

personnel department strategic plan

2013-2015

We listen to what our City agency customers need to reach their objectives and then respond with the appropriate support.

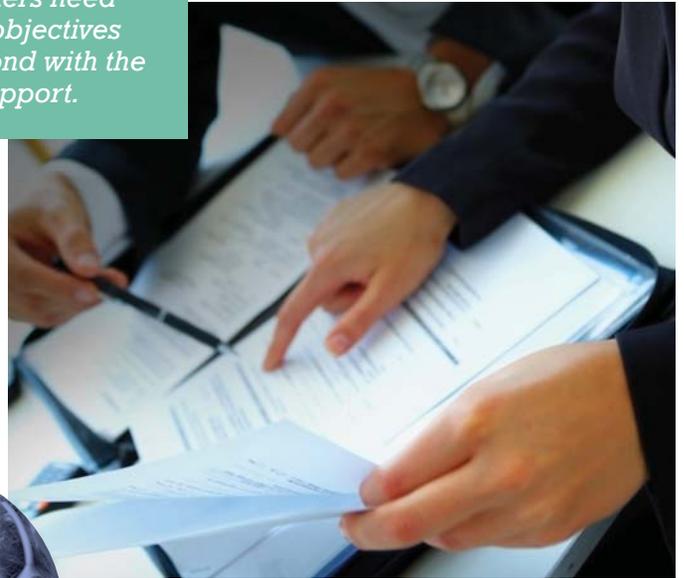


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acknowledgements

The Personnel Department is grateful for the participation, expertise, hard work, advice, opinion and the analysis of many people inside and outside the Department.

The planning process began with large-group sessions involving Personnel’s Leadership Team, representatives from customer agencies, Labor and elected officials. The large group identified “achievement” areas and smaller work groups formed specific goal statements in each area.

Following those sessions, the Leadership Team formed work groups to refine each of the achievement areas by identifying specific objectives and the resources needed to accomplish them. Groups also drafted an updated Mission Statement, a Vision Statement and Value Statements. The drafts were presented to the reassembled large group for feedback.

The resulting five goal statements and draft action plans, Mission, Vision and Values were posted and groups consisting of Leadership Team members, stakeholders and department staff volunteered

to develop detailed work plans. Their work was ultimately combined into a draft plan document.

While reflecting on the draft plan, leadership was reminded that, to be fully evaluated, the work plans needed to be examined with the City’s Race and Social Justice (RSJ) Toolkit. The Race and Social Justice Initiative (RSJI) is an effort of Seattle City government to realize the vision of racial equity. The Initiative works within City government and with community leaders to get to the root cause of racial inequity: institutional racism. RSJI is led by the Seattle Office of Civil Rights and an interdepartmental team of City staff. All elected officials in the City of Seattle have endorsed and are promoting RSJI.

The RSJ review group consisted of advocates from Personnel and City agencies. Based on excellent and productive discussions, the Goals and Objectives were edited to be free of jargon, ambiguous language and cryptic or equivocal phrases. We believe that the resulting document is racially and culturally conscious, a valued quality.

Human Resource Management (HRM)

As a field of work, Human Resource Management (HRM) has a lengthy history.

The Chinese applied skill-based employee screening techniques in the 12th Century B.C. Greek and Babylonian civilizations had apprentice programs in 629 B.C.

In the U.S., the Industrial Revolution converted our American culture from a primarily agrarian economy and workforce to a primarily industrial economy and workforce. Industry requires more structure and greater interdependence. Mercantile capitalism gave way to industrial capitalism and the labor movement was born in America. Social welfare and worker safety were the bases for early organizing efforts. Wages, benefits and worker satisfaction were later issues.

The B.F. Goodrich Company was the first to establish a corporate department to address

employee concerns, in 1900. Other corporations followed and the “Personnel Office” was born. These offices concerned themselves with a variety of tasks, some administrative; some tactical. It was relatively recently that HRM began moving from the training room to the Board Room.

Training and development, recruitment and selection, performance, compensation and benefits, employee and labor relations, safety and health and HR research are the original seven specialties in HRM. The reinvention of Human Resource Management in the 1990’s expanded the role to staffing management, business leadership, benefits, compensation, consulting, diversity, employee relations, ethics, global issues, labor relations, organization and employee development, safety and security and technology.



PHOTO COURTESY OF THE SEATTLE MUNICIPAL ARCHIVES

strategic plan at a glance

Goal #1: We provide human resource services and systems that are responsive to customer needs.

OBJECTIVES

- We have a customer-focused culture; our customers report that they feel heard, understood, served, respected and appreciated.
- We are effective and efficient stewards of public resources.
- We improve management's capacity to manage effectively by developing and implementing successful practices in employee relations.

Goal #2: We create pathways for communication that are reliable, transparent and effective.

OBJECTIVE

- We collaborate with customers, stakeholders and employees through regular and focused communications.

Goal #3: We attract, develop and retain a well-qualified workforce.

OBJECTIVES

- We focus recruitment and hiring decisions primarily on necessary interpersonal and organizational competencies, rather than solely on technical background.

- We increase skills and capacities—personal and professional – through departmental learning and professional development opportunities.
- We engage in workforce and succession planning to sustain organizational knowledge, skills and abilities.

Goal #4: We infuse all aspects of department business and activity with the City's Race and Social Justice Initiative.

OBJECTIVE

- We implement a program to track and monitor compliance with RSJ principles.

Goal #5: We have a positive work environment.

OBJECTIVES

- Our employees self-report that they feel valued, motivated and care about their work and the performance of the department; they are engaged in the work they do.
- We enjoy positive internal relationships.
- We have a safe and healthy workplace.
- We enjoy positive external relationships.



introduction

Mission

Seattle's system for managing personnel is authorized in the City Charter at Article XVI, Personnel System and Civil Service. Duties and responsibilities are described in Seattle Municipal Code Chapter 4.04. The stated purpose of the legislation is "to establish for the City a system of personnel administration based upon merit principles...and upon fair and uniform procedures for recruitment, selection, development and maintenance of an effective and responsible work force..."

The Personnel Department has internalized its statutory purpose into this mission statement:

The Mission of the City of Seattle Personnel Department is to provide strategic and operational human resource services that meet the City's workforce and organizational needs.

Vision

Vision statements are peeks into a "perfect world." Experts are divided on whether vision statements need to be achievable or are, by definition, unattainable yet directionally appropriate. In either case, they are meant to be a challenge.

Our Vision is that the City has an inspired, talented and effective workforce that exactly meets community needs.

In crafting our vision statement, we considered our values, our internalized mission, our statutory purpose, and our authorities and responsibilities. The statement crafted has both explicit and implicit meaning. The linchpin is the word community. Developing community is the challenge.

*A scientific definition of **community** is an interconnected assemblage of two or more populations of different species occupying the same geographical area.*

Our use of community is similar in that our reference is to assemblages of populations with differences, with the complication of differing interests, backgrounds, issues, histories, cultural paradigms, and language referents. Our communities are customers, clients, consumers, stakeholders and others.

The explicitness of the vision statement is intended to communicate directly with customers and stakeholders. The implicitness is intended as reminder of where we are going as an organization.

*A **customer** purchases goods; a **consumer** uses them. A customer may or may not also be a consumer, but the two notions are distinct, even though the terms are commonly confused.*

***Stakeholders** are persons, groups, organizations, members or systems (communities) who affect or can be affected by our actions. Key stakeholders in a business organization include creditors, customers, directors, employees, government (and its agencies), suppliers, unions, and the community from which the business draws its resources.*

***Exactly** is used to denote the necessity to scale up or down in response to need. It is used paradoxically to acknowledge flexibility in meeting those needs.*

As with many centralized service providers, the Personnel Department has been seen as aloof from HR management in City government, but parochial in the application of our rules. That translates into enforcing rules that are not (or are no longer) responsive to business needs. Separateness from our community of customers and stakeholders negatively affects our department's credibility, and therefore our effectiveness.

Internally, department programs feel isolated from one other. This sense of separation renders programs, individually and collectively, less effective than the whole. The reference to "community" is intended to remind department staff that we are a collection of inter-related programs that need to work with each other to be effective.

Values

Our value statements reflect our best thinking of how we want to act and interact with customers, consumers, stakeholders and each other.

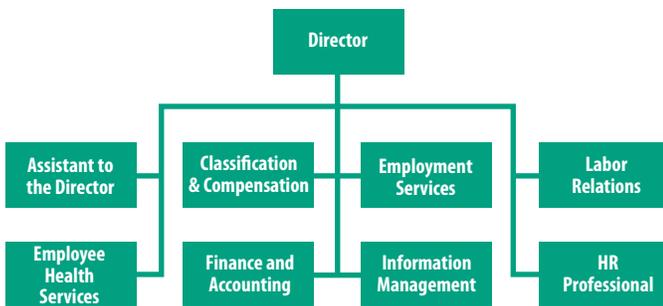


program profile

Organization

Article XVI of the City Charter authorizes a personnel system in the City and establishes merit system principles. The Seattle Personnel Department is created in the Municipal Code at SMC 4.04.040, authorized by the Charter.

The Department has centralized authority for collective bargaining and contract interpretation, job classification, management of the City's applicant tracking system, and health and related benefit systems, including workers' compensation insurance. The Department manages the Human Resource Information System that provides employee data for payroll production.



Funding for Citywide human resource programs comes from a variety of sources. Approximately 38 percent of our funding comes from interagency funds transfers by pre-determined methods (number of employees, number of commercially licensed drivers, and number of transactions, for example), 45 percent from the City's General Fund and about 16 percent from health care-related funds and the City's Industrial Insurance fund.

Demographics

The Department is comprised of 86 positions in 2012. The Department had 103 positions in 2008.

Of the 86 employees, 80 percent are female and 20 percent male. This contrasts with the City's population, which is 36 percent female and 64 percent male.

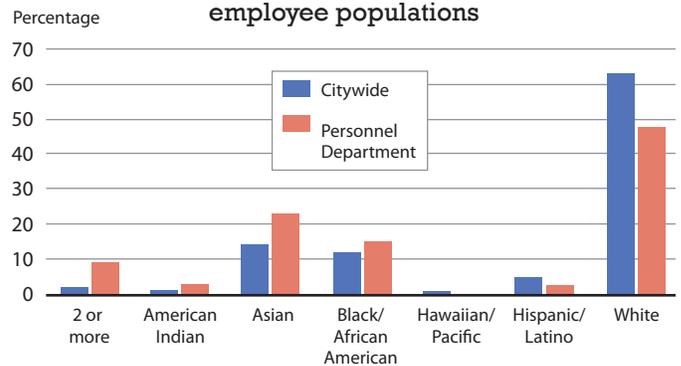
The Department's racial profile approximately parallels the City's racial profile.

Trends and Issues

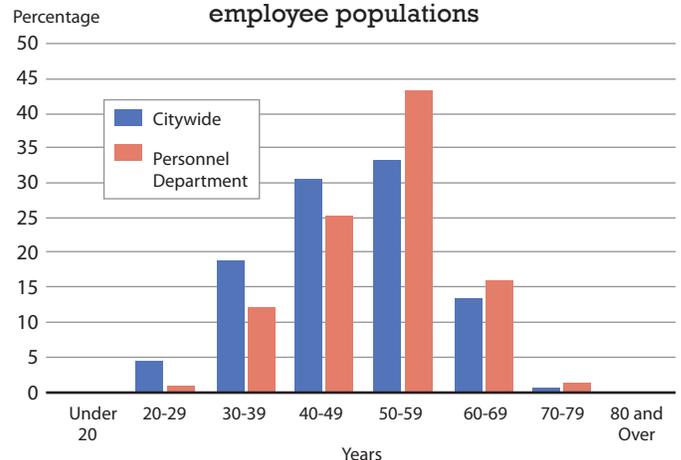
The City and Department employee populations are closely aligned with both the racial and ethnic makeup and the age-range makeup of the city's residents, with one noteworthy exception. According to 2010 census data, Seattle's youthful



Racial/ethnic distribution among employee populations



Age distribution among employee populations



labor force (ages 20–24) comprises 4 percent of the total labor force available in the Seattle. However, the City employs only 151 members in the 20–24 age group or 1.5 percent of the City’s workforce. The Personnel Department has no employees from this population.

In the City workforce, 46.4 percent will be eligible to retire in 5 years; 66.2 percent of the Department’s workforce will be eligible. The average employee who retires does so with 22 years of service—at age 62. With the entry-level age bracket virtually empty, there are very few people in positions obtaining the skills necessary to step into successor positions in 5 to 8 years.

An empty entry bracket means fewer employees to learn the institutional knowledge (verbal lore) that needs to be perpetuated. Much of the historical basis for the how and why we do things is in danger of being lost.

With an empty age bracket, there will be fewer employees to learn entry- and mid-level skills. Most non-traditional occupations are not subject to apprenticeships and any gap between departure of a veteran employee and re-filling the position means lost knowledge, skills and abilities.

There may also be the unanticipated consequence of leadership succession failure. The City currently has no organized leadership or supervisory development programs. If there are no employees to coach, mentor or train to be the leaders of tomorrow, leadership will suffer and program management could falter. A methodical and sustainable approach to leadership succession and supervisory development will be part of our 2013 work plan.

Staffing and budget pressures continue to influence business decisions strongly. Today’s post-recession workplace includes reductions in force and delayed infrastructure improvement decisions due to necessary austerity. The mantra “Do more with less” is outdated because too few are doing too much with too little. Change is the only path to success; however, the flexibilities needed for change have been bred, beaten and budgeted out of the workplace. How will we solve the “do more–cost less” dilemma?



“The process was difficult. Sometimes we didn’t know where we were headed. Now, I have a backstop – a written basis for decisions.”

– Melissa Anderson
Senior Personnel
Specialist

Generational issues impact today’s workplace in ways they have not in the past. We have four generations—soon to be five—active in the workplace today. Such an age range is unprecedented. Workplaces can no longer aspire to be “one size fits all.” Communication media, retirement options, educational and development programs, compensation strategies, recruitment strategies and retention strategies all must be inclusive, not exclusive (note the generational imbalance reported earlier).

Racial and cultural equity programs must address the significant differences in racial, cultural and generational experiences and needs. Again, flexibility is key in recognizing and accommodating differences in the workplace. The need for change-minded workers will only increase.

Change and shifting paradigms, especially in how we relate to each other and to our customers and stakeholders create discomfort as well as opportunity. How we manage discomfort and opportunity will dictate our success at changing paradigms.

In our planning exercises, we have addressed as many of these issues as possible, given our environmental constraints, with the knowledge that this is a long-term plan that will be updated as we progress.



goals, objectives, actions and measures

Goal #1: We provide human resource services and systems that are responsive to customer needs.

We prioritize listening, recognition of individual needs, relationships and service ahead of regulation and formularized responses.

Core Competency

- Customer Service – the extent to which employees work effectively with internal and external customers and/or clients to satisfy their service or product expectations.
 - ~ Focus on finding solutions
 - ~ Knowledge of products, services and customer/client needs

Objective: We have a customer-focused culture; our customers report that they feel heard, understood, served, respected and appreciated.

- We actively seek to understand the values of our customers and stakeholders
- We prioritize our products, programs, systems, resources and services according to the needs of our customers and stakeholders

Activities

- ~ Conduct annual comprehensive reviews of processes, services and priorities, including client and customer evaluation and feedback.
- ~ Provide ongoing simple feedback options through the web, e-mail and meeting venues.
- ~ Involve customers and stakeholders in department activities; we invite their participation.

Measures

- ~ Agencies report that they have what they need to conduct their human resource management equitably and consistently across the City.
- ~ Clients, customers and stakeholders report increased demonstration of understanding on our part of customer/client needs and value.



Objective: We are effective and efficient stewards of public resources.

- We use evidence-based decision-making.
- We use effective and efficient processes and systems, optimizing and streamlining based on customer and stakeholder feedback.

Activities

- ~ Review business processes regularly for efficiency and optimization, customer value and technological enhancement.

Measures

- ~ Decisions are supported with readily available facts and data.
- ~ Two process-improvement projects are completed each year beginning in 2013.

Objective: We improve management's capacity to manage effectively by developing and implementing successful practices in employee relations.

Activities

- ~ Research and publish public sector "best" or "successful practices" to the citywide HR community.



- ~ Teach supervisors and managers how to coach, engage and develop employees.
- ~ Define and adopt a work culture that fosters engagement.
- ~ Define and adopt a work culture that practices cross-training and technical development for all employees with identified career goals.

Measures

- ~ Employee engagement feedback is incorporated into 2013 work and performance plans.
- ~ Policy reviews involve technical or subject matter experts.

Goal #2: We create pathways for communication that are reliable, transparent and effective.

HR-related messaging is often technical, frequently confusing, occasionally contradictory and sometimes ignored. Our goal is to provide continuous messaging, in a variety of formats, coordinated with topical messaging from other agencies.

Core Competency

- Communication
 - ~ Listening and Organizing
 - ~ Clarity of communication
 - ~ Providing objective information

Objective: We collaborate with customers, stakeholders and employees through regular and focused communications.

- Create and use internal communications that foster (Personnel) employee engagement and trust.
- Conduct racially inclusive and engaging conversations with customers and stakeholders to solicit feedback regarding our services, processes and communication.
- Edit, change, amend, augment and develop internal and external messaging capabilities using successful practices—web, text, e-mail, direct mail, etc.
- Provide accurate core (basic) information to City agencies that choose to communicate directly with employees; involve agencies in communication planning for system-wide messaging, as for Open Enrollment or benefit changes.



- Messaging will be racially and culturally competent, i.e., unbiased and reviewed for effective language, grammar and focus.

Activities

- ~ Determine and use the most effective means to develop and disseminate for the types of information we communicate.

Measures

- ~ Agencies and employees report that necessary or needed information is available in convenient and accessible format in timely fashion.

Goal #3: We attract, develop and retain a well-qualified workforce

We will establish core competencies and use them when making hiring and other employment decisions. Hiring and other employment decisions will reflect the principles of the Race and Social Justice Initiative.

Core Competency

- Job knowledge—the degree to which employees have the job-specific knowledge necessary to provide the appropriate quality and quantity of work in a timely and efficient manner. Each employee:
 - ~ Possesses knowledge of established policies and procedures.



- ~ Possesses sufficient knowledge, skills and abilities to perform all parts of a job effectively and efficiently.
- ~ Displays innovation.

Objective: We focus recruitment and hiring decisions primarily on necessary interpersonal and organizational competencies, rather than solely on technical background.

- We will adopt department core competencies.
- We will base hiring decisions on the presence or absence of core competencies, whenever possible, before we screen for technical knowledge or skill.

Activities

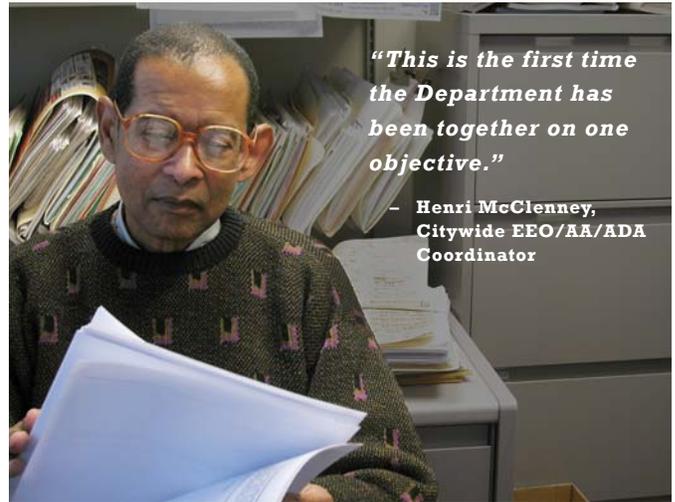
- ~ Teach supervisors and hiring managers how to make fair, competent hiring decisions using core competencies.
- ~ Review each recruitment announcement, out-of-class announcement or developmental opportunity and each job description (as they are updated) for inappropriate bias and exclusionary language.

Measures

- ~ Department core competencies established and communicated by January 31, 2013.
- ~ 2013 Individual Development Plans, department work plans and individual performance expectations refer to the core competencies.
- ~ Supervisory/management training on hiring processes occurs by June 2013.

Objective: We increase skills and capacities—personal and professional—through departmental learning and professional development opportunities.

- Each employee will have an annual performance evaluation that includes a review of their performance against clearly stated expectations, the presence or absence of core and job competencies and an individualized development plan.
- Individualized development plans will include development activities based on career goals and succession and identified knowledge transfer needs.
- We will practice continuous learning.
- We will identify and eliminate institutional and procedural barriers to job mobility.



“This is the first time the Department has been together on one objective.”

– Henri McClenney,
Citywide EEO/AA/ADA
Coordinator

Activities

- ~ Provide opportunities for employees to participate in HR-related activities that are outside their regular job duties.
- ~ Create cross-training opportunities to build competency and facilitate personal growth; cross train in all critical functions.
- ~ Use out-of-class opportunities when available and appropriate.

Measures

- ~ 100% of 2013 Individual Development Plans include a reference to career goals.
- ~ Career maps for professional job classes will be developed and posted by June 2013.
- ~ Division business plans identify opportunities for cross training and plans for professional development.
- ~ At least 10 cross-training opportunities are provided in 2013.

Objective: We engage in workforce and succession planning to sustain organizational knowledge, skills and abilities.

- Individual development plans incorporate future personal and organizational needs.



- Managers and supervisors are responsible for succession planning and communicating developmental opportunities.

Activities

- ~ Develop succession strategies for key positions/job classes.
- ~ Create cross-training opportunities to build technical bench strength.
- ~ Develop, pilot and critique supervisory and leadership development programs that are scalable to citywide application.
- ~ Develop and report on performance measures.

Measures

- ~ A formal succession plan will be developed and be in place by December 31, 2013.

Goal #4: We infuse all aspects of department business and activity with the City's Race and Social Justice Initiative.

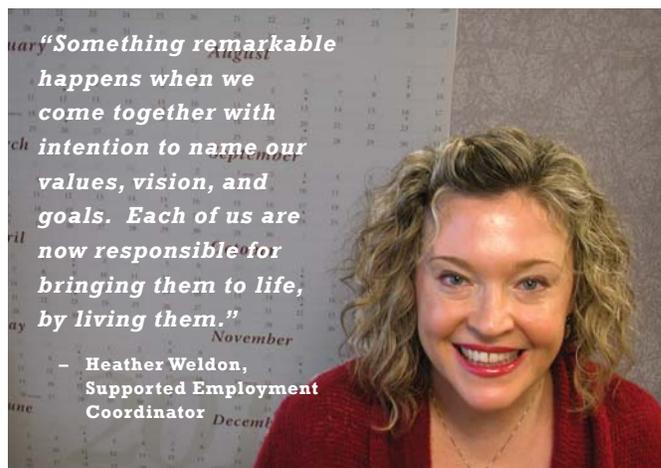
Elements of the Race and Social Justice Initiative are not items on a checklist, but are incorporated in every process, program and procedure used or developed by the Personnel Department. Managers and Supervisors are accountable for working to eliminate institutional racism in Seattle City government.

Core Competency

- Accountability—the degree to which employees' work behaviors demonstrate responsible personal and professional conduct, which contributes to the overall goals and objectives of the agency.
 - ~ Knows and adheres to published policies that affect workplace behaviors and performance.
 - ~ Seeks solutions acceptable to all.
 - ~ Seeks feedback.

Objective: We implement a program to track and monitor compliance with RSJ principles.

- Individual Development Plans include RSJ compliance goals and achievements
- Evaluate and mitigate unintended consequences, as needed.
- All employees are trained and held accountable for meeting RSJ competency requirements



- Managers and Directors are held accountable for applying RSJ guidelines in their areas of accountability

Activities

- ~ Hold all employees, including managers and supervisors, accountable for establishing racially and culturally conscious relationships with customers and stakeholders.
- ~ Monitor individual development plans for RSJ compliance goals and achievements
- ~ Report on completion of annual department RSJ goals
- ~ Ensure annual performance evaluations include review of RSJ goals, accomplishments, barriers and activities.
- ~ Publicize RSJ Change Team activities and training opportunities and promote attendance.

Measures

- ~ 100% of Personnel Department employees attend a Race and Social Justice training event in 2013
- ~ Individual development plans contain RSJ compliance goals and achievements.
- ~ Annual performance evaluations reflect RSJ goals, accomplishments, barriers and activities.
- ~ Transfers, cross-training opportunities, out-of-class opportunities and all other training activities will be reviewed and reported annually on racial or cultural bias or exclusion. There will be none.



Goal #5: We have a positive work environment.

Eliminate the sense of separateness among Personnel Department staff by establishing commonly understood and shared goals and objectives and by promoting open and frequent discussion of them.

Core Competency

- Interpersonal skills—the degree to which employees interact effectively with others to establish and maintain smooth working relations.
 - ~ Effective, professional relationships.
 - ~ Considers and responds tactfully to the needs of others.
 - ~ Takes personal responsibility for his/her own words and actions.

Objective: Our employees self-report that they feel valued, motivated and care about their work and the performance of the department; they are engaged in the work they do.

- Minimize barriers and maximize engagement facilitators.
- Ensure that employees understand how their work supports their unit, division and department goals.
- Hold supervisors accountable for culturally appropriate goal setting and coaching.
- Implement a program that meaningfully recognizes employees whose actions are consistent with department values and goals.

Activities

- ~ In year one, collect anonymous, confidential feedback from Personnel Department employees about whether they feel supported and valued, if they feel a connection between their work and City purpose, if they are clear about their job assignments, if they receive regular feedback on their performance, and if they have suggestions that managers and supervisors can use to improve the workplace.
- ~ Incorporate those suggestions into program work plan revisions.
- ~ Regularly pursue and incorporate feedback.



“This was the first time that all employees were given an opportunity to work on a strategic plan for our department... the result is a document that we can all be proud of and work with for years to come.”

– Julie Curtis,
Information
Management Temporary
Compliance

- ~ Deliver Crucial Conversations (or similar) training for department staff.
- ~ Implement Be Positive campaign or Random Acts of Recognition.

Measures

- ~ Increased employee engagement.

Objective: We enjoy positive internal relationships.

- We hold managers, supervisors and employees accountable for creating and maintaining positive work relationships.
- Develop and deploy a revised New Employee Orientation that introduces new employees to our values and expectations.
- Training on communications skills and techniques endorses our values.

Activities

- ~ Include Core competencies in the performance review process.
- ~ Hold employees accountable for core competencies through the performance evaluation process.
- ~ Implement a comprehensive New Employee Orientation and follow-up program.



Measures

~ Peer relationships are highly rated.

Objective: We will have a safe and healthy workplace.

- A strong health and safety culture that incorporates health and safety in all that we do
- Reduce workplace injuries and illnesses by reducing workplace hazards

Activities

- ~ Promote health and wellness activities
- ~ Hold Quarterly Safety Committee walking tours of work areas to identify and eliminate hazards.
- ~ Distribute Quarterly safety-related newsletter or similar communication.

Measures

- ~ Reduction in 2012 injury count by 10% in 2013.
- ~ Reduction in the use of unscheduled sick leave by 10% in 2013.

Objective: We enjoy positive external relationships.

- We hold managers, supervisors and employees accountable for creating and maintaining positive relationships with clients, customers and their representatives.
- Training on communications skills and techniques endorses our values.

Activities

- ~ Hold employees accountable for core competencies through the performance evaluation process.

Measures

~ External relationships are highly rated.



appendix A

002 HR Northwest Study of Seattle's Personnel System

In 2002, City officials hired HR Northwest to conduct a review of the personnel system to "reorganize and strengthen citywide human resources by centralizing some functions and clarifying the roles and responsibilities of central and department human resources staff.

Among the recommendations made in the final report were these:

- Develop a citywide strategic human resources plan that provides guidance to the Personnel Director and department directors about the Mayor's and the City Council's vision for human resources.
- Use the Mayor's HR Advisory Team to oversee the implementation of the recommendations in this report.
- Commit the Personnel Department's staff to a collaborative customer service culture and build greater trust and confidence with customer departments so the (Personnel) Department can exercise truly effective leadership of the City's large HR system.
- Divide responsibility for HR functions in the City as follows:

CENTRALLY ADMINISTERED	DEPARTMENT ADMINISTERED
Policy Development	Recruitment and Selection
Classification and Compensation	Training and Development
Labor Relations	Safety and Health
EEO/Affirmative Action	Payroll Coordination
Workers' Compensation	Leave Management
Records Management	Benefits

- Centralize the Labor Relations function by June 30, 2003.
- Centralize the Benefits function by December 31, 2003.
- Centralize the remaining HR functions as follows:
 - ~ EEO/Affirmative Action by 12.21.03
 - ~ Records Management by 6.30.04
 - ~ Workers' Compensation by 6.30.04
 - ~ Policy development by 12.31.04
 - ~ Classification and Compensation by 6.30.05.
- When HRIS is upgraded, begin using the on-line application feature, integrate it with Resumix and eliminate positions in Employment Services Unit
- Clearly define the objectives for improving the position control process, and form a workgroup to improve the system that includes the Finance Director, the Personnel Department Director and the Finance Chair of the City Council.
- Begin a strategic initiative on workforce succession that addresses the imminent retirements in many key and indispensable City functions.
- Commission a strategic initiative for leave management to examine and revise leave policies and practices that are creating significant hidden costs for the City.

Few of these recommendations were acted upon. So few, that in 2009, the City Council directed another review of the Personnel Department and the City's HR systems to "identify best practices to most effectively and efficiently provide HR services to the City and its employees."

appendix B

2010 Cindy Eckholt's HR Study

Cindy Eckholt, former Human Resources Manager for Finance and Administrative Services, conducted the review. She made a series of short and long-term recommendations, and reported Best Practices for some HR activities.

Ms. Eckholt's short-term recommendations were:

- Begin the development of a citywide HR Strategic Plan in line with the City's business goals for adoption by the Mayor and City Council.
- The Personnel Director should improve the customer service culture of the Personnel Department and build greater trust and confidence with customer departments so the Personnel Department can exercise truly effective leadership of the City's large human resources system.
- The Personnel Director should lead the creation of a collaborative partnership between the Personnel Department and department HR staff.
- Continue to evaluate the adequacy of staffing levels of the Personnel Department.
- Continue to evaluate HR staffing levels for Seattle City Light and Seattle Public Utilities, as their HR staffing levels and ratio to total staff are significantly higher than those of all other City departments in 2010.
- Consolidate benefits communications and employee assistance services to all City employees in the Personnel Department with appropriate staffing levels to ensure high quality and timely customer service.

- Consolidate basic skills training for all City employees in the Personnel Department with appropriate levels of class offerings to eliminate waiting lists for classes; consider just-in-time training, training on demand options; provide alternative training resources.

Her long-term recommendations included:

- Utilize the full functionality of the City's HRIS system.
- Conduct further study of consolidating portions of the hiring and safety functions.
- Standardize other HR processes, policies and practices across the City as much as possible.
- Develop competencies and provide training for HR staff across the City to develop a high level of skill and consistency across departments.
- Conduct study of the City's HR related risks by reviewing litigation and claims against the city and develop strategies to eliminate or reduce risks and liability.
- The City's classification and compensation system should be redesigned.
- Explore changing the City's initial workers' compensation supplemental disability benefit from 80% of regular wages to that required by State Industrial Insurance laws (60 – 75%).
- Explore reducing the City's Family Medical Leave provisions to those required by federal regulations.