



**SUFFOLK COUNTY DEPARTMENT OF
HUMAN RESOURCES, PERSONNEL AND
CIVIL SERVICE
ASSESSMENT REPORT**

Prepared By Suffolk County
Office of Performance
Management

November, 2019

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1. EXECUTIVE SUMMARY

The Suffolk County Department of Human Resources, Personnel and Civil Service assessment was led by County Performance Management in collaboration with members of the Human Resources, Personnel and Civil Service Department and various stakeholders, including County department heads and local jurisdictions served.

Data was gathered from three perspectives: (1) **internal department perspective** – information provided by Department staff (2) **internal user perspective** – an online survey of County department heads conducted to solicit their views about department effectiveness; and (3) **local jurisdictions external user perspective** – interviews of major local jurisdictions conducted to solicit their views about department operations.

Recommendations

A modernized civil service function and a fully implemented human resource function responsible for preparing a diverse workforce for their various roles in government will have more impact on the performance of the county-wide government workforce than any other factor. Particularly in government, Human Resources is central to the mission of improving organizational performance. Research has shown that the appropriate organization and management of human capital can trigger significantly higher performance. This assessment resulted in the following key recommendations:

- 1) Develop a robust Human Resources function as directed under the County Charter. This function should include an experienced HR Director, and should be charged with professionalizing the conduct of HR activities across county Departments.
- 2) Streamline and continuously improve Civil Service administration and enforcement functions.
- 3) Thoroughly integrate diversity considerations throughout the Department's Recruitment and Human Resources programs.

Discussion

A number of issues, findings and recommendations are noted below relative to three broad areas of concern. These include 1) the Department meeting its full array of responsibilities called for by the Suffolk County Charter through the development of a robust County Human Resources function, 2) the conduct of day to day internal operations with respect to County-wide Civil Service functions, and 3) the lack of diversity in the Human Resources/Civil Service (HR/CS) department and the important role the Department should play in increasing diversity in local governments.

Through the course of the review it became clear that no one issue is as salient to Suffolk County Government as the Department's failure to meet its chartered

responsibility to provide human resource functions and leadership. The report describes and sets forth a general evolutionary plan for correcting this.

This effort will require a new way of thinking for the County. Human Resources should be central to the mission of improving organizational performance consistent with the tenets of modern human capital management. This begins and ends with employee engagement. A recent Gallup poll, as reported in Newsday (October 7, 2019), concluded that employee disengagement results in lost productivity of between \$483 billion to \$605 billion per year across the United States.

Meeting Chartered Responsibilities for County Human Resources

In the traditional Suffolk County government work environment, the Human Resources/Civil Service (HR/CS) or personnel office has had a limited role, focused narrowly on administering and enforcing civil-service rules and programs while overlooking important best practices regarding human resources responsibilities.

The human resources function of the HR/CS operation must take precedence. Suffolk County needs to become more competitive in attracting new employees with critical skills; competing in tight labor markets; and creating incentives and training programs that motivate and empower employees, while building labor-management relationships based on promoting mutual interests and protecting the public trust.

Modern human capital management operates on an understanding that the chief organizational resource is people. This understanding should serve as the cornerstone of a serious change in management processes surrounding Suffolk County HR/CS. The Department needs to lay out a consistent strategic approach toward marshaling, managing, and maintaining the human capital necessary to maximize Suffolk County Government performance and ensure its accountability. This strategy will create efficiencies, generate cost savings, improve work product, and create the pathway towards further improvement and reform.

Improving County-Wide Civil Service Functions

While many strengths have been identified in the Civil Service focused divisions of the Department, such as staff expertise, working knowledge of the laws and rules governing the NYS Civil Service Program, and innovative initiatives integrating technology with previously paper based processes, significant opportunities for improvement in how Civil Service functions are carried out have been identified. These opportunities include:

- Revise the Mission Statement to better align operational objectives with the County Charter and the employment goals of all local jurisdictions served.

- Establish ongoing training programs to educate County staff and local jurisdiction staffs on how to expedite complex civil service transactions such as duty statements and desk audits.
- Improve the deployment of technology to automate civil service transactions, eliminate paper-based processes, improve transparency and accountability for all stakeholders.
- Implement performance metrics and tools to routinely evaluate services being provided to all stakeholders.
- Revise the organizational structure to create a Human Resources Division to perform HR tasks such as new employee orientations, exit interviews, tuition reimbursement and unemployment insurance administration allowing the Civil Service Division to focus on the compliance needs of local jurisdictions.

Fostering Diversity

We know that diversity matters. Beyond the human instinct to promote inclusion, the benefits of diversity are tangible. In the private sector, studies have confirmed that companies in the top quartile for gender or racial and ethnic diversity are more likely to have financial returns above their national industry medians. According to worldwide management consulting firm McKinsey & Company, “there is a linear relationship between racial and ethnic diversity and better financial performance: for every 10 percent increase in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) rise 0.8 percent.” Organizations that commit themselves to achieving significant diversity gain a competitive advantage.

Diversity in the workplace can lead to a competitive advantage in larger part because it increases an organization’s ability to attract top talent. According to the Pew Research Center, Millennials are now the largest demographic in the U.S. workforce. This demographic is particularly interested in diversity. Forty-seven percent of Millennials are actively looking for diversity and inclusion when sizing up potential employers, a significant increase compared to other generations, according to a survey conducted by KRC Research.

If Suffolk County wants to attain and retain the most talented employees, we must dedicate ourselves to the goal of diversity, which starts with HR/CS. HR/CS has a key role in diversity management and leadership to create and empower an organizational culture that fosters a respectful, inclusive environment where each employee has the opportunity to learn, grow and contribute to the organization’s success.

According to a report issued in 2009 by the Organisation for Economic Cooperation and Development (“Fostering Diversity in the Public Service”) excerpted here and referenced

later in this report: *“there is a growing consensus among Public Organizations that pursuing diversity helps to preserve core public service values such as fairness, transparency, impartiality and representativeness. There is a growing tendency to see diversity as an asset. The search for efficiency gains is another driver for diversity in the public service, as one of the main expected benefits is an increase in innovation. Diversity can contribute to raising the quality of public services by improving the understanding of community needs and ameliorating social dialogue and communication with the wider population. Even more, by being instrumental in enhancing public service quality and the employability of disadvantaged groups, diversity might contribute to social mobility. There is increasing awareness that diversity can help achieve important outcomes in major policy areas, by tackling challenges such as aging populations. Diversity can also help advance the reform agenda and promote good governance practices by helping to improve the relations between the government and citizens, and by strengthening trust in government. Thus, diversity principles should be part of any public management reform, as diversity initiatives cannot succeed as an isolated strategy.*

The HR/CS Department has a very poor diversity profile with only one person of color among 77 employees. The Department’s senior leadership should establish a diversity and inclusion program. This program should have an initial focus within the Department, expanding to all County departments and local jurisdictions, with the objective of developing a County-wide public sector employee population that better represents the County’s constituent population at large. Additionally, County Department leadership and leaders in Local Jurisdictions must articulate a compelling vision with real accountability for delivering impacts through middle management and the entire organization.

In short, building a more diverse and inclusive work environment that is integrated into an organization’s goals will provide significant benefits: higher levels of employee retention and employee engagement, broader attraction of top talent, better community image, stronger financial performance, and more innovation.

Conclusion

The HR/CS Department has untapped potential. Particularly in government, Human Resources is central to the mission of improving organizational performance. A modernized civil service function and fully implemented human resource function responsible for preparing a diverse workforce for their various roles in government will have more impact on the performance of the county-wide government workforce than any other factor.

2. INTRODUCTION TO PROJECT METHODOLOGY

This project was assigned to Performance Management by the County Executive, who has continually endorsed governmental operational assessment reviews since taking office in 2012. These reviews examine efficiency and effectiveness and identify plans for improvement and reform.

This particular project is designed to identify current strength and improvement opportunities, and to provide a baseline for continuous development.

The project has been a collaborative effort, user centric (employees, County departments and local jurisdictions were all involved in the process) and considered input from a large stakeholder base. Data and comments regarding departmental performance and effectiveness were collected in three phases. Summary descriptions of each data collection phase are presented below.

Phase 1 – The Perspective from within the Department of HR/CS

HR/CS staff produced documents that describe the scope of responsibilities, processes, workflows, and policies and practices of each HR/CS function. County prepared governance documentation was reviewed for gaps and inconsistencies. Performance Management facilitated the execution of a confidential departmental employee survey to obtain an understanding of attitudes as well as perceived strengths and weaknesses. Results were analyzed via a SWOT (strengths, weaknesses, opportunities, and threats) Review.

Phase 2 – The Perspective from County Departments

Facilitated the execution of a County Department Head HR/CS Effectiveness Survey to get input regarding their experience as users of the HR/CS Department. A SWOT analysis was performed based on the results.

Phase 3 – The Perspective from Local Jurisdictions

Facilitated Local Jurisdiction meetings with written input to get commentary regarding their experience as users of the HR/CS Department. A SWOT analysis was performed based on the results.

3. DEPARTMENTAL REVIEW AND SCOPE

It is important to specify the scope and boundary conditions of this project. The functions included in this review focused on civil service functions and human resources functions both as described by County Charter and researched best practices. Below is an excerpt from the Charter Article VI Department of Human Resources, Personnel and Civil Service describing powers and duties.

§ C6-1 Department established; Personnel Officer to be Department head; Division of Human Resources.

A. There shall be a Department of Human Resources, Personnel and Civil Service, the head of which shall be the Personnel Officer. He or she shall be appointed by the County Executive with the approval of the County Legislature for a six-year term of office. The Personnel Officer shall, within the appropriations provided, appoint such officers and employees of said Department as may be established by action of the County Legislature.

B. There shall be a Division of Human Resources within the Department of Human Resources, Personnel and Civil Service, the head of which shall be the Director of Human Resources. The Director shall be appointed by the Personnel Officer with the approval of the County Executive and shall have at least eight years' experience managing a human resources office in either the public sector or private sector.

§ C6-2 Powers and duties.

A. The civil service system within the County shall be administered by the Department of Human Resources, Personnel and Civil Service under the supervision and direction of the Personnel Officer, who shall have all the powers and duties of a municipal civil service commissioner and shall perform such other responsibilities as may be assigned by the County Executive and/or the County Legislature, including, but not limited to, the following:

(1) Maintain accurate, centralized, updated records on all personnel employed by the County.

(2) Have jurisdiction over the payroll/personnel system and perform all functions necessary and pertinent to the administration of such system.

(3) Have jurisdiction over employee classifications, employee certifications, examinations for positions of employment, and employee information and training.

(4) Have jurisdiction over employee education and affirmative action programs.

(5) Have jurisdiction over the Employee Assistance Program.

B. The Division of Human Resources shall have the following powers, duties and responsibilities:

(1) Have jurisdiction and control over the enrollment of County employees in unemployment insurance, tuition reimbursement plans, and such other programs as may be approved by duly enacted resolution of the County of Suffolk.

(2) Administer the Employee Suggestion Program.

(3) Review and maintain a record of the Management Compensation Plan and have jurisdiction over the recommendation of salary grades for County positions, subject to the power of the County Executive and County Legislature to implement, approve, modify and administer such compensation plans.

(4) Have jurisdiction over the Employee Help Desk.

(5) Determine eligibility for life insurance benefits for employees.

(6) Have jurisdiction and control over the administration of all County salary plans.

(7) Have jurisdiction and control over employee benefits and retirement benefits.

(8) Have jurisdiction and control over all Occupational Safety and Health Administration (OSHA) related matters that affect the safety, health and well-being of County employees, including all functions and programs performed by the County Safety Officer. (Transferred with Risk Management to the Law Department)

(9) Have jurisdiction and control over the Deferred Compensation Plan.

(10) Have jurisdiction over recruitment, retention and training of employees.

(11) Have jurisdiction and control over the enrollment of County employees in retirement plans, in such health insurance plans as may be approved by the County Legislature and in such other employee benefit programs as may be approved by action of the County Legislature.

§ C6-3-Recruitment of personnel; training programs; residency requirements

A. Recruitment and training. The Personnel Officer shall have the responsibility of assisting County departments in the recruitment of new personnel and have responsibility for the planning, design and administration of training programs for County employees other than departmental orientation and in-service programs.

Chartered human resources-related tasks range from managing the hiring, training, and compensation of talent; to supporting managers in leading their units and managing their people. Other tasks routinely associated with human resources departments, but not noted in the County Charter or department mission statement include partnering with senior management to align units and people with organizational

strategy, and management of the organizational culture. SHRM, the professional society of human resource managers, frames the role of HR in this manner:

“The success of an organization is directly influenced by the actions of its HR professionals.

- HR directs the recruitment, training, career development and retention of an organization’s most important asset — it’s people.
- HR aligns people strategies with business goals.
- HR takes an active role to shape corporate strategy and keep their organizations competitive in the global marketplace.
- HR anticipates challenges and creates innovative solutions, so organizations can tactically execute plans, increase the bottom line and achieve success. ”¹

¹ *From Society of Human Resource Management (SHRM) website*

4. FINDINGS

The governance documents reviewed and data and commentary collected from stakeholders lead to discussion focused on the following organizational and operational components of the Department of HR/CS: Mission, Performance, Training, and Technology.

Mission

The Department of HR/CS has a mission statement that does not align with the mission and strategy of either the County Administration or the best human resources practices. The mission should be revised to emphasize the diversity, training, and professional development needs of the workforce. Below is the current mission statement. The proposed revision and mission statement is provided in Section 5 of this report.

Current Mission Statement

The Department of Civil Service administers Civil Law for 270 Jurisdictions and the employment of over 46,000 employees within Suffolk County. The Division of Employee Benefits administers a benefit program to over 47,000 employees, retirees and dependents while the Deferred Compensation Program oversees the investments of 1.6 billion in employee and retiree dollars for 9,300 participants.

Performance

The Department provided a variety of annual metrics to the Performance Management team for the purposes of this review. However, managers do not appear to be referring to metrics on a monthly basis to monitor operations. In addition, there are no comparative analyses relative to historical trends or current year monthly expectations. Key Performance indicator (KPI) metrics are the tools that managers ought to use on a regular basis to manage the effectiveness of the Department.

There is a perception among users (as expressed in numerous comments) that HR/CS is short-staffed, and that this is a major contributor to the perceived issues with timeliness and effectiveness. It has been observed that existing staff are consumed by their transactional workload that little time is available for timely responses and to attend to the transformational activities and the development of organizational capacity.

However, a review of Department operations has shown that the shortfall is not in staffing, but rather stems from a lack of investment in employee development and technology, and a failure to utilize metrics and data to improve performance. Further, some positions, such as that of Personnel Analyst, have responsibilities that are too heavily weighted with civil service functions. As a result, County HR functions are not a

priority and are routinely unaddressed. Existing job descriptions should be reviewed to properly reflect County HR functions, or new positions dedicated to County HR duties should be considered.

Training

Commentary from all stakeholders indicated the need for updated and routine Civil Service Rule training for HR/CS staff, County departmental staff, and local jurisdiction staff. Stakeholder staffs in particular should be trained and empowered to emphasize compliance with legal requirements as well as the use of technology, automation of operations, and adoption of streamlined processes.

From a County Departmental perspective all training needs to be addressed. The absence of a dedicated training unit to assist County departments in the planning, design and administration of training programs for County employees (other than departmental orientation and in-service programs) is a major best practices deficiency. HR/CS departmental operations in particular would be a beneficiary of a dedicated training unit through increased enterprise wide understanding of requirements, policies and processes.

Technology

In general, local government HR/CS departments have been too often utilized as transactional role players that only serve to manage compliance documents, test to create hiring lists, and move applicant resumes through the screening funnel, all while maintaining roster and transaction files. Too often, the true value that HR/CS could bring to local governments is not properly captured, as too much of a manager's and analysts' time is spent manually processing paperwork and maintaining complex data bases and employee roster card files. Such is currently the case in Suffolk County HR/CS.

Input from HR/CS employees indicates that the website is helpful in communicating some information and allowing some applicant online transactions, but they feel it is not that user friendly, as was evidenced with Police Department test applicants. Improved user design and utilization of new technologies may improve user perceptions while also reducing the time demands on staff.

HR/CS employees also noted issues with older systems supporting civil service data requirements and employee benefits programs. It will be appropriate for the HR/CS staff to participate in the review of the new payroll and human capital management systems currently being sought and evaluated by the County.

As the County continues to feel the pressure of limited resources leading to the need for the highest quality performers in every role, the future of HR/CS will be one in which time-consuming talent recruitment and onboarding paperwork will have to be

automated to allow human resource managers and analysts to focus their energies on the essential role of developing quality talent.

Organizational Structure

The structure of the Department of HR/CS is not appropriate for its current mission or the proposed expanded mission under review. Based on the County Charter alone the following structural deficiencies were identified:

- The absence of a Division of Human Resources within the Department of Human Resources, Personnel and Civil Service.
- The absence of a division head, which shall be the Director of Human Resources. The Director shall be appointed by the Personnel Officer with the approval of the County Executive and shall have at least eight years' experience managing a human resources office in either the public sector or private sector.
- The absence of a dedicated federated information technology unit, focused on the County payroll/personnel system and performing all functions necessary and pertinent to the administration of such system as well as all human resource information systems.
- The absence of a dedicated training unit to assist County departments in the planning, design and administration of training programs for County employees outside of departmental orientation and in-service programs.
- The absence of HR titles which hinders the improvement and standardization of HR best practices Countywide. For improved policy implementation and enhanced career paths, HR titles should also be assignable to County departments. This is not currently the case with the Personnel Analyst title series.

The Department of HR/CS has a current scope that does not align well with the intent of the County Charter. While all of the standard roles and responsibilities for its compliance with *NY State Civil Service Rules, Employee Benefits (EMHP), and Deferred Compensation Plan* are in place, many chartered roles and responsibilities called for in support of County operations are not being addressed. These include:

- A Division of Human Resources led by the Director of Human Resources;
- Employee education and affirmative action programs;
- Employee Assistance Program;
- Employee Suggestion Program;
- Recruitment, retention, and training of employees.

Staffing Observations – Diversity

While the HR/CS staff members bring significant experience to their positions and possess considerable knowledge about their functions, they are focused on the current narrow mission of the Department, which is administering civil service law for the County and 280 jurisdictions, the County Employee Medical Health Plan and the County Deferred Compensation Plan. Staff with human resource services competencies should be developed to properly service, nurture, and continually develop the County workforce.

Providing human resources competencies within the Department and eventually throughout the County departments will allow for the development of an employee-first culture that is diverse and inclusive. This culture empowers employees to achieve their organizational objectives, and work together as a team to achieve personal workplace goals.

In addition to a lack of focus regarding broad human resources competencies, it is apparent that HR/CS Department lacks diversity among its own staff. Mid-year 2019 data for units 1430 Civil Service and 1317 EMHP, indicates the following:

Ethnicity	Females	Males	Total
Black/African American	1	0	1
Asian American	0	0	0
Hispanic/Latino	0	0	0
Native American	0	0	0
Native Hawaiian/Pacific	0	0	0
Caucasian	68	8	76
Total	69	8	77

Two excellent reference papers regarding diversity and inclusion programs are listed below:

- OECD Report: "Fostering Diversity in the Public Service", 2009
- OPM: Government Wide Inclusive Diversity Strategic Plan, 2016

Understanding the needs of different groups in society is linked to delivering better public services. Suffolk County's population is diverse in terms of gender, religion, age,

disability or non-disability, sexuality, national or ethnic origin, all from different socio-economic and educational backgrounds. Governments have a social responsibility towards every member of society to satisfy their needs and concerns which differ according to people's characteristics.

The Civil Service Department represents the government in its quest to staff appropriately, fairly, and effectively. It is therefore imperative that the Department itself is appropriately diverse.

Excerpts from the Government Wide Inclusive Diversity Strategic Plan 2016

Our Nation derives strength from the diversity of its population and from its commitment to equal opportunity for all. We are at our best when we draw on the talents of all parts of our society, and our greatest accomplishments are achieved when diverse perspectives are brought to bear to overcome our greatest challenges. — President Obama, Executive Order 13583

By law, the Federal Government's recruitment policies should "endeavor to achieve a workforce from all segments of society," while avoiding discrimination for or against any employee or applicant on the basis of race, color, religion, sex (including pregnancy or gender identity), national origin, age, disability, sexual orientation or any other prohibited basis. (5 U.S.C. 2301(b) (1), 2302(b)). As the Nation's largest employer, the Federal Government has an obligation to lead by example. Seeking to attain a diverse, qualified workforce is a cornerstone of the merit-based civil service.

This cornerstone value is certainly applicable to all levels of government.

5. Recommendations

The County's HR/CS Department is struggling to overcome their primary role of compliance and transactional personnel documentation coordination, as a significant amount of focus has historically been spent manually tracking documents and ensuring compliance with NYS Civil Service Laws.

Human resource professionals who are buried under piles of paper resumes, need to constantly update spreadsheets and respond to individual follow-up requests from job applicants, simply don't have the time to work with department and agency managers to build employee development plans or cultivate advancement strategies for key leadership positions.

While it may have been accepted in the past that HR/CS departments needed to focus significant time on transactional functions, now more than ever, management is looking to HR/CS teams to help them stretch every dollar by hiring the most qualified talent to assist the administration run as effectively as possible. The desire for HR/CS departments to lead employee development initiatives will only grow, as local governments continue to battle the private sector for quality talent.

Pressure for County and local governments to perform not only comes from internal leadership, but constituents also are expecting greater productivity and higher quality service from their County and local governments. With a greater desire for transparency, and social media platforms serving as a highly visible mouthpiece for questioning constituents, County and local governments have never been under greater scrutiny to perform at the collective and individual levels.

As pressures mount, HR/CS must search for ways to support the initiative of hiring and grooming better performing employees while providing further value to their administration beyond compliance and documentation.

Key for the HR/CS Department in producing their value to the County, local agencies, and citizens is to realize their expanded mission and role while reducing time spent on manual data and documentation management. With less time spent on compliance documentation and processing transactions, HR/CS managers and analysts can focus on change management and performance management.

HR/CS needs to evolve into a more technology-based profession because organizations need to:

- Streamline processes and reduce administrative burdens.
- Reduce HR/CS administration and compliance costs.
- Compete more effectively for talent.

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- Improve service and access to data for employees and managers.
- Provide real-time metrics to allow decision-makers to spot trends and manage the workforce more effectively.
- Enable HR/CS to transform so it can play a more strategic role in the organization.

RECOMMENDATION #1: Fulfill chartered responsibilities for County Human Resources

- A. Adopt the following proposed mission statement and goals and produce a departmental strategic plan consistent with County Charter intent, best practices and County Executive strategy.

Proposed – Vision, Mission and Goals Statement

Proposed Vision Statement

The vision of the Suffolk County Department of Civil Service/Human Resources is to be recognized as a preferred employer and provider of innovative and results-oriented human resources services, policies, and systems.

Proposed Mission Statement

It is the mission of the Suffolk County Department of Civil Service/Human Resources to recruit, support and retain the most capable workforce for Suffolk County Departments and over 270 local government agencies to ensure that the public benefits from a talented, diverse workforce able to meet the needs of a diverse and vibrant County.

Specifically for County Government, the Department provides oversight of various administrative processes involving personnel policy and procedures, compliance, human resources information systems and organizational and personnel development while promoting a high performing effective and efficient government. In addition, the Department administers the County Employee Benefits Program inclusive of the County Employee Medical Health Plan and County Deferred Compensation Program striving to provide the highest quality personnel services to our employees, their families, retirees and prospective members of the County workforce.

Proposed Goals

- *Achieving, Encouraging, and Supporting a Diverse Workforce;*
 - *Continually Improving Individual and Organizational Effectiveness;*
 - *Anticipating and Meeting the Changing Needs of the Workforce;*
 - *Championing Career and Professional Growth;*
 - *Enhancing Services through Technology.*
- B. Hire an experienced and skilled Director of Human Resources and reset the organizational structure to achieve the new mission and goals.
- C. Strengthen and develop the Human Resources function within the HR/CS department. Strengthen user awareness and visibility of new HR services and expertise by developing an outreach program for the Division. Key HR services to be enhanced or established include:

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- Jurisdiction over the design and functionality of the County payroll/personnel system and all County human resources information systems and perform all functions necessary and pertinent to the administration of such systems.
 - Leadership and governance of the critical project to replace the outdated payroll and personnel system.
 - Jurisdiction and control over recruitment, talent management, retention and training of employees and all programs associated with the same. Have the responsibility of assisting County departments in the recruitment of new personnel and have responsibility for the planning, design, and administration of training programs for all County employees.
 - Maintenance of all records of personnel employed by the County
 - Jurisdiction over the Affirmative Action Program.
 - Jurisdiction over the Employee Assistance Program.
 - Administer the Employee Suggestion Program.
 - Jurisdiction and control over the enrollment of County employees in unemployment insurance, tuition reimbursement programs (non-AME), and other such programs.
 - Jurisdiction over the recommendation of salary grades for County positions subject to the power of the County Executive to implement, approve, modify, and administer such compensation plans.
 - Determination of eligibility for life insurance benefits.
 - Jurisdiction and control over the administration of all exempt County salary plans.
 - Jurisdiction and control over employee benefits and retirement services, including the enrollment of employees in all benefits plans.
 - Jurisdiction and control over the Deferred Compensation Plan
- D. Establish a dedicated County Training Unit within the HR Division to develop HR competence in all County departments. Provide a matrix responsibility model with departmental HR contacts initially and formal HR titles eventually, to ensure improved HR expertise in each major department. The Training Unit is to develop and maintain training programs to enhance the performance of employees, supervisors, and executive management and deploy them frequently.
- E. Conduct a Study of Managers' HR Responsibilities to include: evaluate job descriptions; assess training needs; and develop accountability measures to ensure the performance of required HR duties. Such a study might include a review of job

descriptions for the clarity of HR tasks, a survey of employees about the extent to which their managers perform their HR tasks, or focus groups of managers to assess understanding and purpose of their HR tasks.

- F. Utilize the Division of Human Resources to support strategic initiatives. Senior leadership should expand the mission and resources of the Division of Human Resources from a transactional unit to a strategic, transformative one. To achieve the goals set forth, managers will need an array of skills and processes to engage employees in new strategic directions and workflow processes. Providing these tools is within the expertise and skill sets of the Division of Human Resources, if tasked with this new transformative mission and provided with the resources to support it.

RECOMMENDATION #2 Overhaul Execution of County-Wide Civil Service Functions

- A. Improve performance. Implement a system of regular use of KPI metrics, including but not limited to implementation of the STAT program. Set elapsed time goals and monitor performance towards those standards. Review automated tracking systems for tracking user queries, transactional processes to ensure no queries are lost, and that responses are timely.
- Conduct Periodic Assessments. The Department/County needs to have a more frequent sense of its stakeholder’s perceptions, and HR needs to have a informed sense about of how it is performing. Such mechanisms might include focus groups, meetings with departments, and/or small sample surveys, in addition to periodic full scale surveys.
 - Special attention should be paid to the following:
 - Time to respond to reclassification requests, Duties Statements and Desk Audits;
 - Time to respond to benefits inquiries;
 - Backlog of jurisdictional transaction records.
 - Use HR Metrics Consistently. Implement a system of regular calculation and use of metrics as one means of improving department performance and ensuring consistent quality and effectiveness of services.
 - Establish assessment mechanisms. Establish more frequent sampling of County and local jurisdiction needs and perceptions about the Department.
 - Gain a more frequent sense of its employees’ perceptions. Focus should include an accurate understanding of how the Department is doing relative to its constituent’s needs.
 - Such mechanisms might include focus groups, meetings with departments, and/or small sample surveys. According to Newsday (October 7, 2019) The Gartner Group consulting firm has completed a survey noting that about 74% of organizations will use a survey to assess employee work attitudes in 2019. Performance Management has developed a County-wide engagement survey, which is a good step toward addressing this need.
- B. Training. HR/CS Staff should be routinely re-trained in the interpretation and implementation of NYS civil service laws and rules. They should also be trained and empowered to emphasize user service, use of technology, automation of operations, and adoption of the expanded mission statement and goals. This begins with HR/CS

new employee trainees and should continue for all staff on an annual basis. This same training should be required for all County Departmental HR staff and offered to all local jurisdictions' personnel staff.

- C. Invest in technology. Implement a new world class technology solution for County payroll, time and attendance management and human capital management. Review the user design of all HR related systems. Conduct a design review with system owners and HR users to consider some redesign and alternatives. Explore new technologies to create more opportunity for performance gains including those pertinent to County HR and Civil Service, including:
- Duty Statement Files
 - Classification Reporting
 - Candidate Eligible List History Reporting
 - Position Number History Reporting
 - Roster Card and Roster Corrections
 - Payroll Certifications
 - Master List Adjustments
 - Real time updates of Eligible Lists (to reflect appointments, etc.)
 - Create an online new employee onboarding process and separation process.
- D. Evaluate the Fairness of County Policies in Targeted Areas. In collaboration with County Administration, evaluate the equity of certain policies and employee perceptions about them, including opportunities for employees to communicate their concerns. Whatever the findings, communicate them with employees to improve equity perceptions.
- E. The County should continually review civil-service laws and regulations to identify those that inhibit effective organizational management and strive to improve deficiencies by working with controlling administrative authorities, incremental legislative reforms, and the identification of comprehensive reform initiatives to take place over time. The County has submitted recommendations to the State regarding revisions to Sections 42 and 61 of NYS Civil service Law

RECOMMENDATION #3: Create and Sustain a Diverse Workforce

- A. Civil Service/Human Resources should prioritize its key role in diversity management and leadership to create and empower an organizational culture that fosters a respectful, inclusive environment where each employee has the opportunity to learn, grow and contribute to the organization's success. The Department's senior leadership should establish a **Diversity and Inclusion Program** with an initial focus within the Department and expanding to all County departments and local jurisdictions with the objective of achieving a County-wide public sector employee population that better represents the County's constituent population at large. Along with HR/CS, County Department leadership and leaders in local jurisdictions must articulate a compelling vision embedded with real accountability for delivering impacts throughout the organization.
- B. Establish strategic diversity goals and metrics to monitor impacts of the program departmentally and County-wide.

Suggested reference material for guidance regarding these recommendations is the U.S. Office of Personnel Management – Government Wide Inclusive Diversity Strategic Plan 2016.

Building a more diverse and inclusive work environment that is integrated into an organization's goals isn't just the right thing to do, it can provide significant benefits: higher employee retention, higher levels of employee engagement, broader attraction of top talent, better community image, stronger financial performance, and more innovation.

6. CONCLUSION

In Suffolk County and in most traditional government work environments, the HR/CS or personnel office has a limited role, focused narrowly on administering and enforcing civil-service rules and programs. Within that context, the Human Resources function must be strengthened. The HR/CS Human Resources operation should be more than it is. It should be central to the mission of improving organizational performance.

The County should regularly review HR practices for their impact on performance. It is key to maintain a work environment where managers and employees can perform at their best. Executives and managers should be asked if HR policies and systems contribute to their effectiveness.

A “transformational” Division of Human Resources could do the following, as just a few examples:

1. Infuse its collaborations with managers with specific actions relevant to the County’s strategy
2. Serve as a resource to help managers improve the functioning of their work teams. High- performing work teams have identifiable characteristics that differentiate them from other teams. They communicate differently, they develop goals differently, they engage in creative thinking differently, and they resolve conflict differently. HR should provide consultation to managers and teams to develop these skills. County Executive Bellone highlighted in his State of the County Message that “government can be better and should always strive to be better.”
3. Culture change is difficult. Managers and employees need help initiating and adjusting to change. HR can provide resources to assist in how to identify needed changes, how to plan the changes, and how to implement the changes. HR cannot be a content expert in the functions of each division, but it can be an expert in the process of change.

However, the absence of a formal HR Division means the County is neither appropriately staffed nor empowered to provide such a transformational agent. The shift from transactional HR to transformational HR will require the commitment and support of County leadership, as well as intelligent planning to establish a Division of Human Resources. This is imperative for Suffolk County to achieve the level of excellence to which it aspires.

Appendix A: Human Resources Director- Job Description

The Human Resources Director guides and manages the overall provision of Human Resources services, policies, and programs for the entire organization. The major areas directed are:

- Recruiting and staffing;
- Organizational and space planning;
- Performance management and improvement systems;
- Organization development;
- Employment and compliance to regulatory concerns;
- Employee orientation, development, and training;
- Policy development and documentation;
- Employee relations;
- Compensation and benefits administration;
- Employee safety, welfare, wellness, and health;
- Employee services and counseling.

The Human Resources Director establishes and leads Human Resources practices and objectives that will provide an employee-oriented, high-performance culture that emphasizes empowerment, quality, productivity and standards, goal attainment, and the recruitment and ongoing development of a superior workforce.

The Human Resources Director coordinates implementation of services, policies, and programs through Human Resources staff; reports to the CE/PO and serves on the executive management team; and assists and advises County managers about Human Resources issues.

Primary Objectives:

- Safety of the workforce.
- Development of a superior workforce.
- Development of the Human Resources department.
- Development of an employee-oriented culture that emphasizes quality, continuous improvement, and high performance.
- Development of the Human Resources Department

Oversees the implementation of Human Resources programs through Human Resources staff. Monitors administration to established standards and procedures. Identifies opportunities for improvement and resolves any discrepancies.

Oversees and manages the work of reporting Human Resources staff. Encourages the ongoing development of the Human Resources staff.

Develops and monitors an annual budget that includes Human Resources services, employee recognition, and administration.

Selects and supervises Human Resources consultants, attorneys, and training specialists, and coordinates use of other outside sources.

Conducts a continuing study of all Human Resources policies, programs, and practices to keep management informed of new developments.

Leads the development of department goals, objectives, and systems.

Establishes departmental measurements that support the accomplishment of the County's strategic goals.

Directs the preparation and maintenance of such reports as are necessary to carry out the functions of the Department. Prepares periodic reports for management, as necessary or requested, to track strategic goal accomplishment.

Develops and administers programs, procedures, and guidelines to help align the workforce with the strategic goals of the company.

Participates in executive, management, and staff meetings and attends other meetings and seminars.

Human Resources Information Systems HRIS

Manages Payroll, Time and Attendance and HRIS inclusive of the development and maintenance of the Human Resources sections of both the Internet, particularly recruiting, culture, and County information; and Intranet sites.

Training and Development

Defines all Human Resources training programs, and assigns the authority / responsibility of Human Resources and managers within those programs. Provides necessary education and materials to managers and employees including workshops, manuals, employee handbooks, and standardized reports.

Leads the implementation of the performance management system that includes performance development plans (PDPs) and employee development programs.

Establishes an in-house employee training system that addresses training needs including training needs assessment, new employee orientation or onboarding, management development, production cross-training, the measurement of training impact, and training transfer.

Assists managers with the selection and contracting of external training programs and consultants.

Assists with the development of and monitors the spending of the training budget.

Employment

In accordance with Civil Service Rules establishes and leads the standard recruiting and hiring practices and procedures necessary to recruit and hire a superior workforce.

Interviews management- and executive-level candidates; serves as an interviewer for position finalists.

Chairs any employee selection committees or meetings.

Employee Relations

With Labor Relations, formulates and recommends Human Resources policies and objectives for the County with regard to employee relations.

Partners with management to communicate Human Resources policies, procedures, programs and laws.

Determines and recommends employee relations practices necessary to establish a positive employer-employee relationship and promote a high level of employee morale and motivation.

Conducts investigations when employee complaints or concerns are brought forth.

Monitors and advises managers and supervisors in the progressive discipline system of the County. Monitors the implementation of a performance improvement process with non-performing employees.

Reviews, guides, and approves management recommendations for employment terminations.

Leads the implementation of County safety and health programs. Monitors the tracking of OSHA-required data.

Reviews employee appeals through the complaint procedure.

Compensation

Establishes the County wage and salary structure, pay policies, and oversees the variable pay systems within the County.

Leads competitive market research to establish pay practices and pay bands that help to recruit and retain superior staff.

Monitors all pay practices and systems for effectiveness and cost containment.

Leads participation in at least one salary survey per year.

Benefits

With the assistance of management, obtains cost-effective, employee serving benefits; monitors national benefits environment for options and cost savings.

Leads the development of benefit orientations and other benefit training.

Recommends changes in benefits offered, especially new benefits aimed at employee satisfaction and retention.

Law

Leads County compliance with all existing governmental and labor legal and government reporting requirements including any related to the Equal Employment Opportunity (EEO), the Americans With Disabilities Act (ADA), the Family and Medical Leave Act (FMLA), Employee Retirement Income Security Act (ERISA), the Department of Labor, worker compensation, the Occupational Safety and Health Administration (OSHA), and so forth. Maintains minimal company exposure to lawsuits.

Directs the preparation of information requested or required for compliance with laws. Approves all information submitted. Serves as the primary contact with the employment law attorney and outside government agencies.

Protects the interests of employees and the County in accordance with County Human Resources policies and governmental laws and regulations.

Organization Development

Designs and directs and manages a company-wide process of organization development that addresses issues such as succession planning, superior workforce development, key employee retention, organization design, and change management.

Manages employee communication and feedback through such avenues as meetings, suggestion programs, employee satisfaction surveys, newsletters, employee focus groups, one-on-one meetings, and Intranet use.

Directs a process of organizational planning that evaluates company structure, job design, and personnel forecasting throughout the company. Evaluates plans and changes to plans. Makes recommendations to executive management.

Identifies and monitors the organization's culture so that it supports the attainment of the company's goals and promotes employee satisfaction.

Leads a process of organization development that plans, communicates, and integrates the results of strategic planning throughout the organization.

Manages the County-wide committees including the wellness, training, environmental health and safety, activity, and culture and communications committees.

Keeps the CE/PO and the executive team informed of significant problems that jeopardize the achievement of County goals, and those that are not being addressed adequately at the line management level.

The Human Resources Director assumes other responsibilities as assigned by the CE/PO.

To perform the Human Resources Director job successfully, an individual must be able to perform each essential responsibility satisfactorily. These requirements are representative, but not all-inclusive, of the knowledge, skill, and ability required to lead as the County Human Resources Director.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Human Resources Director Requirements

Broad knowledge and experience in employment law, compensation, organizational planning, organization development, employee relations, safety, and training and development.

Above average oral and written communication skills.

Excellent interpersonal and coaching skills.

Demonstrated ability to lead and develop Human Resources staff members.

Demonstrated ability to serve as a successful participant on the executive management team that provides company leadership and direction.

Demonstrated ability to interact effectively with the County unions and other stakeholders.

Excellent computer skills in a Microsoft Windows environment. Must include Excel and skills in database management and record keeping.

General knowledge of various employment laws and practices.

Experience in the administration of benefits and compensation programs and other Human Resources programs.

Evidence of the practice of a high level of confidentiality.

Excellent organizational skills.

Education and Experience

Minimum of a Bachelor's degree or equivalent in Human Resources, Business, Organization Development.

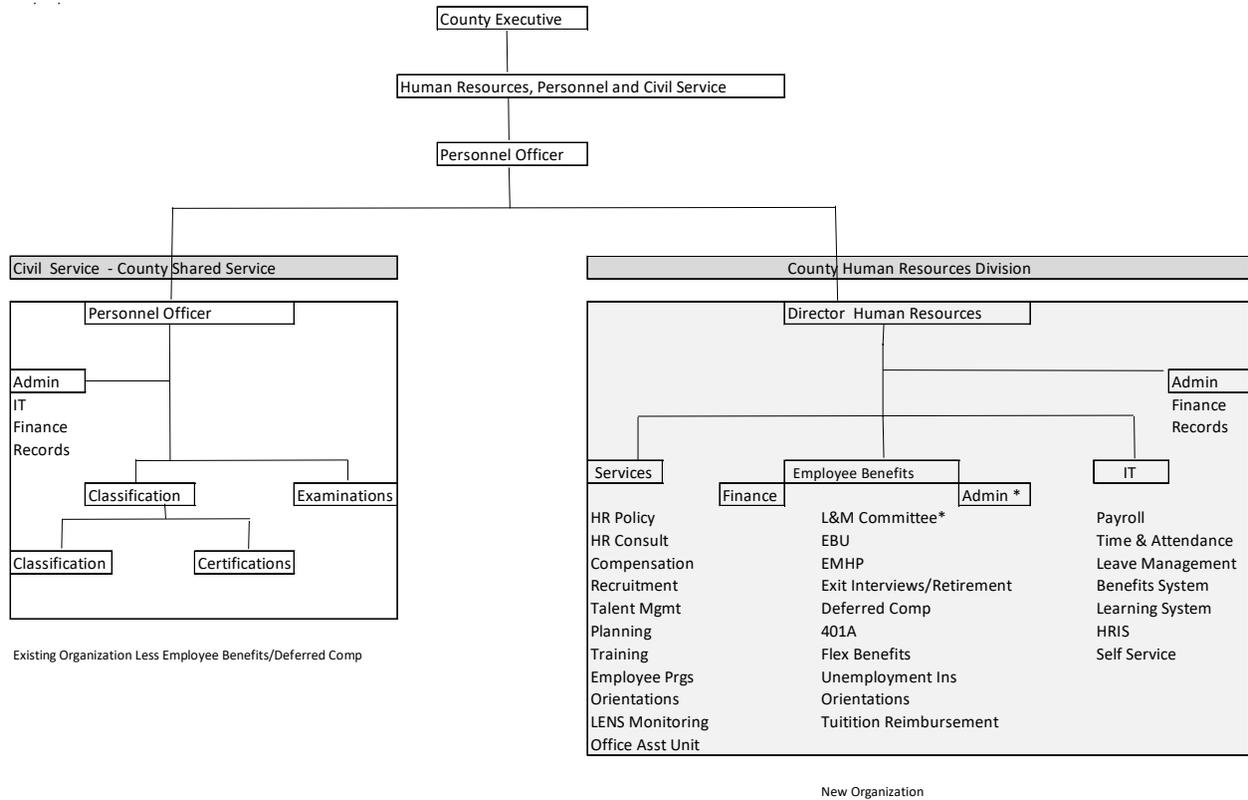
Ten plus years of progressive leadership experience in Human Resources positions.

Specialized training in employment law, compensation, organizational planning, organization development, employee relations, safety, training, and preventive labor relations, preferred.

Active affiliation with appropriate Human Resources networks and organizations and ongoing community involvement preferred.

Possess ongoing affiliations with leaders in successful companies and organizations that practice effective Human Resources Management.

Appendix B: Organizational Structure



Appendix C: The Perspective from Within the Department

The initial phase of the HR assessment was a review of the Department's operations and processes from County documentation and presentations provided by subject matter experts and senior staff members of the Department. The second phase of the assessment utilized a departmental employee engagement survey to ascertain employee attitudes about their jobs as well as departmental strengths, weaknesses, opportunities and threats.

The survey of department employees generated a 63% participation rate or 39 of 62 potential respondents. Employees who responded to the survey in majority agree or strongly agree:

- That their job provides a sense of meaning and purpose.
- That their job challenges them in a way that results in personal growth.
- That on most days they see positive results because of their work.
- That their direct manager supports their professional development through coaching.
- That after they were hired, they received training on how to perform their job.

These positive ratings regarding the work performed and the work environment are strengths of the Department to build on.

However only a minority of responders, 46%, agreed (23%) or strongly agreed (23%) that they have access to information and other tools to perform their jobs effectively. This undesirable rating reinforces the presentations by subject matter experts and senior staff that indicated the limited investment in information technology and other paperless and automation technology has not been very effective.

The survey also allowed for respondents to provide responses to the following:

- List the greatest strengths of the Department.
- List any aspects of the Department's culture that maybe interfering with your ability to be a satisfied and productive employee.
- List three operational, organizational or cultural changes you would make to the Department.

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The table below presents a SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis Overview derived from the survey statements noted above. Additional discussion regarding the SWOT Analysis can be found in the Section 4 -Analysis.

Civil Service Climate Survey - SWOT Review from Responses
as of 5/1 39 Responses of 62 63%

- Q1 74% agree or strongly agree that their job provides a sense of meaning and purpose.
- Q2 64% agree or strongly agree that their job challenges them in a way that results in personal growth.
- Q3 64% agree or strongly agree that on most days they see positive results because of their work.
- Q4 56% agree or strongly agree that their direct manager supports their professional development through coaching.
- Q5 46% agree or strongly agree that they have access to information and other tools to perform their jobs effectively.
- Q6 74% agree or strongly agree that after they were hired, they received training on how to perform their job.

The SWOT analysis below was derived from answers to questions Q8-Q10

Strengths	Weaknesses
Dedicated Employees Good Supervisors Supportive Administration Customer Service Teamwork Fairness Rules based on law Training Program for new employees Ability to multitask Professionalism	Uncertainty of Dept Head Uneven distribution of work among units Lack of advancement opportunities Infrequent Unit staff meetings Fear of challenging up chain of command Employee input not encouraged Excessive supervisory oversight (micro mgmt.) Poor understanding of rules by jurisdictions Procedures not consistent/standardized Too many levels of review Paper based processes Office configuration lack of privacy in some units lack of routine communications/direction Favoritism
Opportunities	Threats
Technology updates Engaging customer self-service Modernization and dissemination of knowledge bases Training internally and externally Standardization Employee engagement Frequent staff meetings Employee performance reviews Customer surveys (outside view of how we are doing) Improve record processing New work assignment model Cross training Frequent jurisdiction training Paperless office Better written procedures and more staff meetings 1 on 1 meetings with the Personnel Officer More titles /positions for growth Create a shared file online with work instructions and case studies Review specs/grades of dept. positions Flex time Office reconfiguration co-locate staff in same units Customer Relationship Management system Secure Personnel Officer position Modernize on boarding process and documentation Provide dedicated IT support Improved delegations of authority when supervisors are absent Stop staffing the Riverhead Office Reduce the monthly breakfast from monthly to quarterly	Lack of Permanent Personnel Officer Staffing limitations (budget restrictions) Ability for IT to support technology needs Lack of advancement opportunities

Appendix D: The Perspective from County Departments

The next phase of the assessment study focused on gathering the views of the County Departments or internal users of the Department. For this, Department senior staff in collaboration with Performance Management staff developed an online survey to gather the opinions and comments of the County's departmental leadership teams regarding the services provided.

It should be noted that the Department acknowledges that they are not structured to perform several principal human resource services normally provided to organizations of the size and complexity of Suffolk County Government. Survey statements related to these services were not included in the County Department surveys as one can determine the responses in advance. This situation is further addressed in Section 4 – Analysis.

The survey of all department heads generated a 63% participation rate or 24 of 38 potential respondents. Department Heads or their representatives who responded to the survey in majority agree or strongly agree that Civil Service staff:

- Is accessible when needed.
- Is knowledgeable about compliance related matters including interpretation and administration of civil service laws and rules.
- Is efficient in processing requests for certification of eligible employees and helpful with the required canvassing process.

These positive ratings regarding responsiveness, knowledge, and certain services performed are strengths of the Department to build on.

However ratings were not positive regarding the following service statements:

- That staff effectively processes desk audits and duties statements submitted for position reviews.
- That the Department website is helpful.
- That defined promotional paths meet organizational needs and provide adequate opportunities for advancement.
- That staff clearly and effectively provides information about benefits programs to County employees.

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These negative ratings offer opportunities to institute improvements that should be addressed both tactically and strategically.

The survey also allowed for respondents to provide responses regarding additional feedback and requested suggestions regarding improvements in processes and procedures.

The table below presents a SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis Overview derived from the survey statements noted above.

Civil Service ADH Survey - SWOT Review from Responses
as of 5/15 24 Responses of 38 63%

- Q1 63% agree or strongly agree that Civil Service staff is accessible when I need them.
- Q2 38% agree or strongly agree that Department staff effectively processes desk audit and duties statements submitted for position reviews.
- Q3 63% agree or strongly agree that Department staff is knowledgeable about compliance-related matters, including interpretation and administration of civil service law and rules.
- Q4 33% agree or strongly agree that the Department website is helpful.
- Q5 67% agree or strongly agree that Department staff is efficient in processing requests for certification of eligible, and helpful with the required canvassing process
- Q6 17% agree or strongly agree that defined promotional paths meet organizational needs and provide adequate opportunities for advancement. The department is willing to consider modifications when needed.
- Q7 41% agree or strongly agree that Department staff clearly and effectively provides information about benefits programs for County employees.

The SWOT analysis below was derived from the above ratings and responses to question Q8.

Strengths	Weaknesses
<ul style="list-style-type: none"> 1. Responsive and Helpful Employees 2. Knowledgeable Employees 3. Efficient process for certification of eligible lists 	<ul style="list-style-type: none"> 1. Cycle time for processing Desk audits and duties statements. (Backlog) 2. Need for improved online engagement 3. Lack of promotional paths and a strategy to address the issue. 4. Frequency of comprehensive benefits information outreach. 5. Many titles and Minimum Qualifications don't reflect newer competencies. 6. Out of date rules 7. DPW job specifications and career paths outdated 8. IT job specifications and career paths outdated
Opportunities	Threats
<ul style="list-style-type: none"> 1. Create specialty analysts/task force to focus on updating titles most impacted by the tight job market such as jobs in technology and those requiring professional certs/lics. 2. Streamline Desk Audit and Duties Statement processes. 3. Streamline qualification process 4. Utilize Online Job Search Engines 5. Partner with Local Colleges on Recruiting New Grads 6. Implement an Online Learning Management System 7. Canvass lists in advance of planned vacancies 8. Provide civil service rules training on a regular basis 9. Review entry level titles for upgrades within the context of a competitive job market and departmental needs 10. Upgrade website to enable better queries. 11. Provide employee friendly "advancement path" information 12. Develop an online status system for processing of Duties Statements and Desk Audits. 13. Standardize and publish the rules for Desk Audit and Duties Statement evaluation and approval 	<ul style="list-style-type: none"> 1. Very Competitive Job Market 2. Limited recruitment resources 3. Lack of advancement opportunities

Appendix E: The Perspective from Local Jurisdictions

The third phase of the assessment study focused on gathering the views of the local jurisdictions or “shared services” users of the Department. For this, Department senior staff in collaboration with Performance Management staff reviewed written inputs and interviewed major local jurisdictions.

Input received from local jurisdictions indicated that Civil Service staff:

- Is accessible and responsive.
- Is knowledgeable about compliance related matters including interpretation and administration of civil service laws and rules.
- Is helpful and assists with problem solving and offering creative solutions.

These positive comments regarding responsiveness, knowledge, and assisting with problem solving are strengths of the Department to build on.

However, several inputs indicated areas of weakness that should be addressed:

- That staff appears to be resistant to adding new titles.
- That the cycle time for Duty Statements and Desk Audits review is too lengthy.
- That communication and transparency could be improved
- That at times there are different or changing standards for review that are confusing.

It should be noted that the Town of Babylon was especially critical of the service being provided by the Department. The Town indicated that they were concerned regarding the delay in approving promotions which they felt was contributing to low morale among employees. While the Town and the Department agreed to work on accelerating the process through the current budgeting cycle the Town advised the Department that they were petitioning the State to create their own civil service function. The Town indicated that if approved by the State, effective January 1, 2021, they no longer expected to use the services of Department.

These weakness offer opportunities to institute improvements that should be addressed both tactically and strategically. In the near-term Civil Service and the largest local jurisdictions have agreed to focus on the following key initiatives:

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- Standardization of review processes
- Establishing training both for staff and local jurisdictions.
- Implementation of a Civil Service Portal to allow Duty Statements to be submitted online, improving communications, transparency, accountability and cycle times.

Other Opportunities for improvement will also be addresses as noted in the table below which presents a SWOT (Strength, Weaknesses, Opportunities and Threats) Analysis Overview derived from **the input** noted above.

Civil Service Local Jurisdictions - SWOT Review from Interviews/Written Input

The SWOT analysis below was derived from interviews and inputs with various local jurisdictions

Strengths	Weaknesses
Accessible employees Responsive employees Expert knowledge Collaborative and productive Helpful, assists with problem solving	Resistant to adding new titles Lack of flexibility Required cycle time for Duty Statements /Desk Audits Occasional communication lapses, misunderstandings Canvassing rules Rule of three (NYS) Probation period too short Delays in approving promotions Explanation for denials not always clear
Opportunities	Threats
Technology investment in transaction processing Automation of processes, paperless office Modernization and dissemination of knowledge bases Updated training CS staff and local personnel staff Standardization of processes, establish checklists Tie jurisdiction budget process to positions reviews (in advance) Create a shared file online with work instructions and case studies More timely testing Update IT titles for use across jurisdictions Improve eligible lists (include zip codes and appointment status) Onsite training of local jurisdiction dept. heads Add time for canvassing of key positions Provide for electronic canvassing Allow canvas to include salary range Modify Rule of Three Allow additional testing during interview process Extend Probationary Period beyond 26 weeks Eliminate full canvas requirement for leave replacement positions Perform a full title review in School Districts Extend "Confidential " status to assistant positions in Schools Outreach program promoting civil service careers	Relevancy of some tests (NYS) impacts recruitment Recruiting in general and specifically with IT skills Inability to compete with private sector Lack of state of the art IT titles Lack of promotional opportunities Outdated School District job titles Low employee moral due to delays in promotion approvals Lack of appropriate talent due to competition

Appendix F: Cost Benchmarking

In a general macro level view, the cost per employee of the Department of Human Resources/ Civil Service appears to compare favorably with the neighboring County HR Departments (Westchester and Nassau Counties). The Department uses a comparable number of positions as neighboring Counties. However, it must be pointed out that Suffolk County Civil Service/Human Resources is not staffed with dedicated HR positions. With the exception of selected employee benefits, HR roles and responsibilities are delegated to County departments. So the true cost of County HR would have to be ascertained by identifying all of the HR functions being provided (and not) in the departments and prorating them to CS/HR. Additional analysis is required.

2019	Suffolk	Westchester	Nassau
General Fund Cost	\$6,001,492	\$4,478,869	\$6,494,963
Populations	1,492,953	980,244	1,369,514
GF Cost per Capita	\$4.02	\$4.57	\$4.74
Staffing *for Suffolk excluded 11 in OAU	58	42	53
Staffing per 10,000 Capita	0.39	0.43	0.39
Cost per Employeee	\$103,474	\$106,640	\$122,546