

February 2018 Update to 2016 Human Resources Performance Assessment & Financial Audit

Independent of the Human Resources Department Audit conducted by Matrix Consulting, in 2016, the department has identified the following enhancements that have been implemented or are being considered for implementation:

- Provide **cross-training opportunities** for staff in various functional areas to further enhance their knowledge base.
- Engage in **team building** initiatives with various functional work groups in partnership with the labor union and department management teams.
- Revive the training for supervisors and managers on **Family Medical Leave Act (FMLA)** to ensure compliance with the law.
- Research opportunity for **automating employee submissions of leave of absence requests** using the department’s existing system.
- Develop a quarterly **Human Resources Newsletter** to inform and educate the City employee population on employment trends and other relevant topics.
- Develop a **Citywide training program** with City employees as expert instructors.
- Research opportunities for hosting **Brown Bag Lunch Sessions** with employees on relevant workforce topics.

Recommendations	Action Plan	Target Completion Date
<p>1 The Human Resources Department is sufficiently staffed at 30 full-time authorized positions, but as several positions have been frozen the Department will be understaffed even at filled positions relative to other comparable jurisdictions. Due to these frozen positions it is even more imperative for the Department to fill all of its vacant positions to continue to provide basic Human Resources services to the City.</p>	<p>Correction to number of full-time FTEs: There are 28 FTEs in the Human Resources Department budget. Currently the department has 6 vacant positions, as follows:</p> <ol style="list-style-type: none"> 1. HR Director (interviews in mid-September, selection expected soon thereafter) 2. Deputy HR Director: Recruitment began in August 2016, advertised state-wide and will remain open until the position is filled. The first review of applications begins in early September. 3. Other vacancies: Safety Officer, Principal HR Analyst for Training, and Principal HR Analyst for Employee Relations. The Senior Office Specialist position was recently filled, with the incumbent starting September 9, 2016. The expectation is to fill all existing vacancies by February 2017. 	<p>Completed</p> <p>Due to reorganization of the department currently has filled all positions; including the addition of 2 Deputy HR Directors.</p>

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2.1 The Department should develop appropriate performance measures to track and report statistics that measure timeliness and compliance such as days to resolve complaints, incidents, or turnover rate.	Quarterly Departmental metrics are in the process of being established for all divisions.	Completed
2.2 The Department should adopt service level standards / goals for each performance measure.	<p>The Department will research industry standards to develop acceptable service levels and identify a target for each performance measure. To gather data on the selected measures, the Human Resources Department will send an internal Quality of Human Resources Services Survey out on an annual basis to all departments via Survey Monkey.</p> <p>ONGOING:</p> <ul style="list-style-type: none"> -Comment Cards -Happy or Not Button -Quarterly Recruitment metric reports -Recruitment survey -Training Exit Survey <p>SCHEDULED</p> <ul style="list-style-type: none"> -Citywide Survey (July 2018) 	<p>Completed</p> <p>The Citywide survey will be conducted in conjunction with Performance Appraisals in July 2018.</p>

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<p>3.1 The Department should utilize the quarterly performance evaluation compliance reports (showing percent of evaluations completed on time) to encourage departments to improve their compliance rate. These compliance rates should be published annually as performance measures to force Human Resources staff as well as Departmental staff to improve their compliance with performance evaluations. This should be implemented immediately.</p>	<p>A Performance Evaluation Compliance Report has been developed, and will be distributed Citywide monthly until all employees are evaluated in July-August beginning in 2017. Thereafter, the report will be distributed annually. Every time the report goes out, the HR Department will follow up with the department directors with delayed or missing evaluations.</p>	<p>Completed</p> <p>Report will continue to be distributed annually by the HR Department.</p>
<p>3.2 While the Department is moving to July 1st for all performance evaluations, implementing an online module for performance evaluations will help improve the compliance rate. The department should make sure that this software interfaces with IFAS for payroll merit increases. The performance evaluation module could be part of the Learning Management Software System implementation and Riverside Public Utilities could help absorb the fiscal impact.</p>	<p>A Workforce Development Team has been established for the Talent Management System project with employee members from Riverside Public Utilities, Human Resources, and Information Technology Departments. The Team will initially focus on two modules: Employee Performance Management System (PMS) and Employee Learning Management System (LMS). Additional modules may be selected and phased in. The team is currently in the process of evaluating order of module rollout.</p>	<p>Tentative Implementation Schedule:</p> <ul style="list-style-type: none"> · Performance Management System – March/April 2018 · Learning Management System – December 2018

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<p>4.1 The Department should issue and award the Learning Management Software RFP already developed. Once the RFP is issued a vendor should be selected and the software should be implemented as soon as possible. This should happen within the next year.</p>	<p>As stated under Recommendation 3.2 above, a Workforce Development Team has been established for the Talent Management System project with employee members from Riverside Public Utilities, Human Resources, and Information Technology Departments. The Team will initially focus on two modules: Performance Management System (PMS) and Learning Management System (LMS). Additional modules may be selected and phased in. Relevant RFP(s) will be developed and issued to procure the systems. The team is currently in the process of evaluating order of module rollout.</p>	<p>Tentative Implementation Schedule:</p> <ul style="list-style-type: none"> · Performance Management System – March/April 2018 · Learning Management System – December 2018
<p>4.2 The Department should develop a technology strategic plan (5 years) that identifies a long term strategy for HR technology needs detailing where, how, and when the department will address current technology deficiencies. This plan should be developed in conjunction with City IT to make sure that this plan is compatible with Citywide goals.</p>	<p>The HR Department is in the process of reviewing the strategic goals of the department and identifying any related IT goals. The HR Department will work with the City’s Innovation and Technology (IT) Department to incorporate HR-specific IT needs into the Citywide Technology Master Plan.</p>	<p>Completed</p> <p>Recurring meetings between HR and IT are ongoing.</p>

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<p>5 The Department should be reorganized to allow for greater cross-functionality and more equitable span of control. This proposed reorganization includes housing Training & Development and Classification & Compensation with Recruitment and Benefits & Wellness and takes into account the frozen positions currently existing in Human Resources.</p>	<p>After successfully hiring of Human Resources Director and Deputy Human Resources Director, the new proposed reorganization will be discussed and implemented if feasible.</p>	<p>Completed See Attached Organization Chart.</p>
<p>6 The Department should track and regularly report on the number of days from receipt of the initial P1 to acceptance of an employment offer for each recruitment. They should establish service level targets for this measure ranging from 45-120 days based upon type of position.</p>	<p>Phase I - The Recruitment Division currently prepares a weekly report, which provides information on the status of recruitments. The report was recently refined to reflect current P1 to acceptance timelines. The department will research industry standards on service level targets on completing recruitments.</p> <p>Phase II - The HR Department will work to identify efforts to expedite hiring.</p>	<p>Phase I – Completed Phase II – Completed Number of Days from receipt of the initial P1 to acceptance of an employment offer for the dates of April 1, 2017 to February 12, 2018:</p> <ul style="list-style-type: none"> - Average days to “acceptance” is 53 business days - Average days to “hire date” is 72 business days
<p>7 The Department should continue with its proposed changes to the recruitment and hiring practices in order to streamline the process, reduce the burden on customer departments, and adopt service level standards for recruitments.</p>	<p>Phase I - The department has implemented a new streamlined process to expedite and complete on-boarding of new employees within acceptable service level standards. The automation of the Personnel Requisition Form (P-1) has been implemented.</p> <p>Phase II – The Recruitment Division plans to automate the Personnel Action Form (P-2) utilizing its Applicant Tracking Database, NEOGOV, thereby resulting in a more streamlined process for processing the hires in the system.</p>	<p>Phase I – Completed Phase II – See amended completion date below Phase II is proposed as a component of the IFAS upgrade (OneSolution) project. Since merit increases, salary changes, etc. are involved it will most likely be coordinated with NeoGov. A workflow has been identified to accomplish the majority of this process within OneSolution. The implementation is planned for September 2018.</p>

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<p>8 The Department should include succession planning features in its specifications for an HRMIS system. If the Department opts not to acquire such a system within a short time period, or their system will not have these features, they should use existing data available through IFAS to project upcoming retirements based on age and years of service.</p>	<p>The HR Department will assist in evaluating the potential for succession planning in the new Talent Management System. A phased-in approach will be considered first by identifying employees that may be leaving the organization in the near future.</p>	<p>Tentative Implementation Schedule: December 2018</p> <p>This mechanism is available in the Talent Management System, however, the implementation is planned for a future phase of the project (Succession Planning) 2019/2020.</p>
<p>9 The Department should periodically review the diversity and qualifications of candidates from each of its recruitment sources in order to make a determination about which sources best meet the City's needs.</p>	<p>The department currently gathers diversity and source data by means of a standard question asked of each applicant on the City Application. The department will develop a plan to review diversity demographics to make a determination about which sources best meet the City's needs.</p>	<p>Since 2016, the department has increased recruitment efforts by attending a number of diversity-focused career fairs. The department is currently compiling a list of diversity-focused advertising sources in order to broadcast job announcements to a broader population that would extend to various demographic groups. By September 2018, a comprehensive list of diverse advertising resources and options will be completed and implemented.</p>
<p>10 When a deep pool of highly qualified candidates is not available for a position, the Department should make a practice, with the hiring manager, of revisiting the job description and position requirements to see if they can be modified to allow appropriate substitutions for traditionally preferred experience and training.</p>	<p>This is an established practice that the division's recruiters are following with the hiring managers. Upon the start of a recruitment the recruiter meets with the hiring manager to review the job description, position requirements and identifying the appropriate outreach activities in order to attract the most highly qualified and competitive candidate pool.</p>	<p>Completed</p>

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<p>11 Human Resources staff should develop pre-identified goals for each wellness activity. At the end of the year (fiscal or calendar) a report should be generated that states how each wellness activity addressed a different wellness goal. This report should be used to make decisions regarding what wellness activities should be retained and if any new activities should be developed.</p>	<p>Each wellness activity has pre-identified program goals. For example, the Maintain Don't Gain program's goals are for employees to maintain their weight through the Holidays and make healthier eating choices. After each activity, program results are communicated to all participants. HR will produce a comprehensive report that includes metrics to be evaluated to determine if various wellness programs should be continued, changed or discontinued.</p>	<p>July 2018</p> <p>HR Analyst for the Benefits Division is responsible for the plan.</p>
<p>12 The completion of the benefits audit should be given high priority. Notification letters and request for documentation need to be sent to all non-compliant employees with a deadline for return to HR.</p>	<p>The benefits audit is currently in process and will be implemented in two phases. Phase I will include a general notice to all employees instructing them to submit required documentation. Phase II will include custom letters to those employees who have not yet compiled and are still missing documentation.</p>	<p>Phase I – Completed</p> <p>Phase II – Completed</p> <p>\$3,041.74 savings per month</p>
<p>13.1 The Department should fill the Principal HR Analyst position for its Training and Development unit to ensure that city staff is meeting mandatory training requirements; to coordinate additional trainings, and focus on standardizing staff development throughout the city, by developing professional development plans for key positions.</p>	<p>Recruitment efforts are ongoing for a permanent Principal HR Analyst for Training & Development. Once an incumbent is hired, one of his/her priorities will be to develop a comprehensive Citywide Training Program, which will take into account each employee's training needs. In the meantime, the HR Department is working to launch a pilot project to offer a select number of classes Citywide, to be taught by City employees with relevant knowledge and experience.</p>	<p>Completed</p> <p>Principal HR Analyst (working title – Citywide Training Officer) for the Training & Development Division was hired in January 2017.</p>

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<p>13.2 Staff should focus on improving compliance rate for timely completion of performance evaluations throughout the city.</p>	<p>As stated under Recommendation 3.1 above, a Performance Evaluation Compliance Report has been developed, and will be distributed Citywide monthly until all employees are evaluated in July-August beginning in 2017. Thereafter, the report will be distributed annually. Every time the report goes out, the HR Department will follow up with the department directors with delayed or missing evaluations.</p>	<p>Completed</p> <p>Compliance rate was 99% for FY 16/17. Reports are presented by the HR Director at the ELT meetings. Reports will continue annually moving forward.</p>
<p>14 Training Evaluation Forms should be transitioned to an online format to allow for greater and more efficient use of the feedback provided by City Employee</p>	<p>The Training & Development Division utilizes Survey Monkey for online training evaluations. Paper evaluation forms are provided to participants before they leave the training session to encourage immediate feedback; forms are then entered online to the Survey Monkey portal by HR staff.</p>	<p>Completed</p> <p>A standardized Learning Experience Survey has been developed and implemented using SurveyMonkey. Paper surveys are not provided.</p>
<p>15 The Department should utilize the Principal HR Analyst position to develop a methodology to conduct an annual training needs assessment either through an annual training plan, an internal survey / feedback form, or through the performance development plans.</p>	<p>As stated under Recommendation 13.1, recruitment is underway for a permanent Principal HR Analyst for Training & Development. Once an incumbent is hired, one of his/her priorities will be to develop a comprehensive Citywide Training Program, which will take into account each employee's training needs. In the meantime, the HR Department is working to launch a pilot project to offer a select number of classes Citywide, to be taught by City employees with relevant knowledge and experience.</p>	<p>Completed</p> <p>In collaboration with the City Manager's Office, HR has developed a plan to offer training in different platforms including in person, web-based, and self-paced courses in various topics. An online training catalog launched February 2018.</p>

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<p>16.1 Implementing a professional development module will automate the tracking of training records and hours throughout the City. This will enable the department to utilize training statistics to measure employee progress through the staff development plans developed as well as identify any gaps in trainings. The professional development module could be part of the Learning Management system, which as previously discussed is currently in the process of being acquired with assistance from Riverside Public Utilities.</p>	<p>As stated under Recommendation 3.2 above, a Workforce Development Team has been established for the Talent Management System project. The Team will initially focus on two modules: Performance Management System (PMS) and Learning Management System (LMS). The new Learning Management System is intended to include a professional development module.</p>	<p>Tentative Implementation Schedule:</p> <ul style="list-style-type: none"> • Learning Management System – December 2018 (12 Months) <p>This mechanism is available in the Talent Management System, however, the implementation is planned for a future phase of the project after basics of the system are established.</p> <p>Currently in the process of finalizing the rollout schedule.</p>
<p>16.2 The Principal HR Analyst should conduct analysis of current training records to identify gaps in trainings such as supervisory trainings or new employee orientation. This will enable the department to utilize training compliance rate as a performance measure.</p>	<p>HR has developed a catalog offering various types of training: in person, on line webinars and self-paced learning. HR Department is working to launch a pilot project to offer a select number of classes Citywide, to be taught by City employees with relevant knowledge and experience. An accurate and standardized reporting method was implemented to measure completion rates for compliance training. New Employee Orientation is not currently within the Training and Development’s portfolio but has been updated by the Recruitment division.</p>	<p>Completed</p>

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<p>16.3 Any current or proposed trainings for employees should be part of the employee's performance evaluation. If an employee doesn't comply with training requirements those should be part of whether an employee is meeting the basic performance requirements.</p>	<p>Training and Development (goals and objectives) is already established in Section VI of the current Performance Evaluation Form. A new Talent Management System (Performance Management module) would provide the department the ability to support compliance with the proposed training and development objectives. Established practice, with enhancements upon acquisition of a new Talent Management System (Performance Management module) by December 2017.</p>	<p>Completed</p> <p>Project direction has since changed and the new tentative rollout date for the Performance Module is March/April 2018.</p>
<p>17 The Principal HR Analyst should develop standardized Professional Development Plans that identify the career paths of positions that should be implemented during the on-boarding process and updated during every performance evaluation (probationary evaluation, annual evaluations, etc.).</p>	<p>As stated under Recommendation 13.1, Principal HR Analyst for Training & Development was hired.</p> <p>Career Paths are not currently within the Training and Development portfolio. This is a long-term strategy that must be designed in collaboration with Recruitment, and other HR Divisions. This will be a component of the new Talent Management System based on system capabilities.</p>	<p>July 2018</p>
<p>18 The Principal HR Analyst should review online training courses to identify potential courses that can be implemented through online services to City employees. Additionally, the City should seek to partner with the County, the University of California Riverside, California Baptist University, and other public sector entities to share training resources. The fiscal impact to this recommendation could vary depending on the partnership agreements developed and online vendors chosen for training purposes.</p>	<p>An established partnership already exists with the County of Riverside, and the HR Department will explore additional feasible partnerships with other agencies. Once a TMS is incorporated, we can consider the benefits of developing an online learning program that would measure the benefits to the learner, his/her position, the department, and the organization as a whole. Offering online training courses without a strategic, measurement-driven approach is not cost-effective. We continue to cultivate partnerships with educational institutions and other county agencies.</p>	<p>In Progress</p> <p>FY 19/20 based on the tentative Talent Management System Rollout schedule.</p>

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<p>19 The Department should develop and institute a formalized mentorship program for new employees. The mentorship program should be managed by the Principal HR Analyst in conjunction with professional development and training plans for all employees.</p>	<p>One major component of the Emerging Leaders Academy is a formal mentor program. At the conclusion of the Academy, an evaluation from the lens of the mentor, the mentee, and Training & Development Team will help determine if it is viable as a stand-alone program (i.e. mentor program for new employees), if it should remain under the umbrella of larger learning program, or what other ideas arise.</p>	<p>In Progress</p> <p>Piloting as part of the Emerging Leaders Academy in FY 17/18; will consider a standalone program in FY 18/19.</p>
<p>20.1 The Department should develop a rotating schedule for reviewing and updating position descriptions for accuracy at least once every four years.</p>	<p>The HR Department's Classification & Compensation team will develop a rotating schedule for periodic review of job descriptions based upon job families.</p>	<p>Current resources do not allow for a rotating schedule of every job description once every four years.</p>
<p>20.2 The Department should include a regular assessment of the appropriateness of employees' classifications as part of the periodic position description review.</p>	<p>Departments currently submit classification study requests on an as-needed basis and through budget cycle. Current resources do not allow for consistent/regular assessment. Also moving studies to a schedule would contract the current City policy on reclassification requests.</p>	<p>Ongoing</p>
<p>21 The Department should propose the development and implementation of a broad band citywide salary schedule to reduce hierarchy and promote internal movement and increased pay incentive.</p>	<p>The HR Department believes the existing system is effective, allowing for internal progression within certain classification series. The City's prior experience with broad banding was not successful, creating confusion within incumbents within the series.</p>	<p>N/A</p>

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22 Annual facility / floor inspections should be conducted to ensure that City Departments are in compliance with OSHA regulations and to reduce the number of injuries / workers' compensation claims for the city. These inspections should be divided between the three positions in Safety.	The HR Department will follow up with all City departments to complete facility/ floor inspections on a more consistent basis. Once a full-time permanent Safety Officer is identified, HR will be able to provide a more proactive oversight of the process.	In Progress Safety Officer was hired in April 2017; also serves as Floor Warden. The Safety division is currently devising a plan to set audit dates for all our covered areas within the city, which is expected to launch in Quarter 2 of 2018.
23 The Department should ensure that the recently filled HR Specialist position is utilized to resolve preventable incidents in a reasonable time frame (typically 2 months).	Incidents are typically resolved at the Vehicle Incident Review Board (VIRB) within 2 months. After VIRB determination, employees who are subject to disciplinary action will be addressed in accordance with the City's Discipline Policy timelines (which requires additional time to resolve).	Completed
24.1 The Principal HR Analyst for Safety should annually review all components of the Health & Safety Policies and Procedures Manual.	Recruitment efforts are ongoing for a permanent Principal HR Analyst for Safety. Once an incumbent is identified, one of his/her priorities will be to review and revise as necessary the Health & Safety Policies and Procedures Manual.	Completed Policies are now under full review by the City Safety Committee led by the Safety Officer.
24.2 An injury and illness prevention plan binder should be at every facility / floor in the City.	Currently, City Policy exists for Injury and Illness Prevention. HR will work with departments to research and develop department-specific plans if necessary.	Completed IIPP are located for all departments on the city's Intranet Page.
24.3 Safety training should be mandatory training for all new City Employees, including identifying employees of the Safety hotline that is available to all city employees.	Safety training is being conducted at Pre-Employment sessions for all new City employees, with information on the Safety Hotline provided.	Completed

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<p>25.1 The Department should develop a consistent policy identifying which employee issues will be handled internally versus through the use of contacted resources. This could include specifically identifying workload levels, but for greater consistency should be based on the type of investigations, liability risk, and conflicts of interest.</p>	<p>The HR Department will develop internal procedures to codify an established practice.</p>	<p>Completed</p> <p>Internal framework established. All formal investigations are being routed through Employee Relations, and are being evaluated on a case by case basis to evaluate potential conflict, risk mitigation, and potential liability.</p>
<p>25.2 If the department chooses to staff its vacant Principal HR Analyst position, there would be no need to conduct external investigations (except for limited situations as outlined are present). Elimination of the heavy use of external resources would result in cost avoidance of \$55,000 annually.</p>	<p>Even with the position in Employee Relations filled, there will likely be a continued need for external investigators, especially for highly sensitive/highly complicated cases.</p>	<p>Completed</p>
<p>26 The Department should utilize its current disciplinary and investigation statistics to measure its effectiveness at resolving complaints as well increasing standardization of response to internal complaints.</p>	<p>The HR Department will develop reporting mechanisms to review and measure effectiveness of resolving complaints.</p>	<p>Completed</p> <p>Employee Relations is consistently tracking all Disciplinary, Grievances, and informal employee inquiries; and is working with IT to create additional IFAS codes, and reports. Training ER to use accurate descriptive language allows us to accurately capture the type of infraction, discipline results, grievance type and resolution. We are able to ensure cases are resolved quickly and consistently, utilizing past precedence. This also allows us to analyze data and identify areas of opportunity for better service to departments as well as trends, and identify necessary training for departments.</p>

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<p>27 Employee / Labor Relations staff should continue its informal strategies of team building activities, but also analyze grievance information annually to identify areas where policy or MOU changes or additional training would be beneficial to minimize the number of grievances handled annually. The greatest focus should be on the larger departments such as Police, Parks & Rec, Utilities, and Public Works.</p>	<p>The HR Department will develop a plan to analyze grievance information annually to identify areas where additional training and/or policy or MOU changes are needed.</p>	<p>Completed</p> <p>UPDATE: ER is consistently tracking all grievances and providing guidance on resolution. Working with IT to create additional IFAS codes to capture additional data to maximize our analysis and provide an accurate snapshot of areas of opportunity in labor relations and training. We have established regular ER meetings to discuss cases and problem solve on disciplinary and performance coaching. We are communicating these needs to training staff to meet department's needs. In addition, we have worked with EAP to provide custom team building for specific departmental needs.</p>
<p>28 The Department should utilize the grievance time frames identified in MOUs as the target timeframes for grievance resolution. This can be used as a performance measure, as well as improve customer service for the Department.</p>	<p>The Employee Relations Division currently utilizes grievance timeframes as identified in MOUs. ER Team offers updates to departments and provides reminders in order to achieve deadlines as outlined in MOU's. We have also improved timely consistent communication with union advocates, officers, and stewards. One designated ER Team member makes all union steward contact and handles all scheduling from M&C, informal meetings, and grievances.</p>	<p>Completed</p>

Recommendations	Action Plan	Target Completion Date
<p>29 The Department should fill the vacancy of the Principal Human Resources Analyst to address the number of “open” grievance cases as well as improve the resolution time for cases.</p>	<p>The department is currently recruiting for this position.</p>	<p>Completed</p> <p>These duties are handled and addressed by the Deputy HR Director over the Employee Relations Team effective November 2017. In 2017 HR has greatly reduced the number of open grievances, as well as resolved all past due grievance issues, except for those in litigation. In addition, there has been a reduction in the number of formal grievances being filed by collective bargaining groups. Through development of relationships with each union most items are resolved informally, meet and confers and impact bargaining is now being practiced when appropriate also resulting in reduction of formal grievances.</p>

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<p>30.1 The Department should automate the processing of FMLA leave applications to improve efficiency, accuracy, control, and communication regarding FMLA leave and eligibility.</p>	<p>The Employee Relations Division is currently obtaining information from our vendor regarding additional features that will allow us to automate a portion of processing FMLA Leave cases.</p>	<p>This is addressed in other FMLA and IFAS update sections.</p> <p>The FMLA policy will be revised in phases. This will also coincide with the current IFAS upgrades and enhancements to FMLA tracking within IFAS.</p> <ul style="list-style-type: none"> - Phase I (Quarter 2- 2018) will consist of updating all forms, reference guides, and intranet. - Phase II (Quarter 4- 2018) will consist of mapping process and business flow analysis to create efficiencies, and create a leave flowchart. During this phase ER will utilize analysis to determine which forms can be automated. - Phase III (2019) will consist of utilizing process analysis to update city policies simultaneously (FMLA, General LOA, SDI/PFL) after the necessary M&C. Phase IV Leave Management Training for all Supervisors/Managers.

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<p>30.2 The Department should ensure that all employees, supervisors, and timekeepers are instructed that they cannot use FMLA time until eligibility has been approved by Human Resources.</p> <p>This should be incorporated into new employee onboarding as well as supervisor training. It should also be regularly sent as an email to all employees who are responsible for entering employee time.</p>	<p>The HR Department will improve communications to other City departments regarding the coding of FMLA time. Additionally, the HR Department will work with IT to determine if reports can be developed to identify inappropriate coding of FMLA time.</p> <p>Some of the HR FMLA data is housed in a system outside of IFAS. IFAS is scheduled for replacement to OneSolution and as part of this project, a new module has become available specifically for FMLA. New reports will be developed within this new system to assist with this. Implementation is scheduled for completion by September 2018</p>	<p>September 2018</p>
<p>30.3 The Department should coordinate with the Finance and IT Departments, if possible, to modify IFAS so that employees see a reminder about proper FMLA procedures before they are able to enter FMLA leave.</p>	<p>The HR Department will work to determine whether our existing system is able to provide reminders prior to coding FMLA leave. Note, however, that this may be impacted by the implementation of a new HRIS and/or additional features. The current FMLA software used internally by HR personnel does not have comprehensive alerting mechanisms. This system is scheduled for replacement through a module within the IFAS upgrade (OneSolution). The FMLA process will then be more closely tied to the pay and leave structure already established within this system. This implementation is scheduled for completion by September 2018.</p>	<p>September 2018</p>

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<p>31 The Department should strictly enforce its general leave policy to ensure that employees who are absent from work for one year under leave of any type are eligible for initiation of the interactive process requiring them to return to work and require the use of appropriate leave balances.</p>	<p>The HR Department will review and evaluate. The City has a practice of allowing employees more time beyond the parameters of the General Leave Policy. To enforce the policy, the City would have to notify the various labor groups and give them the opportunity to meet and confer.</p>	<p>Employee Relations Team has enlisted a framework for engaging in the Interactive Process, and is consistently communicating with both the employee and department to identify modified duty assignments for FMLA employees’ transitioning back to work, reducing general leave time, and creating consistency.</p> <p>The FMLA policy will be revised in phases.</p> <ul style="list-style-type: none"> - Phase I (Quarter 2- 2018) will consist of updating all forms, reference guides, and intranet. - Phase II (Quarter 4- 2018) will consist of mapping process and business flow analysis to create efficiencies, and create a leave flowchart. - Phase III (2019) will consist of utilizing process analysis to update city policies simultaneously (FMLA, General LOA, SDI/PFL) after the necessary M&C. Phase IV Leave Management Training for all Supervisors/Managers.

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<p>32 The Department should consider expanding the City’s light and modified duty program to include employees who are out on FMLA leave. The Department should calculate the cost/benefit of such an expansion before proposing to move forward with it.</p>	<p>The HR Department will work with other City departments to identify areas in which light/modified duty assignments may exist, conduct cost/benefit analysis, then determine whether this program should be expanded to employees on FMLA leave.</p> <p>ER Team has enlisted a framework for a Return to Work Program and is utilizing the Interactive Process to engage employees and departments to identify modified duty assignments for FMLA employees’ transitioning back to work. Thus, reducing general leave and increasing staffing and operations.</p>	<p>January 2019</p> <p>The FMLA policy will be revised in phases.</p> <ul style="list-style-type: none"> - Phase I (Quarter 2- 2018) will consist of updating all forms, reference guides, and intranet. - Phase II (Quarter 4- 2018) will consist of mapping process and business flow analysis to create efficiencies, and create a leave flowchart. - Phase III (2019) will consist of utilizing process analysis to update city policies simultaneously (FMLA, General LOA, SDI/PFL, Modified Duty and Return to Work Program) after the necessary M&C. Phase IV Leave Management Training for all Supervisors/Managers. <p>The Non-Industrial Modified Duty program will utilize the existing practice of engaging in the Interactive Process for ongoing modified duty requests. ER will continue to consistently communicate and engage with both the employee and department to identify modified duty assignments and reasonable accommodations under ADA and FEHA for FMLA employee’s transitioning back to work, and non-industrial injuries. This will reduce general leave time, and creating consistency within the program. To decrease operational impact of long-term leave and increase staffing.</p>

Recommendations	Action Plan	Target Completion Date
<p>33 A report should be generated from IFAS annually that records the total number of leave hours by the types of leave at a department and position level. This would allow the Department to proactively notice any sick leave abuse and also focus on trends of leave usage throughout the City.</p>	<p>The HR Department will work with IT to identify whether a report can be developed to break down annual leave usage at the department and position level. Currently HR has leave usage reports that can be run for employees breaking down the types of leave used. The Principal HR Analyst in Employee Relations would be responsible for developing a leave management process to assist departments to proactively address leave issues.</p>	<p>July 2018</p> <p>IFAS reporting is accomplished through “Click, Drag and Drill” (CDD) reports. Currently IFAS is undergoing an upgrade to OneSolution. CDD reports are being discontinued and limited reports are now generated. CDD will be replaced with Cognos which is a modern analytical tool for report writing. This mechanism will roll-out with the completion of OneSolution scheduled for September 2018.</p>
<p>34 The Department should develop an annual employee climate survey, distributed electronically to all citywide staff. The survey should be fully confidential, a summary of the results should be made visible to all staff, and it should be used to direct visible changes and initiatives to address issues raised by its results.</p>	<p>The HR Department will develop a Citywide Employee survey and distribute it annually at the close of the fiscal year. We are in discussions with CPS HR’s Institute for Public Sector Employee Engagement to utilize their free 18-question survey. In the meantime, a three-year employee engagement strategy must be developed to ensure that the purpose of the survey is achieved.</p>	<p>June 2018</p>
<p>35 The Department should strive to bring the number of open claims per adjuster below 150 to ensure that each claim can receive a sufficient level of attention. The lower number of cases will enable adjusters to more proactively manage cases and take initiatives to reduce their financial impact on the City.</p>	<p>Now at full staff, the Workers’ Compensation division is concentrating on minimizing examiner case log and updating fund reserves; this allows staff to close more cases thereby bringing caseloads to a more manageable level.</p>	<p>Continuing to try to bring cases down for adjusters by re-assigning future medical cases to assistants and closing inactive future med cases. Number of new cases being filed are not coming down much it remains at 328/324, per year.</p>

Recommendations	Action Plan	Target Completion Date
<p>36 The Department should generate and distribute to the Executive Management team and City Council regular reports on the type, duration, resolution, and total cost of claims in order to provide a picture of the City's workers' compensation spending and provide a basis for initiatives to decrease the duration, cost, and litigation of claims and provide appropriate consultation with the City Manager and City Attorney on potential settlements.</p>	<p>The Workers Compensation Division is in the process of providing these reports. Department-specific reports are being distributed monthly since August 1, 2016.</p> <p>Quarterly reports are provided to the City Manager's Office (CMO) and City Attorney's Office (CAO), also since August 2016. Quarterly review meetings are held with the CMO and CAO to review most significant cases, discuss trends and preventative measures.</p> <p>Annual reports on workers' compensation claims and expenses are being provided to the Finance Committee and City Council; this reporting has occurred in February 2016 (intermediate) and September 2016 (for full fiscal year 2015-2016).</p>	<p>Completed</p>
<p>37 The Department should closely track and report on the City's injury incidence rate, establish a benchmark for injury incidence rate, and compare their statistics to this benchmark.</p>	<p>The HR Department is in the process of creating the required benchmarks.</p>	<p>July 2018</p> <p>Working on accessing other cities' data in order to establish benchmarks by Quarter 2 of 2018.</p>

Recommendations	Action Plan	Target Completion Date
<p>38 The City should take steps to reduce the number of injuries. These steps could include reviewing injury types/causes to identify patterns, conducting employee workshops and engagement to brainstorm solutions, and evaluation and revision of workplace safety protocols.</p>	<p>The Safety Officer position was filled. The Safety Officer will be creating online mishap/incident report feature. The mishap/incident report is in the process of being moved to the HIVE. Currently, we are planning to run a beta test of the system with Police, Public Utilities, Public Works, and Human Resources. This system will allow us to easily recover important data on injuries, while also providing a feature to generate and identify statistics on accidents and injuries City-Wide. In addition, the Safety Officer has developed a plan for identifying the root cause of injuries, which will also highlight contributing factors and provide solutions to prevent reoccurrence. The form is called Root Cause Identification (RCI), which will be accompanied by a board similar to VIRB. Upon notification of any OSHA recordable injury; the department safety liaison will be responsible for completing the RCI form with local staff. Additionally, all RCI's will be discussed and reviewed at the RCI Board.</p>	<p>Quarter 2 - 2018</p>
<p>39 The City should assess the typical cost of injuries by cause and focus its injury reduction initiatives on injury types that are generally the costliest to the City and develop preventive programs.</p>	<p>Safety Officer, will work collaboratively with the Workers Compensation Supervisor and City Departments to identify patterns, develop solutions and provide tools to City Departments to reduce injuries.</p>	<p>March 2018 Workers' Compensation and Human Resources staff will be meeting quarterly to review injuries that lead to lost work day. 1st meeting is scheduled for March 13, 2018.</p>

Recommendations	Action Plan	Target Completion Date
<p>40 The Benefits and Payroll staff should continue to do monthly reconciliations of benefits and payroll deductions. Staff should work with finance and IT to determine if there are any system safeguards that can be set up in IFAS to help mitigate these errors automatically rather than requiring manual adjustments.</p>	<p>The Benefits division along with Finance currently reconciles benefit premiums and employee payroll deductions. This practice will continue. Staff will work with both IT and Finance to see if any system features/upgrades may be utilized to improve the current process.</p>	<p>July 2018</p>
<p>41 Over the past three years the City has spent approximately \$116,000 in external investigations contracts. These external investigators should be selected through an RFP process that is compliant with the city's procurement policies. The Department should issue and award the External Investigation RFP that has already been drafted. The fiscal impact for this recommendation will vary based on the number of external investigations contracted out by the City.</p>	<p>The Employee Relations Division is currently drafting an RFP for investigative services. This RFP will include a selection process, and will ensure compliance with the City's purchasing guidelines.</p>	<p>This is a less urgent matter as Employee Relations is now equipped to investigate and/or is training departments to handle low level investigations. The RFP has been drafted and is pending revisions and approval.</p>

Recommendations	Action Plan	Target Completion Date
<p>42 Workers' Compensation transactions generally are compliant; there were two exceptions in the claims examined. One approach to eliminate further financial errors in workers' compensation would be to either have one payment check for medical payments or encourage providers to use EFTs. This will minimize the number of checks that workers' compensation has to review and let them focus on claim payments to ensure that those are accurate and being disbursed appropriately.</p>	<p>The WC division currently encourages vendors to use Electronic Fund Transfers (EFTs), and the necessary forms are sent to vendors. Based on past experience, it has been determined that sending out bulk checks to vendors causes more work for Workers Compensation staff when as they have to void a check with 25 or more payments made on one check.</p>	<p>Completed</p>