



HUMAN RESOURCES MID-YEAR BUDGET REQUEST

June 13, 2023

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Background

- Customer Service Survey conducted in March
- Results indicated dissatisfaction with timeliness to fulfill requests, specifically:
 - Recruitments
 - New Hire Salary Reviews
 - Reclassifications
- HR Business Partner team does not have a dedicated manager
 - Largest team in HR Division; client-facing; high volume of requests; 'hub' of the HR Division

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Analysis – HR Business Partners & Sr. Leadership

- All functional areas of HR lead by a dedicated manager except HRBPs which is the largest team
- HR Business Partners (HRBP) need additional support to help with workload
- HRBPs currently managed by Associate HR Director in addition to other duties
- HR Director currently has 9 direct reports
- Current structure reduces ability of Sr. leaders to:
 - Direct major initiatives
 - Provide strategic direction & guidance
 - Be available to clients & staff
 - Complete requests timely
 - Create and monitor performance results

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Analysis – Talent Acquisition

Benchmarks – Average Open Requisitions by Recruiter	Current County Open Requisitions by Recruiter
High Volume (Parks & Recreation, e.g.) – 50:1	175:1
Professional (Merit, e.g.) – 20:1	60:1

High workloads result in:

- Longer time-to-fill
- Less time to develop & implement recruitment strategies; aka ‘post & pray’

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Recommendation

Two merit FTEs – Talent Acquisition Partners

- This reduces the ratios to 105:1 and 36:1. Adding two additional TAPs would allow each TAP to process requisitions timelier with a focus on quality. This will result in improved time-to-fill and increased customer satisfaction.

One merit FTE – Manager, HR Business Partners

- Adding an HRBP manager creates focus on managing the workload, meeting established timeframes using metrics & goals, and provides an additional resource to handle client requests. The manager would handle some of the current workload in addition to providing oversight, guidance, and support. The manager would also be involved in ongoing client leadership meetings to assess strategic needs and guide the team in providing resources to the clients.
- Associate Division Director would manage half of the HR Managers and the HR Director the other half. Both would then have time to focus on county-wide initiatives, mentoring & leading division staff, and creating systems & structures to measure and improve HR customer service.