

**STATE OF COLORADO
COUNTY OF ROUTT**

**OFFICE OF THE CLERK
May 14, 2018**

County Commissioner Douglas B. Monger, Chair called the work session meeting of the Routt County Board of County Commissioners to order. Commissioner Timothy V. Corrigan, Commissioner Cari Hermacinski, County Manager Tom Sullivan, and Deputy County Manager Dan Weinheimer were also present. Tegan Anderson recorded the meeting and prepared the minutes.

EN RE: HUMAN RESOURCES ASSESSMENT

Deanna Heyn, CPS HR Consulting; Chris Hensen, Routt County Human Resources; and Kevin Booth, Yampa Valley Regional Airport, were present. Jeff Hoyer and Gloria Timmons, CPS HR Consulting, were present via conference phone.

HUMAN RESOURCES (HR) ASSESSMENT FINDINGS REPORT

Ms. Heyn gave a presentation detailing the assessment, findings, recommendations and conclusions as outlined in the Commissioners' agenda packet. CPS HR Consulting performed a functional assessment of the HR Department and they looked at structure and efficiencies. Ms. Heyn discussed the methods of data collection that they utilized such as meeting with departments and conducting an all employee survey. Ms. Heyn commented on the features that can be developed in order to have a highly functioning department and what skills a "best in class" HR Department focuses on.

Commissioner Monger clarified that this assessment was looking more at an HR Department main stem instead of those responsibilities that fall on each individual department head. Ms. Heyn responded that a best in class human resources service can be a combination of both a centralized HR Department and some responsibilities that fall on individual departments and often times that is what she sees happen. Ms. Heyn gave the example of the onboarding process that involves the specific department as well as the Human Resources Department.

Ms. Heyn discussed some of the key "pain points" and areas for opportunity in Routt County's HR services. Commissioner Monger asked who identified the "pain points". Ms. Heyn responded that they were identified by both the employee survey, the senior leader and focus group meetings. These pains are owned across the board on many levels of staff. The response rate of the survey was 60%. Ms. Heyn noted that one of the exciting opportunities is the desire to see HR moving into more strategic areas to support the County but in order to do that the department needs to wrap their arms around the transactional functions.

Commissioner Monger discussed the survey results and he was surprised to see succession planning being ranked really high on the list of desired HR functions. Mr. Weinheimer noted that he believes that people are looking for knowledge management when leadership comes in without having been grown in the organization. Ms. Heyn commented that

succession planning means a lot of different things to different people and for many people it is knowing where they are going to be able to grow within the organization.

Commissioner Hermacinski asked if Ms. Heyn has seen instances when department heads attend human resources focused trainings. Ms. Heyn responded yes and she has also seen employees below the department head level attend HR trainings especially when it deals with recruitment or interviewing techniques.

Commissioner Monger stated that he is struggling a little bit because it is the job of the Commissioners to make sure the arena is here and working for the staff to do their jobs. The Board will need to look at the recommendations and review the assessment report in order to determine how some of these recommendations will be implemented. Mr. Sullivan stated what this report identified and this gives an opportunity for change regarding how the duties are spread across the positions in the HR Department. The key educational and experiential skills need to be looked at. Ms. Heyn commented that the hope is that developing more transactional efficiencies will free up more time for staff to continue developing strategic skills through education and training.

Mr. Weinheimer noted that the thing that he would like the Board to consider would be the purchase of an applicant tracking system possibly prior to the end of 2018.

Commissioner Hermacinski replied that they want to look through the report and discuss some of these recommendations in order to determine what phase II of this process will look like.

No further business coming before the Board, same adjourned sine die.

Kim Bonner, Clerk and Recorder

Douglas B. Monger, Chair

Date