



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: Human Resources
Department No.: 064
For Agenda Of: May 19, 2020
Placement: Departmental
Estimated Time: 30 minutes
Continued Item: No
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors
FROM: Department Mona Miyasato, County Executive Officer
 Director(s) Maria Elena De Guevara, Human Services Director

 Contact Info: Jeff Frapwell, Assistant County Executive Officer
SUBJECT: KPMG Operational and Performance Review – Human Resources Department

County Counsel Concurrence

As to form: N/A

Other Concurrence:

As to form: NA

Auditor-Controller Concurrence

As to form: N/A

Recommended Actions:

It is recommended that the Board of Supervisors:

- a) Receive a report on KPMG’s Operational and Performance Review of the Human Resources Department and department’s implementation timeframe;
- b) Provide direction, as appropriate; and
- c) Find that the proposed actions do not constitute a “Project” within the meaning of the California Environmental Quality Act, pursuant to 14 CCR 15378(b)(2), as it consists of general policy and procedure making.

Summary Text:

This is the third review by KPMG consultants. Like General Services, the County Human Resources Department has an enterprise focus and, as a result, is a significant contributor to the Renew ’22 efforts. Because of County HR’s unique organizational position, KPMG identified both Enterprise Enablement and Divisional recommendations.

Human Resources Department

The Human Resources Department has 30.8 Full-Time Equivalent (FTE) positions; with the following primary areas of focus: Administration and Operations, Employment & Workforce Planning, Benefits & Wellness, Organizational & Talent Development, and Employee Relations.

The Department's Adopted FY 2019-20 operating budget is \$ \$8.8 million, which is 0.8% of the total County operating expenditure budget. The department has experienced four changes in department directors over the last 10 years.

The department's mission is to promote a County culture where employees can do their best work, so the community can live their best life. The department's major responsibilities are to:

- Ensure the effective utilization of appropriately skilled employees.
- Ensure employee programs have a positive impact on the County's vision and goals and the workforce.
- Cultivate a culture where employees can thrive, contribute, and make an impact in alignment with their personal values and those of the County.

In KPMG's "continuum of organizational maturity" model, the department is currently in the early or evolving stages of a high-performance organization. Recommendations are intended to move the department along the continuum to a mid or higher stage.

County HR Enterprise Enablement Recommendations

The Enterprise recommendations emphasize the need to improve: 1) clarity in the roles between County HR and department HR units, 2) data collection, analytics and management to inform strategic decision-making, and 3) utilization of technology. The HR Enterprise Recommendations are:

1. Define the delivery ownership of HR services.
2. Establish County HR as a Strategic Business Partners.
3. Establish County-wide governance of HR policies and procedures.
4. Establish service level and performance reporting cadence.
5. Review technology needs to support service delivery and data management.

County HR Division Recommendations

Fifteen recommendations relate to improved technology systems and processes for management of the divisions and their impact on the organization. Most significant to the Board are the following recommendations:

1. Increase utilization and consolidate current information systems. (Recommendation 6.3)
2. Invest in workforce data and analytics. (Recommendation 7.1)
3. Improve B&W capacity to focus on service delivery and process ownership responsibilities. (Recommendation 8.1)
4. Redevelop curriculum to align with strategic workforce planning. (Recommendation 9.3)
5. Develop performance metrics to assess and track the overall health of the County. (Recommendation 10.2)

County Human Resources generally agrees with these recommendations. While several identified enterprise and division recommendations are able to be accomplished with existing staff and resources, there are many which will require outside expertise, software acquisition and/or staff. As a result, a multi-year implementation plan will be required to fully and effectively execute the recommendations.

Fiscal and Facilities Impacts:

While some recommendations can be achieved with existing staff and resources, many will require outside expertise, software acquisition and /or additional staff.

Attachments:

Human Resources Department response to KPMG review and implementation timeframe

Authored by:

Maria Elena De Guevara, Director of Human Resources