

# Human Resources Strategic Plan

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Strategic Plan for Human Resources, a Division  
of the Executive Department

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March 2017

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## Introduction

The Department of Human Resources Strategic Plan for 2017-2022 is the product of an inclusive planning process involving staff and representatives of the Executive Department that are responsible for a variety of human resources functions.

As part of the City of Dover's Framework for Performance Excellence, Human Resources has developed its own strategic plan which works in conjunction with the City's Master Plan to guide the community. This Strategic Plan presents a vision, mission, core values, goals and objectives developed in collaboration with staff and management. This plan includes a performance-based management framework that will ensure the continued success and effectiveness of work.

The Human Resources Strategic Planning committee was comprised of an Executive Department Administrative Assistant, a Human Resources Assistant, and the Director of Human Resources. With the use of SWOO Analysis; Department Head surveys; the 2016 National Employee Survey results; internal statistical data and past experience, the committee identified areas and/or processes that are in need of improvement. The issues and challenges identified are as follows and will be discussed in more detail in Section 2:

1. Human Resources Information Systems (HRIS)
2. Recruitment
3. Employee Orientation
4. Training and Development
5. Human Resources Operations

The Strategic Plan identified the above issues and challenges for Human Resources and are organized around four major goals:

### Goals

- A. **Public Information, Outreach, and Engagement** - Increased public awareness and understanding of issues and ensure public participation is vital to the continued success of all public organizations.
- B. **Workforce Development and Management** - Attracting, developing, and retaining a high-quality, diverse, professional staff with the ability to create innovative, implementable plans and the expertise to facilitate service delivery.
- C. **Organizational Excellence and Customer Service** – By maintaining effective internal systems and processes we enhance overall organizational performance and responsiveness to customer needs and expectations.
- D. **Infrastructure and Technological Assets** – Through the application of efficient and modern use of technology and infrastructure staff is able to accomplish high quality services delivery.

Each of these four Goals has a set of specific objectives, actions and performance measures to assess progress. These have been listed in an Action Plan that serves as a road map for action.

## Vision Statement

The Human Resources vision statement, as derived from the collective input of strategic planning committee members, is as follows:

***“To be a leader and strategic partner providing and promoting excellence in human resources management for a culture of high productivity, workplace safety and quality work/life balance.”***

## Mission Statement

The Human Resources organizational mission statement reflecting the purpose to be served by the existence and ongoing efforts of our municipal operations is as follows:

***“Support the goals and challenges of the City of Dover, NH, by providing services that promote a work environment characterized by fair treatment of staff, open communications, personal accountability, trust and mutual respect. Human Resources will seek to provide solutions to workplace issues that support and optimize the operating principles of the organization.”***

## Core Values

The core values representing the beliefs and behaviors by which all members of the City of Dover organization shall conduct ourselves and providing a common basis for making and evaluating all decisions and actions are as follows:

**Customer-Focused Service** – We engage our customers, with a focus on listening to and supporting their needs, anticipating and delivering high quality services and ensuring their satisfaction.

**Integrity** – We conduct ourselves at all times in a manner that is ethical, legal and professional, with the highest degree of honesty, respect and fairness.

**Innovation** – We develop creative solutions and share leading practices that enhance the value of services provided for our customers.

**Accountability** – We promote openness and transparency in our operations ensuring that we are accountable for our actions at all times.

**Stewardship** – We serve as trusted stewards of the public’s financial, environmental, social and physical resources always seeking to responsibly utilize, conserve and sustain for current and future generations.

**Confidentiality** – We endeavor to maintain the highest level of confidentiality with privileged information.

## Emerging Issues and Challenges

The strategic planning process identified the following issues and challenges:

### 1) Human Resources Information Systems (HRIS)

As part of the SWOO Analysis it was identified there is a lack of internal HRIS to support and efficiently track a variety of human resources functions. Our current HRIS is primarily structured toward operations within a School Department, which operates differently than a municipality. The result is the need to seek other ways to work around and within the system that are usually not efficient and, in some cases, not entirely accurate. Many processes need additional manual steps to complete. With the need for additional manual steps there is an increased risk for errors and greater opportunity for items to “fall through the cracks”. External Human Resources Information Systems are very costly, which is an obstacle with public sector budgets, especially in a Tax Cap environment. The lack of an adequate HRIS has a negative effect on productivity.

Functional areas within human resources affected by an inadequate HRIS are relating to orientation/onboarding, recruitment, and performance evaluation. This issue touches on three of the four goals identified in Section 1: Public Information, Outreach and Engagement; Organizational Excellence and Customer Services; and Infrastructure and Technological Assets.

### 2) Recruitment

Recruitment has a number of areas in need of improvement. The City of Dover has realized a decline in the overall number of applicants for vacant positions. The City currently has a fairly cumbersome and outdated process for accepting applications, which has affected the number of submissions. The City of Dover currently takes an average of 67 calendar days to fill a vacancy. According to the DHI-DFH Mean Vacancy Duration Measure, a monthly report issued by DHI Group, the national average for filling vacancies (all positions) is 27 working days. The DHI data is related to the U.S. Labor Department's monthly Job Openings and Labor Turnover Survey, a closely tracked measure of labor demand. This is, however, not an accurate comparison with the two sets of data. DHI determines their average on working days and considers the position filled when an applicant is offered the position and accepts. The City of Dover data is calculated for calendar days and the hired individual's start date. Using the same criteria as DHI, the City of Dover average number of days to fill a vacancy could be dropped to 37 days. Challenges in this area primarily relate to change. Change is very difficult to accept for many. Also, streamlining processes often involves technology which can be costly and there is ever-growing concern over security and ensuring confidentiality of privileged information.

Functional areas within human resources affected by our current recruitment process are recruitment / hiring process, communications, and position descriptions. This issue touches on three of the four goals identified in Section 1: Public Information, Outreach and Engagement; Organizational Excellence and Customer Services; and Infrastructure and Technological Assets.

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### **3) Employee Orientation**

The City of Dover currently has an employee orientation that takes approximately 1 ½ hours to provide to new employees. The orientation primarily provides the new employee with benefit information and required paperwork to sign up for benefits. There is minimal time spent on Dover policies, culture, core values, and the like. The new employee is then sent back to their department to start their new job. Each department has their own process for new employees and human resources has no involvement from that moment on. The City of Dover had a 13.83% turnover rate for fiscal year 2016. Although this is not an incredibly high percentage, the area of most concern is that 50% of the individuals leaving our employ occurred within the first 0-2 years of their employment. Part of the difficulty in the entire process is that 56% of said individuals that left our employ in FY2016 are for unknown reasons. Results from the 2016 National Employee Survey suggest that employees want to have a sense of belonging and a feeling that what they do matters. An onboarding approach to new hires is a longer process that aims to make new employees feel welcome; provides two-way communication amongst the new employee, co-workers and management; and mentoring to assist the employee in their new job. An onboarding program encourages employee engagement. Challenges to this process relate to the willingness of departments to allow their new employees to attend an orientation that will take longer to complete and their willingness to cooperate with following a more structured onboarding process once the new employee reports to the department. Human resources staffing constraints and time management are concerns relating to the follow-up that will be needed with an onboarding program.

Functional areas within human resources affected by our current employee orientation process are communications, new hires, and separations. This issue touches on three of the four goals identified in Section 1: Workforce Development and Management; Organizational Excellence and Customer Services; and Infrastructure and Technological Assets.

### **4) Training and Development**

The City of Dover currently has an inconsistent means for providing and tracking training and development. There are a number of required trainings that should occur on a regular basis, such as workplace violence and harassment. Additionally there are a number of training programs that should occur on a regular basis as a best practice; such as ethics, customer service and succession planning. There is currently no consistent means for tracking when these trainings should occur, when they do occur, and who attended or who should attend. The challenge has been the lack of an adequate HRIS to input and track training related information and there are no solely delegated human resources related support staff to assist with record keeping and other clerical duties. As a result some items “fall through the cracks” or are not performed in a timely manner. Many of the duties performed are done by employees that have other primary job duties and they assist as time permits.

Functional areas within human resources affected by this issue are the risk management, management development, succession planning, ethics, mandatory training, customer service, and communications. This issue touches on three of the four goals identified in Section 1: Workforce Development and Management; Organizational Excellence and Customer Services; and Infrastructure and Technological Assets

## 5) Human Resources Operations

The City of Dover currently has an HRIS system, as part of a city-wide financial system, which is inadequate for human resources in a municipality setting. As a result, much of what is performed in human resources is either in hard-copy paper form or input into the current HRIS system with limited reporting and data usage capabilities. As a result there is more opportunity for errors to occur; items “fall through the cracks,” are not handled in a timely manner and in many cases not handled in an efficient manner, reducing productivity. Much time is spent having to cull through multiple sources of data within the existing system to retrieve desired information. Adding to the challenge is that the system is shared with the School Department and the system has been ineffective in being able to clearly separate City and School employees (in the HR module). This requires additional time to cull through the data manually to “weed out” employees that should not be included in the information being retrieved. There is currently no efficient and accurate way to track important information relating to existing employees; such as performance evaluation date, performance evaluation results, training records, leaves of absence (Family Medical Leave Act [FMLA], workers’ comp, and disability), etc. The challenges in this area are the lack of funds, designated support personnel and HRIS.

An additional area of concern, exit interviews, relates to the opposite end of the spectrum of the employee orientation issue. Exit interviews are not consistently conducted when an individual leaves our employ. The current process allows for individual departments to offer an exit interview with the departing employee. Feedback indicates that this is not being done on a consistent basis. Exit interviews, if conducted properly, can provide valuable information about our business operations and the reason(s) employees are leaving.

Functional areas within human resources affected by this issue are technology, communications, personnel files, leaves of absence tracking, performance evaluations, training and development, statistical information and overall productivity. This issue touched on three of the four goals identified in Section 1: Workforce Development and Management; Organizational Excellence and Customer Services; and Infrastructure and Technological Assets.

## Action Plan: Goals, Objectives, Actions & Outcome Measures

The issues identified in Section 2 will be addressed as follows:

### Issue #1: Human Resources Information Systems (HRIS)

Human Resources will research options for efficient tracking of employee related matters, such as FMLA, disability, and/or workers' compensation leave; training records; performance evaluation due dates and evaluation results. We will seek to offer policy review and some orientation materials via electronic means.

### Issue #2: Recruitment

Human Resources will implement a process to create a set schedule for regular review of City position descriptions. This will ensure that position descriptions are kept up-to-date in a timely fashion and thus be available for use when needed for recruitment purposes. We endeavor to simplify the recruitment process and broaden the audience exposure for job vacancies. An anticipated benefit from the above will be improved communications coming in and out of human resources both internally and externally.

### Issue #3: Employee Orientation

Human Resources will implement a complete onboarding program to replace the existing orientation process. The goal will be to provide the new employee with a sense of belonging, to promote employee engagement, and reduce employee turnover. At least some parts of the onboarding process will be offered electronically.

### Issue #4: Training and Development

The goal will be to implement set schedules for mandatory training and for other best practice trainings, including a mechanism to determine who should attend and when. As part of the process we will implement a means for documenting attendance and efficient means of retrieval of the information. Human resources will work on creating a management level training program to cover such topics as writing performance evaluations, discipline, succession planning, etc.

### Issue #5: Human Resources Operations

The top priority will be to ensure that all employee information is being stored in compliance with state and federal laws. We will research various options regarding all aspects of the human resources functions to make processes more efficient.

Detailed information relating to the Issues and Challenges listed in Section 2 are provided in the following Matrix. The Matrix lists the four Goals and their corresponding Objectives, Actions and Outcome Measures.

The four Goal areas are:

- A. Public Information, Outreach, and Engagement
- B. Workforce Development and Management

- C. Organizational Excellence and Customer Service
- D. Infrastructure and Technological Assets

The Matrix also:

- Identifies the timeline for implementing each Action
  - Ongoing: Actions which are continuous or are already being carried out
  - Short: Actions which should be undertaken in 1-2 years
  - Medium: Actions which should be undertaken within 3-5 years
  - Long: Actions which will take more than 5 years to be initiated or completed.
- Identifies the responsible person or people tasked with performing the Action
- Indicates which Issue or Challenge is being addressed by the proposed Action



## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
<b>Goal A</b>	<b>Public Information, Outreach, and Engagement</b>			
<b>Objective A1</b>	<b>Improve and streamline the recruitment process to decrease the average number of days to fill vacancies.</b>			
<b>Action A1.1</b>	Set up and implement a schedule to regularly review and update position descriptions for every City of Dover position to ensure accuracy and timeliness for use when a vacancy occurs.	Short	HR Dir	2
<b>Action A1.2</b>	Explore the option of using a third party resource to advertise and expedite the applicant vetting process.	Short	Exec Asst	2
<b>Action A1.3</b>	Modify application process to include shorter employment application, modify acceptable means of application submission to be a less cumbersome process.	Short	Exec Asst	2 & 5
<b>Action A1.4</b>	Utilize electronic means to automate and/or decrease the turnover time for application review, interview process, and applicant follow-up.	Medium	HR Dir & Exec Asst	2
<b>Objective Outcome Measure</b>	<b>Average number of days to fill a vacancy</b>			
<b>Objective Outcome Measure</b>	<b>HR Audit</b>			
<b>Objective Outcome Measure</b>	<b>National Employee Survey</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
<b>Goal B</b>	<b>Workforce Development and Management</b>			
<b>Objective B.1</b>	<b>Implement and adopt a City-wide program for new employee onboarding versus employee orientation to provide new employees with a sense of belonging thus increasing employee engagement.</b>			
<b>Action B.1.1</b>	Create an onboarding program to be used for all new hires with the City of Dover.	Short	HR Dir & HR Asst	3 & 5
<b>Action B.1.2</b>	Provide training to Department Heads and other key personnel to introduce the new onboarding program which will include involvement of their individual departments.	Short	HR Dir	4
<b>Action B.1.3</b>	Develop a consistent Exit Interview process to learn why employees are leaving our employ, assess the reasons, and make improvements as needed.	Short	HR Dir	5
<b>Action B.1.4</b>	Create Administrative Regulations to solidify the new onboarding process.	Short	HR Dir	5
<b>Objective Outcome Measure</b>	<b>National Employee Survey</b>			
<b>Objective Outcome Measure</b>	<b>Turnover Analysis</b>			
<b>Objective Outcome Measure</b>	<b>Exit Interviews</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures	Timeline	Responsibility	Issue	
<b>Goal B</b>	<b>Workforce Development and Management</b>			
<b>Objective B.2</b>	<b>Develop a Management Training Series to increase management development in support of City of Dover goals and core values.</b>			
<b>Action B.2.1</b>	Develop or outsource a training program encompassing ethics, safety, customer service, labor relations, performance evaluation, and labor law compliance.	Medium	HR Dir	4
<b>Action B.2.2</b>	Develop a training program supporting City of Dover desired supervisory skills for current and upcoming management positions.	Medium	HR Dir	4
<b>Action B.2.3</b>	Develop or outsource a management training program focusing on succession planning.	Medium	HR Dir	4
<b>Objective Outcome Measure</b>	<b>National Employee Survey</b>			
<b>Objective Outcome Measure</b>	<b>Human Resources Employee Survey</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
<b>Goal B</b>	<b>Workforce Development and Management</b>			
<b>Objective B.3</b>	<b>Create a mandatory training program series to be provided to <u>all</u> City of Dover employees on a consistent and regular basis for compliance with State and/or Federal law.</b>			
<b>Action B.3.1</b>	Create a schedule of mandatory classes to be provided to all City employees identifying the type of training and the frequency required.	Short	HR Dir	4 & 5
<b>Action B.3.2</b>	Create or outsource classes on the following topics: workplace violence, harassment, safety, and any others deemed necessary.	Short	HR Dir	4 & 5
<b>Action B.3.3</b>	Create or outsource classes deemed essential or desirable, if not mandatory, on the following topics: ethics and various customer service topics.	Medium	HR Dir	4
<b>Objective Outcome Measure</b>	<b>HR Audit</b>			

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
<b>Goal B</b>	<b>Workforce Development and Management</b>			
<b>Objective B.4</b>	<b>Improve communications regarding course / workshop offerings to all employees to increase and encourage career development opportunities.</b>			
<b>Action B.4.1</b>	Send out training opportunities to “All City Recipients” and have information posted in conspicuous areas for those not having computer access.	Medium	HR Dir	4
<b>Action B.4.2</b>	Re-establish a City-wide Newsletter to communicate training opportunities as a regular segment.	Medium	Exec Asst	4
<b>Objective Outcome Measure</b>	<b>National Employee Survey</b>			
<b>Objective Outcome Measure</b>	<b>Human Resources Employee Survey</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
<b>Goal C</b>	<b>Organizational Excellence and Customer Service</b>			
<b>Objective C.1</b>	<b>Develop or acquire Human Resources Information Systems (HRIS) for greater efficiency and tracking of information in all areas of human resources.</b>			
<b>Action C.1.1</b>	Develop a database to accurately track and log information relating to FMLA, Disability and Workers' Compensation leaves.	Short	Exec Asst	1 & 5
<b>Action C.1.2</b>	Acquire the use of a customized performance evaluation tracking system to accurately and efficiently track evaluation information.	Short	HR Dir	1 & 5
<b>Action C.1.3</b>	Develop or acquire a customized recruitment program to streamline the recruitment process.	Medium	HR Dir & Exec Asst	1, 2 & 5
<b>Action C.1.4</b>	Develop or acquire a customized onboarding program for improved indoctrination of new City employees.	Medium	HR Dir & HR Asst	1, 3 & 5
<b>Objective Outcome Measure</b>	<b>National Employee Survey</b>			
<b>Objective Outcome Measure</b>	<b>Number of performance evaluations being conducted on or before due date</b>			
<b>Objective Outcome Measure</b>	<b>HR Audit</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	<b>Organizational Excellence and Customer Service</b>			
Objective C.2	<b>Restructure the recruitment process to streamline the process and decrease the average number of days to fill a vacancy.</b>			
Action C.2.1	Modify the application process to include a shorter / condensed employment application form. Modify the acceptable means for application submission.	Short	Exec Asst	2 & 5
Action C.2.2	Utilize electronic means to automate and/or decrease the turnover time for application review, interview process and applicant follow-up.	Medium	HR Dir & Exec Asst	2
Objective Outcome Measure	<b>Average number of days to fill a vacancy</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	<b>Organizational Excellence and Customer Service</b>			
Objective C.3	<b>Adopt the use of an onboarding process for new hires to increase the chance of success on the job and indoctrination to the Dover way.</b>			
Action C.3.1	Increase the number of items covered during the orientation process, thus increasing the duration.	Short	HR Dir & HR Asst	3
Action C.3.2	Contact the new hire approximately 2 – 3 weeks after their start date to ascertain how things are going and to answer any questions.	Short	HR Dir	3
Action C.3.3	Work with Departments to ensure they assign a mentor to the new employee.	Short	HR Dir	3
Action C.3.4	Survey the new hire at 3 – 6 months to determine how things are going.	Short	HR Dir	3
Action C.3.5	Survey the employee after one year of employment to gauge the success (or not) of the onboarding process.	Short	HR Dir	3
Objective Outcome Measure	<b>National Employee Survey and Human Resources Employee Survey</b>			
Objective Outcome Measure	<b>Turnover Analysis</b>			
Objective Outcome Measure	<b>Exit Interviews</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	Organizational Excellence and Customer Service			
Objective C.4	Provide regular and timely customer service training to all employees to emphasize the City's core value of providing excellent customer-focused service.			
Action C.4.1	Develop or outsource training on customer service topics.	Medium	HR Dir	4
Objective Outcome Measure	National Citizens Survey			



## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
<b>Goal D</b>	<b>Infrastructure and Technological Assets</b>			
<b>Objective D1</b>	<b>Develop or acquire access to Human Resources Information Systems (HRIS) for greater efficiency and more usable data access in all areas of HR.</b>			
<b>Action D1.1</b>	Develop a database to accurately track and log information relating to FMLA, Disability and Workers' Compensation leaves.	Short	Exec Asst	1 & 5
<b>Action D1.2</b>	Acquire the use of a customized performance evaluation tracking system to accurately and efficiently track evaluation information.	Short	HR Dir	1 & 5
<b>Action D1.3</b>	Develop or acquire a customized recruitment program to streamline the recruitment process.	Medium	HR Dir & Exec Asst	1, 2 & 5
<b>Action D1.4</b>	Develop or acquire a customized onboarding program for improved indoctrination of new City employees.	Medium	HR Dir & HR Asst	1, 3 & 5
<b>Objective Outcome Measure</b>	<b>National Employee Survey</b>			
<b>Objective Outcome Measure</b>	<b>Number of performance evaluations being conducted on or before due date</b>			
<b>Objective Outcome Measure</b>	<b>HR Audit</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal D	Infrastructure and Technological Assets			
Objective D2	Develop a database to electronically track employee training records for easy retrieval.			
Action D2.1	Develop a database to track employee education and training records to include the ability to add attachments for copies of certificates and licenses. Also, a tracking mechanism for expirations and renewal requirements.	Long	HR Dir	1 & 4
Objective Outcome Measure	National Employee Survey			
Objective Outcome Measure	Human Resources Employee Survey			
Objective Outcome Measure	Exit Interviews			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
<b>Goal D</b>	<b>Infrastructure and Technological Assets</b>			
<b>Objective D3</b>	<b>Organize personnel files to ensure compliance with current laws relating to acceptable file contents, separation requirements, and record retention.</b>			
<b>Action D3.1</b>	Replace existing personnel file jackets with a multi-section folder for proper organization and separation requirements and legal compliance.	Short	HR Dir & HR Asst	5
<b>Action D3.2</b>	Manually scour through each employee personnel files to ensure they meet current compliance requirements and make adjustments / corrections as needed.	Short	HR Dir & HR Asst	5
<b>Action D3.3</b>	Scan and keep electronic copies of retiree personnel files based on the retention requirements and in a legally acceptable electronic format.	Long	HR Dir & HR Asst	5
<b>Objective Outcome Measure</b>	<b>HR Audit</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
<b>Goal D</b>	<b>Infrastructure and Technological Assets</b>			
<b>Objective D4</b>	<b>Purchase a “Guest” computer workstation for the Human Resources office to provide electronic access of material to new and current employees, as well as applicants to reduce paper and improve customer service.</b>			
<b>Action D4.1</b>	Offer electronic versions of the new onboarding program to reduce paper use.	Short	HR Dir	1 & 5
<b>Action D4.2</b>	Offer electronic Administrative Regulation review and acknowledgement access to employees to reduce the amount of paper used.	Short	HR Dir	1 & 5
<b>Action D4.3</b>	Offer the use of the workstation to potential applicants (when not in use by employees) that do not have access to a computer in order for them to be able to complete and employment application online and to submit the application electronically.	Short	HR Dir	1, 2 & 5
<b>Objective Outcome Measure</b>	<b>National Employee Survey</b>			
<b>Objective Outcome Measure</b>	<b>National Citizens Survey</b>			