

City of Lee's Summit

Human Resources Department Assessment

October 2017

Agenda

- Project Purpose
- Methodology
 - Overview of Stakeholder Survey
- Key Observations
- Recommendations
- Next Steps

Project Purpose & Methodology

Project Purpose

- Conduct a detailed assessment of the Human Resources Department
 - Review existing practices, policies, and procedures
 - Evaluate organizational structures
 - Identify opportunities for improvement

- Methodology
 - Conducted interviews with HR staff
 - Conducted three focus groups with HR customers
 - Met with Management Team
 - Completed HR Stakeholder Survey
 - Completed peer community review
 - Analyzed relevant information and data provided by the City
- Developed 15 recommendations intended to help improve and enhance the efficiency and effectiveness of Human Resources

Stakeholder Survey Overview

- Key Strengths
 - Generally favorable perceptions of HR staff
 - HR staff are knowledgeable in specialized areas
- Key Opportunities
 - Lack of available workforce development opportunities
 - Need to define HR's role
 - Desire for HR as a business partner

Key Observations

- HR will benefit from strong, focused leadership
 - Lack of stable leadership felt by HR staff as well as internal customers
 - Survey respondents expressed need for a knowledgeable HR leader
 - Opportunity to elevate HR functions to a more executive-level, strategic role
 - Clarify roles among HR staff

- HR relies primarily on paper-based processes
 - Recruitment, personnel action forms, and other processes require extensive paper
 - Electronic processes also involve printing and paper filing
 - Survey respondents requested more modern, digital processes for core HR functions

- HR's workload and performance measurement data is limited
 - The Department does not comprehensively track core workload indicators
 - Performance-based outcome information is limited

Recommendations

- Elevate the HR Director position to report directly to the City Manager
 - Connectivity to executive leadership
 - Empower HR Director to make organization-wide changes
- Develop comprehensive HR workload and performance measures
 - Provide meaningful reports to internal and external customers
 - Ability to analyze workload, staffing needs, and process delivery

- Focus Human Resources service delivery improvements on these core functional areas:
 - Hiring and Recruitment
 - Workforce Development
 - Safety and Wellness
 - Employee and Labor Relations

- Invest in digital hiring and recruitment software
 - Streamline and automate the process
 - Customer friendly (internal and external)
- Assign front-line customer service and office administrative support responsibilities to the HR Assistant
 - Realign staff practices with job descriptions
 - Improve clarity within the organization

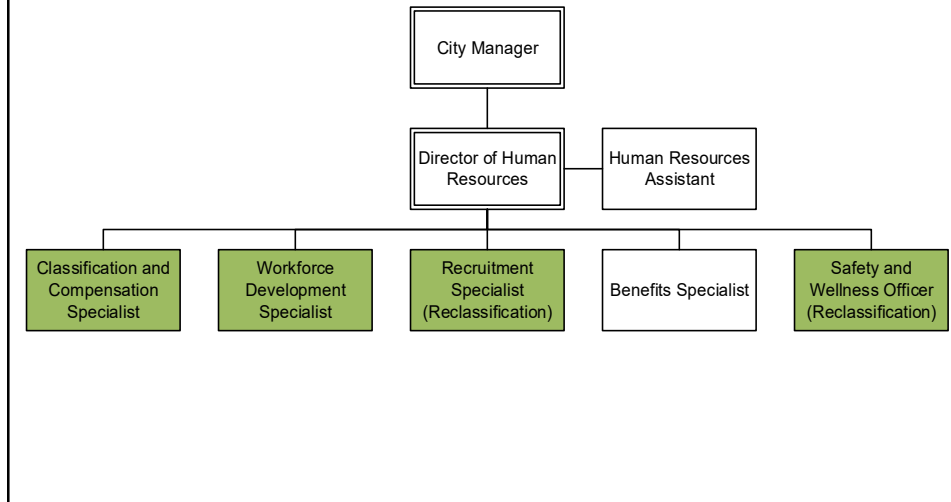
- Reclassify the HR Generalist as a Recruitment Specialist with responsibility for all hiring and recruitment functions
 - Focus position on recruitment only
 - Develop a consistent recruitment process
 - Unique needs of Police, Fire, and Parks and Recreation
- Create a Classification and Compensation Specialist position
 - Highly specialized function
 - Important to maintain the Class & Comp system
 - Fewer reclassification requests, job dispute grievances, and pay equity issues

- Establish an employee Workforce Development Program
 - Limited professional development opportunities
 - Encourage continuous learning and prepare employees for career advancement
- Revise the current performance appraisal process
 - Train supervisors on how to effectively conduct performance reviews
 - Regularly review and update tool as needed

- Create a Workforce Development Specialist position
 - Creating, coordinating, and implementing a Workforce Development Program requires significant staff time and attention

- Issue an RFP for workers' compensation claim management software
 - Streamline and automate the process
 - Track important data such as medical costs, disability rates, lost wages/disability, and employee injuries
- Reclassify the Risk Management Officer as a Safety and Wellness Specialist
 - Responsible for developing a culture of safety and wellness
 - No longer used to develop or administer other training and development programs

- Assign responsibilities for employee and labor relations function to the HR Director
 - Provide guidance, direction, and support on employee related issues
 - Reinforce the importance of consistently implementing policies
 - Administer and interpret labor agreements and grievance procedures, and provide labor relations support



- Create a Policy Advisory Committee led by Human Resources to periodically evaluate and update City policies
 - Review existing policies, propose changes, and evaluate unintended consequences
 - Assist with training and education initiatives
- Create an *Employee Handbook*
 - Communicate the City's expectations, work rules, standards, and policies
 - Present to employees at orientation

- Review and update the City's Personnel Policy
 - Disjointed, lack of consistency, and missing critical pieces
 - Add sections or topics that are not currently covered
 - Example: Management Rights, Employee Conduct & Rights, Employee Relations, Workplace Environment, etc.
 - Update sections that include outdated or unclear information
 - Example: Employment, Benefits, Rules & Regulations, etc.
 - Establish clear processes and procedures
 - Example: Progressive discipline procedure, performance review process, conflict resolution, public records, etc.
 - Remove Administrative and Financial Policies

Next Steps

- City is moving quickly to make positive enhancements for the organization
- Implementation will take time
- Management Team support will be critical as the organization works through implementation of the recommendations

Questions?

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