CPS HR CONSULTING

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Orange County Human Resources Performance Assessment

FINAL REPORT

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Executive Summary

The purpose of this project was to conduct a comprehensive functional assessment for the Orange County Human Resources Services (HRS) Department in relation to previous audits. 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 strengths and opportunities.
- ■ Themes requiring attention and recommendations on necessary actions.
- ■ Recommendations around structure, services, staffing, interaction points, and operations.

Orange County and HRS have many opportunities to make positive and impactful changes which will leverage the value of HR and drive performance. Our assessment findings and recommendations reflecting this are summarized in this report although multiple changes and improvements have been made over the past year. In addition, a hard-hiring freeze and COVID 19 issues have created such a significant change to the work environment which in turn has caused the timeliness and the subsequent findings of this report to be less significant. An overview of the finding includes:

- ■ The County continues to suffer the effects of not having a strategic plan for its HR function and operates in a capacity that is reactive instead of proactive.
- ■ Greater communication is needed with information flow from the CEO's office to HRS regarding budget, planning, priorities and objectives.
- ■ There is no countywide performance management plan or system.
- ■ There are thirteen (13) different management systems currently in use but not a countywide methodology, standard or expectation for employees.
- ■ The turnover rate for employees has risen significantly (32%) after three years. Exit interviews and other analysis have not been conducted due to less than adequate staffing and other budgetary cuts although added measures and improvements continue to be implemented to improve recruiting systems.
- ■ Recruitment timelines are protracted due to dated processes, ongoing turnover, and a high volume of hiring requests with less than adequate staffing levels.
- ■ Data collection, metrics, and analytics are in its infancy and there is no historical data to do a comparative analysis on the state of HR year over year.

Introduction – The Value of Human Resources

Highly functioning Human Resources (HR) Departments support and drive high organizational performance and 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, progressing from transactional efficiency, to programmatic effectiveness, to strategic impact. These areas can be defined as such

- Transactional efficiency is how the department handles administrative tasks – the foundations of getting required tasks done. Success is measured by efficiency.
- Programmatic effectiveness is the design and implementation of innovative practices and programs that work, serving employees and the organization. Success is measured by effectiveness.
- Strategic impact is 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.

Scope of Work

In 2019, CPS HR was commissioned to provide Orange County with the following tasks and deliverables:

1. Document and categorize initial recommendations
   - CPS HR reviewed the 50 recommendations from the previous audits and analyzed the corrective actions that were taken.
2. Initial feedback on status, prevalence, and relevance
   - CPS HR conducted a total of thirteen focus group and one-on-one interviews with key HR management and staff.
3. Barriers analysis
   - CPS HR initiated interviews and site visits in all identified areas of highest risk and benefit.
4. Audit of HRS functional components
   - CPS HR mapped several functional areas within HRS.
5. Analysis of Centralized status
   - CPS HR performed field visits and interviews with each de-centralized office.
6. Assessment of HR Operations satisfaction
   - Detailed later in this report.
7. Initiate draft report

- CPS HR initiated a draft report to identify gaps and areas for improvement and suggested categorical corrective actions to resolve gaps.
8. Review and respond to Orange County comments
    - CPS HR presented draft report findings to HRS leadership and designated HR leads in de-centralized departments for review and response on March 9, 2020.
9. Complete and submit final report
    - CPS HR reviewed responses and made any corrections prior to completing and delivering this final report.

Survey

After discussions with the Chief Human Resources Officer (CHRO), it was recommended to perform a survey shortly after the initial assessment and interviews with HR management and staff. And as such a survey to assess the level of satisfaction amongst designated staff and stakeholders with HR Operations is one of the deliverables that is part of this assessment.

HRS has a plethora of new initiatives and process improvements that are being implemented, by conducting a separate survey HRS is able to gather feedback about those programs. In addition to an initial survey, subsequent "pulse surveys" would also be administered to measure the effect and impact of each HR program implementation.

A half day focus group with HR management was held on March 9, 2020 with another follow up meeting scheduled for April 2020. The purpose of these meetings was to discuss findings, review the draft report and recommendations, and craft a survey model and timeline to focus on each business unit's path forward. The information would have been gathered and reported to form a foundation for the HR Strategic Plan for the County. The ability to follow up with further on-site interviews and survey deployment was impacted by the onset of the pandemic and a state-wide "Stay-at-Home" initiative in March 2020 in response to COVID-19.

At the writing of this report, the survey has not been conducted. However, as discussed with the CHRO, CPS HR is prepared and ready to fulfill this obligation and will conduct the survey when it is administratively feasible for the County.

Methodology

The analysis of the current HR performance incorporated multiple methodologies, as outlined herein:

Subject Matter Expert Collaboration

CPS HR Consulting provided a high-level view of the project to the CHRO and HR managers in July 2019, identifying key subject matter experts (SME) in each work area. Subsequent interviews with the individual managers were conducted on site to obtain a comprehensive understanding of each area's workload, current processes, and any recent changes to the processes. Additionally, CPS HR requested background information, including historical workload metrics and previous reports to review information where needed.

Metrics Analysis

Quantitative performance metrics were requested to conduct trend analyses on the volume of work within each unit, determine the efficacy and efficiency of governing policies, and review the fiscal impact to the County overall. As mentioned before, the County only recently began to capture this information, CPS HR relied on the data available and other current reports to identify trends. Performance metrics were reviewed in context of current practices to assess alignment with best practices for relevant key deliverables and to keep the information in perspective in terms of the information available.
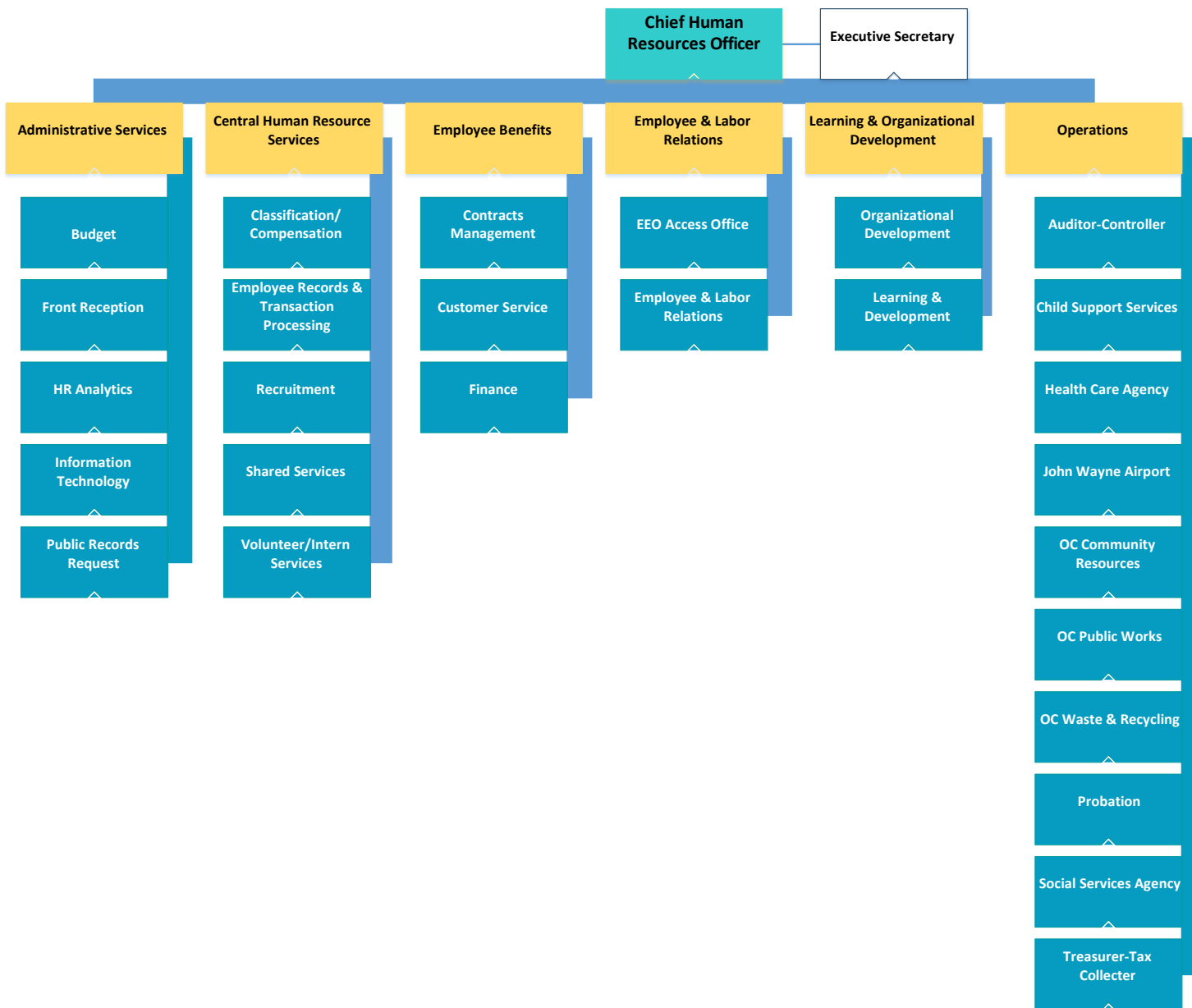
On-Site Interviews and Focus Groups

On-site interviews and focus groups were used to determine progress of the final three key HR performance findings, pending completion from the 2011 and 2015 audits. The consultant team conducted several on-site interviews and focus groups with employees and managers.

The ability to follow up with further interviews and on-site document review was also impacted by a state-wide "Stay-at-Home" initiative in response to the COVID-19 pandemic. The CPS HR team was also initially impacted by internal turnover; however, measures were taken to immediately identify equivalent expertise and minimize impact to the overall timeline.

Orange County Human Resources Services Background

Organizational Chart

Chief Human Resources Officer	Executive Secretary

Administrative Services
- Budget
- Front Reception
- HR Analytics
- Information Technology
- Public Records Request

Central Human Resource Services
- Classification/ Compensation
- Employee Records & Transaction Processing
- Recruitment
- Shared Services
- Volunteer/Intern Services

Employee Benefits
- Contracts Management
- Customer Service
- Finance

Employee & Labor Relations
- EEO Access Office
- Employee & Labor Relations

Learning & Organizational Development
- Organizational Development
- Learning & Development

Operations
- Auditor-Controller
- Child Support Services
- Health Care Agency
- John Wayne Airport
- OC Community Resources
- OC Public Works
- OC Waste & Recycling
- Probation
- Social Services Agency
- Treasurer-Tax Collecter

Human Resources Services (HRS) is a division of the Orange County Chief Executive Office. The following divisions report to the Chief Human Resources Officer:

- **Administrative Services**: responsible for the oversight, direction and management of administrative functions to support HRS including Budget & Finance, Procurement & Contract Services, Legislative Affairs, Agenda Staff Report (ASR) Coordination, Reports & Analytics, Facilities, and dotted line operational supervision of Information Technology Services provided by OC Information Technology.

- **Central Human Resources Services:** Central HRS supports the management and staff in their day-to-day business activities and helps align organizational processes with industry best practices. Divisions within Central are *Classification & Compensation* which ensures consistency in the application of salary practices; establishes and maintains a sound classification structure for the organization*, Employment Records and Transaction* which ensures transactions are in compliance with contracts, policies, and laws; maintains all employee records and files. Recruitment which attracts and recruits a highly-skilled and competent workforce enabling departments to provide their critical services to the community. Works with department and community partners to provide professional development opportunities within the organization to members of the public and *Shared Services* which provides advisory services to assigned departments in staffing, performance management, and employee relations.

- **Employee Benefits** consists of four divisions: *Contracts* who manage 24 contracts providing a range of benefits for County employees, retirees, and dependents while continuously evaluating and modifying programs and service delivery to address needs of Country employees, retirees, and families, while controlling rising benefit costs in a rapidly changing industry. *Compliance* ensures that plans and services adhere to legal mandates and contractual agreements. *Employee Wellness* Implements, manages, and evaluates activities in support of employee wellness and work-life balance. Communication & Customer Service Facilitates communication, education and quality customer service through written and electronic information, educational seminars, call center support, and issue tracking resolution.

- **Employee and Labor Relations:** manages labor negotiations, interprets collective bargaining agreements, advises management on employee relations issues such as corrective actions and appeals, and ensures employment practices are non-discriminatory.

- **Learning and Organizational Development**: develops learning and development opportunities and solutions to effectively address the learning and professional growth needs of the County. They also build and implement leadership growth pathways to better serve the needs of the County. L&OD serve as a strategic change agent focused on facilitating positive change, transforming culture, enhancing team effectiveness and designing organizational strategy. Using a client-centered, consultative approach, we support leaders, teams, and departments.

- **HRS Operations** supports County departments and agencies by offering centralized and on-site HR services. Nine embedded teams provide recruitment, employee relations, personnel transactions, return-to-work, employee relations and training and development to large departments.

Findings and Recommendations

For historical purposes, the audit reports of 2011 and 2015 were reviewed to create a basis of understanding for the previous state of HRS . Unfortunately, much of the content was no longer relevant or applicable, due to the length of time since the audit and the mercurial nature of not only the field of HR but also the economy, staffing, processes, etc. since the year 2011. Due to this the audit findings were not used as a governing document or road map for the performance of this assessment. Instead, CPS HR reviewed the last three outstanding recommendations as requested and proceeded to evaluate and develop current key areas of HR to study based on initial interviews with management and staff.

In the audits conducted in 2011 and 2015, several HR-related issued were reviewed including the efficacy of a centralized HR model vs. a decentralized model. The union and departments gave their feedback on centralization vs. decentralization.

From the Union's Point of View:

(Decentralization is not working well). Human Resources at the County needs to be centralized. It is more efficient and things that impact salary and classification need to be handled from a corporate perspective. Consistency is important. Benefits and other elements of HR are tied to negotiations and they need to be coordinated through the corporate office. Employee discipline, employee records, should all be centralized otherwise there are different applications within departments like with administrative leave.

The County recentralized their operations and it remains mostly centralized today. While some duties are still decentralized, most operations including onboarding, recruitment, benefits, employee relations, and labor relations remain in the central office.

The 2011 audit ultimately yielded 64 (labeled 1-50 with additional sub-recommendations) recommendations. By the time the County engaged with CPS HR for this project, all but three recommendations had been completed and implemented as outlined below:

Performance Findings and Recommendations from 2011 & 2015	
#	Recommendation
2	5-year strategic plan and HR business plan including mission, goals and performance metrics
11	Benefits consultant contracts (BCC)
12	Modify invoice reporting to require billing for each employee or the consultant form
13	Performance metrics on BCC
14	Contractor performance – open enrollment
16	Self-reporting by 3rd party vendors
38	Manager pay for performance program
39	Executive Manager appraisal system
40	Annual performance evaluations
41	Performance Evaluation Ratings
50	HR strategic plan and departmental oversight

The pending items and their progress as of 2019 were reported as:

■ Develop a five-year HR strategic plan for the County and add a more robust HR service plan to include mission statement, goals and performance metrics consistent with industry best practices.

  o HRS has developed a vision, mission statement, and strategic goals. In its 2013 business plan, it lists performance measures and specific goals for centralization. Performance metrics were recently developed and are being implemented. HRS has provided the Board with annual status updates.

■ Required labor organizations with financial reporting requirements to submit those reports annually.

  o Employee Benefits Division currently reviews annual audits of the AOCDS medical trust under the provisions of the AOCDS MOU. The other labor organizations have medical coverage provided directly under the County plans and no labor auditing is necessary. Follow up needs to be conducted to ensure that the other labor organizations are following the report submission process identified in their MOU's.

■ Develop a more formal and robust executive management appraisal system that includes guidelines and is consistent with the standards of the administrative management pay for performance program.

  o HRS and OCMA formed a joint County/labor team and started periodic meetings. It is pursuing a new performance evaluation model to replace pay for performance. Once the new performance evaluation tool is established it will be disseminated throughout the County.

Benefits

The previous audit made recommendations for the Benefits unit financial reporting. While this assessment did not focus on an assessment of the Benefits Unit, it should be noted that the Benefits Unit has made changes as recommended in previous audits.

Findings

From 2016 to 2019, Benefits administration was outsourced to Secova and the call center/customer services duties were being supplemented in-house due to a large number of service problems and participant escalations. While working with this vendor, it became apparent they were not equipped to meet the needs of an agency with the size and complexity of Orange County. As the initial contract period was approaching, the County opted to conduct a Request For Information (RFI) to consider other options in the marketplace and get market feedback on administration for the County's unique needs. Following this process, the County went out to bid on a new vendor in 2018. Effective June 1, 2020 the County transitioned its benefits administration services to Alight Solutions. This vendor was chosen due to their ability to adequately govern the wide range of various benefits offered by the County. The County will continue to monitor and review their performance and extend or sever the relationship as needed. In addition, Employee Benefits will provide to the Board of Supervisors a mid-contract evaluation report with performance metrics in early 2023.

Recommendation

- Include more information about County benefits on recruitment materials and job opportunities. Applicants are interested in knowing the full cadre of benefits. The County offers a generous benefits package which can be used as a recruitment tool.

HRS Budgeting

A notable component of this study involved the mapping of information flow, accessibility to data for planning and decision-making, and the ability for each HRS division to be both independent in its workflow and yet interdependent within the systemic organization flow as it relates to budget transparency. This challenge affects functional units within HRS limiting planning capabilities to project staffing needs, program and service offerings, or the introduction of new technology and resources.

Findings

In fiscal year 19-20, Orange County had a base budget of $6.8 billion, of which $3.7 billion is the General Fund budget. In its budget documents, the recent history and upcoming assumed plans for each department are listed as part of the budget documents. The County's website states: *The County Budget Office is part of the County Executive Office and reports to the County Finance Officer. The division's primary responsibility is the County's budget: planning, preparation, presentation, and monitoring and development of the County's Long-Range Strategic Financial Plan...* The annual budget is developed by the Chief Executive Office and given to the CHRO after it has been finalized. To combat this challenge, over the past year, HRS, through its Administrative Services team, continues to build a strong and healthy relationship with CEO budget and currently shares information so that HRS can make well informed business decisions.

HRS has increased its participation into how the final budget is crafted. but more effort is recommended between both HRS and CEO Budget

- HRS must get approvals for budget related items.

- ■ HRS must continue to work with CEO Budget to define a more functional method to provide budget input for creation and adoption.
- ■ Decreased control creates a "solicitor-vendor" relationship instead of strategic partner relationship.
- ■ HR and CEO needs to continue to increase collaboration on how the budget is managed on an ongoing basis, how much funding has been used and what is left over for possible reallocation.

HRS is Continuing to build greater unity with the CEO's budget team to ensure complete budget details are delivered, including budget priorities, projected expenditures, and overall spending direction by the CEO's office. Transparency in the budget is essential for the Administrative Services team to inform other HRS functions to comprehensively plan services and project related costs. In comparison, The Benefits Division has more input and autonomy over the budget unit than the CHRO has over the HRS budget. More consistent monthly budget updates are necessary for HRS to maintain awareness of how much funds are available at any given time during the fiscal year

Recommendations

- Continue to increase collaboration in the development of the annual budget for HRS. The CEO can still have oversight but the CHRO should be involved to determine appropriate priorities, staffing levels, objectives and allocations for HRS.
- Discuss quarterly recommendations for budget considerations with the CHRO.
- Focus on the outcomes and shared goals for HRS as it relates to the County's Fiscal Strategic Plan.
- Proactively communicate monthly budget updates to the CHRO so determinations, recommendations, and actions can be discussed and decided in real time.
- Discuss any freezing, underfilling, or abolition of allocated positions with the CHRO and the respective Department Head before taking any action. These conversations have impacts for HRS' service delivery.

Analytics and Metrics

Administrative Services within HRS seeks to establish itself within the functional measurement of human resources and as a definitive source of information and data analytics. The unit has made it a priority to address deficiencies in performance metrics that were either not being captured or were being gathered inconsistently and haphazardly. Other priorities include, reducing inconsistencies in measuring, producing desired metrics of key performance indicators, utilizing advanced and manageable technological tools for analytics, centralizing communication and support for County employees, and providing as needed consultation on metrics towards decision-making and strategic planning.

The team endeavors to minimize inconsistencies in measuring and recording and communicating key performance indicators. This is accomplished by gathering needed information on desired metrics by County employees, determining ideal recording systems, and providing greater accessibility to County employees. They also provide centralized guidance and support to County employees on delivering requested information and offer consulting services to help make sense of the information for decision making, strategic planning, and engaging in continuous improvement.

Analytics and metrics development of key systemic functions is twofold:

■ Identify and develop the key metrics which directly link with the strategic mission, vision, and values of the County; as well as the needs, expectations and requirements of the County's departments and agencies.

■ Determine the purpose these metrics are to be used for, whether it be analytics used to make critical decisions in regard to causality and consequences of specific events, or used as recruitment strategies, hiring practices, or onboarding procedures.

As in all areas of management, County HRS has proceeded on the strength of the idiom that "what cannot be measured, cannot be managed". Therefore one of the County's key initiatives is ensuring that the full range of human resources needs are being addressed, met, and effectively managed with the expectation that a full range of metrics, incorporating the needs of County agencies and staff are detailed and developed into useful measures of performance.

Administrative Services has progressed by creating the needed infrastructure critical to managing key performance metrics. It has also developed the technical and data driven systems, structures, and services which capture, measure, record, and report information which can be utilized in making key decisions. Towards this end, the Administrative Services team has effectively endeavored to:

■ Evaluate, engage and become a consultant to County departments and divisions by identifying and delineating critically needed and desired performance metrics used as a benchmark of time and process. County departments were asked to identify functional areas, such as recruitment, timeliness of hiring, and onboarding processes which consequently had a direct impact on candidate choice, rapidness of onboarding, and also retention.

■ Design and develop specific metrics, performance measurement strategies, tools, and collection processes which are structured to ensure validity and reliability of data. Additionally, Administrative Services team staff serve as a source of guidance to County departments, administrators, and staff on how to access and distribute critical data.

■ Coordinate and connect networked and multi-platformed technology to link strategies for collection of data from each County agency; customize and synchronize networked systems to allow County employees to have more accessibility to enter information, request required data, and to print out reports and analyses to be better utilized by Department administrators.

■ Support and continuously improve processes and procedures to enhance data collection and respond to County employees to ensure that they are receiving and being able to access reports and information critical for their operations.

The Administrative Services division was instituted in response to the need for established and continuously improving key performance functional metrics which will then lead to sound and reliable information for planning and decision-making analytics. Given the enormity of this task, critical systemic, structural, and strategic process, procedures, and practices are needed as the

division of Administrative Services, within the County's Human Resources Services continues to become further established from critical systemic, structural and strategic procedures and practices.

Findings

HRS initiated a concerted effort to develop a systematic approach within the centralized services to not only enhance the scope of metrics available but also connect them with the technological tools and apparatus used to collect, link, and communicate findings to users. The purpose of this endeavor was to ease the collection and dissemination for end users.

In response to the 2015 Audit, Administrative Services has conducted measures on identification and consensus of HR Functions to measure their frequency and progress. Measurement of HR Functions in recruitment, hiring, and retention has enhanced, where it was once evaluated inconsistently, or not at all. Investigation methods now incorporate the information County employees require including information regarding recruitment, selection, hiring time, and retention, and have also been enhanced to include the frequency of:

- ■ Identified the HR functions to measure including its frequency and progress.
- ■ Measured and greatly enhanced HR functions in recruitment, hiring, and retention
- ■ Extended previously limited measures for County employee needs and are now consistently measured.
- ■ Expanded the key metric frequency to include:
  - Employee Relations
  - Investigations Conducted
  - Written Reprimands Issued
  - Suspensions Issued
  - Discharges Issued
  - Probation Releases
  - Meet and Confer/Discuss Processes Completed
  - Exit Interviews Conducted
  - Settlement Agreements Reached

Within the previously decentralized County system, measurement of functions was not conducted consistently, and was not based upon adherence to set procedures and policies. More so, each division was conducting its own investigations exposing themselves to the potential for corrupted data as their analysts may not have the proper credentials needed for such practices. Thus, with the creation of the Administrative Services Unit, a team of professional staff with expertise in data collection, developing key performance metrics, creating multi-level automated information collection platforms, and constructing analytic reports have been brought together. With this, Administrative Services has moved forward in understanding what information and data County employees need from HRS and how best to deliver and support them as they seek to enhance their internal operations.

Recommendations

- **Establish the Measures that Matter:** Assess the root cause of an underlying issue impacting department operations as well as County expenditures. An example of this was

presented during a focus group meeting, where it was asked, "why does it take six to eight months from the start of recruitment to the time of onboarding to get qualified employees to fill needed vacancies?". In this situation metrics could be utilized to measure the timeline from initiation of a recruitment, applicant selection, interviewing, employment offer and onboarding protocol completion. The weakness to this process however is that although it's informs on time and the frequency of steps it still does not answer address the issue as to why the process is lengthy. It is vital then, that before each metric is established, that key questions and set parameters be addressed. This naturally involves a partnership with the Recruitment Team in developing these measures. In terms of recruitment to onboarding time:

The metrics which are directly linked to employee concerns and impact County operational flows are able to focus on measuring not only what is happening in quantitative metrics of time and frequency but also why it is happening. It can also demonstrate the qualitative nature in the context, circumstances, and conditions for its occurrence. Clearly, in asking these questions, the importance of ensuring what it should be, based upon set parameters and benchmarks becomes even more essential.

- **Transition from Operational Metrics to Quality Operational Metrics:** Effective HRS metrics cannot be viewed in isolation, there must be a holistic approach. Within this systemic capacity, metrics are essential in that they directly communicate improvement and creating a direct benefit to operations, functions, processes, protocols and procedures. Invariably, the advantage of improving processes are the essence of why metrics are utilized in the first place is to transform the onboarding process into a manufacturer of a qualified, engaged hire as the transition proceeds from an operational metric to a quality operational metric.

The critical work here then becomes defining what a "quality hire" is and how that is interpreted by different departments and agencies across the County. This will involve a continuous evaluation, and collaboration not only within the County's departments but also throughout similarly structured regional county governments to determine who would be an appropriate candidate and also the length of the hiring process. Best practices and cross-functional measurement connect these dots.

- **Expand the Stakeholders:** As it creates processes to gather, analyze, and report critical metrics, the unit should expand its visibility to not only involve and engage internal County employees from the top down but also regional partners, other regional governments measuring their own HR functions, as well as the public. All parties should be aware of what is being studied, improved upon, and invested in. Structured outreach will involve effective education, marketing, and greater awareness of County employees on how each play a key role in attracting key talent, contributing to an effective learning environment and creating a new rebranding of the County as a strong employer.

Providing stakeholders and collaborators visibility into work and project progress further encourages elements of accountability, enables effective delegation, and is critical for empowering County staff and agencies to operate more nimbly and with greater responsiveness. Undoubtedly, this visibility has been enhanced with the HRS Newsletter detailing work being done within each HRS division.

- **Add Greater Detail and Expand Engagement**: Include the metrics which have been chosen, demonstrate why they are critical for effective County-wide operations, and illustrate how the information gathered will be used to enhance human resource functions. Additionally, greater visibility should shine light as to why certain HR functions need greater analysis and review, and what greater study will mean to improving overall County functions.

- **Synchronize Operational HR Metrics with County-wide Operational Goals and Decision-Point Analytics:** As the County's HRS moves from administrative and transactional to operational and strategic, a concerted movement should transition towards the goal of a "synced strategic collaborative" approach. HRS metrics are connected and intertwined with overall County metrics as well as individual County agency metrics. Consequently, operational measures, addressing how efficient, effective and impactful an organization's HR practices are should reflect what is of value and importance to the County as a whole. These metrics form the essential foundation for more reliable planning and strategically aligned analytics, focusing on decision points that more effectively guide program, performance and operational decisions. Consequently, harnessing those measures allows for greater understanding and predictability in how changes will affect a desired outcome.

The County's mission to engage residents and its own workforce while improving its internal processes and financial standing can directly be aligned with HRS metrics and assess employee engagement and satisfaction or calculate public response to County surveys to help solve broader strategic organizational objectives. In its most fundamental form, HRS metrics can be synced with County metrics to include:

- **Customer Metrics***: The County's goal to determine whether residents are satisfied with delivery of services can be linked to HRS Customer Metrics to gauge internal "customer" satisfaction with HR services and HR's ability to meet its users' needs. These customer focused metrics can effectively be used to identify improvement opportunities and enhance the quality of HR services. From measuring general topics such as overall employee satisfaction, to learning specific needs for example, leaders reporting the desire for leadership training.

- **Workforce Metrics***: County and agency interest in ensuring that employees are engaged, dedicated, and committed to the work in serving residents connects directly with HRS employee engagement objectives. Linked workforce metrics can then help to identify competency gaps on a county and individual agency level. It can recognize the implications of different hiring practices, attrition, and promotion strategies, and also seek to understand which talent characteristics foster high performance. Workforce metrics can also include information regarding succession plans, promotion rates, retention of high performers or critical segments, and provide insight to new hires who receive top performance ratings or leave within six months. Workforce metrics County-wide can quantify the strength of the talent pipeline and identify improvement opportunities that will ultimately help with overall retention and employee productivity.

- **Process Metrics:** Metrics can be used to measure the output and efficiency of HR processes which can in turn be linked to County and agency-level goals. They can also be

used to address high-level topics such as the effectiveness of submitting a request for data, improving reporting efficiency, reducing errors, and determining the overall volume of employee benefits transactions. Process Metrics, as an overall metric, can be linked across County, department, and HR functional lines to include insight such as job offer acceptance rate, number of HR data errors, and variance from compensation guidelines, serving as an particularly useful element to identify opportunities to improve HR processes and delivery mechanisms.

- **Financial Metrics:** Unquestionably, the County, as well as departments and agencies within the County must utilize metrics to determine their operational efficiencies. Linked through common financial metrics, HRS can quantify the cost and impact of HR processes and programs, and include information such as the cost of turnover, training spend per employee, return on investment of an HR initiative, or the costs and time involved in HR processes of recruitment to onboarding.

The lack of this strategic foothold subsequently has tasked Administrative Services with first, understanding what key information and data is needed and how to then set up the structure and systems to gather and collect the metrics valued and needed by County employees. Second and in tandem, Administrative Services must also ensure that the metrics needed align with County goals and with individual County agencies requesting the information. The strategic challenge then has been for Administrative Services to establish its role as a source of effective HRS task area functions and process improvement.

Recruitment

According to the Recruitment Rules and Policies for Orange County, the Recruitment division within Central Human Resources Services (HRS) grounds its foundation on the County's need to effectively "recruit, select and advance employees on the basis of merit, specifically their relative ability, knowledge and skills including open consideration of qualified applicants for initial employment".

The central focus of the recruitment services team is to "attract and retain a highly skilled and competent work force enabling departments to provide their critical services to the community". In 2018, the Recruitment division filled 2,404 positions through 412 different recruitments. They also processed over 58,000 applications and attended 37 different job fairs at colleges, universities and other organizations. The division responds to both centralized and decentralized hiring requests from departments within the County. Over the last 2 years the division has been successful in creating a repository of HRS recruitment metrics dating back to January of 2018. While most employers have metrics dating further back, this did pose a challenge in performing a comparative analysis for the success that they've had in past years.

The CHRO and the recruitment team regularly meet with hiring managers, department heads, and other stakeholders to discuss service delivery. Meetings are arranged to create recruitment plans when there is are vacancies within a Department so roles and responsibilities can be clearly understood. The CHRO has made clear communication and operational transparency a priority in the recruitment process. The challenge comes when it's unclear where the role of the hiring

manager begins, and the recruitment staff ends.

Findings

While HRS has taken on the purposeful task of identifying, developing, and formalizing a structure for measuring and reporting needed performance metrics, it has highlighted some of the challenges faced by the Recruitment unit, including:

■ Combatting the existence and usage of outdated and unjustified past practices throughout the County. There are several practices still in practice that are not found in any of the County's rules or procedures . For example, some departments insist on interviewing every candidate that meets the required qualifications, regardless of the number of candidates or the number of vacancies. Recently an exam was held that had ~85 qualified candidates to interview to fill one vacancy. The interview process consisted of 11, two-person panels over the course of 8 hours. Additionally, there were proctors and other staff on hand to escort candidates. After the exam, labor was needed to collect, score, and manually collate the tests. This practice not only uses a considerable about of resources but coordinating the logistics of an 80-person interview day takes away from the time that the recruitment team could utilize to perform other critical duties. The labor costs to have 22 panelists away from their regular duties in addition to the Recruitment staff is inefficient and costly. Add to that the fees associated with late administrations of the exam for candidates that can't come on the designated day which delays the start date of a qualified candidate and in turn further increases labor costs as staff continue to work more hours to cover the unfilled vacancy along with their own duties. (*It should be noted that the County has several types of assessments in addition to the Structured Oral Interview (SOI) which includes: performance exams, knowledge-based written tests, skills-based tests, competency-based tests, application appraisal and work experience ratings.*)

  o HRS has implemented initiatives to refine the recruitment process to eliminate some unnecessary delays. For instance, they have implemented new video interviewing software where applicable. Panelists do not have to be co-located in the same room and can view, at a time of their choosing, recorded candidate interviews (i.e., candidates who recorded and submitted their interviews using a personal computer or mobile device). This significantly increases the flexibility for the panelists and candidates and removes the logistical burden of coordinating their schedules for an in-person interview. In 2017, the team also developed a new model for 5-day job postings reducing the procedural steps that recruiters need to take to fill vacancies. Furthermore, hiring managers have the ability to conduct a "review of written record" on County promotional recruitments under certain conditions.

■ Due to the changes between HR centralization and decentralization over the past several years, many departments have created and continue to maintain their own methods for recruitment and selection. It has often been difficult for Recruitment to collaborate with some of the departments due to departments being more inclined to follow their own practices. There is a challenge with departments letting go of the delegated authority that they previously held to embrace recruitment best practices if the suggested practices are in opposition to their current practice.

- ■ The turnover rate after the third year of employment is approximately 32%. That is exceptionally high and creates an unrealistic demand on the staffing levels the recruitment unit can maintain countywide. Most organizations experience a 10-12% annual attrition rate. Higher than usual turnover adds to the challenges that the recruitment unit faces. As noted above, in 2017 over 2,000 vacancies were filled but just as many left the County. The costs associated with ongoing recruitment to backfill positions is exorbitant. Employee Benefit News (EBN) reports that it costs employers 33% of a worker's annual salary to hire a replacement if that worker leaves. To quantify, the replacement cost is $15,000 per person for an employee earning a median salary of $45,000 a year, according to the Work Institute's 2017 Retention Report.

- ■ Many of the departments that receive services from Recruitment still have a lot of involvement in the recruitment process. While the recruitment experts are only housed in the HRS division, many hiring managers still want to retain authority and participation in the recruitment process. This becomes problematic because the parts of a recruitment process that are not discretionary or negotiable come up for unnecessary debate.

The biggest challenge for Recruitment is service delivery. There are several steps to a recruitment, but once the process is initiated every step is included in the timeline, including waiting for information from other business units. The recruitment process is a collaboration between HRS and the hiring authority. It is imperative that both parties understand their role in the overall process. In the past 2-3 years, HRS has engaged with hiring managers in many departments on the recruitment process and each person's responsibility in the success of the County's hiring efforts. If a position is unfrozen or added to a budget there is an additional approval process that has to be executed before the position can be filled which extends their timelines, and is reflected as part of the HR process only, despite the onus being on another governing body. The recruitment unit may have to wait 2 weeks for an approval or signature, but those additional days are not disclosed from their overall timeline, so it makes it appear that there are delays within the unit, which is incorrect. The false perception that Recruitment has improper practices or outdated procedures is another reason why departments are hesitant to follow their lead.

With the recent COVID-19 public health crisis, recruitment activities have been trending down for most departments with the exception of the Health Care Agency (HCA). As the workforce transitioned to a remote working environment, the team also had to make modifications to their processes to accommodate the County's needs. Currently, the highest priority is to provide support to the Public Health Division within HCA to fill their positions in support of the COVID-19 Taskforce and Contact Tracing Unit. The team had redeployed a majority of their recruiting staff to provide the necessary services to fill these positions in expedited fashion. Furthermore, multiple members of the team are providing assistance to other functional areas in HRS to further support their satellite teams (e.g., Return-to-Work, Records, Employee Relations, etc.).

Recommendations

- Deploy an onboarding survey (e.g. SurveyMonkey, SurveyGizmo) to all new hires within 90 days of hire to get feedback on the recruitment and onboarding experience to identify areas for process improvements.
- Conduct exit interviews with employees that are departing during their first one to three

years to gather data and determine root causes that are specific to the County (as opposed to external factors).

- Streamline the "unfreezing" to "hire" process in partnership with the CEO.
- Continue to collaborate on recruitment plans with each department to clearly define roles and responsibilities to ensure efficiency.
- Conduct further process analysis, tracking, and reviews on recruitment timelines for unfilled position and their associated timelines.
- Compare data collected from the previous calendar year to the current calendar year to determine areas for service improvement.
- Ensure that applicants are informed not only of the compensation but also the benefits that are given to employees.
- Promote the County's mission and vision on job bulletins and other recruitment materials so applicants can see the value of public service.
- Continue to use social media as a branding tool and a way to market opportunities with the County.
- Consider external factors (changes in the economy, COVID-19 impacts, high unemployment) when looking at recruitment and retention strategies.

Learning & Organizational Development

During the course of this assessment, the L&OD staff was reduced from 15 full time employees to 8 full time employees. While this will provide a financial savings for the County, the impact to the creation of the County's strategic plans, employee surveying, performance management models and staff development and other initiatives will all be placed on protracted timelines.

The Learning and Organizational Development (L&OD) Unit of the County of Orange's Human Resources Services (HRS) came into existence in response to the County's HR centralization efforts in 2013. The core concerns in the effectiveness of the HR functions evolved during a period of decentralization at the time of the County's bankruptcy, this reflects on the manner that the County's operational and functional roles and responsibilities were organized, staffed and led. The impetus then, is to redefine HRS functions and key responsibilities in order to seek reintegration into the County's critical HR tasks. To achieve this goal it is suggested to create clear and consistent links between HRS competencies and County-wide priority-level skills, division-level operational goals and objectives, and individual staff performance management plans.

As envisioned in 2013, and again in 2017, the recentralization of Human Resources Services development of the Learning and Organizational Development department has allowed for a dedicated and committed team of individuals to focus singularly in creating and communicating a deliberate plan to provide County staff with the "learning experiences that enrich their skills on and off the job, strengthening the skills, knowledge, and abilities necessary to successfully fulfill the County's mission". L&OD's contribution to the centralized learning and organizational development programs has created clear standards for performance management and has had the significant benefit of installing clear chains of command, structured channels for learning requests and communication. It has also created a targeted vision and mission to advance professional growth in the County. While there have been several positive impacts, L&OD have faced challenges with delivering on stated objectives (e.g. Countywide supervisor training) and

keeping the chargeback amounts to the departments in alignment with service delivery. This resulted in departments feeling that the value that L&OD provides to the County did not align with the cost of services. In response to those challenges, chargeback costs to the departments have been reduced by 50% and initial supervisor training has been completed and is entering its second phase.

Findings

A related challenge to L&OD as a new division within the County's HRS system, is there has never been a similar department from which the newly formed team can glean greater insight, or historical data to find a basis for improving, revising, and developing new structures, systems, metrics or benchmarks. The struggle then, has been to not only establish its presence, but also to set up its foundational policies, procedures and other divisional structures. This takes time, and while L&OD endeavors fervently to create those structures and systems, it must concurrently, deliver training services, conduct organizational development consultations and engage the performance development activities of County employees.

With the formation of the division of Learning and Organizational Development, this vehicle to standardize mission critical-driven learning tracks, subject matter experts and capacity-building curricula has expanded beyond executive leadership into a full range and level of employee engagement. As a means to further substantiate priority skills and performance expectations, the L&OD team undertook a thorough and comprehensive needs assessment which included three surveys, 16 meetings with key stakeholders and focus groups. Based on the assessment, L&OD created a fourth level of leadership training and three separate curriculum playlists that are on Eureka specifically to address the identified gaps.

Staff Development

Although L&OD's core objective to create a "strategic partnership helping to develop the organization (County) and its people to grow and thrive so they can best serve the citizens of Orange County" has been well received and the dedication of team members remains steadfast, as a new division, the unit faces unique challenges, some structural and others more systemic and strategic in nature.

The division of L&OD hopes to become the "premier strategic learning and development partner" but is relatively new and as such, untested and largely unbranded. While strides have been made to reach out and engage County employees, conduct important discussions with County departments and divisions, and deliver courses and training to "thousands of County employees", L&OD has yet to establish its substantial foothold within the realm of general HRS functions as a strategic partner and as a critical link in the advancement of effective County operational productivity and performance.

As an example, the October 2019 HRS Learning and Organizational Development report provided key insight into the following analytics: the formation of a dedicated unit, who is on the team, what the employee engagement survey sought to accomplish, what the results were, what the industry benchmarks detail and what will be done to develop and customize training services so that training can be offered at four-hour intervals, in the morning and with a classroom

and blended learning approach. While important for County staff to feel valued and their training needs acknowledged, what is not mentioned as having been gathered through additional study and through conducting comprehensive meetings, is what senior leaders, top County leadership, the Chief Executive Officer, the Chief Financial Officer and other top level strategic management groups consider to be mission-critical knowledge and skills for growth, advancement, and continued success within the County of Orange.

Recommendations

- Developing solutions that will be more technology driven and reach greater numbers and utilizing technology to create greater service access and reach a greater number of L&D participants.
- Provided funding is available, using vendors or collaborating with Universities, Community Colleges and private vendors to free up staff time and provide pre-designed curricula to those interested and willing to participate in offered training including virtual and/or eLearning classes.
- Completing the repository of team resources to provide more self-service options to all County departments; hiring and utilizing specialists and consultants to support and guide division staff and leadership.
- Developing and leveraging resources from collaborative partners outside the County to share and discuss data, statistics, opportunities, and best practices.
- Developing metrics and measurement tools internally to determine short- and long-term impacts of both L&D and OD programs and initiatives.
- Completing the organizational talent capability assessment and department profiles so the focus can fully shift to developing the organization

Performance Management

At the core of the County's key initiatives (ensuring that the full range of human resources needs are being addressed, met and effectively managed) is the expectation that a full range of metrics, incorporating the needs of County agencies and staff are detailed and developed into useful measures of performance. As in all areas of management, County HRS has proceeded on the strength of the idiom that "what cannot be measured, cannot be managed".

Armstrong & Baron define performance management as "a strategic and integrated approach to delivering successful results in organizations by improving the performance and developing the capabilities of teams and individuals. It's an ongoing partnership between supervisors and employees working together to accomplish goals". To date, the County does not have a universal performance management system. County HRS efforts in 2013 focused on implementing a multilevel leadership development program centered on providing County executive management with not only the strategic skills and competencies to produce at required performance levels, it further sought to infuse and instill consistent, County-wide leadership language, structure, and results-driven management system to support their success at all organization levels. This quest to standardize and create a performance management process sought most directly to set expectations and align performance with critical County business objectives and as a "vehicle to provide feedback, recognition, and coaching throughout the year, to best support employees' development"[1] to ensure work contributes directly to the County's mission.

While there has been significant progress on all items from the previous audit, the County remains without a strategic plan and a universal performance management system for employees and managers. A solid strategic plan considers the current state of an organization in addition to where they want to go in the future. There are currently 13 different forms in use for performance management for non-managers and managers do not have a comprehensive performance plan and plan for in-range movement.

The County's recent goal to implement an electronic county-wide performance management system was in the planning stage but then funding for the project was cut as were the L&OD positions that would oversee the functions

Recommendations

- **<u>Create Consistent and Comprehensive County-wide Messaging:</u>** In particular, communication channels and protocols have been established which process learning and professional development requests and communicate offerings and schedules, but even more importantly is whether County leadership along with Department leadership has communicated what the values of learning are for all County employees, and even more so, which skills, competencies and knowledge the County deems critical to effective performance and successful operations, such as communication skills, teamwork and decision-making. Unless the messaging is clear from top down that this is what the County deems as important to individual success, department success and County success, critical L&OD efforts will be in vain.

To solidify this link, it is critical for L&OD to assume greater control to bridge the link between County needs in creating standards for organizational performance and individual employee needs to develop and grow within the County. HRS sought to create standards and clear lines of consistency in terms of prioritized leadership competencies, reward structures, and development and growth initiatives. Specifically, as envisioned, the performance management system involves incorporating prioritized County performance goals with County department operational goals and individual performance expectations, in order to:

- ■ Establish County-wide performance requirements and accomplishment-based standards, outcomes, and measures, within the County's departments and agencies, and also between the employee and his or her reporting supervisor.
- ■ Ensure clear and consistent messaging from County Senior Leadership and Department Administrators and provide clear visibility of priority skills, competencies, and specialized knowledge employees should endeavor to achieve.
- ■ Develop the professional development learning structures, channels and processes to allow County employees to easily access and take advantage of learning and growth opportunities. Provide ongoing education and training as needed.
- ■ Design and develop Performance Management Tools, including appraisals and evaluations that collaboratively link County performance goals to department operational goals with individual employee performance expectations. Provide on-going coaching and feedback.
- ■ Conduct quarterly performance development planning training and discussions for County departments, divisions, and agencies.
- ■ Design effective compensation and recognition systems that measure team and/or individual performance achievements and link attainment of key objectives directly

to reward systems and incentives for ongoing contributions.

■ Measure learning and development activities and link them to attainment of County, Department, and Individual Employee Performance objectives. Seek to continuously improve processes, procedures, tools, and techniques to enhance theselinks.

- **Concentrate on Short-term Wins to Garner Trust and Change Culture:** It is critical to understand that the County has had to trespass a deep fissure, along with the transition from centralized, to decentralized and back to a centralized-balanced operational course. These changes and subsequent shifts in policies, procedures, and practices have quite naturally created distrust and discomfort among County employees who have undergone these changes. It is therefore incumbent upon HRS and L&OD to be sensitive to the need of a workforce who may resist a relatively new group coming in and taking command of their learning and development processes and suggesting changes without a deeper dive into the County's, department, and agency culture and ways of operating.

HRS and L&OD should continue to focus on creating small, immediate, but visible wins to demonstrate to County stakeholders the efficiencies of their units. For example, the success of improving retention of executive County leadership where it had once been an issue. By doing this will improve employee and leadership buy-in when presented with training and allow further investigation to determine deficits, (e.g. communication gaps within staff levels). Specific learning and development goals, such as communication and collaboration were identified by Senior County Leaders as consistent with the mission, vision and values of the County. Coupled these analyses will form the foundational plan to design, deliver and then determine the effectiveness of a learning need that directly impacts the overall County performance. This will then serve as a foundation for future plans and more importantly, demonstrate to County employees that learning leads to positive gains.

HRS Accomplishments:

The Recruitment team is proposing a few major strategic changes including recording metrics. The aim is to capture data in order to identify trends, while determining its effectiveness and productivity. While there is no electronic archival information in a centralized location, their goal has been to begin to collect data and use that information to make evidence-based decisions. With each quarter, the data validation gets more refined and the reporting becomes more detailed. This is an evolving process and the report's parameters continue to change to identify key factors to measure.

Another process improvement is to replace the 16- week hiring process with an 8-week hiring process that removes 9 steps in the process for five-day postings. This accounts for roughly 20% of all recruitments conducted in a given year. The new process streamlines the historic hiring process of several levels of approval (which extends the hiring timeline) and allows for a more efficient workflow and shorter time to hire.

Both the Recruitment and Administration units are currently considering a pilot program to automate the interview portion of the exam process. Rather than have raters hand write comments during a structured exam with traditional "pencil and paper" responses, the division

is considering using electronic tablets to capture candidate's responses and automate the scoring process for exams as well as rating video-recorded interviews by candidates. In collaboration with the OC Information Technology (OCIT) department, HRS administrative Services is leading this project which will also provide a platform for live interaction between candidates and raters. They are also looking to modernize the selection interview process by clarifying the difference between the exam interview and selection interviews and revising the interview packet that is sent to out to hiring managers on. The new processes will be accompanied by training materials including videos. This will allow more flexibility in interviews which should lead to more efficacy in the selection process.

Under the leadership of a dedicated director, the newly formed Leadership and Organizational Development (L&OD) division has made fervent strides in communicating clear strategy built upon aligning learning and organizational development procedures and practice with HRS and County goals. Towards that end, the division is staffed with highly qualified individuals with strength in curriculum design, development, facilitation, and organizational consultative services and talent processes across multiple practice areas, including 360-degree feedback, coaching, change management, strategic planning, succession development, engagement, and support to team dynamics and health. And undoubtedly, since its inception, L&OD has accomplished key successes in:

- Delivery and completion of a County-wide Needs Assessment.
- Delivery of learning and development programs to thousands of County employees
- Development and launch of a new leadership program for non-supervisors so leadership development is now available to a population that makes up 75% of County employees
- Launch of a new Integrated Talent Management System
- Revision of New Employee Orientation and creation of an employee welcome kit and leader onboarding guide in the first phase of a new fully comprehensive onboarding initiative
- Revision and expansion of the University Partnership Program to provide tuition discounts for employees

Implementation of Measurement Tools, Technology and Automated Reporting Systems- Internal and External Information Request System Refined: Administrative Services has established a formal structure to research and evaluate data effectively; staff have developed key processes and procedures to ensure that requested information is prioritized, processed and then presented to stakeholders. Within this increased capacity, a new HR Data Portal (HDP) platform was rolled out in mid-2017. This new HR Data Portal system subsequently, in 2018 evaluated 170+ issues/bugs/change requests compared to 30 in 2017 and implemented 88 of 98 fixes or change requests. Additionally, to offer comprehensive support to County staff, the unit has developed Developing a HR Data Portal (HDP) train the trainer program for HRS staff, identifying single points of contacts (SPOC) from each HRS unit to train or retrain using the HDP. Basic Excel training has also been provided for SPOCs to learn how to use the data from the HDP canned reports and the upcoming BI tool to generate reports for their stakeholders with updated training videos and user guides.

External requests have also been refined with addition of CA Public Records Requests (PRA), Benefits Unemployment/Census, and US Bureau of Statistics. Administrative Services have accordingly processed and audited 300+ reports in 2018 compared to 70 in 2017, processed 230+ user system access/change requests and processes in CAPS+.

HRS Business Systems: Administrative Services have collaborated with the Employee Benefits division to identify and enhance County's ability to access personnel information from CAPS+ for Employee Benefits' process requests. Refining the system, employees are better able to access the system for information, data, records and reports.

Conclusion

HRS is operating at the level of funding and staffing that is provided. While there is not an ideal ratio to determine HR staffing to the number of employees, It is apparent based upon CPS HR's investigation it can be suggested that additional staffing would not only alleviate some of the issues listed within this report but also allow operations to go from being reactionary and transactional to proactive and strategic. Feedback gathered during the focus groups included comments stating that:

- HRS is forced to be "reactionary" and there is not inclusion in the County's overall plan.
- There is a five-year fiscal plan for the County but not one that focuses on human capital management, retention, staff development and other crucial areas of HR.
- The division is not afforded the ability to be proactive and plan ahead.
- The County should decide what is important and provide resources for their objectives.
- With more resources, HRS can operate more efficiently and additional services can be provided.

These are all challenges that can be addressed and overcome. Since the previous audits in 2011 and 2015, the County has been in a cycle of continuous audits and recommendations. A l t h o u g h an audit provides insight into the current climate of a department, a plan for improvement must still be created from the results. The other weakness of audits is the stigma associated with the process inferring that there is a deficit requiring attention.

The HRS staff demonstrates many distinct, important strengths. Throughout this assessment this team has shown commitment to change and improving operational effectiveness and provided candid feedback. As is often the case in most organizations, there are opportunities for progress including:

- OC HRS should focus on developing a strategic plan over the course of one-three years to avoid the cycle of performance audits to measure success.
- Clearly outline a vision for HR (goals, priorities, and expectations) and a strategy for leader development/transition plan to meet future needs.
- Identify short-term wins to demonstrate to customers a commitment to improving relationships, follow-up, partnership, and overall communication.
- Establish a clear customer service philosophy to include guidelines and expectations for HR staff. Develop and update processes to empower employees to become more self-

sufficient with HR services where appropriate.

- Continue to create transactional efficiencies. By starting with transactional efficiencies, the HR Department can better position themselves to meet the core needs of the County and then pursue higher levels of service and strategic impact in the long-term.
- Continue to capture and track broad based analytics and data allowing the County to become its own benchmark.

Although HRS has taken several steps forward since previous audits it is in danger of regressing in the absence of proper planning. If the County seeks to progress and not require another audit in a few years, it not only needs to focus on strategic planning but also see its plans through to fruition.