HUMAN RESOURCES DEPARTMENT RESPONSE TO KPMG REVIEW AND IMPLEMENTATION TIMEFRAME

#	Recommendation	Department Response	Fiscal/Challenges/ Opportunities	Implementation Timeframe
		ENTERPRISE ENABLEMENT RECOMMENDATIONS		
1.0	**Define the delivery ownership of HR services between County HR and department.** **Key activities:** — Conduct an assessment of all HR processes, people, and technology across the County, irrespective of the department. — Explore and determine optimal service delivery options for each HR process (i.e., County HR, departments, and/or third-party service providers). — Develop a memorandum of understanding (MOU) between County HR and departments to reflect the new hybrid service delivery model, outlining County HR's redefined responsibility in providing HR-led services to departments, as well as budget adjustments. — Prepare a robust communication plan and timeline for completion.	**Generally Agree** with recommendation. An assessment was drafted in 2018. This assessment established a baseline understanding of the status at that time. However, a supplemental assessment based on current structural, staffing and systems changes will be required to meet the hybrid model. (pg 15) County HR will work with departments to identify: • services and functions provided by each • the optimal hybrid services model • the communication plan • the enforcement strategy	While some these recommendations can be achieved with existing staff and resources, many will require outside expertise, software acquisition and /or staff.	January, 2020, Technology assessment completed. February 2020, Annual HR Summit launched. By December 2020, current state description of services and function by County HR and departments will be completed. By December 2021, optimal service model identified. By 2023, both communication and enforcement strategies will be identified and launched. Full implementation by FY 2025-26

#	Recommendation	Department Response	Fiscal/Challenges/ Opportunities	Implementation Timeframe
		ENTERPRISE ENABLEMENT RECOMMENDATIONS		
2.0	**Establish the role of County HR as a business partner to the County.** **Key activities:** — Identify key leaders and other influential stakeholders who should be engaged throughout the organization structure redesign process. — Design the new organizational structure required to implement and operate the new hybrid service delivery model with specific roles, responsibilities, and reporting relationships. — Identify gaps in current and new organizational structure that need to be addressed. — Develop a transition plan that defines guiding principles for the transition to the new organizational structure.	**Agree** with recommendation. Efforts are underway. The new organizational structure will be developed after the assessment in Recommendation 1.0. Presently, to ensure a common foundation of HR knowledge, the Department has established a two-tier HR Academy Certificate program. HR will work with departments to identify gaps between optimal hybrid state and current state. A transition plan will also be identified to move the HR function to optimal hybrid state.	This can be done largely through existing staff resources and budget resources.	By March, 2020, first HR Academy course launches. By December 2022, Gap analysis and transition plan completed. By December 2023, transition plan implementation completed. Full implementation by FY 2025-26

#	Recommendation	Department Response	Fiscal/Challenges/ Opportunities	Implementation Timeframe
		ENTERPRISE ENABLEMENT RECOMMENDATIONS		
3.0	**Establish countywide governance over HR policies and procedures.** **Key Activities:** — Redefine the scope of existing governance bodies or establish a new governance body in County HR to provide oversight and guidance for the transition to the new service delivery model. — Develop governance processes for managing stakeholder relationships (e.g., between service providers), demand (e.g., responding to new business requirements for new services). — Address policy requirements and gaps. — Shift focus towards continuous improvement and service change management.	**Agree** with recommendation. Efforts have been underway to establish clarity among numerous County governing documents including: County Ordinance, Civil Service Rules, Management Compensation Policy, County Policies, and Employee Handbook. The HR Council, comprised of 6 department directors, was developed and provides policy guidance to the HR Director. This group helps develop, maintain and manage countywide HR policies and procedures. Compliance with countywide HR policies will be reviewed in part as each department undergoes its KPMG review. This will be ongoing as well.	This can be done largely through existing staff resources and budget resources. Some will have union meet and confer obligations.	October, 2019, HR Council established. Review, development and maintenance of countywide HR policies is an on-going responsibility of the HR Council. By summer 2020, the County Ordinance, Civil service Rules, Management Comp Plan and Salary Ordinance will be presented to BOS. By summer of 2021, all HR policies and procedures will be completed. By end of 2022 and then ongoing, monitoring system for Department compliance of countywide HR policies and procedures will be established. Full implementation by FY 2022-23.

#	Recommendation	Department Response	Fiscal/Challenges/ Opportunities	Implementation Timeframe
		ENTERPRISE ENABLEMENT RECOMMENDATIONS		
4.0	**Establish service level and performance reporting and cadences.** **Key Activities**: — Develop service catalogue based on agreed-upon scope of HR services. — Define a standard and consistent set of performance measures. — Prioritize measures. — Develop service-level agreements and supporting mechanisms. — Establish a communication and reporting process.	**Generally Agree** with recommendation. Implementation of this recommendation has already begun as part of the Department's long term planning. Performance metrics for the department have been established and evaluation of these metrics as well as development of new metrics for new programs will be done annually.	While some recommendations can be achieved with existing staff and resources, many will require outside expertise, software acquisition and /or staff.	By summer 2020, first phases of service level metrics will be identified. By summer of 2021, standard and consistent set of performance measures established. Full implementation by FY 2024-25 and ongoing.

#	Recommendation	Department Response	Fiscal/Challenges/ Opportunities	Implementation Timeframe
		ENTERPRISE ENABLEMENT RECOMMENDATIONS		
5.0	**Review technology needs and utilization to support service delivery and management of data.** **Key Activities:** — Perform fit-gap assessment of existing functionalities in HRIS and related systems. — Identify and prioritize opportunities to maximize existing functionalities and invest in further functionalities related to reporting, self-service, automation, data integration, service management, and knowledge management. — Develop a data. — Define data management processes and mapping of data object responsibilities across all HRIS and related systems. — Define approach to improving data quality through initial and ongoing cleaning and harmonization processes.	**Agree** with recommendation. Given the fragmented nature of HR-related systems across departments, the County will likely continue to encounter data quality issues until integration layers are successfully implemented and/or an enterprise-wide HRIS system is selected. The Department's focus will be in identifying short and mid-term solutions including making minor investments to expanding reporting, self-service, and automation capabilities.	While some these recommendations can be achieved with existing staff and resources, many will require outside expertise, software acquisition and /or staff.	By December 2020, implement short and mid-term actions determined feasible. Full implementation by FY2025-26.

#	Recommendation	Department Response	Fiscal/Challenges/ Opportunities	Implementation Timeframe
		DIVISION RECOMMENDATIONS		
ADMIN & OPS				
6.1	**Establish a vision of how the division can serve in a support capacity for other HR divisions.**	**Agree** with recommendation. When the KPMG Assessment was conducted, the A&OP Division was relatively new. The Division has since met this recommendation and has established the following recommended core functions:

-Process & Policy Standardization
-Data Reporting and Performance Tracking
-HR Systems Integration
-Mitigate Risks | This was done through existing and new staff resources. | Ongoing quarterly tracking of performance metrics. |
| 6.2 | **Acquire skills needed to complement the new vision and right size the team to reflect that need.** | **Agree** with recommendation. County HR has identified a new structure for this unit focusing the newly identified core functions. | While some of recommendation can be achieved with existing staff and resources, aspects will require outside expertise, software acquisition and /or staff. | By December, 2020, we hope to be fully staffed and trained. |
| 6.3 | **Review HR information systems for opportunities to increase utilization of existing technology, consolidate systems and maximize impact across HR divisions.** | **Agree** with recommendation. County HR already participates in ICT committees, and short and mid-term solutions continue to be explored. | While some of recommendation can be achieved with existing staff and resources, aspects will require outside expertise, software acquisition and /or staff. | Underway. Full implementation by FY2022. |

#	Recommendation	Department Response	Fiscal/Challenges/ Opportunities	Implementation Timeframe
DIVISION RECOMMENDATIONS				
EMPLOYMENT & WORKFORCE PLANNING				
7.1	**Invest in workforce data and analytics to meet workforce planning needs of the County.** **-** Improving and leveraging workforce data and IT systems will enable the E&WP division to become an effective strategic partner to County departments by improving workforce supply and demand forecasting practices	**Agree** with recommendation. The Department has prioritized workforce planning and has added staffing resources to the function. County HR has also requested participation in the budget process wherein departmental staffing needs are discussed. Finally, with improved technology, forecasting practices will also improve.	While some of recommendation can be achieved with existing staff and resources, aspects will require outside expertise, software acquisition and /or staff.	Full implementation by FY2025.
7.2	**Improve E&WP capacity by implementing countywide policies and procedure.**	**Agree** with recommendation. Implementation of this recommendation has already begun as part of the Department's long term planning.	This can be done largely through existing staff and budget resources.	Underway.
7.3	**Establish service and performance reporting with necessary technology and data requirements.**	**Agree** with recommendation. Implementation of this recommendation has already begun as part of the Department's long term planning.	While some of recommendation can be achieved with existing staff and resources, aspects will require outside expertise, software acquisition and /or staff.	Underway.

#	Recommendation	Department Response	Fiscal/Challenges/ Opportunities	Implementation Timeframe
		DIVISION RECOMMENDATIONS		
BENEFITS & WELLNESS				
8.1	**Improve B&W capacity to focus on service delivery and process ownership responsibilities.**	**Agree** with recommendation. The Division has identified short and long term objectives to shift from a transactional to a strategic service delivery model through process improvements, maximizing utilization of existing contracts vendors, finding digital solutions, and establishing the website as a primary communication tool. The resources have also been allocated to ensure full time focus on improving capacity and customer service.	While some of recommendation can be achieved with existing staff and resources, aspects will require outside expertise, software acquisition and /or staff.	Underway. Full implementation by FY2025.
8.2	**Establish wellness program goals to meet the needs of the organization.**	**Agree** with recommendation. County HR assessed the County's wellness needs prior to establishing a program, training, and/or staffing plan. This initial step is nearly complete.	To establish an effective Wellness Program outside expertise, software acquisition and /or financial resources will be required.	Underway. We anticipate having a final draft by May, 2020.

#	Recommendation	Department Response	Fiscal/Challenges/ Opportunities	Implementation Timeframe
**DIVISION RECOMMENDATIONS**			
**ORGANIZATION & TALENT DEVELOPMENT**			
9.1	**Develop a strategy and service delivery model for O&TD.**	**Agree** with recommendation. OTD will continue to align services to Renew '22. Plans are underway to address the largest concern from departments regarding budget allocations.	While some of recommendation can be achieved with existing staff and resources, aspects will require outside expertise, software acquisition and /or staff.	By summer 2020, a new service delivery model will be rolled out. Full implementation by FY2025.
9.2	**Conduct an enterprise-wide training needs assessment.**	**Agree** with recommendation. A Learning Management System is imperative to assess current and future workforce skills. OTD is leading the charge for establishing the business requirements of a possible Learning Management System.	This can be done largely through existing staff and new budget resources for an appropriate learning management system.	Underway. Full implementation by FY20222.
9.3	**Redevelop curriculum to align with strategic workforce planning.**	**Agree** with recommendation. OTD will be working with departments to gain input into the Course Curriculum.	This can be done largely through existing staff and budget resources.	Underway. By Spring 2020, the new catalogue will be rolled out.
9.4	**Redesign the Employee Performance Review process to support employee development.**	**Agree** with recommendation. However, before we redesigned and implemented a new EPR, a major issue with the existing process was improved and will be implemented this year. Additionally, the infrastructure must first be created before a new EPR format gets implemented. While a phased approach will be employed, OTD has already identified a multi-touch feedback process.	While some of recommendation can be achieved with existing staff and resources, aspects will require outside expertise, software acquisition and /or staff.	By Spring 2020, new MSI structure will be implemented. By June 2020, policy rolled out. By Spring, 2021 new EPR model and training rolled out.

#	Recommendation	Department Response	Fiscal/Challenges/ Opportunities	Implementation Timeframe
		DIVISION RECOMMENDATIONS		
EMPLOYEE RELATIONS				
10.1	**Establish a baseline set of data points for tracking coaching and investigations to identify trends, needs, and risks.**	**Conditionally agree** with recommendation. If Recommendation 10.2 is achieved correctly, 10.1 will be met. Collecting data points is not an end, it is done to establish metrics. We feel it is not a separate action to be tracked rather it is imbedded in 10.2.	While some of the recommendation can be achieved with existing staff and resources, aspects will require outside expertise, software acquisition and /or staff.	Underway. Identified Performance indicators by FY2021.
10.2	**Develop performance metrics to assess and track overall health of the County**	**Agree** with recommendation. Implementation of this recommendation has already begun as part of the Department's long term planning.	This can be done largely through existing staff and budget resources.	Underway.
10.3	**Establish a framework to engage departments to drive proactive and remedial outcomes.**	**Agree in concept** with recommendation. Relationships with departments and unions are established. With the Division fully staffed and the addition of the Diversity & Inclusion Manager, staff is working with departments to resolve issues at the lowest levels.	Already done through existing staff and budget resources.	Underway.