Human Resources Restructure Feasibility Study Workshop

Attachment A

Agenda

- **Project Goal**

- **SB County's Challenges**

- **Trends in HR**

- **Modern HR Organization**

- **Brainstorm**

- **Next Steps**

Human Resources Restructure Feasibility Study Workshop

INTRODUCTION

Introduction

- **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**

Introduction

- **Current HR environment:**

  - **Significantly decentralized**

  - **Some departments staffed with HR professional; others not**

  - **Approx. 60 HR employees in departments doing HR work in part-time or full-time capacity**

  - **Some functions highly centralized, some highly decentralized, others bifurcated**

GOAL OF STUDY:
To improve overall responsiveness and consistency of countywide HR service delivery

Introduction

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

    - **Improving HR service delivery**

    - **Consistently interpreting and applying Civil Service rules, laws, and HR policies & procedures**

    - **Better defining appropriate disciplinary processes and decisions**

    - **Providing strategic planning of recruitments, classification, and compensation**

    - **Ensuring consistent application of salary decisions and performance management administration**
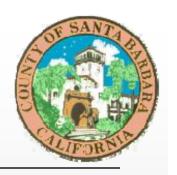
Introduction

- **Using an inclusive approach:**

  - **Involve key stakeholders in the study:**

    - ✓ **Department Heads**

    - ✓ **Assistant Department Heads**

    - ✓ **Human Resources staff throughout the County**

    - ✓ **Union reps and employees**

Introduction

- **Initial workshops to provide information and obtain input**

- **Formation of a Project Team to identify options for an effective HR structure**

- **Return to larger group to test concepts before finalizing any changes to structure**

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Challenges Facing Santa Barbara County

Challenges Facing SBC

- **Difficulty maintaining a talented and qualified professional workforce**

- **Losing large employee population to retirement**

- **Difficulty attracting younger workers to public service**

- **Meeting needs of a multi-generational workforce**

- **Dealing with cost of housing/commuting nightmares**

- **Developing a sound compensation position in a competitive talent market**

Challenges Facing SBC

- **Requires us to focus on developing:**

  - **Organizational depth and flexibility through systems and programs that encourage employee development, initiative, and organizational loyalty**

  - **Compensation and reward strategies to attract and retain high performing employees**

  - **A talent pipeline to address current and future organizational requirements**

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Trends in Human Resources

Trends in Human Resources

- **A professional discipline – not just an administrative function**

- **HR's role is evolving from HR-centric to organization-centric**

- **HR work to be focused on…**

Core "People" Services

HR Focus

Business Transformation

Value Added

Trends in Human Resources

- **In the past, HR overly focused on "people-processing" functions. Results:**

  - **HR not viewed as strategic in the organization (paper pushers; rule enforcers)**

  - **HR services viewed as not adding value**

Trends in Human Resources

- **Today, HR must be equipped to:**

  - Understand an organization's core business

  - Cultivate a flexible HR structure

  - Champion strategic alignment

  - Create and implement targeted change and transition

  - Ensure a return on the organization's investment in its workforce

Trends in Human Resources

- **Recent reform trends occurring in Human Resources:**

  - **Structural changes in the organization of functions**

    - ✓ **Non-traditional service models**

    - ✓ **Reduction in job siloing**

    - ✓ **Flexible structures designed to meet customer needs**

  - **Changes in policies, rules, and authorities**

  - **Changes in processes and activities to improve operational effectiveness**

Trends in Human Resources

- **HR helps an organization remain *flexible* by…**

  - **Helping to create shared organizational values (ACE) and shaping employee behaviors around those values**

  - **Creating and maintaining good labor relations**

  - **Building flexibility into the way work is described and organized**

  - **Implementing flexible HR business systems**

  - **Creating rewards and recognition programs aligned with organizational business priorities**

Trends in Human Resources

- **HR helps an organization remain *aligned* by…**

  - **Providing an organization-wide viewpoint**

  - **Bringing leadership and labor together to collaborate on projects and important initiatives**

  - **Aligning HR initiatives with organizational values, priorities, and objectives**

- **HR helps an organization *change and transition* when it understands the change process and helps the organization successfully move toward the organization's goals**

Trends in Human Resources

- **HR helps to ensure a return on the *human capital investment* by:**

    - **Projecting and modeling future human capital needs (workforce planning, succession planning, strategies for meeting those needs) for effective policy-level decision making**

    - **Knowing the organization's business and challenges and responding effectively to unique organizational needs**

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The Modern HR Organization

The Modern HR Organization

FROM:	TO:
Personnel	Human Resources

- Human Asset Management

FROM:	TO:
Administrative Focus	Business Focus

- Moving away from transactional to:

  ✓ Demonstrating value-added to the organization

  ✓ A results-orientation

The Modern HR Organization

FROM:	TO:
Service Provider	Business Planning Partner

- **Proactive, not reactive**

- **Understanding the organization's business strategy and defining and prioritizing functions and services to meet the organization's and customers' needs**

- **Involved in business planning activities**

- **Developing flexible HR systems to address changing organizational needs**

The Modern HR Organization

FROM:	TO:
Gate Keeper	Change Agent

- **Rather than exerting control, makes things happen**

- **Plans and oversees strategies that address both near term and future organizational needs**

- **Implements strategic organizational initiatives that meet both organizational and workforce needs**

- **Partners with workforce to achieve alignment with organizational goals**

The Modern HR Organization

FROM:	TO:
Counselor	Internal Consultant

- **Makes persuasive recommendations aligned with organizational goals**

- **Partners with stakeholders to achieve strategic results**

- **Understands business operations in order to be an effective internal consultant**

The Modern HR Organization

FROM:	TO:
Enforcer	Accessible Resource

- Interacts with labor-management groups to address issues of mutual interest that affect organizational success

- Communicates and implements the organization's responsibilities and exercises appropriate oversight

The Modern HR Organization

FROM:	TO:
Procedure Focused	Customer-Focused

- Introduces participative organizational structures to improve responsiveness to change

- Provides strategic and timely recruitment, selection, and placement of highly qualified talent

- Creates systems and programs that attract, retain, and motivate employees who accomplish organizational goals

The Modern HR Organization

FROM:	TO:
Entitlement Tender	Empowerment Builder

- Establishes a culture that encourages employees to participate in organizational success

- Designs and provides employee training and development programs aligned with organizational objectives

- Provides HR professionals and leadership with the tools and resources to empower the workforce

The Modern HR Organization

FROM:	TO:
Administratively Qualified	Professional Competence

- Today, HR professionals are expected to demonstrate expertise in:

  ✓ Organizational development

  ✓ Change management

  ✓ Business practices and Human Resources theory

  ✓ Job design

  ✓ Business acumen and financial management

The Modern HR Organization

FROM:	TO:
Personnel	*Human Resources*
Administrative Focus	*Business Focus*
Provider of Services	*Business Planning Partner*
Gate Keeper	*Change Agent*
Counselor	*Internal Consultant*
Enforcer	*Accessible Resource*
Procedure Focused	*Customer-Focused*
Entitlement Tender	*Empowerment Builder*
Administratively Qualified	*Professional Competence*

The Modern HR Organization

- HR professionals must also demonstrate competencies including:

  ✓ **Outstanding skills in the areas of influence and consulting**

  ✓ **Broad understanding of customer needs and commitment to meet/exceed service needs**

  ✓ **Keen understanding of the organization and its operational challenges**

  ✓ **Highly focused on helping the organization achieve its goals**

The Modern HR Organization

- ✓ **Anticipating the unexpected and being prepared to overcome issues and achieve results**

- ✓ **Implementing improvements to process procedures and systems to achieve greater efficiency and effectiveness**

- ✓ **Using a creative and productive approach toward projects and solutions**

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Next Steps

Trends in Human Resources

- **Complete initial workshops to provide information and obtain input**

- **Form a Project Team to identify options for an effective HR structure**

- **Return to larger group to test concepts before finalizing any changes to structure**

- **Return to Board of Supervisors - estimated April 2007**