

Department of Human Resources (DHR)

Preparing for the Future Today



Presentation Agenda

1. Departmental Overview
2. Organizational Chart
3. Challenges to Success of Department
4. Potential Solutions to Challenges
5. Measures Critical to Departmental Success
6. Status of Special Initiatives and Projects

The Department of Human Resources Mission Statement

To provide a comprehensive human resource management
program that is focused on

Person Centered

services that are

Policy Compliant

and delivered by a

Professionally Competent

team

The Department of Human Resources

- ◆ The Department of Human Resources serves a key role in the Mayor's vision for the City of the Future by supporting the AAA mandate of Access, Action and Accountability in the areas of:
 - Recruitment and Retention
 - Classification and Compensation
 - Training and Development
 - Employee Relations
 - Benefits Administration
 - Policy Management

The DHR Leadership Team

- ◆ **Dr. R. Tyrone Jackson**, HR Director
- ◆ **Lorraine Adeeb**, Deputy HR Director
- ◆ **Dr. Fred Rosen**, HR Division Chief (HRDC) Classification and Compensation
- ◆ **Suzanne Tucker**, HRDC Benefits Administration
- ◆ **Mary Mullany**, HRDC Training and Development
- ◆ **Donnie Edons**, HRDC Operations Portfolio
- ◆ **Capri Stanley**, HRDC Finance & Administration Portfolio
- ◆ **Dorothy Orr**, HRDC Legislative & Human Services Portfolio

The DHR Organizational Structure

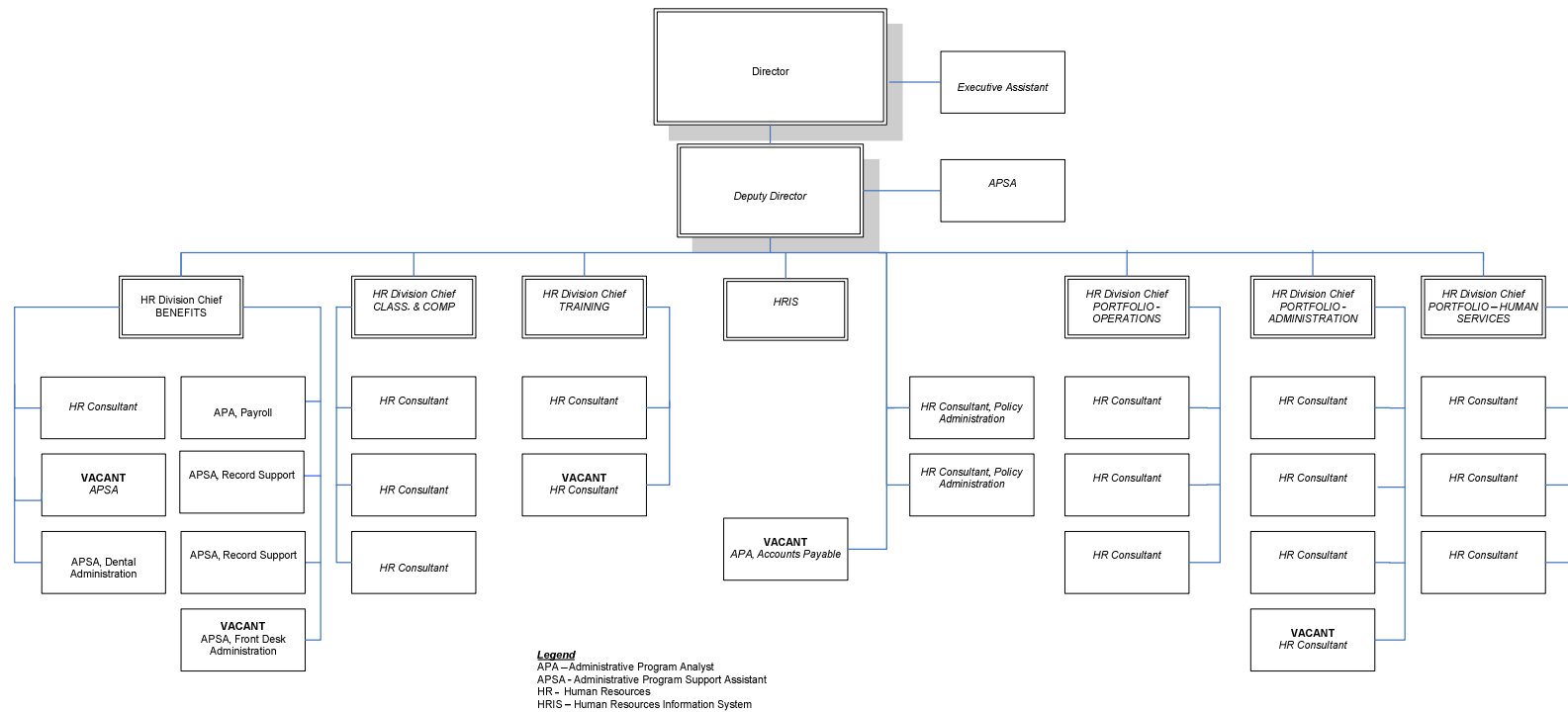
- ◆ In 2005 transitioned from a decentralized matrix structure to centralized core functions
- ◆ Effective January 7, 2008, the Director of DHR implemented the new Centralized Human Resources Portfolio structure that will improve centralized DHR services and promote efficient HR operations
- ◆ The Human Resource Division Chiefs will work directly with Departments Heads to address each department's individual business needs in conjunction with the mission, vision and overall success of the organization

Portfolio Assignments

Operations	Finance and Administration	Legislative and Human Service
Public Utilities Information Technology Community Development Economic Development Real Estate Minority Business Development Port of Richmond Retirement <i>(Police)</i>	Public Works Procurement Finance Budget Human Resources Emergency Management Mayor CAO & Media <i>(Fire)</i> <i>(The Constitutionals)</i>	Social Services Parks & Recreation Human Services Justice Services Library City Auditor City Attorney City Clerk City Council City Assessor
HR Division Chief Donnie Edons 730 W. Broad St – 6th floor 646-5211	HR Division Chief Capri Stanley 900 E. Broad St – 9th floor 646-5661	HR Division Chief Dorothy Orr 900 E. Broad St. – 9th floor 646- 5805

The Department of Human Resources Organizational Chart

Revised 1/08



Challenges to the Success of the Department

- ◆ Limited query capability of data within Total Employee Management System (TEMS)
- ◆ Lack of a centralized system or program for collecting and managing training data
- ◆ Full utilization of the Richmond Online Staffing System (ROSS) applicant tracking System
- ◆ Connecting DHR data to assist departments in meeting the Mayor's Priorities

Potential Solutions to Identified Challenges

- ◆ The DIT Data Warehouse project
- ◆ The Learning Management System
- ◆ On going ROSS training and data evaluation
- ◆ The HRDC portfolio assignments

Measures Critical to Departmental Success

- ◆ **Measure:** City-wide vacancy rate.
- ◆ **Why Critical to Departmental Mission:** Position management and the associated recruitment to fill vacant positions are primary responsibilities of DHR that impacts every agencies ability to provide services.
- ◆ **Current targets and results:**
 1. DHR has set a target to certify 90% of recruitment requests within 30 days of receipt of the Position Approval Form.
 2. DHR has set a City target to fill 75% of recruitment requests within 60 days.
- ◆ **Issue (s) identified by analysis:** DHR is currently reviewing the data for the first half of FY08. This data will be used as a baseline for the effectiveness of our new organization.

Measures Critical to Departmental Success

(cont.)

◆ **Action planned or taken:**

- New DHR organizational structure effective January 7, 2008.
- Identify resources within our current complement, if necessary.
- The goal is to reduce the processing time of certification to 30 days on 90% of vacancies by July 31, 2008
- Partner with Hiring Managers to complete the recruitment actions in 60 days for 75% of vacancies by July 31, 2008

◆ **Completion Date:** Conversion to on-line management of recruitment applications has already commenced and will produce credible data by July 31, 2008.

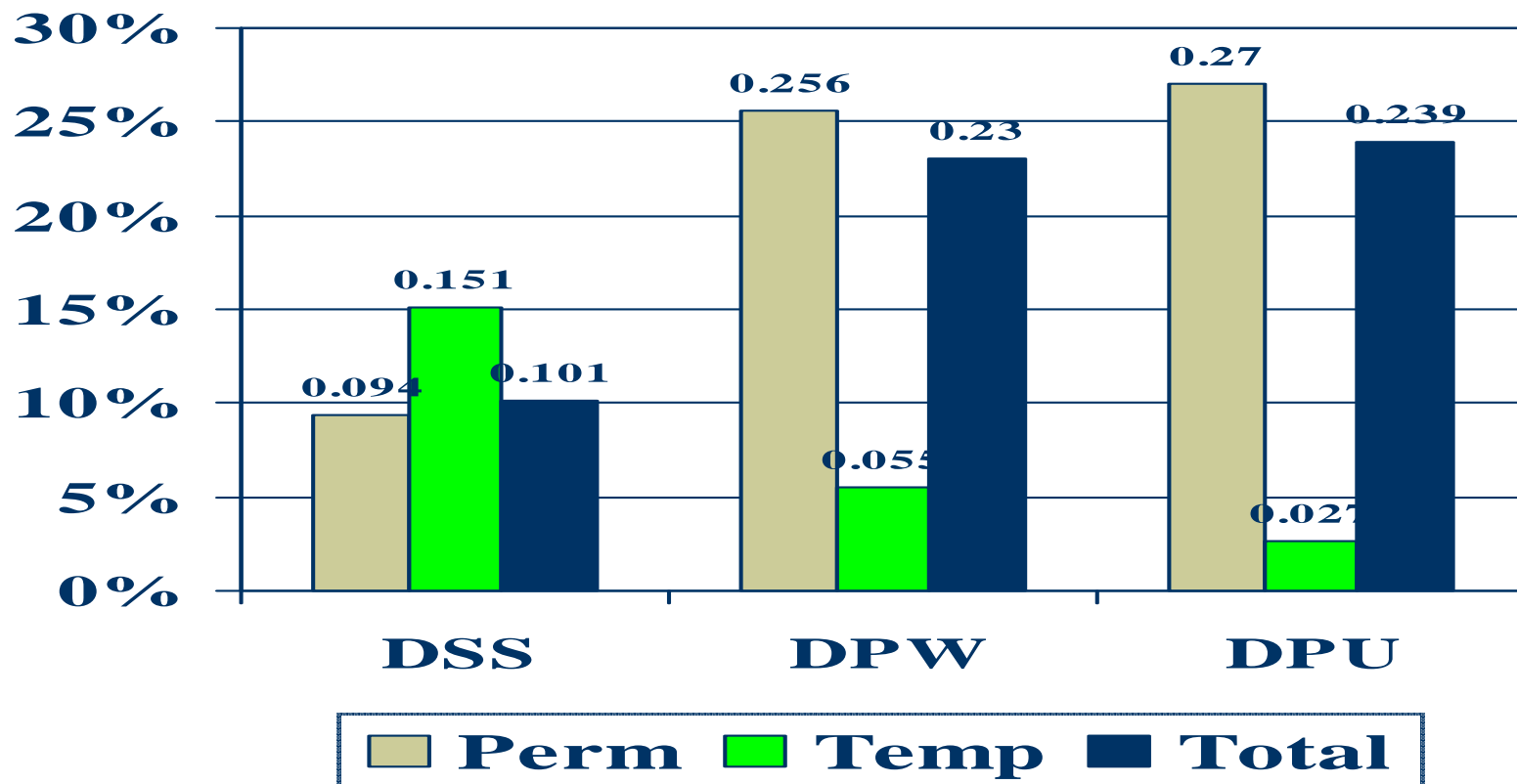
◆ **Responsible Party:** Portfolio HRDC

◆ **Cost:** No additional costs anticipated.

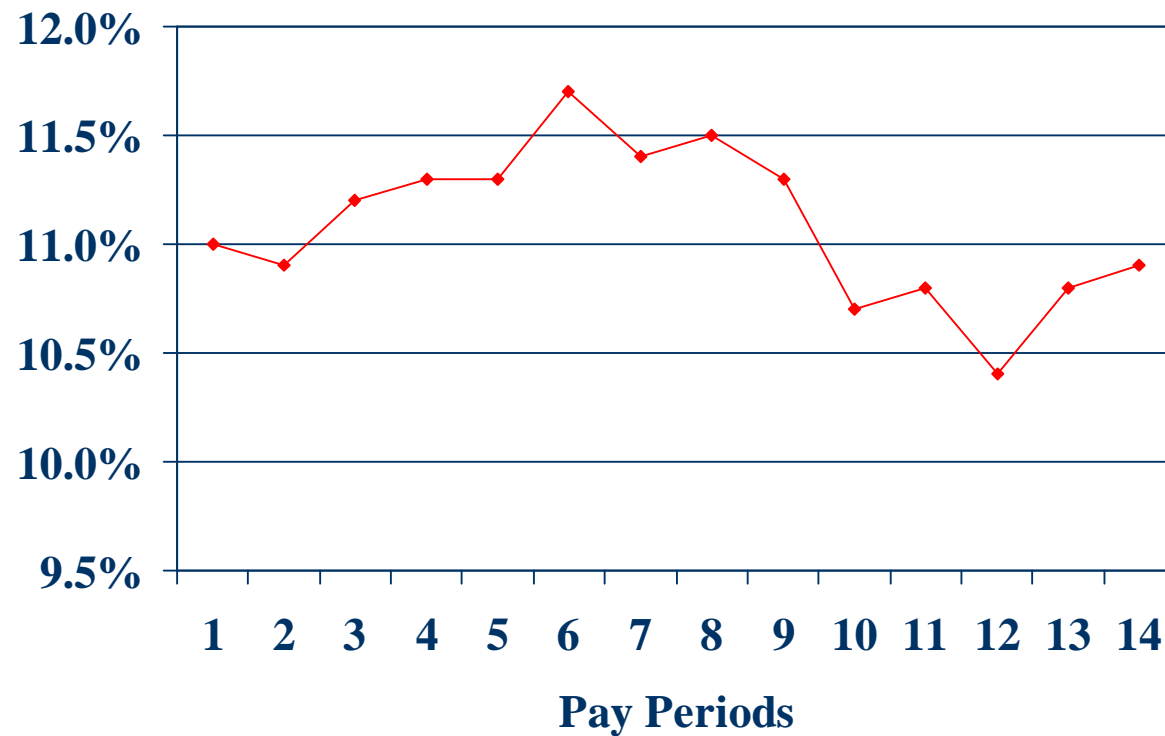
Vacancy Rate

- ◆ The data supporting the vacancy rate is the most analyzed of all HR reported data.
- ◆ The current citywide vacancy rate is 10.9%
- ◆ There is no ICMA standard to measure the vacancy rate against

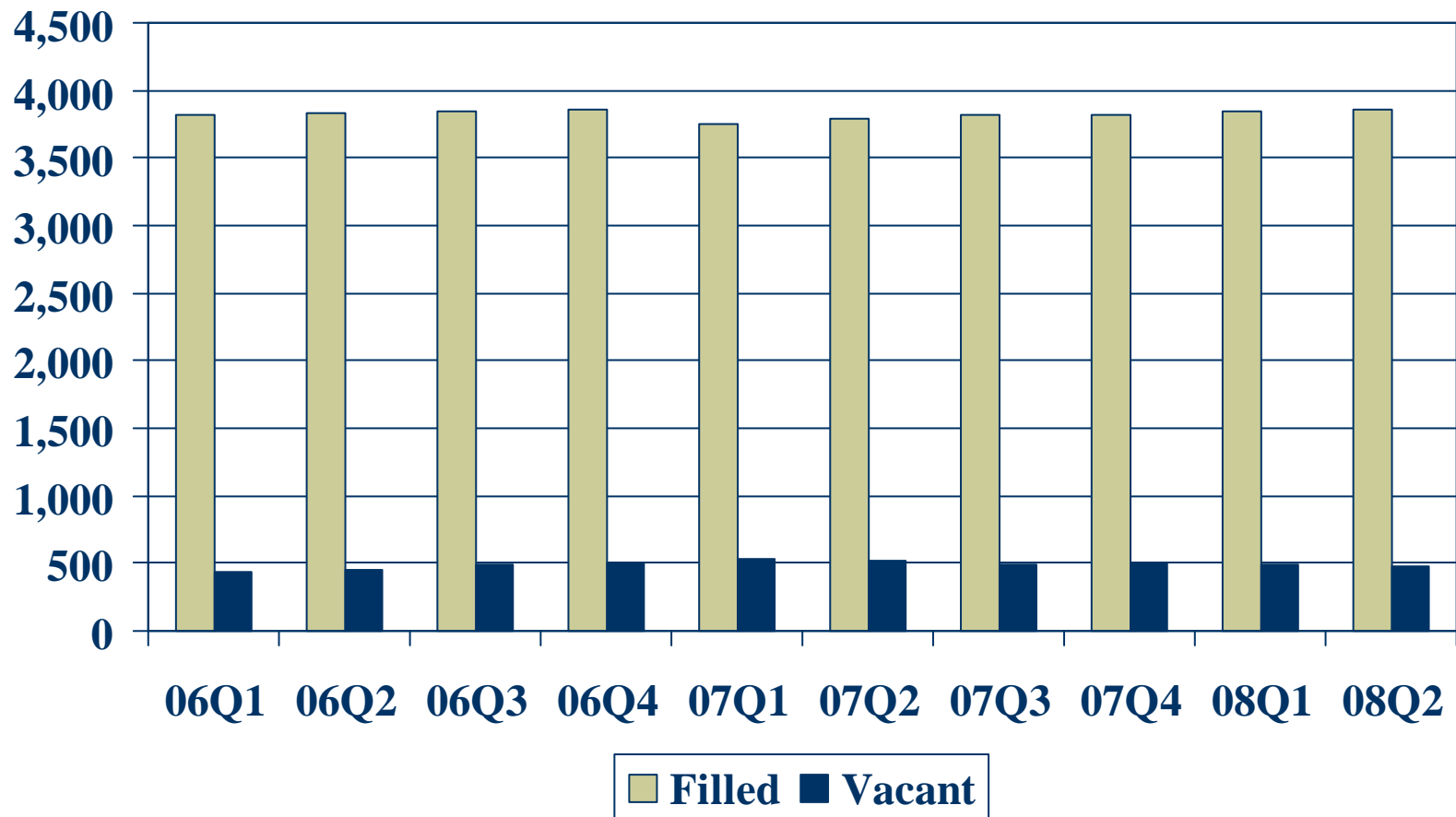
Departments with the Highest Percentage of the Overall City Vacancy Rate



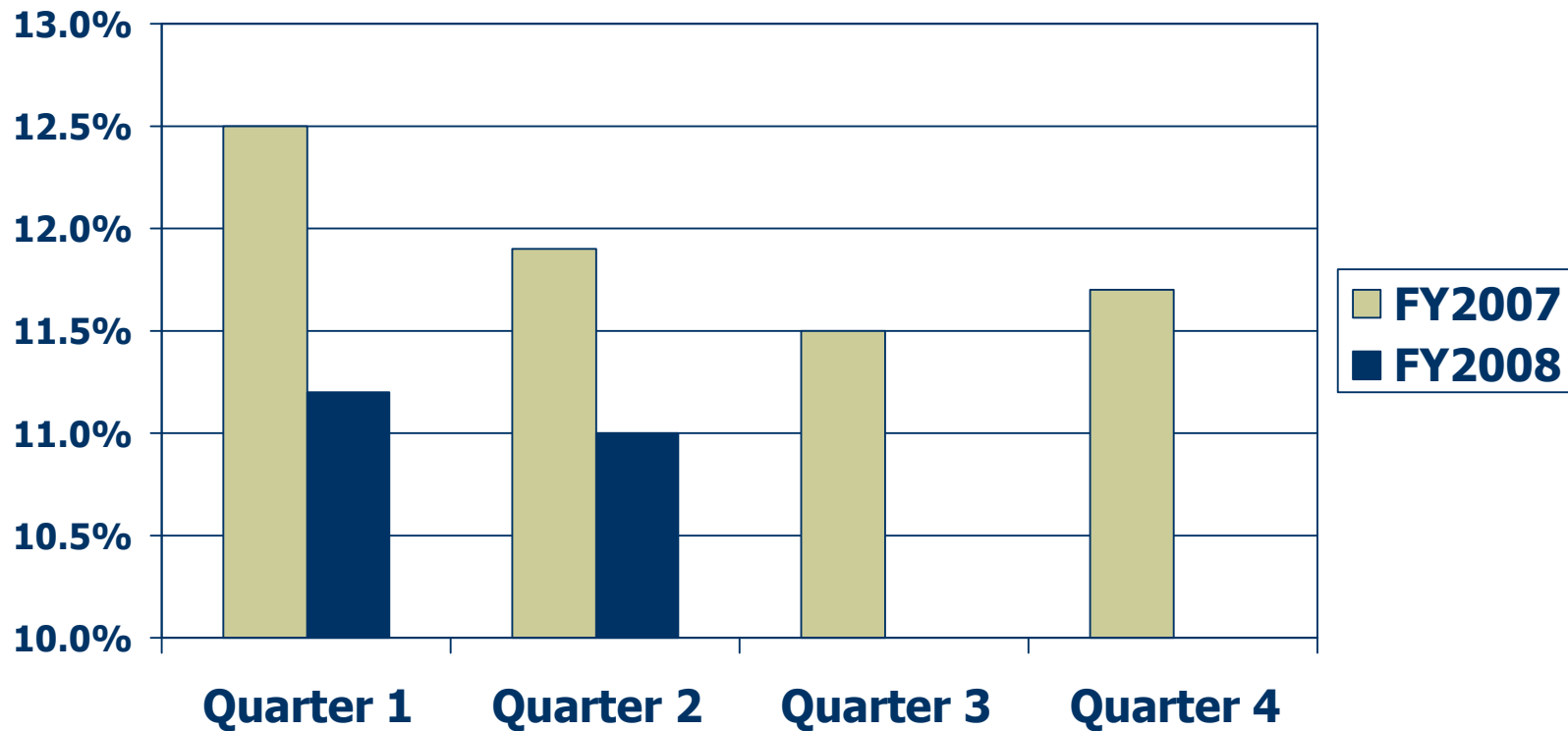
Vacancy Rate by Pay Period FY08



Number of Filled and Vacant Positions FY06 Through FY08



Vacancy Rates FY07 and FY08



A Call To Action Vacancy Reduction

- ◆ The DCAO/Interim CAO directed a focused effort on reducing vacancies
- ◆ A DHR task force was assembled to work on vacancy reduction and positive management
- ◆ Through the task force and departmental partnership over 200 long standing recruitments were identified and properly closed

Managing Recruitment Data A Move in the Right Direction

- ◆ Manually tracking recruitment applications slowed recruitment activity significantly
- ◆ The use of Web based technology with the Richmond Online Staffing System (ROSS)
- ◆ The system has the capability to capture data and produce reports that will be helpful in vacancy management



Status of Special Initiatives and Projects

- ◆ Long Term Disability
- ◆ Automated Web-based Background Checks
- ◆ Learning Management System