

Knowledge Management Forum

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National Program Director





Public Sector Workforce Challenges

Solutions to help county governments attract and retain an adequate public sector workforce

AGENDA



WHAT'S IMPORTANT ?



LANDSCAPE



KORN FERRY STUDY



WORKFORCE
NETWORK



SOLUTIONS, STRATEGIES, AND
RECOMMENDATIONS



Q&A

WHAT'S IMPORTANT?



For employees to feel protected and valued



Marketing
County benefits



National
Voting rights act



Changing and challenging public sector employment stereotypes



Upskilling, coaching and mentoring Next Gen leaders



Recruiting and retaining long-term, tenured employees



AI

Audience Participation

What's a Major County HR issue that you are challenged with today?

LANDSCAPE

Record number of open positions

AI unknown

Lack of qualified candidates

Hybrid or flexible work schedules

GIG economy

Financial Challenges

Korn Ferry's 2024 Workforce Study

What do people want from work?

Staying in a job/ choosing a new job:

- Generous Compensation
- Flexible Working hours
- High Job Security

Leaving the job:

- Low Compensation
- Lack of career advancement opportunities
- Lack of job security

(10,000 professionals at all levels, from entry-level to CEO, in six markets: USA, UK, Brazil, Middle East, Australia, and India.)

<https://www.kornferry.com/content/dam/kornferry-v2/featured-topics/pdf/workforce-2024-report.pdf>

**WHAT MAKES
A JOB
STICKY?***

#1

Generous
compensation

#2

Total flexibility of
working hours

#3

High job
security

#4

Colleagues I enjoy
working with

#5

Manager I respect
and trust

#6

Excellent learning
and development
opportunities

#7

Clear career advance-
ment opportunities
and processes

#8

Status and respect
for my position in
the company

#9

Hybrid working
options

#10

Full-time remote
working

#11

Short commute
to office

#12

To be a part of a
culture and value
system that I respect

#13

Full-time in
the office

#14

Excellent sustainability
policies and practices
within the company

#15

Excellent diversity
and inclusion within
the company

#16

Brand is well-known
and respected

#17

Generous non-
financial benefits

#18

Low number of
recent layoffs

**WHAT MAKES
PEOPLE WANT
TO LEAVE?**

People told us the top five drivers for quitting their job were:

#1

**Low
compensation**

#2

**Lack of career
advancement
opportunities**

#3

**Lack of
job security**

#4

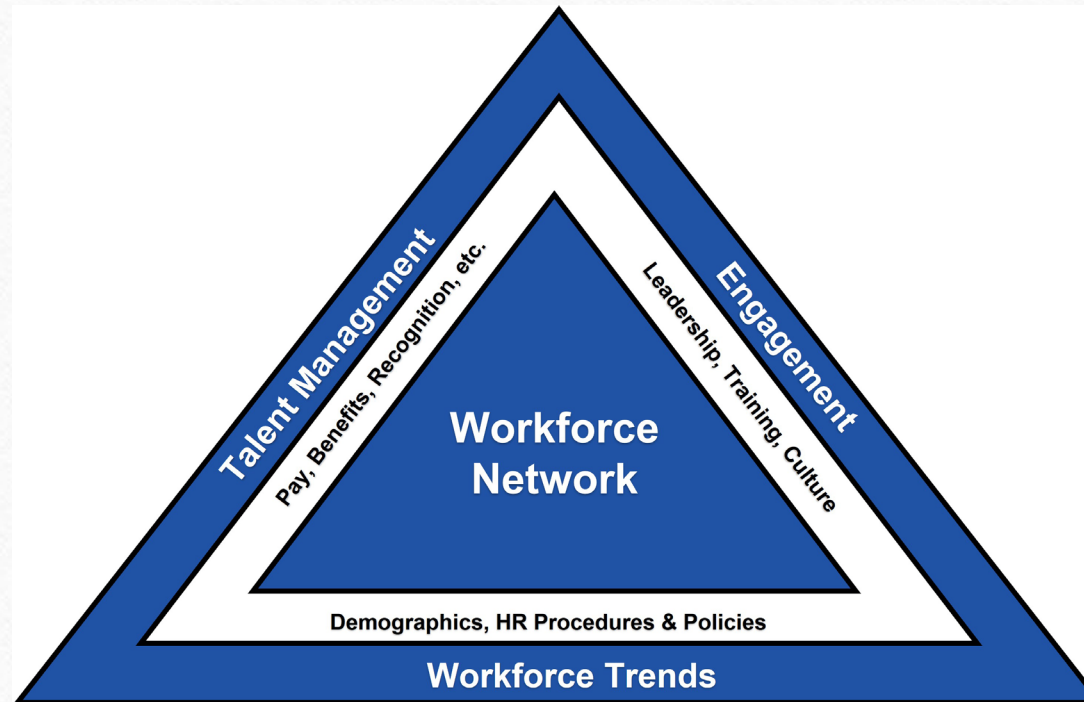
**Inflexible working
hours policy**

#5

**Poor company
culture or values**

Workforce Network and Advisory Council

The Workforce Network's goal is to provide an exchange of resources, a platform to share best practices, and opportunities for continuous learning for County Administrators and Human Resources and Benefit Professionals.



Workforce Network Portal

New Registrant



Existing Registrant



Audience Participation (Results)

**What's a Major County HR issue that
you are challenged with today?**

Recommendations, Solutions, and Strategies

- Workforce Network Portal
- Engaging with students at our local university and schools
- Fair Chance employment solutions (Ban the box)
- Comprehensive Benefits – Total Rewards
- Upskilling and reskilling
- Culture of Community



Recommendations, Solutions, and Strategies

- Flexible work hours / hybrid work opportunities
- Financial wellness sessions
- Voluntary benefits- i.e. pet insurance and long-term care
- Student loan forgiveness programs
- Mental health resources for the family





Q&A

Thank you

HENNEPIN COUNTY
MINNESOTA

Our commitment to disparity reduction

Through policies, services and programs we will drive disparity reduction and work to benefit people's lives in the areas of:

-  Health
-  Income
-  Justice
-  Education
-  Employment
-  Housing
-  Connectivity



Hennepin County workforce needs

- Strengthening talent pipelines
- Anticipating vacancies
- Reducing disparities in employment

Hennepin County's Pathways Program

- Collaboration between community-based organizations (CBO), educational institutions, and employers
- Short-term training programs that consist of a customized approach to in-demand positions
- Designed to attract and retain a diverse workforce



Hennepin Pathways Program commitments

Hennepin County is intentional about implementing and supporting pathways.

Commitment 1

Built-in support for departments that are interested in the developing new pathways for the program.

Commitment 2

Hennepin is committed to reducing barriers in the application process.

Commitment 3

Maximizing return on investment with data driven decision making, retention strategies, and recurring evaluation.

Public Sector Pathways

Office Specialist Pathway (OS) is a six-week daytime program designed to fill administrative positions. Hennepin County is the only employer partner with a commitment to hire all graduates. Hennepin County is the sole employer partner committed to hiring all graduates.

Veterans Hiring Initiative (VHI) includes case management and a paid work experience to help veterans and their family members meet minimum qualifications for permanent roles.

Walk the Talk Initiative (WTI) is a recruitment strategy providing limited duration employment to candidates with disabilities to develop skills until minimum qualifications are met for permanent roles.

Public Sector Administrative Professionals (PSAP) an evening program with college course work preparing graduates to work administrative roles in government.

Health Advocate (HA) combines content and schedule of the PSAP program while adding coursework in medical terminology and unpaid internships to place graduates into private and public healthcare settings.

Human Services Pathway (HSP) fills human service representative positions across four public sector employers. It is 9-months, includes college credits, on the job experiences, and 12 months of support services.

Building Operations Technician (BOT) trains for careers in residential and commercial building maintenance with more than seven employers hiring from the program.

Healthcare Clerical (HCC) the non-profit partner adapts the Health Advocate program into this shorter day-time program with an emphasis on medical clerical work, removing direct patient care coursework.

Public Sector Administrative Professionals (PSAP) Hennepin partners for two cohorts, instead focusing on the Office Specialist program which has more Hennepin-focused content.

Property Appraiser provides work experience in conjunction with college coursework. Due to cost and length of training, program adapts to hire from BOT.

911 Dispatcher Hennepin partners for two cohorts with majority of graduates are hired by another employer partner.

Operator Apprenticeship (HERC) is the first earn and learn model which provides full-time pay with part-time work hours, giving participants paid time for college coursework, homework, and commuting.

Paid Internships

College to Career Fellows – Paid internships for students enrolled in college

BrookLynk– Paid internships for youth of live or attend school in the cities of Brooklyn Center and Brooklyn Park

Minnesota Visiting Nurses Association (MVNA) Pathway – Paid internships for county involved youth

High Barrier Sector

Group Residential Housing (GRH) – Navigating GRH clients to career pathways

Central Library – Navigating homeless patrons to career pathways

Probation Referrals – Referring offenders to career pathways

Workforce Entry Program 2.0 – Leveraging County Purchasing to create employment opportunities by mandating construction contractors to engage graduates from approved job training programs (apprentices) for a designated portion of construction project hours

Community Productive Day program

Create a sustainable path to employment for individuals leaving prison by collaborating with the Department of Corrections to provide construction work for clients nearing their release date.

Construction pathway – Period of supervised skills training leading to long term employment stability at a livable wage.

Forestry pathway – Forest management skills and experience in tree identification, cutting, planting, and care. Each participant completes an OSHA-approved chainsaw training and CPR certification training.

Warehouse pathway – Experience managing warehouse inventory, taking and tracking orders, and delivering requested PPE equipment. Warehouse Pathway participant complete forklift training and operation certification.

Private Sector Pathways

Hospitality Sector – Short term certificates in culinary arts, hospitality , and customer service.

Transportation Sector – Commercial drivers license (CDL) and other logistics skills training.

Financial Sector – Assistance while pursuing AA degree from Metro College Twin Cities and Metro State University.

Healthcare Sector – Certified Medical Assistant, Health Advocate, C3 Fellows Internships.

Pilot Pathway Programs

Benefits Cliff

Hennepin County has partnered with 13 community-based organizations to implement unique programs aimed at reducing, and ultimately eliminating, the negative impacts earned income can have on our residents who are receiving public assistance programs. Strategies vary and range from providing financial assistance and establishing emergency funds to providing employment, education, and financial coaching services.

Employment and Training Services for People Exiting Homelessness

Access to meaningful employment services with an intentional focus on readiness, skills training, and occupational learning to assist individuals secure and maintain employment who are or have recently been homeless. This program is a low-barrier program with minimal eligibility criteria and flexible support services.

www.hennepin.us/pathways-program

In development:

- Women in Engineering
- Sheriff's Office
- Information Technology Analyst
- Case Management Assistant



Pathways are succeeding!

2018 Analysis

(for programs from 2015 and part of 2016)

- Program breakeven projected to be 18 months after participants were hired
- Overall, there was a public return of \$0.62 on the dollar projected one year after participants were hired
- Human Services pathway program had a public return of \$0.94 on the dollar one year after hire

2020 Analysis

(for programs from end of 2016 and 2017)

- Programs actual breakeven was 17 months after participants were hired – one month earlier than projected
- Public assistance payments to Pathway participants continue to sharply decrease
- 89% of Pathways hires were retained one year after hire

2023 data - Pathways are succeeding!

402

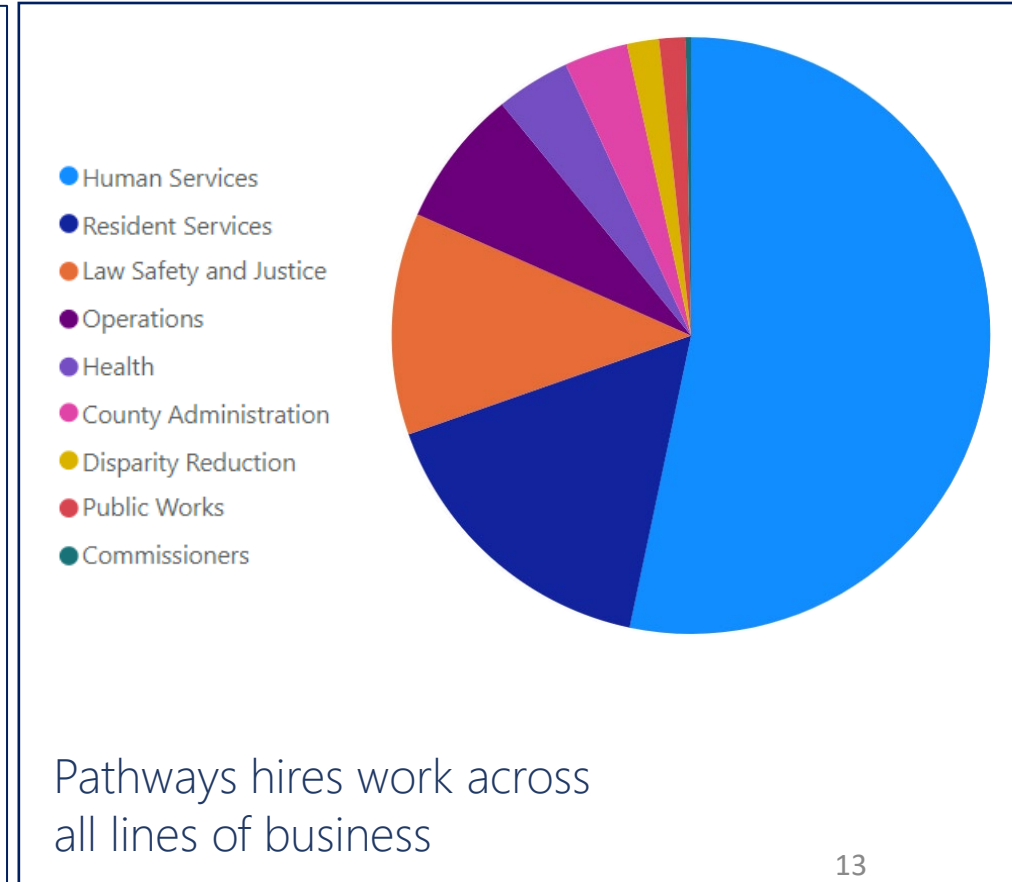
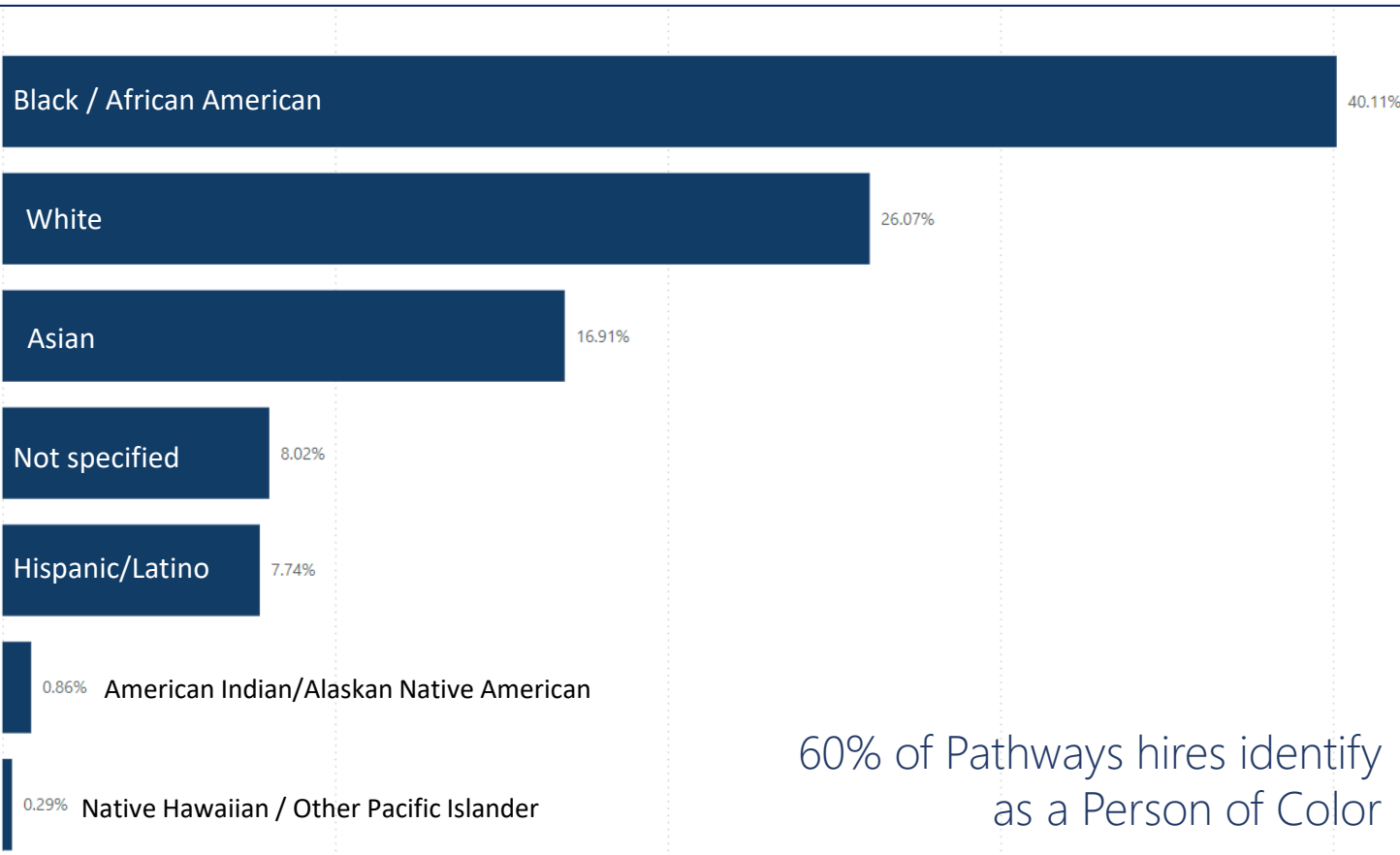
Total Employees Hired

91%

retained for 12 Months

172

Total Promoted



Intersecting needs & solutions





Hennepin County
Employment Growth and Opportunity







The Hennepin experience

In 2013, county leaders projected a looming workforce shortage due to a wave of county employees reaching retirement age. Funding, policy, and programs intertwined to create Hennepin County's Pathways program.

[Program timeline and current pathways >](#)



Get started

Pathways becomes a creative solution for employers when there is a gap between current workforce trends and future hiring goals. Employer partners can take steps to create a Pathways program.

[Steps for employer partners >](#)



Employment reduces disparities

Hennepin County is committed to reduce disparities among the residents we serve. Hiring skilled employees through the Pathways program is an integral part of how the county is reducing disparities in our community.

[Learn more about our efforts >](#)

Contact us

pathways@hennepin.us



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Hennepin County's Pathways Program

pathways@hennepin.us

New hire enrollment tips

Benefit enrollment tips for new hires

Health care enrollment (medical, dental, vision)

- You have 30 days from your start date to enroll.
- Upload your dependent verification documents, if applicable, as soon as possible.
- If you need to change your enrollment, you may do so as long as you're within the 30-day new hire window. You must contact the HR Service Center to request your enrollment be re-opened.
- If you and/or your spouse have coverage through your spouse's employer, your employment at Hennepin County may count as a life event (e.g., gain of coverage). You may both be eligible to drop coverage and enroll in coverage through Hennepin County. Contact your spouse's employer to confirm.

Flexible Spending Accounts

- You have 30 days from your start date to enroll.
- If your spouse makes contributions to an FSA, their contributions count toward your annual total contribution limit.
- Contributions made through a previous employer count toward your annual contribution limit.
- If your spouse participates in a Health Savings Account through their employer, you are not eligible to hold a health care FSA.
- You can use FSA funds on eligible expenses for yourself and dependents. You and your dependents do not need to be enrolled in the county medical plan to be eligible.

Life insurance: Rates reflected in APEX are age-based and until your new hire documentation is processed, rates reflect a default age of 95. Use the life insurance rate calculator to look up your correct rates.

- As a new hire, you are eligible for guaranteed coverage amounts of \$100,000 for employee and \$50,000 for spouse/domestic partner.
- You may enroll in coverage up to the guarantee amount in APEX. If you wish to enroll in coverages above the guarantee amount, only select the guarantee amount in APEX, then complete the linked Evidence of Insurability document.
- If enrolling a spouse/domestic partner in coverage, your employee coverage must be twice as much as their coverage (e.g., if your coverage is \$50,000, your spouse/domestic partner's coverage cannot exceed \$25,000).
- Be sure to designate a beneficiary.

PERA

- You are automatically enrolled, but if you held a PERA previously (either through Hennepin County or another organization), contact PERA at 651-296-7460 3-4 weeks after your start date to confirm your credited service.

Health Care Savings Plan

- You are automatically enrolled, but the money in your account defaults to a money market fund. After you receive your welcome packet, log into your account to review your investment opportunities.
- Be sure to designate a beneficiary.

More information: bridge.hennepin.us
HR Service Center
Monday-Friday, 8:00-4:30
612-348-7855 | hr.servicecenter@hennepin.us

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College & Education

Student Loan Forgiveness Program

Public Student Loan Forgiveness provides borrowers who work for a government or nonprofit employer the opportunity have to their student loans forgiven, after meeting certain requirements.

Hennepin County partners with Savi to help you:

- Calculate your eligibility for loan repayment and forgiveness programs.
- Convert your loans to eligible loans, if applicable and/or access options to reduce your monthly payment
- Complete a self-guided application for student loan forgiveness.
- Track your submission. Log in to view your application status and track its progress.
- Receive concierge support if you have questions or need help. Get one-on-one support to discuss your personal situation.

Learn more: hennepin.bysavi.com

Tuition Reimbursement

- Reimburses up to \$5,250 annually for eligible expenses
- Employees must have received a “valued performer” rating or higher on their most recent performance review or passing rating on probationary review. If no review available, confirmation of satisfactory performance from appointing authority is required.
- Eligible expenses include tuition, course-related student fees, book/course materials, mandatory student memberships, required activity fees (excludes travel costs, language courses outside a degree program, computers, courses taken to maintain a license, registration, or certificate)
- Prior to registering for a class, you MUST submit a tuition authorization form for approval.
- Classes must be passed with a grade of C, passing or satisfactory to be eligible for reimbursement

Learn more: <https://hennepin.sharepoint.com> > search for *Tuition Reimbursement* (must be logged into Hennepin County network)

College Savings Plan (529)

- Set aside post-tax money from your paycheck to save for tuition
- Investment earnings are tax free when used on qualifying tuition expenses

Learn more: bridge.hennepin.us > Savings & Income Protection > Savings & Discount Programs > College Savings, Scholarships, and Reimbursement

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Retirement & Savings

PERA

mnpera.org | 651-296-7460

You are automatically enrolled

- PERA is a pension plan that you and the county both contribute to.
- You'll receive a welcome packet in the mail with information on how to register.
- Use the website calculator to look up your plan information and estimate your benefits in retirement.
- If you have an existing PERA account, contact PERA 3-4 weeks after your start date to ensure your plans/service credits are merged.

More information: bridge.hennepin.us > Savings & income protection > Public Employees Retirement Association

Health Care Savings Plan

msrs.state.mn.us

You are automatically enrolled, if eligible

- A health care savings account that you own, to be used on health care expenses when you retire or leave the county.
- You'll receive a welcome packet in the mail with information on how to register to view your account
- Take action: Review your investment options and allocate your contributions to your desired funds. (Funds default to a low growth money market account).

Deferred Compensation 457(b) Plan

You can choose to enroll, change or stop participation at any time

- Set aside pre- and/or Roth after-tax money for retirement.
- To enroll, set up an account with your preferred vendor (Fidelity, Voya, or the MSRS). Then, set up your contribution amount in APEX.

More information: bridge.hennepin.us > Savings & income protection > Deferred compensation plan

More information, including steps to request ESST, is available on the Bridge at bridge.hennepin.us > Work & Life > Time off.

Rev. 05/2024



Savings and Discounts

Gym memberships

- Life Time: 15% off adult membership fees (employee, spouse, adult children)
- LA Fitness: Discounted membership of \$34.99 per person per month (max 4 members)
- YMCA: \$15 discount off following month's membership fee when you work out 6+ times per month
- Active & Fit: \$28 monthly membership fee for network of more than 13,000 gyms nationwide (includes Anytime Fitness, LA Fitness, Planet Fitness, Snap Fitness, Gold's Gym, and more)

Learn more: bridge.hennepin.us > Well-being > Physical Well-being > Health Club Discounts

Parking and commuter discounts

- Parking Flexible Spending Account: Set aside pre-tax money from your paycheck to pay for parking-related expenses at ramps, meters, etc.
- MetroPass: Unlimited rides (up to \$3.25/fare) on bus or light rail; county subsidizes 70% of cost – you pay \$24.90 per month
- Go-To Card: Deposits a set amount on a card each pay period to be used on bus or light rail. Your cost per paycheck is:
 - For a \$10 card value, you pay \$3
 - For \$20 card value, you pay \$6
 - For a \$30 card value, you pay \$9

Learn more: bridge.hennepin.us > Savings & Income Protection > Savings & Discount Programs > Parking & Commuter Accounts

Employee discounts

- Perks at Work: Discounts on services, electronics, entertainment and more
- Minnesota Benefits Association: optional insurance coverages such as pet, home, auto, etc.
- MERSC: Discounts on services, electronics, entertainment and more (\$5 annual membership cost to the employee)
- Mobile phones: Reduced monthly fees through AT&T, T-Mobile, and Verizon

Learn more: bridge.hennepin.us > Savings & Income Protection > Savings & Discount Programs > Employee Discounts

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Financial Wellness Classes

Register for a class in APEX > Learning and Development > search for class name

All classes will be hosted on Microsoft Teams. You can earn 300 wellness points for each class you attend – up to five classes per incentive year.

February 20: Money Management Basics

11:30 a.m. - 12:30 p.m. | Hosted by LSS Financial Services

Create solid financial foundations, from building a minimum emergency reserve all the way to maximizing retirement savings. Use proven economic behavioral strategies and action steps to help you control your spending and set realistic financial goals that build upon each other.

March 13: Women, Money and Confidence

12:00 – 1:00 p.m. | Hosted by LSS Financial Services

Women have all the skills, knowledge, and tools they need to be successful with money and finance. The biggest thing lacking? Confidence. In this workshop you will: Explore money personalities and how to overcome common scripts learned in childhood; discuss money management skills that you can incorporate into reaching your financial goals, including salary negotiation, debt reduction and investing basics.

March 20: Financial Stress Busters

12:30 – 1:30 p.m. | Hosted by LSS Financial Services

The rising cost of living demands tough choices from everyday spending to reaching bigger life goals, like buying a home, saving for college or retiring. Considering decision fatigue, rising interest on debts, and low levels of saving, it's no surprise money has become one of the top stressors for many of us. Learn methods to regain a healthy sense of control, including stress reduction techniques; recognizing and challenging money beliefs; prioritizing debt payments; and behavioral tips to change old money habits into new ones.

April 10: Successful Steps to Saving

12:30 – 1:30 p.m. | Hosted by LSS Financial Services

Seventy-two percent of Americans struggle to pay for a surprise \$1,000 expense without taking on debt. Learn how you create your step-by-step plan to reach your savings goal and be prepared for surprise expenses.

April 16: Decimate Your Debt

11:00 a.m. – 12:00 p.m. | Hosted by LSS Financial Services

Transform a financial life that is burdened by debt with a solid plan to pay it off. Explore specific strategies that repay debt faster and save money on interest payments.

Financial Wellness Classes

continued

May 8: Practical Steps to Loan Forgiveness

12:00 – 1:00 p.m. | Hosted by LSS Financial Services

Public Service Loan Forgiveness (PSLF) is a federal student loan program that forgives the remaining balance of any federal student loan after 120 payments for borrowers who work in the public sector. Up until recently very few have successfully achieved loan forgiveness through this program due to a lack of understanding of the policies and processes guiding it. This workshop is designed to teach public sector employees how to start the payment count toward loan forgiveness; understand how to ensure payments qualify; define qualifying employment; and request loan forgiveness once 120 payments have been made.

May 22: Planning For a Happy Retirement

12:00 – 1:00 p.m. | Hosted by LSS Financial Services

If you are nearing retirement this is the workshop for you. Everyone knows that saving for retirement is important, but there are other factors to consider the closer you get. In this workshop, you will consider lifestyle scenarios that affect your costs, make a plan to eliminate debt that may drain funds more quickly, and talk about how to spend your long-saved funds in ways that lead to happiness.

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