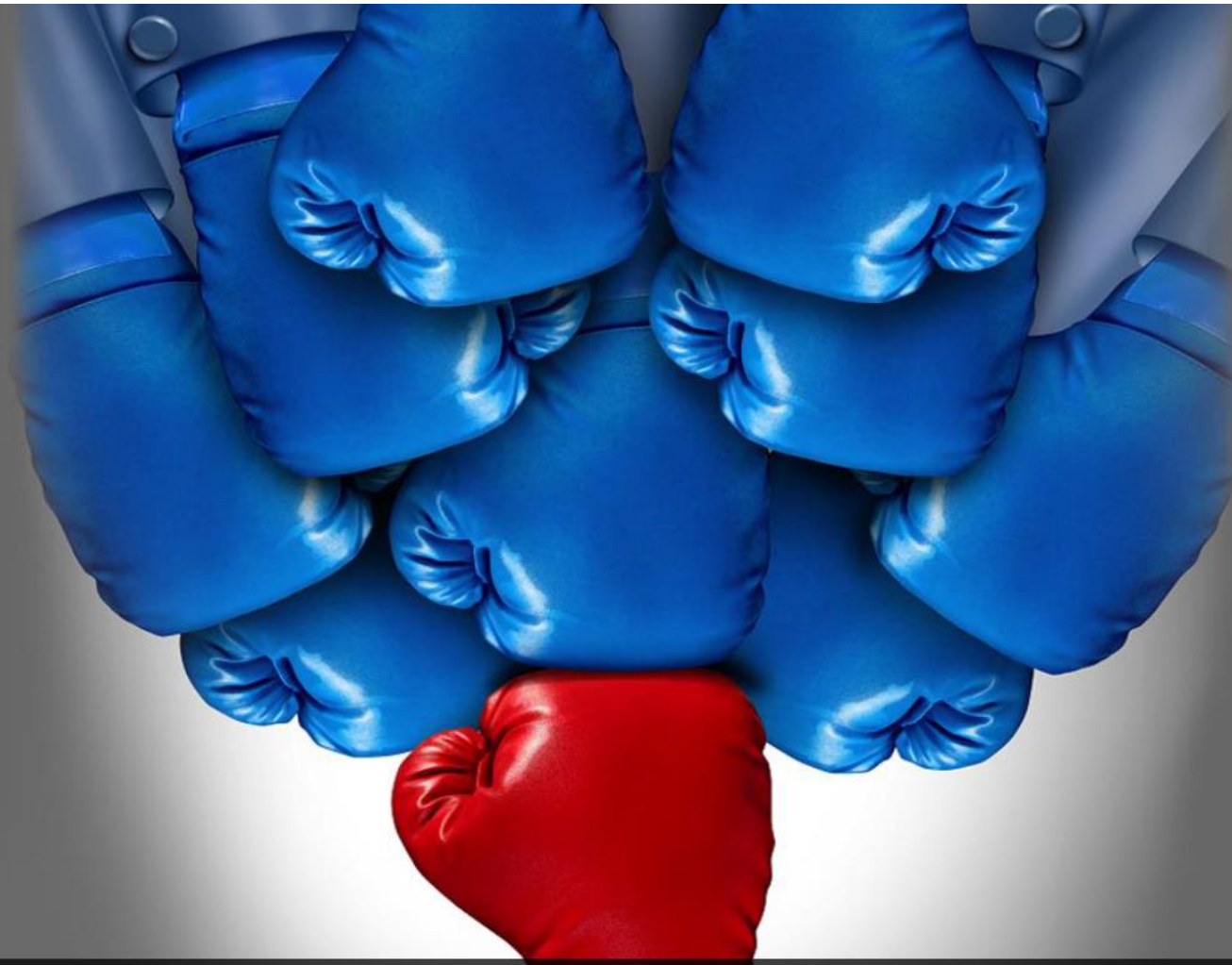




**What is
HR?**



HRM is about creating a competitive advantage through people.

Core Values: Safety . Integrity . Honesty . Transparency . Communication



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Building Competencies - Knowledge, skills, abilities, experience and behavior, which leads to effective individual and team performance.



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Competencies

Processes

Functions

HR Competencies

People

Organization

Workplace

Strategy

Talent Acquisition and Retention
Employee Engagement
Learning and Development
Total Rewards

Structure
Organizational Effectiveness and Development
Workforce Management
Employee Relations
Technology and Data

Organizational Social Responsibility
Employment Law and Regulations
Risk Management
Diversity and Inclusion

Business and HR Strategy

Communication
Compensation
Leadership & Navigation

Relationship Management
Ethical Practice
HR Expertise

HR Expertise
Business Acumen
Critical Evaluation

Critical Evaluation
Cultural Effectiveness
Leadership & Navigation

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What is Human Resources?

Human resources (HR) focuses on an organization's most important asset—its employees—to ensure they're satisfied, engaged and have all the resources they require to perform as expected.

HR is the department responsible for maintaining an organization's personnel, employee relations and workplace culture.

This team manages recruiting, hiring, firing, training, skills development, policy implementation, benefits, payroll, government regulation, legal compliance and safety and often moderates and helps resolve conflicts and concerns between employees.

What makes HR successful:

- ▶ **Attracting and Retaining Top Talent:** HR is responsible for recruiting skilled employees who fit the company's culture and values, which is essential for long-term success.
- ▶ **Building a Positive Workplace Culture:** HR helps create an environment where employees feel valued and engaged, leading to higher productivity and job satisfaction.
- ▶ **Managing and Mitigating Risk:** HR ensures compliance with labor laws and regulations, reducing the risk of legal issues and protecting the organization's reputation.

Town of Chino Valley

Human Resources (HR) Department

HR Mission - Develop, implement and support programs and processes that add value to the Town of Chino Valley and its employees, leading to their improved well-being, empowerment, growth and retention, while simultaneously providing a continued commitment to key business strategies and employment law compliance.

HR Core Values - Encourage an environment where integrity, teamwork, respectful communication, service, leadership and innovation are fostered.

Human
Resources
Director

Senior Human
Resources
Analyst

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What has changed is HR

A lot can happen in ten years - and it certainly has!

- ▶ Employee-centric work culture - while HR has always put employees first that hasn't always been the case is larger organizations. The old "Management knows best" approach is largely disappearing in favor an employee-centric culture where ideas, creativity, free-flowing communication and innovation are encouraged.
 - ▶ Employee Connections,
 - ▶ Performance Management
- ▶ Rise of Social Media - 10 years ago Facebook was all the rage. With hundreds of platforms now available, social media has now become a key business tool. It has made it easier to maintain a visible profile and provide news updates with our citizens in real time.

What has changed is HR

- ▶ Remote Working - During COVID-19 many companies were forced to support home-working. Since then a hybrid of such options has become part of the workplace landscape. And when it can be offered on occasion, an effective hybrid remote workforce option is effectively managed.
- ▶ Use of Technology - Never before in history has technology advanced so quickly, making our systems of communication easier, faster and more efficient.
 - ▶ HelloTeam
 - ▶ Paycom - onboarding, payroll, talent acquisition, performance processing
 - ▶ Benefit Focus
- ▶ Increase awareness of emotional wellbeing - Good mental health at work goes hand in hand with good management and there is strong evidence that workplaces with high levels of mental wellbeing are more productive.
 - ▶ EAP, HelloTeam, Calm, Marquee Health, Tria Health

What has changed is HR

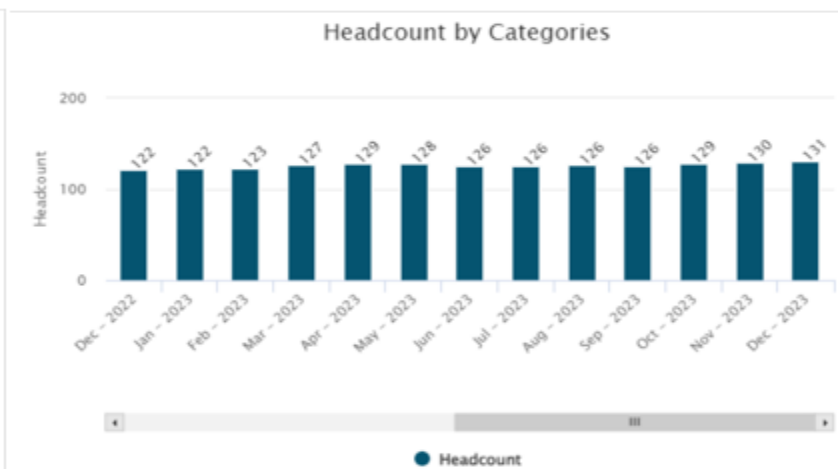
- ▶ Branding for an improved Recruitment Process - Gone are the days of sticking a job advertisement. These days employees expect businesses to adhere to a tough criteria and that the recruitment process needs to reflecting branding. Employer branding relates directly to the reputation and culture of the organization to both attract and retain quality employees.
- ▶ Move to continuous performance management - traditionally, performance management was linked directly to performance appraisals and feedback was mainly gathered from the direct reporting manager. Now performance management is linked to short-term business strategies and outcomes and real-time feedback which has been enhanced by technology, which enables regular data capturing, analysis of key performance indicators and feedback collection from multiples stakeholders
- ▶ Just as Personnel previously evolved into HR in the 80's, HR is now set to evolve into “People”, our biggest asset that makes up a designated team within a people-focused organization which embraces technology and ways of working.

Turnover Rate / Cost

- Turnover rate refer to the percentage of employees who leave an organization during a specific time period. It is commonly calculated annually and can also be used to asses the effectiveness of recruitment and retention policies to include salary/benefit pay, career progress, optimal work/life balance, or toxic work environments.
- Turnover costs are those costs associated with and employee leaving the organization, including items such as unemployment, COBRA administration/expenses, loss of productivity, hiring a replacement, orientation, training, etc.
- The estimated cost of replacing an employee is somewhere between one-half to two times the workers salary.
- So an employee making \$50,000 a year can cost anywhere from \$25,000 to \$100,000 to replace.
- Multiply that time 10 departing positions to replace and the cost could be anywhere between \$250,000 to \$1,000,000.

Direct	Indirect
Recruitment costs	Lost knowledge
Advertising costs for new position	Loss of productivity while new employee is brought up to speed
Orientation and training of new employee	Cost associated with lack of motivation prior to leaving; depleted moral of remaining staff due added interim duties and loss of valued member.
Severance costs	Cost associated with loss of trade secrets
Testing costs	
Time to interview new replacements	

Human Resources:



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2023 INDUSTRY	2023 Average Turnover Rate %
Construction	57%
Manufacturing	40%
Trade, Transportation and Utilities	55%
Information	39%
Finance activities	29%
Professional and Business Activities	64%
Education and Health Services	37%
Leisure and Hospitality	85%
Government	18%
Town of Chino Valley 2023	8.75%

Why are so many people quitting?

- They want more flexibility - best of both worlds - work/life balance
- Employees leave managers not companies - Covid-19 began exposing a number of struggling ineffective managers. Managers have ignored how employees are fairing and have ignored their personal wellbeing.

Employees expressed concerns in the following areas with regards to poor management:

- Unsustainable workload,
- Perceived lack of control,
- Insufficient recognition,
- Lack of support,
- Perceived unfairness, and
- Values and skills mismatched with current duties.

Why do employee stay?

Employees stay where:

- They feel appreciated,
- They feel they are being fairly compensated,
- They feel their work is meaningful,
- They believe in, and understand what their organization is doing,
- They have opportunities to grow, and
- They have flexibility.

Town of Chino Valley solution to keep turnover low...

- Interview intelligently for technical skills, values, culture.
- Ensure a competitive and fair salary. Compensate people enough to take the issue of money off the table. It is a vital part of a retention strategy.
- Prioritize culture and create a connection - One Town, One Team! Invest in the Team and take time to understand how employees feel.
- Elevate our purpose and focus on transparency with the Team. Share the vision and our supporting strategy to achieve that vision.
- Provide opportunities to grow / support employee advancement.
- Embrace flexibility - when possible offer flexible work hours, flexible work location, and support work/life balance, while ensuring offices are open to meet the needs of the public.
- Recognize a job well done - Recognition can lower voluntary turnover by 30% by itself.



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