

# ROUTT COUNTY BOARD OF COUNTY COMMISSIONERS

Timothy V. Corrigan  
District I

Douglas B. Monger  
District II

Cari Hermacinski  
District III

## Work Session

May 14, 2018

1. **10:30 A.M. COUNTY MANAGER UPDATE**  
Tom Sullivan, County Manager
2. **11:30 A.M. LEGAL UPDATE**  
Erick Knaus, County Attorney
3. **12:00 P.M. LUNCH BREAK**
4. **1:30 P.M. HUMAN RESOURCES ASSESSMENT**  
Presentation from CPS HR Consulting regarding the Routt County Human Resources Assessment.

Documents:

[AGENDACOMMUNICATIONS HUMANRESOURCES PROGRAM ASSESSMENT - PHASE 1 REPORT CPS HR 051418.PDF](#)  
[ROUTT COUNTY HUMAN RESOURCES ASSESSMENT - EXEC SUMMARY MAY 9, 2018.PDF](#)

5. **2:30 P.M. HUMAN SERVICES UPDATE**  
Kelly Keith, Human Services Director
6. **3:00 P.M. BUILDING DEPARTMENT UPDATE**  
Todd Carr, Building Official
7. **3:30 P.M. PLANNING DEPARTMENT UPDATE**  
Chad Phillips, Planning Director
8. **4:00 P.M. BUILDING AND PLANT UPDATE**  
Steve Faulkner, Maintenance Operations Manager
9. **4:30 P.M. MEETING ADJOURNED**

All meetings will be held in the Routt County Historic Courthouse  
522 Lincoln Avenue, Hearing Room, Steamboat Springs - or otherwise noted.

All programs, services and activities of Routt County are operated in compliance with the Americans with Disabilities Act. If you need a special accommodation as a result of a disability, please call the Commissioners Office at (970) 879-0108 to assure that we can meet your needs. Please notify us of your request as soon as possible prior to the scheduled event. Routt County uses the Relay Colorado service. Dial 711 or TDD (970) 870-5444.

STEAMBOAT SPRINGS CITY COUNCIL & ROUTT COUNTY BOARD OF COUNTY  
COMMISSIONERS

Joint Agenda Communication Form

<b>ITEM DATE: May 14, 2018</b>	<b>ITEM TIME: 1:30 PM</b>
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<b>FROM:</b>	Tom Sullivan
<b>TODAY'S DATE:</b>	May 10, 2018
<b>AGENDA TITLE:</b>	CPS HR Presentation Routt County Human Resources Program Assessment Phase I Report

<b>CHECK ONE THAT APPLIES TO YOUR ITEM:</b>	
<input type="checkbox"/> ACTION ITEM	
<input type="checkbox"/> DIRECTION	
<input checked="" type="checkbox"/> X INFORMATION	

**I. DESCRIBE THE REQUEST OR ISSUE:**

On December 6, 2017, BCC approved a proposal from CPS HR to perform an assessment of the Routt County Human Resources Program. CPS HR has completed a comprehensive review of the HR Program including scoping interviews with my Executive Management Team, survey and interviews of county employees, significant interviews and interaction with HR Program employees and county management, and a comparison of service levels with other local governments.

The Executive Summary of the Final Report is included in the agenda packet, and the Final Report will be distributed on May 14 at the work session. Dan Weinheimer and I worked closely with CPS HR throughout the assessment and report writing; including reviewing and providing comment on the draft final report that includes CPS HR prioritization for implementation of the recommendations,. While Dan and I agree with the CPS HR findings, recommendations and implementation plan, the next step will be additional meetings to gain BCC direction on priorities method to implement. Any direction that can be provided on May 14 will be appreciated.

**II. RECOMMENDED ACTION:**

BCC discussion and direction.

STEAMBOAT SPRINGS CITY COUNCIL & ROUTT COUNTY BOARD OF COUNTY  
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Joint Agenda Communication Form

<b>III. DESCRIBE FISCAL IMPACTS (VARIATION TO BUDGET):</b>
<b>PROPOSED REVENUE: NA</b>
<b>PROPOSED EXPENDITURE:</b> The cost of this assessment was \$13,900 plus expenses.
<b>FUNDING SOURCE:</b> The funding source is General Fund 2018 revenues.
<b>IV. IMPACTS OF A REGIONAL NATURE OR ON OTHER JURISDICTIONS (IDENTIFY ANY COMMUNICATIONS ON THIS ITEM):</b>
NA
<b>V. BACKGROUND INFORMATION:</b>
The CPS HR proposal for the human resources program assessment was presented as Phase I to complete the assessment and report. An optional Phase II proposal was also presented to assist with implementation. County management believes that using CPS HR to assist with some aspects of implementation will lend efficiency and effectiveness, and we will schedule time for future discussion.
<b>VI. LEGAL ISSUES:</b>
The County professional Services agreement will be used for this project.
<b>VII. CONFLICTS OR ENVIRONMENTAL ISSUES:</b>
NA
<b>VIII. SUMMARY AND OTHER OPTIONS:</b>

May 9, 2018

# Routt County Human Resources Assessment – Phase I

Human Resources Consulting

Program Assessment of the Routt County Human  
Resource Department and Services

SUBMITTED BY:  
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JEFF HOYE  
GLORIA TIMMONS

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# Executive Summary

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The purpose of this project was to conduct a comprehensive functional assessment for the Routt County Human Resources Department. Phase I deliverables include detailed findings and recommendations aligned with the goals and objectives of the County and presented in a final written report. The report includes:

- Identification of the strengths and opportunities
- Themes requiring attention and recommendations on necessary actions
- Recommendations around structure, services, staffing, interaction points and operational supports
- Implementation roadmap

## The Value of HR

As introduction into “why” governmental organizations and elected officials are paying attention to Human Resources more than ever, let’s look at the value of HR. Highly functioning HR Departments support and drive high business performance and organizational effectiveness. Fundamentally, there are three key hallmarks of great HR functions:

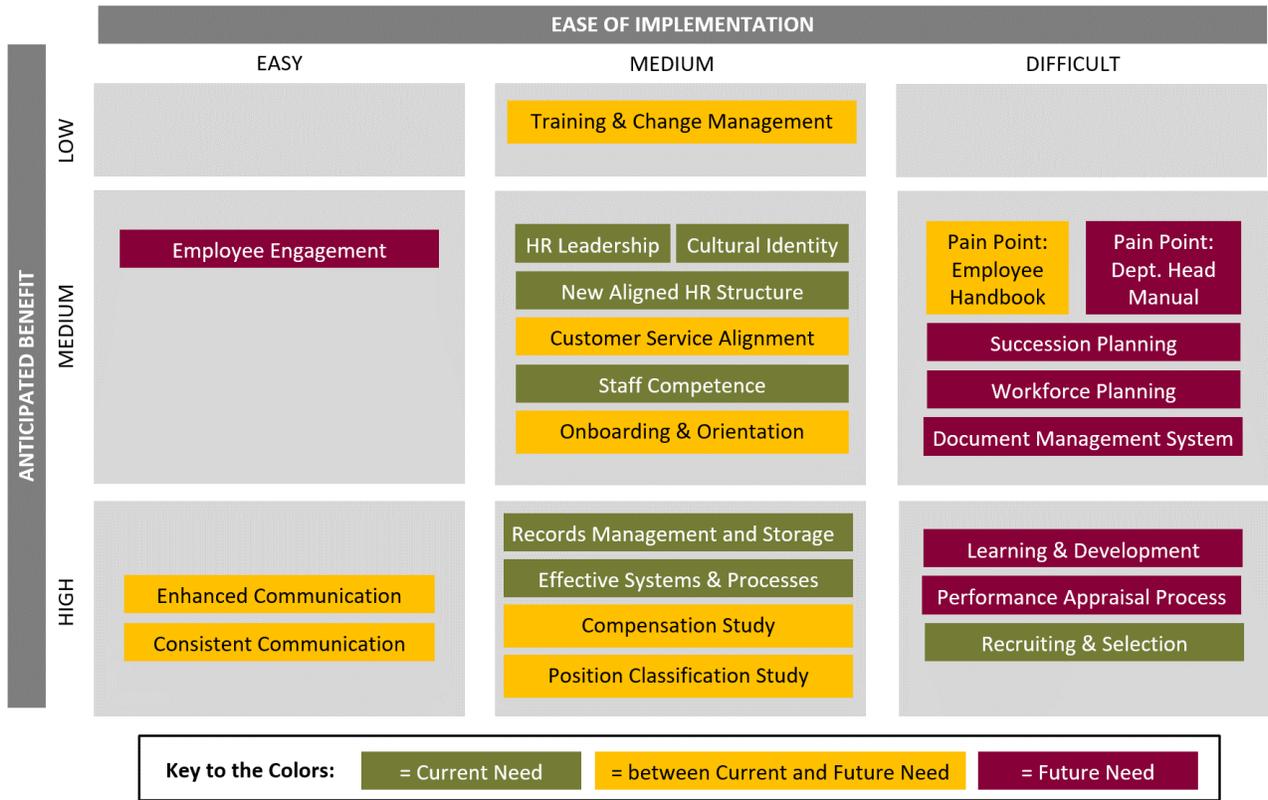
- They **connect** by partnering with stakeholders inside and outside of the organization to improve operational and people performance.
- They **prioritize** by using data-driven insights to identify and focus on the most urgent HR priorities.
- They create an **impact** by using key performance indicators and tools to support the organization and its strategic goals.

Great HR functions have built their department’s capabilities in the following areas, moving from transactional efficiency, to programmatic effectiveness, to strategic impact.

- **Transactional efficiency** is about how the department handles administrative tasks – the foundations of getting required tasks done. Success is measured by efficiency.
- **Programmatic effectiveness** is about the design and implementation of innovative practices and programs that work, serving employees and the organization. Success is measured by effectiveness.
- **Strategic impact** is about how HR supports and is aligned with organizational strategy, partnering with departments to support their needs, and looking to the future. Success is measured by impact.

Finally, highly performing HR departments have HR staff that possess high competency technically and behaviorally.

Routt County and the Human Resources Department has many opportunities to make positive and impactful change which will leverage the value of HR and drive high business performance. Our recommendations are summarized below, organized by Ease of Implementation and Anticipated Benefit, as well as the urgency to address either as a Current or Future need. Our priority recommendations in the final report will generally focus on areas where we anticipate medium and high benefit with medium or low ease of implementation.



While this might seem overwhelming, it is important to note that the HR team is engaged and has demonstrated a desire to make positive changes. ***The focus now needs to be on developing a clear vision forward to establish transactional efficiency in HR services.*** This report outlines clear opportunities to move the HR organization forward, however, it is critical that Routt County leadership clearly establish a direction for HR including the vision, culture and priorities on which to focus. They must also commit to supporting the vision and corresponding priorities by providing energy and resources toward its success.

# Overall Current Strengths and Opportunities

## Strengths

- An experienced, tenured HR Director that is a knowledgeable, trusted resource in the organization, and an HR Team with valuable skills committed to serving the organization and its employees.
- Highly engaged HR employees that are dedicated to providing meaningful human resource services to the County.
- The HR Department is often described as friendly, approachable, receptive, open and informative by their customers.
- The HR department helps employees to feel valued and to find their voice when needed, has an “open door” approach, and is customer service oriented.
- The survey resulted in an overall rating of 3.39 from HR Department participants and a 3.20 customer rating, on a scale of 1 to 5. This demonstrates that HR “Routinely Meets Expectations.” Further that the HR Department scored consistently higher in the Service Area of Customer Service.

## Opportunities

- HR has experienced a self-described “storm” that has led to a reactionary culture, striving to get by day-to-day. This leaves departments confused about their roles and responsibilities when it comes to basic HR service areas, such as performance management and job descriptions.
- Some common HR functions are nearly non-existent, such as employee engagement, supervisory training and leadership development. Despite high work-ethic and dedication to the organization, the HR Director and the HR Generalist are finding it difficult to effectively deliver the services necessary to meet the evolving needs of the organization under current conditions.
- The County is in the midst of a complex and time-consuming implementation of a new ERP system, for which the HR Director serves a key implementation role in addition to her duties as HR Director.
- The HR Department is largely focused on transactional activities, using outdated processes and systems, leading to inefficiencies and a lack of strategic influence in the organization.
- The Survey revealed a 2.96 rating from customers in the Employee Relations category, which includes employee relations issues resolution, legal and compliance, HR policies and procedures, learning and development and performance management. This demonstrates that HR only “Sometimes Meets Expectations” in these areas, in the eyes of customers.

Further that the HR Department scored consistently lower (but still in the meeting expectations range) in the Service Areas of Partnership, Follow-up and Consistency.

## Themes Requiring Attention

- HR Leadership
- HR Structure
- Cultural Identity and Customer Service Alignment
- Effective Systems and Processes
- Communication
- Staff Competence
- Learning and Development

Within these themes, “Key Pain Points” included:

- HR Policy and Procedure
- Position Classification and Job Descriptions
- Hiring at Certain Pay Levels
- Recruiting and Selection
- Onboarding and Orientation Process
- Performance Appraisal Process
- Training and Change Management
- Records Management and Storage

## Recommendations

While there are many distinct and important strengths demonstrated by the HR Department, there is also significant room for improvement, as is often the case in most organizations. The recommended focus for the HR Department over the short term (one to three years) needs to be on ***developing a strong HR team with an action-oriented leader and change agent that has a clear vision forward to establish transactional efficiency in HR services.*** Currently, the HR Department is trying to achieve programmatic goals and strategic impact, but without having the foundation necessary to do so. By starting with transactional efficiencies, the HR Department can better position themselves to meet the core needs of the organization and then pursue higher levels of service and strategic impact in the long-term (three to six years).

The Final Report contains a comprehensive list of forty (40) recommendations. For purposes of the Executive Summary, those detailed recommendations fall into these general themes:

**1. HR Leadership**

- Clearly outline a vision for HR (goals, priorities, and expectations) and a strategy for leader development/transition plan to meet future needs.

**2. New Aligned HR Structure**

- Develop a corresponding organizational structure for the HR Department that aligns with HR bodies of work for best in class functions; put in place a plan for implementation including staff competencies/job descriptions.

**3. Cultural Identity and Customer Service Alignment**

- Determine the identity (what type of HR organization you want to be) that is in alignment with the vision set forth by County Leadership. Work together to create a welcoming environment and one that moves the HR function in the direction of becoming a trusted advisor.
- Establish a clear customer service philosophy to include guidelines and expectations for HR staff, and develop and update processes to empower employees to become more self-sufficient with HR services where appropriate.

**4. Effective Systems and Processes**

- Focus on transactional efficiency by revamping and streamlining current processes and determine how to use new systems to gain greater efficiencies. Develop Standard Operating Procedures for HR processes and define expectations/outcomes.

**5. Enhanced and Consistent Communication**

- Craft and send an organization-wide communication sharing the initial outcomes of the survey, next steps, and goals for "transformation." Continue to send out regular updates throughout the duration of Phase II.
- Identify quick wins to demonstrate to customers a commitment to improving relationships, follow-up, partnership, and overall communication.

**6. Staff Competence**

- Technical and Behavioral Competence are essential to the ongoing success of the HR Department. Establish key knowledge and behavioral requirements for each position within HR based on the needs and expectations of the organization and provide training and development opportunities to HR in line with requirements.

**7. Learning and Development**

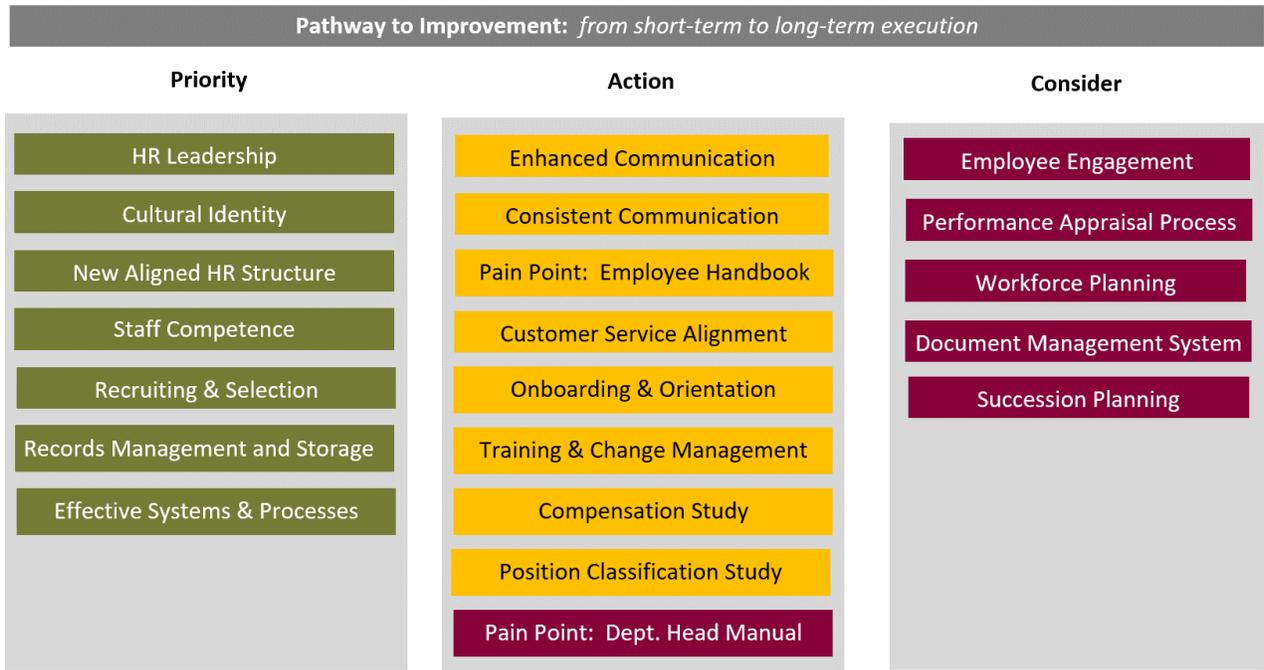
- Develop and implement a learning and employee/leader development philosophy, strategies, and supporting systems organization-wide.

**8. Address and elevate Key Pain Points, including:**

- HR policy and procedure
- Position classification and job descriptions
- Hiring at certain pay levels and required approvals
- Recruitment and selection
- Onboarding and orientation process
- Performance appraisal process

# Implementation roadmap

The Final Report contains detailed recommendations organized by themes and further defined as current and/or future needs, ease of implementation, and anticipated benefit. Below is a matrix depicting each high-level recommendation assigned to one of the following categories: Priority, Action or Consider. Any early recommendations categorized as “Eliminate” have not been included in this report. Phase II would then focus on Priority and Action recommendations.



**In conclusion,** HR desires to achieve programmatic goals and wants to have strategic impact, but without having the foundation or appropriate structure necessary to do so. By starting fresh with a more effective organizational structure, more targeted leadership, and enhanced transactional efficiencies, they can better position themselves to meet the core needs of the organization and then pursue higher levels of service in the future. The end result will drive high business performance and enhanced organizational effectiveness.