MEMO

Human Resources and Finance

To: Finance and Personnel

From: Finance Director, Van Rossum, and Human Resources Director Swaney

Date: 05/20/2024

Re: Staffing Assessment Evaluation Process

Background information:

As part of the strategic plan initiative and the budgeting process, staff has developed a staffing assessment evaluation process. This process involves three main phases with a fourth being an ongoing evaluation.

Phase 1 – *Focus on the Department Review and Analysis*
- Department heads assess core services and duties
- Evaluate current capabilities
- Identify areas for improvement

Phase 2 – Involves a Current Staff Review
- Examining staff responsibilities
- Consider adjustments to better align with core duties
- Exploring technological support

Phase 3 – *If applicable, entails submitting a Staffing Request*
- Includes a job proposal and personnel request form
- Request will undergo a thorough review process involving Mayor, Finance Director, and Human Resource Director
- Requests will be evaluated based on various criteria including:
  - Operational impact
  - Urgency
  - Flexibility
  - Budget
  - Strategic Alignment
  - Return on Investment

Position requests that warrant consideration based on evaluation, scoring, and discussion, will end up on the 5-year People and Operation plan (POP). This plan will be used as a planning tool to budget for the needs in a manner that the budget can handle and tool to allow departments to prepare once position is approved and funded.

Phase 4 – *An ongoing review process*
- This will include completing phases 1 and 2 every five years
- It will ensure that our staffing is being used as efficiently and effectively as possible.
- Staff's desire is having a structured process but also value flexibility. Once the POP plan is established, any additional staffing requests that arise between cycles will be individually assessed for potential inclusion in the overall staffing plan.

There is a schedule of when each phase is due back from each department. Upon completion of each phase, there will be a presentation to the Finance and Personnel Committee to gather thoughts and for them to gain more understanding of each area and the core duties and responsibilities from the perspective of staff.

This process is new and endorsed by all department heads. With that in mind staff is considering this a working process until we've been through it. As things progress there might be changes to the process to improve.

Strategic Plan:
This item pertains to the people management section of the strategic plan. The result will be a plan for adding the personnel needs to achieve the strategic initiatives and maintain the City's mission and vision for the services provided to the taxpayers. The biproduct of this process will be an update of the organization Chart that is also an initiative in the current strategic plan.

Budget: This item specifically doesn't affect the budget. The outcome of the request will have an impact on future budgets that will be addressed at that time.

Staff Recommended Action: For introduction and informational. No action needed at this time.

Staffing Assessment Timeline:

Initial Intro meeting: May 15

May 15 – June 4 Department Heads begin phase 1 analysis

Phase 1 group analysis due back: June 7

Phase 1 group meeting: June 12

Present phase 1 to F&P on June 17

Phase 2 analysis due back: June 18

Phase 3 analysis due back: July 9

Phase 3 scorecards to be completed by: July 23

Group meeting to discuss POP: August 6

Further group discussion to occur as needed

Staffing Assessment Evaluation Process

Overall process 2024:

Phase 1: Department Review and Analysis

Purpose: To review the core services/duties of the department

Key questions for analysis:

- What are the core services/duties that your department needs to provide?
    - Can you meet these core requirements with existing staff?
        - If not, why?
    - Are there core duties you believe you should be doing but you are not currently?
- Who is your "customer"?
- What are some non-core activities that your department is currently doing?
- What are some non-core activities that your department is not currently doing that you would like to provide?
- What are some duties or activities you wish your department could stop doing?

Each department head will complete for their applicable departments.

A group meeting will be held to review each department's answers.

Phase 2: Current staff review

Purpose: review current staff delineation of duties and key duty processes.

Key questions for analysis:

- What are existing staff currently doing? Don't just consider the "what" but include the "how" i.e. their processes, procedures, tools, etc.
- How could current staff alignment be adjusted to better meet core duties?
- What technology could be utilized to better help support current staff and core functions?

Tools to complete this: job analysis questionnaire

Phase 3: Staffing request

Phase 3 may not be applicable for all.

Purpose: to propose a new position to the department and provide substantiation for the request.

Steps:

- Gather your job analysis' from phase 2
- Complete job proposal questionnaire (similar to a job analysis, but outlines how you will structure the position being requested).
- Complete and submit the personnel request form.

How will staffing request be reviewed?

1. Department head will complete the personnel request form and attach supporting documentation.
2. Mayor, HR Director, Finance Director, and submitting department head will complete a [scorecard](#) (more info shared below). The average of these 4 individual scores is the score that will be assigned to the request.
3. Mayor to review request to determine whether the request is approved (will be added to people operations plan) or denied.
4. If approved, placement on people operations plan will be determined by position score in item 2.
5. POP plan reviewed annually and approved by Finance and Personnel committee as part of the overall budget approval process.

Requests for staffing will be considered based on the following criteria:

Outcome of phase 1 & phase 2 analysis

- Department Operational impact
  o Needed to complete non-core duties
  o Needed to complete core duties
- Urgency to core operations
  o Experiencing minimal staffing / operational constraints
  o Incurring some overtime or staffing restraints in current operations but able to operate
  o Incurring significant overtime and/or staffing constraints and poses a threat to operations
- Degree to which creative solutions have already been exhausted.
  o No alternatives have been attempted (examples of alternative solutions could include but are not limited to the use of technology, restructured duties, and changes in processes to improve efficiency)
  o Alternatives have been attempted
- Impact to public health and safety
  o Department's operations have little impact on public health and safety
  o Department's operations have an indirect impact on public health and safety
  o Department's operations have direct impact on public health and safety
- Flexibility of operations
  o Department has significant flexibility in the hours, services, and ways in which they provide services.
  o Department has some flexibility in the hours, services, and ways in which they provide services.
  o Department has very limited to no flexibility in the hours, services, and ways in which they provide services.
- Impact to budget and fiscal responsibility

- o Financial Justification
    - ▪ What is the estimated cost of adding this staff member (salary, benefits, equipment, etc.)?
    - ▪ How does this expense align with departmental and organizational goals?
- o Budget Impact Analysis
    - ▪ What are the anticipated short-term and long-term financial implications of hiring this staff member?
    - ▪ How will this expense be funded within the existing budget framework?
- o Revenue Generation or Cost Savings Potential
    - ▪ Will adding this staff member directly contribute to revenue generation or cost savings?
    - ▪ Are there potential efficiencies or improvements that could be realized by hiring this staff member?
- Impact to strategic plan
    - o Request is not related to a clearly defined strategic plan tactic/objective.
    - o Request will indirectly impact a clearly defined strategic plan tactic/objective.
    - o Request will directly impact a clearly defined strategic plan tactic/objective.
- Return on Investment (ROI) – how much additional productivity vs. cost will be gained with the additional staff member.   ROI can be measured in many ways. A few suggestions are listed below but is not exhaustive
    - o Service Delivery Improvement - Measure the impact of the new staff member on improving service delivery like
        - ▪ Response times
        - ▪ Completion rates
        - ▪ Customer satisfaction scores
    - o Cost per Outcome
        - ▪ Calculate the cost per unit of service provided or outcome achieved before and after hiring the new staff member to assess efficiency gains
    - o Reduction in Overtime or Temporary Labor or Outsourced Costs
        - ▪ Track the reduction in overtime expenses or the need for temporary labor resulting from hiring additional permanent staff
    - o Increased Revenue Generation
        - ▪ Quantify any additional revenue generated as a direct result of hiring the new staff member, such as increased fees or fines collected, or new grant opportunities pursued.
    - o Risk Mitigation
        - ▪ Assess the impact of the new staff member on mitigating risks or liabilities, which could result in potential cost savings due to avoided legal fees or penalties. (More PD and Fire, but also DPW if staff is working a ton of OT)
    - o Quality of Work/Life Improvements
        - ▪ Consider qualitative measures such as employee morale, work-life balance, and job satisfaction, which can indirectly contribute to productivity and cost-effectiveness.

Department Request Scorecard

Ongoing Process:

- Complete phase 1 and phase 2 every 5 years
- If staffing requests arise outside of this cycle, departments will complete phases 1-3 individually and will submit documentation as part of their personnel request form? It will be determined if the request qualifies and where it fits on the overall staffing plan.