



Human Resources Department - Action Plan in Response to the 2016 Performance Audit and Financial Expenditure Review

City Council
September 27, 2016

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BACKGROUND

1. On July 26, 2016 a Performance Audit and 2013-2015 Financial Expenditure Review for the Human Resources Department was presented to the City Council, and included an initial response from staff.
2. The City Council accepted the report and directed the Human Resources Department to return in September 2016 with a detailed action plan.



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Summary of Action Plan

1. The consultant's Performance Audit and Financial Review report included 54 recommendations.
2. Key Highlights of Action Plan:
 - a. Fill vacant budgeted positions
 - i. There are five vacancies that the department is actively recruiting for: Director, Deputy Director, Safety Officer, and 2 Principal Analysts
 - ii. A Senior Office Specialist was recently filled
 - b. Improve service level standards for recruitment timeframes and resolution of employee grievances
 - i. Enhance existing reporting mechanisms to proactively address client departments' recruiting needs and identify other efforts to expedite hiring
 - ii. With the Principal Analyst position filled, the department will be able to resolve grievances in a more timely manner



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Summary of Action Plan – Cont'd

- c. Develop a 5-year technology strategic plan
 - i. Work with the City's Innovation and Technology Department in developing the department's plan in replacing existing software applications
- d. Enhance Training Program
 - i. Develop a comprehensive Citywide program that will take into account each employee's training needs (contingent upon successful implementation of a Talent Management System)



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Other Enhancements

Independent of the Human Resources Department Audit conducted by Matrix Consulting, the department has identified the following enhancements that have been implemented or are being considered for implementation:

1. Provide cross-training opportunities for staff in various functional areas to further enhance their knowledge base.
2. Engage in team building initiatives with various functional work groups in partnership with the labor union and department management teams.
3. Revive the training for supervisors and managers on Family Medical Leave Act (FMLA) to ensure compliance with the law.
4. Research opportunity for automating employee submissions of leave of absence requests using the department's existing system.



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Other Enhancements – Cont'd

5. Develop a quarterly Human Resources Newsletter to inform and educate the City employee population on employment trends and other relevant topics.
6. Develop a Citywide internal training program with City employees as expert instructors.
7. Research opportunities for hosting Brown Bag Lunch Sessions with employees on relevant workforce topics.



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RECOMMENDATION

That the City Council:

1. Receive, review and provide input on the Action Plan to implement recommendations from the recently presented Performance Audit and Financial Expenditure Review of the Human Resources Department; and
2. Direct staff to return in six months with a status update on the Action Plan.



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