

*Augusta*  
G E O R G I A



HUMAN RESOURCES  
**STRATEGIC**  
PLAN 2026-2030

**Department of Human Resources**

*Empowering People. Advancing Performance. Shaping the Future of Work.*

**PREPARED BY :**

Anita Rookard, MBA|MPA|SHRM-PMQ  
Director Of Human Resources

## Message from the Director of Human Resources

Human Resources continues to evolve from a primarily administrative function into a strategic partner that strengthens organizational capacity, supports leadership, and enhances the employee experience across Augusta-Richmond County.

Advancements in technology, changing workforce expectations, and increasing service demands require HR to focus not only on compliance and transactions, but on culture, capability, and organizational effectiveness. Our work is centered on ensuring employees are engaged, supported, and equipped to serve the community with excellence.

This Strategic Plan reflects a deliberate shift toward long-term workforce sustainability, operational efficiency, and strategic alignment with the Commission's priorities. The goals and initiatives outlined were developed collaboratively with HR leadership, staff, department directors, and executive leadership and will continue to evolve as organizational needs change.

**Anita Rookard, MBA|MPA|SHRM-PMQ**  
**Human Resources Director**



**Vision:**

Create a high-performing, engaged, and future-ready workforce where employees feel valued, developed, and supported.

**Mission:**

Transform Human Resources into a strategic, technology-enabled, people-centric function that attracts, develops, and retains top talent while enhancing employee experience and organizational performance.

**Core Values:**

- **Freedom to Inquiry** – We encourage innovation, curiosity, and continuous improvement.
- **Integrity** – We build trust through transparency, accountability, and ethical conduct.
- **Inclusiveness & Respect** – We value diversity, collaboration, and mutual respect.
- **Responsibility to Our Employees** – We steward our workforce with care, foresight, and purpose.



## **Strategic Pillars**

The Strategic Pillars in this plan represent the core areas where Human Resources will focus our efforts to strengthen the organization and better support our employees and leaders.

Each pillar is intentional — from building a stronger talent pipeline and improving the employee experience, to expanding learning opportunities, modernizing performance practices, and using technology to work smarter and more effectively.

Just as important, these pillars reflect our commitment to employee well-being, clear communication, and maintaining trusted relationships across the organization.

Together, they provide a practical roadmap for how HR will continue to grow as a strategic partner while helping Augusta-Richmond County build a workforce that is engaged, supported, and prepared for the future.

1. Talent Management & Workforce Planning
2. Experience & Engagement
3. Learning & Development (LMS Transformation)
4. HR AI & Digital Innovation
5. Performance Management Modernization
6. Mental Health & Well-Being
7. Employee Relations & Communication

## **Talent Management and Workforce Planning**

**Goal:** Build a sustainable pipeline of skilled, diverse, and high-performing talent.

### **Key Initiatives:**

- Implement workforce planning and succession frameworks
- Strengthen recruitment marketing and employer branding
- Reduce time-to-hire and vacancy rates
- Launch leadership and high-potential programs
- Expand internship and early-career pipelines

### **Outcomes by Year 5:**

- 25% reduction in critical role vacancies
- 90% of leadership roles with ready successors
- Improved diversity representation in leadership

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## **Employee Experience & Engagement**

**Goal:** Deliver a consistent, positive experience across the employee lifecycle.

### **Key Initiatives:**

- Map employee journey (hire → retire)
- Launch employee experience surveys twice annually
- Introduce digital HR service portal
- Create recognition and rewards programs
- Improve onboarding and offboarding experiences

### **Outcomes by Year 5:**

- Engagement scores increase by 15%
- Reduced voluntary turnover by 20%
- HR service satisfaction ≥90%

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## **Learning & Development (LMS Transformation)**

**Goal:** Build a continuous learning culture through the new LMS.

### **Key Initiatives:**

- Deploy LMS with role-based learning pathways
- Offer leadership, compliance, and career development tracks
- Introduce micro-learning and mobile access
- Track learning completion and skill progression
- Tie learning to performance and succession planning

### **Outcomes by Year 5:**

- 85% course completion rates
- 70% employees with active development plans
- Internal promotion rate increased by 30%

## **HR AI & Digital Innovation**

**Goal:** Leverage AI to improve efficiency, insights, and employee service.

### **Key Initiatives:**

- AI chatbots for HR inquiries
- Predictive analytics for turnover and staffing risks
- AI-assisted recruiting and resume screening
- Automated sentiment analysis from surveys
- Personalized learning recommendations in LMS

### **Outcomes by Year 5:**

- 40% reduction in HR transaction time
- Real-time workforce dashboards
- Improved decision-making through data insights

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## **Mental Health & Well Being**

**Goal:** Establish continuous, fair, and growth-focused performance practices.

### **Key Initiatives:**

- Replace annual reviews with continuous feedback cycles
- Implement goal alignment system
- Train managers in coaching conversations
- Introduce performance calibration
- Link performance to learning and career mobility

### **Outcomes by Year 5:**

- 90% employees receive quarterly feedback
- Increased high-performer retention
- Stronger accountability culture

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## **Performance Management Modernization**

**Goal:** Normalize well-being as a core part of organizational culture.

### **Key Initiatives:**

- Expand Employee Assistance Programs
- Mental health awareness training for managers
- Wellness challenges and resources
- Burnout risk monitoring
- Safe reporting and support channels

### **Outcomes by Year 5:**

- Reduced stress-related absences
- Higher participation in wellness programs
- Increased perception of psychological safety

## **Employee Relations & Communication**

**Goal:** Strengthen trust, transparency, and connection across 3,000 employees.

**Key Initiatives:**

- Quarterly town halls and listening sessions
- Manager communication toolkits
- Anonymous feedback channels
- HR Business Partner Model expansion
- Clear escalation and issue-resolution processes

**Outcomes by Year 5:**

- Faster resolution of employee concerns
- Higher trust in leadership scores
- Consistent communication across departments

### **5-Year Implementation Roadmap** **Year Phase Key Initiatives**

<u>Year</u>	<u>Phase</u>	<u>Key Initiatives</u>
<b>Year 1</b>	<b>Foundations</b>	<ul style="list-style-type: none"> <li>• Launch LMS</li> <li>• Map Employee Experience</li> <li>• Establish Workforce Planning</li> <li>• Introduce Engagement Surveys</li> <li>• Begin HR AI Pilot (Chatbot)</li> </ul>
<b>Year 2</b>	<b>Expansion</b>	<ul style="list-style-type: none"> <li>• Leadership Development Programs</li> <li>• Continuous Performance Model</li> <li>• AI Recruiting Tools</li> <li>• Well-being Initiatives Rollout</li> </ul>
<b>Year 3</b>	<b>Optimization</b>	<ul style="list-style-type: none"> <li>• Succession Planning Fully Operational</li> <li>• Predictive Analytics Dashboards</li> <li>• Personalized Learning Pathways</li> <li>• Expanded Recognition Programs</li> </ul>
<b>Year 4</b>	<b>Integration</b>	<ul style="list-style-type: none"> <li>• All HR Systems Integrated</li> <li>• AI-Driven Workforce Insights</li> </ul>
<b>Year 5</b>	<b>Excellence</b>	<ul style="list-style-type: none"> <li>• HR Recognized as a Strategic Partner</li> <li>• High Engagement and Retention</li> <li>• Fully Data-Driven People Decisions</li> <li>• Culture of Continuous Growth &amp; Well-being</li> </ul>

## **Key Success Metrics (KPIs)**

- Vacancy & turnover rates
  - Time-to-hire
  - Engagement scores
  - LMS completion & skill attainment
  - Internal promotion rates
  - HR service satisfaction
  - Performance feedback frequency
  - Wellness participation
  - Employee relations case resolution time
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## **Governance & Accountability**

- HR Steering Committee
  - Quarterly KPI dashboards
  - Annual strategy refresh
  - Leadership alignment sessions
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## **Expected Organizational Impact**

- Stronger talent pipeline
- Higher employee engagement
- Improved leadership readiness
- Faster, smarter HR service delivery
- Healthier, more resilient workforce
- Data-driven HR decisions
- Trusted relationships across 3,000 employees

This Strategic Plan serves as a guiding framework for how Human Resources will continue to evolve and support the organization over the next five years.

While the initiatives outlined provide clear direction, our success will ultimately depend on collaboration, adaptability, and a shared commitment to our people. As workforce needs continue to change, HR will remain focused on listening, learning, and adjusting our approach to ensure we are meeting the needs of employees, leaders, and the community we serve.

Together, we will build a stronger, more connected, and future-ready workforce that reflects the values and mission of Augusta-Richmond County.

**Anita Rookard, MBA|MPA|SHRM-PMQ**  
**Human Resources Director**