

HR DYNAMICS & PERFORMANCE MANAGEMENT, INC.

PROPOSAL FOR HUMAN RESOURCES ASSESSMENT

CITY OF RIALTO

JULY 2, 2019



HR Dynamics & Performance Management, Inc. is pleased to provide the City of Rialto with a proposal for professional Human Resources Consulting Services.

BACKGROUND

The City of Rialto desires an assessment of the Human Resources (HR) function for the organization, in order to define needs and establish priorities. The HR department is in transition with the recent departure of the prior director, and a study would provide a roadmap for moving the department forward under new leadership.

The Human Resources function has changed dramatically in the last 20 years relative to ever increasing legislation and regulatory mandates which require careful implementation and vigilant monitoring for compliance. Further, numerous “best practices” have emerged involving increased use of technology which lend themselves to greater effectiveness and efficiency.

The role of the HR function must parallel the needs of progressive and changing organizations. Successful organizations are becoming more adaptable, resilient, quick to change direction, and customer-centered. They recognize that organizations will vie for talent in coming years. This recognition brings about the need for employee oriented workplaces and programs that meet the needs of employees for meaningful work, growth, challenge, communication and effective leadership. The HR leader therefore is tasked with providing a key internal service, or core corporate function.

Within this environment, the effective HR leader is responsible for new roles including strategic partner, employee advocate, and change mentor. Additionally, the HR leader must simultaneously oversee the day-to-day functions that deal with the needs and activities of the organization’s people including: recruiting, hiring, training, organizational

development, communication, performance management, coaching, policy development and administration, salary and benefits, team building, employee relations, safety, risk management, leadership.

Human Resources bears responsibility for all of the processes and systems related to “people” in an organization. The role must support the work of managers who supervise and lead the work of these people. The HR professional must develop the skills of their managers and their organization to do these activities well. The job of the HR professional is a constant challenge in balancing many roles and activities in support of their organizations.

A systematic and comprehensive assessment is proposed to evaluate the Human Resources function for the City of Rialto in order provide a framework to maximize opportunities and minimize shortcomings in moving the organization forward.

HUMAN RESOURCES ASSESSMENT

OBJECTIVES

A thorough assessment conducted by a skilled Human Resources professional will achieve the following outcomes:

- Provide the City Administrator with a clear understanding of intra- and inter-departmental relations.
- Identify areas where training, technology, resources and professional development will improve internal and external departmental performance.
- Provide feedback and recommendations on administrative staff functions related to Human Resources/Payroll with respect to workload, workflow, job satisfaction, and morale.
- Provide an assessment of staffing levels related to the Human Resources function and the current structure for efficiency and effectiveness.
- Provide an assessment of the City’s compliance with regulatory requirements.
- Provide an assessment of the City’s personnel policies and procedures including a review of the current policy framework, topics covered/missing, and preparation of a comprehensive index.
- Provide an assessment of the department’s customer service philosophy, methods, protocols, and responsiveness.
- Identify opportunities related to improvements in current methods and systems, service enhancements, best practices, and how current human resources challenges can be turned into opportunities.

- Provide findings, problem identification, and recommendations for the City Administrator.

METHODOLOGY

The 360-evaluation approach, through interviews, questionnaires, auditing and observation will provide for the integration of data and highlight the strengths, weaknesses, opportunities and threats (SWOT analysis) of the Human Resources function within the City.

STEP 1 – Start Project/Data Collection and Review:

1. Kick-Off Meeting - refine schedule, work plan, logistics.
2. Gather and review data (written documents) to include, but not limited to:
 - Organization Chart
 - Policies and Procedures Manuals
 - Employee Handbook
 - Employee Benefits/Compensation Plans
 - Workload Indicators/Statistical Reports
 - Work Plans, Strategic Plans, Goals, and Recent Accomplishments
 - Human Resources Budget
 - Job Descriptions and Salary Schedules
 - Hiring Stats/Turnover Stats
 - Exit Interview Summaries
 - Employee Complaints History/Nature/Resolution
3. Preparation of customized interview questions and checklists for compliance/auditing.
4. Preparation of job analysis questionnaires for Human Resources staff.

STEP 2 – Conduct Departmental Interviews to include department heads and key managers to seek input on:

1. HR as a strategic business partner – tie into the organizational mission, vision, values and goals.
2. Interdepartmental relations and the effectiveness of communication.
3. The effectiveness of organizational development programs.
4. The current quality and quantity of services and level of support provided by the Human Resources Department.

5. The responsiveness of those services, and how the quality, quantity and level of support may need to be increased due to unmet needs.
6. Additional departmental expectations with respect to services offered and those services that might be added and/or expanded upon to provide more efficient and effective services.
7. Perceptions regarding disparities between policy and practice.
8. Perceptions with regard to current organizational culture and how the Human Resources team has been or may be impactful.
9. Perceptions regarding the Human Resources function - Strengths, Weaknesses, Opportunities and Threats.

STEP 3 – Conduct Human Resources Staff Interviews to seek input on:

1. The vision and goals for the Human Resources Department.
2. Human Resources Department's recent accomplishments.
3. Current structure of the Human Resources Department.
4. Identification of centralized, decentralized and outsourced functions, systems and processes.
5. Job satisfaction level of HR staff.
6. Internal operations as compared to best practices.
7. Customer service (client) focus – both internal and external.
8. Current workload indicators/stats.
9. Tools and professional development opportunities that may improve the performance and output of Human Resources.
10. Perceptions regarding disparities between policy and practice.
11. Perceptions with regard to current organizational culture and how the Human Resources team has been or may be impactful.
12. Perceptions regarding the Human Resources Department - Strengths, Weaknesses, Opportunities and Threats.

STEP 4 – Conduct Human Resources Regulatory Compliance and Best Practices Assessment through meetings with Human Resources staff and auditing of files/records utilizing customized and comprehensive compliance checklists. The following functional areas and content shall be included in the assessment:

1) EMPLOYMENT

- a. Employment Application (ADA, Title VII)
- b. Recruitment (EEO) – Procedures, Sources, Documentation
- c. Recruitment Branding/Marketing
- d. Selection (Merit Principles/Uniform Guidelines) – Panel Guidelines/Training/Composition Guidelines
- e. Test Development – Validation/Reliability/Security of Test Material
- f. Use of Standardized Rating Sheets/Scoring Methods
- g. Affirmative Action Plan (if City has Federal Contracts)
- h. Pre-Employment Process (Background/Reference Checking/ Verification of Degrees/Certifications, MVR Checks – H6 Form for Driving Positions)
- i. Offer Letter
- j. Post-Offer Drug Testing and Physical – Process and Compliance with Lanier Case – Selection of Occupational Clinic
- k. Use of Temporary Agencies/Monitoring
- l. Use of 1,000 Hour Employees/Monitoring
- m. New Hire Checklist/Forms
- n. New Hire Legally Mandated Forms
- o. At-Will Employees/Use of Employment Contracts
- p. I-9 Compliance/Current Form (Records Maintained from 1986- Present)
- q. New Employee Orientation/Harassment/Discrimination Training/Safety Training
- r. Employee Handbook – Updates/Communication/Records
- s. Use of Independent Contractors – Test
- t. EEO-1 Annual Reporting Compliance
- u. Drug Free Workplace Act Compliance
- v. Effective Use of Technology

2) ORGANIZATIONAL DEVELOPMENT

- a. Performance Management System
- b. Training Needs Assessment
- c. Current Programs/Recordkeeping/Certificates of Completion
- d. Supervisory/Leadership Development Training
- e. Computer-based Training
- f. Regular Diversity Training
- g. Regular Customer Service Training
- h. Regular Harassment Free Workplace Training
- i. Education/Tuition Reimbursement Programs/Policies
- j. Career Development/Mentoring/Coaching Programs
- k. Team Building Facilitation

- l. Partnerships with Local Schools/Universities
- m. Internship Programs
- n. Volunteer Programs
- o. Youth Programs
- p. Employee Recognition Programs
- q. Workforce Planning/Succession Planning
- r. Effective Use of Technology

3) EMPLOYEE/LABOR RELATIONS

- a. Policies/Procedures – Updates/Communication/Records
- b. Grievance and Complaints Process/Handling/Tracking/ Recordkeeping– Harassment/ Discrimination/Other
- c. Employee Discipline
- d. Exit Interview/Exit Checklist
- e. Unemployment Insurance Administration/Claims Processing
- f. Centralized Guidance to Supervisors and Managers Regarding Employee Issues
- g. Centralized Handling of ADA/Interactive Accommodation Process
- h. Centralized Tracking/Reporting/Trend Analysis of Employee Relations Activities
- i. Supervisory Training – Skelly Process/Disciplinary Templates/ Documentation
- j. Effective Use of Technology

4) CLASSIFICATION/COMPENSATION

- a. Organizational Defined Compensation Philosophy/Policy Statement
- b. Payroll Interface/Employee Transactions/Payroll Files
- c. Payroll Calendar
- d. Time Keeping
- e. HRIS System Utilization/Effectiveness
- f. Employee Paycheck Deductions
- g. Established/Defined Workweek
- h. FLSA Compliance – Exempt/Non-Exempt
- i. Overtime Pay
- j. Rest and Meal Breaks Compliance/Documentation
- k. Pay Structure/Salary Schedule – Publically Available/Uniform Pay Ranges
- l. Job Descriptions – ADA Compliant
- m. Reclassification Policy/Process
- n. Systematic Process for Maintenance of Classification/Compensation Plan
- o. Merit Increase/COLA Process
- p. Effective Use of Technology

5) BENEFITS MANAGEMENT

- a. Open Enrollment Process

- b. Comprehensive Benefit Package for Competitiveness
- c. Annual Review of Benefit Costs for Effectiveness and/or Changes to Plan Designs or Providers
- d. Leave Management/Notices/Recordkeeping – FMLA/CFRA/PDL/PFL
- e. COBRA Notices/Recordkeeping
- f. Health Care Reform Act Compliance
- g. Employee Wellness Programs
- h. Employee Discount Programs
- i. Employee Optional Benefit Programs
- j. Annual Mandated Benefit Notices
- k. Summary Plan Descriptions Provided to Participants
- l. Policy/Compliance with California's New Sick Leave Law
- m. CalPERS – Membership, Tiers, Hiring of Retired Annuitants/Board Member Optional Members
- n. Beneficiary Checklist
- o. EAP Program
- p. Lactation Room
- q. Annual Total Compensation Employee Benefit Statements Effective Use of Technology

6) RECORDKEEPING REQUIREMENTS/DOCUMENTATION

- a. Legal Posters (Title VII, Wage/Hour, OSHA, Polygraph, FMLA, Minimum Wage, etc.)
- b. Personnel Files – Confidential, Content Compliant
- c. Work Permits - Minors
- d. Medical Files/Protected Health Information
- e. Recordkeeping Requirements
- f. Records Retention Schedule
- g. Transparency Reports
- h. Management Reports/Tools Provided by HR
- i. Effective Use of Technology

7) SAFETY/SECURITY

- a. Workers' Compensation Program
- b. OSHA Compliance/Forms/Logs – Accident/Injury Reporting and Investigation/Follow-up Remediation
- c. Workers' Compensation Files/Records
- d. Return-to-Work Program
- e. Safety Training Meetings/Records
- f. Confined Spaces Tagout/Lockout Program
- g. Hearing Conservation Program
- h. First Aid Procedures/Blood Borne Pathogens Training
- i. Defensive Driver Training
- j. Supervisory Training
- k. Threats/Violence in the Workplace Policy/Training/Plan

- l. Illness Injury Prevention Plan
- m. DMV Pull Notice Program
- n. Safety Sensitive Position Random Drug Testing Program
- o. Effective Use of Technology

STEP 5 – Analyze HR Operations and Customer Service:

1. Assess organization structure and staffing levels.
2. Examine performance and workload data and service delivery methods and satisfaction levels.
3. Analyze existing business practices in the context of best practices.
4. Identify alternative internal service delivery opportunities.
5. Assess the department's customer service philosophy, methods, protocols, and effectiveness in providing excellence in customer service to both internal and external customers.

STEP 6 – Analyze Human Resources Policies and Procedures:

1. Obtain all documents in which personnel policy is defined including pertinent sections of the municipal code, resolutions, ordinances, personnel rules, policies and procedures, memoranda of understanding, and administrative directives.
2. Using a comprehensive list of topics which should be defined in a set of personnel rules, reconcile the City's documents and prepare an index.
3. Identify rules which are duplicative and/or competing.
4. Identify rules which are missing and should be included.
5. Identify rules which are outdated in need of revision.
6. Recommend where various rules should be housed (which document e.g. MOU or comprehensive personnel rules).

STEP 7 – Prepare Draft Report:

1. Develop a comprehensive report with findings and recommendations.

Step 8 – Present Draft Report:

1. Meet with the City Administrator to review report and recommendations.
2. Meet with other stakeholders/groups to present report and recommendations.

TIMELINE FOR COMPLETING THE ASSESSMENT

The timeline for the completion of the assessment will entail approximately sixteen (16) weeks.

Week:	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Tasks/Dates:	7/15	7/22	7/29	8/5	8/12	8/19	8/26	9/9	9/16	10/7	10/14	10/28	11/4	11/11	11/18	11/25
1. Start Project/Data Collection and Review	X															
2. Interviews with Department Heads, Managers and Supervisors		X														
3. HR Staff Interviews and Job Analysis			X													
4. Human Resources Compliance and Best Practices Assessment				X	X	X	X	X								
5. Analyze and Assess HR Operations and Customer Service									X	X						
6. Analyze HR Policies & Procedures											X	X				
7. Prepare Draft Report													X	X		
8. Present Draft Report to City Administrator and other Stake-holders															X	X

COMPENSATION

1) HR Assessment/Personnel Rules Assessment

For the services described above, the fee shall consist of \$38,750 which represents approximately 310 hours at the rate of \$125.00 per hour. The consultant shall submit invoices in three (3) installments, at the end of Step 3, at the end of Step 5, and upon completion of the Draft Report - Step 8.

Project Task	Hours	Cost Per Task
1. Start Project/Data Collection and Review	30	\$3,750
2. Departmental Interviews	24	\$3,000
3. Human Resources Staff Interviews and Job Analysis	16	\$2,000
4. HR Compliance and Best Practices Assessment (Approximately 16 hours for each functional area)	110	\$13,750

5. Analyze HR Operations and Customer Service	40	\$5,000
6. Assess HR Policies and Procedures	50	\$6,250
7. Prepare Draft Report with Findings and Recommendations	50	\$6,250
8. Present Draft Report to City Administrator and other Stakeholders	10	\$1,250
Professional Staff Time Total	330	\$41,250.00

Project Cost:

Total Project Cost

\$41,250.00

2) HR Advisement/Intervention/Mentoring/Projects

During the course of the Assessment, it is anticipated that there will be matters of compliance and/or urgency that require immediate attention or intervention. In such cases, the Consultant shall recommend to the City actions needed. This work, beyond the defined scope of the HR Assessment, shall be detailed within the Consultant's invoices by "project name" or "advisement/mentoring." The following special projects have been identified to be included:

- a. Consultant shall conduct the independent review of pending reclassifications, including job analysis, development of job descriptions, and salary recommendations as an immediate project.
- b. Consultant shall provide guidance to staff related to the conduct of labor negotiations; consultant shall perform independent data collection for use in labor negotiations.
- c. Consultant shall review, research, and make independent recommendations in the resolution of complex issues.
- d. Consultant shall provide professional guidance to the City Administrator related to the selection process for the Director of Human Resources & Risk Management including the independent review and evaluation of candidates.

Advisement, mentoring, research, and/or project-oriented work is estimated at 25 hours per week @ \$125 per hour for approximately 20 weeks, not to exceed \$64,000.

In all cases, project-oriented work shall be performed independently by the consultant, and shall not be directed by the City in terms of the manner and means in which to achieve the result.

Total proposal:

1) HR Assessment/Personnel Rules Assessment	\$41,250
2) HR Advisement/Mentoring/Projects	<u>\$64,000</u>
	\$105,250

AGREEMENT

ROD FOSTER,
City Administrator
City of Rialto

RHONDA D. STROUT-GARCIA,
Principal Consultant
HR Dynamics &
Performance Management, Inc.

Date

Date



HR DYNAMICS & PERFORMANCE MANAGEMENT, INC.

Rhonda D. Strout-Garcia, Principal Consultant/Owner

*Premier Consulting Services provided by Seasoned Public Sector Professionals
Customized to Meet the Client's Needs*