

**REPORT ON THE CONSOLIDATION OF THE
DEPARTMENT OF HEALTH SERVICES HUMAN
RESOURCES FUNCTION
WITH THE DEPARTMENT OF HUMAN RESOURCES**

A Report by

The Los Angeles County Citizen's Economy and Efficiency Commission _____

**The Los Angeles County
Citizens' Economy and
Efficiency Commission**

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Bruce J. Staniforth

The Mission of the Commission is to examine any function of County government at the request of the Board of Supervisors, on its own initiative or as suggested by others, and to submit recommendations to the Board directed toward improving local government economy, efficiency and effectiveness.

CITIZENS' ECONOMY AND EFFICIENCY



COMMISSION OF LOS ANGELES COUNTY

August 2, 1995

Honorable Gloria Molina, Chair
Los Angeles County Board of Supervisors
Room 856, Hahn Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Chair

Gunther W. Buerk

Vice Chair

Betty Trotter

Dear Chairperson Molina,

On June 21, 1995 on a motion of Supervisor Dana, the Board of Supervisors referred Supervisor Dana's motion concerning the consolidation of the Department of Health Services' (DHS) human resources program within the Department of Human Resources (DHR) to the Economy and Efficiency Commission.

Commissioners

Fred P. Balderrama
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In response to this Board direction, the Commission undertook the requested review by considering the current human resource operations of both the Department of Human Resources and the Department of Health Services. As a result of these efforts, we have prepared the attached report entitled, *A Report on the Consolidation of the Department of Health Services Human Resources Function with the Department of Human Resources*.

This document, prepared under severe time and resources constraints, was only able to focus on the major issues of the proposed transfer of positions between departments. In addition, the Commission considered several other related issues to improve the human resource operations within the County. The results of our study indicate that the County should carefully consider the existing management of human resource organizations with the object of elimination duplication and identifying cost savings opportunities.

The Commission would like to acknowledge the cooperation and assistance of both the DHR and DHS in conducting this review. The Commission looks forward to providing further support to your Board in a future review of the implementation of the Commission's recommendations.

Sincerely,

Executive Director

Bruce J. Staniforth

Gunther Buerk
Chairperson

C: Each Supervisor
Each Economy & Efficiency Commissioner
Sally Reed, Chief Administrative Officer
Alan Sasaki, Auditor-Controller
Mike Henry, Department of Human Resources
Mary Jung, Department of Health Services

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A REPORT ON THE CONSOLIDATION OF THE DEPARTMENT OF HEALTH SERVICES HUMAN RESOURCES FUNCTION WITH THE DEPARTMENT OF HUMAN RESOURCES

INTRODUCTION

At a Budget Committee meeting held June 21, 1995, on a motion of Supervisor Dana, the Board of Supervisors referred Supervisor Dana's recommendation concerning the consolidation of the Department of Health Services' (DHS) human resources programs within the Department of Human Resources (DHR) to the Economy and Efficiency Commission. The direction given to the Commission was to report back on this proposed transfer.

SCOPE

The scope of this review has been restricted by the time available for the Commission to submit its report to the Board and by the limited resources available to conduct an analysis of this proposal. In addition to the difficulties faced by a lack of time and resources, the reader should recognize that the full Commission must take action to approve any report prior to it being transmitted to the Board for their consideration. This process requires additional time for consideration prior to the issuance of the report to the Board and must be anticipated when responding in a timely manner to the Board's request. As a result of these limitations, the report, in some instances, was only able to identify areas requiring additional study. While not able to adequately verify potential cost savings, the report does attempt to identify areas where the effect of properly organizing to provide the services, of developing effective policies, and of instituting and insuring adequate monitoring and oversight can result in savings. Thus, this report rather than being a total review of the opportunities available within the function of human resources, addresses the general nature of human resources and attempts to identify significant opportunities for improvement in organizational approach.

What this report does provide is a discussion of the Commission's position on the appropriateness of the actions being proposed by DHR. Where the Commission has considered it to be appropriate, it has made alternative or additional recommendations to increase the effectiveness of the Department and the County organizational structure. The critical issue for the Commission was how best to provide the services of the DHR within the County structure.

APPROACH

This report uses as a basis for its response the recommendations made by the DHR, comments and an alternative proposal made by the Department of Health Services, and additional factors considered important for consideration by the Economy and Efficiency Commission. The primary focus of this report is to address the specific proposals that have been put forth by DHR and to derive from its analysis an organizational position that will maximize its value to the County. In some instances the recommendations made by the Commission will require additional analysis and effort prior to effective implementation.

The reader will find that, as a result of the schedule established in preparing this report, some of the analytic techniques that would normally be used in the development of recommendations may be lacking. Given additional time and resources, the Commission is prepared to develop a more detailed and analytic approach to the recommendations presented herein.

In the course of the preparation of this report a number of underlying assumptions have been, and are, basic to the organizational philosophy of the Economy and Efficiency Commission. Recognition of these assumptions by the reader will clarify a number of positions and recommendations that have been presented in this report. These assumptions include the following:

- ▶ The mission of the Department of Human Resources is to provide a cost-effective and efficient **County-wide** human resources program, to **assist** departments in their operations, to establish **County-wide** policies and provide for their **monitoring and oversight**, and to **insure** fair and equitable opportunities and services.
- ▶ Under the direction of the Board, the Auditor-Controller is responsible for the **oversight** of financial records and fiscal controls within the County. In addition, he is responsible for the **implementation and compliance** with the systems of internal controls to insure compliance with policy.
- ▶ Under the direction of the Board, the Chief Information Officer will be responsible for the development of **policy** to effectively manage **County-wide** Information and Systems Management issues.
- ▶ Under the direction of the Board, Department Heads are responsible for the **economic, efficient and effective delivery of services**.

-
- ▶ Organizational restructuring should be undertaken, when necessary, with the objective of improving the service efficiency and effectiveness and of insuring that the organization has the greatest opportunity to contribute to the improvement of County operations.
 - ▶ Organizationally, the role of developing policies and the role of providing monitoring and oversight should be kept separate from the operational roles assigned to departments.

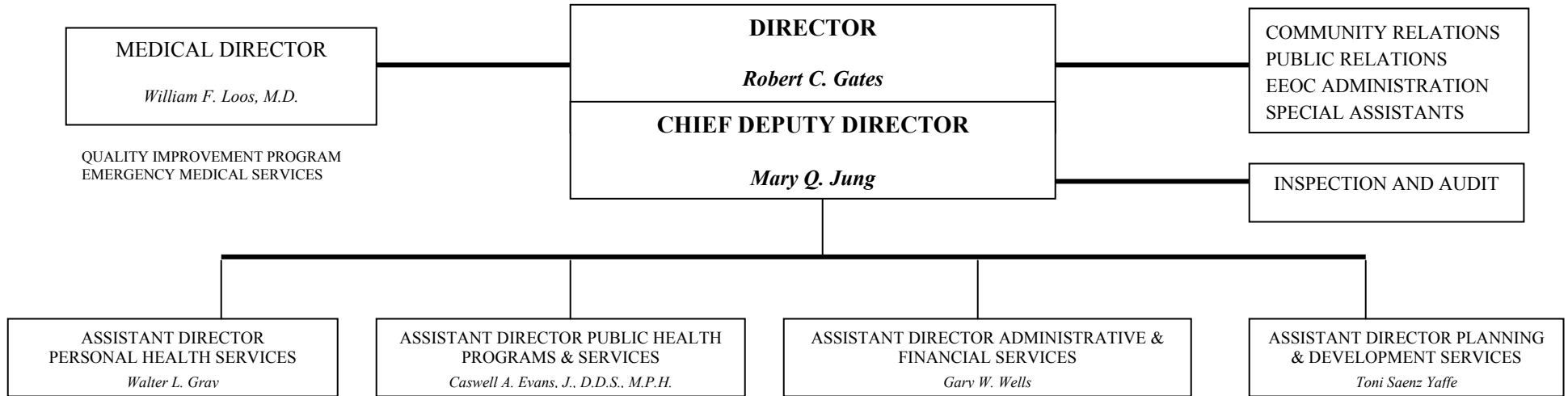
In order to place the DHR proposal into perspective, the organization of the Office of Human Resources Management (OHRM) within DHS is discussed first. After a discussion of this organization, DHS has proposed an alternative course of action that they feel would be more appropriate to address the circumstances raised in the DHR proposal. Both the organization of DHS and their proposal are considered in the development of each of the Commission recommendations.

The organization of DHR is then presented together with a presentation of the DHR proposal to transfer DHS positions to DHR. Combining an understanding of these two organizations with the specifics of the DHR proposal, the Economy and Efficiency Commission presents its recommendations, together with a discussion explaining the rationale behind their development. A summary of these recommendations is presented in Appendix I of this report.

DEPARTMENT OF HEALTH SERVICES

The organization of the Department of Health Services is shown in Attachment I. Its mission is *to protect, maintain and improve the health of the community*. In addition to the departmental level human resources organization shown under Administrative & Financial Services on Attachment I, there are a number of "line" human resources activities that exist within organizations reporting to DHS. The functions of human resources positions within these subordinate organizations are to implement and administer departmental programs including: recruitment and selection, classification, training and development, payroll and benefits administration, personnel records, handling discipline and grievances, and administering human resources programs such as workforce reduction. The following are DHS organizations with human resources activities:

ATTACHMENT I
COUNTY OF LOS ANGELES
DEPARTMENT OF HEALTH SERVICES



NORTH/EAST NETWORK
 LAC+USC MEDICAL CENTER
 NORTHEAST CLUSTER
Alternative Delivery Option
Cluster Comprehensive Health Centers
Cluster Health Centers
 ANTELOPE VALLEY CLUSTER
High Desert Hospital
Antelope Valley Rehabilitation Centers
Cluster Health Center
 SAN FERNANDO VALLEY CLUSTER
Olive View-UCLA Medical Center Cluster
Comprehensive Health Center
Cluster Health Centers
 SOUTH/WEST NETWORK
 RANCHO LOS AMIGOS MEDICAL CENTER
 SOUTHWEST CLUSTER
King/Drew Medical Center
Cluster Comprehensive Health Center
Cluster Health Center
 COASTAL CLUSTER
Harbor-UCLA Medical Center
Cluster Comprehensive Health Center
Cluster Health Center

AIDS PROGRAM
 ALCOHOL/DRUG PROGRAM ADMINISTRATION
 PROGRAM MANAGEMENT
 PUBLIC HEALTH PROGRAMS
 ENVIRONMENTAL HEALTH
 ADMINISTRATIVE AND FINANCIAL SERVICE
 COMMUNITY HEALTH SERVICES

CONTRACTS AND GRANTS
 FINANCIAL MANAGEMENT AND FACILITY SUPPORT
 GOVERNMENTAL RELATIONS
 HUMAN RESOURCES MANAGEMENT
 FINANCIAL SYSTEMS, REVENUE MANAGEMENT AND
 CONSOLIDATED BUSINESS OFFICE

HEALTH PLANNING
 HEALTH PLAN ADMINISTRATION
Community Health Plan
 INFORMATION SYSTEMS
 MANAGEMENT INFORMATION CENTER
 FACILITIES IMPLEMENTATION TEAM

-
- Health Services Administration
 - Public Health Programs and Services
 - Harbor-UCLA Medical Center
 - High Desert Hospital (includes AVRC)
 - King-Drew Medical Center
 - LACIUSC Medical Center
 - Olive View-UCLA Medical Center
 - Rancho Los Amigos Medical Center

With the exception of Health Services Administration, all "line" HR offices report to the administration of the specific facility. A "dotted line" relationship exists between these offices and the DHS, Office of Human Resources Management (OHRM). This office provides oversight and guidance to the line operations, as well as providing a range of specific HR services to DHS executive management.

THE OFFICE OF HUMAN RESOURCES MANAGEMENT

There are, within the DHS Headquarters structure, four major services. The service of interest in this investigation is **Administrative and Financial Services**, Attachment II, and within that service lies the **Office of Human Resources Management (OHRM)**, Attachment III. The Office of Human Resources Management has the mission of *providing professional human resources services to line and executive management to ensure and maintain a quality workforce, fully prepared to meet the community's health care needs in a number of specific areas*. This office has eight sections. As listed below:

Central Recruitment and Selection Services - Management of the Department of Health Services Department Central Recruitment and Selection Program to attract qualified candidates for available positions. Positions in this Section as of July 11, 1995: 6; 1995-96 budgeted staffing cost **\$277,321**.

Advocacy Services - Prepare and present the Department's position before the Civil Service Commission and the Employee Relations Commission so that decisions are favorable to Departmental management. This section also insures that training and consultation are provided in a manner that insures Departmental compliance with current County Code rules, regulations, and policies. Positions in this Section as of July 11, 1995: **5, 2 vacancies**; 1995-96 budgeted staffing cost **\$262,019**.

Employee Relations and Management Services - Provide professional and consultation services that are timely, accurate, and responsive contributing to the Department's commitment to a professional workforce appropriately compensated and equitably treated. Positions in this Section as of July 11, 1995: **6,2 vacancies**; 1995-96 budgeted staffing cost **\$264,645**.

Program and Affirmative Action Services - Develop and implement human resources related programs and policies within the Department of Health Services in compliance with CAO/DHR guidelines, Board of Supervisors direction and/or departmental requirements. Positions in this Section as of July 11, 1995: **3, 1 vacancy**; 1995-96 budgeted staffing cost **\$159,606**.

Training and Organizational Development - Provide consultation; identify obtain and link needed resources; and provide direct programmatic services to meet needs created by the Department's transition to managed care, Joint Commission on the Accreditation of Health Organizations' (JCAHO) emphasis on Human Resources management and ongoing budgetary actions requiring a downsized, cross4trained workforce. Positions in this Section as of July 11, 1995: **1**; 1995-96 budgeted staffing cost **\$56,992**.

Classification and Compensation Services - Support the Office of Human Resources Management's mission to insure and maintain a quality workforce prepared to meet the community's health care needs. Positions in this Section as of July 11, 1995: **4**; 1995-96 budgeted staffing cost **\$227,218**.

Headquarters Human Resources Office - Provide comprehensive day-to-day line personnel and payroll services to Headquarters management, supervisory, and staff to insure that human resources needs are met. Positions in this Section as of July 11, 1995: **6, 1 vacancy**; 1995-96 budgeted staffing cost **\$274,398**.

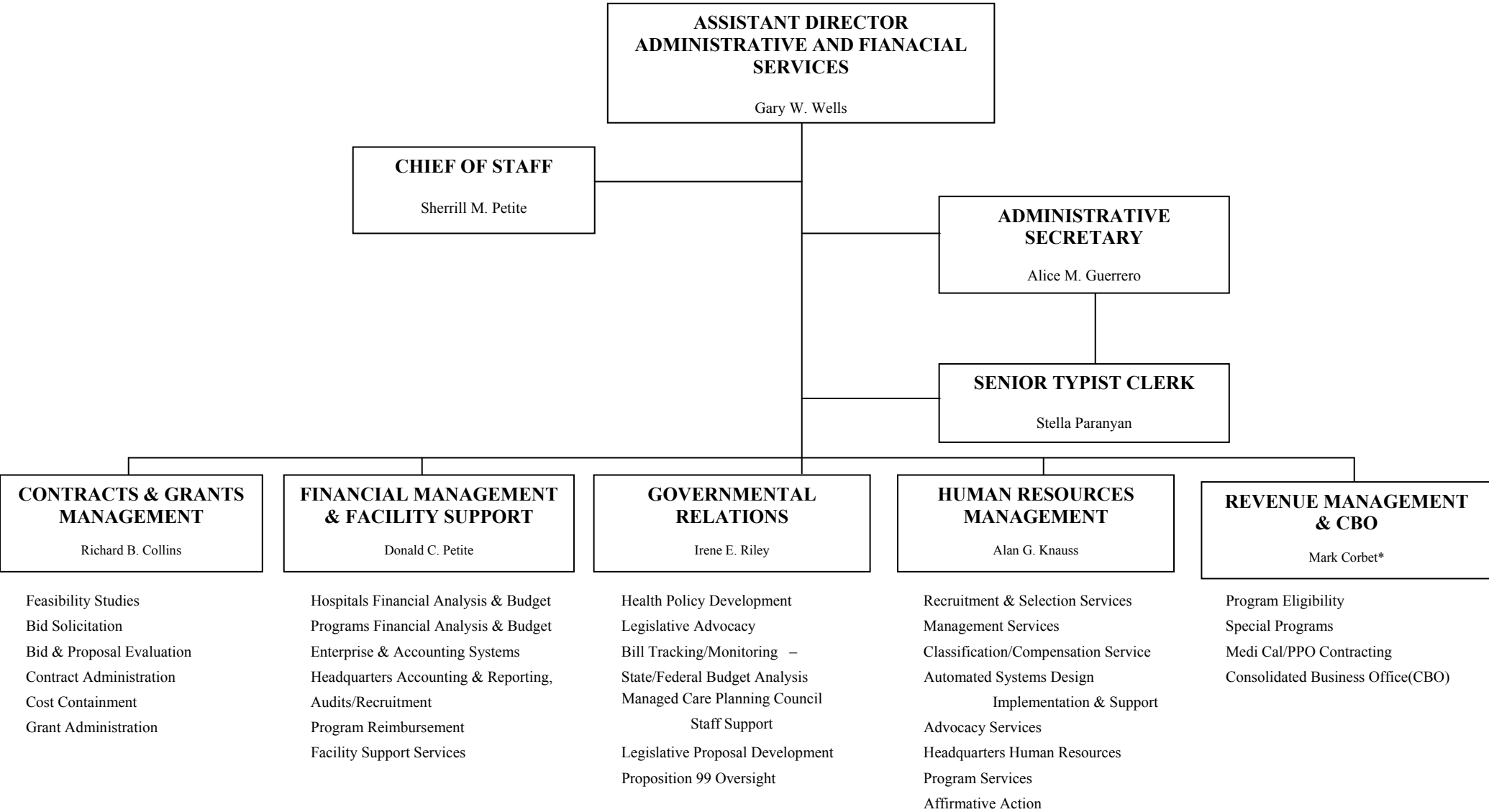
Information Systems and Support Services - Design and manage human resources databases to support the data needs of the Department of Health Services executive and line management, the CAO, the Board of Supervisors and the Office of Human Resources Management. Positions in this Section as of July 11, 1995: **3**; 1995-96 budgeted staffing cost **\$150,572**.

The total annual budgeted dollar amount for the 34 positions within the Office of Human Resources Management is **\$1,672,771**. Using the average employee benefit rate of 41.29%¹, the total cost for these positions is **\$2,363,458**.

¹ Rate has been identified by the Department of Human Resources. This rate may deserve further study which is beyond the scope of this study.

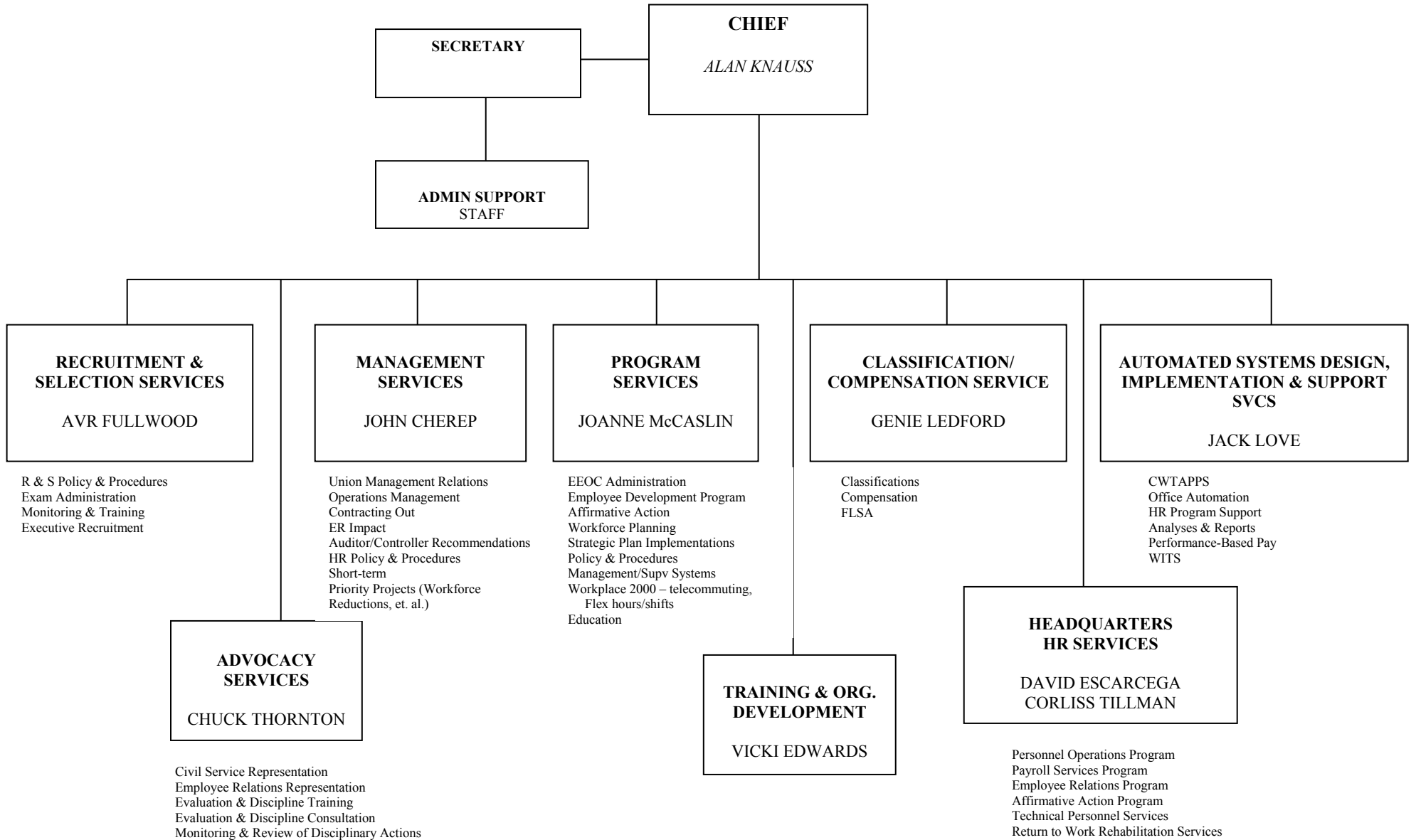
ATTACHMENT II
**DEPARTMENT OF HEALTH SERVICES
 ADMINISTRATIVE AND FINANCIAL SERVICES**

January 10, 1995



*Acting

ATTACHMENT III
COUNTY OF LOS ANGELES
DHS OFFICE OF HUMAN RESOURCES MANAGEMENT



DHS ALTERNATIVE PROPOSAL

In part, as a result of the proposal being put forth by DHR, DHS has developed an alternative approach which they feel responds to the basic concepts presented in the DHR proposal. DHS agrees that it, and the County, must develop and implement a restructuring of administrative support functions including Human Resources (HR) functions. The department has begun to take a look at the way they do business with the objectives of achieving effectiveness and cost savings while maintaining appropriate service levels. One of the areas under review has been the HR functions and how it's structured to deliver services within the context of the recently created Department of Human Resources. DHS recognizes that the County HR arena has changed with the establishment of that central agency and that the County must review all HR functions and make adjustments where there is a duplication of effort. However, the position of DHS is that they should develop and implement an alternative plan that will achieve all Board HR objectives while ensuring that unique departmental requirements are met.

The DHS feels that the key feature to their approach would be to consolidate all HR functions under one DHS/HR umbrella. Currently, eight "line" HR operations concurrently perform day- to-day line functions including operations, payroll, discipline, recruitment, employee relations, etc. The Office of Human Resources Management provides direction and guidance to line units, as well as providing staff support to the Director and Executive Committee. Presently, these "line" HR offices report directly to Facility Administrators with a "dotted-line" relationship to the central OHRM. DHS believes that these relationships should be merged and streamlined.

Specifically the plan proposed by DHS would include:

- New integrated organizational structure.
- Elimination of duplication of effort and implementation of streamlined procedures and processes.
- Identification for elimination surplus budgeted positions and related overhead costs.
- A joint DHR and DHS commitment to carefully evaluate functions currently performed and transfer only those positions performing duties that are a duplication of effort and for which it can be demonstrated that the work can be done more efficiently and at less cost within DHR.
- Develop a work plan that provides for full implementation by December 31, 1995.

DISCUSSION

The intent of the Department of Health Services in this proposal is to respond to the concerns raised by the proposal of DHR. It is clear that this action is broader in scope than that proposed by the DHR proposal. Rather than considering only the Office of Human Resource Management, this plan will review the entire human resource structure of the DHS and should result in significant savings.

The proposal made by the DHS suggests a full implementation of this effort by December 31, 1995. Given the current fiscal situation faced by the County, and the highly probable savings to be achieved by this undertaking, a shorter time frame of 60 days to accomplish this restructuring is justified.

EEC POSITION:

1. Direct the Department of Health Services to develop, ID coordination with the Department of Human Resources, a plan to evaluate all HR positions within DHS to:

- a. identify positions that may duplicate effort of those currently assigned to the DHR or to other positions within DHS,
- b. implement streamlined procedures and processes,
- c. eliminate surplus budgeted positions and related overhead costs,
- d. transfer those positions to DHR that are more appropriately placed in DHR and
- e. can be justified by DHR as being essential to the accomplishment of the DHR
- f. mission, and,
- g. realign the human resources function within DHS to reflect the responsibilities currently assigned to the DHR.

Implementation: This plan should be completed and implemented within 60 days of the approval of this recommendation by the Board.

MISSION OF THE DEPARTMENT OF HUMAN RESOURCES

The mission statement of the Department of Human Resources is:

To provide a cost-effective and efficient County-wide human resources program that carries out Board priorities for a comprehensive and equitable County personnel system; to assist departments in their operations and ability to develop and maintain a high quality workforce to provide critical services to the public; to establish County-wide policies and provide monitoring and oversight necessary to ensure consistent application of such policies (e.g., recruitment, selection, promotions, training, discipline, employee benefits administration, workforce reductions,

classification, compensation, employee appeals, and disability benefits); and to ensure fair and equitable opportunities and services for both current employees and individuals seeking employment with the County².

DUTIES OF THE DIRECTOR OF PERSONNEL

The duties of the Director of Personnel are enumerated in County Code as follows:

2.09.030 Duties generally

The director of personnel shall, under the general direction of the board of supervisors, administer the civil service *stem in accordance with the provisions of the County Charter, the civil service rules, this Code and other applicable laws.

2.09.050 Specific duties and functions

a. The director of personnel shall supervise and administer the following programs and functions:

- I. recruitment and selection of employees.
- ii. human resources community ombudsman.
- iii. civil service advocacy.
- iv. insurance management, including benefits administration, disability benefits, fiscal management, loss control and health and safety functions.
- v. County-wide human resources programs, including development and implementation of policies and standards, employee appraisal programs, executive development, information systems (County-wide Timekeeping and Personnel Payroll System - CWTAPPS), legislative analysis and advocacy and training and development.
- vi. employee programs, including child care, County digest and other employee information, employee recognition and employee development.

² Source: 1995-96 Los Angeles County Budget Message

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- b. the director of personnel shall also perform such other duties and functions as may from time to time be assigned or directed by the Board of Supervisors.

DHR ORGANIZATION

DHR, which was created Nov.29, 1994 with the object of having no additional costs, is organized into four major functions (The specifics of the DHR organization are presented in Attachment IV). The following is a list of these functions along with an explanation of their purpose:

Executive Administration/Ombudsman & Legislative Program: This element provides leadership and administrative support to the Department in meeting its overall mission and objectives. It also provides information about DHR to the public, establishes and recommends strategies to achieve the Board of Supervisors' legislative objectives, and facilitates timely investigation and review of complaints concerning human resources/personnel issues. 1995-96 proposed budget positions: **6.0**, Budgeted Staffing Costs: **\$731,000**.

County-wide Human Resources and Benefits Administration: This element provides central policy development and administration of human resources functions such as examinations, recruitment, classification, employee appeals and compensation programs. It monitors compliance by departments with delegated human resources programs. It also provides administration of employee benefit programs such as the Cafeteria Benefit Plans, Deferred Income Programs, Disability Benefits, and Workers' Compensation. 1995-96 proposed budget positions: **125.5**, Budgeted Staffing Costs: **\$9,023,000**.

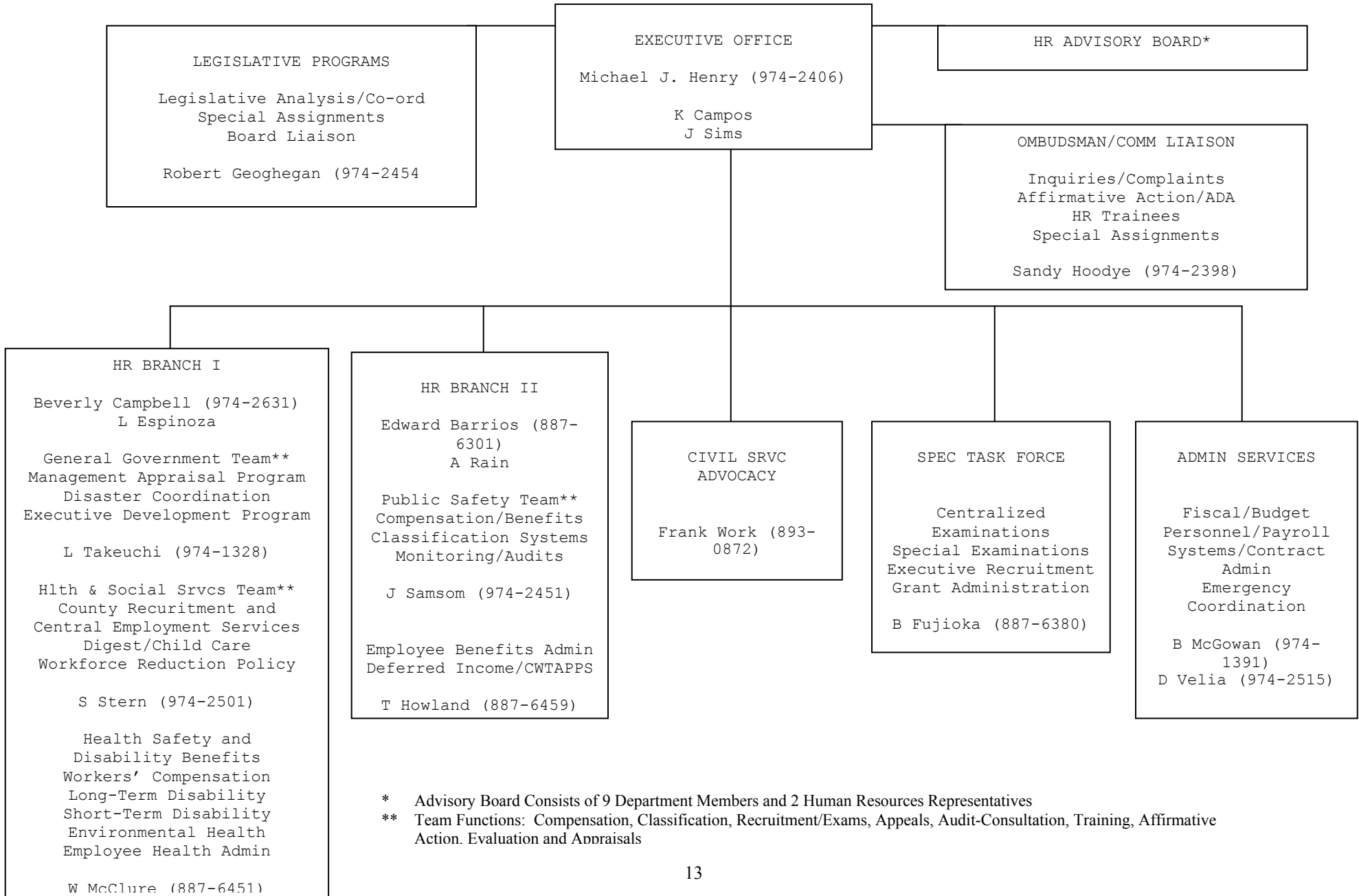
Civil Service Advocacy: This element represents County departments in matters involving employee discipline before the Civil Service Commission. The unit provides uniform, effective, and professional advocacy with special emphasis on fully sustaining DHR's recommended disciplinary actions, while minimizing demands on departmental resources. 1995-96 proposed budget positions: **7.0**, Budgeted Staffing Costs: **\$499,000**.

Specialized Task Force/Executive Recruitment: This element provides examination services for executive and selected County-wide classifications. It also conducts special studies of human resources policies and procedures. 1995-96 proposed budget positions: **17.0**, Budgeted Staffing Costs: **\$1,072,000**.

The total proposed 1995-96 budgeted dollar amount for the Department of Human Resources is **\$18,206,000**. Net County Cost is projected as **\$2,049,000**.

ATTACHMENT IV

DEPARTMENT OF HUMAN RESOURCES



THE ROLES OF DHR

POLICY

It is clear that the intent of the Board of Supervisors in creating the Department of Human Resources was to invest in this department the responsibility for the development of human resources policy and the oversight of that policy. The mission of the department further clarifies the policy role that the department is to take to insure the appropriate human resources program direction be taken by each departmental within the County. This emphasis is also the stated intent of the Director of Personnel. In a November 9, 1994 letter to the board, the Director of Personnel slates that: "Through the application of County-wide policy, the Department will seek to achieve consistent and cost-effective administration of personnel functions such as recruitment and selection, promotion, discipline, salary and benefits administration and employee appeals. The Department will work closely with line departments to assist in their operations and provide monitoring and oversight necessary to insure consistent application of County-wide policies."

The Department of Health Services recognized the appropriateness of this role for DHR in a July 12, 1995 memo from Robert Gates, DHS director, to Michael Henry, DHR director, in which he states: "...we believe that DHR would be more effective by continuing to operate in a service oriented capacity by providing consultative services to line HR offices. Specifically, DHR is most valuable in its role as developing County-wide policy, procedures, operational standards and guidelines, providing consultation and technical support in the administration of those policies and programs, and implementing quality assurance programs that monitor the effectiveness of line operations, consistent with overall HR program goals."

MONITORING AND OVERSIGHT

One of the priority reasons for the establishment of the Department of Human Resources was to monitor the human resources programs of the departments. DHR has been working on plans for monitoring the departments that include four components:

- (1) disseminating policies and standards;
- (2) training departments in the implementation of these policies and standards;
- (3) providing informal monitoring and consultation as needed; and
- (4) formally auditing department compliance.

DHR has begun implementing its plans by preparing policies and standards in recruitment and selection. They have scheduled training for the departments in implementing these policies and standards beginning in August, 1995. DHR also monitors departments through review and approval of all open competitive bulletins and examination plans, as well as approving appointments made from these certification lists. Recruitment

and selection methods and processes are further monitored in the appeals process, identifying issues and problems in examinations administered by departments.

The Department of Human Resources plays an integral role in managing, coordinating and monitoring the implementation of the County's Workforce Reduction Program. All departments' workforce reduction plans are submitted to DHR for review and approval prior to implementation. Department of Human Resources staff also advises and consults with departments on issues such as interpretation and application of Civil Service Rules in such actions. Furthermore, policies and procedures are disseminated in the Workforce Reduction Manual, and training is provided for County managers in handling notification to impacted employees. Employee information, such as termination benefits and continuing health care and insurance, is also put together centrally in DHR and provided to departments for distribution to impacted employees.

To insure the effectiveness of policy development in the field of human resources, as with all other fields, it is critical that DHR continue to develop its ability to monitor and oversee the implementation of County programs. The mission of the Department of Human Resources clearly states that, in addition to the policy development role, that it is also responsible for the "*...monitoring and oversight necessary to ensure consistent application of such policies...*" Thus, it is important that the DHR improve and extend themselves in this area. It is in the accomplishment of this role that the department will insure that the County is moving in the most effective and cost efficient direction and thus, will be able to make the greatest impact in this function.

DHR PROPOSAL TO TRANSFER DHS/HR RESOURCES

The basis upon which the Department of Human Resources is making its proposal is their belief that, through economies of scale, and consolidation, current actual expenditures to provide human resources services can be reduced. The specifics of the proposal being made at this time are cited below, along with the position of the Economy and Efficiency Commission (EEC):

I. DHS Central Personnel Operations For Transfer

a. *All DHS/HR Policy Administration be transferred immediately to the DHR to facilitate standardization of administration of County-wide HR policies and procedures. This encompasses of the **DHS/HR Management Services Unit and Program Services Unit.** (Emphasis Added). Some of the HR functions include employee relations, audits, contracting-out and administration of alternative work schedules. Staff performing employee Relations functions are responsible for day-to-day administration of employee relations issues, as well as contract negotiations for bargaining units, where the majority of classes within the unit the organization, are specific to Health. The functions consolidated into DHR would also include administration of DHS workforce reduction placement activities (excludes the actual MIS system until further Study).*

DISCUSSION

An anticipated advantage to the centralization of an activity is the ability to capitalize upon the savings, cost or efficiency, available through the elimination of duplicative effort/positions. Within the human resources function of the County, assisting in the identification of duplicative effort, the development of a plan to effectively capitalize upon cost reduction opportunities across the human resources function, and the responsibility to monitor the actions taken to implement the plan, should lie with the Department of Human Resources. The important first step in achieving this potential cost savings lies in the development of a plan to address these issues. The sooner these actions can be taken, the larger the resultant savings. If for example, DHR could improve human resources management County-wide by the same 10% improvement claimed for DHS, the result would be an ongoing annual savings of \$2.8 million. A 10% reduction in human resource positions would be 96 FTE.³

The transfer of the positions identified in the above proposal, and presumably similar policy administrative positions within other departments, does not necessarily achieve the potential for savings that is anticipated to result from the process of evaluating County-wide HR positions recommended above. The implementation of this proposal simply transfers costs, and potentially the duplication, to another organization (DHR). If, which is the general basis upon which the overall proposal is being made, duplication of responsibilities exist, it is clearly the responsibility of DHR to identify the specifics of the duplication and develop an approach that maximizes the utilization of these resources. This could potentially achieve a substantial savings through the elimination of duplicative positions.

This proposal also assumes that the transfer of the units involved in policy administration within the DHS, or for that matter, with any other department within the County, would be effectively integrated into a centralized organization (DHR). Routinely, the

³ DHR: Figures compiled in May 1994 with proposed 1994-95 budget data and are the latest available.

function envisions the support of this activity by a relatively small core staff. It is important that this staff develop the knowledge and professionalism required of this type of function. In addition, the argument that some unique set of information would be gained through a transfer of policy positions from departments to DHR is offset by organization of DHR into teams that have specific departmental orientation. Thus, a recognition of the departmental specifics should reside within the analytic capability of the DHR service teams.

The Department of Human Resources has stated, "The DHS staff will be integrated with current DHR staff by assigning DHS staff to one of the three existing DHR service teams based on the qualifications of the DHS staff. The policy direction, technical assistance, and oversight now offered by the DHS group to the human resources units at each DHS hospital or division would instead be provided by DHR as they are now provided to all County departments."⁴ To transfer positions from one department to improve the ability of DHR to respond to its County-wide responsibilities confuses the basis upon which the structural growth of the organization exists and the concepts upon which the original staffing design was presented to the Board and the CAO. If such positions are needed, the appropriate course of action is to justify this need to the Board in a separate action.

It should be stated that for the most part, the positions in DHS do not exactly duplicate DHR positions. The DHS Office of Human Resources Management serves only the Department of Health Services, while DHR positions have a County-wide scope in serving all County departments. This aside, DHS does provide policy-making, advisement, training, and monitoring functions for DHS facilities that perform in a manner that is similar to DHR functions provided County-wide. These duplicative functions may actually be dispersed among several different DHS positions.

County-wide it is difficult to arrive at an average number of human resources staffing in each County department because the range of the number of positions and specific functions of human resources staff in each department varies. A small department may have only one person performing human resources duties while a very large department may have hundreds.

While recognizing the overall approach to human resource organizations that has been discussed previously, it is important to restate that while policy level organizations should not have operational responsibilities, departments should not have responsibilities for the development of policy. Based upon this premise, it does appear that there may be some positions within the two services identified in the proposal, (Employee Relations and Management and Program and Affirmative Action), that may be appropriate for additional review. These two organizations are shown in the Charts below, together with the areas of organizational focus and possible duplication of responsibility within the County structure:

⁴ DHR Memorandum, Subject: Request for Information About the Proposed DHS/DHR Consolidation, July 14, 1995.

Chart I

Employee Relations and Management Services	
Area of Focus	Possible Duplication
Employee Relations/Negotiations	Chief Administrative Office
County Code/MOU Interpretation & Application	Chief Administrative Office/DHR
Policy & Procedures Development Application	Department of Human Resources
Workforce Management/Right sizing (Plan/Implement	Department of Human Resources

The CAO has County-wide functional responsibility for Employee Relations and bargaining unit negotiations. DHS feels that OHRM staff augments CAO Employee Relations by conducting department specific negotiations and by providing MOU interpretation and implementation guidelines.

OHRM staff states that it develops operational policies and procedures, implements system updates/changes and provides oversight and training on a department-wide basis to insure the consistent application, administration and operation of payroll and County-wide Timekeeping and Personnel Payroll Systems (CWTAPPS). This staff has designed, developed, and standardized the item monitoring system by expanding and building on the item monitoring features available in CWTAPPS within DHS. It develops, updates and implements item monitoring procedures, provides operational oversight, audits data input and provides regular reports to the CAO and the Board of Supervisors. DHR has the County-wide responsibility for the integration of this system.

Chart II

Program and Affirmative Action Services	
Specialized Services	Possible Duplication
Affirmative Action Program Development	Office of Affirmative Action Compliance/DHR
Equal Employment Opportunity Programs (implement)	Office of Affirmative Action Compliance/DHR
Discrimination Complaints	Office of Affirmative Action Compliance/Civil Service
Evolving Legal Issues	Department of Human Resources

County-wide oversight of Affirmative Action related activities, such as plan development, internal and external discrimination complaints, and investigations, are overseen by the Office of Affirmative Action Compliance.

DHS states that it develops and monitors the DHS Affirmative Action Plan with individual facility input. The OHRM staff consults with line staff regarding discrimination and sexual harassment complaints; directs departmental activities related to administration of Title I (Employment) of the Americans with Disabilities Act; serves as departmental liaison to the Affirmative Action Compliance Office and County Counsel; responds to community concerns and provides staff support for the DHS EEO Conciliation Agreement Office.

Policy and guideline development and oversight of County-wide human resource programs are the responsibility of DHR staff. The exception is the County-wide Telecommuting Program, for which the CAO is responsible. OHRM staff directs and tailors the implementation of County-wide HR Programs within DHS, based on policy and guidelines. In addition, OHRM staff develops and implements HR programs unique to DHS such as resident housing for DHS employees at various facilities, departmental nepotism and transportation policies, upward mobility/employment skill enhancement programs and provides the H/R component for disaster program coordination for DHS.

The above charts and explanations of responsibilities seem to give an indication that some duplication potentially exists, if not by position, by function. In recognizing this possibility recommendation #2, and in furtherance of this concept recommendation #3, proposes that those involved in the process evaluate these positions and functions.

EEC POSITION: NON-CONCUR WITH DHR PROPOSAL

2. Direct DHR, in coordination with County departments, to develop and implement as soon as possible, a plan to evaluate all HR positions within the County to identify positions duplicating responsibilities currently assigned to the DHR. (The DHS effort recommended in recommendation #1 offers DHR the opportunity to establish a model human resources review methodology that can be used in the implementation of similar efforts in each of the other County departments.)

Implementation: Within 180 days of the approval of this recommendation by the Board.

3. Direct DHR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those policy administration positions County-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

4. Direct DHR to identify and justify, based upon reduced cost and increased efficiency, the transfer of specific policy positions from within the County human resources functions that, in their opinion, may be necessary to insure the effective implementation and monitoring of the standardization of administration function policies and procedures.

Implementation: As positions are identified.

5. Direct Department Heads, with advice and oversight of the DHR, to realign their HR function in a manner that reflects the responsibilities and operational requirements of the HR function and the DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

b. Immediately transfer all CENTRALIZED Recruitment and Selection examination functions and staff to the Department of Human Resources. These functions include exam policy, exam development and administration, and executive recruitment Examination functions and policy issues will immediately be transitioned to the DHR. The incoming DHS staff will be organized to handle these functions as required.

DISCUSSION

The mission of the DHR states, in part: "... to establish County-wide policies and provide monitoring and oversight necessary to ensure consistent application of such policies (e.g., **recruitment, selection (Emphasis Added)**), promotions, training, discipline, employee benefits administration, workforce reductions, classification, compensation, employee appeals, and disability benefits..." County Code section 2.09.050, section a, I, covering recruitment and selection states that, "The director of personnel shall supervise and recruitment and selection of employees..."

The transfer of the Recruitment and Selection examinations functions, although mentioned in a number of progress reports from the DHR, does not seem to easily fit into the department as structured. These additional responsibilities would restrict DHR's ability to establish policies, monitor and provide the service. Assuming these responsibilities would also reduce the capability of DHR to provide a County-wide check and balance and would conflict with implementing and administering departmental programs, such as recruitment and selection. This is not meant to eliminate the possibility of involvement in a County-wide effort that could be proven to be cost effective if carried out by a centralized facility.

The role of DHR is to establish standards and criteria that are to be met by those individuals hired in specific classes. These standards should then be communicated to departmental personnel for implementation. DHR has the responsibility to monitor the implementation and adherence to these standards. By adopting this approach departments will become increasingly

effective in their execution of the HR functions. The specifics of this approach should be periodically reevaluated to insure they are continued or to consider modification in those circumstances in which minor changes to the policy making and oversight model would be more effective.

It appears that there may be some positions in the Central Recruitment Service, Chart III, that may provide opportunities for restructuring.

Chart III

Central Recruitment and Selection	
Duties and Responsibilities	Possible Duplication
Develops and implements policies and procedures	Department of Human Resources
Insures appropriate selection criteria and methods	Department of Human Resources
Trains, develops and monitors line staff	Department of Human Resources
Administers examinations	Department of Human Resources/DHS Sub Units
Develop and implement strategies for executive recruitment and Affirmative Action	Department of Human Resources, Office of Affirmative Action Compliance

OHRM staff provides oversight for all examinations conducted in DHS. OHRM staff administers supervisory, administrative and senior level management examinations. Currently, DHR conducts no such examinations for DHS, with the exception of executive search services.

The DHR Specialized Task Force has future plans to administer County-wide examinations for Clerk, Intermediate Clerk, Typist Clerk and Intermediate Typist Clerk positions. Should the Specialized Task Force begin testing these clerical examinations would be discontinued by DHS and other County departments. At the point that these activities are discontinued, appropriate action should be taken for those positions involved.

Since DHR currently has positions covering exam policy within its structure, it is not clear how the continuation of the examination oversight function within DHS and potentially other departments, contribute in a significant manner to either the success of the departmental mission or the furtherance of the County-wide HR function. As has been stated previously, diligent effort must be made by DHR and by departments to identify positions that are providing duplicative services with the objective of identifying the appropriate action to be taken.

EEC POSITION: NON-CONCUR WITH DHR PROPOSAL

6. Direct the DHR "...to ensure fair and equitable opportunities and services for both current employees and individuals seeking employment with the County..." by continuing to improve its capability to coordinate the assignment and reassignment of individuals.

Implementation: Immediately

7. Direct DHR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those exam policy, exam development and administration, and executive recruitment positions County-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

8. Direct DHR to identify and justify the transfer of specific policy positions from within the County that, in their opinion, may be necessary to insure the effective implementation and monitoring of the recruitment and examination function policies and procedures.

Implementation: As positions are identified.

c. Immediately transfer all Classification and Compensation functions and staff to the Department of Human Resources to provide consistent management of classification actions. The transfer would also maximize consistent review and duplication of proposed classification actions for health care classes throughout the County.

DISCUSSION

An important contribution that DHR can make at this time is to insure that the appropriate classification and compensation policy is in place. This policy will insure that the departments will have available to them the appropriate direction for these function.

In evaluating this proposal, the question again arises as to the possible duplication of efforts being undertaken at the departmental level. Chart IV below poses the possibilities that there may be some positions within this organization that can be appropriately considered for restructuring.

Chart IV

Compensation and Classification Service	
Duties and Responsibilities	Possible Duplication
Analyzing, evaluating and classifying dept. positions	Department of Human Resources
Consulting on job design, restructuring, & career pathing	Department of Human Resources
Advising on labor market pay levels, compensation trends, compensation programs and competitive psn.	Chief Administrative Office (Represented Classes) Department of Human Resources (Non-Rep Classes)

County-wide functional responsibility for compensation is divided between the CAO and DHR. The CAO is responsible for represented employee compensation while DHR is responsible for non-represented employee compensation.

Currently OHRM staff identifies all DHS unique classification needs, conducts all staff audits, and reviews and recommends actions. New proposed classifications and proposed changes to current classification specifications as prepared by OHRM are reviewed and approved by DHR; reclassifications to existing positions recommended by OHRM staff are approved through the budget process.

EEC POSITION: NON-CONCUR WITH DHR PROPOSAL

9. Direct DRR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those Classification and Compensation positions County-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board. Direct

10. DHR to identify and justify the transfer of specific policy positions from within the County that, in their opinion, may be necessary to insure the effective implementation and monitoring of the Classification and Compensation function policies and procedures.

Implementation: As positions are identified.

d. Transfer Training and Employee Development functions and staff responsibility to the Department of Human Resources to maximize use of resources available to develop and implement employee training programs for supervisors and managers throughout the DHS as well as other County departments, as well as a means to begin development of a County-wide workforce performance management program.

DISCUSSION

DHR's primary concern should be to develop and to monitor an effective policy(ies) for the utilization of Training and Employee Development Resources. To the extent that this service provides training to the unique employee classes of the DHS it would be appropriate to maintain them in this organization. To the extent that they cover County-wide issues, such as Performance Management, it may be more appropriate for the position to be within DHR.

Chart V

Training and Organizational Development Service	
Duties and Responsibilities	Possible Duplication
Workforce Development Planning	Department of Human Resources
Workforce Development Program Implementation	Department of Human Resources
Educational, developmental and training Program Implementation	Department of Human Resources
Organizational/Management/Continuity Planning	Department of Human Resources
Curriculum design and development	Department of Human Resources
Organizational Development Planning	Department of Human Resources

OHRM staff is working with the DHS Executive Committee to implement the Workforce development portion of the DHS Strategic Plan. To date, the training and development services provided to DHS by DHR staff have been pre-packaged modules of County-wide downsizing related training. OHRM provides, through "Train the Trainer" techniques, oversight to the implementation of that training. All other training and organizational development are developed by DHS staff to meet specific departmental needs.

EEC POSITION: NON-CONCUR WITH DHR PROPOSAL

11. Direct DRR to develop a policy(ies) for the effective utilization of the Training and Employee Development functions County-wide and put a mechanism into place that insures the compliance with the policy(ies).

Implementation: Within 180 days of the approval of this recommendation by the Board.

12. Direct DHR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those Training and Employee Development positions County-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

13. Direct DHR to identify and justify the transfer of specific policy positions from within the County that, in their opinion, may be necessary to insure the effective implementation and monitoring of the employee training function and the workforce performance management function policies and procedures.

Implementation: As positions are identified.

e. Transfer the DHS/HR Advocacy functions and staff immediately to DHR.

DISCUSSION

The following chart illustrates possible overlapping of responsibilities:

Chart VI

Advocate Unit	
Duties and Responsibilities	Possible Duplication
Present position before Civil Service Commission and Employee Relations Commission	Department of Human Resources Chief Administrative Officer
Training and consultation	DHS Training and Organizational Development/ DHR

The DHS states that its Advocate Unit provides a full range of advocacy services to DHS including consultation and review of disciplinary actions involving discharges, suspensions and reductions. This unit represents departmental management before the Civil Service Commission and the Employee Relations Commission (ERCOM) in all disciplinary matters and in other matters such as claims of discrimination, appeals of examinations, appeals of performance evaluation ratings and appraisals of promotability. DHR Advocate Unit provides representation and consultation services to smaller County departments lacking dedicated staff and to the Department of Public Social Services (DPSS) in matters involving discharges, suspensions and reductions.

The stated mission of the DHR Advocacy Unit is to represent County departments in matters involving employee discipline before the Civil Service Commission. The unit provides uniform and professional advocacy with special emphasis on fully sustaining recommended disciplinary actions, while minimizing demands on departmental resources.

EEC POSITION: NON-CONCUR WITH DHR PROPOSAL

14. Direct DHR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those Advocacy position. County-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

15. Direct DHR to identify and install the transfer of specific policy positions from within the County that, in their opinion, may be necessary to insure the effective implementation and monitoring of the advocacy function policies and procedures.

Implementation: As positions are identified.

IL DHS/HR Functions to Be Retained Within DHS at This Time

a. It is recommended by DHR that the Payroll System be retained within the Department of Health Services. The system is unique to DHS and interfaces with CWTAPPS and their employee records.

DISCUSSION

It appears appropriate that the payroll system should remain with the department. The unique needs of the department, i.e., employee schedules, etc., require that it have available to it the resources necessary to efficiently process its payroll.

EEC POSITION: CONCUR WITH DHR PROPOSAL

b. The DHS Employee Information System should be studied for inclusion within DHR at a later date. The data base is utilized to produce management information reports, workforce reduction plans, etc.

DISCUSSION

DHR provides support to the Auditor-Controller's County-wide Timekeeping and Personnel Payroll System (CWTAPPS) project team via a designated staff individual. The role of DHR

staff is to respond to and be concerned with County-wide policies, procedures and other related issues. OHRM staff provides direct information management and reporting utilizing data captured in the CWTAPPS. OHRM staff responds to direct requests for data and information pertaining to DHS personnel and payroll from the Board of Supervisors, CAO, DHR and DHS management.

OHRM staff manages the Workforce Information Tracking System (WITS) that is the core of the DHS workforce reduction system. Staff works closely with DHS line personnel operations units to manage the HR Information System accurately.

It is not evident what level of responsibility for a database of this nature is appropriately maintained within a department, DHR or other. This determination should be made after the development of County-wide policy on this issue by the CIO.

EEC POSITION: CONCUR WITH DHR PROPOSAL, WITH MODIFICATION

16. Direct the Chief Information Officer, based upon a review of the proposal and established policy, to advise departments as to the appropriate location and the potential for savings of these types of data bases.

Implementation: Within 180 days of the approval of this recommendation by the Board and the appointment of the CIO.

c. The Personnel Office operations which support the Health Services Administration headquarters, and is responsible for handling the day-to-day line personnel services, should be retained by DHS.

DISCUSSION

Although some positions should remain with the departments, DHR should make an effort to advise the department of which positions can be eliminated. This evaluation would be based upon an analysis of the County-wide HR resources and the possible duplication of positions within the DHR.

EEC POSITION: CONCUR WITH DHR PROPOSAL, WITH MODIFICATION

17. Direct the DRR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those Personnel Office positions County-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

III. Plans for Future Consolidations of DHS/HR Functions

a. A plan should be developed for review of the potential regionalization of recruitment and selection functions currently performed within each of the hospitals, and public health programs, to eliminate duplication of efforts, standardize the examination processes, and to monitor compliance with exam policies and procedures. The review would include types of examinations which should be centralized, new locations to house the regionalized examination sites, new testing/examination systems automation, and other options which might be employed to reduce the number of staff necessary to handle the volume of applicants and examinations administered.

DISCUSSION

DHR believes that regionalization may result in enhanced testing materials and design, and may reduce the number of applicant appeals. Regionalization of DHS examinations could be the first step in developing County-wide regionalized testing centers to accommodate other County department examination requirements as well as enhance the ability to serve the public at large.

It is the responsibility of the Director of Personnel to advise the Board, after careful analysis, of cost savings and increasingly effective alternatives to the delivery of human resources services. A review of the type proposed above would facilitate the evaluation of these alternatives.

EEC POSITION: CONCUR WITH DHR PROPOSAL

b. The current systems applications of the DHS Employee Information Systems should be studied to determine if there is potential for savings through consolidation with the Department of Human Resources.

DISCUSSION

It is not evident what level of responsibility for current systems applications is appropriately maintained within a department, DHR or other. This determination should be made after the

development of County-wide policy on this issue by the CIO.

EEC POSITION: CONCUR WITH DHR PROPOSAL, WITH MODIFICATION

18. Direct the Chief Information Officer, based upon a review of the proposal and established Policy, to advise departments as to the appropriate location and the potential for current systems applications.

Implementation: Ongoing upon the appointment of the CIO

ADDITIONAL CONCERNS

ITEM CONTROL

Responsibility for County-wide item control is currently handled as a departmental personnel Function. The County-wide Timekeeping and Personnel Payroll System (CWTAPPS) has the capability to monitor and control allocated, vacant, and filled items in the departments; appropriate data fields for item controls were developed for the system. This is an important area for the County human resources function and one in which the DHR should demonstrate leadership by developing County-wide item control procedures and policies.

As a related issue, DHR should consider the structure of job classes within the County workforce. At a time when the County is facing a significant workforce reduction, the number of job classes makes this task increasingly difficult. With approximately 3000 classes, the County is encumbered with the difficulty of administering a structure that does not facilitate the transfer of jobs in a downsizing environment.

EEC POSITION:

19. Direct DHR to develop an approach toward the development and implementation of a County-wide Item Control System.

Implementation: Within 90 days of the approval of this recommendation by the Board.

PROFESSIONALISM

The Director of Personnel is responsible for establishing and maintaining the employment standards throughout the County. He is also responsible for establishing and maintaining the professionalism of those individuals involved in the human resources function. To effectively further the professionalism of human relations positions the Director of Personnel should provide meaning full input to the department head in the selection of individuals for these positions. To further qualify individuals to fulfill the responsibilities of this assignment, the Director of Personnel should develop and advocate a program leading to the professional certification of human resource positions.

EEC POSITION:

20. Direct Department Heads to seek input from the Director of Personnel prior to the assignment of individuals within the human resources function.

Implementation: Immediately

21. Direct DHR to develop a program leading to the professional certification of human resource positions.

Implementation: Submit a schedule for implementation within 180 days of the approval of this recommendation

TEMPORARY ASSIGNMENT

With the establishment of a new Department of Human Resources, there may be situations in which additional, but temporary, effort will be required to develop, implement, or monitor County-wide policy and procedures. All departments and the Department of Human Resources should consider this situation an opportunity to provide additional professional training to human resources personnel. This type of assignment has impacts for the improvement of specific efforts being developed by DHR, while providing a unique training opportunity for persons in the human resources field. The level of professionalism County-wide will be improved and expanded. These assignments should be made after coordination by Director of Personnel and the affected department head. They must be clearly defined by DHR and have identifiable and measurable outputs against which the performance of these individuals will be evaluated.

EEC POSITION:

21. Direct DHR to develop, in coordination with department heads, a program that will facilitate the temporary assignment of human resources personnel to projects within DHR that have a clearly defined and measurable output.

Implementation: Within 60 days of the approval of this recommendation

SAVINGS CONSIDERATIONS

OHRM Salaries and Services and Supplies equal \$2.8 million, together with a DHR Fiscal Year 1995-96 charge of \$3.4 million for current service levels, totals an estimated \$6.2 million in human resources costs to DHS for Fiscal Year 1995-96. DHR estimates that it can perform the duties currently performed by the OHRM for approximately 10% less of their current cost (assuming that it can save \$100,000 in salary and \$100,000 in Benefits). This claim is not factually supported. The assumption is made in spite of the fact that the same number of positions currently in DHS (31) are being transferred to DHR. (The assumption could be that the savings will result from salary savings from unfilled positions. If this is the case then this savings should be available regardless of the organization to which these positions are assigned.)

Neither department has made a clear case for or against this proposal based upon the presentation of cost data. DHR has made an estimate of cost savings that could, presumably, be achieved equally well by DHS. DHS, on the other hand, states that the HR staff "... without being totally dedicated to the DHS, HR functions... would compromise the level of HR services to DHS." The cost of maintaining the existing HR staff within DHS is difficult to justify based upon the fact that DHS is now receiving HR services from DHR. These services are received while DHS maintains the same staffing they had in place prior to the creation of the DHR.

It appears evident that additional effort must be undertaken to establish the cost impacts of the moves being proposed. Claims by DHR that "Additional savings may be obtained in Services and Supplies after DHR has reviewed these" should be clearly established prior to any action being implemented. Without such a cost analysis the results of an action may or may not prove this unsupported statement. Knowing the cost impact of any action is particularly important given the current fiscal situation facing the County.

EEC POSITION:

22. Direct the Department of Human Resource, in coordination with the affected department, to submit to the Board a cost analysis of any proposed movement of organizations or individuals within the human resources function of the County.

Implementation: Immediately

CONCLUSION

It is clear, as pointed out by Supervisor Dana in his June 21, 1995 motion, that there exists a significant opportunity for the County to capitalize upon the newly created and centralized Department of Human Resources. The proposal that was put forth by the Department of Human Resources was a good beginning in identifying the methodology that should be pursued in developing a more effective human resources functions within the County. Opportunities do exist for developing within the departments an awareness of the cost savings potential.

The proposal put forth by the Department of Human Resources should be expanded to include a review of all of the human resources positions. In other words the opportunities do not only exist within the DHS, but rather, within all departments of the County. The motion put forth may well result in savings far in excess of those anticipated at the time.

What is critical at this point is for DHR to assume the leadership required to discover the cost savings opportunities that exist. It will also be necessary for the County and its departments to provide the Department of Human Resources with the support necessary to effectively undertake this challenge.

EEC POSITION:

23. Direct the Economy and Efficiency Commission to report back to the Board on the implementation of recommendations in this report that have been approved.

Implementation: Within 9 months of approval by the Board.

APPENDIX I

SUMMARY OF REPORT RECOMMENDATIONS

1. Direct the Department of Health Services (DHS) to develop, in coordination with the Department of Human Resources, a plan to evaluate all HR positions within DHS to:

- a. identify positions that may duplicate effort of those currently assigned to the DHR or to other positions within DHS,
- b. implement streamlined procedures and processes,
- c. eliminate surplus budgeted positions and related overhead costs,
- d. transfer those positions to DHR that are more appropriately placed in DHR and can be justified by DHR as being essential to the accomplishment of the DHR mission, and,
- e. realign the human resources function within DHS to reflect the responsibilities currently assigned to the DHR.

Implementation: This plan should be completed and implemented within 60 days of the approval of this recommendation by the Board.

2. Direct DHR, in coordination with county departments, to develop and implement as soon as possible, a plan to evaluate all HR positions within the county to identify positions duplicating responsibilities currently assigned to the DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

3. Direct DHR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those policy administration positions county-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

4. Direct DHR to identify and justify, based upon reduced cost and increased efficiency, the transfer of specific policy positions from within the county human resources functions that, in their opinion, may be necessary to insure the effective implementation and monitoring of the standardization of administration function policies and procedures.

Implementation: As positions are identified.

5. Direct Department Heads, with advice and oversight of the DHR, to realign their HR function in a manner that reflects the responsibilities and operational requirements of the HR function and the DHR. **Implementation:** Within 180 days of the approval of this recommendation by the Board.

6. Direct the DHR "...to ensure fair and equitable opportunities and services for both current employees and individuals seeking employment with the County..." by continuing to improve its capability to coordinate the assignment and reassignment of individuals.

Implementation: Immediately

7. Direct DHR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those exam policy, exam development and administration, and executive recruitment positions county-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

8. Direct DHR to identify and justify the transfer of specific policy positions from within the county that, in their opinion, may be necessary to insure the effective implementation and monitoring of the recruitment and examination function policies and procedures.

Implementation: As positions are identified.

9. Direct DHR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those Classified and Compensation positions county-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

10. Direct DHR to identify and justify the transfer of specific policy positions from within the county that, in their opinion, be necessary to insure the effective implementation and monitoring of the Classified and Compensation function policies and procedures.

Implementation: As positions are identified.

11. Direct DHR to develop a policy(ies) for the effective utilization of the Training and Employee Development functions county-wide and put a mechanism into place that insures the compliance with the policy(ies).

Implementation: Within 180 days of the approval of this recommendation by the Board.

12. Direct DHR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those Training and Employee Development positions county-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

13. Direct DHR to identify and justify the transfer of specific policy positions from within the county that, in their opinion, may be necessary to insure the effective implementation and monitoring of the employees training function and the workforce performance management function policies and procedures.

Implementation: As positions are identified.

14. Direct DHR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those Advocacy positions county-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

15. Direct DHR to identify and justify the transfer of specific policy positions from within the county that, in their opinion, maybe necessary to insure the effective implementation and monitoring of the advocacy function policies and procedures.

Implementation: As positions are identified.

16. Direct the Chief Information Officer, based upon a review of the proposal and established policy, to advise departments as to the appropriate location and the potential for savings of those types of data bases.

Implementation: Within 180 days of the approval of this recommendation by the Board and the appointment of the CIO.

17. Direct the DHR, consistent with the findings in recommendation #2, and after coordination with the proper organizations, to recommend that appropriate action be taken on those Personnel Office positions county-wide that duplicate efforts within the department or DHR.

Implementation: Within 180 days of the approval of this recommendation by the Board.

18. Direct the Chief Information Officer, based upon a review of the proposal and established policy, to advise departments as to the appropriate location and the potential for current systems applications.

Implementation: Ongoing upon the appointment of a CIO

19. Direct DHR to develop an approach toward the development and implementation of a County-wide item Control System.

Implementation: Within 90 days of the approval of this recommendation by the Board.

20. Direct Department Heads to seek input from the Director of Personnel prior to the assignment of individuals within the Human Resources function.

Implementation: Immediately

21. Direct DHR to develop a program leading to the professional certifications of Human Resources positions.

Implementation: Submit a schedule for implementation within 180 days of the approval of this recommendation

22. Direct DHR to develop, in coordination with department heads, a program that will facilitate the temporary assignment of human resources personnel to projects within DHR that have a clearly defined and measurable output.

Implementation: Within 60 days of the approval of this recommendation

23. Direct the Department of Human Resources, in coordination with the affected department, to submit to the Board of cost analysis of any proposed movement of organizations or individuals within the human resources function of the County.

Implementation: Immediately

24. Direct the Economy and Efficiency Commission to report back to the Board on the implementation of recommendation in this report that have been approved.

Implementation: Within 9 months of approval by the Board.

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Citizens Economy & Efficiency Commission

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