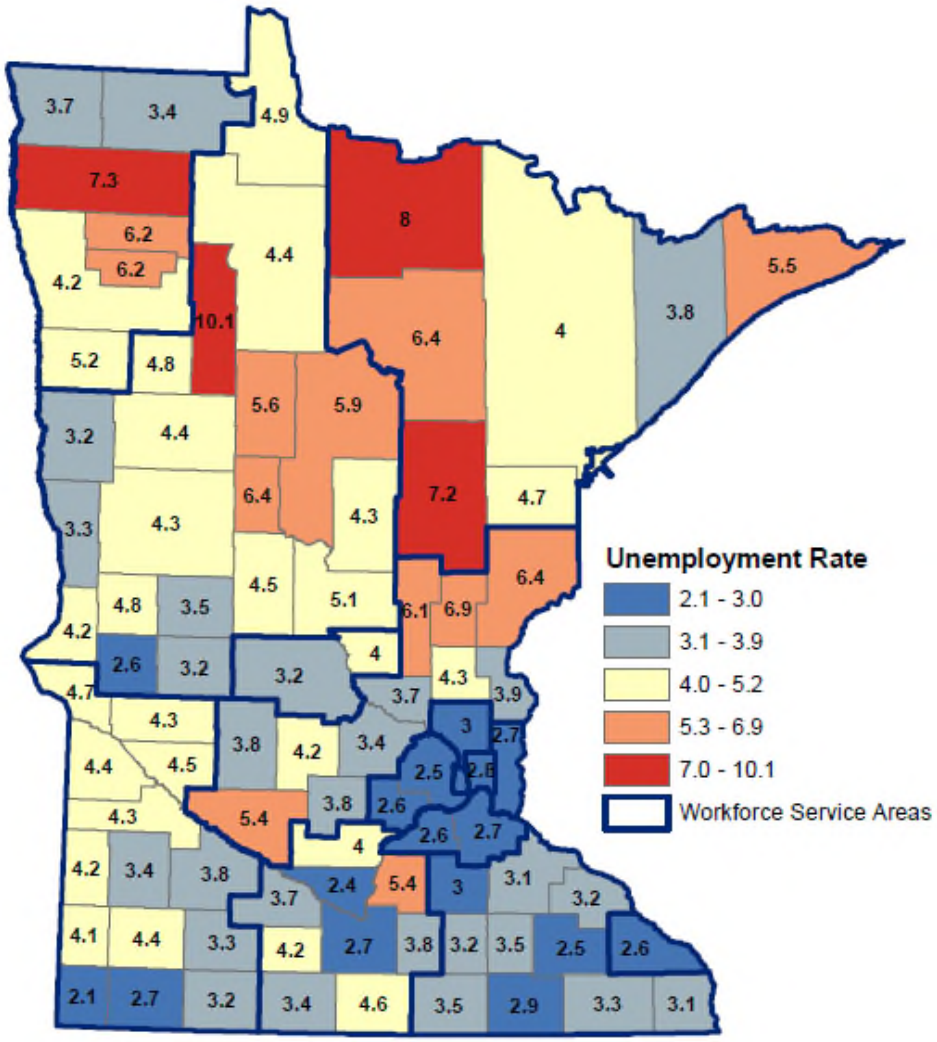


Market Commentary:

- Job openings 7.1 million vs. 5.7 million available workers
- Structural unemployment-mismatch between skills and jobs - continues to increase
- Working population deficit projected to change 2027 – 7 more years

WORKFORCE TREND DATA

MN Unemployment Rate (April 2019 data):



Market Commentary:

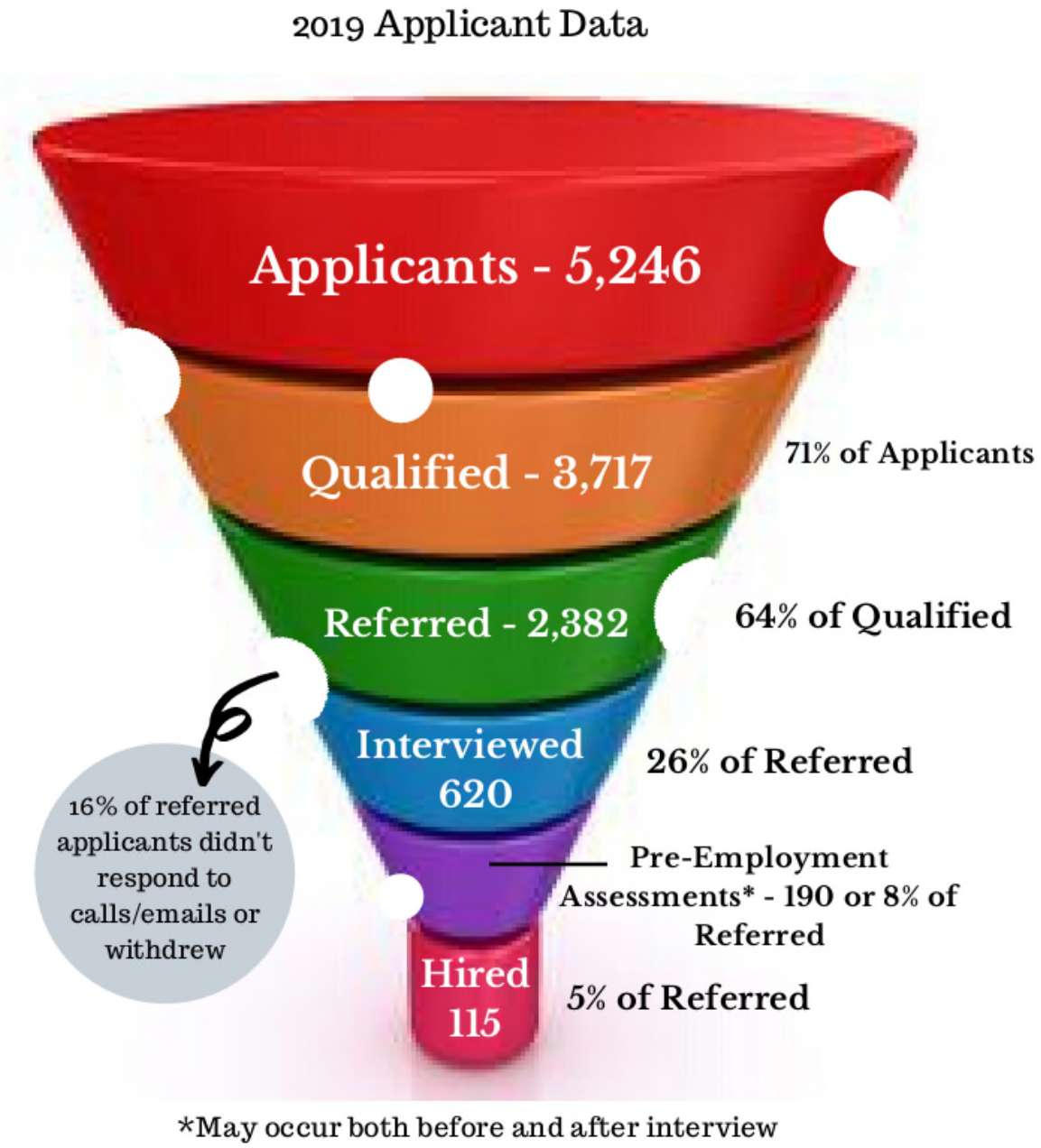
- National unemployment rate 3.3% (LAUS)
- MN unemployment rate 3.2% (LAUS)
- Scott County unemployment rate 2.6% (LAUS)

*Source = Local Area Unemployment Statistics-LAUS c/o DEED Labor Market Information Office

SCOTT COUNTY APPLICANT DATA

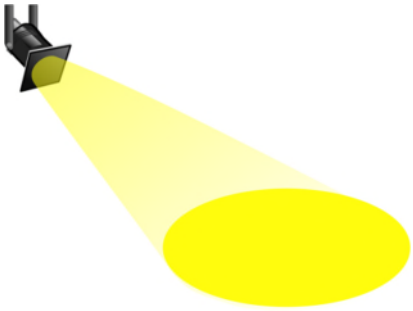
About This Measure:
This graphic illustrates the hiring process as it is done in accordance with MN Stat. 375.60, which includes procedures for the recruitment, selection, and advancement of personnel based on relative ability, knowledge, and skills. The process includes creation and maintenance of lists of eligibles, certification/referral of names, and competitive examinations. This represents calendar year 2019 applicant activity.

Why Does This Matter?
This graphic is important for informing others about public sector hiring, including the volume of candidates and the requirements of MN statute.



HIRING - DEPARTMENTS' PERSPECTIVE ON HIRING & RETENTION

A Spotlight On:



Sheriff Communications – 911 Dispatchers

Economic Assistance-Income Maintenance – Eligibility Specialists

Departments have varied needs and challenges when it comes to the workforce.

Unique characteristics these two departments share:

- **24/7 operations – Different than traditional 8-5 setting**
- **Areas w/higher turnover – No private counterpart, limited schooling to build a natural applicant pool**
- **Longer time to fill – Pre-employment assessment**
- **Extensive training requirements – State & County systems, multi-programs or protocols to learn, no two calls or cases are the same**
- **Cyclical nature and/or unpredictability of work**
- **Complex systems and programs**
- **Frequently changing policies and regulations at the Federal, State, and local levels**
- **Impact of technology – More coming at staff through multiple means (e.g. phone-desk and cell, email, instant message, PC, text, fax, mail)**
- **Job burnout and compassion fatigue**

HIRING - DEPARTMENTS' PERSPECTIVE ON HIRING & RETENTION

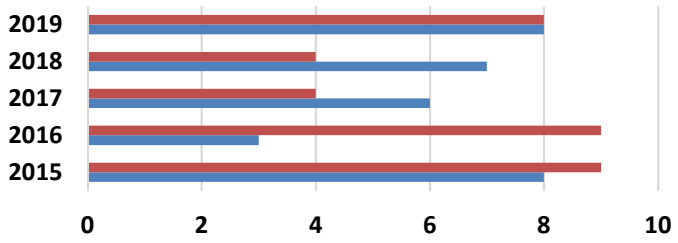
About This Measure:

This section provides a spotlight on staffing in the departments of Economic Assistance-Income Maintenance and Sheriff Communications. A great deal has been written about state-wide shortages of employees for these jobs and the difficulties that result. The below graphs show the five year hire and term numbers for these departments. This is an industry-wide issue for these departments and not just a Scott County challenge.

Why Does This Matter?

Employees coming and going creates instability and stress within the work areas in which it is most frequently occurring. Interviewing and training employees takes time and resources that would otherwise be used to enhance services and program effectiveness. Productivity and morale are impacted as service delivery slows and demands increase on those who remain working. According to a study by SocialChorus (posted 10.17.19 in Employee Experience) turnover is most impactful to business when it trends 28 percent and higher.

Sheriff Communications



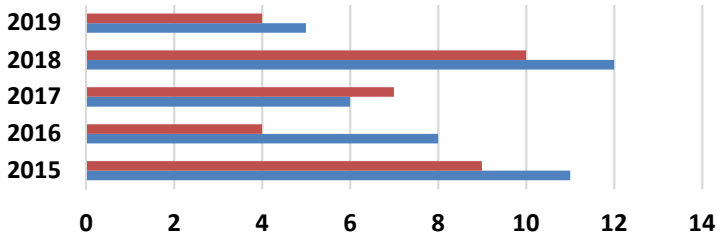
	2015	2016	2017	2018	2019
Sheriff Communications - Total Terms	9	9	4	4	8
Sheriff Communications - Total Hires	8	3	6	7	8

Average Years of Service in Job Class	
Title	**Years**
911 Dispatch Supervisor	1.84
911 Dispatcher	2.53
Radio System Administrator	1.56

Department position count: 25*

*Staffing complement has increased and changed during the timeframe listed.

Income Maintenance Admin



	2015	2016	2017	2018	2019
Income Maintenance Admin - Total Terms	9	4	7	10	4
Income Maintenance Admin - Total Hires	11	8	6	12	5

Average Years of Service in Job Class	
Title	**Years**
Child Care Asst Specialist	4.60
Eligibility Specialist	5.78
Eligibility Specialist-Lead	7.23
Eligibility Supervisor	9.07

Department position count: 36*

*Staffing complement has increased and changed during the timeframe listed.

WHAT DO WE LOOK AT? WHAT HAVE WE DONE?

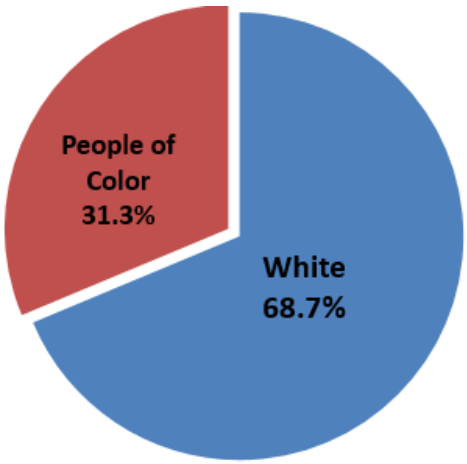
Applicant Diversity

About This Measure:
This information reflects self-reported race/ethnic information for all qualified applicants processed during the reporting period. In this view, we are delving into more specific detail of race/ethnicity with applicants. This measure is focused on just one element of workplace diversity. Some applicants may choose not to self-identify on their application.

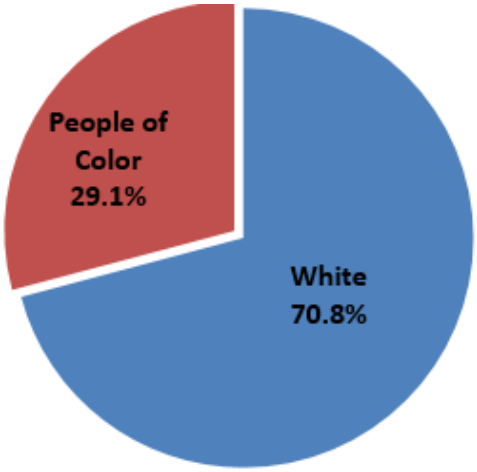
Why Does This Matter?
A diverse and inclusive workplace is important to Scott County. Many studies show that employers rich in diversity better connect with and better provide service to their customers. This measure is important to understand if we are attracting a diverse applicant pool and one that is reflective of our community, based on census data. We can also look at how applicants proceed through the hiring process to identify areas for further discussion and/or review.

2019 Applicant Data

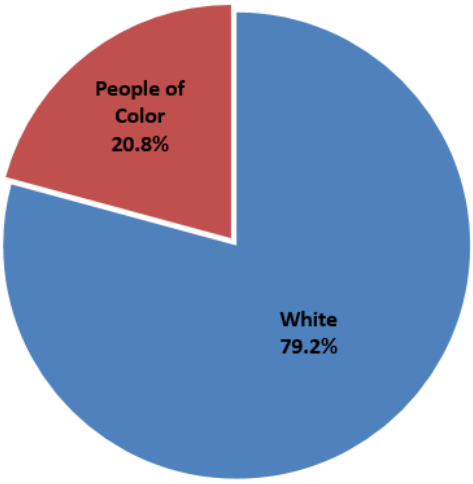
Qualified Applicants
(Meets minimum quals)



Applicants Referred
(Top 25 scoring applicants)



Diversity of New Hires
(Individuals hired)



Some steps we have taken to increase workforce diversity:

- Quarterly advertisements in Somali American, La Prensa, and Hmong Times
- Partnership with Shakopee Diversity Alliance group; ongoing advertisements to diversity websites through Star Tribune and MinnesotaDiversity.com
- Modified gender question on application to recognize the concept of gender identity
- Analyzed process data points of apply, refer, interview, and hire to determine trends with the numbers
- Continued to partner with the Workforce Center to participate in hiring events to reach Scott County residents
- Made modifications to job application to be more open and inclusive with questions
- Continue to evolve and adapt process and requirements with inclusivity best practices

* Source = Infor and NeoGov

WHAT DO WE LOOK AT? WHAT HAVE WE DONE?

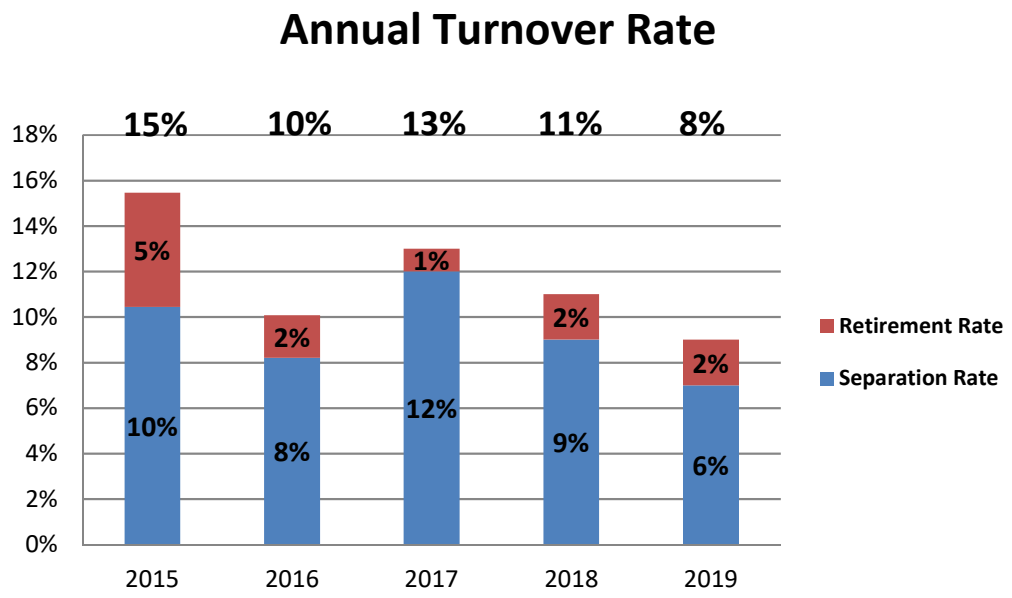
Turnover Rate

About This Measure:
The turnover rate provides an average of the number of full-time and part-time employees in budgeted and classified positions who leave as a percentage of the average number of full-time and part-time employees. It is a measure of the amount of churning that is occurring due to the coming and going of staff into and out of the organization.

Why Does This Matter?
This measure is important because it can help us recognize trends or patterns that may need to be addressed. We might learn about things going on in the workplace or in the labor market that we can try to influence or better manage. Turnover of a certain rate is natural for an organization; the number alone is neither implicitly good nor bad. Organizations utilize this data best when they watch trends and ask questions of why.

Division/Office	Separations	Retirees	Total Turnover
County	**49**	**14**	**63**
Administration	2	0	2
Attorney's Office	3	1	4
Community Services	4	0	4
Health and Human Services	19	5	24
Office of Management and Budget	1	1	2
Planning & Resource Management	2	3	5
Sheriff's Office	16	2	18
Transportation Services	2	2	4

Total Annual Turnover By Percentage	
Year	**%**
2015	15% Incl. Transit 13% w/o Transit
2016	10%
2017	13% Incl. New Opts 11% w/o New Opts
2018	11%
2019	8%



* Source = Infor

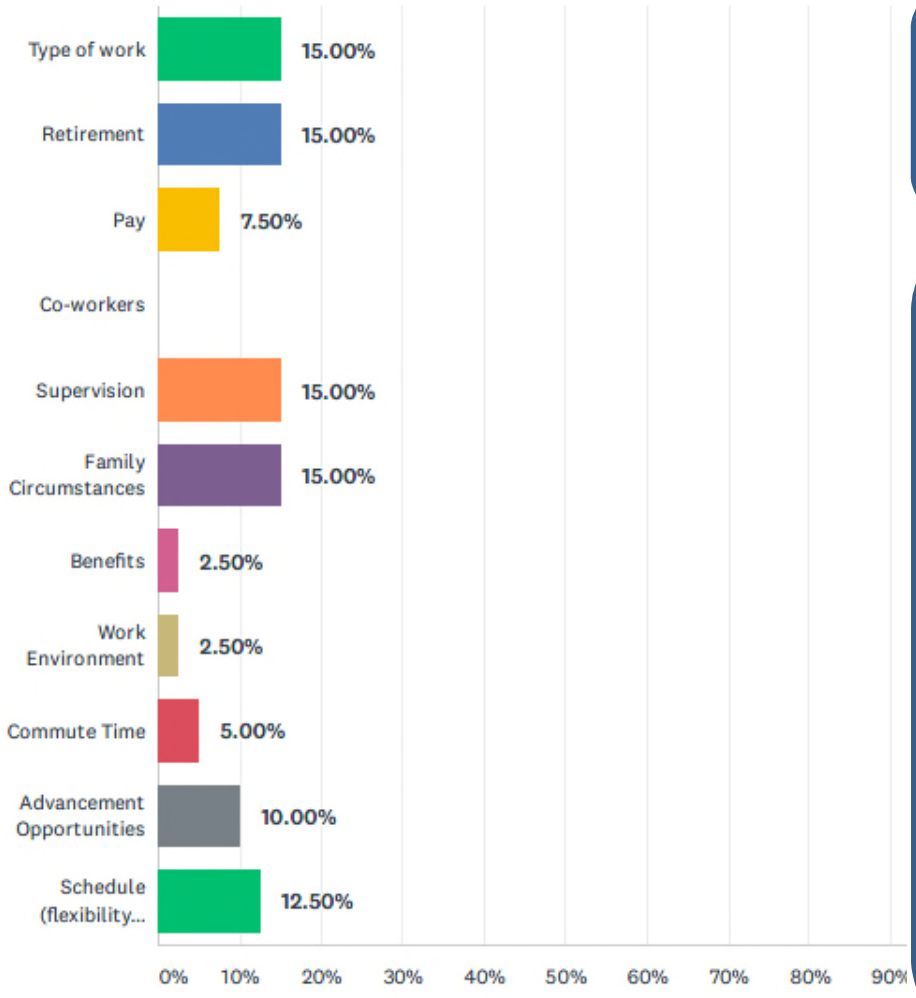
WHAT DO WE LOOK AT? WHAT HAVE WE DONE?

Exit Interviews

About This Measure:
Exit interview data is collected to help the organization recognize trends in why people are leaving the organization so that actions can be taken to make changes when needed.

Why Does This Matter?
Exit interview information is used to help improve the organization in a multitude of ways. Comments made help us identify areas for improvement, ways to enhance the quality of the work environment for employees, and provide opportunity to devise more effective programs and methods for supporting and engaging employees.

Which best describes why you left Scott County employment?



40 people responded to this question from January 1, 2019 through December 31, 2019

Top 3 Reasons for Leaving

2017:
1. Work Environment
2. Advancement Opportunities
3. Supervision

*** 2 & 3 tie

2018:
1. Work Environment
2. Supervision
3. Advancement Opportunities

2019:
1. Type of Work, Retirement, Supervision, Family - TIE

*Source = Survey Monkey

SCOTT COUNTY ORGANIZATIONAL OVERVIEW – THIS IS US

Employee Headcount

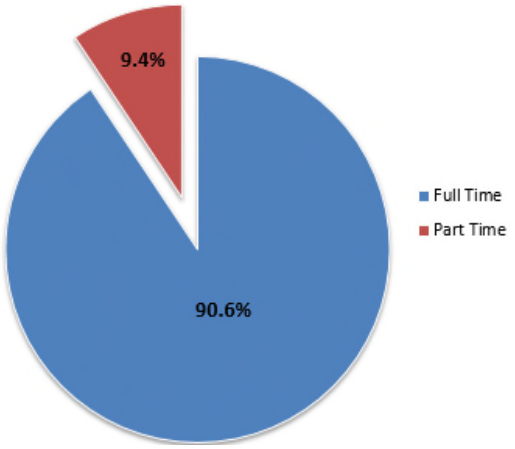
About This Measure:
The information provides the total number of budgeted and classified full-time and part-time employees and how they are allocated across the divisions/offices. This number does not include intermittent, temporary, seasonal, or student staff.

Why Does This Matter?
This data provides a simple orientation to the size of our workforce both organizationally and by division/office.

Employment by Division/Office

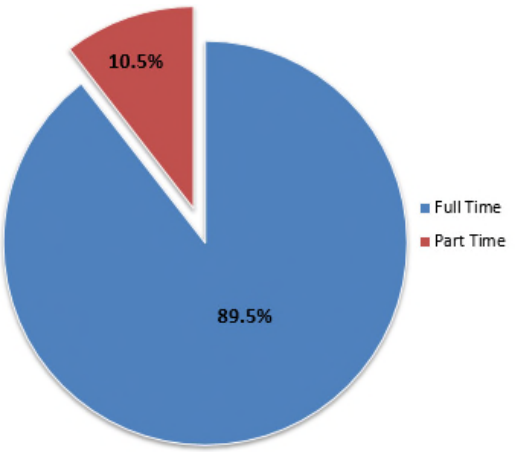
2018

Division/Office	Full Time	Part Time	Total # of Employees
County	**672**	**70**	**742**
Administration	2	1	3
Attorney's Office	43	3	46
Community Services	120	28	148
Health and Human Services	264	33	297
Office of Management and Budget	48	4	52
Sheriff's Office	133	1	134
Transportation Services	62	0	62



2019

Division/Office	Full Time	Part Time	Total # of Employees
County	**671**	**79**	**750**
Administration	22	27	49
Attorney's Office	43	4	47
Community Services	61	2	63
Health and Human Services	264	36	300
Office of Management and Budget	46	5	51
Planning & Resource Management	36	3	39
Sheriff's Office	137	1	138
Transportation Services	62	1	63



* Source = Infor

SCOTT COUNTY ORGANIZATIONAL OVERVIEW – THIS IS US

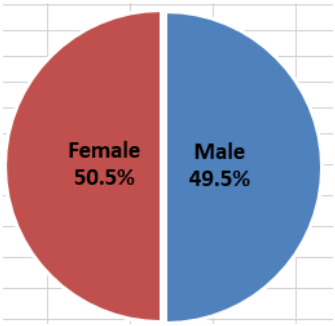
Workforce by Gender Composition

About This Measure:
This measure shows the gender composition of our organization as compared to the gender composition of the county population. This measure is focused on just one element of workplace diversity.

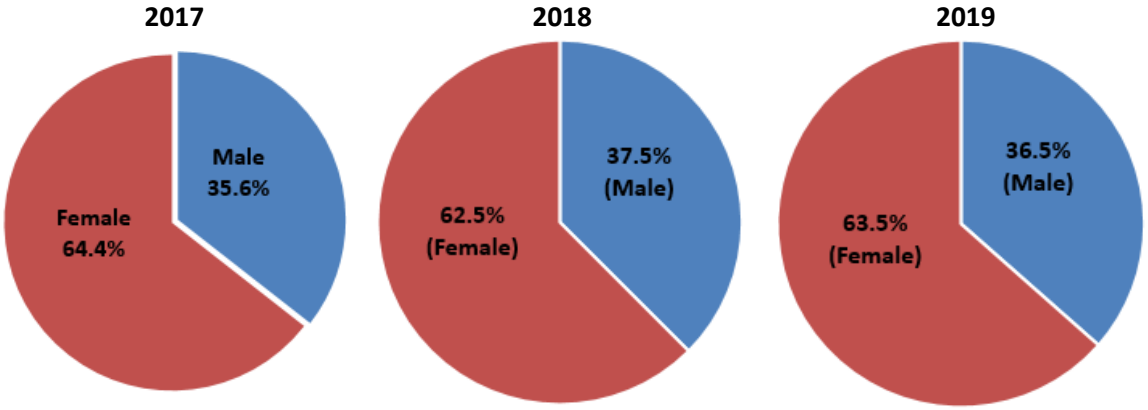
Why Does This Matter?
Having a diverse and inclusive workplace are both values and goals of Scott County. Studies show that employers rich in diversity better connect with their customers and that this connection leads to better service results. Gender equality is achieved when people are able to access and enjoy similar rewards, resources, and opportunities to achieve substantially equal outcomes regardless of gender. Analysis of diversity data can help us identify underrepresented groups so that we may target outreach and recruiting efforts to increase their representation.

Division/Office	% Male	% Female
County (2019 data)	**36.5**	**63.5**
Administration	6.1	93.9
Attorney's Office	25.5	74.5
Community Services	46.0	54.0
Health and Human Services	15.7	84.3
Office of Management and Budget	37.3	62.7
Planning & Resource Management	79.5	20.5
Sheriff's Office	60.1	39.9
Transportation Services	79.4	20.6

Scott County Citizen Data



Scott County Employee Data



NOTE: Citizen data will be updated with the 2020 census.

* Source = Infor and MN Department of Employment & Economic Development

SCOTT COUNTY ORGANIZATIONAL OVERVIEW – THIS IS US

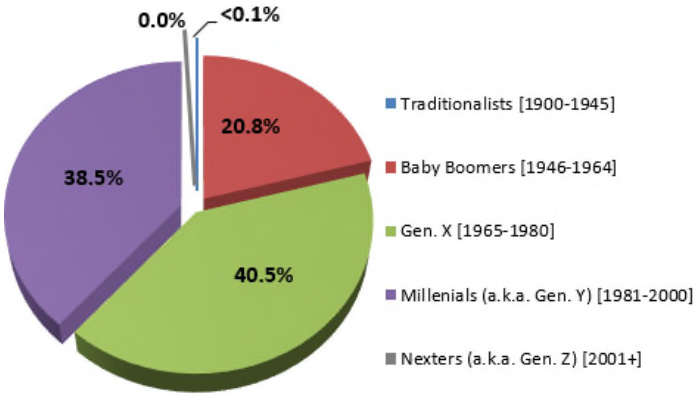
Workforce by Generational Composition

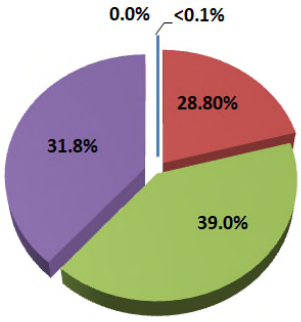
About This Measure:
This measure reveals the mix of generations at work in this organization. Each generation brings a rich and varied perspective and set of values to the workplace that impacts priorities, how work is accomplished, and the value proposition between employers and employees. This measure is focused on just one element of workplace diversity.

Why Does This Matter?
Having a diverse and inclusive workplace are both values and goals of Scott County. Studies show that employers rich in diversity better connect with their customers and this connection leads to better service results. Each generation brings a distinct set of values and expectations to work. As generational numbers change, so too will the needs of employees around organizational culture, the means and ways for service delivery, ideas about meaningful rewards, and how they seek to be trained, mentored, coached, and led. These numbers allow leaders to understand the generational dynamics in their work area and take steps to learn more about the varying perspectives and values in their work groups. Meeting employee needs and expectations is integral to employee retention. Analysis of diversity data can help us identify underrepresented groups so that we may target outreach and recruiting efforts to increase their representation.

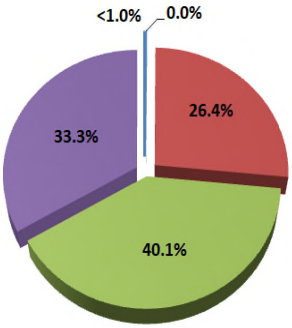
Based on average age, County employees leaned toward a Gen. X perspective in 2019.

Division/Office	2017 Avg. Age	2018 Avg. Age	2019 Avg. Age
County	**44**	**44**	**44**
Administration	56	57	48
Attorney's Office	47	46	45
Community Services	47	47	47
Health and Human Services	43	43	47
Office of Management and Budget	50	50	50
Planning & Resource Management	---	---	45
Sheriff's Office	38	37	37
Transportation Services	47	46	45

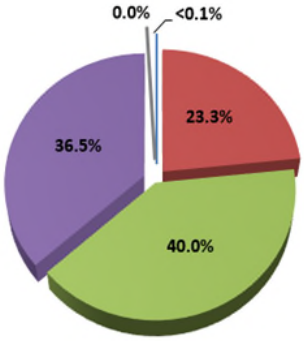




2016



2017



2018

* Source = Infor

SCOTT COUNTY ORGANIZATIONAL OVERVIEW – THIS IS US

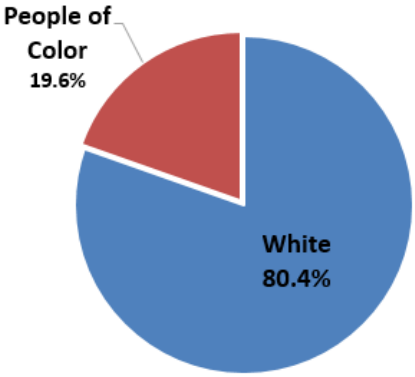
Workforce by Race/Ethnic Composition (Self-Reported)

About This Measure:
This measure reveals the composition of our workforce from a race/ethnicity perspective as compared to the race/ethnicity make-up of Scott County communities. The data comes from information that is self-reported by employees and citizens as directed by the Equal Employment Opportunities Commission and the US Census Bureau. This measure is focused on just one element of workplace diversity.

Why Does This Matter?
Having a diverse and inclusive workplace are both values and goals of Scott County. Studies show that employers rich in diversity better connect with their customers and this connection leads to better service results. This information allows us to assess how we are doing as an organization in reflecting the race/ethnic composition of our citizens. Analysis of diversity data can help us identify underrepresented groups so that we may target outreach and recruiting efforts to increase their representation.

Scott County Citizen Diversity

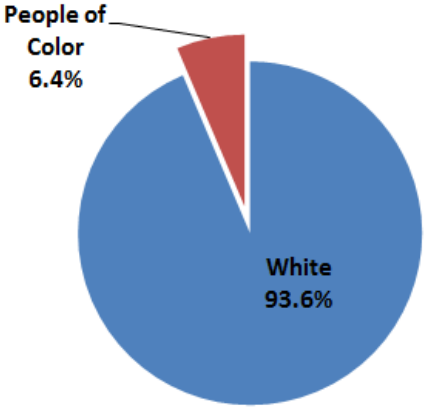
2017 through 2019



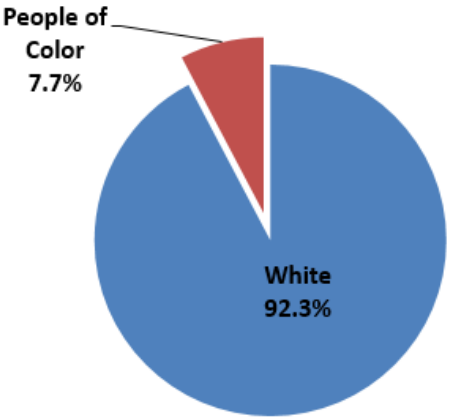
People of Color Includes:
- African American
- Black (not Hispanic)
- Two or More
- Other
- Asian or Pacific Islander
- Hispanic

Scott County Employee Diversity

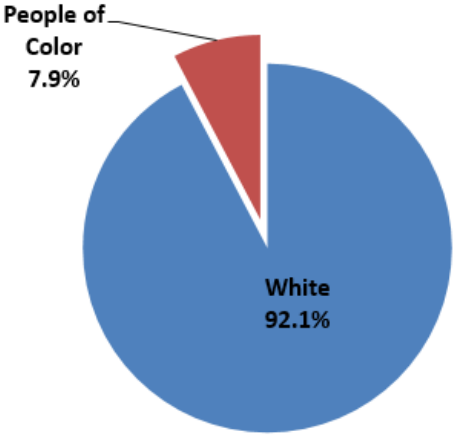
2017



2018



2019



NOTE: Citizen data includes the entire Scott County; 2019 data will be updated once census data is available.
Scott County Employee data includes working ages 18 and up.

* Source = Infor and MN Department of Employment & Economic Development

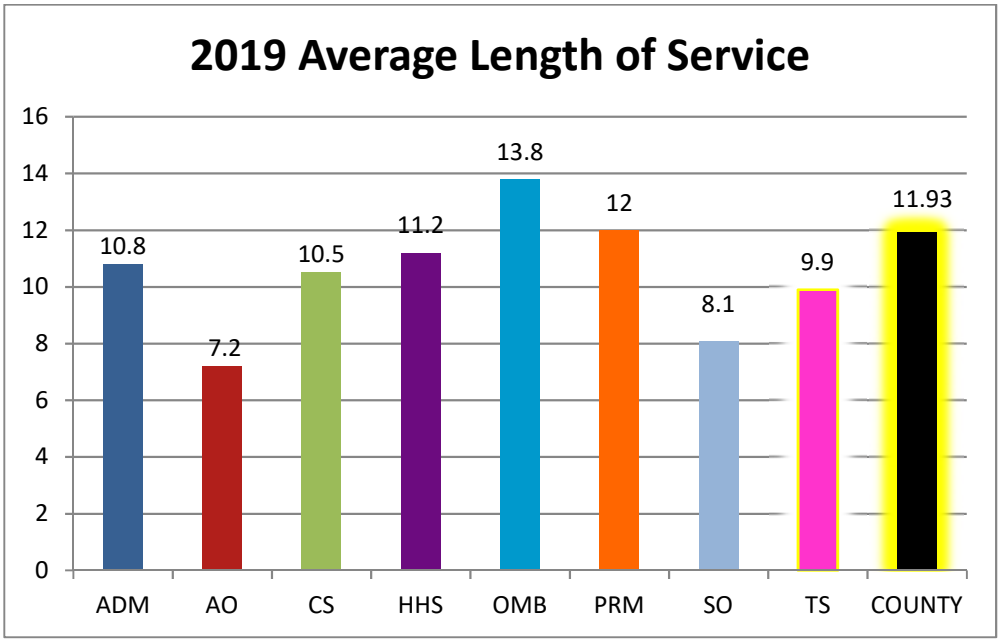
SCOTT COUNTY ORGANIZATIONAL OVERVIEW – THIS IS US

Average Years of Service

About This Measure:
This measure reveals the average tenure of budgeted and classified full-time and part-time employees both as a County average and also by Division. This gives us a sense of organizational knowledge contained throughout the workplace and also provides information about our ability to retain staff.

Why Does This Matter?
We seek to be an Employer of Choice, a destination employer for qualified, competent, and motivated public servants. Tenure is one indicator of our progress toward this goal. Tenure can also be an indicator of our organizational knowledge level. When individuals work somewhere for an extended period of time they are exposed to processes and systems of work and create networks and relationships with others. Tenure is sometimes thought to bring stability to service. As we hire, train, teach, and invest in people are we retaining them at appropriate levels?

Source	2017 Average Number of Years	2018 Average Number of Years	2019 Average Number of Years
Carver County	9.9	9.9	8.83
Dakota County	11.4	11.3	11.2
Hennepin County	11.3	10.7	10.5
Olmsted County	11.9	11.9	10.8
Scott County	10.1	11.7	11.93
Washington County	No New Data	9.1	---
SHRM (Soc Human Resource Mgmt)	No New Data	No New Data	No New Data



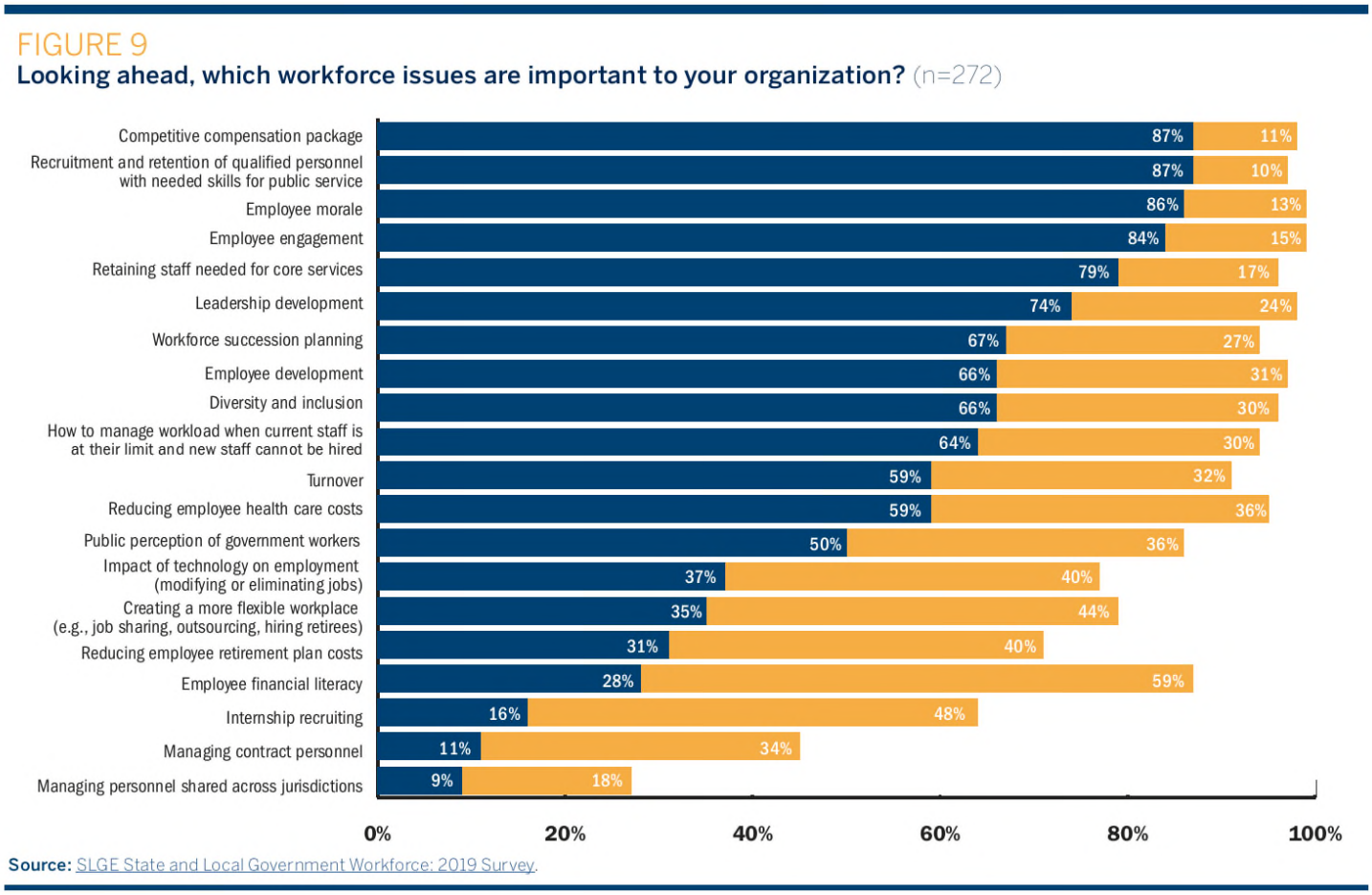
*Source = Infor

WHAT'S NEXT?

About This Measure:
The Center for State & Local Government Excellence held a Public Sector Workforce 2030 Summit in fall of 2019. The below chart outlines key takeaways from the Summit and the things thought to be priorities for planning for the next generation of state and local government employees.

Why Does This Matter?
Organizations are always competing in a larger labor market to hire and retain employees. It is important to remain cognizant and focused on what matters to people if we are to achieve our goal of being an Employer of Choice.

Most Important Workforce Issues for 2030:



WHAT'S NEXT?

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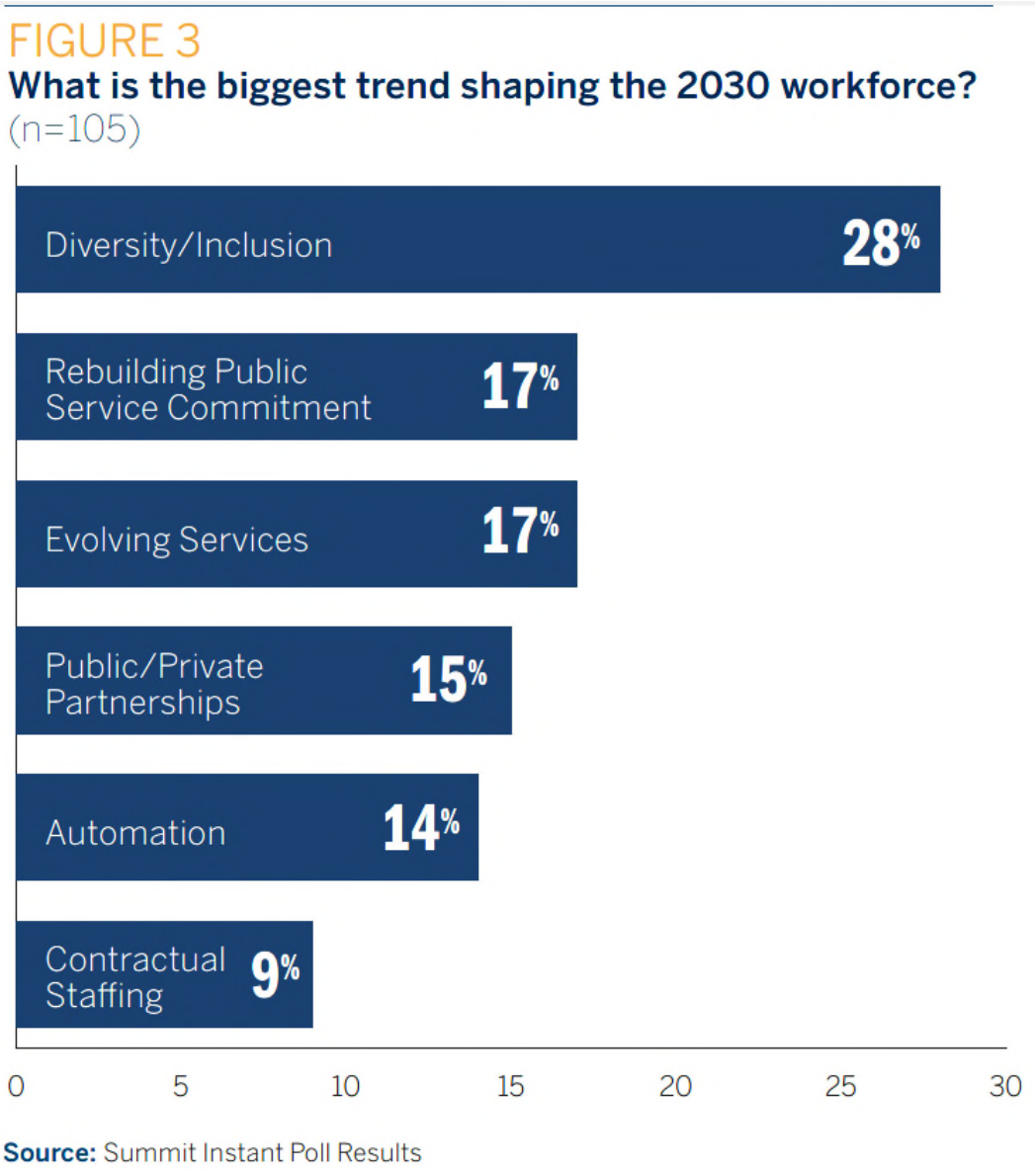
Most Important Workforce Trends:



WHAT'S NEXT?

2020-2025 Scott County Objectives, Strategies, and Tactics Specific to *Workforce*:

Objective 5	**Performance:** Identify and implement changes to service delivery leading to improved outcomes
Strategy #5.3	Evaluate and address Scott County Government operations based on the 2040 Comprehensive Plan
Tactic(s)	a. Complete an organizational maturity model and risk management framework and implement changes to policy, processes and practices based on the results b. Integrate PBB and performance management data into financial practices and budget development that are transparent and support multiple year budgeting cycles c. Plan for and align operational structures and processes for implementation of new Enterprise Resource Planning software d. Develop plans to address workforce shortages through business model changes and partnering
Coordinator(s)	Danny Lenz
Community Indicator/KPI	• County Tax Levy Per Capita • County Levy as a Percent of Total Personal Income ○ Citizen Rating of Value of Taxes Paid

Objective 5	**Performance:** Identify and implement changes to service delivery leading to improved outcomes
Strategy # 5.4	Recruit, retain, and support a high-quality, culturally-informed workforce
Tactic(s)	a. Explore creative recruitment options to attract a high quality, diverse workforce that reflects Scott County communities b. Provide training to all staff that meets their technical needs and also promotes creative thinking and leadership c. Identify and implement a leadership development philosophy and training program to support current and future supervisors and managers
Coordinator(s)	Lori Huss

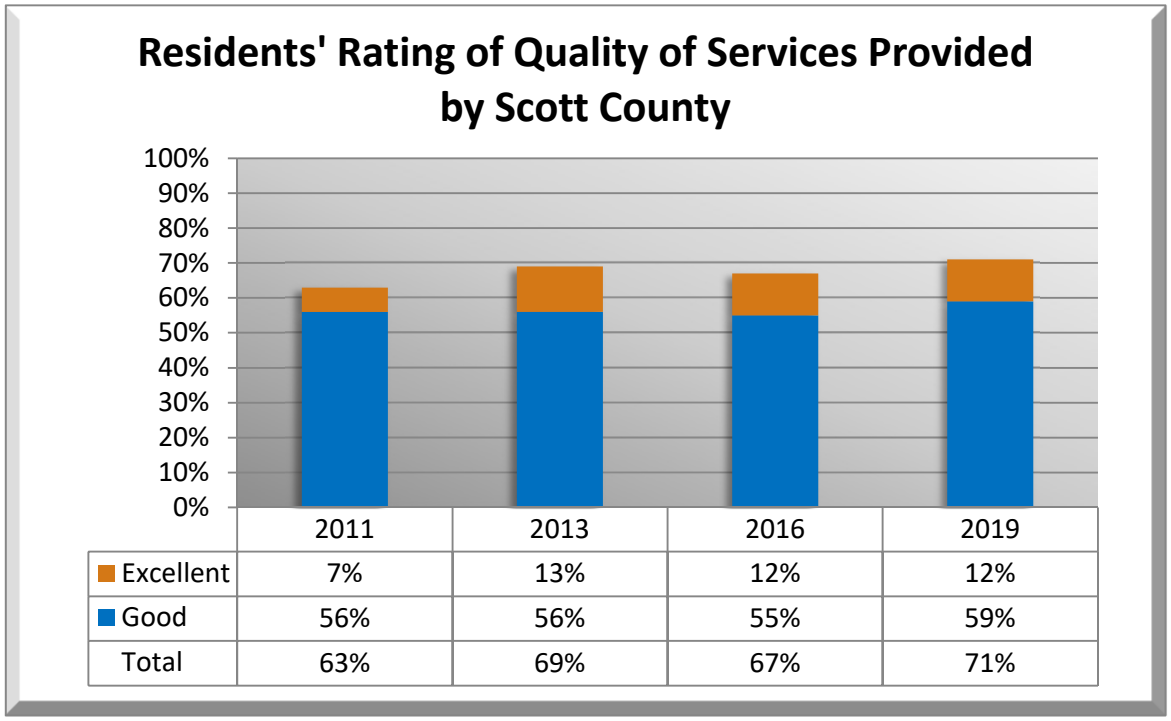
Community Indicator/KPI	• County Tax Levy Per Capita
	  ○ County Levy as a Percent of Total Personal Income
	  ○ Residents Impressions of Scott County Employees

Delivering What Matters

Employee Relations

About this measure:

The Joint Program Goal of Employee Relations (ER) is: Scott County is an employer of choice, supporting, encouraging, and engaging employees through focused employee investments, workplace programs, and offerings that promote and foster individual and organizational wellbeing. The net result of this philosophy is public service excellence through citizen focused services. ER programs focus on the Responsible Outcome, in providing a high quality workforce dedicated to exceptional customer service. Three overarching indicators have been selected to tell us how we are doing related to being an employer of choice, creating an engaging employee work culture and delivering public service excellence: Citizen Survey Feedback, Turnover Rate, and Employee Survey feedback.



	2011	2013	2016	2019
Excellent	7%	13%	12%	12%
Good	56%	56%	55%	59%
Total	63%	69%	67%	71%

Source: *Scott County Resident Survey*

Why does this matter?

This measure helps us to know if the employee-related investments and programs are attracting and retaining the correct talent level and skillset mix to deliver quality public services as needed and expected by our citizens. Local property taxes support a large percentage of county service costs. It is important to understand the citizen perspective of the quality of services they financially support.

Delivering What Matters

Employee Relations

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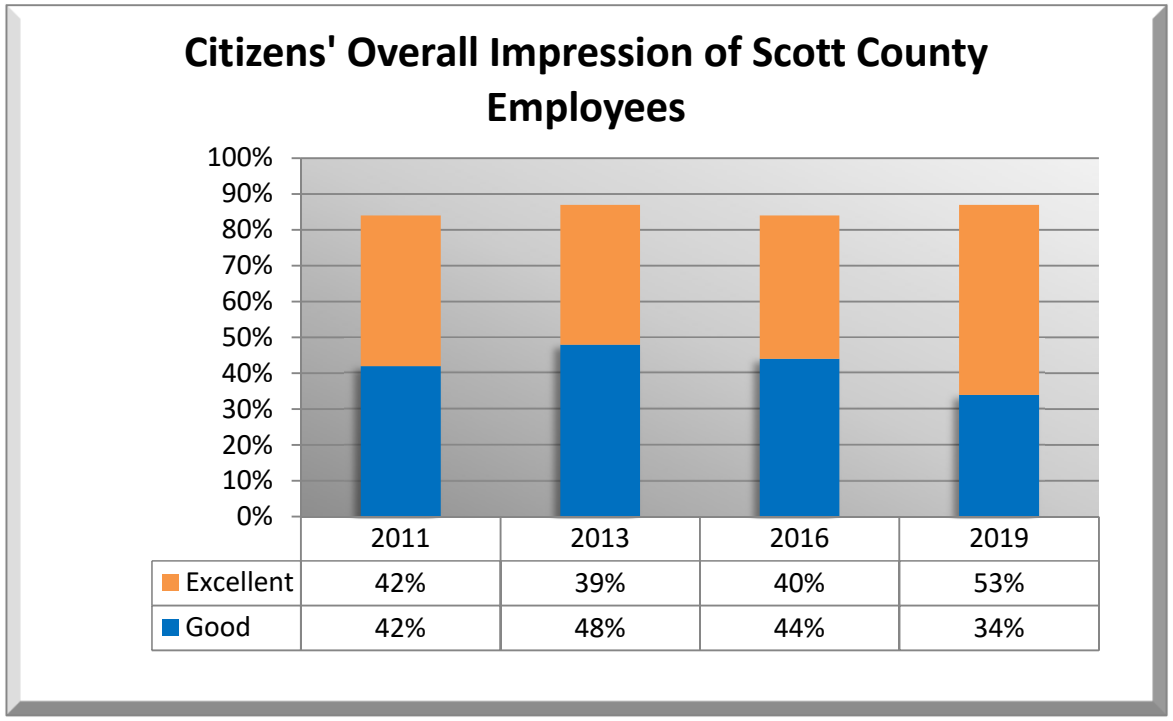


	2011	2013	2016	2019
Excellent	42%	39%	40%	53%
Good	42%	48%	44%	34%

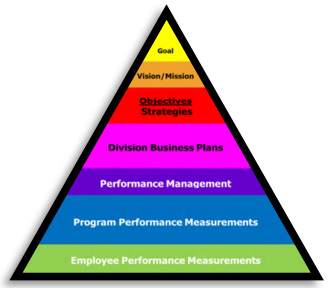
Source: *Scott County Resident Survey*

Why does this matter?

This measure helps us to know if the employee-related investments and programs are attracting and retaining the correct talent level and skillset mix to deliver quality public services as needed and expected by our citizens. When citizens have contact with County employees they form an impression of how well their local government operates. Employees are the face of the County and their interactions with citizens are important in determining how County service is perceived.

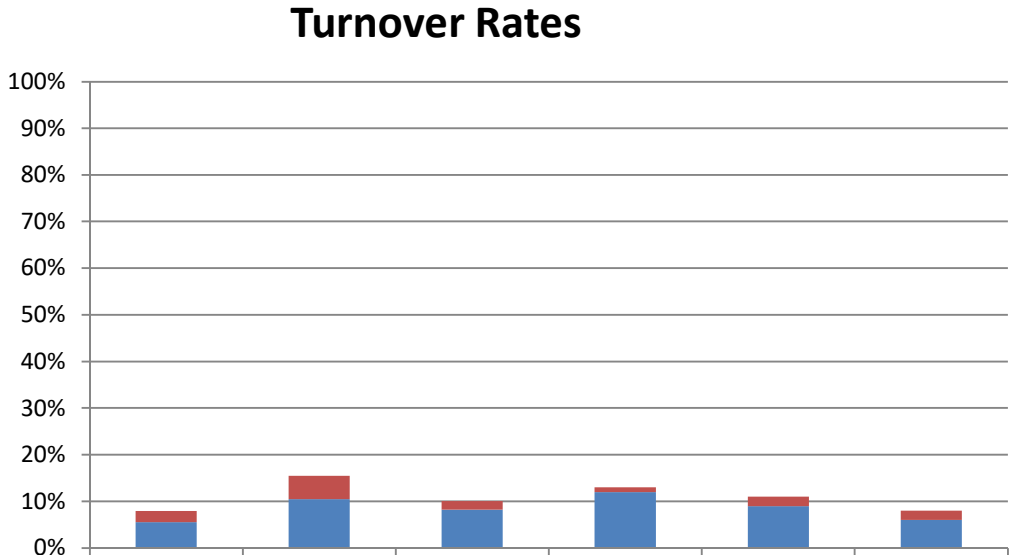
Delivering What Matters

Employee Relations



About this measure:

The turnover rate provides an average of the number of full-time and part-time employees in budgeted and classified positions who leave as a percentage of the average number of full-time and part-time employees. It is a measure of the amount of churning that is occurring due to the coming and going of staff into and out of the organization.



	2014	2015	2016	2017	2018	2019
Retirement Rate	2%	5%	2%	1%	2%	2%
Separation Rate	6%	10%	8%	12%	9%	6%
Turnover Rate	8%	15%	10%	13%	11%	8%

Source: *Infor*

Why does this matter?

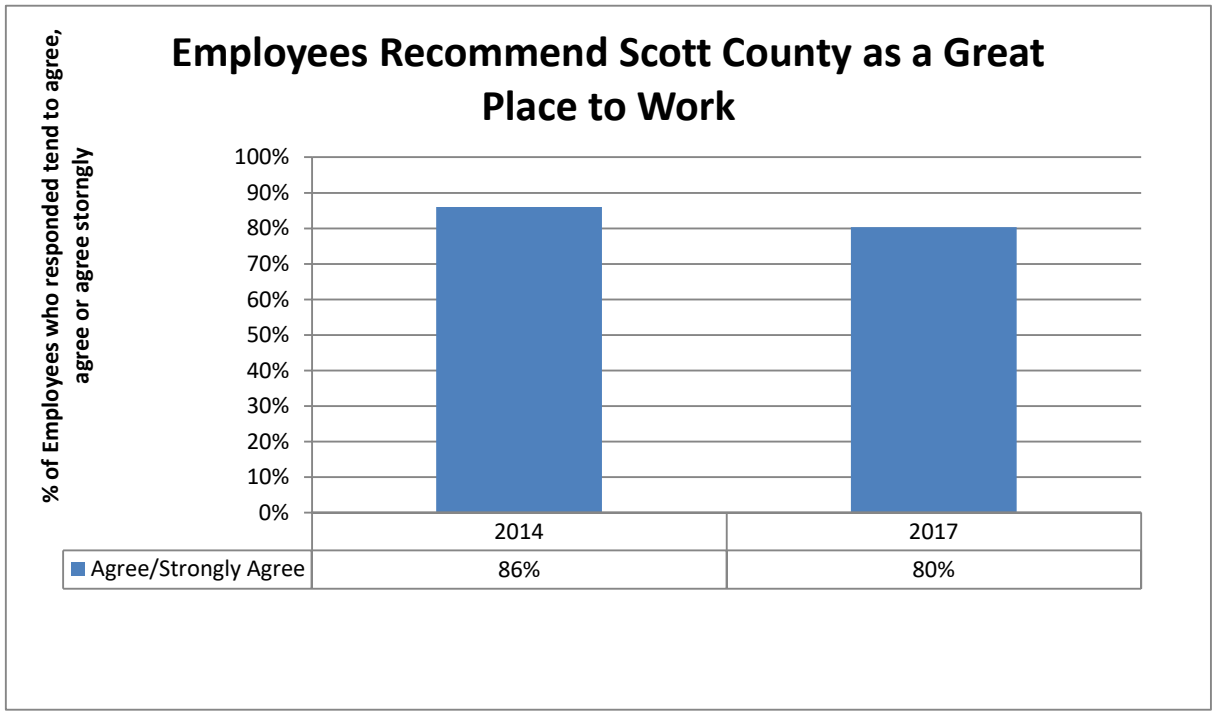
This measure is important because it can help us recognize trends or patterns that might need to be addressed. We might learn about things going on in the workplace or in the labor market that we can try to influence or better manage. Turnover of a certain rate is natural for an organization; the number alone is neither implicitly good nor bad. Organizations utilize this data best when they watch trends and ask questions of why.

Key Performance Indicator

Scott County is an Employer of Choice

About this measure:

Employees are surveyed on a regular basis to assess progress toward achieving the outcome of being the emploer of choice. One attribute expected is that current employees would want to recommend the County as a great place to work to others. This measure is the percentage of current employees who respond that they agree or strongly agree with that statement.



Source: *Scott County Employee Engagement Survey*

Why does this matter?

The largest percentage of the County budget supports the cost of the workforce providing service to residents of Scott County. Research shows that employees who are satisfied with their employment will provide a higher quality of service. A number of components including compensation, value of work, and inclusion in decision making impact staff satisfaction with their work environment and can be summarized in this measure. Employees who would recommend the County as an employer are the high quality workforce dedicated to good customer service.

EMPLOYMENT AND ECONOMIC DEVELOPMENT

COVID-19's Impact Upon the Labor Market

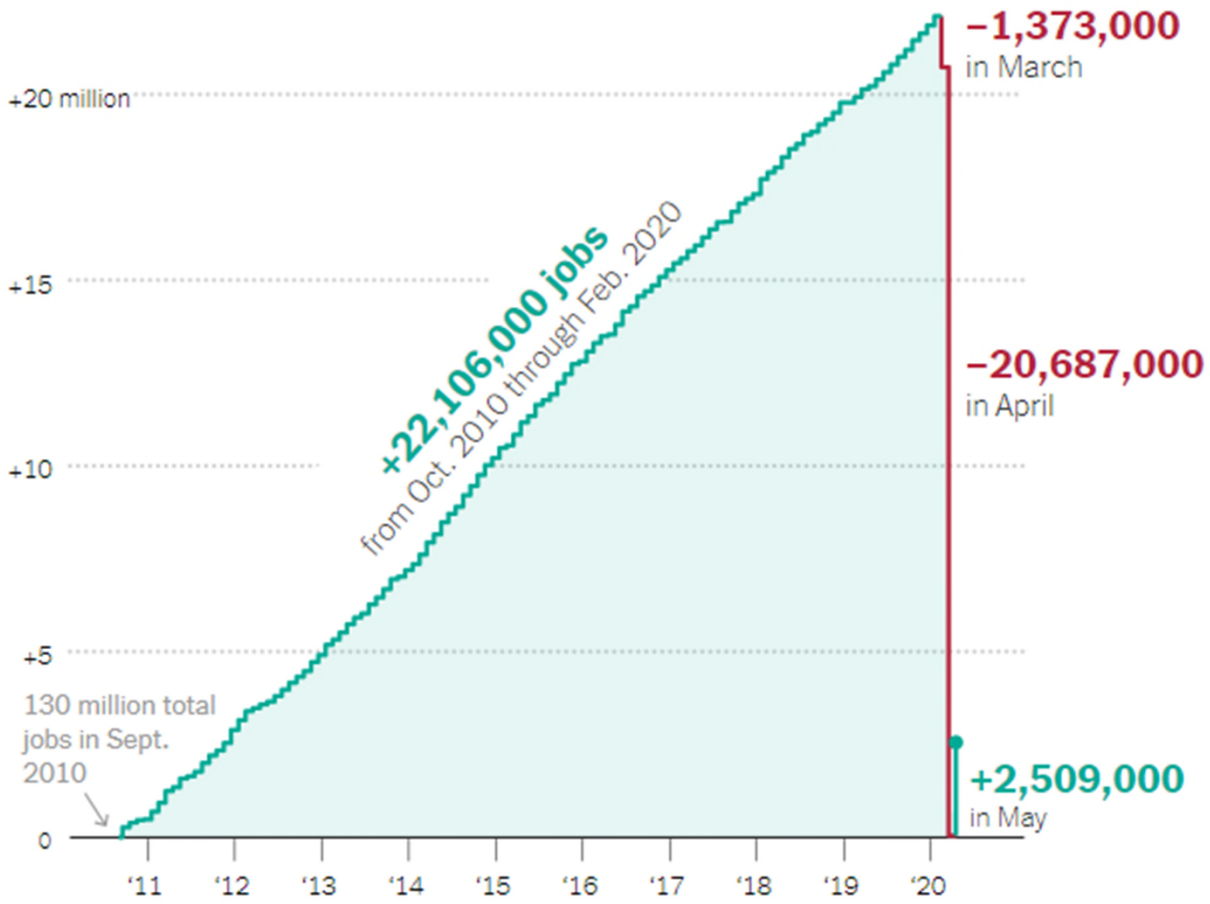
Tim O'Neill | *Regional Labor Market Analyst*

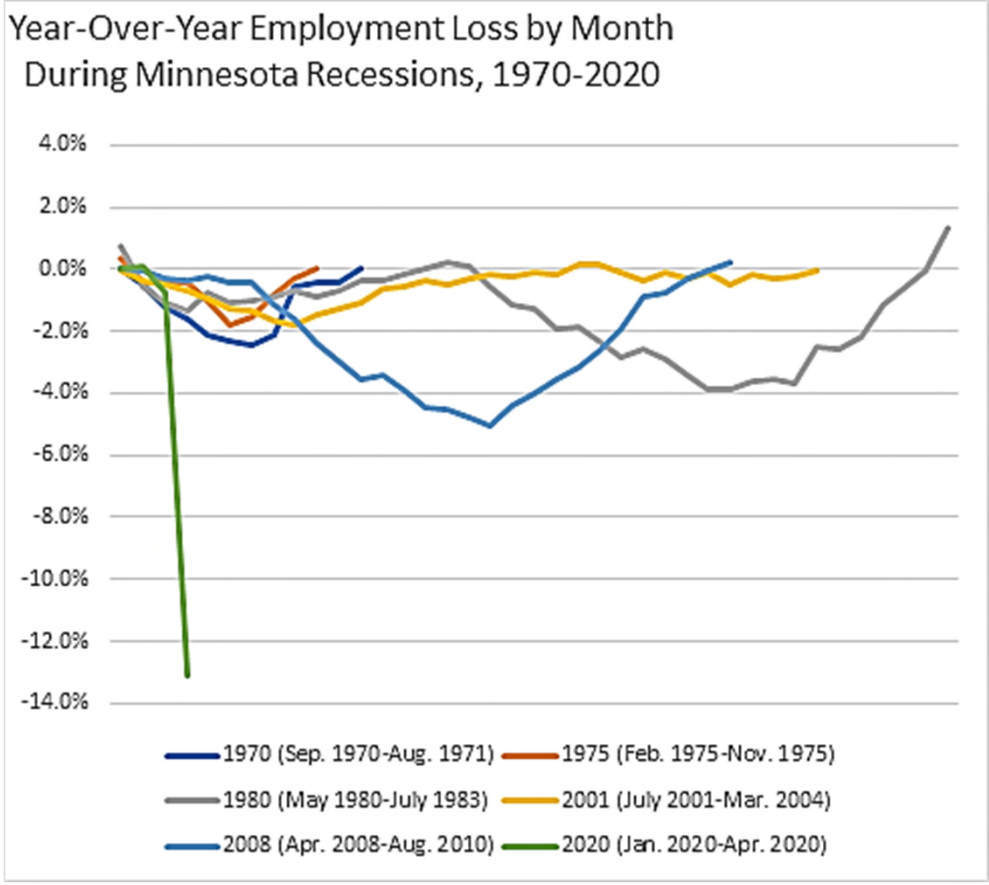
Labor Market Information Office (http://mn.gov/deed/data)

U.S. and Minnesota labor market situation

Cumulative monthly change in jobs since September 2010

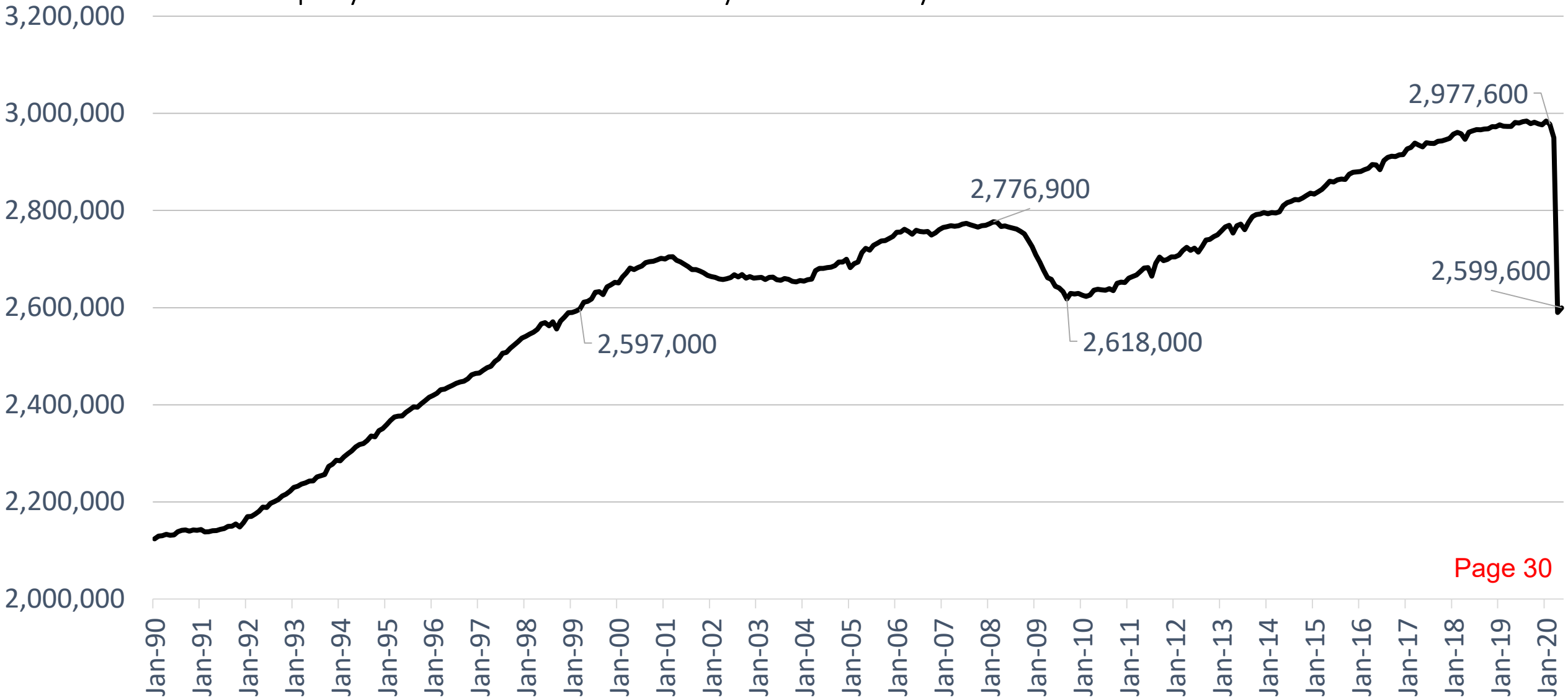
Job losses in March and April nearly wiped out the previous 113 months of job gains, but May showed a partial comeback.





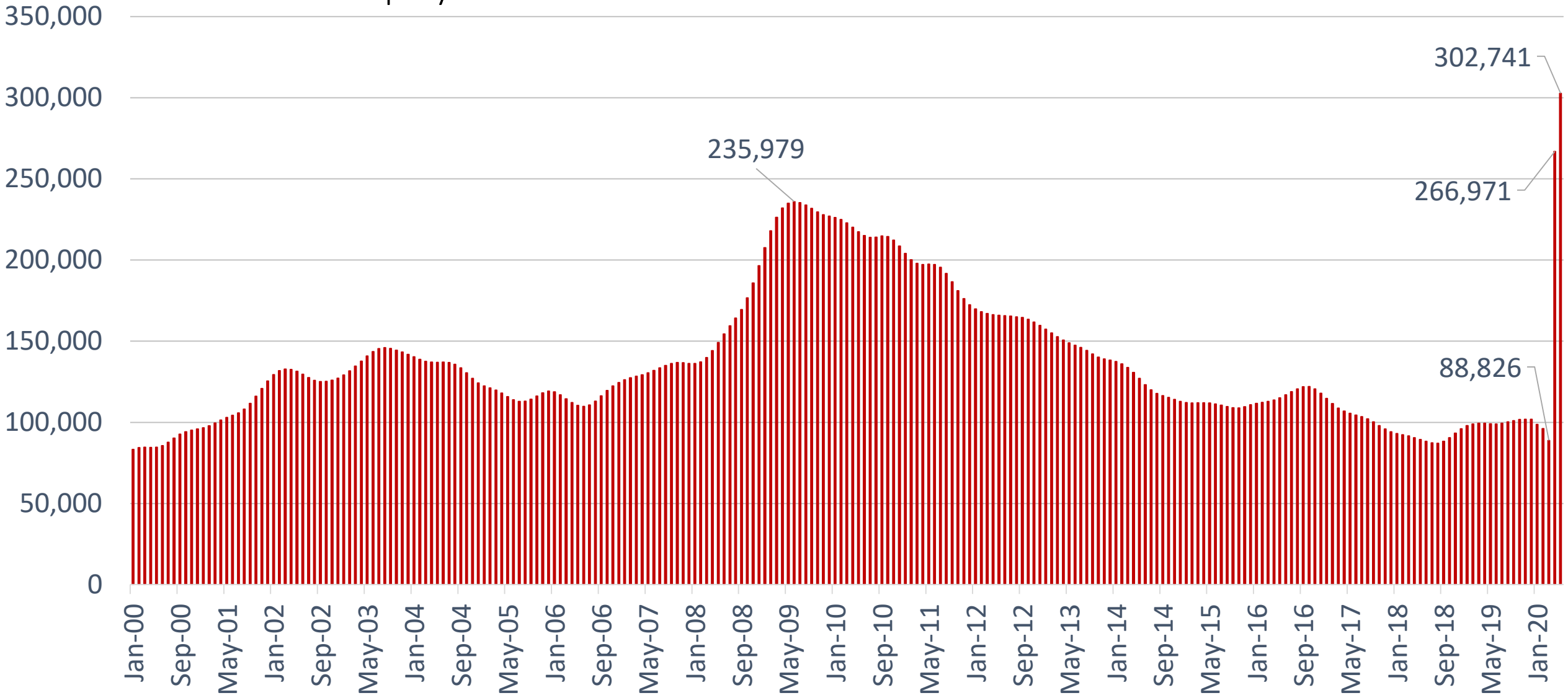
Minnesota's labor market situation

Current Employment Statistics: January 1990 – May 2020



Minnesota's labor market situation

Local Area Unemployment Statistics



6 WAYS CORONAVIRUS WILL CHANGE THE WORLD OF WORK

1. Remote work will become a widely accepted alternative to location-based work.

2. Finding talent will become easier as new hires will be available globally via remote work.

3. Virtual learning will expand dramatically so that employees can develop their skills in less time.

4. Virtual reality will advance so that employees can work more collaboratively through common viewing.

5. Telemedicine usage will spread as companies and employees recognize the value of distance care.

6. Employers will become more fiscally conservative than they were in the 2010s.

SHRM® BETTER WORKPLACES BETTER WORLD™

Source: SHRM editors.