

Executive summary

Scope and methodology

The County of Santa Barbara (the County) contracted with KPMG LLP (KPMG) in May 2019 to conduct an operational and performance review of all County departments. The Human Resources (HR) departmental review commenced in August 2019. The purpose of this HR department review is to provide a high-level assessment of the department, identify strengths and opportunities, and benchmark financial and operational areas with similar jurisdictions with the focus to improve the overall operational efficiency, effectiveness, and service delivery provided by the department.

Over a 12-week period, the KPMG team conducted the following activities:

- **15 interviews** with HR leadership and staff to understand the organizational structure, roles and responsibilities, operations, and processes of the department.
- **Analysis of data available, reports, and policy documents** to understand demands upon, and the operations of, the department.
- **A customer survey** was also distributed to the department directors, assistant department directors, managers, and supervisors to gather their opinions on the service provided by the HR department.
- **A benchmarking and leading practice review** was conducted of the recommended eight benchmark counties; Marin, Monterey, Placer, San Luis Obispo, Santa Cruz, Solano, Sonoma, and Tulare.

This report outlines the findings of the operations and performance review and details recommendations for enterprise-wide management of the department and for each of the five divisions: Administration and Operations, Employment and Workforce Planning, Benefits and Wellness, Organizational and Talent Development, and Employee Relations.



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Department orientation

Mission statement:

To promote a County culture where our Employees can do their best work, so our community can live its best life.

Responsibilities:

- 1 Ensure the effective utilization of appropriately skilled employees
- 2 Ensure employee programs have a positive impact on the County's vision and goals
- 3 Cultivate a workplace culture where employees can thrive, contribute, and make an impact in alignment with their personal values as well as the County's

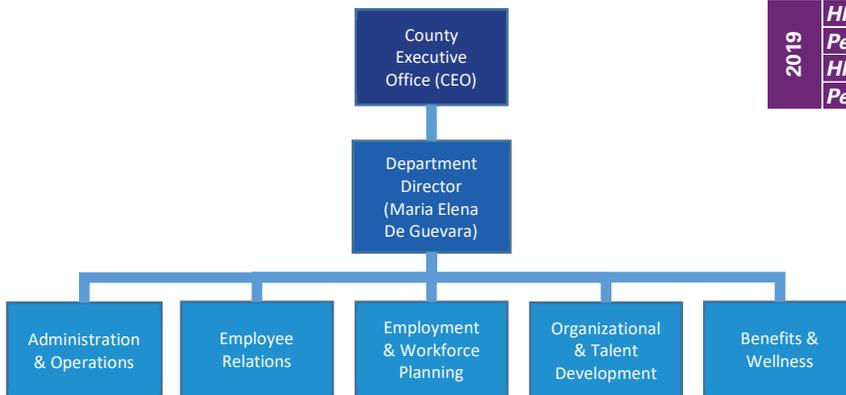
Recommended budget (2019–2020):

\$8.6M	\$0	30.75
Operating Expenses	Capital Expenses	Full-Time Equivalents

County benchmarks:

		Santa Barbara County	Average
All Budgets in \$'000			
2019	HR FTE	31	30
	Percent of Enterprise	0.7%	1.1%
	HR Budget	\$ 8,609	\$ 6,292
	Percent of Enterprise	0.8%	0.7%

Organizational structure:





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Commendations

Renew '22 Initiative

The HR Department's adoption of the County's Renew '22 initiative represents a shift from a reactive, historical view to a proactive, forward-thinking view of the County, as well an effort to bring the HR organization together by establishing a unified internal vision, mission, and values for operations.

Focus on Transformation

The HR department has been focused on continued improvement and transformation over the last year. The department has undergone an organization restructure, core processes have been standardized such as onboarding, and there has been a significant culture change and establishment of shared values to refocus the department. The department building has undergone improvements to enhance the work environment.

Health and Inclusivity Focused

The HR department should be commended for increasing focus on wellness and adding diversity and inclusion as a focus in the department. These focus areas and supporting resources will be critical to having a diverse, healthy workforce that is best positioned for success.

Proactive Departmental Outreach

The HR department has worked diligently to partner with high-demand departments in an effort to bring better recruits, services, coaching, and training. The engagement of employees and outside organizations is necessary to recraft the HR organization and successfully implement the necessary system and process changes.

Technology Enablement

Although HR needs an enterprise-wide HR software solution, the department has had discreet wins in procuring software that strategically positions them to take the next step towards an enterprise software solution.

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Renew '22 Mapping

The recommendations made within the HR department review have been aligned to the Renew '22 Transformation Behaviors to help ensure that the recommendations are driving towards the Renew '22 strategic vision, as seen in Figure 1 below.

		Transformation Behaviors				
		Alignment with Vision	Data-Driven Decision Making	Strategic Thinking	Risk Taking	Collaborative Problem Solving
Enterprise Enablement Recommendations	1	Define the delivery ownership of HR services between County HR and departments				
	2	Establish the role of County HR as a business partner to the County				
	3	Establish countywide governance over HR policies and procedures				
	4	Establish service level and performance reporting and cadences				
	5	Review technology is fit-for-purpose to support service delivery and management of data				

Figure 1

Source: KPMG Analysis of Renew '22 Transformational Behaviours



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Enterprise enablement recommendations

Enterprise enablement recommendations relate to the systems and processes needed for the HR department to drive operations and activities to achieve the department's goals. The recommendations outlined below focus on providing strategic alignment and direction across all HR divisions and the available or proposed systems the department can leverage to inform decision-making within the department and across the County organization.

Recommendations start with determining the HR service delivery model (Recommendation 1.0), then on improving how services are delivered in terms of people (Recommendation 2.0) process and governance (Recommendation 3.0), data and reporting (Recommendation 4.0), and technology (Recommendation 5.0).

#	Enterprise enablement recommendations
1.0	Define the delivery ownership of HR services between County HR and departments
2.0	Establish the role of County HR as a business partner to the County
3.0	Establish countywide governance over HR policies and procedures
4.0	Establish service level and performance reporting and cadences
5.0	Review technology needs and utilization to support service delivery and management of data



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Division recommendations

Division recommendations identify opportunities for the HR department and divisions to more effectively prioritize activities, operate more efficiently, provide strategic insights to other County departments, and deliver improved services to HR customers.

#	Division recommendations
Administration and Operations (A&OP)	
6.1	Establish a vision of how the division can serve in a support capacity for other HR divisions
6.2	Acquire skills needed to complement the new vision and right size the team to reflect that need
6.3	Review HR information systems for opportunities to increase utilization of existing technology, consolidate systems and maximize impact across HR divisions
Employment and Workforce Planning (E&WP)	
7.1	Invest in workforce data and analytics to meet workforce planning needs of the County
7.2	Improve E&WP capacity by implementing countywide policies and procedures
7.3	Establish service level and performance reporting with necessary technology and data requirements
Benefits and Wellness (B&W)	
8.1	Improve B&W capacity to focus on service delivery and process ownership responsibilities
8.2	Establish wellness program goals to meet the needs of the organization

#	Division recommendations
Organizational and Talent Development (O&TD)	
9.1	Develop a strategy and service delivery model for O&TD
9.2	Conduct an enterprise-wide training needs assessment
9.3	Redevelop curriculum to align with strategic workforce planning
9.4	Redesign the Employee Performance Review process to support employee development
Employee Relations (ER)	
10.1	Establish a baseline set of data points for tracking coaching and investigations to identify trends, needs, and risks
10.2	Develop performance metrics to assess and track overall health of the County
10.3	Establish a framework to engage departments to drive proactive and remedial outcomes