

Memorandum



Date: July 8, 2008

To: Angela Maher, Director
Human Resources Department

From: Jennifer Glazer-Moon, Director *J Glazer-Moon*
Office of Strategic Business Management

Subject: Diagnostic Review – Final Report

I have attached 5 copies of the Final Report for a Diagnostic Review that my staff recently completed for the Human Resources Department. If you have any questions regarding this report, please call Bill Busutil at 305-375-3201.

Our project team enjoyed working with you and your staff. We hope these findings and recommendations are helpful to your organization, and if the need arises, we look forward to assisting the Human Resources Department in the future.

Attachment

c: Howard Piper, Special Assistant to the County Manager

jgm07708



Human Resources Department Diagnostic Review

Office of Strategic Business Management

Prepared By:

Bill Busutil
Paula Romo

June 2008

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Executive Summary

The Office of Strategic Business Management (OSBM) was engaged to conduct a diagnostic review in the Human Resources Department (HR). The purpose of this review is to provide the HR Department's new Director with information that would help her understand the "pulse" of the organization. The specific project goals are to:

- Determine how the department's staff members view:
 - Outside perceptions of the value of HR services,
 - The quality of communication,
 - The level of morale,
 - The current level of stability within the department,
 - The overall direction of the organization,
 - Their role in the Departmental Business Plan and the County-Wide Strategic Plan,
 - The quality of training, and
 - Management's effectiveness in terms of: fairness, valuing diversity and providing meaningful opportunities for professional advancement
- Hear staff's ideas on how to improve the department in each of these areas, and
- Develop recommendations for positive change.

Approach & Methodology

The approach for this project was designed to:

- Protect the anonymity of each employee who participated in the diagnostic review, and
- Foster synergy among staff participants to maximize the quality and effectiveness of their input.

The OSBM project team conducted this review through a series of facilitated, two-hour work sessions with pre-selected HR work groups that represent the following areas:

- Office of the Director
- Division Directors
- Section Heads
- Career Development and Employee Assistance
- Labor Management
- Payroll and Records Management
- Recruitment and Compensation

A total of 120 HR employees participated in our work sessions.

At every work session, each participant was given a short questionnaire that they completed individually. The questionnaire asked each participant to rate HR in each of the areas listed in the project goals.

You will find a copy of the questionnaire in Appendix 1.

We used a scale of 1 through 10 for this questionnaire, with 10 representing a very positive rating, and 1 representing a very negative rating. The questionnaires were completed anonymously at the work sessions to protect the privacy of each participant. Upon completion, the forms were collected by the OSBM Facilitator(s) who immediately posted the results in the meeting room. The details of how HR staff rated the department in each of the areas examined can be found in Appendix 2.

The participants were then organized into smaller work groups and developed ideas (with OSBM facilitation assistance) for improving HR in each of the areas previously identified. A detailed listing of the input received at each work session can be found in Appendix 3. After all the work sessions with HR staff had been completed, the OSBM project team facilitated another work session where HR staff's ratings were presented to the OSBM Management Planning and Performance Analysis (MPPA) staff, and additional ideas for improvement were generated.

We presented our preliminary findings to the HR Director and a Special Assistant to the County Manager from the County Executive Office (CEO). They gave our team excellent comments and guidance that contributed significantly to our recommendations.

We want to thank the HR staff, the OSBM-MPPA staff, as well as the HR Director and the CEO for their valuable input.

Summary of Findings & Recommendations

The findings and recommendations from this diagnostic review are detailed in the body of this report. The OSBM project team developed recommendations in the following areas:

- Establishing an efficient communication channel between the HR Department and the County Executive Office;
- Having OSBM work with HR staff to streamline the payroll processing function;
- Establishing an intradepartmental communication structure that immediately informs all HR employees of relevant information affecting their work;

- Formalizing a process that enables employees to share their ideas for improving HR services;
- Introducing new policies that would make supervisors accountable in a meaningful way for conducting employee performance evaluations on time;
- Actively involving HR employees at all levels of the organization in focused work sessions geared toward updating and upgrading the Departmental Business Plan, as well as the HR component of the County-Wide Strategic Plan;
- Improving the methods by which information on training and professional development opportunities is shared throughout the County;
- Positioning HR Professionals as business partners with County Departments to assist them with formal training needs assessments, the allocation of training resources, individualized professional development and career planning, and confidential HR consultation services; and
- Improving professional advancement opportunities county-wide through “Internal Job Fairs”, cross training, and the promotion of equitable assignment of special projects to a wider range of employees both within HR and throughout the County.

Conclusion

It was a privilege to work with the HR management team and their staff members. We were impressed with their work ethic, their dedication and their commitment to providing outstanding service. We also appreciate the staff’s willingness to share their ideas for improving HR services.

We look forward to providing consultation assistance to the HR Department as they implement the recommendations contained in this report; and if the need arises, we would also look forward to assisting the HR Department in the future.

Detailed Findings & Recommendations

In this section of the report, we present details surrounding HR staff's evaluations of each area examined in this study. We also summarize the ideas for improvement provided by HR employees at the facilitated work sessions, and the recommendations generated by the OSBM project team. For all of the questions posed to the participants, we used a scale of 1 to 10, where 10 represents a very positive response, and 1 represents a very negative response. On all of the charts in this section of the report, each bar is labeled with an acronym that identifies the work group that participated in the work sessions. Here is a summary of the work groups described by each acronym, and the number of HR employees that participated in each work session:

Exhibit 1

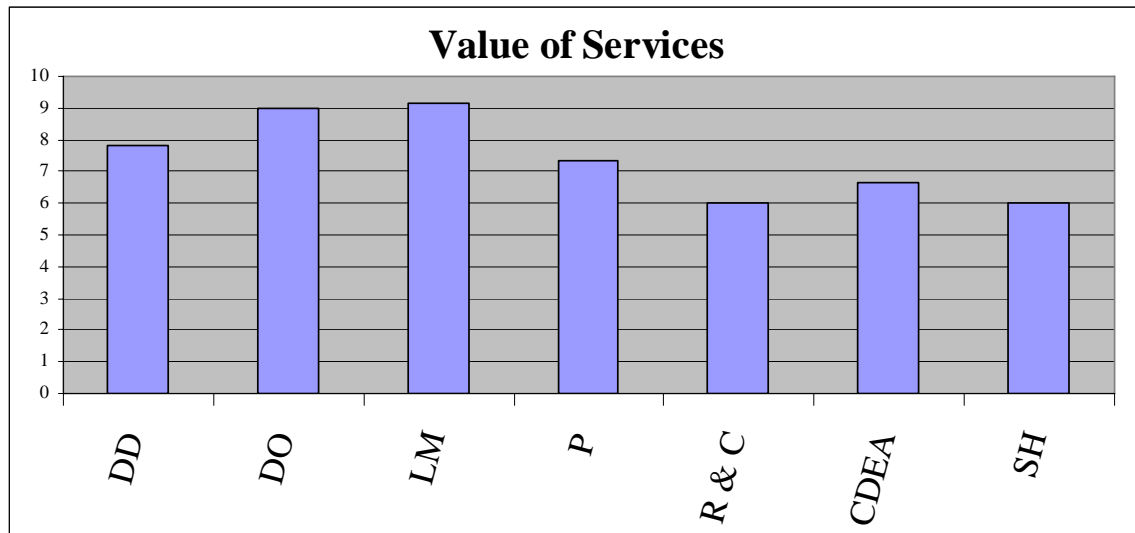
Division	Acronym	# Participants
Division Directors	DD	5
Director's Office	DO	4
Labor Management	LM	6
Payroll	P	53
Recruitment & Compensation	R & C	36
Career Development and Employee Assistance	CDEA	10
Section Heads	SH	6

Please note that several of our recommendations result directly from the valuable input we received at the work sessions with HR staff as well as the guidance provided to our project team by the HR Director and the CEO.

Communication

The first question posed to the participants at the work sessions was: “How do others perceive the value of the services you provide?” Exhibit 2 summarizes the responses to this question from all the work groups who participated in the work sessions.

Exhibit 2



The average response to this question for all work groups is 7, indicating an overall perception by HR staff that others place a fairly high value on the services provided by the HR Department. We must note, however, that there were some strong comments from the Payroll and Recruitment and Compensation work groups indicating that County employees tend to take these work units' dedication and hard work for granted.

During the discussions surrounding this question several work groups shared their belief that the “29th Floor” thinks the HR Department is archaic and incapable of launching new initiatives. However, we also learned that employees at all levels in the HR department are hopeful that the new Director will help “turn the page” and reverse these perceptions if given the appropriate support.

Recommendation:

- **Establish an efficient communication channel between the HR Department and the County Executive Office. This communication channel should enable the HR Director to deal with a high level individual on a day to day basis to obtain quick feedback and approvals on newly proposed initiatives when the County Manager is not available to communicate directly with the HR Director.**

During our discussions with HR staff we learned that they were frustrated in their attempts to launch new initiatives like succession planning, because they constantly find themselves “completely booked – putting out fires” dealing with the day to day transaction-driven processes like Payroll and Recruitment. HR staff also believes once “PeopleSoft” is further implemented, additional resources will become available to implement new initiatives.

Payroll staff informed our project team that up to 50% of their work is “unnecessary re-work”. This causes a high level of stress and frustration among the Payroll Division’s workforce.

Recommendation:

- **Work with HR staff to conduct an analysis of the payroll processing function. The goal of this analysis would be to streamline the payroll process and minimize unnecessary re-work.**

The next two questions posed to the participants at the work sessions were: “How would you rate the quality of communication in HR?”, and: “Are you generally aware of “what’s going on” throughout the department?” Exhibits 3 and 4 summarize the responses to these questions from all the work groups who participated in the work sessions.

Exhibit 3

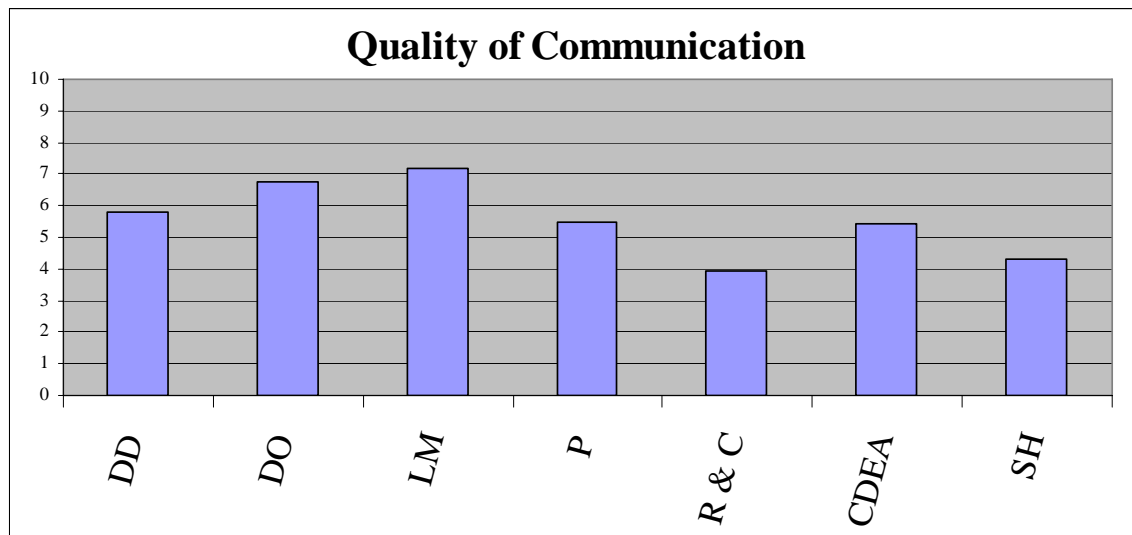
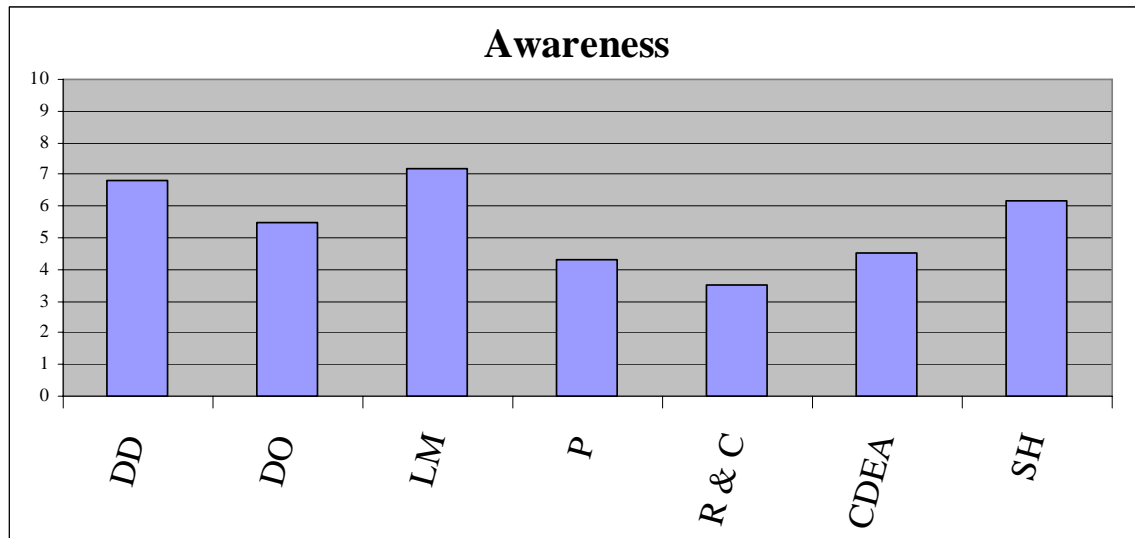


Exhibit 4



Although the average responses to these questions for all work groups are 5 and 4 respectively, the responses from individual work groups range from a high of 7, to a low of 4. There were also a significant number of employees within several work groups who believe communication within the HR Department is extremely poor. These employees feel “left out of the loop” and have difficulty distinguishing rumor from fact. We believe there are several straightforward solutions that can improve communication very quickly. The overall goal should be to “inundate” the workplace with “factual” information. By doing so, rumors will naturally diminish.

Recommendations:

- **Establish an intradepartmental communication structure that immediately informs all HR employees of relevant information affecting their work. This could be accomplished through: newsletters, forwarded e-mails from the County Executive Office or appropriate County Departments, periodic e-mails from the Director or appropriate Division Chiefs, and frequent department-wide staff meetings.**
- **Formalize a process that enables employees to share their ideas for improving HR services. We recommend that this process be structured to include:**
 - **An open door policy to maximize employee input,**
 - **Quick responses to all ideas submitted by employees, and**
 - **An absolute assurance that there will never be negative consequences for employees resulting from ideas they have submitted.**

Morale

To measure HR staff's perceptions about morale in the department, we posed two related questions:

- “How would you rate the level of morale in HR?” (Exhibit 5), and
- “How does the level of morale compare with what it was two years ago?” (Exhibit 6).

We also measured staff's perception about the stability of the Department with this question: “How stable is the HR Department?” (Exhibit 7)

Exhibit 5

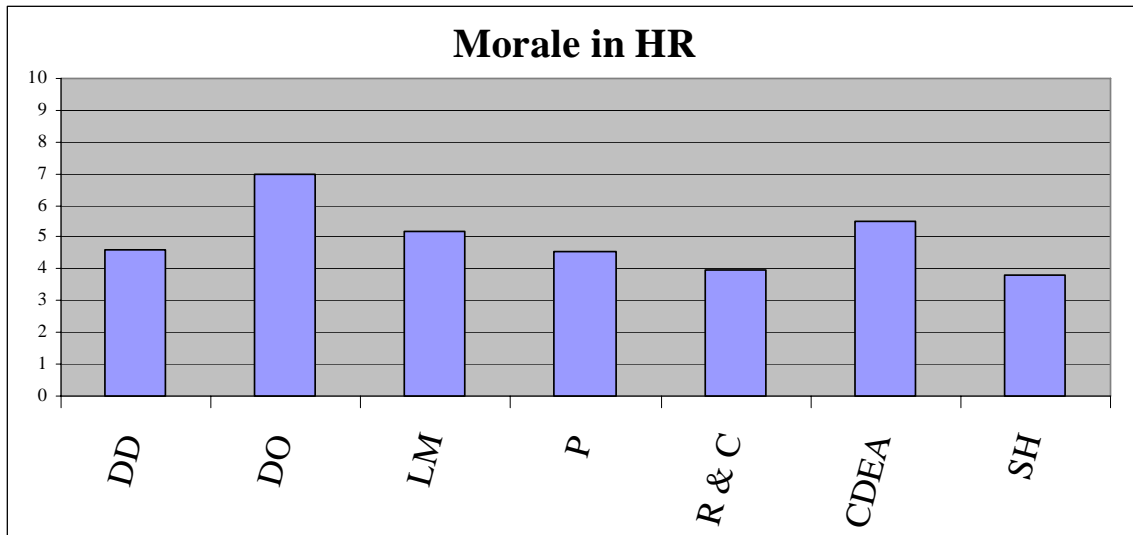


Exhibit 6

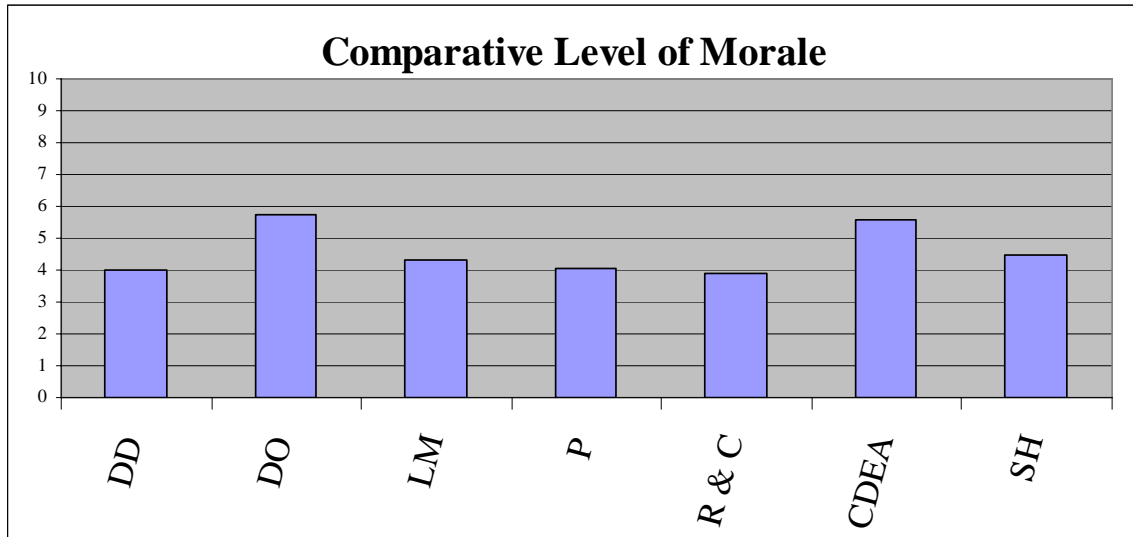
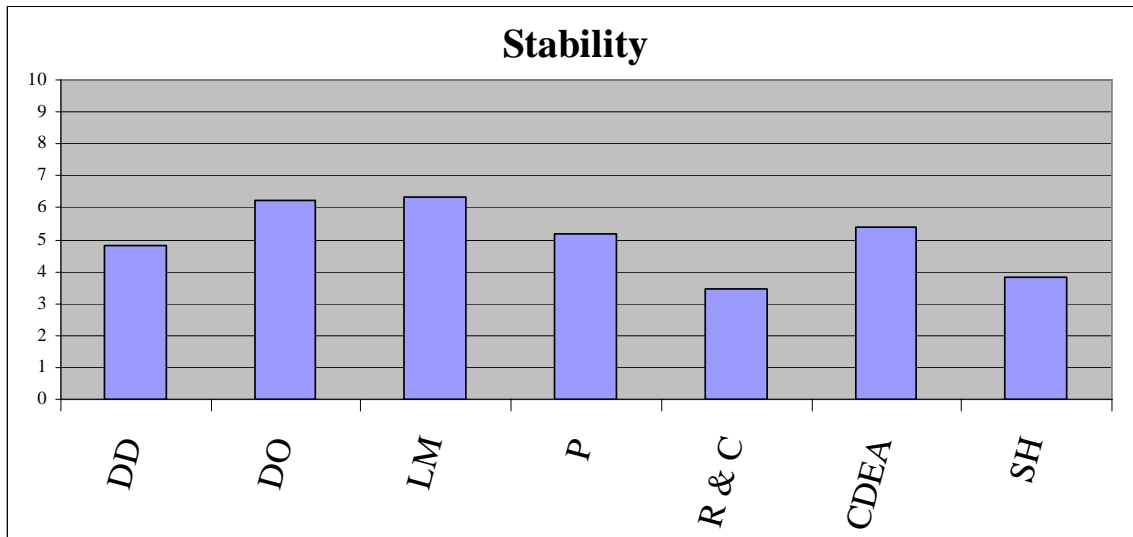


Exhibit 7



Overall, the responses to these questions point to a perception of average to low morale and stability, and a pattern of deterioration in morale during the past two years. In our discussions with HR staff members, many pointed to late employee performance evaluations as one of the most important reasons for low morale in the department. We know this problem exists throughout the County, but with the right commitment, the problem could be rectified very quickly.

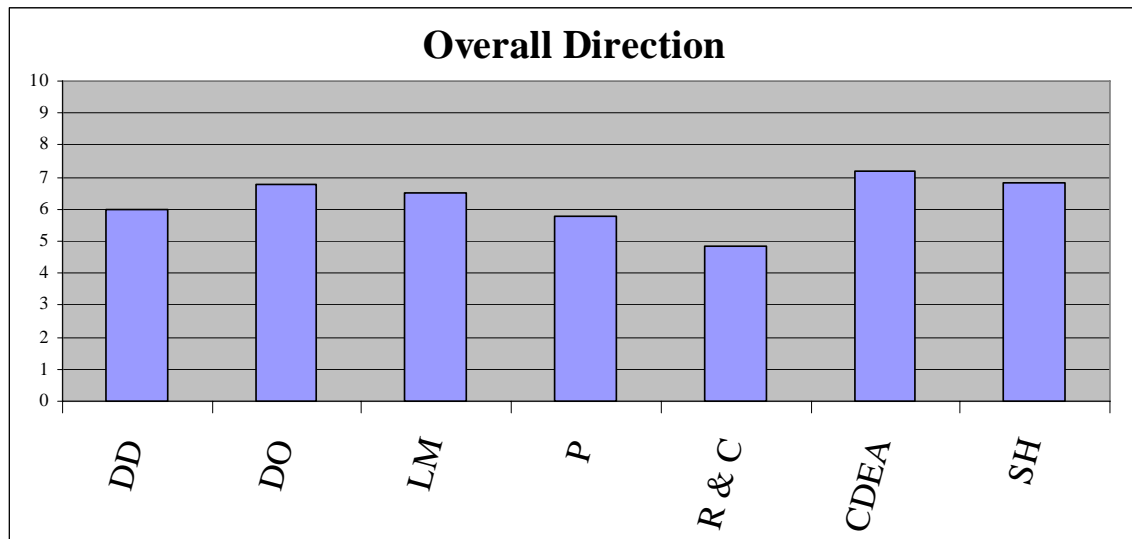
Recommendations:

- **Commit to conducting performance evaluations on time, 100% of the time throughout the HR Department.**
- **Initiate a County-wide policy that would require all managers' performance evaluations to include on-time performance in conducting employees' performance evaluations as the 5th dimension in their evaluation criteria.**

Direction

We then asked the HR staff: “How do you feel about the overall direction the HR Department is taking?” (Exhibit 8)

Exhibit 8



The responses to this question were generally neutral to slightly positive. Please note, however, that in our discussions with HR staff, we learned that many were either unaware or unsure of the direction the department was taking. This uncertainty coincides with staff’s perception of low stability in the department, and should improve as the new leadership takes hold.

Business Planning / Strategic Planning

To measure HR staff's awareness and understanding of the department's business planning process and the county-wide strategic plan, we posed two related questions:

- How clearly do you understand your role in the implementation of the HR Department's Business Plan?" (Exhibit 9)
- Do you have a clear understanding of how your department's business plan supports the county-wide strategic plan?" (Exhibit 10)

Exhibit 9

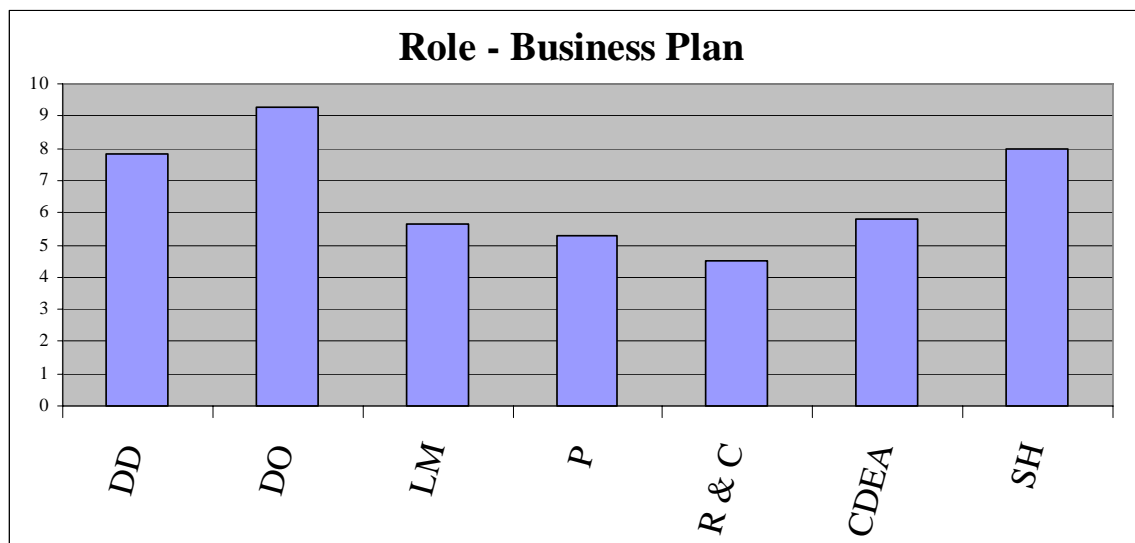
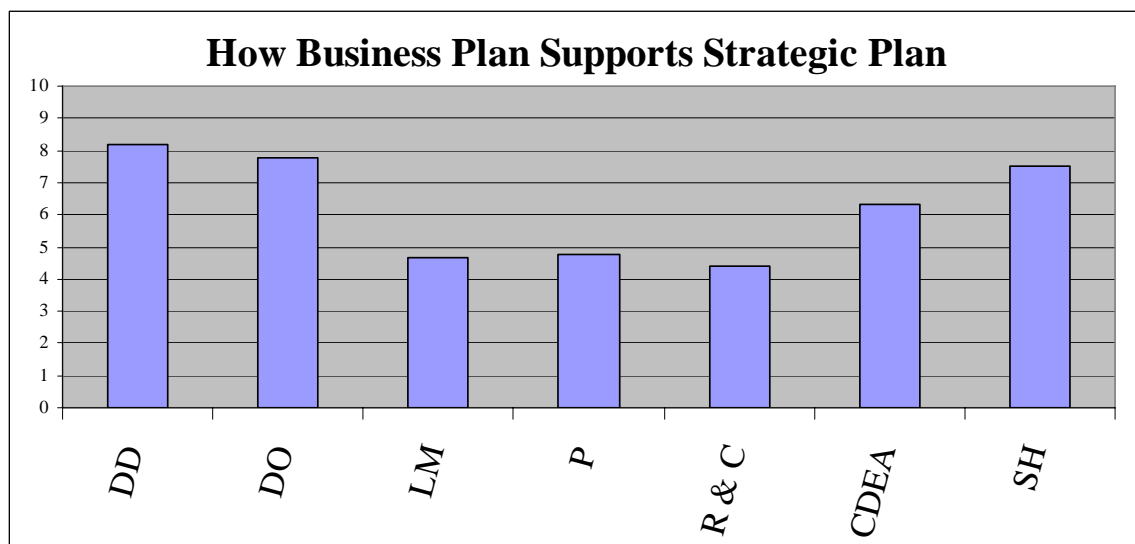


Exhibit 10



The managerial work groups' (Director's Office, Division Directors, and Section Heads) responses to these questions indicate a high level of awareness and understanding of both the business planning and strategic planning processes. The remaining work groups, which comprise a large majority of the workforce in the HR Department, had a much lower level of understanding of these processes. In fact, during several of our work sessions with non-managerial work groups, we were unable to receive any meaningful input on how to improve HR in these areas because the participants lacked sufficient awareness and understanding to generate ideas.

Recommendations:

- **Conduct a series of work sessions with employees throughout the department to familiarize them with the Departmental Business Plan, their role in its successful implementation, and how it supports the County-wide Strategic Plan.**
- **Actively involve employees at all levels of the organization in updating the Departmental Business Plan.**
- **Adjust the Business Plan as necessary to make it meaningful to all HR employees.**
- **Use the strategic plan as a stabilizing tool when departments replace Directors, etc.**
- **Use ASE reports to communicate and track performance on an ongoing basis within HR.**
- **Include OSBM in monthly business reviews.**

Training

The next area we explored was HR staff's perceptions about the quality of training they had received. Here are the two questions we posed:

- “Are you satisfied with the amount and/or quality of training you have received for your current job?” (Exhibit 11)
- Overall, how much additional professional training would you need to effectively perform your work assignments?” (Exhibit 12)

Exhibit 11

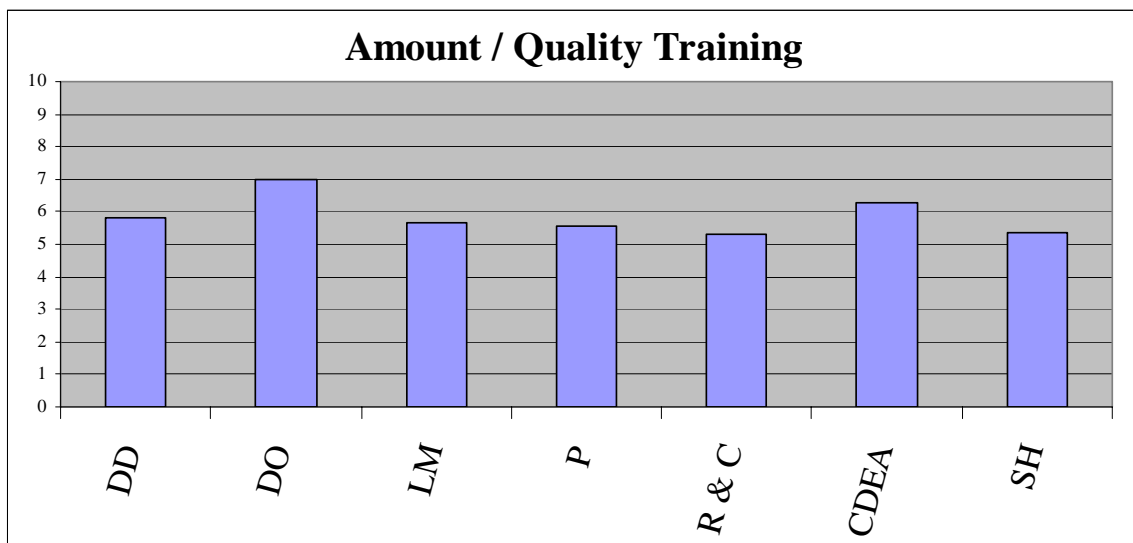
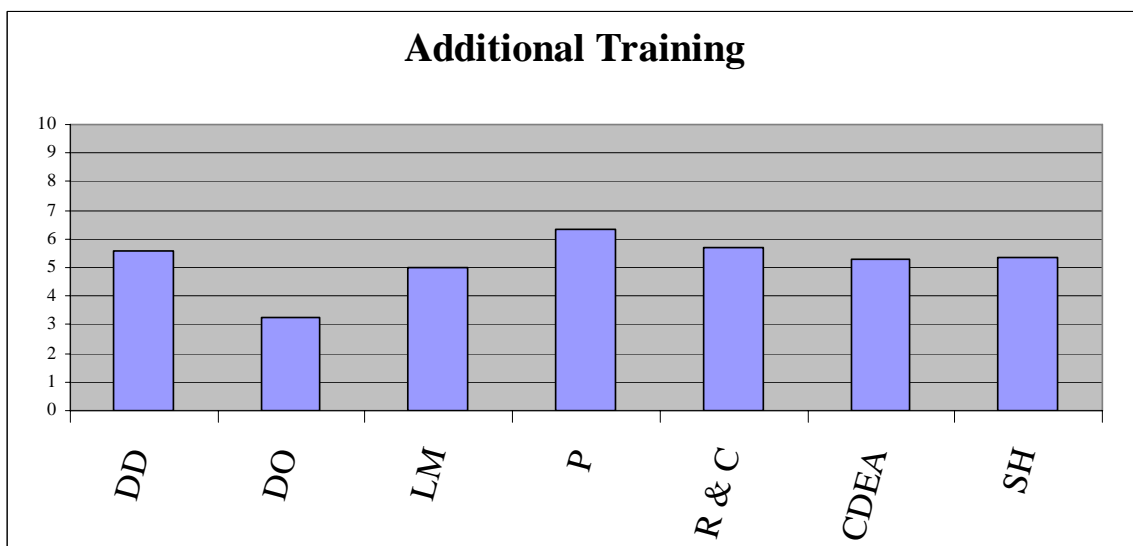


Exhibit 12



Overall, the responses to these questions ranged from slightly positive to slightly negative. However, in our discussions at the work sessions we learned that HR staff believes that many County employees are unaware of the professional development and training services available to them through the HR Department. This lack of awareness points to an opportunity to better communicate the availability of those services to the county's workforce.

Recommendations:

- **Use the “County Calendar” function on the County Website to post all the training that is available in the County.**
- **Print a training calendar and post it at strategic locations throughout the County, like the lobby and 18th floor at Government Center, and other public areas where there are large groups of employees who do not have convenient access to a computer (Park & Recreation, Solid Waste, Transit Maintenance, GSA Facilities and Fleet Maintenance, etc.).**
- **Update the HR Website.**

We also learned that HR staff believes there are insufficient funds available for internal training in the County. However, when we checked budgetary information we learned that in FY 06-07, \$2.8 million was budgeted county-wide for internal training, but only \$1.8 million was spent.¹ In the current fiscal year, \$5.1 million is budgeted but only \$1 million has been spent as of April 2008.

We believe the HR Department should play a more active role in working with County Departments to assess training needs, design training programs and allocate training resources.

¹ This information was taken from the FAMIS M09 Report. For purposes of this diagnostic review, we are assuming that the training expenses were budgeted and expended in the appropriate sub-object codes, as they appear on that report.

Recommendation:

- **Position HR as a Business Partner with County Departments, with designated HR staff assigned to specific departments, offering services such as:**
 - **Developing Training Needs Assessments geared toward departments' needs,**
 - **Monitoring the County-wide internal training budget,**
 - **Urging departments to make full use of training budgets,**
 - **“Contracting” training services to meet departments' needs when internal training resources are not readily available,**
 - **Exploring opportunities for making optimum use of external training programs currently initiated within individual departments,**
 - **Initiating Budget Amendments when appropriate to re-allocate training funds during the fiscal year,**
 - **Providing individualized professional development and career planning services, and**
 - **Offering confidential consulting on Personnel issues for individuals from County Departments.**

Fairness / Diversity / Opportunities

The last area we explored with HR staff was their perceptions about overall fairness and professional advancement opportunities in their department. Here are the questions we asked:

- “How strongly does the HR Department believe in fairness to its employees and consistent application of rules and procedures?” (Exhibit 13)
- How much does the HR Department value diversity in its workforce and leadership? (Exhibit 14)
- To what extent does the HR Department provide opportunity for advancement to its employees? (Exhibit 15)

Exhibit 13

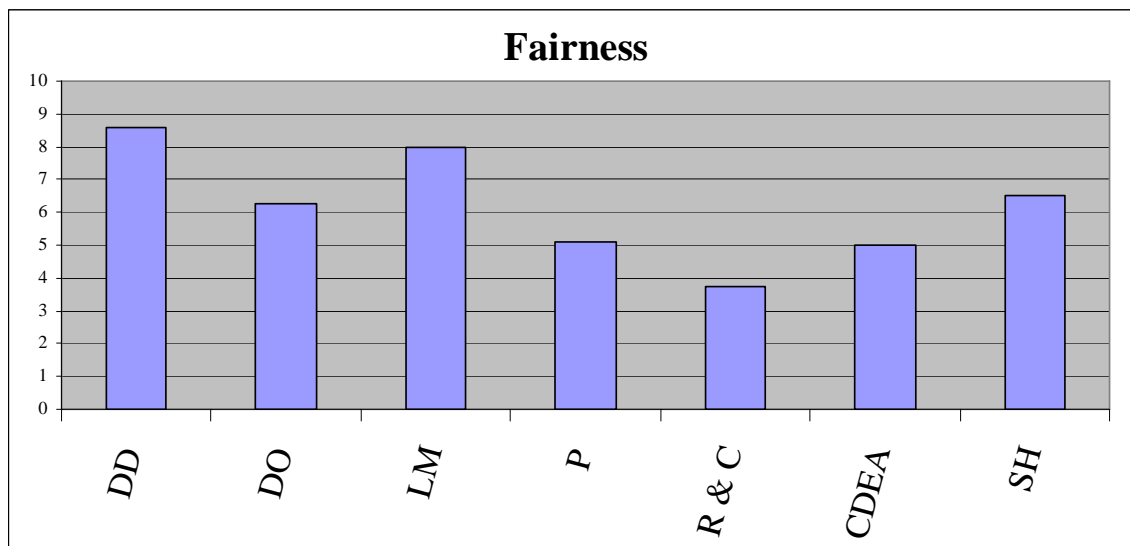


Exhibit 14

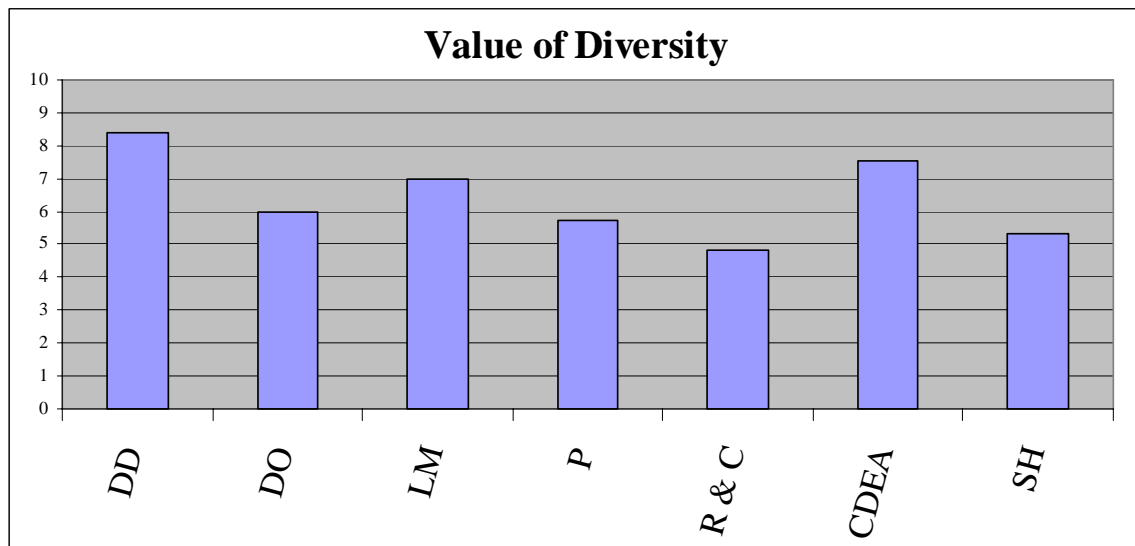
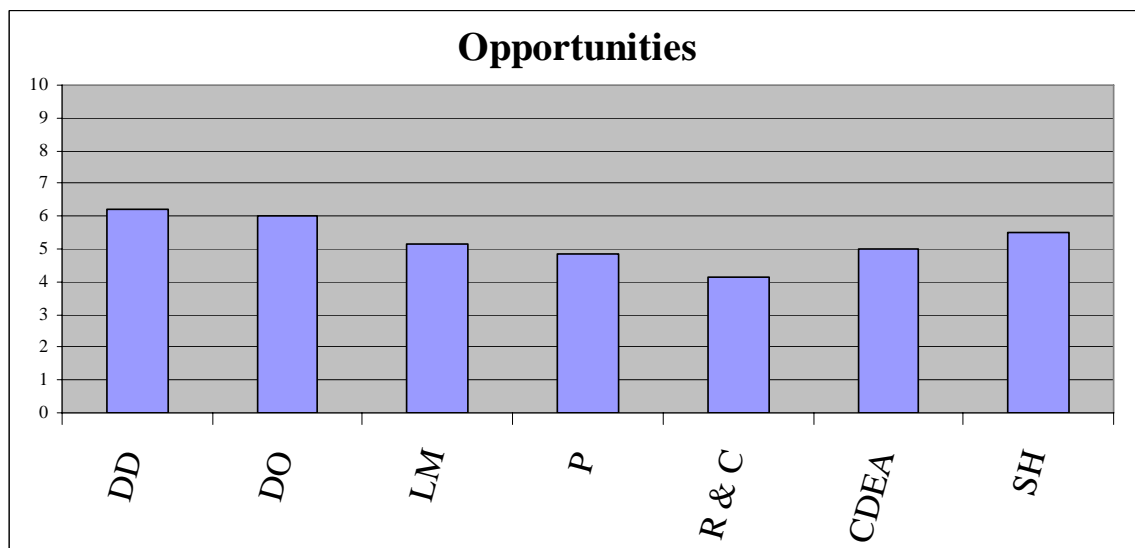


Exhibit 15



The responses to these questions ranged from very positive to fairly negative. We did learn, however, that HR staff members believe “fast track” advancement opportunities are “reserved” for a small group of “hand-picked” individuals. This perception appears to apply both to promotions to the County Executive Office (via internship programs and OSBM) and within the HR Department. These perceptions do not point to racial or gender bias, but rather a select group of “elite” employees. We believe there is an opportunity for the HR Department to play a key role in diminishing these perceptions.

Recommendations:

- **Conduct a series of internal “Job Fairs”, where County employees would be made aware of possible advancement opportunities in various departments throughout the County, and County staff could discover potential candidates who already work for the County.**
- **Within the HR Department, make a conscious effort to assign special projects to a wide range of individuals.**
- **Make a conscious effort to provide cross training opportunities to employees within the HR Department.**
- **Initiate mentoring and cross training programs throughout the County.**

Conclusion

As we stated previously, the foundation for many of our recommendations grew from the excellent input we received at the work sessions we facilitated with the HR management team and staff members. They were all very generous with their time, and we want to thank them again for their outstanding contributions to this project.

We strongly encourage the HR Director to distribute this report to the HR management team and staff, and respond to the recommendations as quickly as possible. HR managers and staff members played an important role in this project, and we know they would be very interested in seeing the results of their efforts.

Appendices

Appendix 1: Questionnaire

Human Resources (HR) Diagnostic Review

Instructions

Please give us your honest assessment of HR in each of the following areas. We are using a rating scale of 1 to 10, with 10 representing a very positive rating, and 1 representing a very negative rating. As you read each question, trust your initial reaction...it usually indicates your most accurate assessment.

Rating

How do others perceive the value of the services you provide?
(1 = very low; 10 = very high)

How would you rate the quality of communication in HR?
(1= very poor; 10 = outstanding)

Are you generally aware of “what’s going on” throughout the Department?
(1 = no clue; 10 = very aware)

How would you rate the level of morale in HR?
(1 = very low; 10 = very high)

How would you rate the level of morale in your Division?
(1 = very low; 10 = very high)

How does the level of morale compare with what it was 2 years ago?
(1 = much lower; 10 = much higher)

How stable is the HR Department? (turnover in leadership positions, change of direction, etc.)
(1 = extremely unstable; 10 = very stable)

How do you feel about the overall direction the HR Department is taking?
(1 = strongly disagree; 10 = fully agree)

How clearly do you understand your role in the implementation of the HR Department’s Business Plan?
(1 = no understanding; 10 = very clear understanding)

Do you have a clear understanding of how your department's business plan supports the county-wide strategic plan?
(1 = no understanding; 10 = very clear understanding)

Are you satisfied with the amount and/or quality of training you have received for your current job assignment?
(1 = very dissatisfied; 10 = very satisfied)

Overall, how much additional professional training would you need to effectively perform your work assignments?
(1 = no additional training needed; 10 = significant additional training needed)

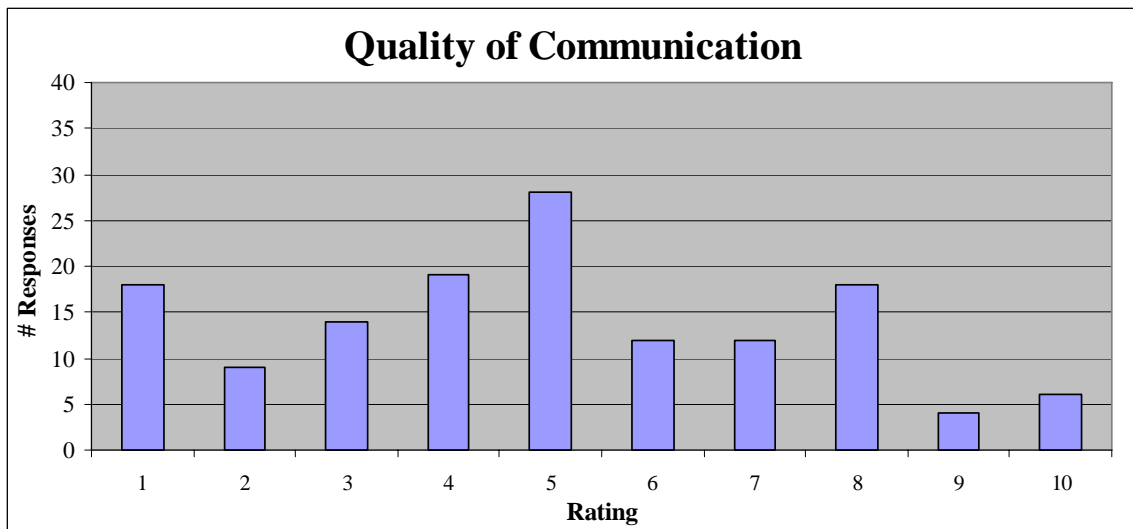
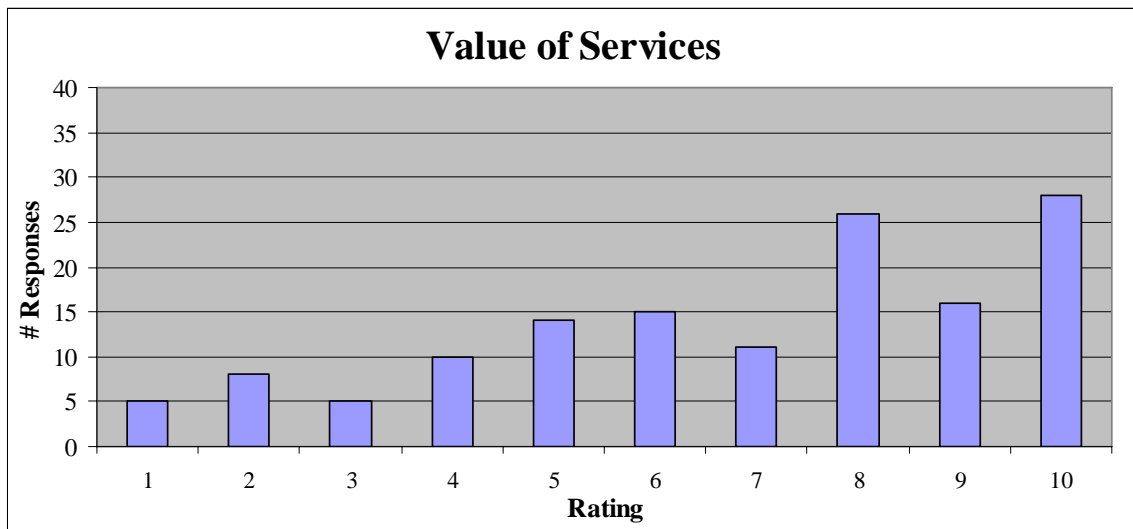
How strongly does the HR Department believe in fairness to its employees and consistent application of rules and procedures?
(1 = little to no belief; 10 = very strong belief)

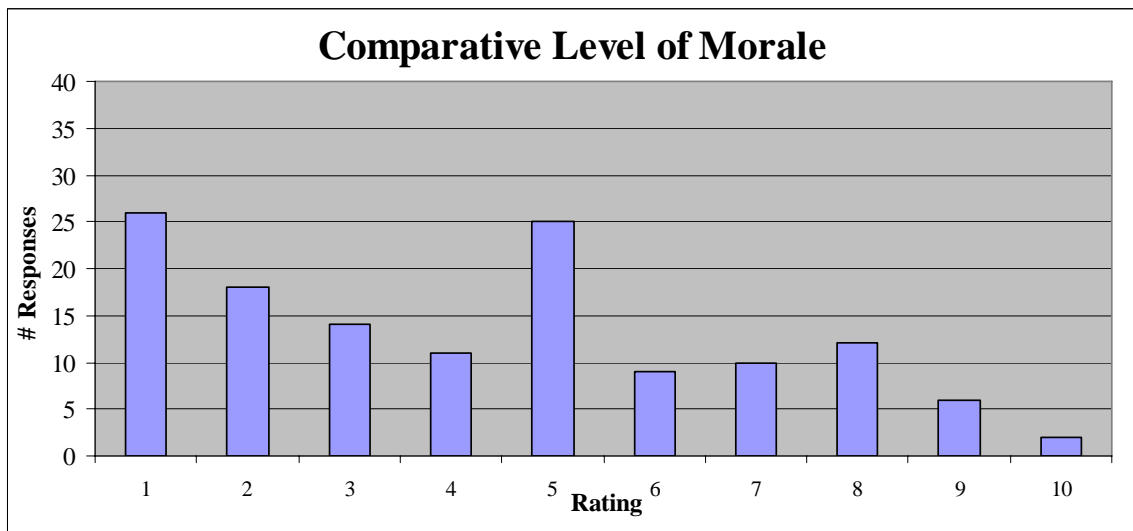
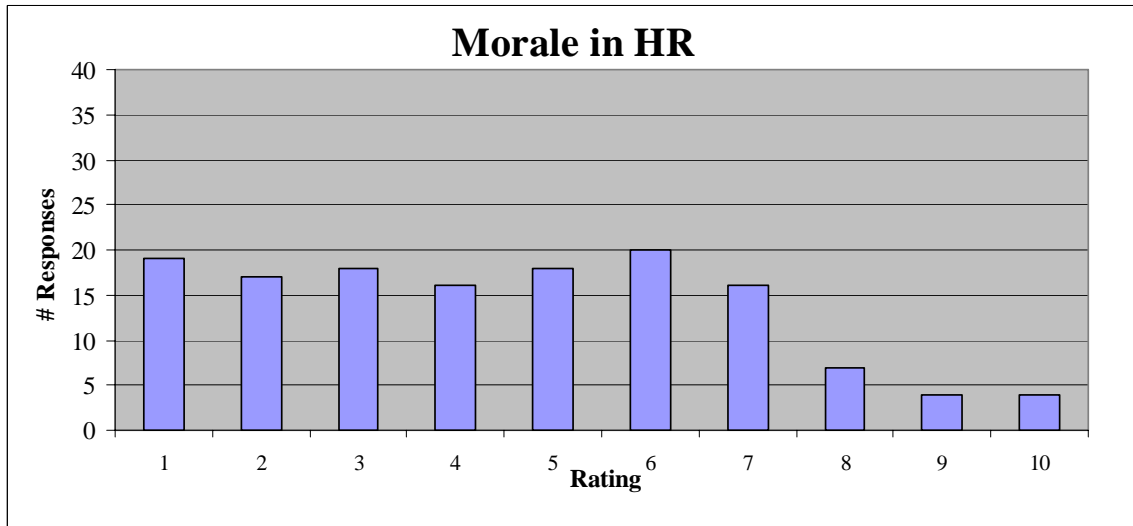
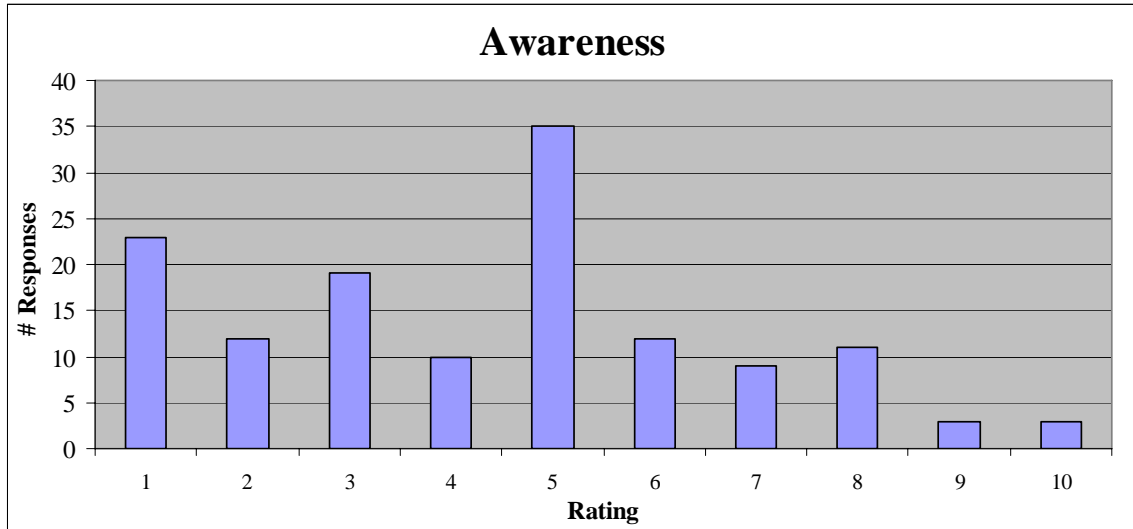
How much does the HR Department value diversity in its workforce and leadership?
(1 = little to no value; 10 = very high value)

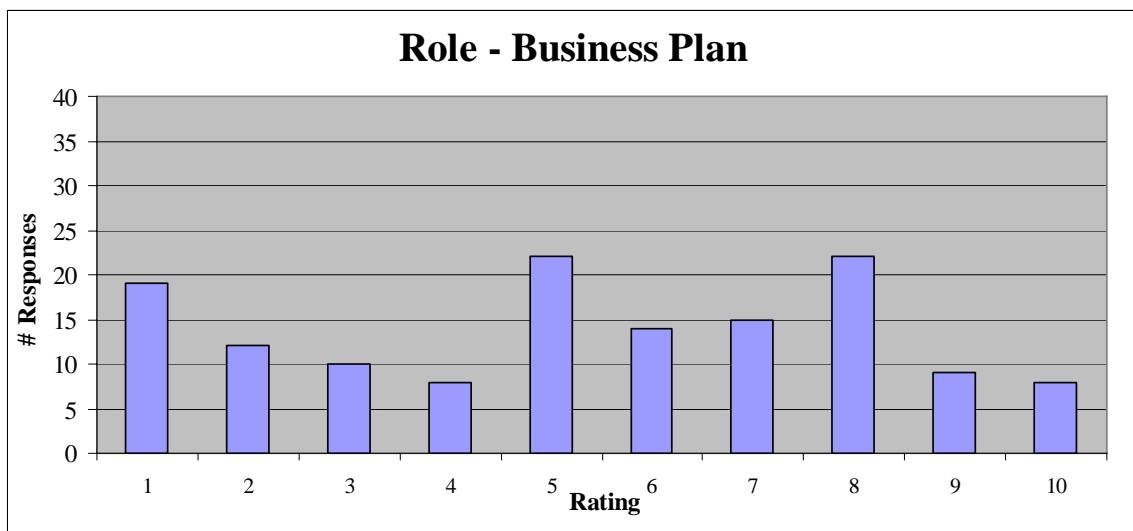
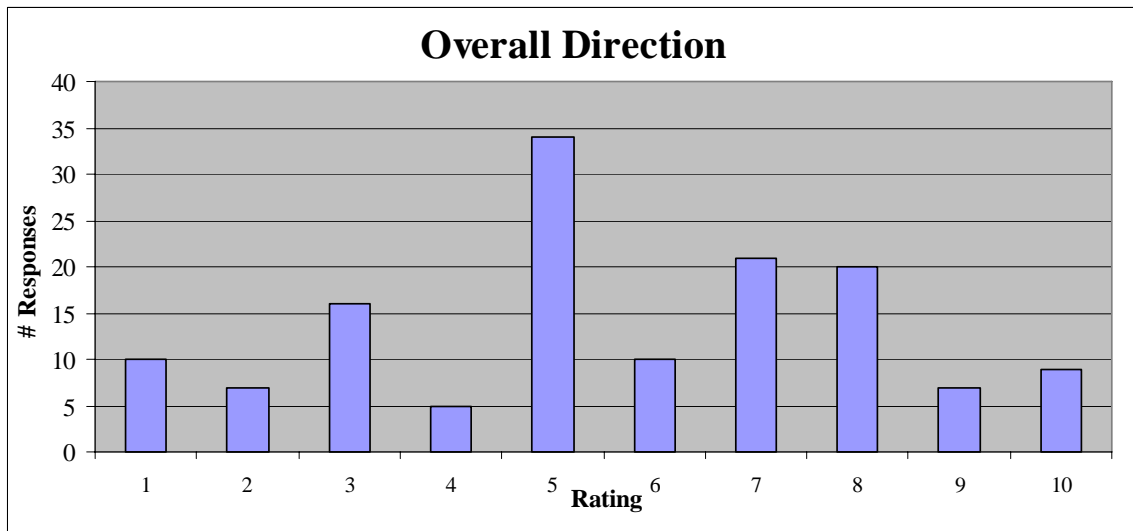
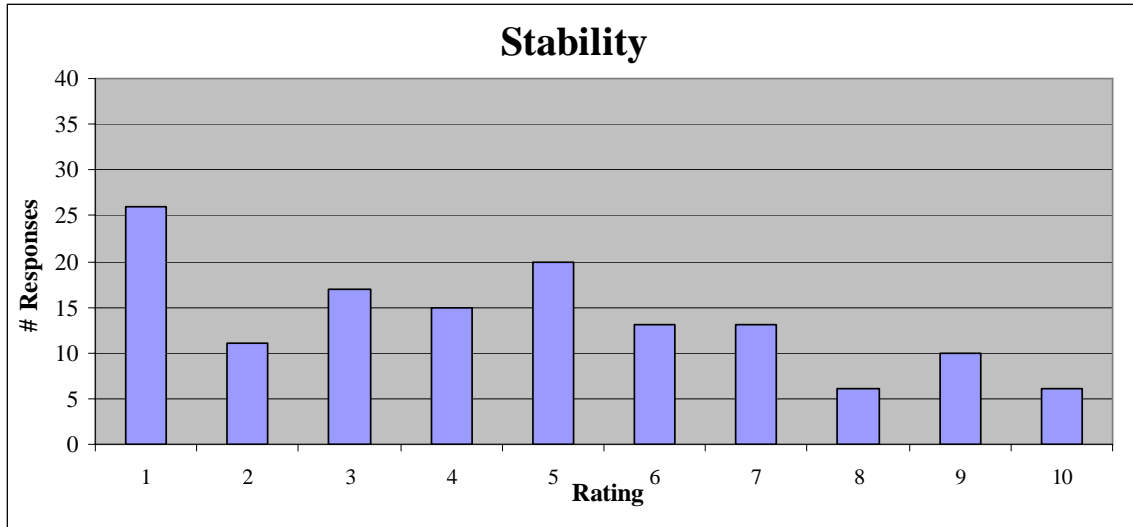
To what extent does the HR Department provide opportunity for advancement to its employees?
(1 = little to no opportunity; 10 = ample opportunity)

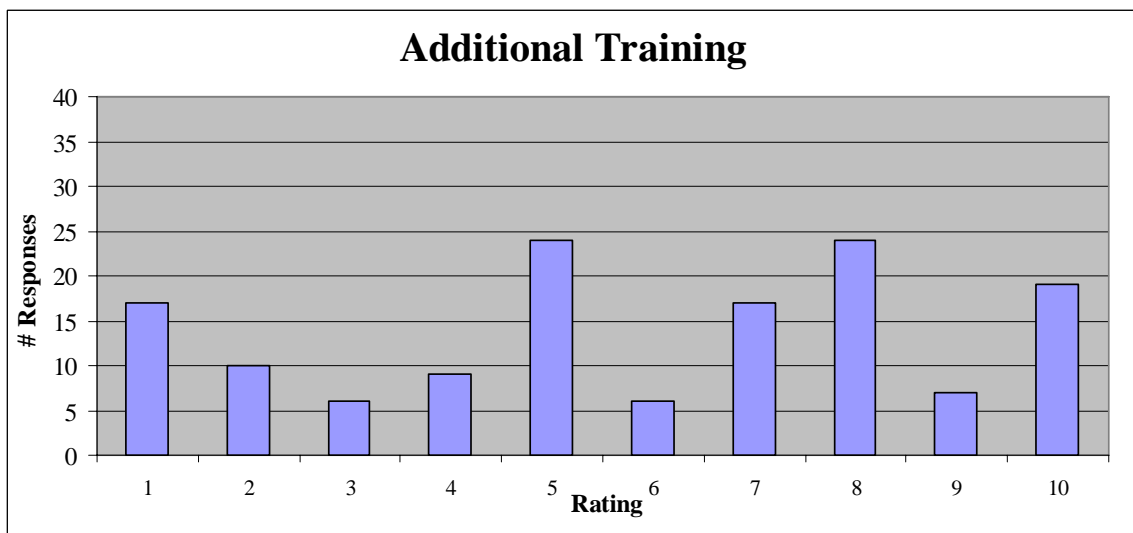
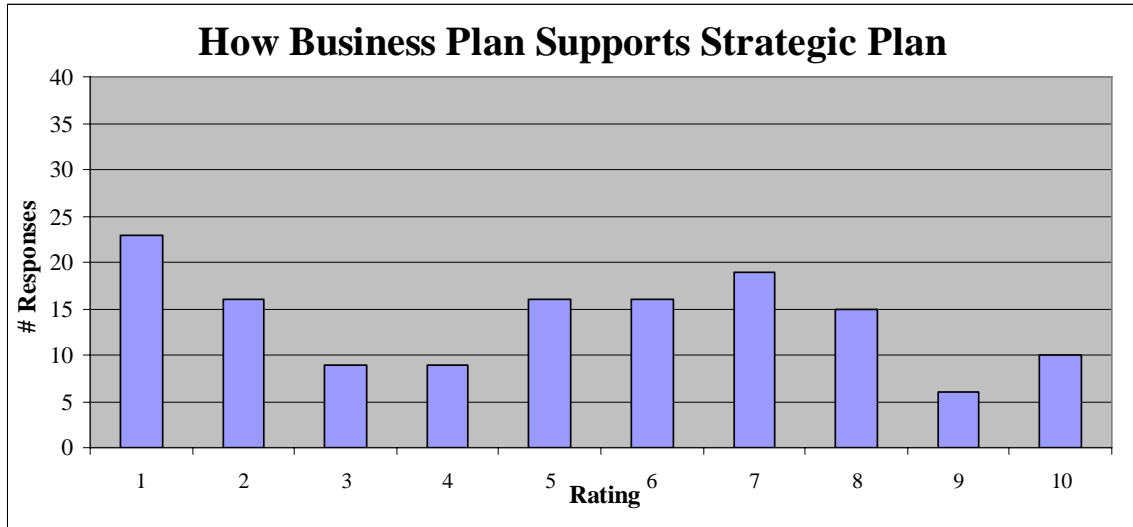
Appendix 2: HR Staff Ratings

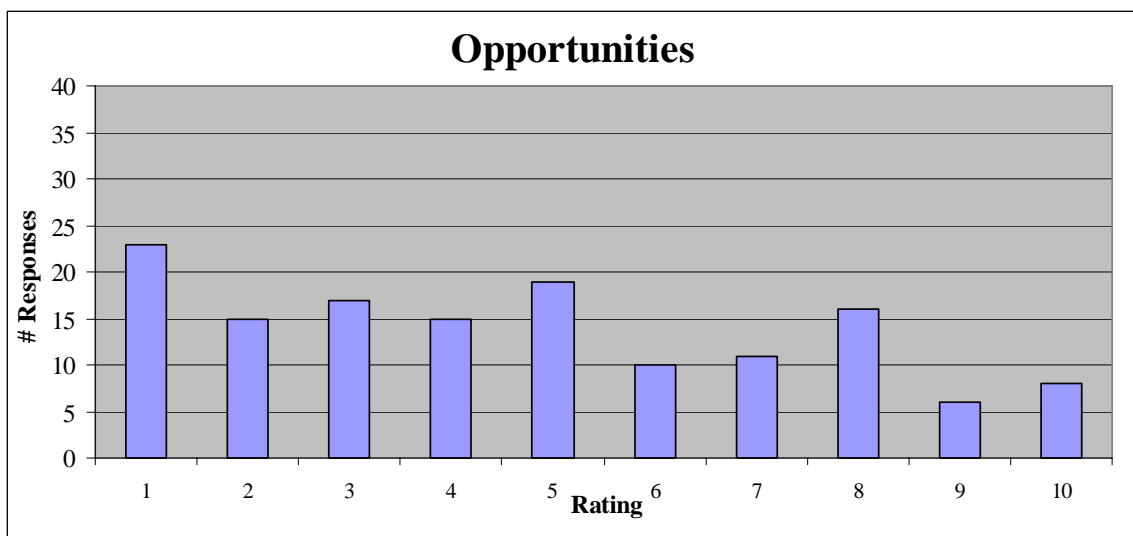
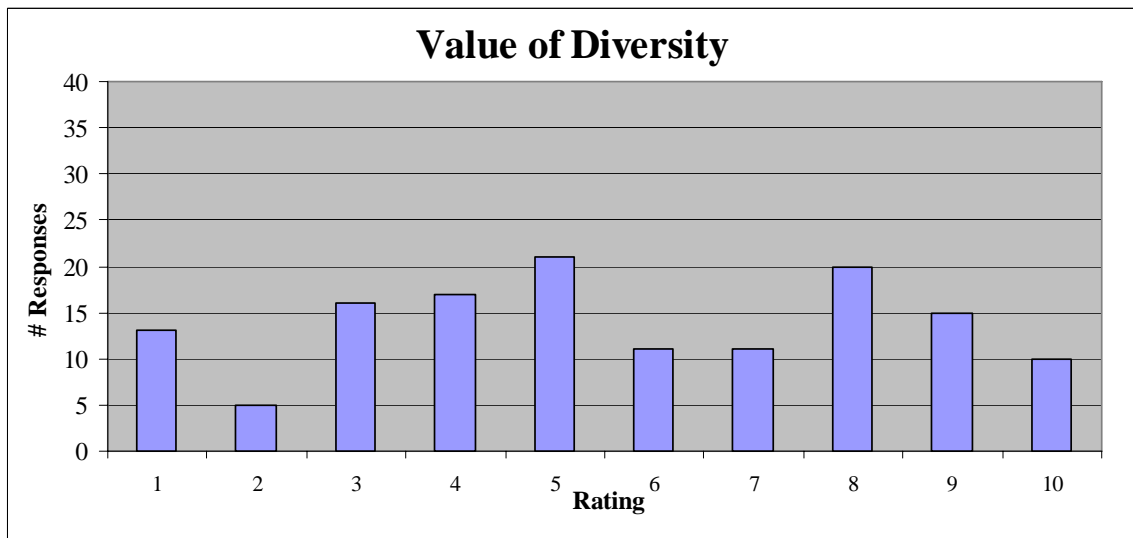
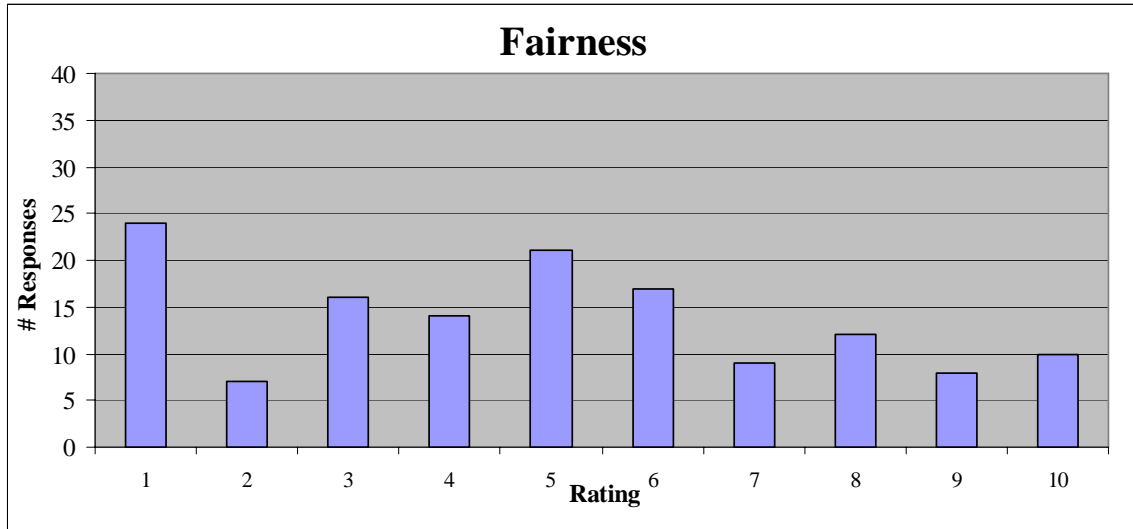
The following charts detail how HR Staff rated the department in each of the areas examined by the project team. On each chart, the “X” axis illustrates the rating scale we used in the questionnaire (see Appendix 1) we distributed to HR staff at the work sessions. The “Y” axis illustrates how many participants recorded a given score. For example, on the first chart below, entitled: “Value of Services”, the first bar on the left side of the chart indicates that a total of 5 participants recorded a score of 1 (on a scale of 1 to 10), in response to the first question on the questionnaire.











Appendix 3: Work Session Input

During each work session we organized the participants into small working groups and asked them to generate ideas for improving the HR Department in each area they evaluated in the questionnaire. This is a comprehensive list of the ideas and comments generated at each work session. With the exception of a few minor clarifications, these ideas are listed exactly as they were communicated to our project team at the work sessions.

I. Payroll

1. Value of Services:

- Change perception of department.
- Quality Assurance: structure detail message via email.
- Department training based on their needs.
- Fire, aviation, police, corrections, transit, water & sewer departments have special contracts due to their bargaining process. They aren't processing them as required so Payroll needs to do it for them.
- County wide supervisors do not have a clear understanding of workers compensation. Payroll has to do a large amount of rework. Large amounts. [Training]
- Overtime processing can be for over 3 years, even though the policy is only for 2 years. [Find the policy; improvement initiative]
- Retroactive performance evaluations. Specific policies should be implemented. [Improvement initiative]
- 50% of work is due to rework. [Improvement initiative]
- Implement program for upper management to "walk in our shoes" in order to increase appreciation of service.
- Payroll employees are considered "Essential Employees" so there is no reason why they can't go to work (hurricanes, emergencies, etc.). They want more appreciation for the job and from the different areas (other departments). [Essential Employees are those who need to work even when most County offices are closed for holidays, during hurricanes, etc.] The problem is the attitude from the other areas (other departments). There are excessive demands and small chances for fixing problems. [Inter area SLA (service level of agreement)]. This group indicated that client departments are too demanding, workload is too heavy, and timelines are too tight.
- There is a high level of stress. [Too much work – insufficient resources – little to no appreciation]
- Main mistake is that other areas make mistakes and payroll has to fix them. [Inter area SLA]

2. Quality of Communications

- Consistency of rules and procedures.

- Divulge information to personnel to allow flow of ideas, concerns, etc. prior to “decision making”. Open door on all issues.
 - Increase exchange of information between management and staff.
 - Communication should be two way enable method (shift to two-way communication).
3. Awareness
- Bi-weekly updates on department, division, and policy changes.
 - Inform every one of system updates and changes.
 - Rules, procedure, changes of any kind which affect departments or county should be put in writing and not dependent on word of mouth.
 - Have more of the rules and policies in writing.
4. Morale in HR
- Overall fairness and all.
 - Need more techs [in Payroll].
 - Take employees into account.
 - Inconsistency in management and supervisors. [Inconsistency in directions on how to handle back pay and other payroll processing issues.]
 - Improve communications.
 - Inconsistency in supervisor directions. [Inconsistency in directions on how to handle back pay and other payroll processing issues.]
5. Morale in your Division
- Performance evaluations on time.
 - Better competition. [Employees want promotions to be based more on competition.]
 - Extra time [More overtime is needed to do the payroll]
 - Lower volume of work.
 - 2 way communication.
 - Allow a supervisor to be a supervisor. [Empower supervisors to make more independent decisions so as to more effectively manage their work units. Allow supervisors to no longer do unnecessary, non-supervisory work.]
 - Better compensation for amount of work load.
 - Increase salary.
 - Addressing issues publicly.
 - Decrease paperwork.
 - Advance planning.
 - People have an overall feeling of secrets.
6. Compare Level of Morale
- Improve personality conflicts.
7. Stability
- Evaluation given to you on time.

- Support new director. Keep positive attitude.
 - None of the directors have asked the payroll their opinion.
 - People don't really know what's going on in management.
8. Overall Direction
- Leadership
 - Better communication.
 - Re-class for more money and class for the work we do.
 - Divide work evenly.
 - More interactions with employees; i.e. email updates.
9. Understanding your Role – Business Plan
10. Understanding how your Business Plan Supports the Strategic Plan
- Understand the change that's coming.
11. Amount / Quality Training
- Focus training.
 - Succession plan.
 - Schedule training.
 - Trainer position.
 - One on one training as needed.
 - 2 hour minimum monthly training.
 - Cross training with other departments.
 - Training classes for specific payroll topics.
 - Cross training within the divisions. Have different employees sit with each other. Learn how other sections relate to one's own.
 - Create a complete updates manual. Email updated rules to all techs involved.
 - Training classes for PCD (Personnel Change Document).
 - Smaller group trainings bi-weekly. [Provide training more frequently – this would allow us to provide payroll training to smaller groups of trainees.]
12. Additional Training
- Money to attend user groups.
 - Continuous training.
 - Cross training.
 - Training for technical people.
 - More money for more PeopleSoft training.
 - Hire more techs to allow for more training time.
 - Free up supervisors from daily payroll duties to provide more training.
 - Create instruction worksheets for specific tasks.
13. Fairness
- Equal rights for everyone.
 - Progressive and consistent discipline.
 - Significant increased responsibility should be reflected in compensation.

- Job descriptions need to be re-addressed for payroll techs in the pay plan by compensation for reclassification.
14. Value of Diversity
- Hire more disabled workers.
15. Opportunities
- Hire from within.
 - Create new positions.
 - We have added responsibilities, so we promote/re-class.
 - Continue succession planning promptly.
 - The succession needs to be within departments and/or HR work units because of the complexity of the tasks involved.
16. Additional ideas
- Have one system for processing payroll.
 - Due to departments having different systems for time registration, lots of time is required in cleaning up data before inputting into the system. Lack of specific policies.

II. Labor Management & Directors Office

1. Value of Services
 - Continue with surveys.
 - Create customer service standards.
2. Quality of Communications
 - Monthly updated report (newsletter).
3. Awareness
 - Bi-monthly department meetings.
4. Morale in HR
 - Fill vacancies.
 - Create individual road maps.
 - View HR employees as professionals.
 - Providing tool training (i.e. Excel).
 - Advancement opportunities.
 - Timely performance evaluations.
 - Rumor control. Improve communications. Address rumors.
 - Staff development activities (picnics/happy hours).
 - Timely performance evaluations.
5. Morale in your Division
6. Compare Level of Morale
7. Stability
 - Positive reinforcement.
 - Allow HR to run the department. [Employees want less intrusion by the 29th floor.]
8. Overall Direction
 - Where are we heading?
 - Centralize HR functions. [Centralize function]
 - Value HR employees input.
 - Change “*Get on board or get out of the way*” attitude from the county management. [Management]
9. Understanding your Role – Business Plan
 - Make all levels of employees aware.
 - Get input from all employees.
10. Understanding how your Business Plan Supports the Strategic Plan
 - What is it?
 - Too complex. Simplify.
 - Outline business plan.
 - Workshop discussion.
11. Amount / Quality Training
12. Additional Training
 - Management staff computer training.
 - Clerical staff more computer training.
 - Exposure to outside ideas, conferences, or subscriptions.

- Logging/Tracking system for entire department. [IT]
- Include in the budget additional training.

13. Fairness

- More value of employee's work.
- Monthly staff meetings. Division directors with staff to talk about concerns or issues within divisions.
- Departments should reiterate commitment to fairness.
- Internal person or procedure for perceived unfairness.
- 360 degree evaluations.
- Create a symbolic gesture for Fairness.

14. Value of Diversity

- Departments should reiterate commitment to diversity or inclusion.
- Create a symbolic gesture for Diversity.

15. Opportunities

- More level of advancement for clerical staff.
- Development for succession opportunities.
- Internal candidate preference.
- Eliminate the interview process for internal applicants.

16. Additional ideas

- Install a workflow system for secretaries. In general a Document Management System within the County.
- Office of Fair Employment Practices should include within their scope subjects other than discrimination.
- Review the evaluation process and include standardized qualifications.
- Succession planning is a critical component that is missing from the HR Department.

III. Recruitment & Compensation

1. Value of Services
 - More informative HR website.
 - Post department/division information and activities on web manager.
 - More Hr training to departments.
 - Interdepartmental cross – training.
 - Communication on HR services from Director down.
 - New DRH/HR Orientation.
 - HR needs to be a business partner and be more proactive in the direction.
2. Quality of Communications
 - One central front desk area with better signage on 20th floor.
 - More access to DPR meetings.
 - More section and division meetings.
 - Bi-Monthly Division Director meetings.
 - Cross training.
 - Team building events.
 - Management needs to listen to common suggestions. Listen to suggestions coming from below.
 - Management needs to be proactive and not reactive.
3. Awareness
 - Quarterly departmental meetings.
 - Quarterly department meetings with a speaker of each division.
 - Section supervisors need to meet with staff on quarterly objectives.
 - Objectives and requirements don't trickle down.
4. Morale in HR
 - "Perfect Attendance" incentive in a short period (e.g.: two pay periods).
 - "Employee of the Quarter"
 - Birthday Party Club: taking into consideration not to offend any of the personnel's religious beliefs.
 - Employee suggestions within the department.
 - Considerable amount of issues with the implementation and use of PeopleSoft.
 - Work need to be distributed more evenly, so to ensure opportunities for all and reduce employee's burnouts.
5. Morale in your Division
 - Rehabilitation (Counseling) Program. [This would be similar to an employee assistance service within the HR Department.]
 - Vacation schedule approvals.
 - Flexible work schedules.
 - On-the-spot award and recognition.
 - Performance Evaluations given in a timely manner.

- Management needs to be more receptive to the employees.
 - Manage change better.
 - Equitable work and policy issues (expectations).
 - Money/permission for technology.
 - More oxygen and better décor. [Design more “open space” between individual work spaces and break rooms, etc.]
 - “We Demand Respect”.
 - More employee interaction (get together, Kegerator, etc.).
 - Employee recognition.
 - Management should have more faith in their employees.
 - Eliminate judgmental attitudes.
6. Compare Level of Morale
7. Stability
- “Show Me the Money”: salary improvements.
 - Required supervision and management trainings.
 - Cross trainings.
 - Leadership stability.
 - Employee recognition.
 - Executive visibility.
 - Care and feeding your workforce.
 - Consideration for the employee.
 - Provide adequate training.
 - Employee events.
 - Communication.
 - Too many changes in management.
 - Executive visibility [there needs to be a more hands-on approach from management]
8. Overall Direction
- Centralized HR Function.
 - Department orientation program.
 - Quarterly newsletter.
 - Face to face meetings.
 - Information sharing.
 - Feedback.
 - Acknowledge the value of the employee.
 - Timeliness of information flow.
 - Articulate clear expectations.
9. Understanding your Role – Business Plan
- Monthly meetings – minutes taken.
 - Business Plan should be explained in detail and how the division fits in: there is no clarity of the business plan and how the performance measures play at an individual level. There should be training at all levels.

- Workshop on what is a Business Plan, how often it is revised, who creates it, who decides on it, etc.
 - Monthly meetings to discuss the business plan.
 - Solicit employee input.
10. Understanding how your Business Plan Supports the Strategic Plan
- Workshop on what is a Strategic Plan, how often it is revised, who creates it, who decides on it, etc.
 - Meetings to relate Business Plan to Strategic Plan.
 - Training should be at all levels.
11. Amount / Quality Training
- Training areas are limited.
 - Offer new systems and technology training on continuous basis.
 - Management support for training. Today's perception is that training is only as a tool to get away and management is reluctant to change. [According to this group, managers believe that training will encourage employees to seek outside employment.]
 - Budget for training.
 - Need for training can be in house. [Offer more in-house (internal) training.]
12. Additional Training
- Need procedure manuals for division jobs.
 - No on-job training to fill person's shoe.
 - Diversity training.
 - Extensive/detail training with updates provided on applications.
 - Identify troubleshooters from within for new systems/software.
 - Filter down on training and knowledge to entire staff.
13. Fairness
- Develop written rules and procedures for each section.
 - Consistently apply the rules and procedures. No exceptions.
 - Don't override: presently supervisor(s) override what ever the external areas want. [Too often, managers bend to the needs of departments, even though those needs undermine standard procedures.]
 - Performance measures.
 - Circular evaluations (360 degree).
 - A quantitative compensation system.
 - Less interference from upper management.
 - Sliding scale merit system.
 - Equal treatment within departments.
 - A more objective system must be developed for evaluations. Too much subjectivity in evaluations.
 - Lack of courage of the supervisors in regards to the actual compensation system. [Supervisors give in too easily to decisions where individuals are given special treatment.]
 - Union workers are too protected.

- Equitable distribution for special projects. Presently only a few get to be involved and are later the ones that are opted for promotion, but are extremely overworked.
 - Set measurable standards for evaluations.
 - Eliminate favoritism.
 - Equal respect.
 - Treat staff like professionals.
14. Value of Diversity
- More employees in the decision making process.
 - Embrace staff's cultural differences.
 - There is diversity in staff but not in management.
15. Opportunities
- More cross training.
 - Promote within and groom more in-house employees.
 - Cross training for staff in all units.
 - Establish programs for opportunities.
 - Promote from within.
 - Promotion should not be personality driven, but on the basis of skills, ability, knowledge, etc.
16. Additional ideas
- A succession plan needs to be developed for the County.
 - Performance evaluations need to be on time.
 - Reevaluate the reclassification process. Some cases can't reclassify up any more, so they "red circle" the options. ["Red circling" is a technique that enables an individual to maintain his or her current salary after they have been reclassified to a lower level position]
 - Too much use of consultants.

IV. Division Directors

1. Value of Services
 - Better centralization of HR functions (i.e. DPR, benefits, etc.).
 - Improvement with departments. Allows for HR to get a better understanding of department needs and vice versa. [The management team would like to see HR form closer relationships with departments.]
 - Greater understanding of services by upper management.
 - The 29th floor has “bad comments” about the services.
 - “You failed to do what you have to do”, but it’s the 29th floor who is saying no. [The management team believes that the 29th floor does not provide them with the necessary resources to carry out mandates.]
 - A more fluid conversation is needed between the 29th floor and HR management.
2. Quality of Communications
 - We are OK with “as is”, but if we had cross training that would be a plus.
 - Weekly staff meetings:
 - Director with Division Director.
 - Division Director with Supervisory Staff
 - Division Director with Line Staff
3. Awareness
 - Reestablish weekly meeting with Department Directors.
 - Realistic goals and expectations. [Management team believes HR goals should be realistic – within resource limitations.]
 - Staffing levels to projects/work.
4. Morale in HR
 - Senior management [not HR] is saying one thing and doing another.
 - Have someone on the 29th floor taking shots without understanding the issues.
 - Matrix management from 29th floor without coordination or consistency.
 - Provide more opportunity for positive recognition.
5. Morale in your Division
 - More walk & talks [Division Directors]. This group expressed a combination of a desire for more time and an acknowledgement of the need to do more walking/talking – time availability notwithstanding.
 - Better training.
 - Payroll technician salary.
 - More opportunities for employee participation in special projects and problem resolution.
6. Compare Level of Morale
 - Views of the 29th floor of HR as being dysfunctional in spite of successes.

- Projects without staffing.
 - Realistic goals. [Management team believes HR goals should be realistic – within resource limitations.]
7. Stability
 - Leadership [29th floor] takes more positive advocacy/cease negativity.
 8. Overall Direction
 - Ensure adequate resources and more realistic time frames.
 9. Understanding your Role – Business Plan
 - Continue the engagement of staff.
 10. Understanding how your Business Plan Supports the Strategic Plan
 - Requires additional training.
 - The focus is not that clear between the tool, meetings, and concepts.
 - ASE is not sufficiently user friendly.
 11. Amount / Quality Training
 - Higher level exposure to strategic training/HR business practices.
 - More dedicated resources to support employee development.
 - Budget cuts have historically affected training.
 12. Additional Training
 13. Fairness
 - The level of fairness within the division is good. It is lacking from external resources. [29th floor]
 - Provide opportunities to respond to criticism.
 14. Value of Diversity
 - Continue to ensure in all activities and opportunities.
 15. Opportunities
 - Greater opportunities to allow growth and development.
 - Greater opportunities to provide upper mobility.
 16. Additional ideas
 - Do benchmarks on what the industry is doing and the experience required getting there.
 - Succession planning.

V. Section Heads

1. Value of Services
 - Communication.
 - More of a consulting role with hiring departments.
 - The perception of the division is solely based on error and not success.
2. Quality of Communications
 - More face-to-face contact with director and division directors.
 - Improve communication from CEO to HR.
3. Awareness
 - Better intra-departmental communication (i.e. e-mails, memos, divisional, etc.).
4. Morale in HR
 - Improve communication.
 - Greater empowerment.
5. Morale in your Division
 - Stable senior management.
6. Compare Level of Morale
 - Greater independence for middle managers.
7. Stability
 - Stable senior management.
 - HR Directors have been set up for failure.
8. Overall Direction
 - Balance between numbers, people, and services provided. [Ensure that initiatives are supported with sufficient resources.]
 - Both Corinne and Howard had the “power and authority” to make decisions. Skeptical as to how the new director will be empowered.
 - Balance between work/life.
 - Increase accountability of DPR’s.
9. Understanding your Role – Business Plan
 - Business Plan needs to be financially supported.
 - Business Plan can’t be prepared in a vacuum.
10. Understanding how your Business Plan Supports the Strategic Plan
 - Measures need to be meaningful.
11. Amount / Quality Training
 - We need to tap into County resources (i.e. County Attorney’s Office) to provide training to internal HR as well as departmental HR staff.
12. Additional Training
 - HR needs to invest in developing staff.
 - Reasonable training time needs to be provided to both certified and uncertified staff.
13. Fairness
 - Eliminate Us v/s Them culture. [HR versus the rest of the County.]
 - Rules and policies need to be applied County wide.

- R-E-S-P-E-C-T
- Eliminate the creation of rules and policies to satisfy/accommodate one individual.
- Management on the 29th floor needs to come up through the ranks.
- Needs to increase awareness/knowledge of operational needs (OSBM/CEO).

14. Value of Diversity

15. Opportunities

- Practice what you preach. [This group believes that many exceptions (i.e. pay raises, promotions, etc.) are granted to departments, but not within HR.]

VI. Career Development and Employee Assistance

1. Value of Services
 - Increase marketing and advertising of HR services.
 - Add career consulting (i.e. resume building - people want to meet one on one).
 - Need new graphics, images, and resources for training materials, allowing a more uniform look for the department's deliverables.
 - Make services more user-friendly.
 - Add confidential individual consulting. Employees want to talk to HR directly instead of their DPR regarding HR issues, i.e. promotions, resumes, etc.
 - Don't charge for our training classes.
2. Quality of Communications
 - Have more interaction with/among HR divisions.
 - Ask employees or divisions to submit on a quarterly basis innovative ideas to improve HR services.
 - There really aren't opportunities to propose ideas for improvement.
 - Distribute all manager's and mayor's memos to keep employees informed. Retain them on a shared drive.
 - Have semi-annual brainstorming sessions for all employees to problem solve.
3. Awareness
 - Have director send out weekly memos i.e. 2 or 3 bullets telling us what we in HR are working on.
 - More team oriented.
4. Morale in HR
 - Strengthen intra-divisional relationships. We need to think and act as one HR.
 - Give flexible work schedules i.e. 4 day work weeks, telecommuting.
 - True monitoring within the department. [The level of morale should be monitored.]
 - We need to have an internal recognition program i.e. Employee of the Month, reward good attendance with administration time. [Administrative leave.]
 - Lack of acceptance of new ideas.
 - Let department pay for professional memberships i.e. SHRM, ASTD.
 - Lack of trust within department.
 - Allow for telecommuting or a more flexible work schedule.
 - There are impediments for improvement. [Examples: negative perceptions of HR on the 29th floor, not enough resources to drive change, etc.]
 - There is no mentoring today.

- There is no succession planning mainly because of all the problems there have been with HR.
 - There needs to be a more team oriented way.
5. Morale in your Division
 - More team oriented.
 - Flexible work schedules i.e. telecommuting, 4 day work weeks.
 - Let department pay for professional memberships.
 6. Compare Level of Morale
 7. Stability
 - More staff.
 - More pay.
 - More team oriented.
 - More training.
 - Upgrade training database.
 - Upgrade the tracking system.
 - Training is not a priority within HR.
 - There isn't enough clarity with what's going on, and especially in regards to succession planning.
 - Bad communication in general.
 - The group feels like a foster child.
 8. Overall Direction
 - More staff.
 - Promote from within.
 - Mentoring in all classifications.
 - 4 day work week.
 - They should develop a mentoring program and include it into the management scorecard.
 9. Understanding your Role – Business Plan
 - More briefing on the business plan.
 - More team oriented.
 - They really don't understand the business plan. [Front line employees – also, trainers who understand the content of the business plan, but feel that the plan does not apply directly to them.]
 - The plan was e-mailed to the staff.
 - A follow up is required.
 10. Understanding how your Business Plan Supports the Strategic Plan
 11. Amount / Quality Training
 - Training should help employees stay current in their field of expertise.
 - Let trainers/employees attend development workshops and seminars.
 - There is no centralized database of training information.
 - They [the trainers themselves] don't get enough training.
 12. Additional Training
 - Have bulletin boards on the wall between rooms 18A and 18B to have training information up.

- More cross training to match employees up with other areas or experts.
- More training between divisions.
- Free “English” and “Spanish” trainings for County employees.
- If a county employee is willing to pay for training, allow them to do so.

13. Fairness

- Change rules so that departments aren’t forced to go through motions when a job candidate is already on the job.
- Communication will help to reduce anxiety if you tell people what’s going on and how they can become part of the solution.
- Adopt a 6 month progress report to help employees develop towards “outstanding” in annual evaluations.
- More team oriented.
- Last years lay offs where handled very poorly.

14. Value of Diversity

- Offer free training (like Spanish and French languages) because they enhance diversity.

15. Opportunities

- Give department staff first chance at promotional opportunities.
- Promote from within.
- Cross training.
- Give exempt employees more job security.