

# **HR – Criminal Justice Services FTE Summary**

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**Salt Lake County  
Human Resources Division**

July 2018

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## Executive Summary

The Salt Lake County Human Resources Division has a goal to strategically partner with our customers to deliver organizational excellence. The rapid advances in information technology, a tight labor market with higher and sustained recruitment and retention efforts by employers, the Human Resource function must change rapidly with business needs. All these influences represent both challenges and opportunities for all management functions and especially for Human Resources, with employees' skills and knowledge becoming the key factor to success in today's very competitive marketplace.

HR Professionals are now required to do more with less, to do different work and to do it better, which puts them under greater pressure to redefine their roles and reevaluate their structure. The HR function must not only be focused on the workplace but also linked directly to the core business strategy. In order to achieve this, the HR department should be an integrated unit and for efficiency, consistency and best practice--some areas should be centralized.

Costs need to be reduced and processes optimized - this can only be achieved by having all key players work under the same direction, which is essential for effective communication as well as the awareness and commitment to the above by all parties. Human Resources will focus on adding value to the organization through the delivery, development and retention of human capital. Ideally, the SLCO HR Division should see itself as a customer-focused business (with the customer being the organization and the employees) with support teams that exist to meet the customer's needs as efficiently as possible. Operating as a team is necessary for all parties to be fully engaged with the overall strategy, and to pull the organization in the same direction.

Criminal Justice Services (CJS) has agreed to centralize their HR function and house one (1) FTE within the HR budget. Currently, the CJS has a vacant FTE that would be transferred to the division of Human Resources and serve as an HR Generalist. The sole responsibility is to service solely CJS's human resource needs. This proposed movement would occur as soon as the division is able to fill the position.

## Responsibilities and Objectives

Currently, many of the CJS's human resource functions are assumed by their Fiscal Coordinator, who serves as the division's primary contact for human resources, benefits, payroll and performance evaluation processing. Typically, there is very little interaction between the HR Division and the Fiscal Coordinator. The HR Division provides centralized functions such as job description updates, policy and procedure advice and interpretation, salary reviews, and employee investigations. Below is a summary of what the current classification, compensation and recruiting functions the HR Division has provided to the Criminal Justice Services over the past 12 months.

**Criminal Justice Services Summary – July 1, 2017 to July 1, 2018**

ACTION	NUMBER	VACANT	FILLED (FTE)		
New Classification	5	1	4		
Reclassification	11				
Job Descriptions	2				
Reorganizations	1				
ER/EEO/ADA Inquiries	13				
Requisitions	39				
Hire Activity					
Total Number of Hires	New Hire	Rehire	Interjurisdictional Transfer	Appointed/Time- Limited	Temporary
19	12	3	0	0	7

Vacant Positions as of 7/6/18		
Job Title	Job Code	FTE
Treatment Specialist	150-1, 150-2	6
Case Manager	379	3
Peer Mentor	873	.5
Services Coordinator	386	1
Jail Screener	716	2

**Total Vacant FTE: 12.5 (9%)**

**Total Occupied FTE: 138.75**

Moving a vacant FTE position to the Human Resources Division, and reclassifying it as an HR Generalist would allow the centralization of all HR functions to include job description updates, salary reviews, employee relation investigation assistance, position classification, employee compensation and general recruitment functions. In addition, the position strategically would be responsible for:

- Processing and approving and/or denying FMLA, LTD, and other special leave requests.
- Training of CJS employees in county-wide and division specific material.
- Employee Relations issues.
- Conducting and participating in compensation and benefits surveys specific to the Criminal Justice and Social Work industries.
- Focused talent management efforts, including building active and passive candidate pools, events, partnerships, and advertising.
- Building relationships with other institutions through grass-roots efforts for retention purposes.

- Implementing county-wide policies and practices under the direction of the Human Resources division.
- Assisting employees with benefits questions and open enrollment.
- Branding, promoting, and CJS community outreach.
- Managing the onboarding and off-boarding of employees in the division.
- Creating succession plans for key positions within the organization.

More specific objectives of the position moving from the CJS to Human Resources include:

- Minimizing the possible inconsistencies that exist in HR policies and practices and implementing practice, process and structural changes that will ensure the consistent application of best practices in the human resources function department-wide.
- Creating a centralized human resources function that identifies and supports the individual needs of CJS where the position can develop relationships with the SMEs (CCR, Employee Relations, Benefits, and Payroll) and translate that knowledge into best practice for Criminal Justice.
- Eliminating unnecessary duplication of processes and services in the HR function.
- Ensuring that this HR employee will receive the training and experience they need to develop their expertise and cultivate opportunities for career advancement in the HR field.
- Improving communications and information sharing among all agencies to ensure consistent application of the HR function. This may also enable agencies to better respond to fluctuating HR workloads and staffing challenges.

### Performance Objectives and Projected Budget Estimates



It is the desire of Criminal Justice Services and the Human Resources Division to pilot this initiative of transferring a vacant FTE to an HR Generalist in the division of Human Resources. This employee will be an integral part of the Human Resource Division which we anticipate will develop into high quality and consistent employment practices for both HR and CJS. This person will be highly accessible, with a primary office location at Criminal Justice Services, and a satellite location in Human Resources.

Specific goals will be generated by Criminal Justice as well as established goals such as the amount of time to:

- Fill a position
- Submit a reclassification request
- Revise a job description
- Conduct salary reviews

These goals and objectives will be the basis of the Performance Evaluation which will be rated both by the Criminal Justice Services and Human Resources.

The FTE will be transferred from CJS to Human Resources under the Mayor’s portfolio. The proposed budget estimates of this request are as follows:

- **Personnel Budget** - The job description will need to be completed and current salary for the HR Generalist position has not yet been determined, but the salary range will likely fall between \$50,000 and \$70,000. Calculation of benefits costs will be dependent upon the salary cost.

#### Formal agreement

## IV.

An agreement will be generated between Human Resources and CJS to confirm arrangement and to verify if an FTE in Human Resources would in the future be slated for a RIF, this position would be transferred back to CJS.