



Human Resources Consolidation Feasibility Study

Michael F. Brown, CEO

Susan Paul, Assistant CEO/HR Director

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Background



- **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**



- **Current HR environment:**
 - **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.**



GOAL OF STUDY:

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



- **Key objectives of the study included:**
 - **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**

The Study Process





- **Used an inclusive approach that involved key individuals including:**
 - **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**



- **Formed a Project Team consisting of:**

Project Team

Michael Collie, ETA

Adam Estabrook, Firefighters Local 2046

George Green, SEIU Local 620

Alan Kaplan, DDAA

Kelly Moore, DSA

Brian Olmstead, DSA

Derek Reynolds, PPOA

Ed Torres, PPOA

Rey Ybarra, SEIU Local 535

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



- **Project Team met over an 11-month period to:**
 - **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**

The Proposed Structure





- **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**

**CONSULTATIVE
COMPONENT**

**Strengthens
coordination
of disciplinary
issues**

**Strengthens
coordination of
HR functions and
decisions**

**Critical matters
require CEO/HR
involvement or
concurrence**

“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 part-time HR support freed-up to perform duties for which they were hired



Shared Service Centers

Recommended Staffing

Dedicated HR
(no change in staffing)

HR Business Center

(Departments to be Determined)

Team Manager
Analyst
Support (2)

ADMHS

HR Business Center

(Departments to be Determined)

Team Manager
Analyst
Support (2)

Probation

HR Business Center

(Departments to be Determined)

Housed in CEO/HR
Team Manager
Analyst
WC Analyst
Support

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**

A vibrant, stylized illustration of a workshop or laboratory. The scene is filled with various tools and equipment, including a large blue and purple mechanical device in the center, a red and silver tool on the left, a green and blue device on the right, and several blue and purple rectangular panels. A white banner is overlaid on the scene, containing the text "Recommendations".

Recommendations



Recommendations:

- 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**