

Human Resources Consolidation Feasibility Study

Michael F. Brown, CEO
Susan Paul, Assistant CEO/HR Director
November 27, 2007 Board Presentation



- October 16, 2006 BOS directed CEO to study feasibility of consolidating the countywide HR function and report back with recommendations
- Direction consistent with 2005-2006 Blue Ribbon Task Force Report which strongly recommended consolidation of core County service functions to:
 - Increase organizational effectiveness
 - Eliminate unnecessary service duplication
 - Create greater operational efficiency



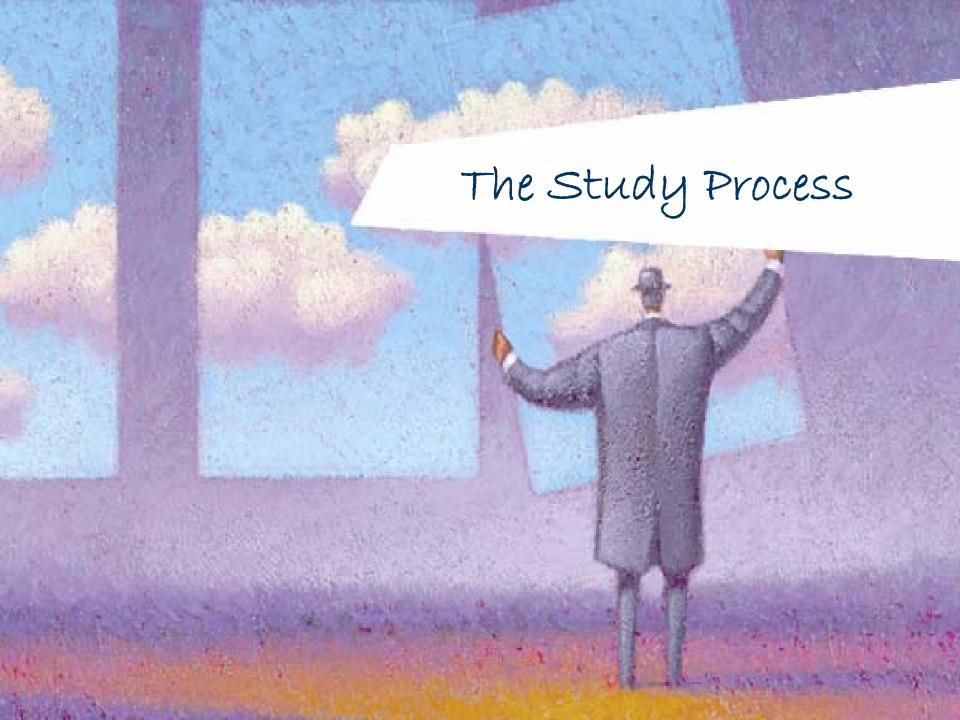
- Significantly decentralized
- Staffed inconsistently from department to department - some departments are staffed with an HR professional; others are not
- Functions are bifurcated some functions performed solely by CEO/HR; others by the departments; unclear lines of responsibility
- Inconsistency in policy administration, MOU interpretation, disciplinary process, etc.

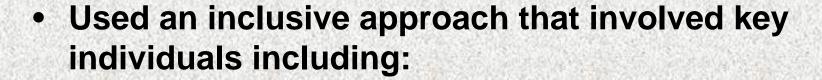


To improve Countywide responsiveness, consistency, and accountability in the delivery of quality Human Resources services



- Improving HR service delivery and providing greater responsiveness to departments
- Ensuring countywide consistency in HR practices including interpretation and application of laws, regulations, and Civil Service rules
- Ensuring appropriate disciplinary processes and decisions
- Providing strategic planning of recruitments, classification, and compensation
- Increasing the County's Human Resources capacity throughout the organization





- Department Heads
- Assistant Department Heads
- Human Resources staff throughout the County
- Union reps and employees
- Conducted workshops with these individuals in December 2006 and January 2007 – provided information and obtained input related to improving HR service delivery





Project Team

Michael Collie, ETA
Adam Estabrook, Firefighters Local 2046
George Green, SEIU Local 620
Alan Kaplan, DDAA
Kelly Moore, DSA
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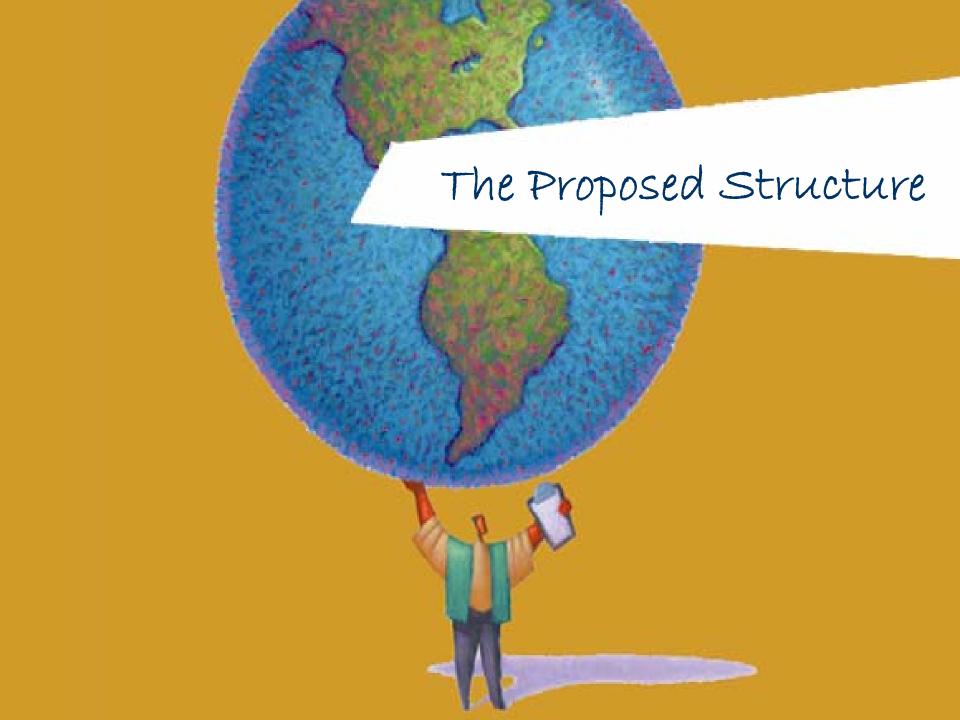
Virginia Butterfield, General Services Theresa Duer, CEO/HR Michele Fitzpatrick, Social Services Marianne Garrity, ADMHS Steve Mason, Planning & Development Jim McClure, Clerk-Recorder Scott McGregor, Public Defender Jeff Meyer, Sheriff Jeri Muth, CEO/HR Jane Overbaugh, Public Health Susan Paul, CEO/HR Jean Silva, Probation Stephen Underwood, County Counsel



- Review workshop input
- Review various HR models and concepts
- Review operational needs
- Construct a model
- Develop an implementation and transition plan



- Met with Department Heads and Human Resources Advisory Committee to test concepts
- Worked with County Counsel to design protocols for more effectively coordinating and resolving employee discipline issues





- Project Team looked at many different configurations for a Human Resources delivery model
- Rather than continuing the County's current highly decentralized model or switching to a highly centralized model, the Project Team developed a hybrid HR model
- The proposed model is comprised of three key components:

SBC HR SERVICE MODEL

CONSULTATION SHARED SERVICE (business center) **DOTTED LINE**

Strengthens relationship between departments and CEO/HR

Addresses key Labor concerns

Clearly defines authorities and responsibilities

Strengthens coordination of disciplinary issues

CONSULTATIVE

Critical matters require CEO/HR involvement or concurrence

Strengthens coordination of HR functions and decisions

"Business Center" approach A dedicated HR Manager supports a group of departments

Strengthens
Countywide HR
capacity

SHARED SERVICE

Ensures HR knowledge of department operations & business needs

Managers
providing parttime HR support
freed-up to
perform duties
for which they
were hired

Shared Service Centers

Recommended Staffing

HR Business Center

(Departments to be Determined)

Team Manager Analyst Support (2)

HR Business Center

(Departments to be Determined)

Team Manager Analyst Support (2)

HR Business Center

(Departments to be Determined)

Housed in CEO/HR
Team Manager
Analyst
WC Analyst
Support

Dedicated HR

(no change in staffing)

ADMHS

Fire

Probation

Public Health

Sheriff

Departments
involve
CEO/HR in hiring,
training & development,
& performance
evaluations
of HR staff

Implements
dotted-line
reporting relationship
between department
HR and CEO/HR

DOTTED LINE

Designed to ensure accountability for Countywide HR function & structure

Strengthens consistency throughout the organization



Service Model Transition Plan includes:

- Protocols to support new operating structure
- Coordination of disciplinary matters, classification, compensation review, best practices in recruitment, and workforce planning
- Policies and procedures to support the new structure
- Robust HR training curriculum based on nationally-recognized skill sets and competencies
 – ensuring HR expertise throughout the County







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