



BERTHA W. HENRY, County Administrator
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MEMORANDUM

DATE: October 20, 2009

TO: Broward County Board of County Commissioners

FROM: Bertha Henry, County Administrator

SUBJECT: **Response to Program Performance Review – Human Resources Division of the Finance and Administrative Services Department, Report No. 09-19**

County Administration generally agrees with the overall comments and recommendations of the Report. As expressed in the initial and exit conferences with the Auditor's Office, we view this process as an opportunity for improvement and a validity check on the work we are doing through Sterling. Those services that compare favorably to our peers will continue to be refined. Fortunately, many of the deficiencies were identified and steps were underway to address them. Other noted deficiencies will require a significant investment in technology to track and respond timely as the situation warrants. Hopefully, this can be addressed in our upcoming dialogue with the Board (November 2009) regarding an investment in Enterprise-wide Resource Planning (ERP). We commend the Auditor's Office on the thoroughness of the review, especially given the breadth of the services reviewed.

Below are the responses to each of the recommendations provided in the program performance review. A progress report on these recommendations will be provided by December 31, 2009 as suggested by the Office of the County Auditor.

County Auditor Recommendations

1. Identify, collect and analyze pertinent unit cost data suggested in this report or other measures identified by the Division. Unit costs calculations should use full cost methodology. (Page 10)

Response: ***Agreed. The Human Resources Division will review the suggested cost data as well as other measures in relation to the services delivered to determine and adopt unit cost data that is most meaningful to track. Timeframe for implementation will be provided once the source, availability and resources necessary to obtain the information is fully assessed.***

2. Expand existing benchmarking practices through (1) review and analysis of FBC and ICMA reports to identify most comparable peers and valuable service comparisons; (2) independent research to identify other peers, services or performance measures which are commonly benchmarked; and (3) gathering data and completing analyses, and (4) identify potential areas for improvements and initiate action as appropriate. (Page 12)

Response: Agreed. The Human Resources Division will begin the necessary independent research to gather the most up to date information based on the new fiscal year, and will include data from the FBC and ICMA annual reports as they become available.

3. Ensure the collection of meaningful human resource related information through (1) identifying valuable types of data; (2) ensuring existing systems are used to the utmost of existing capabilities; (3) completing feasibility assessments regarding acquisition of software upgrades or modifications that would improve cost-effectiveness; (4) implementing cost effective and necessary data solutions. (Page 14)

Response: Agreed. The Human Resources Division will identify the types of data most valuable for strategic business decision making. In addition, the acquisition of software upgrades or modifications, or the implementation of new data solutions will be considered in conjunction with proceeding with an Enterprise-wide Resource Planning (ERP) system. Such system improvements will enhance opportunities to efficiently collect and report on useful process information and other HR data.

4. Evaluate opportunities for improving the effectiveness and efficiency of hiring processes, including but not limited to:
 - Enhancing the existing pre-screening practices to be more generally applicable to all rated recruitments and to communicate the results of pre-screening to hiring agencies.
 - Determining the cost effectiveness of HR Recruiter "Wish List" enhancements and feasibility of purchasing the most beneficial modifications.
 - Increasing communication between HRD and hiring Divisions regarding time saving and customization options available during the recruitment process. (Page 30)

Response: Agreed and partially implemented. The Human Resources Division has implemented an enhanced pre-screening process and has initiated communication of the results of pre-screening to hiring agencies. The cost effectiveness of HR Recruiter system enhancements will be evaluated in conjunction with the review of possible replacement solutions associated with the consideration of implementing an ERP system.

5. Update the Internal Control Handbook to reflect current/improved business practices and provide staff training as applicable. (Page 30)

Response: *Agreed and in-progress.*

6. Develop policies and procedures sufficient to guide HRD and HRO staff through the review of reclassification, salary adjustment and range reallocation requests. Guidelines should include but not be limited to: tracking of activities completed by HRD and HRO staff, supervisory review, and staff training. (Page 34)

Response: *Agreed. Human Resources will review, update, and enhance the existing internal staff training manual covering these topics to address the recommendations.*

7. Develop policies and procedures to ensure the regular review of the Classification Plan, inclusive of pay ranges, in accordance with guidelines reflected in the Internal Control Handbook. (Page 35)

Response: *Agreed and in-progress. The relevant policies will be reviewed, updated and incorporated in the Internal Control Handbook.*

8. Develop a comprehensive succession management plan to assist the County as well as individual agencies in determining and meeting succession planning needs. This may include, but not be limited to: (1) comprehensive separation projection data, (2) ongoing identification of key management positions and required skill sets, (3) improved methods to evaluate employee performance and needed skill development, (4) development of executive training and leadership programs such as classroom training or other innovations to strengthen the County's ability to use existing staff resources. (Page 37)

Response: *Agreed and in-progress. Each department and office head was asked to develop a succession management plan/program for his/her respective department or office. Concurrently, a training needs survey was completed and contain a series of recommendations that also tie to succession planning. These plans, an element of the County's Sterling Organizational Improvement Program, and the results of the Learning Needs Assessment are under review by County Administration. County Administration will finalize its review by December 31, 2009 with a final plan completed during the first quarter of Calendar Year 2010.*

9. Continue efforts to update performance appraisal process and ensure that employee evaluation criteria are aligned with organizational values. (Page 41)

Response: Agreed and partially completed. The Human Resources Division has completed development of a new Executive Performance Evaluation instrument with an attendant Individual Development Plan and is currently in the process of planning implementation.

10. Explore the feasibility of developing additional programs to reward and encourage high performing employees. (Page 41)

Response: Agreed. One of the goals of the new Executive Performance Evaluation instrument is to more closely align compensation to the attainment of goals and objectives. Existing tools, such as Administrator Reward, bonuses, recognition programs, etc. could be reconstituted to achieve this recommendation. Such changes will be discussed with the Board during the months of November and December of 2009 with an implementation date of January 2010.

Should you have any questions or would like to discuss any item further, please do not hesitate to contact me.

BWH/kk/ds

cc: Evan Lukic, County Auditor
Dick Brossard, Interim Deputy County Administrator
Monica Cepero, Assistant to the County Administrator
Melissa Heller, Interim CFO/Director, Finance and Administrative Services Department
James R. Acton, Jr., Director, Human Resources Division