

2009 Non-Mandated Expenditures Department Response

DEPARTMENT: Human Resources
DEPARTMENT HEAD / ELECTED OFFICIAL: Gary Berger
OCA TITLE: Human Resources Development (HRD) 270009

Hamilton County departments and agencies have the opportunity to respond and provide insight to the Office of Budget and Strategic Initiatives (BSI) initial assessment as to non-mandated services. This response form should be used for each specific BSI assessment; not a general response for entire department. Take as much space as necessary for each question.

1. *Are there elements of the BSI non-mandated services that you believe are mandated? If so, provide the specific Ohio Revised Code (ORC) citation, Code of Federal Regulation (CFR) and/or relevant case law information. Please be especially diligent if there is a specific service or staffing level prescribed by law.*

There is case law supporting the need for training on fair employment rights and responsibilities/sexual harassment. A recent Supreme Court Decision, Faragher vs. City of Boca Raton, specifies that employers can avoid liability in sexual harassment cases if they took reasonable steps to prevent sexual harassment. Training is considered a key component of prevention.

2. *Who are the recipients of the service or activity for the non-mandated service? How many recipients? Please note any internal customers, other county departments, jurisdictions, businesses, etc. If the service is geographic specific (i.e., a satellite probation office), please identify the neighborhood, township or municipality.*

The Hamilton County HRD program is a cooperative, centralized service effort that serves all Hamilton County organizations. Thirty Hamilton County organizations have been recipients of Hamilton County HRD programs offerings between 2003 and 2008. The organizations include:

- Auditor
- Board of County Commissioners
- Board of Elections
- Board of MR/DD
- Clerk of Courts
- Common Pleas Court
- Coroner
- Court of Appeals
- Domestic Relations Court
- Emergency Management Agency
- Engineer
- Family and Children First
- Job and Family Services
- Juvenile Court
- Law Library
- Mental Health and Recovery Service Board
- MSD
- Municipal Court

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- Probate Court
- Prosecutor
- Public Defender
- Public Health
- Recorder
- Regional Computer Center
- River City Correctional Center
- Sheriff
- Soil and Water Conservation District
- Treasurer
- Veterans Services Board
- Zoning Appeals Board

In 2008, there have been 3,279 class participants in HRD class offerings.
Between 2003 and 2008, there have been 23,425 class participants in HRD class offerings.

Two of these recipients, Juvenile Court and Job and Family Services, have accreditation standards that require training. The HRD training classes that their employees attend apply towards those accreditation standards.

3. *Are there county revenues associated with the non-mandated services? If so, please provide the methodology for any lost revenues. Please consider state or federal reimbursements, grants, fees, etc. Please note if the service or activity is included in the county's indirect cost plan.*

There are not currently any revenues associated with the HRD program. However, there is the potential for revenue if the HRD program offerings are made available to other municipalities within Hamilton County.

4. *If the county did not provide the non-mandated service, is there the potential for increased expenditures in another jurisdiction within Hamilton County? If so, please list the specific municipality and/or township.*

If the county did not provide the HRD program, there is the potential for increased expenditures from individual county organizations, as they would need to find other sources to meet training needs. This potential is the greatest for two organizations that have training requirements associated with accreditation processes: Job and Family Services and Juvenile Court. The hours that their employees spend in HRD classes count towards hours of training required for accreditation. They would need to find other sources, most likely at greater cost, to meet the training needs that HRD has been fulfilling, if HRD courses are not available.

5. *Does the non-mandated service include Board of County Commissioner policy via resolution or motion?*

Yes. The following Board of County Commissioner's policies require training:

- Policy #6.1 - Fair Employment Rights and Responsibilities. This policy requires all employees to attend HRD's Fair Employment Rights and Responsibilities training.

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- Policy #2.16 – Training and Development. This policy states that “Department Heads shall ensure all employees receive sufficient and appropriate training and counseling to effectively perform their jobs to the prescribed performance level . . . supervisors and employees should mutually establish training and development goals to ensure continued satisfactory performance . . . Employees may be required to attend job-related training and development activities. In these cases, the expenses shall be paid by the County.”

6. *Are there contracts or agreements that preclude the elimination of a non-mandated service? If so, please provide the specific language as to termination and/or amendment terms.*

Yes. The Service Level Agreement between HR and Job and Family Services states that “The Hamilton County Personnel Department will provide training opportunities to HCJFS employees through the Hamilton County HRD.” It specifies that HRD “shall provide training including and not limited to development and instruction of the Management Development Program (MDP), instruction of Civil Treatment, and scheduling and follow-up for individual training sessions and other training programs as agreed upon by HCJFS and Hamilton County Personnel Department.”

7. *What are the equipment/non-personnel expenditure considerations with discontinuing a non-mandated service? (i.e., surplus equipment).*

The HRD program has materials stocked that will go unused if the program is discontinued. Also, JFS has set aside \$47,000 this year from the state for Leadership for Results training materials. The courses that JFS employees would attend using these materials help JFS maintain accreditation. The stocked training materials include enough materials for 289 employees to attend and complete LFR courses. (Although some purchases would be necessary to offer these sessions, as there are three, four or five sessions in each course, and we have surplus for some sessions, but not others.) Also stocked are enough materials for 34 employees to attend Situational Self Leadership and for 34 managers to attend Situational Leadership II.

8. *Do any of the non-mandated services include employees represented by a bargaining unit? If so, please note the union and provide information as to reduction-in-force and job abolishment considerations.*

HRD – No.

9. *For positions within non-mandated services, are there are special circumstances that preclude a traditional job abolishment process? Separation costs will be addressed centrally including leave balance payouts, unemployment compensation and severance (based on current Commission policy).*

HRD – No.

10. *In addition to positions associated with non-mandated services, the Budget Office included a review of management layers, support staff, and currently vacant positions. Please comment on the impact of eliminating these positions.*

Management Layer for HRD: The HRD Manager is important to the HRD Division because in addition to managing and leading, the HRD Manager provides direct services for customers by instructing courses and developing new courses to meet customer needs. This need for the HRD Manager to

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provide direct services has increased drastically in the past two years, as there used to be two FTEs in HRD whose role was to provide training and course development for a total of 80 hours weekly. Now, only one of those positions is filled, part-time, resulting in 16 hours of staff time devoted to providing training and course development. So the HRD Manager's role in providing direct services is important. If this position is eliminated, new courses could not be developed to meet needs, and HR would not be able to provide the MDP program that is mandated by the JFS Service Level Agreement.

Support Staff: The HRD Coordinator is considered a support staff position, yet the HRD Coordinator has responsibility for essential functions within HRD, including:

- Processing all course registrations and confirmations.
- Preparing all class materials.
- Setting up classrooms before class and tearing down the room after class.

If the HRD Coordinator position were eliminated, the number of training sessions and people served through the program would be drastically reduced, as the HRD Manager and the part-time HRO would need to make time to assume these duties.

11. *What is the performance impact of not providing the non-mandated service? For example, wait times, waiting lists, case loads, operating hours and other consequences of not providing the service.*

The HRD program has a direct impact on service levels County-wide. In HRD courses, employees from thirty County organizations develop skills that make them better able to perform essential functions of their jobs. Especially as organizations strive to function effectively with minimal resources and staff, it's essential that employees are able to develop skills to maximize effectiveness. HRD classes teach skills that are essential for performance, such as:

- Serve customers professionally (Professional Customer Service)
- Produce written communications that are clear, concise, and error-free (Professional Writing)
- Write case documentation that is easy for anyone to read and understand (Writing Professional Ongoing Casenotes)
- Drive safely when conducting County business (Defensive Driving)
- Protect themselves in potentially dangerous situations, especially when working out in the field (Personal Security)
- Prevent and/or react appropriately to incidents of workplace violence (Workplace Violence: Prevention & Response)
- Supervise effectively to get maximum performance and cooperation from employees (Leadership for Results, Situational Leadership)
- Document employee performance and produce effective Performance Evaluations (Documenting Employee Performance)
- Manage fairly and consistently, thereby creating a more productive workplace and avoiding discrimination lawsuits (Civil Treatment)
- Behave in a professional manner that minimizes the creation of a hostile work environment (Civil Treatment)

12. *Are there any alternatives that result in savings to the general fund?*

It's possible to reduce HRD staff hours and reduce the number of classes offered to save money on salary and materials, while still enabling the HRD program to provide training needed by Hamilton

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County organizations. If the HRD Manager and the HRD Coordinator's hours were cut 25%, to 30 hours weekly, the HRD program could still function effectively for the County, yet an immediate savings of about \$25,000 in salary would be realized. Also, that cut in hours would result in one or two fewer class sessions being offered weekly, which would save on materials costs. This reduction in hours would allow the County to use the surplus materials while continuing to meet training needs at a lower cost.

13. *Are there more efficient ways to deliver a mandated service that may allow for the savings to offset the cost of a non-mandated service?*

No.

14. *Is there an opportunity to transfer any non-mandated expenditures to another funding source (i.e., restricted fund or grant)?*

No.

15. *Does your department have any fees that could be raised to offset the cost of a mandated service?*

No.

Other Considerations and Comments:

The HRD program is a cost-efficient, centralized service that exists primarily because many Hamilton County organizations donate instructor time to offset program costs. The organizations that contribute time and talent to this cooperative, county-wide effort are:

- Board of County Commissioners
- Clerk of Courts
- Job and Family Services
- Juvenile Court
- MSD
- Public Health
- Recorder
- Sheriff
- Treasurer

Because these organizations have volunteered their staff time and talent to serve as instructors with the HRD program, training is available for a lower cost than if more full-time instructors were needed and than if organizations had to use outside vendors to provide for their training needs. In fact, NACo recognized the HRD program with an Achievement Award as "a model of an innovative program which contributes to and enhances county government in the United States." It's possible to continue providing this valuable service at minimal cost to Hamilton County.