

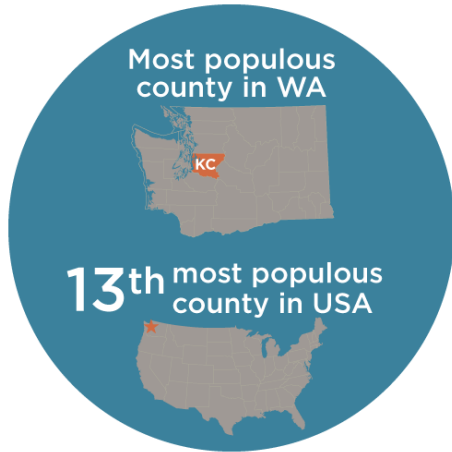


King County

Investing in
YOU

Whitney Abrams
Chief People Officer
King County, WA

King County – the place



King County – the employer



King County provides critical local and regional services to millions of people, with a two-year budget of about \$11 billion, 14,000 employees, and more than 60 lines of business.

WHY WE'RE STRENGTHENING OUR WORKPLACE AND WORKFORCE

King County is growing and becoming more vibrant and multicultural.



We need a highly engaged, more diverse, and culturally responsive workforce to serve our changing communities.



1970



TODAY



King County has a diverse population



One of every five residents was born in another country.

170+
LANGUAGES are spoken in our schools.

Why invest in employees?

Service

People

Business



Fancy-Schmancy Business Outcomes



Demand Management	Supply Management	Support Services
Market Responsiveness	Customer Responsiveness	Human Resource Responsiveness
Sales Effectiveness	Supplier Effectiveness	IT Responsiveness
Product Development	Operational Efficiency	Finance & Regulatory Responsiveness

Service

Employees provide the service! So we want them to be:

- Knowledgeable
- Customer-focused
- Up-to-date on skills and practices
- Innovative problem solvers
- Improve services and products for the customer.





People

Respect. Learning. Opportunities. Values.

We need a highly engaged workforce

A HIGHLY ENGAGED, DIVERSE, AND CULTURALLY RESPONSIVE WORKFORCE IS CRITICAL TO SERVING THE PEOPLE OF KING COUNTY WELL.

AN ENGAGED WORKFORCE MEANS:



Higher productivity

Better customer service



Commitment to improving how we deliver services



Employees go "the extra mile"



Commitment to innovation



Results for our region



Lower turnover



Lower rates of absenteeism



Fewer complaints and grievances

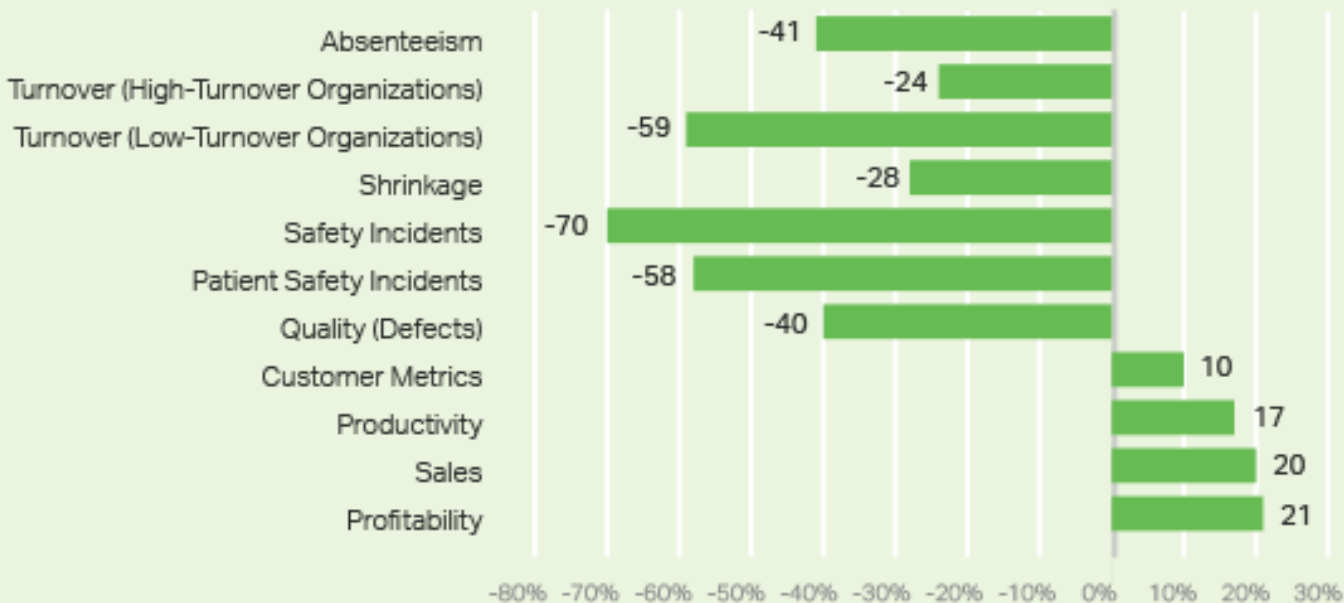


Fewer safety incidents

Business case

Engagement's Effect on Key Business Outcomes

When compared with business units in the bottom quartile of engagement, those in the top quartile realize improvements in the following areas:



GALLUP

**the
DREADED
COST OF
TURNOVER**



Attracting People to Public Service

Pluses

- Make positive change
- Serve your community

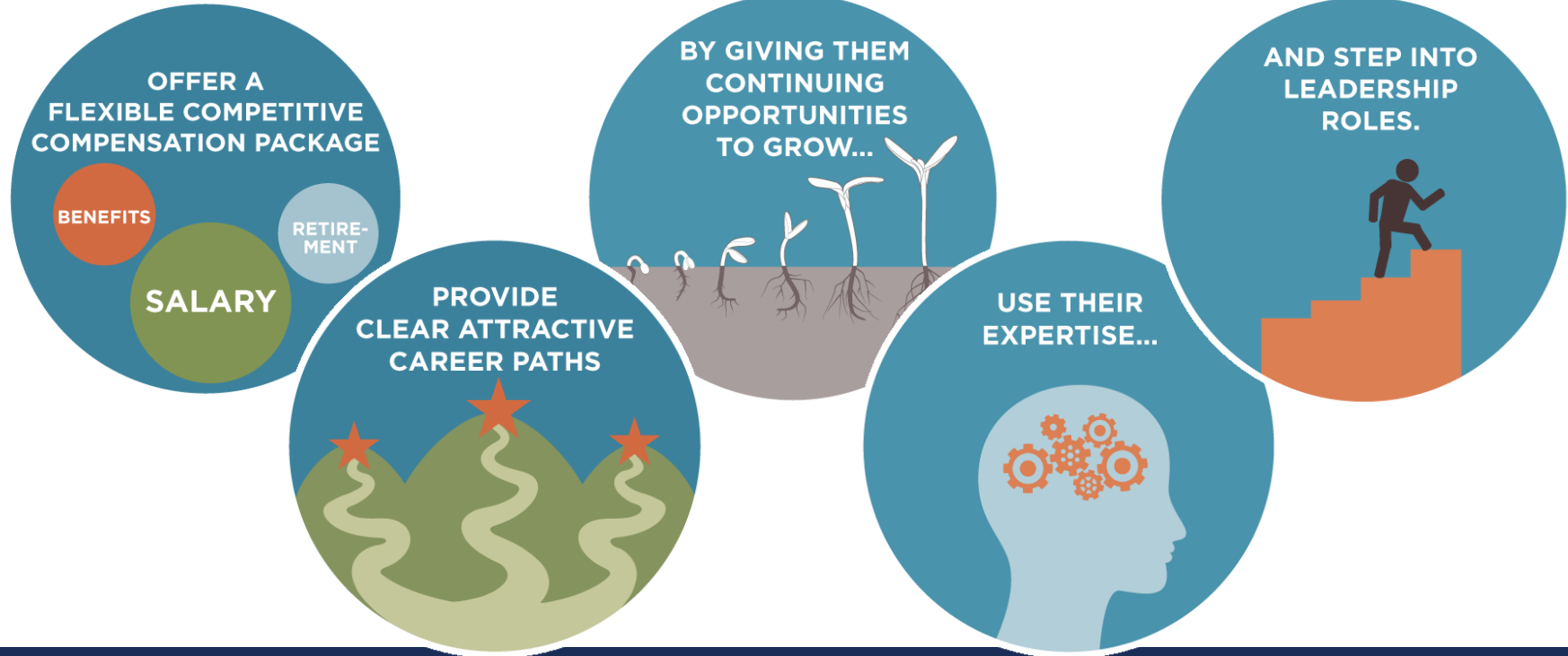


(Perceived) Minuses

- Bureaucratic
- Conservative



What do candidates want?





King County

Investing in
YOU

Holistic People Strategy



Investing in YOU

❖ Goals

❖ Metrics

❖ Priority strategies and programs

❖ Accountability to deliver

WORKPLACE CULTURE –



Creating a culture of mutual trust and respect, equity and opportunity, collaboration, innovation, and accountability.

HEALTH, WELL-BEING & SAFETY –



Caring about your health and well-being, staying safe, and ensuring quality, affordable health care.

LEARNING & GROWTH –



Helping you develop, thrive and advance your career regardless of who you are or where you are in the organization.

RACIALLY DIVERSE & CULTURALLY RESPONSIVE AT ALL LEVELS –



Using equity and social justice to ensure every employee has a fair shot at success and we reflect the diversity of the people we serve.

TOTAL COMPENSATION –



Providing competitive, sustainable and equitable total compensation.

BUSINESS OPERATIONS & SYSTEMS –



Technology, processes and systems that work for you.



Workplace Culture



Together, we make King County a great place to work and live.



Health, Well-being, & Safety



**We envision a future program that
better supports all aspects of well-being**



Total Compensation





Learning and Growth



Launch of our Mentoring Program



Racially Diverse and Culturally Responsive Workforce at all Levels



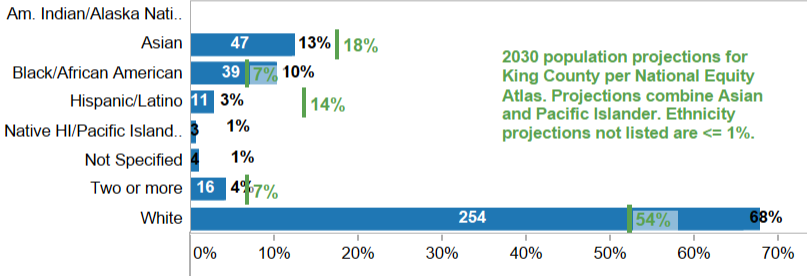


Racially Diverse and Culturally Responsive Workforce at all Levels

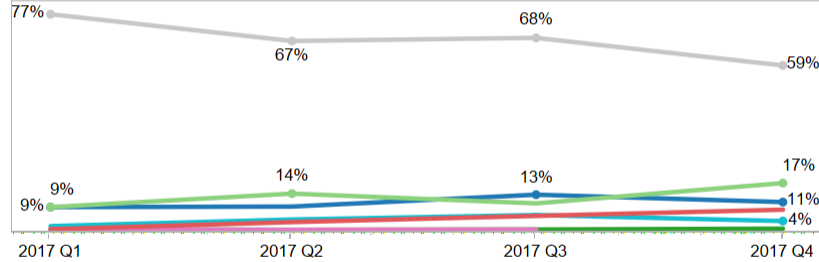


Top 20% of Pay - Hires and Promotions

Top 20% of Pay Hires and Promotions



Top 20% Timeline Hires and Promotions



Select Year(s)
2017

Department(s)
All

Division(s)
All

Top 20% of Pay Countywide - Count by Department (as of Dec. 31, 2017)

Ethnicities
■ Asian
■ Black/African American
■ Hispanic/Latino



*National Equity Atlas projections as of Sept 2017. Index combines Asian and Pacific Islander ethnicities...



Business and Operations Systems

PeopleSoft Links

Login from Home

Login from Work

Knowledge Center

Request Access

Oracle EBS Links

Oracle EBS Login

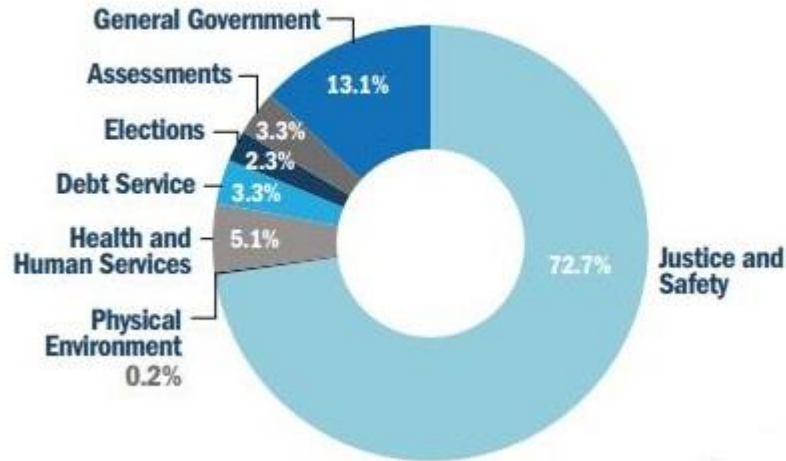
Reporting Login

Knowledge Center

Request Access

Challenges: Limited Resources

General Fund Expenditures by Category



Challenges: Competing for Talent



Challenge: Reflecting Racial Diversity



Integration into a single strategy



Conclusion



INVESTING IN EMPLOYEES TO BECOME
THE NATION'S BEST RUN GOVERNMENT

A HIGHLY ENGAGED, DIVERSE, AND CULTURALLY RESPONSIVE WORKFORCE
IS CRITICAL TO SERVING THE PEOPLE OF KING COUNTY WELL.