



BOARD OF SUPERVISORS  
AGENDA LETTER

Agenda Number:

Clerk of the Board of Supervisors  
105 E. Anapamu Street, Suite 407  
Santa Barbara, CA 93101  
(805) 568-2240

Department Name: CEO/Human Resources  
Department No.: 064  
For Agenda Of: November 20, 2007  
Placement: Set Hearing  
Estimated Tme: 20 minutes  
Continued Item: No  
If Yes, date from:  
Vote Required: Majority

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**TO:** Board of Supervisors  
**FROM:** Department Michael F. Brown, CEO  
Director(s) Susan Paul, Assistant CEO/Human Resources Director  
Contact Info: Theresa Duer and Jeri Muth  
568-2822; 568-2816  
**SUBJECT: Set a Hearing on Human Resources Consolidation Feasibility Study**

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**County Counsel Concurrence**

As to form: Select\_Concurrence

**Auditor-Controller Concurrence**

As to form: Select\_Concurrence

**Other Concurrence:** Select\_Other

As to form: Select\_Concurrence

**Recommended Actions:**

That the Board set a hearing on November 27, 2007 to:

1. Receive an update on the Human Resources Consolidation Feasibility Study from CEO/Human Resources (CEO/HR); and
2. Direct the CEO and CEO/HR to finalize and implement all administrative aspects of the new Human Resources Service Model for the County and return with any necessary resolution amendments and/or other implementation actions to support the Model.

**Summary Text:**

Approximately two years ago, the Board articulated its vision and direction to create a customer-focused culture throughout the County of Santa Barbara. At that time, the Board identified three core organizational values: Accountability, Customer-Focus, and Efficiency (ACE). Since then, CEO/HR has undertaken numerous initiatives aimed at incorporating the ACE Values into the County's Human Resources business systems. One of the key initiatives, driven by Board direction, has been to recommend a new Human Resources Service Model that will ensure consistency, responsiveness, accountability, Human Resources expertise and capacity, and quality service to all stakeholders.

**Background:**

On October 16, 2006, the Board directed the CEO to study the feasibility of consolidating the countywide Human Resources function within CEO/HR for the purpose of improving human resources service delivery and strengthening consistency and accountability throughout organization. The Board's direction was consistent with the 2005-2006 Blue Ribbon Task Force

Report which strongly recommended consolidation of core service functions, including Human Resources, to increase organizational effectiveness, eliminate unnecessary service duplication, and create greater operational efficiency.

### ***Current HR Environment***

The current HR environment is staffed inconsistently from department to department; some departments have a dedicated HR manager while others do not. This leads to a lack of central accountability, inefficient bifurcation of functions and inconsistency in practices, MOU interpretation and service delivery.

### ***Study Process***

Based on Board direction, five key outcomes were identified for the scope of the study:

- Improving overall Human Resources service delivery
- Ensuring Countywide consistency in Human Resources practices
- Providing greater responsiveness to departments
- Increasing Human Resources expertise and capacity
- Providing quality service to all stakeholders

In December 2006 and January 2007, CEO/HR conducted workshops with key groups (Department Heads, Assistant Department Heads, human resource professionals, and labor organizations) to identify the strengths and weaknesses of the current human resources structure and to identify trends occurring in modern Human Resources operations (Attachment A – Human Resources Restructure Feasibility Study Workshop Powerpoint).

Following the workshops, a labor-management Project Team was established to review workshop data and work collaboratively to define a human resources structure that would better meet the needs of the organization and its workforce. The Project Team included union representatives from the:

- Deputy District Attorneys Association
- Engineers and Technicians Association
- Service Employees International Union (SEIU) Local 620
- SEIU Local 535
- Santa Barbara County Probation Peace Officers Association
- Santa Barbara County Fire Fighters Local 2046
- Santa Barbara County Deputy Sheriffs Association

Management members included representatives from:

- ADMHS
- County Clerk-Recorder-Assessor
- County Counsel
- General Services
- Planning and Development
- Probation
- Public Defender
- Public Health
- Sheriff
- Social Services.

Labor-Management Project Team members are identified in Attachment B.

Over the last eleven months, the Project Team reviewed a number of functional human resource models, discussed their merits in terms of input collected in the workshops, and designed a model customized to meet the key objectives of the study and the operational and business needs of the County's 23 departments. In designing the model, the Project Team also identified a reoccurring issue regarding the need for better coordination of Workers' Compensation cases within the departments. This was consistent with information received from Department Heads and Assistant Department Heads during the December/January workshops. Finally, the Project Team designed a strong foundation and transition plan that would support the new service model.

At various times during the study, CEO/HR met with Department Heads and other key individuals to test concepts before finalizing Project Team recommendations. These discussions have confirmed that the recommended model will meet department business needs and help the County ensure greater consistency, accountability, and human resource expertise throughout the organization.

### ***Service Model Components***

The recommended Human Resources Service Model, as depicted on Attachment C, is a hybrid consisting of a:

- Consultative component;
- Shared-service component; and
- Dotted-line component.

### ***Consultative Component***

The consultative component strengthens the relationship between CEO/Human Resources and departmental Human Resources staff and addresses key labor concerns by:

- Clearly defining authorities and responsibilities;
- Strengthening overall coordination of Human Resources functions, decisions, and practices;
- Ensuring certain critical functions are centralized and require CEO/HR involvement and concurrence; and
- Strengthening the joint role of County Counsel and CEO/HR in certain actions, particularly in the area of discipline.

### ***Shared-Service Component***

The shared-service element strengthens countywide human resources by employing a business-center approach and assigning dedicated HR Managers to a group of departments. This component is designed to:

- Free staff who previously performed human resources functions on a part-time basis to perform the functions consistent with their classification and role in the organization;
- Build the human resources capacity throughout the organization; and
- Ensure HR knowledge of the departmental operations and business needs.

### ***Dotted-Line Component***

The third element of the proposed Human Resources Service Model entails implementing a dotted-line reporting relationship between departmental Human Resources and CEO/HR. Departments would involve CEO/HR in the hiring, training and development and performance evaluations of department Human Resources staff. This component is designed to:

- Ensure accountability to CEO/HR for implementation, application of, and adherence to countywide Human Resource policies, procedures and practices;

- Ensure countywide consistency and accountability;
- Strengthen Human Resources capacity through strategic training of Human Resources professionals, improved communication and coordination of Human Resources and labor relations issues and alignment of Human Resources professionals with CEO and Board of Supervisor's direction; and
- Recognize Departmental Human Resources as departmental experts.

### ***Service Model Transition Plan***

As part of its planning efforts, the Project Team identified a number of items as critical to a smooth transition to a new Human Resources service model. These efforts resulted in a comprehensive transition plan that includes:

- Creating protocols to support a new way of operating within the new structure, e.g., coordinating disciplinary matters, classification and compensation review, best practices in recruitment, and workforce planning;
- Identifying policies and procedures to support the new structure; and
- Designing a robust Human Resources training curriculum based on nationally-recognized skill sets and competencies to ensure consistent expertise throughout the organization and build Human Resources capacity.

### **Staffing Recommendations**

The CEO and CEO/HR will return to the Board with staffing recommendations based on the recommended service model (Attachment C). Staffing of the three business centers will be shared and CEO/HR and the individual departments would jointly select staff. It is not anticipated that additional FTEs will be required to staff the business centers. One (1.0) FTE may be necessary to coordinate Workers' Compensation issues throughout the County.

### **Performance Measure:**

- Increase quality of customer service, reduce inefficiencies, increase accountability and consistency; measure change through customer surveys;
- Create dynamic workforce plans for each department;
- Build greater human resources expertise and capacity with departments and throughout the County; measure change through successful completion and application of training components

### **Fiscal and Facilities Impacts:**

Budgeted: No Budget Expansion request under consideration.

### **Fiscal Analysis:**

<u>Funding Sources</u>	<u>Current FY Cost:</u>	<u>Annualized On-going Cost:</u>	<u>Total One-Time Project Cost</u>
General Fund			
State			
Federal			
Fees			
Other:			
Total	\$ -	\$ -	\$ -

Narrative:

**Staffing Impacts:**

**Legal Positions:**

**FTEs:**

**Special Instructions:**

**Attachments:**

- A. Human Resources Restructure Feasibility Study Workshop Powerpoint
- B. Labor-Management Team Members
- C. Human Resources Service Model

**Authored by:**

**cc:**