



TOWNtalk

A newsletter for Town of Chapel Hill employees

July 27, 2012

Special Issue

www.townofchapelhill.org



WORKFORCE OF THE FUTURE

Workforce of the Future Initiative Now Underway

The coming year will be an exciting and challenging time for Town of Chapel Hill employees. As we refine Chapel Hill 2020 as a guiding document for our Town's operations, we are looking for more effective and efficient ways of doing the Town's business.

Over the last few years, multiple initiatives have been introduced to build a nimble, adaptable organization at the Town of Chapel Hill that is based on the Town's RESPECT values of Responsibility, Equity, Safety, Professionalism, Ethics, Communications and Teamwork.

We are adding three new efforts that will continue the work of building our organization. These new, interconnected projects are referred to as the "Workforce of the Future Initiative."

Our goal is to keep employees informed about the process, and to encourage employees to share their ideas as the projects move along. Detailed information will be available through a link on the Town Intranet home page at <http://intranet> and materials here will be continually updated.

Workforce of the Future Initiative projects are as follows:

Classification and Compensation Project to give direction on the allocation of resources for employee compensation, advancement, and professional development. Comments, feedback, and ideas can

be communicated to classandcomp@townofchapelhill.org

Personnel Policies and Procedures Improvement Project to review and

revise all administrative human resource policies for clarity and consistency across departments. Comments,

feedback, and ideas can be communicated to policies@townofchapelhill.org

Employee Performance Management and Development System for two-way feedback between supervisors and employees. Comments, feedback, and ideas can be communicated to performance@townofchapelhill.org.

Please read more about these projects in this Special Edition TOWNweek newsletter. It's important that you stay informed and Participate! in the changes that are coming.

Roger L. Stancil
Town Manager





PARTICIPATE!

Classification and Compensation Project Meetings will be held at 1 p.m. Thursday, Aug. 2, at Town Hall for Town Hall, Police Administration, Housing, Parking, Parks and Recreation Administration and Parks Centers' employees. Also on Aug. 2, meetings are set for 2:30 p.m. for Public Works and Transit employees, 6 p.m. for Police employees, and 7 p.m. for Transit employees.

Employee meetings with consultants are scheduled on Friday, Aug. 3, at 7 a.m. for the Police and Fire Departments, 7:30 a.m. at Public Works for Public Works, Parks and Recreation Landscaping, and Housing Maintenance employees, 8:30 a.m. at the Chapel Hill Public Library (at the vacant store across from Alfredo's Pizza) for library employees, 10 a.m. at Transit for Transit employees, and 10:30 a.m. and 1 p.m. at Town Hall for Town Hall employees.

Any employee can attend any meeting and those who cannot attend an earlier meeting are encouraged to attend one at Town Hall on Friday. There will be a recorded version of the meeting for those who cannot attend during the scheduled sessions.

Classification and Compensation Project

This is a long-term project that will involve discussions with the Town Council on a compensation philosophy in Fall 2012, and a follow-up report of final recommendations in February 2013. This project is led by Bruce Heflin of the Town Manager's office and Dennis Schoch of HRD, along with Ruth Ann Eledge of The Waters Consulting Group Inc. They will work with a project team from multiple Town departments. The project begins this summer with work to gather job descriptions and make market comparisons on compensation systems.

The goal is to replace our current job classification and compensation system with a new and modern system that supports our strategic goal to retain and recruit a well-qualified and diverse workforce.

Employees will complete a **Job Description Questionnaire** about each position in the Town. Supervisory staff will complete a **Job Evaluation** on each position, which provides information about job requirements and relationships among positions.

Why is this important? We have not conducted a complete, systemic review of our compensation and classification system for more than a decade. One result is that we do not have information to compare ourselves with other jurisdictions, with whom we compete for employees. The basic data collected in the initial phase of the project will allow the Town to have that information

for decision-making. After a review of the information, the Town will be better prepared to set course for the future.

The Classification and Compensation Project supports Council goals to adopt a compensation philosophy



that balances retention and recruitment, employee interests and financial sustainability to retain and attract the best employees to maintain quality, responsive and efficient service. It also supports the goal to adopt a workforce plan that identifies jobs for the future and a future job structure aligned with the priorities of the Comprehensive Plan.



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PARTICIPATE!

Revised Draft Policies and Procedures will be available for review on **Aug. 3–31** on the Town of Chapel Hill Intranet and also by hard copies that will be distributed to Town facilities.

Personnel Policies and Procedures Improvement Project

This project will offer some welcome “green tape,” helping employees and managers understand as much about what they CAN DO as what they cannot do. Policies and procedures are in place to provide guidance and information about how we interact with each other. At the Town of Chapel Hill, many policies have not kept pace with change. Work began with a detailed review of policies in January 2012. This

Resource Development Director Frances Russell. Assistance will be provided by members of the Human Resource Development Department, the Business Management Department, and the Town’s legal team. Rae and Frances will provide recommendations to the Town Managers about the language and scope of the policies. The Senior Management Team (SMT), Employee Forum (EF), Payroll and Benefits (P&B), General Management Team (GMT), the Administrative Support Group (ASG) and other subject matter experts will be provided feedback opportunities as policies and procedures are reviewed and revised by the Project Management Team.

The Personnel Policies and Procedures Improvement Project will revise policies and procedures to align with our adopted values of RESPECT and support employee engagement. “Our goals are to see that our policies are clear and helpful, and that they help develop the Town’s workforce to support the Town’s organizational goals,” Buckley said.





Adopted jointly by the Senior Management Team and Employee Forum on April 28, 2011

Responsibility

Equity

Safety

Professionalism

Ethics

Communication

Teamwork

summer, outreach and feedback will be sought on possible changes to a cluster of policies about medical leave such as FMLA, Sick Leave, benefits, and Leave Donation. From September to October, training on revised policies will be provided. An ongoing policy revision process is expected to be established by November 2012.

Town Manager Roger Stancil and Deputy Manager Flo Miller will have final approval of the language and scope of the policies. Senior Planner Rae Buckley will manage the project under the direction of Human





Employee Performance Management and Development System

This project will create a system to manage performance to achieve the goals of the Town and promote development opportunities for the Town's employees. The system will provide clarity in job expectations and successful job performance. The system will reinforce two-way communication among supervisors and their employees and the Town's commitment to being a learning organization.

The Employee Performance Management and Development System will be created to value two-way communication with employees



and provide the information and resources they need to be successful. Chapel Hill values employees who are continually learning and developing their skills. As new opportunities arise, employees are encouraged to take on new challenges.

Several employee meetings will be held in late August to provide information on the project and gather feedback. Led by Steve Stewart of the

Manager's Office and Cliff Turner of Human Resources Development with consultants Terrie Hutaff and Marcia Shepherd Johnson, initial work began in June to gather feedback.

The Employee Performance Management and Development System will support a work culture that fosters employee growth and engagement by:

- Having well-trained supervisors who understand how to **communicate performance expectations** to employees and how to help their employees meet those expectations through coaching, teaching and holding the line of accountability;
- Fostering a **collaborative process** that is designed to give employees every possible opportunity to be successful by offering easy-to-use performance tools, including relevant evaluations and clearly defined performance standards;
- **Linking employee performance to the Town's values and goals** throughout all levels of the organization. It's not just about what we do but how we do it!
- Strengthening opportunities for **developing skills** required for excellence at work.



PARTICIPATE!

Meetings for the Employee Performance Management and Development have been scheduled as follows:

- **7 to 8 p.m. Tuesday, Aug. 28**, in the Council Chambers of Town Hall;
- **7:15 to 8:30 a.m. Wednesday, Aug. 29**, in the TOC-Public Works-Building 2 Crew Room,
- **9 to 10 a.m. Aug. 29** in the Council Chamber of Town Hall; and
- **10:30 to 11:30 a.m. Wednesday, Aug. 29**, in the Transit Training Room at Chapel Hill Transit.

