

M E M O R A N D U M

July 6, 2020

TO: Government Operations and Fiscal Policy Committee

FROM: Craig Howard, Deputy Director

SUBJECT: Office of Human Resources Survey

PURPOSE: To receive briefing and have discussion

Expected Participants:

- Berke Atilla, Director, Office of Human Resources
- Melissa Davis, Office of Human Resources
- Kimberly Williams, Office of Human Resources
- Darryl Gorman, Office of Human Resources

Background

In July 2019, Government Operations and Fiscal Policy (GO) Committee Chair (and then Council President) Navarro and Councilmember Albornoz sent a memo (attached at ©12) to the Chief Administrative Officer following-up on discussions related to Mr. Berke Atilla's appointment as Director of the Office of Human Resources (OHR). The memo requested that:

- The County Government administer a survey to department directors and the Management Leadership Service (MLS) to examine internal/external customer service, innovation, and personnel management in the area of human resources;
- The survey be repeated at regular intervals to review the progress in human resources management for departments; and
- The GO Committee will review the results of the survey.

OHR completed its survey and data collection in January 2020 and was scheduled to update the Committee on the results in March. However, that Committee session was postponed due to the onset of the Covid-19 health crisis. For today's briefing, OHR will:

1. Review the survey methodology used in response to the Council's request;
2. Summarize the survey findings and OHR's initial plan to address areas of improvement as of March 2020 (see attachments on ©1-11); and
3. Discuss how OHR's original action plan has evolved and changed due to COVID-19.

Summary of Survey Results

In January 2020, OHR conducted a new OHR Partner Survey to obtain feedback from Hiring Managers and HR Liaisons throughout County Government. The purpose of the survey was to learn more about partners' experiences working with OHR and to receive their feedback on how OHR can improve its services. OHR used the results from the Partner Survey as well as two existing annual surveys – the MCG Employee Survey and the annual Internal Customer Services (ICS) Survey – to develop a plan to enhance service delivery.

A detailed summary of OHR's survey findings and initial action plan is attached at ©1-5, and response data from each question on the Partner Survey is include at ©611. Key findings and initial action plan items are listed below.

Findings. Key takeaways from the existing annual surveys along with the new OHR Partner Survey include:

- OHR is not meeting employee demand for high quality training.
- Mutual dissatisfaction exists between OHR partners and OHR staff.
- OHR partners raised concerns about the timeliness and consistency of communication. The results indicate that communication tends to be unidirectional.
- The ICS Survey identified Recruitment & Selection and Classification & Compensation as the two areas within OHR in which managerial satisfaction is the lowest. The OHR Partner Survey revealed that for both HR Liaisons and Hiring Managers, these are the OHR areas that they interact with the most. Improving services in these two areas would be advantageous to OHR and its partners.

OHR Action Plan. Based on the survey findings, OHR identified three areas for reforms to enhance organizational effectiveness:

- 1) Develop further support materials and training programs.
- 2) Streamline processes and procedures in Recruitment & Selection and Classification & Compensation.
- 3) Explore a more long-term initiative of centralizing some HR activities currently being performed in small and medium size departments/offices.

Next Steps

As with many other programs and functions across the County Government and the outside agencies, COVID-19 disrupted OHR's work on the areas identified in the survey. As a result, OHR staff will provide an update on where thing stand now and how the original action plan has evolved and changed due to the health pandemic.



A 150-Day Journey of Data Gathering, Key Insights and New Initiatives

OHR Partner Survey Findings in Light of the 2019 MCG Employee and ICS Surveys

1 . Background

In January 2020, the Office of Human Resources (OHR) conducted the *OHR Partner Survey*, which targeted the Department's primary MCG partners: Hiring Managers and HR Liaisons. The purpose of the survey was to learn more about partners' experiences working with OHR and to receive their feedback on how OHR can improve its services.

The *OHR Partner Survey* further investigates key insights from previous surveys, namely the *2019 MCG Employee Survey* and the annual *Internal Customer Services (ICS) Surveys*:

- **OHR is not meeting employee demand for high quality training.** As indicated in the *2019 MCG Employee Survey*, 29% of employees are unsatisfied with the training opportunities currently available to them. (Meanwhile, the *ICS Surveys* consistently show that County managers are highly satisfied with OHR training services.)
- **Mutual dissatisfaction exists between OHR partners and OHR staff.** Based on *ICS Survey* findings, OHR partners are especially dissatisfied in the areas of Classification & Compensation and Recruitment & Selection. Based on *2019 MCG Employee Survey* data, 33% of OHR staff members do not believe they are valued and treated with respect by their MCG customers and the public.

To date, OHR leadership has begun to address the above issues through the following efforts:

- **Developing a cross-functional OHR Turn the Curve Team.** This team has been tasked to address Time to Fill, Quality of Candidate Pool and Telework.
- **Offering all employees the chance to meet with the OHR Director on a one-on-one basis.** These monthly "Director's Open Door" meetings are available on a first-come, first-served basis to all OHR staff and have opened up a new line of communication between OHR leadership and staff.
- **Conducting a collaborative, all-hands OHR meeting (January 23, 2020) to obtain feedback on OHR-specific 2019 MCG Employee Survey results.** Split into eight cross-functional teams, OHR worked together to collectively identify issues, root causes and solutions. Staff selected two top issues, which will be addressed over the next six months: 1) working as a team across business lines, 2) feeling valued at work.

These initiatives, in combination with the OHR Partner Survey findings and follow-up, will improve overall morale within the Office of Human Resources and will also address concerns raised in all three surveys (*ICS*, *2019 MCG Employee* and *OHR Partner Surveys*).

2. OHR Partner Survey Overview

To build upon the other two surveys, OHR hired an external consultant, Stephen Roblin, who conducted more than ten interviews with HR Liaisons, Hiring Managers, and OHR staff. The interviews validated partner demand for training and dissatisfaction with Classification & Compensation and Recruitment & Selection, and also raised additional concerns that merit further investigation. Based on the survey and interview data, Mr. Roblin, in consultation with OHR leadership, developed the OHR Partner Survey to systematically gather HR Liaisons and Hiring Managers' feedback on the following areas:

- Collaboration with OHR personnel
- Navigating OHR processes and procedures¹
- Using OHR web-based technology (website, intranet, and Oracle modules)
- Trainings related to HR and hiring activities
- Recruitment & Selection
- Classification & Compensation
- Distribution of HR responsibilities between OHR and Departments

The OHR Partner Survey was developed using Survey Monkey. HR Liaisons were asked 59 questions, and Hiring Managers were asked 54 questions. In addition to the standard close-ended survey questions, partners were asked numerous open-ended questions so that they could explain their responses to specific questions and offer detailed suggestions on how OHR can improve in specific areas.

The survey was launched on Tuesday, January 7, 2020 and closed at 9 p.m. on Sunday, January 19, 2020. The OHR Communications team disseminated the survey to OHR partners via three emails on January 7th, 14th, and 16th. To encourage participation, the messaging stressed OHR's commitment to using partner feedback to improve their experience and offered respondents the chance to enter a raffle to win a pizza party for their team. These efforts resulted in satisfactory response rates, with 50% of HR Liaisons (34/68) and 27% of Hiring Managers (69/252) having taken the survey.²

Note: Participants were not required to answer every question, and not every participant responded to all of the survey questions. Please bear this in mind when viewing the percentages reported on the following pages.

¹ Processes and procedures are defined in the survey as "the set of activities and tasks that, once completed, will help to complete an HR action."

² These figures include respondents who answered three or more of the survey questions.

3. Bright Spots Revealed from the OHR Partner Survey

- Consistent with the *2019 MCG Employee Survey*, partners are eager for more opportunities to receive OHR training.
 - 96% of HR Liaisons expressed a desire to receive more training to help them perform their HR duties.
 - 68% of Hiring Managers would like to receive additional training.
- HR Liaisons are generally pleased with their communication with OHR staff.
 - 86% of HR Liaisons agreed that OHR personnel listen to their questions and concerns, provide accurate information, and demonstrate empathy in their communication.
- HR Liaisons appear to grasp the processes and procedures in critical areas.
 - 88% of HR Liaisons find the processes and procedures in Recruitment & Selection to be clear, and 84% of HR Liaisons find Classification processes and procedures (not Compensation) to be clear.
 - The overwhelming majority of HR Liaisons believe that OHR communicates changes to processes and procedures in these areas “moderately” to “very” well.

Although the survey findings shed light on positive aspects of OHR’s collaboration with its partners, the results also indicate several areas in need of improvement.

4. Areas of Improvement Identified in the OHR Partner Survey

Communication

Survey Findings

OHR partners raised concerns about the timeliness and consistency of communication. The results indicate that communication tends to be unidirectional. Only 44% of partners agreed that OHR personnel ask for their thoughts and feedback. In their open-ended feedback, respondents validated these concerns and raised additional ones.

Communication Action Plan

- Provide updated contact lists and documentation outlining processes and procedures that help partners navigate processes, procedures, and services. Include these items on the OHR website, which was said to be the most common mode of accessing information for partners, and was also generally perceived as “moderately” helpful.
- Enhance communication and training on OHR processes, procedures and services.
- Increase staffing to improve availability and back-up support for personnel working with departments. Given fiscal constraints, increasing staff is unlikely.

Business Processes and Procedures in Two Key OHR Areas

Survey Findings

The *ICS Surveys* identified Recruitment & Selection and Classification & Compensation as the two areas within OHR in which managerial satisfaction is the lowest. The *OHR Partner Survey* revealed that for both HR Liaisons and Hiring Managers, these are the OHR areas that they interact with the most. Improving services in these two areas would be advantageous to OHR and its partners.

With respect to Recruitment & Selection, Hiring Managers are particularly concerned with the following:

- 60% are dissatisfied with this area's processes and procedures. The survey findings reveal the factors driving managerial dissatisfaction: the speed of hiring and quality of the candidates, with dissatisfaction rates at 76% and 51% respectively.
- 81% of Hiring Managers believe that they are losing highly qualified candidates because of the County's hiring process. In their open-ended feedback, they identified delays in hiring as the most common reason for losing candidates.

The area of Classification and Compensation tells a similar story:

- 63% of Hiring Managers and 50% of HR Liaisons are either dissatisfied or neutral towards the processes and procedures of Classification and Compensation. As with hiring, the source of the problem is time.
- Partners registered high dissatisfaction with the amount of time it takes to perform the *wage equity process* and *classification studies*.

Business Processes and Procedures Action Plan

- Provide supportive materials and training programs to assist partners with navigating these processes and procedures more efficiently. Conduct a collaborative review of processes and procedures with OHR partners to identify processes and procedures to streamline or eliminate. The Wage Equity process was identified for streamlining.
- Explore the feasibility of centralizing some HR practices for small to medium size departments/offices that may not perform HR activities at the frequency to gain competency.
 - Survey findings indicate that HR Liaisons in small Departments perform HR activities less frequently than their counterparts in large Departments.
 - Survey findings suggest that some HR Liaisons, as well Hiring Managers, would like to transfer certain activities to OHR. 39% of Hiring Managers and 40% of HR Liaisons disagree that the distribution of responsibilities between their Departments and OHR is appropriate. When asked to identify HR activities that should be transferred to OHR, over 90% of HR Liaisons and 60% of Hiring Managers (among those who answered the question) identified one or more activities in their open-ended feedback.
 - Wage equity and advertising were areas commonly mentioned in need of streamlining or centralizing.

5. Conclusions

The OHR Partner Survey is an important step in the Department's efforts to improve services to its MCG partners. It builds on the *2019 MCG Employee* and *ICS Surveys* by seeking input from HR Liaisons and Hiring Managers to identify how OHR can fully take advantage of its strengths and improve on key areas. The findings point to three reforms that OHR should examine for their effectiveness and feasibility:

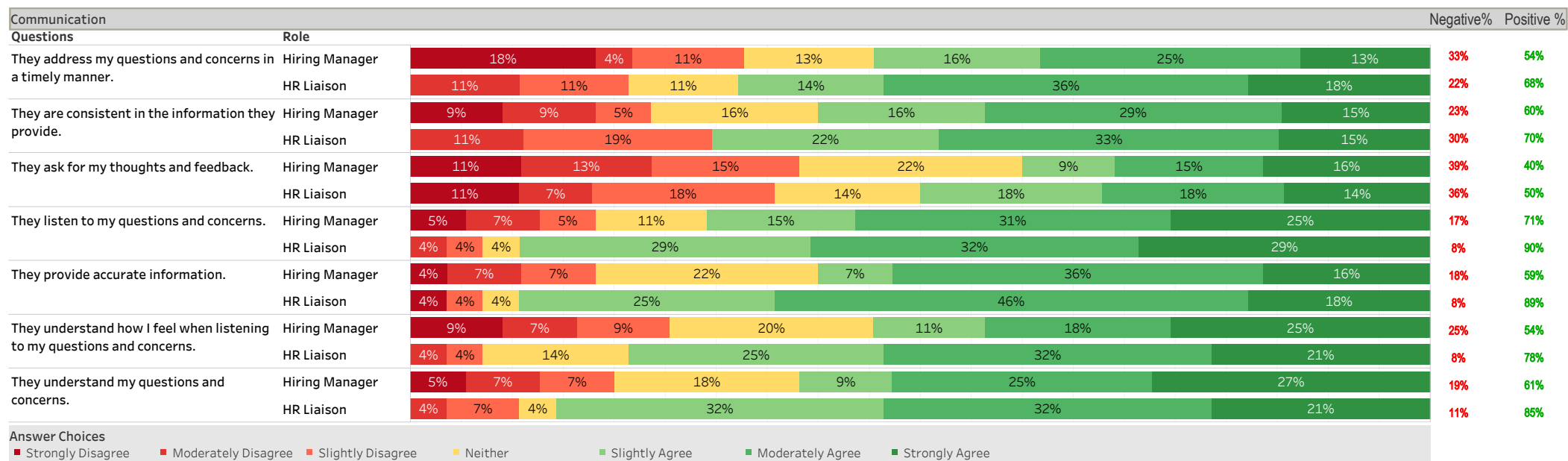
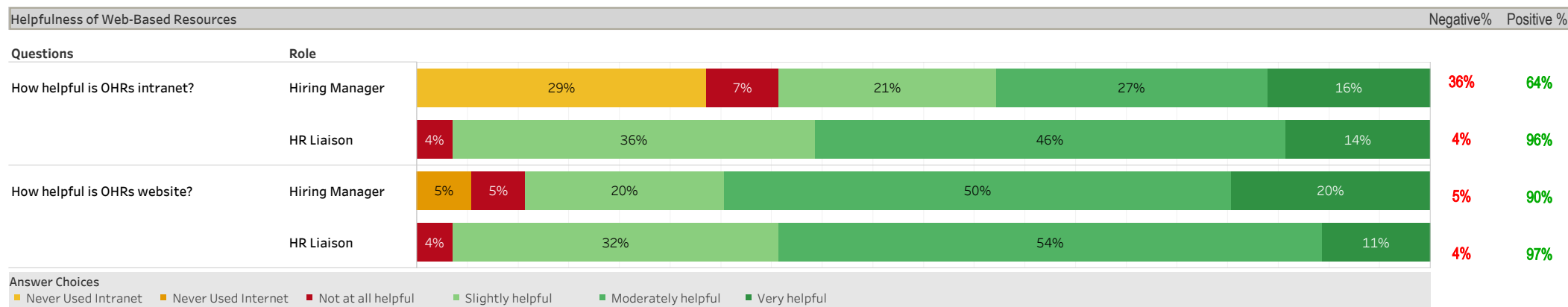
- Develop further support materials and training programs.
- Streamline processes and procedures in Recruitment & Selection and Classification & Compensation.
- Explore a more long-term initiative of centralizing some HR activities currently being performed in small and medium size departments/offices.

These reforms will complement the initiatives outlined in this report's Background (page 1) by helping improve our partners' experiences with OHR's services and forge a more collaborative and satisfying relationship for all involved. To illustrate, as part of the Department's Turn the Curve initiative, OHR will support the County Innovation Officer in holding facilitated discussions with OHR staff and partners to map

out the entire Time to Fill process, from requisition requests to candidates accepting positions. In this process, we will address concerns raised from the OHR Partner Survey, namely speed of hiring, quality of candidates, and the time it takes to conduct the wage equity process. By working together as a cohesive team to advance the reforms outlined here, OHR will be better able to provide excellent service to its customers, including HR Liaisons and Hiring Managers, in addition to boosting teamwork and morale within OHR. In brief, we believe these reforms will result in win-wins for OHR and our partners.

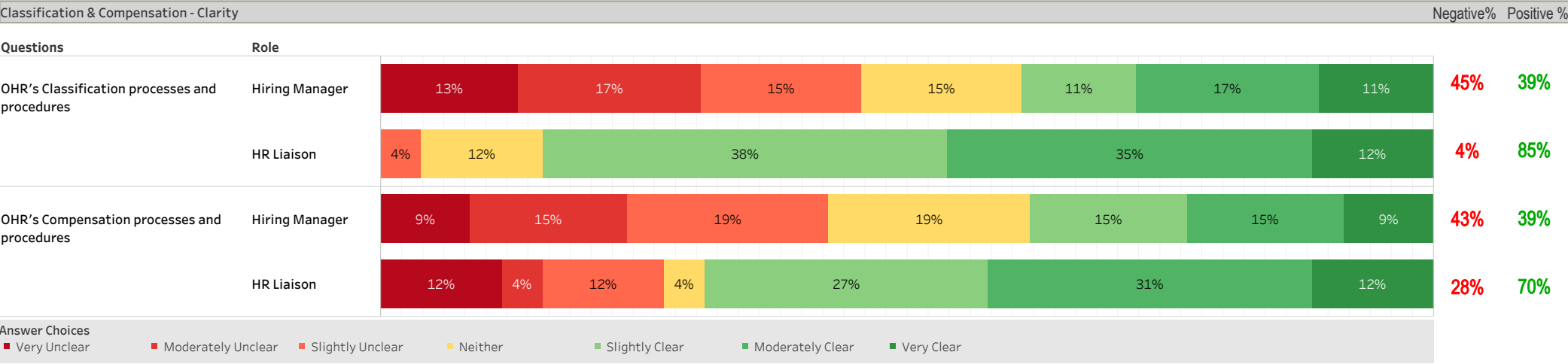
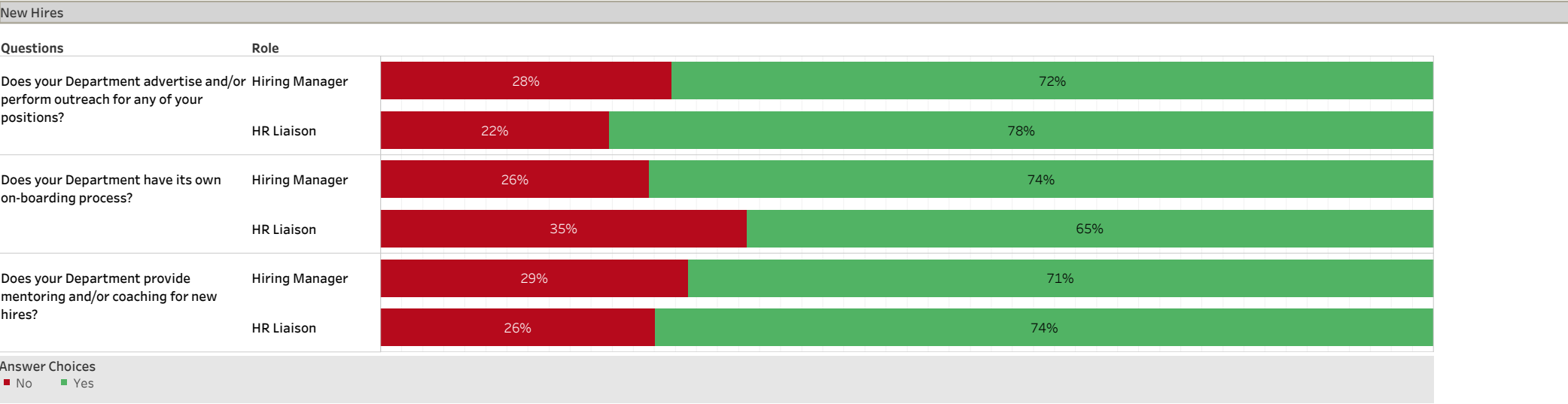
OHR Partner Survey Results - January 19, 2020

Note: Percentages may not total 100% due to rounding and/or excluding “neither” response choices.



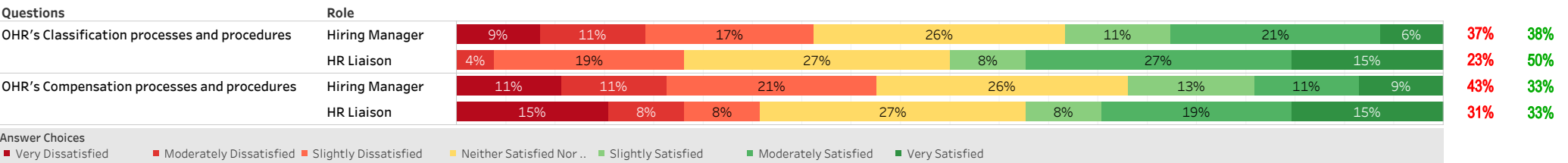
OHR Processes and Procedures										Negative%	Positive %		
Questions	Role												
OHR’s processes and procedures are designed to meet my needs.	Hiring Manager	<div><div>22%</div><div>13%</div><div>23%</div><div>12%</div><div>8%</div><div>15%</div><div>7%</div></div>										58%	30%
	HR Liaison	<div><div>7%</div><div>18%</div><div>14%</div><div>18%</div><div>21%</div><div>18%</div><div>4%</div></div>										39%	43%
OHR’s processes and procedures are easy to understand.	Hiring Manager	<div><div>18%</div><div>13%</div><div>15%</div><div>18%</div><div>17%</div><div>13%</div><div>5%</div></div>										46%	35%
	HR Liaison	<div><div>11%</div><div>14%</div><div>21%</div><div>11%</div><div>14%</div><div>25%</div><div>4%</div></div>										46%	43%
OHR’s processes and procedures are streamlined.	Hiring Manager	<div><div>23%</div><div>15%</div><div>22%</div><div>12%</div><div>13%</div><div>12%</div><div>3%</div></div>										60%	28%
	HR Liaison	<div><div>11%</div><div>14%</div><div>14%</div><div>18%</div><div>21%</div><div>14%</div><div>7%</div></div>										39%	42%
OHR’s processes and procedures change when they need to deal with new situations.	Hiring Manager	<div><div>18%</div><div>10%</div><div>15%</div><div>30%</div><div>8%</div><div>8%</div><div>10%</div></div>										43%	26%
	HR Liaison	<div><div>4%</div><div>11%</div><div>11%</div><div>21%</div><div>25%</div><div>21%</div><div>7%</div></div>										26%	53%
Answer Choices													
<div><div>Strongly Disagree</div><div>Moderately Disagree</div><div>Slightly Disagree</div><div>Neither</div><div>Slightly Agree</div><div>Moderately Agree</div><div>Strongly Agree</div></div>													

Training										Negative%	Positive %		
Questions	Role												
I am aware of all OHR training opportunities.	Hiring Manager	<div><div>11%</div><div>5%</div><div>9%</div><div>19%</div><div>28%</div><div>14%</div><div>14%</div></div>										25%	56%
	HR Liaison	<div><div>7%</div><div>11%</div><div>4%</div><div>21%</div><div>36%</div><div>21%</div></div>										18%	78%
I am eager to participate in OHR trainings.	Hiring Manager	<div><div>7%</div><div>3%</div><div>5%</div><div>16%</div><div>14%</div><div>38%</div><div>17%</div></div>										15%	69%
	HR Liaison	<div><div>4%</div><div>29%</div><div>18%</div><div>50%</div></div>										0%	97%
I want more opportunities to receive OHR training.	Hiring Manager	<div><div>4%</div><div>4%</div><div>4%</div><div>21%</div><div>21%</div><div>26%</div><div>21%</div></div>										12%	68%
	HR Liaison	<div><div>4%</div><div>14%</div><div>36%</div><div>46%</div></div>										0%	96%
OHR trainings have helped me improve the accuracy of my work.	Hiring Manager	<div><div>5%</div><div>4%</div><div>4%</div><div>25%</div><div>26%</div><div>23%</div><div>14%</div></div>										13%	63%
	HR Liaison	<div><div>4%</div><div>4%</div><div>11%</div><div>7%</div><div>25%</div><div>18%</div><div>32%</div></div>										19%	75%
Participating in OHR trainings is convenient for me.	Hiring Manager	<div><div>12%</div><div>9%</div><div>5%</div><div>19%</div><div>21%</div><div>22%</div><div>12%</div></div>										26%	55%
	HR Liaison	<div><div>4%</div><div>7%</div><div>7%</div><div>11%</div><div>29%</div><div>11%</div><div>32%</div></div>										18%	72%
Answer Choices													
<div><div>Strongly Disagree</div><div>Moderately Disagree</div><div>Slightly Disagree</div><div>Neither</div><div>Slightly Agree</div><div>Moderately Agree</div><div>Strongly Agree</div></div>													



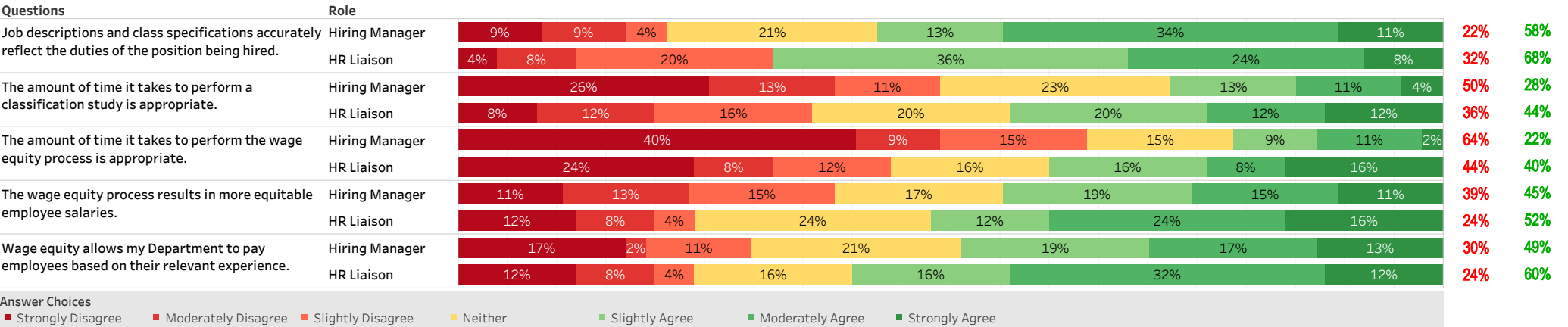
Classification & Compensation - Satisfaction

Negative%Positive %



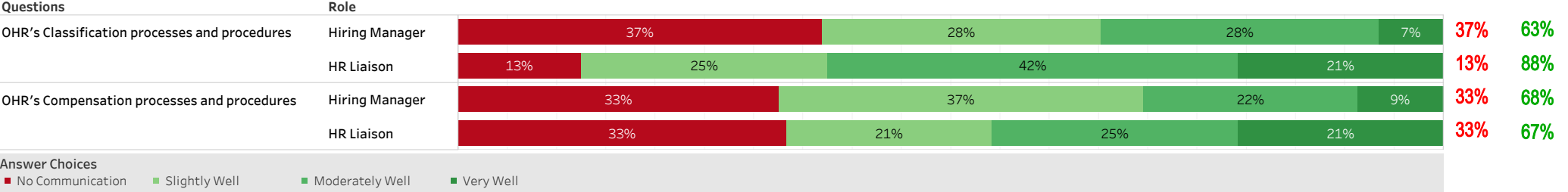
Classification & Compensation - Wage Equity/Classification Study

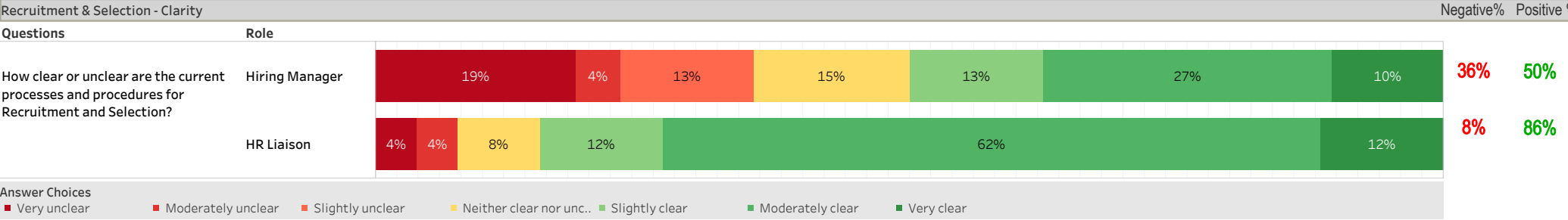
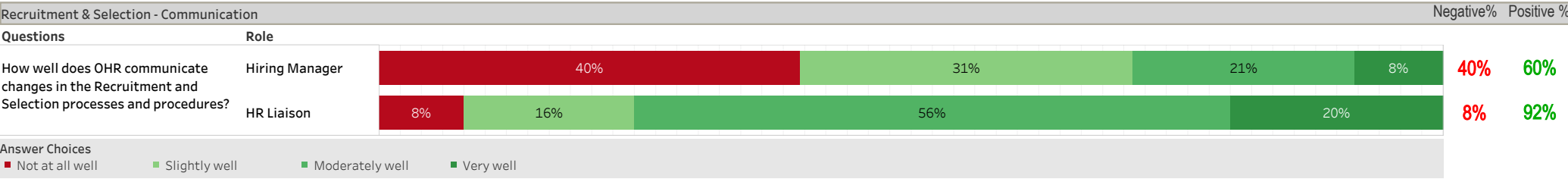
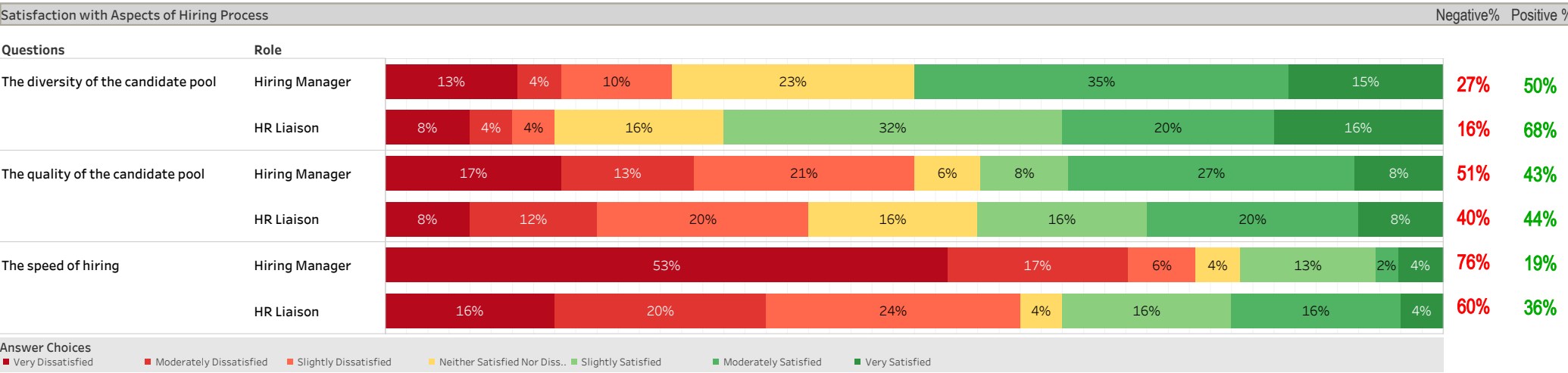
Negative%Positive %

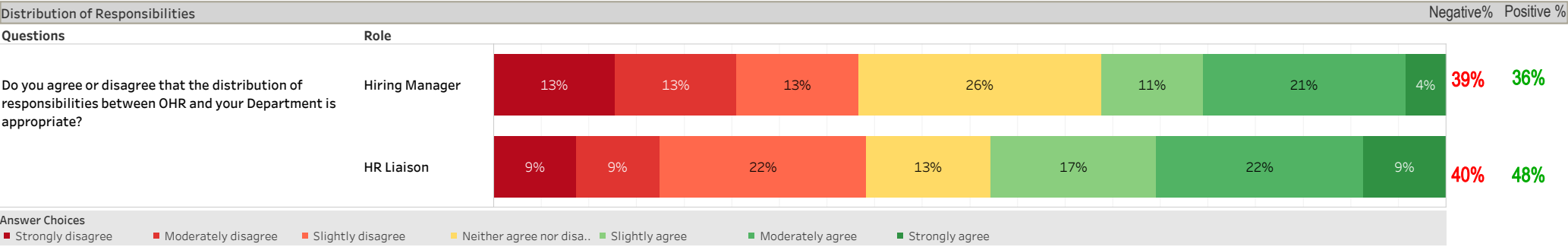
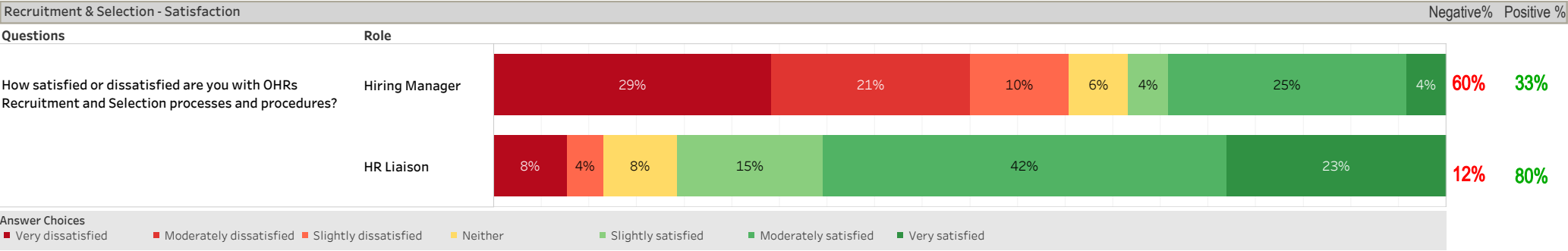
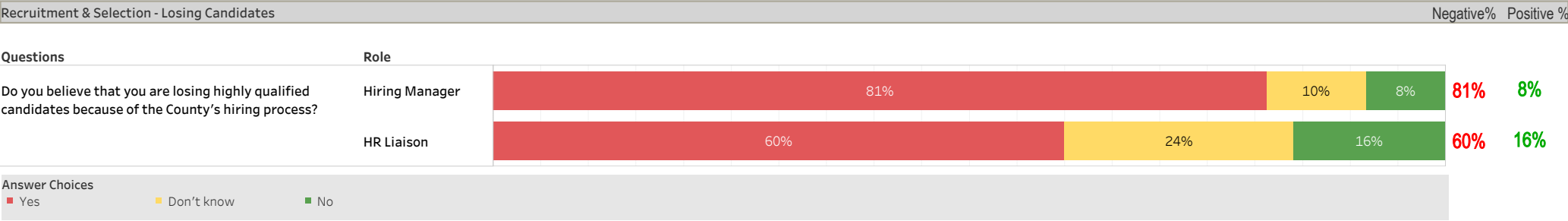


Classification & Compensation - Communication

Negative%Positive %









**MONTGOMERY COUNTY COUNCIL
ROCKVILLE, MARYLAND**

COUNCIL PRESIDENT NANCY NAVARRO

**CHAIR, GOVERNMENT OPERATIONS AND
FISCAL POLICY COMMITTEE**

DISTRICT 4

EDUCATION AND CULTURE COMMITTEE

M E M O R A N D U M

July 16, 2019

TO: Andrew Kleine, Chief Administrative Officer

FROM: Nancy Navarro, Council President
Gabriel Albornoz, At-Large Councilmember

SUBJECT: Office of Human Resources Survey

This memo is a follow up to recent discussions regarding the appointment of Mr. Berke Attila to the position of Director of the Office of Human Resources. We appreciate the time you took to address our concerns and answer additional questions about Mr. Attila.

While we recognize the need for change management in our Human Resources Department and believe that Mr. Attila has an excellent track record in this area, we were concerned about his lack of direct experience as a Human Resource Manager and educational training in the field of human resources.

We appreciated that you presented a plan to us, both in writing and conversations that gives us confidence that the administration will provide support to Mr. Attila in the technical policy and legal aspects of human resources.

To further engender confidence, we requested that there be a survey administered to department directors and the Management Leadership Service (MLS) to examine internal/external customer service, innovation, and personnel management in the area of human resources. We request that this survey be administered now, and again in six months and then a year to review the progress in human resources management for departments. As we agreed, the Government Operations Committee will review the results of the survey.

Thank you again for addressing our concerns and following up with the request of this survey. If you have any questions, please do not hesitate to contact us.

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