City of Santa Barbara
Human Resources Division

- -

Organizational Assessment

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I. EXECUTIVE SUMMARY

Santa Barbara's Human Resources Division is well versed in personnel processes and its customers are, on the whole, satisfied with the personnel services they receive. Human Resources staff members are perceived to be genuine in their desire to deliver quality services. This is a commendable accomplishment. The following assessment should be considered in this context; overall, Human Resources is doing a very good job. This assessment was commissioned, in large part, to provide Human Resources with recommendations to improve on processes that are already good and to provide suggestions on how to make these processes great.

Throughout the assessment, Human Resources staff members were exceedingly helpful and responsive. They described a work environment and culture that is very customer-focused. They see their roles as supporting and meeting the needs of their client departments. They seek to be responsive, professional, and a beneficial resource for the organization. They were very impressive!

As with many public agency departments and divisions, the Human Resources Division has been tasked with doing more with less for the last several years. It is hard to be strategic and innovative during constrictive times. As Human Resources emerges from the effects of the economic downturn, they have an opportunity to reevaluate priorities, processes, and services. They are transitioning from "doing less with more" to working "smarter not harder."

This assessment identified specific process improvements and broader initiatives that will assist Human Resources through this transition. Specifically, it is time to rigorously re-examine processes and ensure they are efficient, thorough, and delivering the right outcomes. As a result of new efficiencies, staff capacity should be increased and used to address deferred maintenance (of policies and programs) and develop stronger relationships with customers to better understand their current and future needs. Understanding future needs is the first step to becoming a strategic partner and developing an entrepreneurial spirit that encourages innovation and the provision of value-added services to the organization.

II. INTRODUCTION

The City of Santa Barbara is recognized for the high level of public services it provides to its citizens, including Police, Fire, Water, Public Works with water and wastewater services, Library, a commercial and recreational Waterfront with harbor, beach, and wharf facilities, and a general aviation Airport.

The City of Santa Barbara Human Resources Division is one of three divisions within the Administrative Services Department. The Human Resources Manager reports to the

Administrative Services Director, who also has administrative responsibilities for the functions of the City Clerk and Information Technology. The Human Resources Division is staffed with 10 budgeted positions, serving 1,005 full-time and 22.5 regular part-time City employees (2015). The City of Santa Barbara is a Civil Service agency. The Civil Service Commission functions in an advisory capacity to the City Council and City Administrator regarding personnel administration, and serves as the appellate body for any classified employee on disciplinary matters.

The Santa Barbara Human Resources Division provides the full complement of traditional Human Resources services to the organization, including recruitment and selection, classification and compensation, employee relations, performance management, benefits administration, payroll administration, Civil Service Commission support, leaves of absence administration, reasonable accommodation interactive processes, and employee training and development.

City departments rely solely on centralized Human Resources for all Human Resources services. Even the larger departments (such as Police, Fire, and Public Works) do not have imbedded personnel services and do not use departmental personnel to augment Human Resources staff.

Human Resources services are delivered via a hybrid generalist and specialist model that is well thought out and reflects industry best practices.

A Human Resources Analyst and Assistant, specializing in benefits administration, deliver Employee Benefits services. These services include: administering employee benefit programs, including medical, retirement, and ancillary benefits; implementing the City's wellness program; and managing leave of absence policies and mandates, including the catastrophic leave program, FMLA (Family and Medical Leave Act), and CFRA (California Family Rights Act).

The balance of Human Resources services, including classification and compensation, Civil Service Commission staffing, employee relations, recruitment and selection, reasonable accommodations, payroll administration, performance management, and training and development, are delivered via a generalist model. Three Human Resources Analysts, three Administrative Specialists, one Human Resources Assistant, and the Human Resources Manager deliver these services to 12 client departments. The Human Resources Manager provides services to the low volume client departments: City Administrator, City Attorney, and Administrative Services. Service delivery to the remaining nine departments is evenly divided between three teams, each comprised of an Analyst and a Specialist. The Human Resources Assistants perform Human Resources' payroll and benefit technical functions.

To ensure coordination across functions, the three generalist Human Resources Analysts are each assigned program responsibilities, for example: employee training, payroll administration, or reasonable accommodations. By assigning program responsibility to

specific Analysts, the Division creates a single point of contact for consistent program interpretation and implementation across client department assignments.

A. The Project

The Santa Barbara Administrative Services Director engaged the services of Municipal Resource Group, LLC (MRG) to provide a high-level assessment of Human Resources services delivery. This assessment is informed by data MRG collected from five comparable municipal agencies regarding the size, scope, and organizational structure of the Human Resources functions in those organizations.

This assessment is intended to identify: those areas where the HR Division is performing well and those with room for improvement; processes needing improvement, restructuring, or adjustment; missing processes; service delivery recommendations; and, where appropriate, technology options. Recommendations and options are intended to provide Human Resources with a menu of choices to consider as it continues to improve service delivery. Any decision to implement provided recommendations or options should be aligned with the City's values, mission, and objectives, and Human Resources is best suited to make those determinations. Technology options that include possible vendors are not recommendations for any particular vendor, but are intended to demonstrate the ready availability of relevant technology.

B. Background And Methodology

The Santa Barbara Human Resources Manager is appointed by the Administrative Services Director and oversees nine full-time Human Resources employees responsible for delivering comprehensive personnel services to the entire City organization. The current Human Resources staff is listed below.

Human Resources Staff	Title
Susie Gonzalez	Human Resources Manager
Joaquin Escalante	Human Resources Analyst
Jennifer Herrera	Human Resources Analyst
Christie Lanning	Human Resources Analyst
Graciela Reynoso	Human Resources Analyst
Robert Stough	Administrative Specialist
Mari Torres	Administrative Specialist
Erik Uchida	Administrative Specialist
Katharina Carls	Human Resources Assistant
Ysenia Gomez	Human Resources Assistant

MRG performed the following tasks in conjunction with this organizational assessment:

1. A review and brief analysis of the Santa Barbara Human Resources Division organizational charts, classification specifications, budget documents, and other documentation and data relevant to the operations and needs of the Human Resources Division, including data provided by the Human Resources staff;

2. Interviews with key management personnel, clients, and employees; and

3. Creation and review of a jurisdictional survey for comparison purposes, describing the personnel functions in agencies identified by the City of Santa Barbara (the cities of Santa Monica, Pasadena, Carlsbad, San Luis Obispo, and Santa Cruz).

   Although these agencies are all similar public agencies providing a similar range of Human Resources services, a data-only approach would not account for cultural values and organizational priorities held by the City of Santa Barbara that shape the delivery of its Human Resources services.

Additional information was obtained through a review of relevant sections of the City's Municipal Code, the Supervisor's Manual (an updated draft version), the Benefits Handbook, and relevant local policies. The review of pertinent directives did not include comprehensive assessments of the accuracy or currency of those documents.

While this assessment is not intended to be a comprehensive management audit of all Human Resources functions and positions, the process gleaned clear input from participating staff members and customers. As such, the following function-specific observations and recommendations should be considered relevant information and not comprehensive findings. Conclusions regarding organizational initiatives are made at the end of this report where they are fully informed and represent a more comprehensive analysis of broader issues.

III. ORGANIZATIONAL STRUCTURE

A. Functional Structure

Responsibility for administration of a number of Human Resources programs is spread across two or more City departments, with an additional layer of process administration provided by third-party administrators in some areas. For example, administration of health insurance benefits involves review and data entry by both Human Resources and the Finance Department, and data transfer between the City's MUNIS HR/Payroll system and Empyrean, the City's third-party benefits administrator.

Human Resources staff is responsible for compliance with the Americans with Disabilities Act (ADA) and coordination of the FMLA (Family and Medical Leave Act) with the ADA reasonable accommodation processes. The Finance Department's Risk Management Division oversees the Workers' Compensation regulations.

Human Resources designs and administers the City's employee development and compliance training programs. The City's leadership development program is developed by the City Administrator's Office and delivered by Human Resources. In an organization as complex as the City, it is a common practice to distribute function-specific oversight and processes across organizational lines (for example, the leadership development program), but doing so also creates the potential for redundancies and process gaps, with associated opportunities for errors, and raises concerns about the best practice model of some functional assignments.

B. Staffing

The Human Resources staff is working at capacity to provide high-level, hands-on customer services and to address mandates. In general, customers were satisfied with the services being provided and recognized the Human Resources staff's good intentions and desire to meet their expectations. Customers also expressed a desire for Human Resources to be more proactive and strategic in its approach to problem solving and continuous improvement.

The generalist Human Resources Analysts providing services to assigned client departments are each supported by an Administrative Specialist. This classification is the advanced journey level classification in the City's clerical job series. Specialist responsibilities are clerical, and include: composing correspondence, maintaining records and files, compiling data and reports, or other duties of comparable responsibility. This level of responsibility, while important, may be limiting Analysts' ability to delegate a variety of Human Resources functions that do not require Analyst level abilities, for example routine recruitments and responding to predictable requests for assistance.

Personnel services are typically process-intensive and process-sensitive, and Santa Barbara is no exception. It is difficult, when working at capacity, to find time to examine how services are being delivered and to be innovative and forward thinking. Ironically, "at capacity" is precisely when any efficiencies and improvements can be most impactful.

As often happens, the critical task of policy management frequently falls by the wayside when staff is working at capacity. Human Resources policies are critical to the City for several reasons: they embody and implement the organization's values and mission; they ensure compliance with a constantly changing regulatory landscape; and they provide transparency for Human Resources clients to promote mutual expectations.

This assessment identified areas where system improvements and changes to existing processes could expedite and improve services to Human Resources clients and customers.

For example, creating a simplified version of the JAQ (Job Analysis Questionnaire) would streamline classification studies of vacant and new job classifications. This assessment also describes a need for process mapping of several complicated processes to ensure they are efficient, comprehensive, and relevant.

C.   Process Recommendations

The Human Resources Division should consider process mapping its more complex processes, such as benefits and leave administration. The goal would be to identify process gaps, redundancies, opportunities for improved efficiency and information flow, and enriched documentation. Should Human Resources develop expertise in process mapping, it may want to offer this value-added and strategic service to its client departments.

1. Human Resources should consider increasing the service delivery capacity of the Analysts and relieving the Human Resources Manager from service delivery responsibilities. This would allow the Manager time to address policy development and management, process mapping, and other strategic initiatives. One option would be to increase the Administrative Specialist responsibilities so Analysts could delegate routine and predictable service delivery processes, and absorb the Manager's client departments into their current assignments.

2. Comparison data suggests that Santa Barbara's Human Resources Division is leanly staffed. Santa Barbara allocates one Human Resources staff member per 103 full-time City employees. The closest comparison is the City of Santa Monica, with one staff member per 83 employees. It may be that, for all the right reasons, Santa Barbara's Human Resources staff was reduced to a level that cannot support a highly strategic approach to service delivery. Certainly, a rigorous search for efficiencies that increase the current staff's capacity is necessary before allocating additional staff.

D.   Technology Options

1. There are many process mapping software applications and cloud-based solutions available and, should Human Resources choose to map several processes, it may wish to purchase software. Some possible software providers are: Smartdraw, Intellect BPM, and WorkflowGen.

2. Likewise, there are technology options that will assist with policy management, for example PowerDMS or Wiki shareware.

IV. ADMINISTRATIVE PROCESSES

A. Leave Administration

Human Resources developed a comprehensive set of policies and procedures implementing the provisions of the City's Municipal Code, legal requirements, and MOU-negotiated leave benefit programs. Santa Barbara anticipated and addressed administrative challenges that pose problems in many agencies, including documented procedures for complex issues such as managing absenteeism and excessive sick leave usage, and effectively utilizing probationary periods. These guidelines are included in the comprehensive Supervisor's Manual.

While Human Resources has taken a proactive approach in documenting policies and procedures, there appears to be significant redundancy in this documentation. For example, policies and procedures covering medical leave are set forth in the Municipal Code, the Benefits Handbook, the Family and Medical Care Leave Policy, the Medical Leave Policy, the Leave Without Pay – Medical Policy, the Maternity Leave Policy, and the Injury Leave Without Pay Policy, as well as specific MOU sections. Staff members indicated that narrow policy documents have been developed and are provided to employees in response to requests for information or in conjunction with requests for leaves, noting that the more specific information is less confusing for employees.

Clear and comprehensive policies and procedures may be organizationally beneficial; however, there is a balance between narrow and restrictive policies that set forth specific provisions and limitations, and broadly written policies that refer to source documents in order to maximize organizational agility and responsiveness. Additionally, the value of maintaining these more narrow policies needs to be weighed against the administrative burden of keeping the multiple policies and procedures updated and synchronized, and thus meaningful.

Family and Medical Care Leave

The Family Care and Medical Leave Policy is comprehensive, and reflects current CFRA (California Family Rights Act) regulatory changes. However, while changes to the regulations governing the use of FMLA for designated military-related purposes are reflected in the updated Military Leave Policy included in the Benefits Handbook, they are not reflected in the Family Care and Medical Leave Policy. As the regulatory changes govern the authorized use of Family and Medical Care Leave, the provision should be included in an updated FMLA policy.

Employee medical leaves are coordinated and tracked by the Benefits staff in Human Resources. Staff members report there are generally three ways they are apprised of a need for a medical leave of absence: (1) an employee initiated request; (2) a supervisor or manager request for review and assistance related to a medical leave; and (3) a report of unusual employee leave usage from Payroll. Additionally, Human Resources staff may be

advised by Risk Management when a Public Safety employee is coming to the end of his or her Workers' Compensation (4850) supplement time, and thus may be FMLA eligible. Once notified, Human Resources is well versed in the noticing requirements relative to leave eligibility under FMLA and CFRA regulations.

Staff members manually enter and track through Outlook the projected return-to-work date noted on the medical documentation. An additional "cross check" on return-to-work dates is done when client departments contact HR staff for a status update. There does not appear to be a proactive process in place to review the basis for leaves with multiple extensions, other than monitoring the "not to exceed" medical leave maximum of one year after exhaustion of accrued leave. This is an area where additional review would be beneficial.

Time off in conjunction with FMLA and medical leaves is input into the Human Resources/Payroll (MUNIS) system by operating departments using codes that identify leave types. This information is transferred from Payroll to Human Resources. Human Resources staff members then manually enter the data into an Excel spreadsheet to track leave time taken. This is an inefficient and duplicative system, with high-risk for human error. As was referenced previously, this is an area that would benefit from process mapping.

There appears to be an overall review process in place to appropriately transition an individual on an extended medical leave into the ADA (American with Disabilities Act) accommodation process, although it appears to be solely tied to the medical leave duration rather than to the condition giving rise to the need for leave. The described review process is an evaluation of the potential need for this transition based on anticipated exhaustion of authorized leave. These reviews are a part of the regularly scheduled monthly meeting with Legal staff. Human Resources is to be commended for establishing this review process, as many agencies struggle with the transition from medical leave to the ADA accommodation process.

Sick, Vacation, and Holiday Leaves

Sick, vacation, and holiday leaves are generally considered discretionary. Provisions, limitations, and leave amounts are usually negotiated between the City and recognized employee bargaining units. Thus, many of the specific details related to sick, vacation, and holiday leave accrual, limits, and usage are set forth in employee MOU or compensation resolutions.

Human Resources has a very limited role in the administration of the sick leave, vacation, and holiday benefits, except when problems or issues arise. The Supervisor's Manual includes a good set of guidelines regarding absenteeism and excessive sick leave management, and includes appropriate references to potential FMLA eligibility. This is another example of Human Resources' proactive approach in providing guidance and information to supervisors and managers in an area that is problematic in other agencies.

It is noteworthy that the structure necessary to administer the sick leave benefit program for unrepresented part-time employees who don't otherwise earn paid time off (PTO) has been established and set up through the MUNIS system. Eligibility thresholds (hours worked) and accrual rates have been set up and essentially calculate automatically. Human Resources, again, should be praised for automating a process that is challenging for many other agencies.

As referenced previously, Human Resources is well versed in the noticing processes associated with sick leave that may trigger FMLA/CFRA eligibility. Additionally, the Human Resources staff serves as a valuable resource to client departments in managing performance issues related to leave usage.

Military Leave

The review of military leave programs was limited to the Military Leave Policy statement included in the Benefits Handbook, and discussion with the HR staff members assigned responsibility for military leave oversight. There does not appear to be a coordinated structure for reviewing and approving orders related to military leave; staff members report that this review takes place in the client departments. The regulations governing military leave are complex, and sometimes conflict; this decentralized review of military orders may result in inconsistent application of the City's military leave provisions. Although there is apparently a single payroll code (065) to identify military leave, a single code does not accommodate the different regulatory thresholds for leave, benefit, and pay eligibility. These thresholds depend upon the branch of service and duty status. A number of these differences are identified in the Military Leave Policy included in the Benefits Handbook. The oversight and coordination of military leave in Human Resources consists of notifying the City Council of employee military leaves and tracking leave usage as submitted by client departments through the MUNIS system.

1. **Process Recommendations**

    a. The City's FMLA/CFRA Family Care and Medical Leave Policy should be amended to include specific references and identified provisions for Qualifying Exigency Leave and Military Caregiver Leave.

    b. There are multiple points in the data entry and transfer processes used to track FMLA/CFRA medical leaves that are at risk for human error. The majority of these are undertaken manually through Excel spreadsheet and Outlook calendar functions, based on coding input by operating departments, and then forwarded to HR by Payroll. Leave under the FMLA/CFRA regulations is a legal entitlement and it is important these leaves be carefully and consistently tracked and managed. The Human Resources Division should conduct business process mapping in order to identifying

potential informational gaps, redundant processes, and opportunities for improvements.

c. Consider adding a level of medical certification review, especially for conditions that result in ongoing leave extensions or repeated requests for leave. There are occupational medical evaluation firms, familiar with applicable laws and regulations, that provide assistance in this regard, such as Occu-Med.

d. The current Military Leave Policy is very broad, and would be enhanced by additional detail regarding eligibility and entitlements under the Uniform Service Employment and Reappointment Rights Act of 1994 (USERRA), found at U.S.C. Section 4301 et seq., and the California Military and Veterans Code Section 389, et seq.

e. The City should continue centralizing responsibility for review of military orders issued in conjunction with military leave to ensure the correct and consistent application of the various military leave benefits and entitlements. There may be some confusion among client departments and Human Resources staff about this process. An updated policy and procedure should be available to clarify the review process.

f. One or more levels of coding should be added to the current payroll system to differentiate military leave taken for service in the National Guard from active-duty, or inactive or active-duty training. This will facilitate more detailed tracking and proper administration of the various benefits and entitlements.

2. **Technology Options**

a. The overlapping and duplicative leave policies are difficult to maintain and synchronize. There are software applications and cloud-based solutions that will simplify this Sisyphean task and ensure staff and employees always have access to current directives. PowerDMS is one such solution. Some cost-conscious agencies have created Wikis (using shareware) on their intranets to achieve the same efficiencies. An added benefit to either of these strategies is that they can be used to create a repository for institutional knowledge, which is often not documented and at risk of being lost.

B.   Reasonable Accommodation – Americans With Disabilities Act

Human Resources administers overall compliance with the ADA (Americans with Disabilities Act) and is responsible for performing and documenting the interactive process associated with reasonable accommodation.

Human Resources staff is well versed in the requirements of the ADA, and have systems in place to transition employees from extended medical leave to a review of eligibility and accommodation under the ADA. This process includes identification and discussion of an employee running out of approved medical leave during a regular monthly meeting with legal staff. Risk Management oversees coordination of activities for Public Safety personnel on industrial disability leave, including an industrial disability retirement. Again, Human Resources would be assigned responsibility for undertaking the reasonable accommodation process in this latter event.

Human Resources has an established system to initiate the interactive process and evaluate and implement reasonable accommodations under the ADA. The process and responsibility for review of medical certification prior to the initiation of the interactive process is unclear, however. The importance of this review cannot be overstated. It is common for treating physicians to identify the accommodations they believe an organization should make for an employee. This is beyond the role of the treating physician. The proper role for the treating physician is to identify the employee's specific limitations and their anticipated duration. The City then determines whether those limitations can be accommodated. If it is not already in place, a formal review process of medical certification documents should be developed, with a good framework for additional medical and legal guidance as necessary.

Human Resources works with client departments to assess essential job functions when evaluating appropriate accommodations. The City appears to have a generous approach to accommodations, with an estimated 90% of accommodation requests being approved. While this approach may address the specific limitations of a particular employee, care should be taken to ensure the organization is not creating an accommodation which essentially creates a new position, or has unintended effects throughout the organization. Accommodations that fundamentally alter the job held by the employee are well beyond what is required under the ADA/DFEH (California Department of Fair Employment and Housing) regulations, and can create problems for the City if the internal standards for accommodation are not consistently applied. An area that poses particular challenges for agencies is the "morphing" of temporary light-duty assignments into an expectation of permanent job modifications. Human Resources reviews all temporary light-duty work assignments every 90-days but there is no time limit for these assignments. The City should consider such a limitation.

1.   Process Recommendations

    a. Consider adding a formal review process of medical certifications prior to the interactive process. There are occupational medical

evaluation firms, familiar with applicable laws and regulations, that provide assistance in this regard, such as Occu-Med.

   b. The City should consider developing and implementing a specific time limitation on temporary light-duty assignments.

2. Technology Options

No technology-related options were identified with regard to this recommendation.

C. Classification

Overall, Human Resources is very proficient in administering and performing classification processes. Sufficient classification information is provided in the Supervisor's Manual, including a form encouraging supervisors to consider the many impacts of their classification requests, such as funding, equipment needs, workload issues, assigned duties, etc. Additionally, Human Resources uses an internally developed checklist that describes the typical steps in a classification study, including appropriate time frames.

The City has approximately 420 job classifications for 1,025 employees, or one classification for every two and one-half employees. This ratio indicates the City's classifications tend to be position-specific and potentially inefficient. When an agency has this many classifications, the risk of inequity across classifications grows.

Attention to the classification plan, over time, can reduce the demand for recruitment services because more client departments share classifications and, thus, can share recruitments. An efficient classification plan can also improve internal compensation equity.

The City does not have a current classification or compensation plan. Human Resources uses internally developed checklists to ensure consistent and comprehensive classification processes. A formal classification plan would provide a framework for classification processes and typically includes: a classification specification template, clearly defined classification levels, consistent classification titles, a flexible-staffing definition,[1] allocation factors, levels of supervision, supervisor-to lead worker-to staff ratios, and career ladders. A compensation plan would articulate the City's compensation philosophy, market survey methodology, labor market comparison agencies, internal equity practices, acceptable differentials between classification levels (compaction), and relevant compensation data points.

The City's policies, practices, and MOU (Memoranda of Understanding) language on classification issues is clear and well thought out. In general, it demonstrates a clear

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[1] The City's current flexible-staffing definitions are contained within the various Memoranda of Understanding with the City's employee bargaining groups.

understanding of the differences between out-of-class compensation and reclassification. This distinction is sometimes difficult to maintain, and Human Resources is to be complimented for accurately making and maintaining this distinction.

The City's MOU language clearly lays out the process by which employees submit reclassification requests. Employee requests are routed through their departmental chain of command, up to the department executive. If the department executive denies a reclassification request, that decision is final. Human Resources may provide informal conflict resolution assistance for denied reclassification requests.

There are guidelines and forms for staff classification requests in the Supervisor's Manual. Consistent with industry best practices, Human Resources uses a JAQ (Job Analysis Questionnaire) as the basis for its classification studies. Currently, Human Resources uses one JAQ form for all classification studies, whether the study is for a filled position, a new position, or a vacant position. While not quite an industry best practice, the use of a simplified JAQ for new and vacant positions is becoming more common. A simplified JAQ would provide Human Resources with sufficient information to make sound classification decisions for vacant and new positions, and assist client departments by being simpler and quicker to complete.

Most staff classification requests coincide with the City's budget process and are submitted to Human Resources in December and January. Because these classification studies must be completed within budget preparation timelines, JAQs are not always completed for new positions. Using a simplified JAQ would provide critical information to Human Resources during budget preparation.

Classification specification maintenance (current job descriptions) is important and challenging for many agencies. A comprehensive classification plan would establish a schedule or expectation for maintaining current specifications. Currently, classification specifications are reviewed when a bargaining unit identifies an issue (especially during negotiations), or when a client department requests specification changes in preparation for a recruitment. Human Resources is empowered to implement routine classification updates; only significant changes involving title, salary, bargaining unit placement, or minimum qualifications require approval by the Civil Service Commission or the City Council.

The overall classification study process and communication strategy is fairly standard and consistent with professional service delivery practices. When a classification request and completed JAQ is received, Human Resources conducts an audit with the position incumbent, an interview with the supervisor and sometimes a higher-level manager. Human Resources then prepares a report with findings for internal review. Once the report is finalized, the department executive is informed of the results. Occasionally, Human Resources deviates from this process and, for example, talks directly with an incumbent after the classification study report is finalized.

The Supervisor's Manual clearly describes the process for implementing any employee impacts caused by reclassification. These impacts are most commonly related to compensation. The City uses typical public sector compensation practices in these circumstances. If an employee is reclassified to a higher paid classification, for compensation purposes the reclassification is treated as a promotion (in accordance with applicable MOUs and policies). If an impacted employee is reclassified to a lower paid classification, they maintain their current salary in accordance with applicable MOUs and policies (employee is Y-rated). Finally, all documents related to the classification study are retained for historical reasons.

Human Resources staff provided sample classification study reports. In general, the classification analyses were very well done. On occasion the sample reports confused basic classification concepts, for example conflating reclassification with working out-of-class status. Also, in some reports, position incumbents were identified by name and kind, but inappropriate comments were incorporated into the report, for example complimenting an incumbent on how well s/he completed the JAQ. Industry best practices are to avoid any reference to individuals until the classification report addresses the study's effect on incumbents. Human Resources, as subject matter experts, should strive to be consistent, accurate, and professional, particularly when communicating critical and complex classification concepts to non-personnel audiences.

The classification study checklist also includes references to incumbent-specific information that, according to industry best practices, should not be considered in a classification study. The step that includes reviewing performance evaluations should be eliminated. While the logic of reviewing performance evaluations for documented duties, tasks, and projects is understandable, professional and objective classification studies are rigorous in separating performance-related information from the study process. Likewise, the checklist reference to an employee's working out of class status should be reworded to focus on the position duties and not the incumbent, for example "Are the duties and responsibilities of this position appropriately classified?" instead of "Is the employee working out-of-class?"

While this assessment does not include a review of Human Resources' compensation practices, it is inevitable that compensation is part of a discussion about classification study outcomes. A clearly defined compensation plan would provide Human Resources and its customers with a precise understanding of the relationship between classification studies and employee compensation. A precise understanding facilitates reasonable expectations for all involved in the classification study process: Human Resources, client departments, and employees.

Absent a compensation plan, Human Resources recommends salary ranges for new classifications based upon internal equity. This is a viable strategy and basis for effective salary recommendations.

1. **Process Recommendations**

    a. Human Resources should develop and implement a classification plan. A formal classification and compensation plan is an essential component of industry best practices. An efficient and organized classification plan should reduce the total number of classifications currently being managed. A formal classification and compensation plan would provide policy-level clarity and guidance to Human Resources' classification and compensation processes. A well-defined classification plan provides a foundation for an effective classification system supporting recruitment and retention, workforce planning, performance management, and career development efforts.

    b. In order to better organize workload and provide thoughtful classification analyses, Human Resources should anticipate and plan for increased workload associated with the City's budget preparation or look for strategies to supplement capacity during budget preparation. For example, if the Labor Relations Analyst's workload allows, s/he could be trained to help with classification workload during budget preparation.

    c. To simplify the classification request process for client departments without sacrificing necessary information, Human Resources should create a simplified version of the JAQ for classification studies of vacant and new positions. The current JAQ would continue to be used for classification studies involving incumbents.

    d. To encourage a continuous learning and provide meaningful feedback, Human Resources should develop a quality review process for classification study reports. This would ensure that classification reports are consistently accurate, and professional, particularly when communicating critical and complex classification concepts to customer and clients.

    e. The classification study checklist should be updated to reflect industry best practices and eliminate references to incumbent and performance related information.

2. **Technology Options**

    a. While the current JAQ can be completed in Word, word processing is a low level of technology. The JAQ could be redesigned to be an online and automated form with live check-off boxes and prompts

for completing each section. Adobe Acrobat is a common application used to create .pdf fillable forms.

D.   Performance Metrics

The City of Santa Barbara uses its *P3 Paradise Performance Program* as a City-wide planning and prioritization tool. Annual performance goals, as measured by the P3 program, are developed in concert with the budget cycle, and progress towards goals is monitored quarterly.

In Fiscal Year 2014, the Human Resources Division achieved six of seven P3 "measurable objectives" and both of its "project objectives." In addition to these nine objectives, Human Resources used 11 other performance measures to quantify its performance. Human Resources' performance as described by these metrics is commendable and in many instances, Human Resources exceeded its objectives.

The P3 performance measures for Human Resources are quantitative and progress towards the objectives are numerical calculations. Sample Human Resources performance measures (to support specific objectives) include:

- Percent of evaluations completed on time;

- Percent of classification reviews/studies completed within 45 working days of receiving completed position description form; and

- Number of working days to complete internal and external recruitments.

While these are important measures of Human Resources' efficiency and productivity, they do not evaluate the quality of the services provided.

It is difficult to balance quantitative performance metrics with qualitative data, but if such a balance is overlooked, there is a risk of over performing in quantitative areas at the cost of providing quality services. The nexus between quantity and quality is the target for optimal performance.

Based on its performance as measured by the P3 metrics, the Human Resources Division may be at risk for sacrificing quality while achieving quantity. For example, Human Resources completes 100% of its classification studies/reviews within 45 working days. This exceptional compliance is a remarkable achievement. Using a continuous improvement mindset, it also raises the question of how Human Resources has achieved 100% compliance. There are two likely answers: (1) the 45-day standard is too low; or (2) quality is sacrificed to achieve 100% compliance. The same observation applies to the recruitment related P3 metrics. The objective for completing internal recruitments is 39 working days; on average, Human Resources completed internal recruitments in 22 days. The objective for completing external recruitments is 49 working days; on average, external recruitments were completed in 39 days.

There are many commonly used Human Resource metrics that would complement the current quantitative metrics, including: quality of hire; customer satisfaction; recruiting source yield; employee goals achieved; quality of training; and tangible results of training.

As a strategic partner, Human Resources could incorporate other metrics to complement its current employee turnover metric. Suggestions include: absentee rates, employee satisfaction, resignation rates by department, employee recognition reach, projected retirements, and tenure data.

1. **Process Recommendations**

    a. The Human Resources Division should examine the P3 metrics in which they are currently over performing to determine if clients are satisfied with the current level of service and/or if the processes are providing optimal results. For example, recruitments are being completed an average of 10 days (two work weeks) faster than the current performance measure. If quality improvements are indicated by qualitative data, there is time to enrich current recruitment practices to increase client satisfaction and/or improve the quality of hires.

2. **Technology Options**

    a. There are many software applications that include organizational performance capabilities. Halogen Software offers a robust performance management system, including organizational-level data to support strategic personnel service delivery. HR Metrics Pro offers personnel-specific metrics designed to evaluate the success (or failure) of personnel initiatives.

    b. NeoGov, in addition to the recruitment module currently in use, also offers a performance evaluation module. In addition to providing on-line performance evaluations, this module offers reports and dashboards providing organizational-level data.

    c. Survey Monkey is an invaluable and cost-effective tool if Human Resources chooses to adopt and administer qualitative metrics that are best evaluated via survey, e.g., customer and client satisfaction.

A.   Benefits Administration

The City of Santa Barbara contracts with a third-party administrator, Empyrean, to administer its health, dental, supplemental and Section 125 plans. Empyrean and the MUNIS system update demographic data weekly through manually initiated data transfers, ensuring that changes in employee status are reflected in both systems.

Human Resources provides new employees with orientation materials related to the variety of benefit options available through City. Once employee data is entered into the MUNIS system through Payroll, the data is transferred to Empyrean. At that point, employees can self-enroll in the benefit programs of their choice. Human Resources staff members provide assistance and answers to employee-originated questions.

Empyrean administers the annual open enrollment process. Human Resources provides to employees packets of information prepared by Empyrean, schedules informational sessions, and serves as an informational resource to employees during this process.

Empyrean administers the COBRA (Consolidated Omnibus Budget Reconciliation Act) processes for Human Resources, including issuance of the required COBRA notices. The need for COBRA is triggered by changes in demographic data provided by the City.

Human Resources is working towards having Empyrean track eligibility and noticing in conjunction with health insurance for eligible hourly employees. This eligibility is currently being manually track by Human Resources staff using Excel spreadsheets. Staff members advised they have established a formal process, including notifying eligible part-time and hourly employees of health insurance options in accordance with the ACA (Affordable Care Act). It is estimated that there are between 400-600 employees who fall into this category.

It appears that much of the paperwork associated with the benefits administration program is handled through Empyrean, including processing open enrollment changes and the issuance of COBRA notices. Although the transfer of data from the MUNIS system to Empyrean is not seamless, it does appear to be meeting the City's needs at this time.

Implementation of the ACA (Affordable Care Act) requirements to make health insurance available to eligible part-time and hourly employees is described by Human Resources staff members as "in process.". The eligibility framework and noticing requirements are in place, and the integration through the Empyrean system is underway, but (at the time of this assessment) was not complete. It is unclear whether the additional coding and the associated benefit structure have been implemented in the MUNIS system. Hours worked by part-time employees are currently manually tracked using an Excel spreadsheet (after being reported to Human Resources by the Finance Department). As Human Resources staff members report that there are 400-600 part-time/hourly employees for whom data needs to be tracked and eligibility decisions made, the need for automated support of this element

of the health insurance program is critical. This process would benefit from process mapping to ensure information reporting and documentation is not duplicative (if possible), that risks associated with missed information are mitigated, and that the responsibilities related to management of the noticing and implementation processes are clearly delineated.

1.   **Process Recommendations**

      a. Automated support of the ACA requirements to track health insurance eligibility for eligible part-time and hourly employees is critical. This automation is currently in progress.

      b. Additionally, as with other program reviews in this assessment, it is recommended that the City undertake some level of business process mapping to ensure that processes relating to the ACA requirements with regard to part-time and hourly employees are optimized.

2.   **Technology Options**

      a. The cost/benefit of automating data transfer processes between MUNIS and Empyrean and Human Resources and Finance should be evaluated.

B.   **Personnel Action Form (PAF) Processes**

Personnel Action Forms (PAFs) are the primary notification tool by which client departments inform Human Resources of changes in employees' personnel status, including salary, employment status, and temporary assignments affecting compensation. The City implemented a new HRIS (human resource information system)/Payroll system (MUNIS) about a year ago that included the ability to automate the PAF process. Human Resources recently began using this capability and client departments now generate PAFs electronically. Human Resources provides an excellent procedural document for departments to use when generating PAFs.

Human Resources staff members assigned to payroll functions receive the electronic PAFs and then print out hard copies, as it is easier to review submitted PAFs using printed copies. This is caused by a system peculiarity that requires authorizing client departments to make system changes that should be controlled and administered by Human Resources, for example, pay rates. Because of this peculiarity, client departments must put some required information into the PAF comments field, which is more easily reviewed using printed copies. Payroll staff also enjoys the convenience of jotting notes on printed PAFs before routing the PAFs to an Analyst. Staff members did not perceive any benefit to a paperless PAF process.

1. **Process Recommendations**

   a. Process mapping of the PAF process could help eliminate the need for most printed copies.

2. **Technology Options**

   a. When Human Resources has the opportunity, it should request that the MUNIS vendor resolve the programming limitations that restrict client departments from entering required information without giving them access to controlled system configurations.

C. **Recruitment And Selection**

Chapter 3.16 of the Santa Barbara Municipal Code sets forth the provisions of the Civil Service System as they relate to recruitment, selection, establishing employment lists, certification, and hiring and promotion of classified employees. The Supervisor's Manual further documents recruitment, examination, and certification processes.

In Fiscal Year 2014, Human Resources reviewed and processed 8,609 applications, conducted 93 recruitments, hired 437 regular and hourly employees, and managed a turnover of a 8.78% agency wide. 67% of management positions were filled by internal promotion, and 50% of supervisory positions were filled through internal promotion. This is a robust workload for three Analysts.

Recruitment and outreach processes undertaken by Human Resources are relatively formulaic, based on established posting locations and advertising resources. Use of direct mail or e-mail to or through professional associations appears to be limited, as is the targeted use of social media. The efficacy of traditional paper advertising has declined significantly over the past decade, and the effectiveness of a more targeted recruitment strategy has increased. A review of recruitment and outreach resources may be beneficial, especially for difficult-to-fill positions.

Human Resources uses the NeoGov applicant tracking software system. Human Resources staff members report that much of the recruitment process is documented through the NeoGov system, including creation of initial requisitions by client departments, submittal of the majority of application materials from candidates, issuance of status notifications to candidates, and creation of eligibility lists. Staff members indicated that an estimated 85% to 90% of all incoming applications are submitted electronically through the NeoGov system. The applications that are submitted in paper form are manually scanned and entered into the NeoGov system by Human Resources staff.

Human Resources staff members reported they do not use the NeoGov system to create job announcements or to automatically score supplemental questionnaires as a part of training and experience assessments. Staff members perceive that the current process is helpful when soliciting client department input regarding recruitment flyers, however there are no

editing restrictions in the NeoGov system. Staff members manually create job announcements and then enter the relevant data into NeoGov. This is a duplication of effort. It is unclear how much basic information has already been input into the NeoGov system; specifically, job class specifications, the benefit structure by bargaining unit, the current salary schedule, etc. If the information has already been entered into NeoGov, the foundation exists to easily create job announcements using the system and significantly increase efficiency. Once created, the announcements can be printed, distributed, and posted in paper format as required.

Staff members reported a heavy reliance on evaluation of training and experience to determine candidates who are "most qualified." Training and experience information is gleaned by reviewing applications and reading narrative supplemental questionnaire responses. With very large candidate pools this is an extremely time-intensive process, at risk for inconsistent application of assessment criteria. NeoGov has an automatic scoring capability for supplemental questionnaires. Staff members can set up supplemental questionnaires in NeoGov with pass-fail or scoring criteria. Creating these assessment questionnaires requires some forethought in terms of question structure, expected responses, and appropriate scoring, but the electronic scoring vastly improves both the consistency and efficiency of training and experience assessments.

Human Resources staff members reported that, prior to conducting an open or promotional recruitment, they review the position responsibilities with the manager or designated subject matter expert from the hiring department to determine if there have been substantive changes to the position. Absent changes, it appears that staff members take a somewhat formulaic approach to specific recruitments, often replicating the same approach, documentation, and methodology used in previous recruitments and examination processes, with little modification.

An open recruitment is undertaken when there is no existing eligibility list and an internal recruitment will not provide sufficient qualified candidates. Broad recruitments to create eligibility lists, which may be used to fill vacancies for multiple departments, are undertaken for a few classifications, such as Office and Administrative Specialists. Conversely, Human Resources may run multiple recruitments and create multiple eligibility lists for other broad classifications (such as Administrative Analyst) based on assignment-specific preferences among the hiring departments.

As previously described, Human Resources staff members reported a fairly heavy reliance on training and experience assessments, either for purposes of evaluating minimum candidate qualifications or determining those candidates deemed "most qualified." Training and experience assessments are an effective way to assess candidate qualifications that are quantifiable, for example years of experience performing specific tasks, education level, level of budgetary experience, etc. This specific assessment tool, when used alone, is not particularly predictive of success on the job, however. Staff members estimated that additional testing processes (beyond the training and experience assessments) are used for less than 20% to 25% of the City's recruitments.

Staff members indicated they do not use written or performance exams often; when a written or performance exam is deemed necessary, Human Resources engages professional testing firms for assistance. Staff members reported they do not use traditional "oral boards" to assess verbal communication skills, interpersonal skills, problem-solving skills, etc., but, depending upon the requirements of the position, they utilize a "Human Resources board" to determine candidate minimum qualifications on a pass/fail basis. The hiring department conducts interviews after an eligibility list is certified.

Human Resources reports recruitments for Police Officers are undertaken at both the entry level (pre-Academy), and the lateral level (experienced Officer). Recruitment for entry-level Police Officers is continuous, with testing administered twice a year. The testing process mirrors the testing in place to qualify for the Police Academy: specifically, passing the POST (California Commission on Peace Officer Standards and Training) written examination with a minimally qualifying score, and passing the POST physical agility exam. This examination strategy has been used by many public agencies, but is lacking an assessment of a range of job-related skills and abilities necessary for successful job performance.

Staff members reported that the City contracted with the National Testing Network (NTN) to administer the written examination process for the most recent Firefighter selection process. Candidates were required to demonstrate the physical fitness level required for the position through a submission of a valid CPAT (Candidate Physical Agility Test) certification. The Fire Department administered the oral interview process. Staff members reported that the process had a high-level of candidate acceptance. It is suggested that a longer-term evaluation of candidate success be included when assessing the effectiveness of this particular examination model.

Human Resources does not currently use the assessment center processes to determine candidate preparedness to advance to supervisory or managerial positions within the organization. Many of the classifications at these levels are exempt from Civil Service, and thus have more flexible requirements relative to selection. Evaluation processes are generally based on a Human Resources review of qualifications and a hiring department interview. Given the number of internal promotions occurring in the City, the effectiveness of this model should be evaluated to determine if it provides desired outcomes.

The City has an array of certification rules for classified positions. Certification rules range from the "rule of four" for Fire Captain, Fire Engineer, Inspector I and II, to the "rule of the list" for Firefighter and Police Officer positions. Most classified positions, however, are subject to the "rule of 10." Eligibility lists are considered active for a minimum of six months, and cannot exceed two years. (An alternate duration schedule is in place for promotional lists.) Eligibility lists may be abolished when there are fewer than three names, or at the discretion of the Human Resources Manager.

Eligibility lists are created through the NeoGov system, based on examination element scores. After certifying candidates from an eligibility list, Human Resources relies on the hiring department to enter candidate status into NeoGov. There do not appear to be audit

processes in Human Resources relative to candidate status updates. The Municipal Code provides that an eligible candidate whose name has been certified three times to an appointing authority and who has not been appointed may be removed from the eligibility list, at the discretion of the Human Resources Manager. Although this option has not been exercised in recent history, it would be difficult to implement the provision without accurate candidate status information. More importantly, current and correct candidate status is necessary for the effective overall management of the certification and selection processes.

It does not appear that there are formalized processes for moving a list from "active" to "inactive" status. Adding this step to the management of eligibility lists would enhance overall administration of the certification and selection processes.

Approximately two to four weeks after a candidate is hired, Human Resources sends a satisfaction survey to the client department. Six of the seven survey questions ask for the client's satisfaction with the recruitment process. One question asks clients to rate the overall quality of candidates. This is an appropriate and useful survey to administer shortly after recruitments conclude. It would also be informative to monitor the recruitment outcome after the department has had more time to assess candidate quality, for example at the end of the new employee's probationary period.

1. **Process Recommendations**

   a. Recruitment advertising and outreach efforts should be reviewed and continuously improved using recruitment source data and venues such as social media, professional organizations, direct mail, and email. Invitation to apply letters from department executives describing unique opportunities are often instrumental in enticing candidates to consider employment opportunities to which they may not have otherwise responded.

   b. Job duty reviews in preparation for recruitment should also include a prioritization of the requisite knowledge, skills, and abilities necessary to perform the essential duties at the time of hire. This process will better inform Human Resources staff in preparing valid examination plans to assess candidate qualifications.

   c. A broader recruitment approach for positions used in more than one department (such as Administrative Analyst) would create process efficiencies. The broad recruitments would focus on the core knowledge, skill, and abilities required for all such positions across the City. The efficiency of this model would need to be weighed against specific departmental needs and the level of expected specialization.

d. The current level of applicant assessment is generally simplistic, certainly expedient, and allows Human Resources to respond to eligibility list requests quickly. However, the goal of a robust examination and selection processes is to efficiently and effectively predict success on the job. It is recommended that the City review the extent to which expediency is resulting in a candidate pool consistent with operational needs and expectations.

e. The Supervisor's Manual provides a very good framework for the selection and job offer processes, however, there are significant risks associated with interview processes that fall outside of what is generally considered job-related, or that tread into legally protected categories. Human Resources should continue its efforts to provide more oversight and assistance to hiring departments, including some level of interview orientation and/or training, and should review interview questions and grading criteria prior to candidate interviews.

f. The entry-level Police Officer testing model currently in place may be predictive of success in the Police Academy, but it is not necessarily a predictor of success on the job. Human Resources should consider adding examination elements such as possession of situational judgment, oral communication skills, interpersonal sensitivity, and written communication skills to the selection process.

g. Likewise, the examination and selection processes in place for supervisory and managerial positions are less robust than they could be. Assessment centers, performance examinations, written or oral presentations, or other assessment tools that require candidates to demonstrate preparedness for higher-level duties would enhance the objective ranking of candidates prior to certification to the hiring department. The City should evaluate how well current promotional assessments are providing desired outcomes, and make modifications as deemed appropriate.

h. Human Resources should consider adding an audit step after candidates are hired from eligibility lists to ensure the status of each candidate interviewed and/or considered is appropriately documented in the NeoGov system.

i. Likewise, Human Resources should develop procedures to document the review, extension, and abolition of eligibility lists in the NeoGov system.

2. Technology Options

    a. NeoGov system capabilities should be fully implemented, including automating job announcements, supplemental questionnaire scoring, recruitment source data, interest lists, and eligibility list management.

D. Training And Leadership Development

In addition to providing mandated training, such as discrimination and harassment prevention training and safety training, Human Resources offers employees a variety of professional and leadership development opportunities. As part of this assessment, MRG was asked to conduct a review of the City's Leadership Academy (CLA). This review was based on the content and processes used to administer the program, including systems to evaluate training effectiveness, outreach and enrollment processes, continuous improvement of program content, trainer selection, and content alignment with larger City objectives.

The City's training programs offer robust content and receive average evaluation scores from participants. Employee training, including computer courses, delivered via LEAP (Learning for Excellence and Achievement Program), is available to employees on a voluntary "open enrollment" basis, or managers can select individuals to participate in these offerings. Some of the LEAP and computer courses are delivered via webinars and other offerings by ICMA (the International City/County Management Association), the Liebert Cassidy Whitmore training consortium, Santa Barbara City College, and contracted trainers. Mandated trainings are also offered as open enrollments, but include requirements for periodic enrollment to satisfy mandates.

The CLA program is a series of sessions designed for "cohort learning," in which a group of participants moves through the program as a whole. Cohort learning provides a dynamic, collaborative, and supportive learning environment and creates opportunities for participants to learn from one another.

The CLA program is in its second iteration. The inaugural program was 18 months long and included a capstone project. The second offering was shortened to 15 months and the capstone project was eliminated from the program. The CLA program includes a summer reading series that also serves to strengthen mentoring relationships between department executives (who lead the book discussions) and participants. Overall, CLA course content is comprehensive, and the program is successful in meeting its stated objectives.

An effective leadership development program should clearly identify leadership competencies and create opportunities for competency development. The CLA materials available for review did not include the City's leadership competencies. Linking this program to the leadership competencies specific to the City will ensure the program is developing leaders who will succeed within the organization.

Program quality is monitored via electronic evaluations completed by class participants as they complete each module. This evaluative practice is standard for many training programs; however, the current evaluations measure how well participants liked the program. A strong training program should also include organizational level evaluation processes that explore what was learned, measure behavioral changes, and determine the tangible results of a given program in terms of reduced costs, improved quality, and increased production, efficiency, etc.[2]

Instructors for the various programs are sometimes brought in from outside sources, but are often City employees. There are benefits and risks associated with both strategies.

Use of outside instructors can be a wonderful strategy when the City's relationship with the instructor is a partnership. Having an external training partner can reduce costs, but that partner needs to be able to design programs that align to internal objectives and are customized for the City employee audience.

Internal instructors can also be a good strategy as they have a unique and enriched view of City operations that can inform and enrich the programs. However, training and teaching are specialized skill sets, and unless selected instructors have some background in adult learning theory and a penchant for teaching, they may not be delivering the most well designed and dynamic training sessions. The quality of instruction must be monitored and controlled.

The City Administrator's Office currently has responsibility for the CLA program. Previously, Human Resources was responsible for the program. While this change was likely made due to resource constraints within Human Resources, assigning program responsibility outside of Human Resources and independent of other City employee development initiatives may compromise some aspects of the program, such as integration with other programs, alignment with organizational development philosophy, and proper evaluation of the program.

1.   **Process Recommendations**

a. Alignment with broad organizational goals and philosophies should be readily apparent to CLA participants. As the program is currently managed by the City Administrator's Office, City-wide goals and initiatives are easily accessed and could be easily incorporated into the program.

b. Incorporate the City's leadership competencies into every session of the CLA program. Or, design program sessions to address

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[2] Kirkpatrick, D.L. and Kirkpatrick, J.D., *Evaluating Training Levels: The Four Levels*; Berrett-Koehler, San Francisco, 2006.

specific leadership competencies. If the City has not yet defined leadership competencies, it should consider doing so.

c. Organize the CLA curriculum into a structure that allows participants to apply learning from previous sessions to the current session. For example, follow the "Making Presentations" session with the "City Government 101" session and include an exercise simulating a presentation to the City Council. Or build on the self-assessment conducted in the first two modules by following it with the "self-reflective ethics" and "making mistakes" modules. This kind of structure adds depth to the program and is consistent with the principles of adult learning.

d. Consider assigning responsibility for the CLA program to Human Resources staff members in order to leverage their training development and administration skills and align the CLA with other employee development efforts.

e. The elimination of a capstone project was most certainly done for a good reason. However, a capstone project can provide opportunities for real growth and learning for participants. Also, a capstone project provides connections between course participants and other organizational leaders, which strengthen the leadership pipeline within the organization.

f. Consider strengthening the mentoring aspect of this program. Adding a mentoring component can enhance the program's impact considerably.

g. Evaluate CLA outcomes from an organizational (vs. participant) perspective including what was learned, behavioral changes, and tangible results. For example, participants' supervisors can help assess what was learned and behavioral changes. Evaluating tangible results may require more effort, but can ensure the City is receiving adequate return on its leadership development investment.

h. Offer a train-the-trainer program for internal instructors in order to ensure that classes are designed and delivered following the principles of adult learning.

2. **Technology Options**

a. Human Resources recently deployed the MUNIS system training module and should continue maximizing the module's capabilities.

A.   **Performance Management**

Human Resources uses a non-electronic performance evaluation process consisting of different Microsoft Word templates for evaluating department executives, managers, supervisors, and line-level employees. The templates cover ratings on numerous competencies and allow for individual goal setting. All completed evaluations are sent to Human Resources staff to enter completion dates into the MUNIS system and then are forwarded to the Analyst providing services to that client department for review of completeness, performance progress, consistency of ratings with comments, legality, etc. Analysts track evaluation due dates and overdue evaluations.

Human Resources staff members reported that one of their biggest challenges with performance evaluations is the poor writing skills of some supervisors. Some supervisors elicit Human Resources assistance at the development stage of an evaluation if they need help with writing comments or the proper use of the evaluation process.

Human Resources assists client departments with completing timely evaluations by providing a monthly report with evaluation due dates and by being available to provide assistance with the process. Because of training program curtailments, supervisors and managers have not been offered recent performance evaluation training. However, Human Resources staff worked individually with new supervisors to provide one-on-one training. Additionally, Human Resources provides excellent advice on conducting effective performance evaluations in its Supervisor's Manual.

The current performance evaluation program does not include employee self-evaluations as part of the formal process. Some supervisors and managers will ask their direct reports for their input and/or check with their employees' customers, but this is not a standard procedure. Likewise, seeking 360° or other perspectives is not a formal part of supervisors' and managers' performance evaluations.

1.   **Process Recommendations**

a. Overall, Human Resources does a very good job related to ensuring performance reviews are timely. The evaluation forms used are thorough in coverage of important competencies and the inclusion of individualized goals.

b. Multiple sources of feedback are a pillar of a sound performance management system. The minimum requirement for getting performance feedback beyond the first-line supervisor would be an employee self-evaluation. All of the common performance management software has the capability of incorporating self-evaluations into the process. The City should consider expanding

the use of self-evaluations (currently used for managers) to supervisors and line-level employees.

c. The performance evaluation process should be examined to ensure Analysts are performing appropriate duties, and lower-level duties (like tracking due dates and overdue evaluations) are assigned to support staff.

2. **Technology Recommendations**

a. There are several performance management automation options available and Human Resources can do more to automate the evaluation process. Such automation would facilitate timely completion of reviews, assist supervisors and managers in writing evaluations, and track progress towards individual and organizational goals. The NeoGov system (already in use for recruitment processes) offers a performance management module.

B. **Discipline And Corrective Actions**

Human Resources provides client departments with well-designed templates for each step of progressive discipline. The template format incorporates process information, including retention and routing instructions, specific job classifications entitled to appeal or response processes and instructions on how to exercise those rights, and payroll notification requirements. The templates include processes specific to law enforcement personnel who fall within the purview of POBR (the Police Officer Bill of Rights), but do not provide any information regarding the FOBR (Firefighter Bill of Rights) processes. Template content is consistent with industry best practices and, by including process information, Human Resources has provided its client departments with excellent tools for administering corrective and disciplinary actions. One exception is the "Notice of Dismissal" template for unclassified employees. The template content is appropriate for the action but the format is slightly different from the other templates and does not contain instructions for other necessary process steps.

In addition to providing specific templates and process instructions, Human Resources (in conjunction with the City Attorney's office) produced the City's "Discipline Manual." The manual is a comprehensive technical, and easily understood, explanation of the City's progressive discipline objectives, rules, procedures, and processes. The manual, like the templates, includes processes specific to law enforcement personnel who fall within the purview of POBR, but does not provide any information regarding the FBOR processes. It includes a "Questions and Answers" section, written in narrative style, that helps illustrate the practical application of the progressive discipline process. The Manual refers to "corrective counseling" as the first step of progressive discipline. Some agencies prefer to draw a bright line between "corrective" and "disciplinary" actions. When this distinction is

important to an organization, the lowest level of intervention (counseling or oral reprimand) is considered "corrective," and is intended to inform employees they are not meeting expectations, and to provide assistance (counseling) to help them improve. "Disciplinary" actions are, by definition and intent, punitive. While the difference between these terms, "corrective" and "disciplinary," may seem semantic, they can reflect an organization's values regarding employee development and support.

The Discipline Manual version used for this assessment was dated March 2008. If this is the most current version of the Manual, the content may be out of date. Industry best practices are to review policies every two to three years to ensure relevance and accuracy. Routine maintenance of the Discipline Manual will ensure it is current and aligns with organizational values and goals.

The template collection includes templates for a "Counseling Memo" and a "Confirmation of Oral Reprimand." Routing instructions are the same for both templates; the documents are retained in the local supervisor's file and not included in employees' personnel files. The types of disciplinary actions listed in the Discipline Manual are: oral reprimand, written reprimand, suspension without pay, demotion, and dismissal. The use of the counseling memo, while described in the document template, is not included in the Discipline Manual.

The quality of a discipline and corrective action process can be measured in many ways. Common metrics include the number of corrective and discipline actions taken, the number of appeal processes, and the outcomes of appeal processes. MRG was unable to obtain specific metrics relating to the quality of Human Resources discipline and corrective actions. Human Resources received 583 supervisor or manager requests for assistance, including regarding disciplinary issues; how many of those requests were specific to corrective and disciplinary issues is not known.

1. **Process Recommendations**

    a. The Discipline Manual and progressive discipline templates should be updated to include processes required by FBOR.

    b. The "Notice of Dismissal" template for unclassified employees should use the same format as the other templates and include instructions for other necessary process steps. If there are no other necessary steps, that should be stated on the template to avoid confusion.

    c. If the distinction between "corrective" and "disciplinary" actions is important to the City, that distinction should be incorporated into the Discipline Manual and the template collection.

d. The template collection and the Discipline Manual should be in alignment. The "Counseling Memo" template does not correspond to the types of disciplinary actions listed in the Manual.

e. To assess the quality of its discipline and corrective action processes, Human Resources may consider identifying and implementing metrics to assist with that assessment.

f. The Discipline Manual should be reviewed every two to three years to ensure relevance and accuracy.

2. **Technology Options**

a. Policy management software and applications, such as PowerDMS, ConvergePoint, or Compliance 360 (for example), can help meet best practices standards for policy review and revision, including the City's Discipline Manual.

C. **Discrimination And Harassment Complaint Process**

The City's policies prohibiting discrimination and harassment and its employee complaint procedure are well thought out, thorough, and exceed industry best practices. Policies and procedures describing protected classes and prohibited behavior often use legal terminology that can be difficult to interpret within the organization's context; Santa Barbara's policies and procedures are exemplary and very easy for casual readers to understand and apply. The included checklist for supervisors and managers to use when addressing a discrimination or harassment complaint is an effective way to support these clients when dealing with these uncomfortable, low frequency, and high-risk situations. The current Non-Discrimination and Harassment Policy version was updated and issued on September 18, 2007[3].

A determined search of the City's website did not find a copy of the Non-Discrimination and Harassment Policy. Also, the frequency and outcomes of discrimination and harassment complaints is unknown. Based on discussions with Human Resources staff members, they understand the seriousness of discrimination and harassment complaints and may lack confidence in their investigative training.

In addition to its policy prohibiting discrimination and harassment, Human Resources also established a policy regarding non-discrimination and harassment training for City employees. The policy describes training requirements and processes for all City employees and includes implementation guidelines for the policy, which was adopted in September 2013.

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[3] Human Resources staff contact information was updated in April 2013, July 2014, and September 2015.

Human Resources has not received a formal EEOC or DFEH discrimination or harassment complaint since 2013. Informal complaints are not currently tracked.

1.   **Process Recommendations**

   a. Human Resources should ensure its policy prohibiting discrimination and harassment and the associated complaint procedure is easily accessible to employees via the Internet. The policy is available via the City's Intranet, however, employees may be unsure about filing a complaint or uncomfortable researching the policy at their work site.

   b. Tracking formal and informal complaint frequency and outcomes would provide Human Resources with information regarding the effectiveness of its discrimination and harassment complaint process.

   c. Human Resources may want to consider building staff expertise for conducting complaint investigations from a professional organization such as the Association of Workplace Investigators. Alternatively, if the City receives only occasional complaints, Human Resources may want to outsource investigations.

   d. Like all policies, the policy prohibiting discrimination and harassment should be updated regularly.

2.   **Technology Options**

   No technology-related options were identified with regard to this recommendation.

VII.   CUSTOMER SERVICE LEVELS

A.   Client Departments

Input from each of Human Resources' 12 client departments was obtained via survey and Skype interviews. The survey and interviews focused on Human Resources' functional areas, the quality of customer service, usefulness of on-line resources maintained by Human Resources, perceptions of Human Resources as a partner in the delivery of departmental services, and thoughts about service improvements.

The survey asked client departments to rate specific Human Resources functional areas on a scale of "excellent" to "poor."   Survey results are included in this report as **Attachment A**. The summarized results are:

- A majority of recruitment services were rated as "very good" to "good," with a third of the respondents rating these services as "fair" to "poor."

- A majority of the respondents rated classification and compensation services as "very good" to "good."

- Benefits administration was rated by a majority of the respondents as "excellent" to "very good."

- Training services were rated as "excellent" to "very good," with a third of the respondents rating them as "fair."

- A majority of the respondents rated employee relations services as "good."

Skype interviews were conducted to gain a better understanding of client department perceptions and experiences. Particularly helpful were the candid comments regarding what Human Resources is doing well, and identifying opportunities to improve customer service.

According to the client department interviews, overall, department executives believe Human Resources provides good customer service, is moving in the right direction, and that the new leadership is a positive step. There is a general sentiment that Human Resources staff is well intended and that several years of budget restrictions have negatively affected Human Resources.

Recruitment

For purposes of the interviews, "recruitment" was defined as "from the point of job posting to onboarding." Interview participants identified the recruitment function as their most frequent interaction with Human Resources. There seemed to be divergent perceptions of the recruitment services provided by Human Resources. Several departments were satisfied with recruitment efforts and believe that, jointly, their department and Human Resources staff has worked well in the recruitment area. One department valued the successful use of a national application and testing service that produced good results and streamlined its recruitment process. Another department commended Human Resources for its collaborative recruitment services.

- A clear, written explanation clarifying the full recruitment process, including criteria used to include an applicant in the testing/interview process and the criteria for passing a candidate and placing s/he on an eligibility list, is not available.

- There are inconsistencies in how Human Resources staff members provide recruitment services.

- Human Resources needs to embrace social media marketing to establish Santa Barbara as an employer of choice, particularly for difficult to fill positions.

- A clear delineation of the recruitment roles assigned to Human Resources and client departments is needed.

- Unqualified candidates are (at times) placed on eligibility lists and remain on lists until they expire (particularly for City-wide job classifications).

- At times, Human Resources does not appear to understand the urgency of certain recruitments.

- Employee onboarding is not timely or complete.

Classification

The majority of client departments perceive that Human Resources provides appropriate and adequate classification and compensation services. Interview participants identified areas that appear to be opportunities for improvement.

- Client departments would like to understand the circumstances that prompt a classification review.

- There is some concern that Human Resources staff members may not have sufficient expertise or experience to perform a rigorous classification analysis.

- Most position classifications are outdated and not updated until a client department requests a change to reflect current circumstances.

- Departmental requests for position classification reviews are delayed and requesting departments are not provided updates on the status of their requests.

Benefits

Similar to the recruitment function, the benefits function is a highly used Human Resources service. Overall, client departments find Human Resources provides excellent to very good benefit services to departments and employees. One department executive noted that Human Resources staff members helped his/her department with an FMLA matter and thought it would be helpful to have a template or checklist available to guarantee consistency in future situations. Several interview participants suggested that additional analytical support and materials would make complicated and difficult benefit choices easier for employees.

Training

Overall, client departments are very pleased with the training services provided by Human Resources. They recognize that training services were constrained during the City's budget challenges and are now being increased. There is a desire for value added training to be restored and that training by third-party consortiums be supplemented by Human Resources

to explain application and implementation within the City's rules and policies. Departments suggested several areas where additional training would be helpful, specifically:

- Health and wellness;

- Changes in MOUs, departmental implications, and operational applications;

- Customer service;

- First-time supervisory and front-line specialized training;

- Difficult conversations and conflict management;

- Managing absenteeism;

- Understanding the City's performance improvement and disciplinary processes;

- Writing performance evaluations; and

- Identification of employees who may be under the influence of drugs or alcohol.

Employee Relations

For purpose of client department interviews, "employee relations" was defined as "performance management including employee appraisal, corrective, and disciplinary actions." As with descriptions of recruitment services, client perceptions of Human Resources' employee relations services was divergent. Some client departments were very complimentary and felt supported at critical times with clear and concise information. Other departments were concerned about receiving inconsistent information, and perceived a lack of clarity as to who takes the lead on employee relations issues involving their department (the City Attorney, Human Resources and/or Risk Management). Another concern expressed several times was the lack of and/or delay in communication from Human Resources regarding employee performance matters extending over long periods of time and impacting the department's ability to deliver high quality services. Several departments expressed a desire to better understand the disciplinary process and roles, including that of the Civil Service Commission.

Provision of On-Line Information

Departments were asked if the Human Resources-related information they need is easily found and retrieved via the City's Intranet. The overall perception is that there is significant personnel information available on-line. There is some sentiment that legacy/outdated information remains on-line, resulting in confusion and inaccuracy. Additionally, several departments express difficulty, at times, in retrieving information and seek a more user-friendly system for accessing personnel-related information.

Enforcer or Problem Solver

Human Resources functions in public agencies play a dual role of enforcing rules and serving as problem solvers for their internal clients. Interview participants were asked if they perceived Human Resources to be a "rule enforcer" or a "problem solver." Nearly all participants said they understood the need for Human Resources to enforce rules and recognized Human Resources' help in trying to solve problems. There was a mixed perception of Human Resources being transaction oriented versus strategic and proactive in its service delivery. Participants felt that, for Human Resources to be truly strategic, it needs to understand the current and future human capital needs of individual departments. Human Resources is perceived as being on the correct trajectory to be more strategic.

1.   Process Recommendations

Assessing internal customer service is valuable. Input received varies depending on the circumstances and experiences of each client department. Overall, the client departments understand the challenges they have experienced in working with Human Resources are a result of previous staffing levels and the resulting backlog of work. Departments are encouraged that, with increased staffing and new leadership, those challenges are being addressed, and they already report experiencing a positive change in customer service. Some suggestions for continued improvement are addressed in the prior sections. The areas where client departments see opportunity for continued improvement can be addressed by the following recommendations:

    a. Consider a quality control process that would assist Human Resources staff members in applying rules, policies, and procedures consistently.

    b. Increase transparency and consistency by providing templates and flow-charts for recruitment life cycle processes, performance management, and disciplinary processes, and clarify roles in each process.

    c. Understand departmental personnel needs and continue the initiative to have Human Resources staff members meet with their assigned client departments on a regular basis.

    d. Hold regular City-wide meetings with supervisors and managers to provide a forum for support and discussion.

    e. Develop service level agreements with client departments to clarify expectations and commitments, including standards for responding to requests and providing updates and explanations on the status of pending matters.

f. Increase the ability for responsiveness at the Analyst level to eliminate delayed responses to requests for information and assistance.

g. Reassess procedures and policies to determine if changes are warranted to permit the Human Resources Division to be more creative, proactive and strategic.

h. Determine if routine personnel transactions can be handled at the department level (with appropriate training and for departments sufficiently staffed and desiring to take on this role).

i. Consider changes and additions to the training offerings to be responsive to the expressed needs of client departments.

j. Reaffirm that the role of Human Resources is to serve as an important partner with client departments in order to provide the human capital necessary for service delivery.

2. **Technology Options**

    No technology-related options were identified with regard to this recommendation.

B. **Recently Hired Employees**

In order to assess the customer satisfaction of newly hired employees, a survey was conducted of all employees hired within the past three years. Survey questions sought input regarding the initial recruitment and application process, up to and including the employees' onboarding experiences. A copy of the survey results is included as **Attachment B.**

Overall, the results from the survey were positive. A summary of results follows.

- 60% of the respondents shared that Santa Barbara was not their first public sector employment. Because many of these respondents are likely minimally affected by PEPRA (Public Employees' Pension Reform Act), in a few years, it may be worthwhile to see if this percentage changes due to pension reform.

- When asked to rate the application process, 95% of the respondents rated their experience as "good," "very good," or "excellent." The ratings were very similar when respondents were asked about their experiences with the testing and interview process.

- 75% of the respondents felt that the length of the recruitment and hiring process was "excellent," "very good," or "good."

- Based on survey results, Human Resources provided excellent communications throughout the hiring process. This is admirable because it is difficult to meet the needs of many applicants during high-volume recruitments.

- Human Resources' client departments' involvement in recruiting and hiring was rated "good," "very good," or "excellent" by 81% of the respondents. However, 13% of the respondents stated they never participated in a department interview or did not remember the experience.

- Onboarding processes involving medical examinations, fingerprinting, salary negotiations, reference checking, etc. can sometimes be time-consuming and confusing. 92% of the respondents rated their experiences in these processes as "good," "very good," or "excellent."

- Human Resources also provided new employees with good customer service during the benefit enrollment process. Almost 78% of the respondents rated the benefits enrollment process as "excellent," "very good," or "good."

- Overall, new employees experienced "very good" new employee orientation from Human Resources. There is an opportunity for improvement, as 21% of the respondents rated new employee orientation as "fair" or "poor."

- New employee training is the onboarding activity that has the greatest opportunity for improvement. Almost 25% of the respondents rated their new employee training as "fair" or "poor."

1.   **Process Recommendations**

Overall, the new-hire survey demonstrates that new hires are very satisfied with their recruitment, hiring, and onboarding experiences. The following recommendations reflect survey results and incorporate suggestions for continuous improvement.

a. Consider administering a survey periodically to evaluate the impacts of any process changes or other circumstances potentially affecting recruiting and hiring, such as PEPRA.

b. Include a projected recruitment and hiring timeline on recruitment flyers to encourage realistic process expectations among applicants. Provide timeline updates in communications with applicants.

c. Actively partner with client departments to encourage them to view department interviews, orientation, and new employee training as critical elements of the hiring process.

d. Evaluate onboarding programs using methods and techniques similar to training program evaluations, and continuously improve the onboarding process. Studies show that organizations that do a good job of onboarding have higher employee engagement and retention rates.

2.   Technology Options

No technology-related options were identified with regard to this recommendation.

VIII.   COMPARABLE AGENCY DATA AND COMPARISON

To add comparative data and context to this assessment, MRG collected information about the structure and staff allocated to Human Resources functions in agencies considered to be comparable to Santa Barbara. Cities included in this survey were: Santa Monica, Pasadena, Carlsbad, San Luis Obispo, and Santa Cruz. **Attachment C** provides the detailed survey data.

The number of full time employees in each of these survey agencies was evaluated against the citizen population to derive the ratio of city employees to population in each community. Additionally, the number of full-time employees allocated to the Human Resources function was measured against the number of full-time employees in each City to arrive at the ration of Human Resources employees to city employees. The results of this comparative process are outlined below.

A.   Human Resources Staff-To-Citizen Ratio

Santa Barbara's ratio of full-time employees to citizens is the median of the comparison survey and it has the highest ratio of Human Resources FTE to full-time employees among the survey group. The City of Carlsbad has the highest city employees-to-citizen ratio, with the lowest ratio of Human Resources positions to full-time city employees. The City of Pasadena, the largest agency in this survey group, has the second lowest ratio of city employees to citizens, with a Human Resources staff-to-city employees ratio very similar to the next largest jurisdiction, the City of Carlsbad. The City of Santa Monica has the second highest ratio of Human Resources employees to city employees, a 20% lower ratio than Santa Barbara.

Agency	FTE to Citizen Ratio	HR FTE to City FTE Ratio
City of Carlsbad	1/164	1/61
City of Pasadena	1/65	1/66
City of San Luis Obispo	1/118	1/77
City of Santa Cruz	1/77	1/74
City of Santa Monica	1/44	1/83
City of Santa Barbara	1/88	1/103

While these ratios reflect the relative size of the employee base served by Human Resources in each agency, as well as the relative size of staff allocated to Human Resources functions, the numbers should be evaluated within the context of the structure and range of the Human Resources-related services provided in each city.

For purposes of this comparison, Santa Barbara Human Resources provides a smaller scope of services than the other cities, as all five of the comparison agencies provide labor relations services. In Santa Barbara, the labor relations function resides outside of Human Resources. The cities of Pasadena and San Luis Obispo are also responsible for Risk Management, a program assigned to the Finance Department in Santa Barbara. The Finance Departments in Santa Monica and Santa Cruz also administer the risk management programs for those cities.

B. Human Resources Staff-To-City Employees Ratio

The Human Resources staff-to-city employee ratio in Santa Barbara is the highest ratio in the survey. The cities of Santa Monica and Santa Cruz, because they do not include risk management, provide the most similar range of services (with the exception of labor relations). The City of Santa Monica's population is almost identical to Santa Barbara's, thus, the comparison between Santa Barbara and Santa Monica is meaningful.

The City of Santa Monica also has the Human Resources staff-to-city employee ratio closest to Santa Barbara's ratio. While the programs and services provided by the City of Santa Monica are very similar to those provided by Santa Barbara, the depth and scope of those services are different. For example, in Santa Barbara, Human Resources is a division of the Administrative Services Department, with a substantially smaller complement of employees allocated to provide Human Resources services. Santa Monica Human Resources is allocated 15 more full-time employees than Santa Barbara Human Resources; even accounting for the difference in labor relations responsibilities, this is a significant staffing difference.

The Human Resources function in the City of Carlsbad is also a division of the Administrative Services Department and does not have responsibility for risk management. By population, Carlsbad is a larger city than Santa Barbara (but has approximately 355 fewer city employees) and its risk management responsibilities, like Santa Barbara's, are assigned to the Finance Department. Carlsbad's ratio of HR staff to city employees is 1:61 and Santa Barbara's is 1:103.

C. Similarities And Differences Of Comparative Agencies

Santa Barbara Human Resources is a division of the Administrative Services Department, led by a Manager with 10 staff members responsible for service delivery. Santa Barbara, unlike the five comparison agencies, does not assign its labor relations function to the Human Resources Division. For these reasons, a purely metric comparison between Santa Barbara and the City of Santa Monica is not completely accurate. Adjustments should be made to account for the labor relations difference.

Data collected from the survey agencies indicates that Santa Barbara's volume of requisitions is most similar to the City of Carlsbad; Santa Barbara received 10% more requisitions than Carlsbad. Santa Monica, which is very similar to Santa Barbara, received 137% more requisitions than Santa Barbara. Santa Barbara hired 14% fewer employees than the City of Pasadena and 62% more than the City of Santa Cruz. Pasadena and Santa Cruz provided hiring data for regular and hourly employees as did Santa Barbara. Santa Barbara received 112% fewer applications than Santa Monica and 10% fewer applications than Carlsbad, the two survey agencies most similar to Santa Barbara.

Again, with the exception of Santa Barbara, all comparison cities have their labor relations function assigned to the Human Resources Division or Department. In Santa Barbara, the labor relations function is under the Administrative Services Director and the Director serves as the Chief Negotiator for Santa Barbara.

Much of the work that falls within the scope of Human Resources services is both process-intensive and process-sensitive. Variations in employment processes can have a significant impact on the extent a data comparison has substantive meaning across agencies. For example, a review of the number of recruitment and selection processes undertaken across agencies would not be particularly meaningful without an analysis of process elements, such as the level of job analysis undertaken prior to recruitment; recruitment and outreach processes; application processes (on-line, paper, combination); screening processes (minimum qualifications, full training and experience evaluation); the number of steps in the selection process (written examination, oral interview, performance examination), etc. For this reason, the analysis of metrics comparing Human Resources functions across agencies was limited to a review of relative size and the scope of services provided.

The more reliable and informative data to inform staffing and process decisions is internal to Santa Barbara.

IX.   CONCLUSIONS

Santa Barbara's Human Resources Division is well versed in personnel processes and its customers are, on the whole, satisfied with the services they receive. Human Resources staff members are perceived to be genuine in their desire to deliver quality services. This is a wonderful and commendable accomplishment. Staff members recognized the need for and value of automating routine processes (and greatly reducing the amount of paper filing) to create a capacity for strategic and value-added service delivery to their clients and customers. The following conclusions should be considered in this context; overall Human Resources is doing a very good job. This assessment was commissioned, in large part, to provide Human Resources with recommendations to improve on processes that are already good, and to provide suggestions on how to make these processes great.

In light of the above data and analyses, MRG offers the following conclusions and recommendations to the City of Santa Barbara.

1. The development and maintenance of Human Resources policies needs to be addressed. Appropriately, the responsibility for policy development is assigned to the Human Resources Manager. When the Manager's responsibility for service delivery to client departments is reassigned to an appropriate organizational level, she should have the capacity to fulfill this responsibility. Policy management technology, for example PowerDMS, could be a very effective and efficient tool. Other agencies have used Wiki shareware (a low cost alternative) to automate policies and procedures. A Wiki typically allows users to modify source documents (for example, Wikipedia) and this can be an uncomfortable concept for some organizations. However, tracking features are common, so revisions can be reviewed and verified. Wikis also provide the capability for users to document unusual situations and interpretations (without modifying a policy), thus building institutional knowledge of policy interpretations and practices. Effective policy management will also provide staff with clear guidelines and expectations when learning new duties, eliminate multiple iterations of the same policy (for example, medical leave), and reduce the risk for conflicting directives, confusion, and misapplication.

2. Human Resources should consider adding service delivery capacity and relieving the Human Resources Manager from service delivery responsibilities. This would allow the Manager time to address policy development and management, business process mapping, and other strategic initiatives. One option would be to increase the Administrative Specialist responsibilities so Analysts could delegate routine and predictable service delivery processes, and absorb the Manager's client departments into their current assignments. It may be that, for all the right reasons, Santa Barbara's Human Resources staff was reduced to a level that cannot support a highly strategic approach to service delivery. Certainly, a rigorous search for efficiencies that increase the current staff's capacity is necessary before allocating additional staff.

3. The City of Santa Barbara needs a comprehensive classification and compensation plan, a hallmark of Human Resources best practices. It currently has one classification for every two and one-half employees. This ratio indicates the City's classifications tend to be position-specific and probably inefficient. This profusion of classifications also increases the risk of inequity across classifications. A well-defined classification plan provides a foundation for an effective classification system supporting recruitment and retention, workforce planning, performance management, and career development efforts. An effective

compensation plan would articulate the City's compensation philosophy and ensure that compensation decisions are consistent and equitable.

4. There is a strong desire expressed by Human Resources' clients, leadership, and staff to be more strategic in the delivery of Human Resources services. In order to expand capacity and create time to think, the City should first, maximize Human Resources' current abilities by business process mapping the most complex Human Resources processes (for example medical leaves and ACA requirements for part-time employees) to identify inefficiencies, redundancies, and gaps.

5. Human Resources staff members should have a regular presence in their client departments, including regularly scheduled visits. This will facilitate strong relationships and an understanding of clients' current and future needs, enabling Human Resources staff members to gain a strategic perspective of service delivery.

6. Human Resources performance, as measured by the City's P3 performance program, exceeds most of its objectives. However, the nexus of quantity and quality is likely where excellence can be found. Human Resources should develop qualitative standards, as well as quantitative, to ensure it is not sacrificing quality for quantity.

7. The recruitment and selection processes present multiple opportunities to maximize efficiencies and enrich results. The NeoGov system capabilities should be fully implemented to increase efficiency. Advertising and candidate assessment processes are expedient, but may not provide maximum results. Human Resources should evaluate the extent to which expediency is affecting outcomes that are consistent with client needs and expectations.

8. In order to achieve consistent and desired outcomes in its employee development programs, the City should develop leadership competencies and align curricula to develop those competencies. The effectiveness of employee development programs should be evaluated from an organizational perspective, as well as at the participant level. The leadership competencies would facilitate consistent expectations and assessments of these programs throughout the organization.

9. Human Resources should take a consultative and entrepreneurial approach to the services it offers its client departments. For example, should Human Resources gain expertise in process mapping in its search for efficiencies, it can offer process-mapping services to its client departments. Another high value service Human Resources can offer its clients, once it gains the expertise, is conflict resolution. Many

supervisors and managers are very uncomfortable dealing with conflict, and Human Resources can provide assistance and mentoring to its clients in these difficult circumstances.

X.   ATTACHMENTS

A.   Client Department Customer Satisfaction Survey

B.   New Employee Customer Satisfaction Survey

C.   Comparable Agency Survey

Q1 Which City department do you represent?

Answered: 8   Skipped: 0
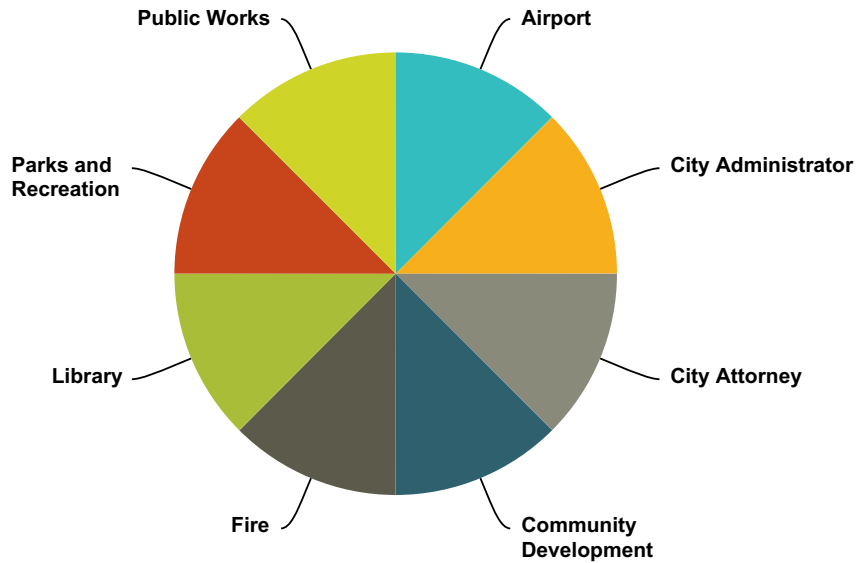
Answer Choices	Responses	
Administrative Services	0.00%	0
Airport	12.50%	1
City Administrator	12.50%	1
City Attorney	12.50%	1
Community Development	12.50%	1
Finance	0.00%	0
Fire	12.50%	1
Library	12.50%	1
Parks and Recreation	12.50%	1
Police	0.00%	0
Public Works	12.50%	1
Waterfront	0.00%	0
Total		**8**

Santa Barbara Human Resources Division Client Department Survey

Q2 How many employees are in your Department?

Answered: 8   Skipped: 0

#	Responses	Date
1	~80	10/30/2015 12:01 PM
2	104	10/27/2015 1:09 PM
3	96 Full time, Up to 200 part-time hourly (Seasonal)	10/22/2015 5:45 PM
4	10	10/21/2015 11:43 AM
5	100+	10/21/2015 7:07 AM
6	295	10/14/2015 2:59 PM
7	55.5 FTE	10/13/2015 3:48 PM
8	12	10/9/2015 8:45 AM

Q3 How often does your Department interact with the Human Resources Division?

Answered: 8   Skipped: 0
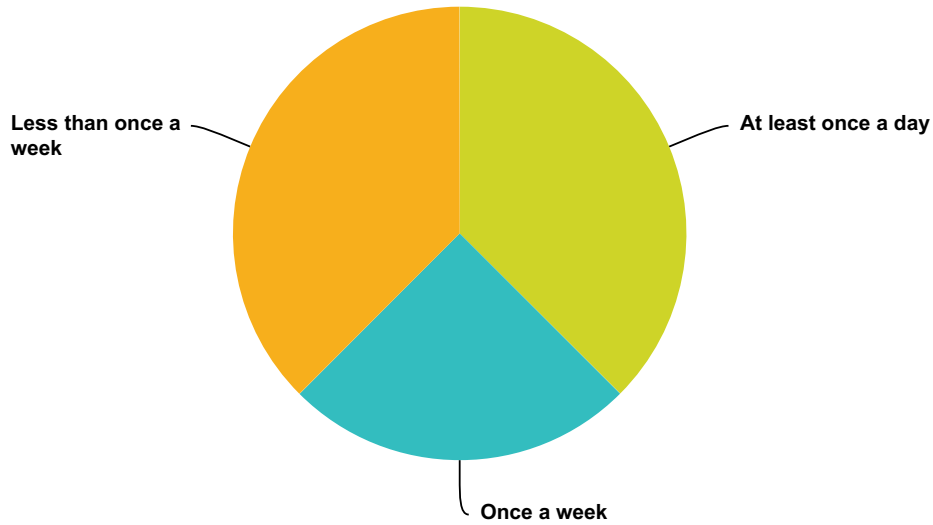
Answer Choices	Responses	
At least once a day	**37.50%**	3
Once a week	**25.00%**	2
Less than once a week	**37.50%**	3
Total		**8**

Q4 Which HR functional area does your department interact with most often?

Answered: 8   Skipped: 0
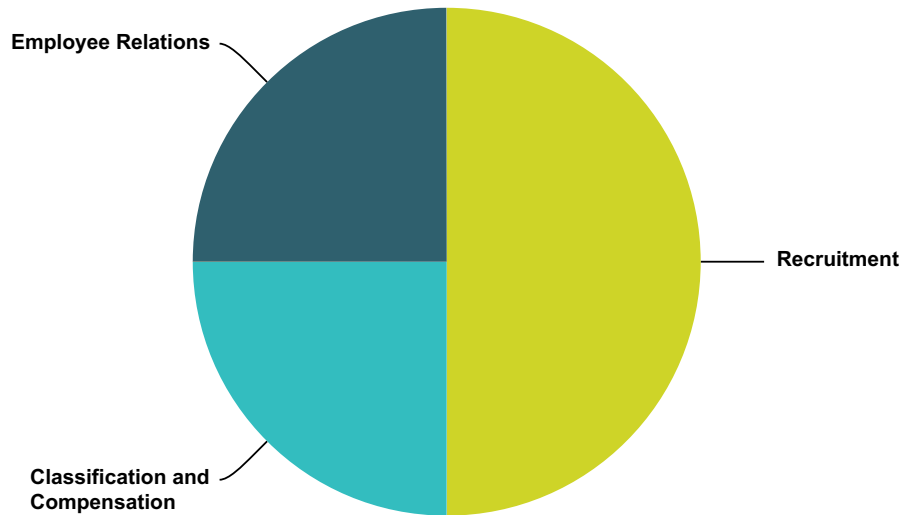
Answer Choices	Responses	
Recruitment	**50.00%**	4
Classification and Compensation	**25.00%**	2
Benefits	**0.00%**	0
Training	**0.00%**	0
Employee Relations	**25.00%**	2
Total		**8**

Q5 How would you rate the Recruitment function of the Human Resources Division considering the total process from announcing a position opening to the selection of the candidate?

Answered: 8   Skipped: 0

	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
	0.00% 0	**37.50%** 3	**25.00%** 2	**25.00%** 2	**12.50%** 1	8	2.88

#	Please provide an example:	Date
1	`Opportunity` Recruitment of quality candidates to the City is challenging due to location and cost of living. In addition, many recruitments occur city-wide simultaneously. Both of these factors affect the pace at which recruitments move, which can be--but is not always--slow.	10/30/2015 12:01 PM
2	`Opportunity` Staffing shortages have hit them hard. When we have support it is good. But they are buried.	10/27/2015 1:09 PM
3	`Opportunity` The recruitment process is one that often feels cumbersome and as if the unit is acting alone. HR is there to answer questions, but it would be advantageous to the whole organization if they played a bigger role in facilitating. They are the professionals in this area and they should help departments adapt to 21st century recruiting methods, suggest ways to promote positions and help craft the best possible interview questions.	10/21/2015 7:07 AM
4	`Opportunity` Timing is very variable. Sometimes it's prompt sometimes it's very slow. Department doesn't know what the screening process and criteria will be and it is inconsistent. HR has argued to have employees that the department doesn't think qualifies added to the list and vice versa. At time HR goes around the hiring manager directly to the Department Head which is not well received by the hiring manager. Don't always provide clear responses regarding the basis of direction - whether something is required, just advice, policy, mandatory, discretionary etc..	10/14/2015 2:59 PM
5	`Strength` Very good coordination on Hourly employees ▮▮▮▮ - good support	10/13/2015 3:48 PM

Q6 How would you rate the Classification and Compensation function of the Human Resources Division?

Answered: 8   Skipped: 0
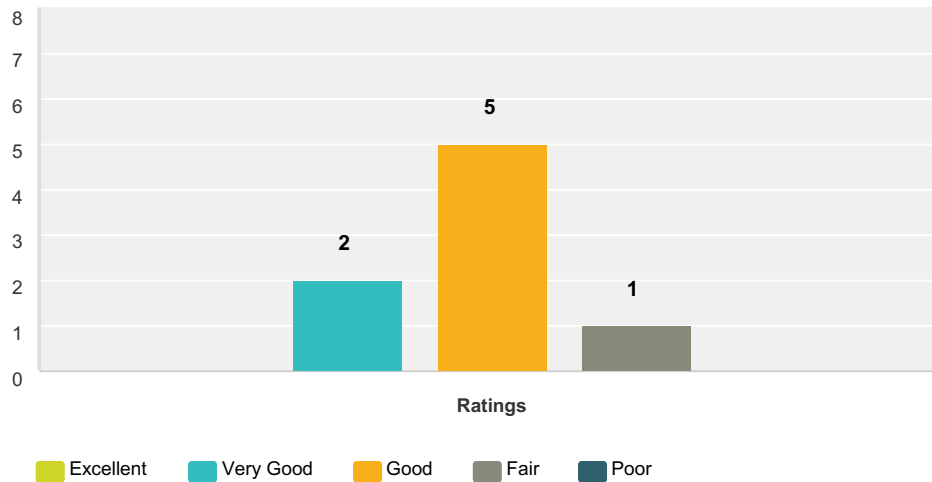
	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	**0.00%** 0	**25.00%** 2	**62.50%** 5	**12.50%** 1	**0.00%** 0	8	3.13

#	Please provide an example:	Date
1	**Strength** Better than average support is provided by HR staff. Direction is clear and concise.	10/30/2015 12:01 PM
2	We have very little interaction with the department in this area.	10/21/2015 7:07 AM
3	**Opportunity** It seems to take a long time. Classification evaluation needs to include input from the supervisor, not just the employee performing the function. We are facing increasing compaction between jobs. Salaries are not very competitive. Comparing the City with other agencies in the region where housing is cheaper is a problem. The comparables used are not our competition. ▓▓▓▓▓▓▓▓ ▓▓▓▓▓▓ The end result of some of the reclassification support the department needs, but the process feels more like a need to argue or justify the reclass than to evaluate department needs. The change to consult with the Department on proposed outcomes of reclass requests prior to finalizing them is a good change.	10/14/2015 2:59 PM
4	**Opportunity** I think HR is fair but restricted -	10/13/2015 3:48 PM

Q7 How would you rate the Benefits function of the Human Resources Division?

Answered: 8   Skipped: 0
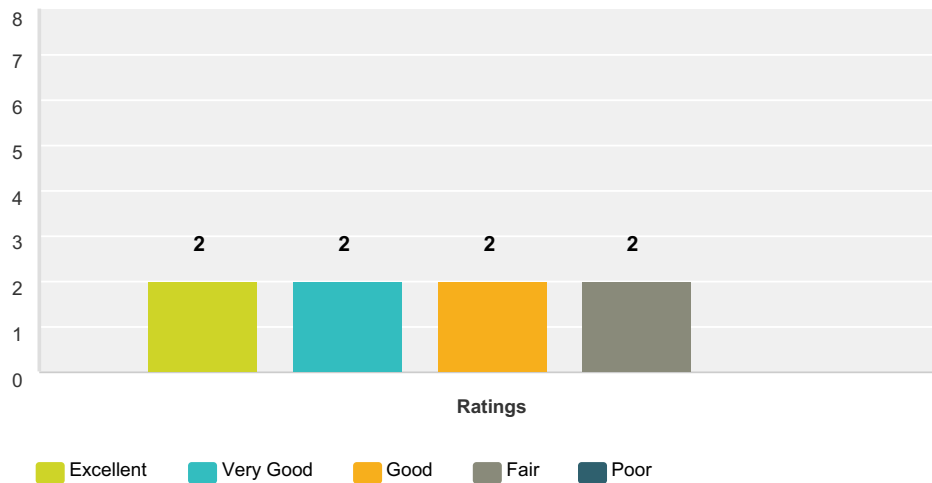
	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	**25.00%** 2	**25.00%** 2	**25.00%** 2	**25.00%** 2	**0.00%** 0	8	3.50

#	Please provide an example:	Date
1	`Opportunity` `Strength` This reflects benefits in general, not staff. There is far too much jargon and fine print for the average person to understand, and the health care offerings in Santa Barbara are very limited and expensive compared to other regions. Staff, however, is excellent, and they do their best to help people make sense of the madness. I would score staff Very Good.	10/30/2015 12:01 PM
2	`Opportunity` Employees call regularly, they don't get called back. Things that are asked get forgotten and not answered. An employee with a major health issue found good support - probably not excellent but fine. Took 4 years to get the HSA program. Benefits has done well with supporting employees with FMLA They support new employees well. They are very good at supporting employee groups when there is a loss in a workgroup. There is lots of room for more outreach to employees as discussed below: I think they could provide more education and analytical support for the decisions around health insurance particularly the HSA Also, opportunity more support to employees understanding the need for a special power of attorney for PERs and counselling people to have this in place to protect their families and benefits. Don't hold meetings in Council Chambers - it's too uncomfortable. Use Gebhard or Fire Station 1	10/14/2015 2:59 PM

Q8 How would you rate the Training function of the Human Resources Division?

Answered: 8   Skipped: 0
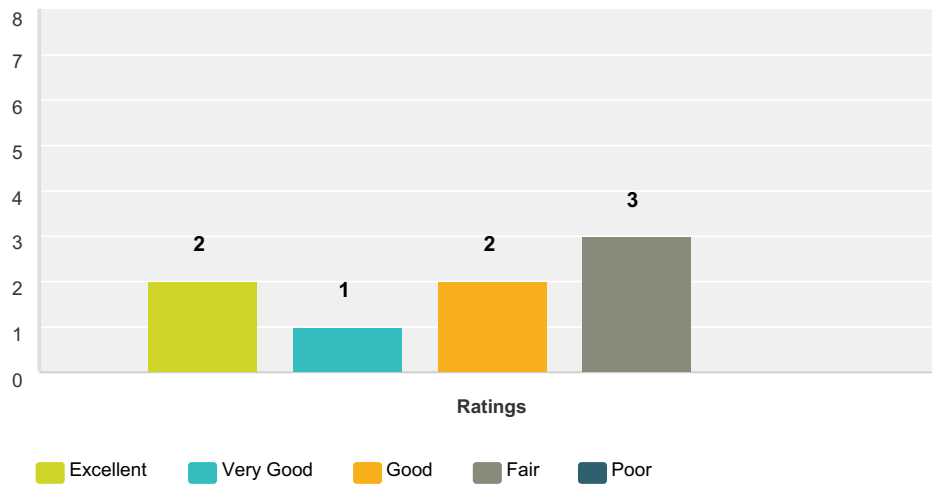
	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	**25.00%** 2	**12.50%** 1	**25.00%** 2	**37.50%** 3	**0.00%** 0	8	3.25

#	Please provide an example:	Date
1	**Strength** Opportunities and content are the best I've seen anywhere over my career. A+	10/30/2015 12:01 PM
2	**Opportunity** The City as a whole provides a vast assortment of training opportunities. This department has suggested training topics that are critical to its function but nothing has been developed.	10/21/2015 7:07 AM
3	**Opportunity** The leap training program is good. The notices for training are sometimes very late and do not allow time for scheduling. There should be more firstline supervision training (supervisor's institute - 3 day training). Handouts and recordings should be available from trainings for those who can not attend. Make recordings easily available on Moss. Need drug and alcohol training. We've had issues and don't feel like we have a clear path to address them.	10/14/2015 2:59 PM

Q9 How would you rate the Employee Relations (performance appraisal, corrective and disciplinary actions) function of the Human Resources Division?

Answered: 8   Skipped: 0
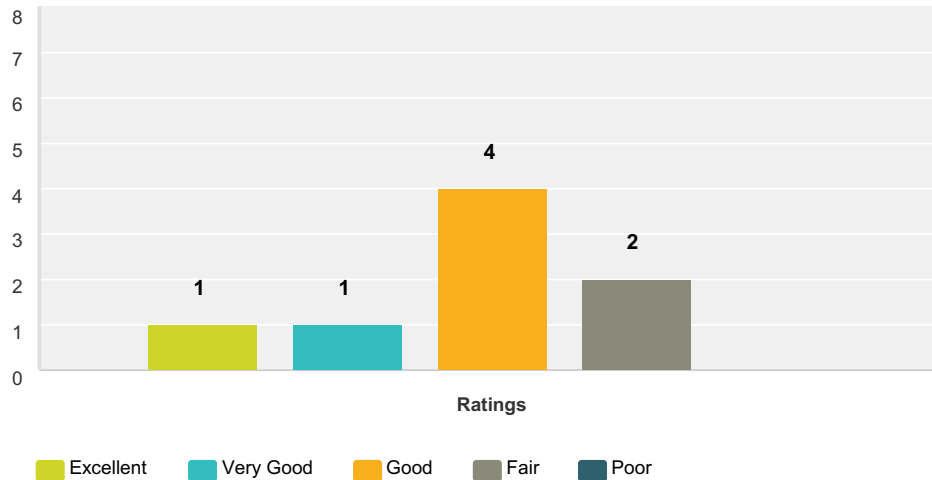
	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	12.50% 1	12.50% 1	50.00% 4	25.00% 2	0.00% 0	8	3.13

#	Please provide an example:	Date
1	**Strength** Again, support at critical times is always there and is clear and concise.	10/30/2015 12:01 PM
2	**Opportunity** There is a discipline checklist and the HR staff readily answer questions related to disciplinary actions. Again, it would be advantageous to have regular trainings that facilitate real life scenarios that staff tackle.	10/21/2015 7:07 AM
3	**Opportunity** Feedback from Management staff ranged from good to poor. It seems that HR is overloaded and overworked as a result it seems that sometimes HR is very slow. Don't get feedback on where we stand with employees on on-going issues. Unless an employee engages in acutely bad behvior, HR is very reluctant to process employees for termination due to chronic poor performance. HR offers good support in writing disciplinary documents.	10/14/2015 2:59 PM
4	**Opportunity** Communication regarding some employee matters required several calls to follow up.	10/13/2015 3:48 PM

Q10 The Human Resources Division provides sufficient on-line and/or hard copy resources to assist my department with personnel related matters.

Answered: 8   Skipped: 0
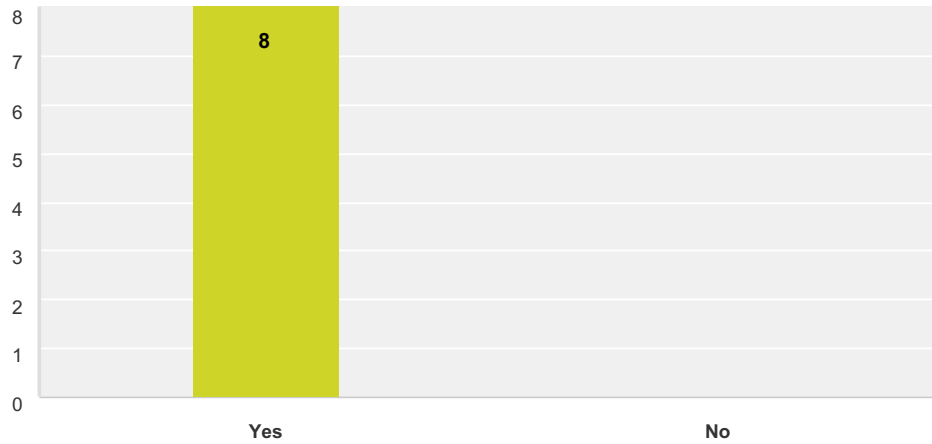
Answer Choices	Responses	
Yes	**100.00%**	8
No	**0.00%**	0
Total		**8**

Q11 What additional resources should the Human Resources Division provide on-line or in hard copy to assist your department with personnel related matters?

Answered: 3   Skipped: 5

#	Responses	Date
1	**Opportunity** Better training for new supervisors.	10/27/2015 1:09 PM
2	**Opportunity** A full description of the recruitment process and areas where HR will help. Videos with role playing of real life conflict management.	10/21/2015 7:07 AM
3	**Opportunity** Resources are not always up to date. No one document with a comprehensive compilation of policies. Due to lack of organization of documents it is difficult to find what you are looking for.	10/14/2015 2:59 PM

Q12 Do you consider the Human Resources Division an enforcer or a problem solver?

Answered: 7   Skipped: 1
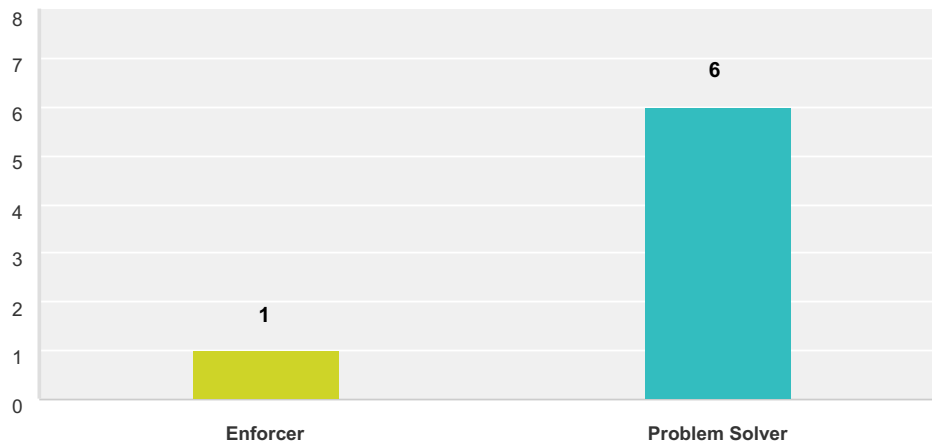
Answer Choices		Responses	
Enforcer		**14.29%**	1
Problem Solver		**85.71%**	6
Total			**7**

#	Please provide an example:	Date
1	**Strength** Both, actually. Sometimes employees must be disciplined. Other times coached, and HR helps us see when to focus on what.	10/30/2015 12:01 PM
2	**Strength** Helpful with our, admittedly few, disciplinary.	10/27/2015 1:09 PM
3	**Opportunity** We don't feel the fall clearly into either classification. It's hard to get them to make a decision. Decisons seem to be made to minimize HR involvement/workload than to resolve a problem.	10/14/2015 2:59 PM
4	**Strength** Really a little of both	10/13/2015 3:48 PM

Q13 Do you consider the Human Resources Division a partner in helping manage your Department personnel functions?

Answered: 7   Skipped: 1
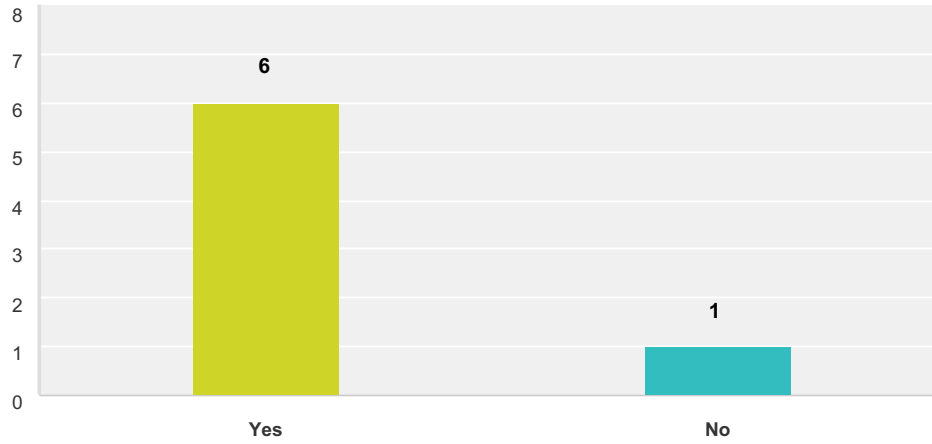
Answer Choices	Responses	
Yes	**85.71%**	6
No	**14.29%**	1
Total		**7**

Q14 Do you or would you seek the assistance of the Human Resources Division in a matter that is strategic and goes beyond the traditional transactional functions of the Department?

Answered: 8   Skipped: 0
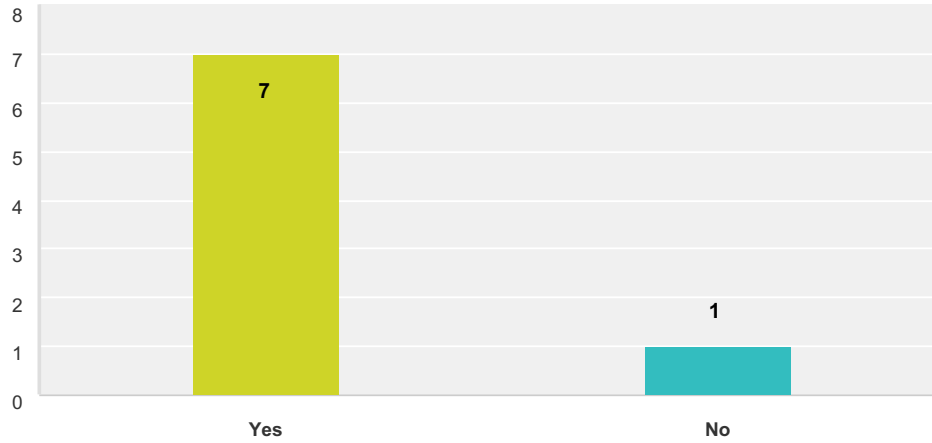
Answer Choices	Responses	
Yes	**87.50%**	7
No	**12.50%**	1
Total		**8**

Q15 Do you have any general thoughts on how the Human Resources Division may be able to continue to improve?

Answered: 4   Skipped: 4

#	Responses	Date
1	`Strength` Under Kristy's and Susie's leadership, I see improved attitudes and customer service, and I think all HR staff genuinely want to help us succeed as departments and as an organization.	10/30/2015 12:01 PM
2	`Opportunity` Reorganize priorities now that they are fully staffed.	10/27/2015 1:09 PM
3	`Opportunity` Be more proactive and less reactive.	10/21/2015 7:07 AM
4	`Opportunity` Provide greater support to supervisors in the progressive discipline process for line employees. They should do more of a business case analysis of risk -sometimes paying out a poor performing employee is the best outcome for the organization. Would like to see a mindset change that our employees are generally good. This would help them partner with us better. It would be good for HR to train themselve and see what other agencies are doing. We've been doing the same thing the same way for a long time. We appreciate that HR is undertaking this effort.	10/14/2015 2:59 PM

Santa Barbara Recently Hired Employee Survey

Q1 When was your first day with the City of Santa Barbara?

Answered: 90   Skipped: 0
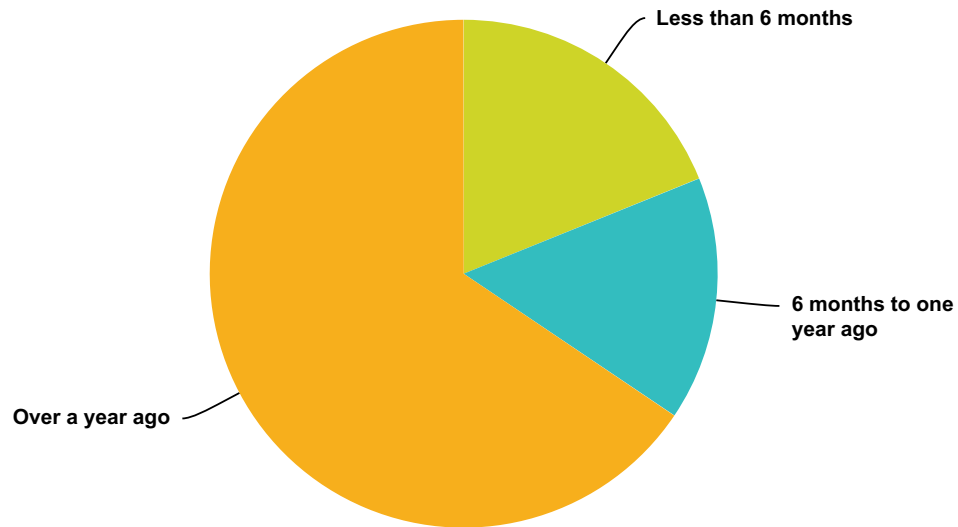
Answer Choices	Responses	
Less than 6 months	**18.89%**	17
6 months to one year ago	**15.56%**	14
Over a year ago	**65.56%**	59
Total		**90**

Q2 Which department do you work for?

Answered: 90 Skipped: 0
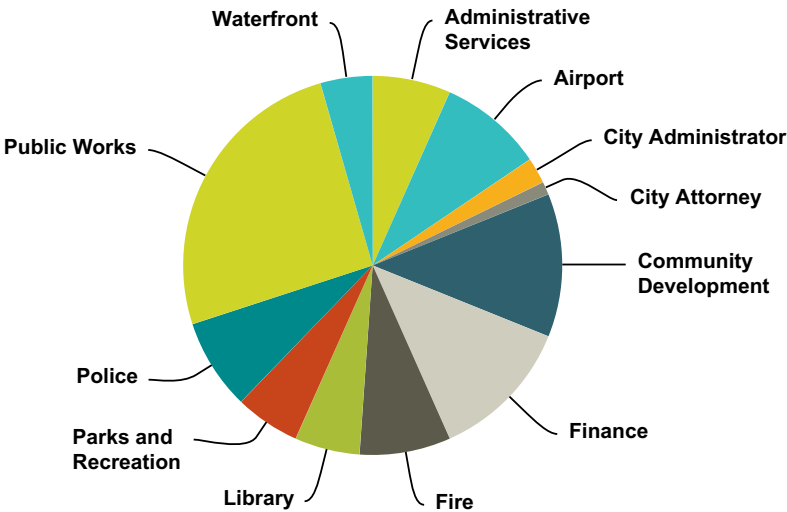
Answer Choices	Responses	
Administrative Services	6.67%	6
Airport	8.89%	8
City Administrator	2.22%	2
City Attorney	1.11%	1
Community Development	12.22%	11
Finance	12.22%	11
Fire	7.78%	7
Library	5.56%	5
Parks and Recreation	5.56%	5
Police	7.78%	7
Public Works	25.56%	23
Waterfront	4.44%	4
Total		**90**

Q3 Is this your first job in the public sector (government or education)?

Answered: 89   Skipped: 1
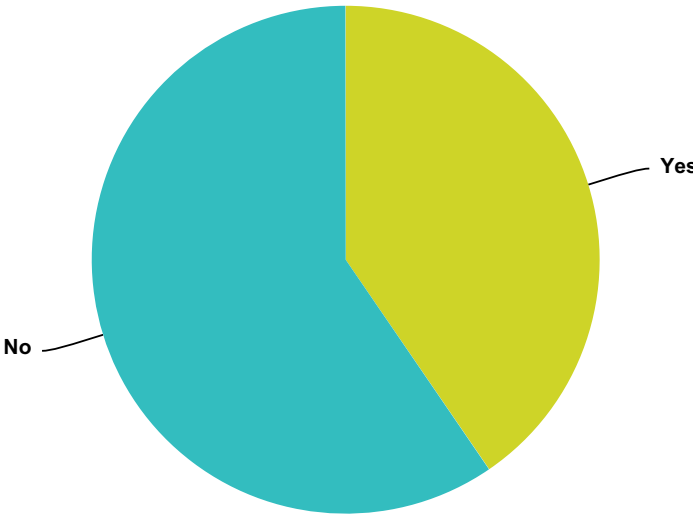
Answer Choices	Responses	
Yes	40.45%	36
No	59.55%	53
Total		89

Q4 If this is your first job in the public sector, where has most of your experience been?

Answered: 56   Skipped: 34

I have no prior experience

With a non-profit organization

With a business or company
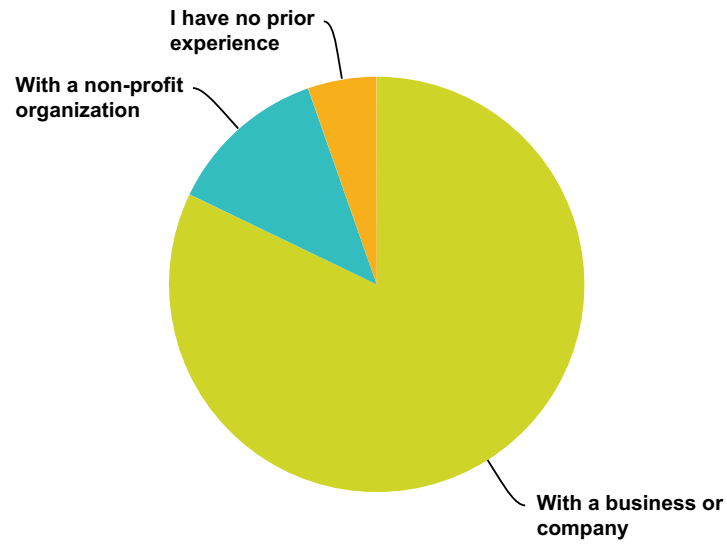
Answer Choices	Responses	
With a business or company	**82.14%**	46
With a non-profit organization	**12.50%**	7
I have no prior experience	**5.36%**	3
Total		**56**

Q5 How did you discover that the City was hiring for your position?

Answered: 90   Skipped: 0
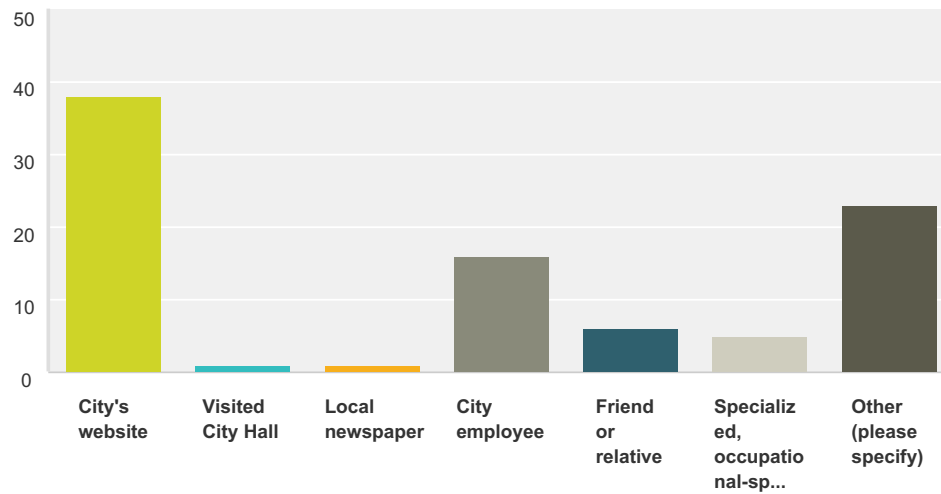
Answer Choices	Responses	
City's website	**42.22%**	38
Visited City Hall	**1.11%**	1
Local newspaper	**1.11%**	1
City employee	**17.78%**	16
Friend or relative	**6.67%**	6
Specialized, occupational-specific advertising such as professional organization or journal	**5.56%**	5
Other (please specify)	**25.56%**	23
Total		**90**

#	Other (please specify)	Date
1	Channel 18	10/22/2015 12:25 PM
2	UCSB Environmental Studies Program listserv	10/22/2015 10:47 AM
3	Flyer posted at my previous job site.	10/21/2015 9:32 AM
4	governmentjobs.com	10/21/2015 8:49 AM
5	notification email from NeoGov	10/20/2015 3:50 PM
6	Staffing Agency	10/20/2015 1:35 PM
7	Gov jobs	10/20/2015 1:09 PM
8	job search	10/20/2015 10:49 AM
9	Internet	10/19/2015 9:37 AM
10	Calif. League of Cities website	10/14/2015 4:00 PM
11	Engineering Jobs website	10/14/2015 10:24 AM
12	cprs.org	10/14/2015 9:52 AM

13	college resource specialist	10/14/2015 5:58 AM
14	governmentjobs.com	10/13/2015 5:17 PM
15	Governmentjobs.com	10/13/2015 8:46 AM
16	Recruiter	10/13/2015 8:33 AM
17	governmentjobs.com	10/13/2015 7:56 AM
18	governmentjobs.com	10/13/2015 7:13 AM
19	Previous Co-worker	10/12/2015 4:33 PM
20	Recruiting firm	10/12/2015 3:58 PM
21	indeed.com	10/12/2015 3:56 PM
22	Indeed	10/12/2015 3:48 PM
23	Joined the email list (website)	10/12/2015 3:45 PM

Q6 When you first thought about applying for your current position, the information provided by the City about the position was:

Answered: 90   Skipped: 0

Legend: Excellent · Very Good · Good · Fair · Poor
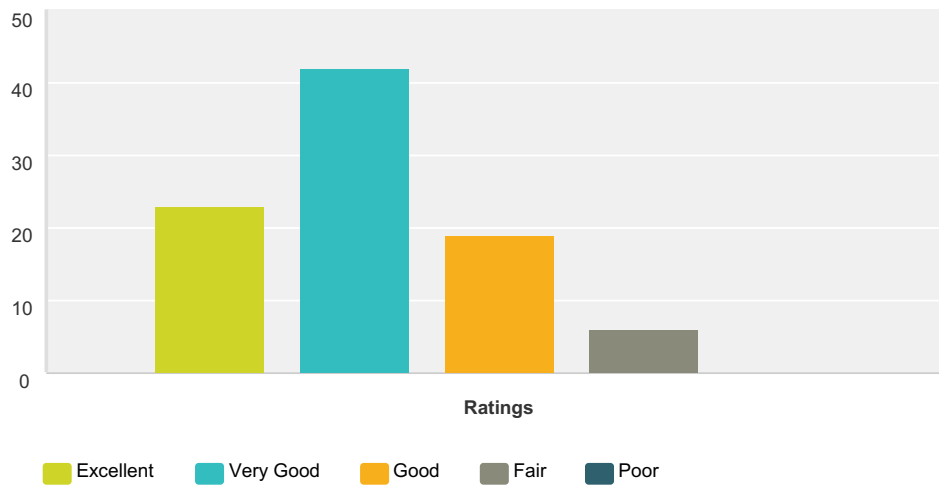
	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	25.56% 23	46.67% 42	21.11% 19	6.67% 6	0.00% 0	90	3.91

#	Please provide an example:	Date
1	**Strength** Department had an orientation	10/26/2015 3:39 PM
2	**Strength** the job description, pay, benefit and retirment packages were all fully explained. It was easy to visualize one's self either being in that position with their experience and life needs or not.	10/22/2015 2:35 PM
3	**Opportunity** Actual job duties were not described	10/22/2015 1:55 PM
4	**Strength** The job description was thorough.	10/22/2015 8:20 AM
5	**Strength** Posted in detail about the process and timeline of events	10/22/2015 7:52 AM
6	**Strength** Finding jobs available was easy compared to other cities that dont even have links fo the positions that are available.	10/22/2015 6:50 AM
7	**Strength** The City gave very clear expectations of what my job duties were to be.	10/21/2015 9:32 AM
8	**Strength** All relevant information about the job was presented	10/21/2015 8:49 AM
9	**Opportunity** The job description seemed dated.	10/21/2015 8:46 AM
10	**Strength** City Webpage made it easy to get the information on the Position Open. Once they were accepting applications it was easy to apply online.	10/20/2015 8:49 PM
11	**Strength** The job description provided information on salary range, job duties, employment qualifications, and the selection process.	10/20/2015 5:22 PM
12	**Strength** The job requirements and supplemental questions made it very clear what the city was looking for.	10/20/2015 3:50 PM
13	**Strength** Duties and qualifications were clearly lined out.	10/20/2015 1:35 PM
14	**Strength** The job posting provided a good description of the job.	10/20/2015 10:18 AM

15	**Strength** I thought the information provided about my specific position was quite specific given what a was expecting - that it would just be a generic description. I remember looking through the tasks listed thinking I could easily manage them.	10/19/2015 5:12 PM
16	**Strength** The job description and requirements for the position was clear and concise.	10/19/2015 9:37 AM
17	**Strength** All job aspects/skills required/tasks/duties were explained to me before I was hired	10/19/2015 9:36 AM
18	**Strength** The job description was accurate	10/19/2015 8:48 AM
19	**Opportunity** The city's website does not provide as much information on department recruiting as Ventura County, Culver City, LA City, and several others	10/17/2015 6:33 AM
20	**Strength** Requirements for position were very clearly spelled out.	10/16/2015 7:00 PM
21	**Strength** The position description is relatively similar to actually working in the position.	10/15/2015 6:33 PM
22	**Strength** job despcrition was informative and application process was simply put	10/15/2015 4:05 PM
23	**Strength** The job description was clear and accurate and I was asked to read a project proposal and give feedback as part of the application process.	10/14/2015 4:36 PM
24	**Strength** Brochure was attractive and informative	10/14/2015 4:00 PM
25	**Strength** The description of the job was specific and accurate	10/14/2015 1:52 PM
26	**Strength** The city flyers and human resources have lots of information	10/14/2015 10:39 AM
27	**Opportunity** I thought the information was too general and could have been more specific to the division I was applying instead of just a blanket Project Engineer I/II description.	10/14/2015 10:24 AM
28	**Strength** Detailed job description and responsibilities. It was not a "canned" job description.	10/14/2015 9:52 AM
29	**Strength** Information was provided on the City's website about job description, salary and benefits.	10/14/2015 9:03 AM
30	**Strength** Very descriptive	10/14/2015 8:24 AM
31	**Strength** On the City website under Emplyment Opportunities, there was all the information about the position and the head of the department was very helpful with info.	10/14/2015 7:34 AM
32	**Strength** all the basic information was provided	10/14/2015 7:14 AM
33	**Strength** Explained, generally, what the tasks associated with the position were/are.	10/14/2015 6:56 AM
34	**Opportunity** Was for Admin Specialist, so was very generic.	10/14/2015 5:58 AM
35	**Opportunity** The department was very specific in describing the position. The term "Project Engineer" is too broad and needs to be detailed by section.	10/13/2015 5:17 PM
36	**Strength** A good overview of the position.	10/13/2015 10:30 AM
37	**Strength** Job description was very detailed along with the summary of benefits.	10/13/2015 8:46 AM
38	**Strength** The job description was pretty much right on the money as far as what I have experienced so far.	10/13/2015 7:56 AM
39	**Strength** Description of the position. pay scale. What is required to apply. What's exoected	10/12/2015 5:43 PM
40	**Strength** The job description was detailed.	10/12/2015 5:21 PM
41	**Strength** The job description was very complete.	10/12/2015 4:44 PM
42	**Strength** online and professional	10/12/2015 4:26 PM
43	**Strength** the job description on the website was very accurate	10/12/2015 4:22 PM
44	**Opportunity** The job description gave typical duties, but you could tell most of it was boiler plate. It wasn't until the last third of the description that you could tell it was tailored to the hiring division.	10/12/2015 4:08 PM
45	**Strength** Description of the city Overview of position - responsibilities, etc.	10/12/2015 3:58 PM
46	**Strength** Very detailed	10/12/2015 3:56 PM
47	**Strength** The job discription had a detailed list of job duties and information on location, and salary.	10/12/2015 3:55 PM
48	**Opportunity** I was applying for a Administrative Specialist. There was apparently many departments that were hiring Administrative Specialists, so I wasn't sure to which department I was applying.	10/12/2015 3:52 PM
49	**Strength** The job posting clearly stated all the responsibilities of the position and what was expected.	10/12/2015 3:49 PM

50	**Opportunity** Boiler plate job description. Did not accurately describe the position.	10/12/2015 3:49 PM

Q7 When you first applied for your current position, The City's application process was:

Answered: 90   Skipped: 0
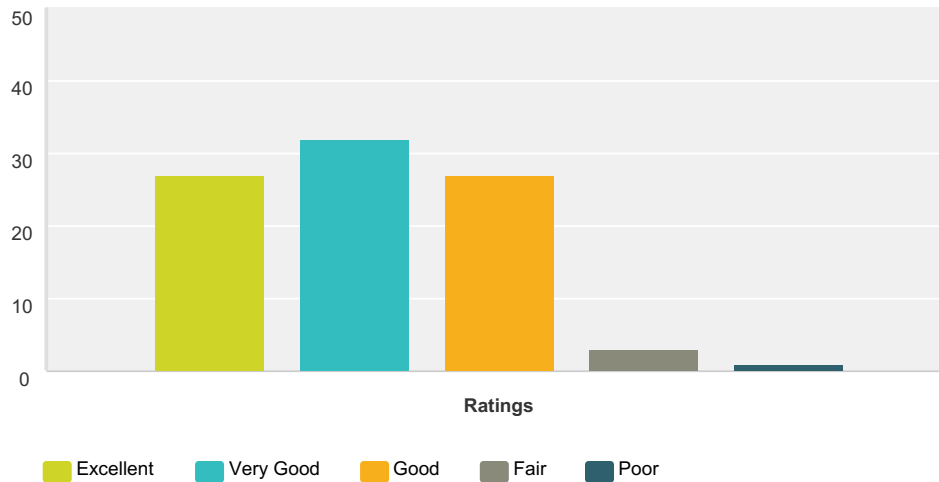
	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	**30.00%** 27	**35.56%** 32	**30.00%** 27	**3.33%** 3	**1.11%** 1	90	3.90

#	Please provide an example:	Date
1	Strength I love Neogov! It makes applying easy.	10/27/2015 2:18 PM
2	Strength Organized and informative	10/26/2015 3:39 PM
3	Strength I heard back within three days from HR accepting my application and moving it to the department. Then the department called within two weeks of that date to schedule an interview. Everything was professional but still personal.	10/22/2015 2:35 PM
4	Opportunity I didn't hear back for 5 months	10/22/2015 1:55 PM
5	Strength The application was quite straight-forward and easy to access.	10/22/2015 12:25 PM
6	Strength I was applying for a temporary hourly position, so the applicaiton process was very simple.	10/22/2015 10:47 AM
7	Opportunity I had no issues, but the process was lengthy. The job posting closed in April, and I wasn't called for an interview until August. I assumed that the position had been filled.	10/22/2015 8:20 AM
8	Strength It was quick, I got responses withing two weeks.	10/22/2015 6:50 AM
9	Strength Online application was very user friendly, and supplemental questions were concise.	10/21/2015 9:32 AM
10	Strength Easy and user friendly to apply.	10/20/2015 8:49 PM
11	Strength The HR department contacted me in less than two weeks to arrange for me to participate in the testing process.	10/20/2015 5:22 PM
12	Opportunity The online application allows for upload of resume and cover letter. It should also allow for upload of letters of reference.	10/20/2015 3:50 PM
13	Opportunity It took a very long time. Even though I had a very good test score and I was acting in the position for months, I did not have one of the top 10 scores and was not on the interview list.	10/20/2015 2:06 PM

14	Strength I called HR to ask if I'd be able to take the exam a couple days after it was given since the closing on my home in another state prevented me from being in SB on time. Graciela Reynoso was kind enough to allow me to take the exam upon my arrival a couple days later. Eric, Yessenia and Graciela treated me with respect and I felt like they cared before I even got here.	10/20/2015 10:18 AM
15	Strength Is this referring to the ONLINE application? If so, it was fine. Relatively smooth.	10/19/2015 5:12 PM
16	Strength The information provided to me for the application and testing process was clear, timely and concise.	10/19/2015 9:37 AM
17	Strength I was informed of the length of time it would take to go through the process and it was accurate information.	10/19/2015 9:36 AM
18	Strength It was easy to file the online application and supplemental questionnaire	10/19/2015 8:48 AM
19	Strength Much easier process then other cities.	10/17/2015 6:33 AM
20	Strength Application moved swiftly through channels.	10/16/2015 7:00 PM
21	Opportunity A little daunting and tedious.	10/15/2015 6:33 PM
22	Strength efficient	10/15/2015 4:05 PM
23	Opportunity I was able to fill out the application online. The signature requirement was surprising. Had I not had access to a scanner at home, I would have been frustrated.	10/14/2015 4:36 PM
24	Strength I was only required to submit a resume and cover letter. Doesn't get much better than that.	10/14/2015 4:00 PM
25	Opportunity The online application process help. Supplemental questions were rather extensive.	10/14/2015 1:52 PM
26	Strength I thought the online application process was very efficient and easy	10/14/2015 10:24 AM
27	Strength Standard application process	10/14/2015 9:52 AM
28	Strength The city clearly stated ahead of time what was required to apply and what may be needed if I was being considered for the position. There were no surprises.	10/14/2015 9:03 AM
29	Opportunity Initially process was slow in contacting me about interview process.	10/14/2015 8:24 AM
30	Strength The online application process was easy.	10/14/2015 7:34 AM
31	Strength all the basic information was provided	10/14/2015 7:14 AM
32	Strength Format allowed for download of resume to fill-in questions, as well as give adequate space available for add'l text.	10/14/2015 6:56 AM
33	Strength Very timely	10/13/2015 5:17 PM
34	Strength position was already filled with a current employee was called back when there was a second position open about a month later	10/13/2015 11:02 AM
35	Strength Good use of supplementary questions to determine fit and experience.	10/13/2015 10:30 AM
36	Strength The communication provided throughout the process was personal and informative. They relayed their timelines (and abided by them) and the entire process was very smooth.	10/13/2015 8:46 AM
37	Strength the application proccess was very simple since the NEOGOV or governmentjobs.com web sie allows you to save a resume profile. All taht was needed was for me to update my profile and fill out the supplemental questions.	10/13/2015 7:56 AM
38	Strength Within a few days of applying for my current position, the HR department sent me an email requesting me to schedule an appointment for a written test.	10/12/2015 5:21 PM
39	Opportunity The application website could be made easier to navigate.	10/12/2015 4:44 PM
40	Strength online and professional	10/12/2015 4:26 PM
41	Opportunity I did not check excellent because it was a very long process	10/12/2015 4:22 PM
42	Strength Clear, easy to fill out.	10/12/2015 4:08 PM
43	Strength The process was simple to follow go to the website complete your profile and submit application.	10/12/2015 3:55 PM
44	Opportunity Application was easy, again, not knowing which department that I was applying to was confusing.	10/12/2015 3:52 PM
45	Strength I applied online after establishing an account. The process was pretty straightforward.	10/12/2015 3:49 PM

Q8 After you applied for your current position, The City's testing and/or interview process was:

Answered: 89   Skipped: 1

Ratings

- Excellent
- Very Good
- Good
- Fair
- Poor
- I was never tested or interviewed
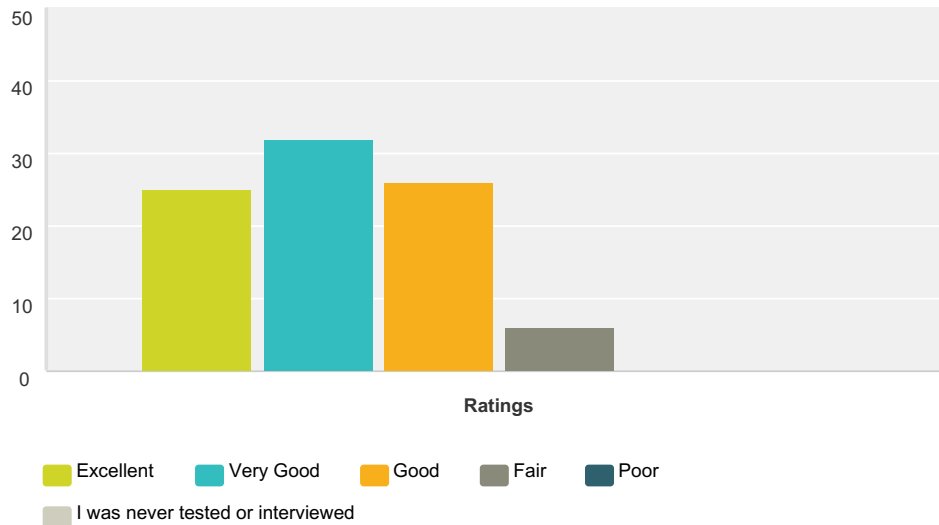
	Excellent	Very Good	Good	Fair	Poor	I was never tested or interviewed	Total	Weighted Average
Ratings	**28.09%** 25	**35.96%** 32	**29.21%** 26	**6.74%** 6	**0.00%** 0	**0.00%** 0	89	3.85

#	Please provide an example:	Date
1	**Strength** Nice panels and nice interviewers, that also provided me with ideas about the jobs as well as interviewing me.	10/27/2015 2:18 PM
2	**Strength** Fair and thought out	10/26/2015 3:39 PM
3	**Opportunity** With tree climbing and work related jobs I feel it is a serious draw back to not observe or test the persons actual ability to do the task assigned rather than just verbally ask them about it. At the same time, it was fair and I could tell they were testing for the job and certifications that they needed.	10/22/2015 2:35 PM
4	**Strength** Good questions, Good test	10/22/2015 1:55 PM
5	**Opportunity** I feel I could have been processed faster.	10/22/2015 12:25 PM
6	**Strength** Simple and straightforward. I was applying for a temporary hourly position, so there was no test and only one interview.	10/22/2015 10:47 AM
7	**Strength** I was out of state, and they made it possible to interview via Skype. I appreciated that they were willing to accommodate me.	10/22/2015 8:20 AM
8	**Opportunity** The questions for the interview are general, you can maybe have one of the personnel on the panel come up with some questions of their own to make it a bit more competitive. As for the test it was quite challenging, it was fun.	10/22/2015 6:50 AM
9	**Strength** I was not tested, but the interview process was fairly easy, and the panel was great about sharing the process and any timeline information they had.	10/21/2015 9:32 AM
10	**Opportunity** Whe had to go through several interview panels.	10/20/2015 8:49 PM
11	**Strength** After taking the exam to assess skill level, I was notified of my results in a very reasonable amount of time. The executive assistant who arranged for me to interview was great!	10/20/2015 5:22 PM
12	**Strength** This was conducted by the CAOs office. The process was thorough, including writing samples and sample analyses.	10/20/2015 3:50 PM

Santa Barbara Recently Hired Employee Survey

13	**Opportunity** I didn't feel that the test I took was relevant enough to the position; many of the questions were too general, out dated and the test seemed unbalanced-too many of one topic, not enough of another.	10/20/2015 10:18 AM
14	**Opportunity** In retrospect the testing portion was not important. I was very nervous about it - and for good reason - it was quite difficult. I guess I passed though, because I landed the job. Would have been nice to know what my score was (I was never told). I guess they use it as a tool to weed people out? The interview process was to be expected though one of the interviewees seemed to take great pleasure in asking very difficult interview questions that I now realized have zero bearing or import on my acutal job. Just a power trip? Not sure. But I certainly remember it. Needlessly aggressive. I interviewed with 4 different people. Did it need to be that many? How many opinions are needed when hiring someone new?	10/19/2015 5:12 PM
15	**Strength** I was directed to an easily accessible location, provided with a comfortable testing situation and treated in a fair and equitable manner.	10/19/2015 9:37 AM
16	**Strength** I was asked questions that pertained to the job, I answered those questions to the best of my ability and was selected for the position	10/19/2015 9:36 AM
17	**Strength** The interview was short and the questions seemed to relate to the position well	10/19/2015 8:48 AM
18	**Strength** Interviewers very friendly and personable.	10/16/2015 7:00 PM
19	**Strength** The interviewing and testing moved along swiftly.	10/15/2015 6:33 PM
20	**Strength** very professional	10/15/2015 4:05 PM
21	**Strength** quick and painless	10/15/2015 12:55 PM
22	**Strength** I was able to provide a phone interview for my first interview because I was out of town for the holidays. I really appreciated the City's flexibility in providing that opportunity.	10/14/2015 4:36 PM
23	**Strength** 1. Communication with staff (Jen Jennings and Barbara Barker) was excellent. 2. Interview panel was representative of the City organization, the community and other governmental agencies.	10/14/2015 4:00 PM
24	**Opportunity** Generally good interview questions and still room for conversation and questions. However a few of the questions were not very relevant. For example, I was asked what animal I would be. I'm not sure how that helped them assess me. A better question would have been "how do your friends describe you."	10/14/2015 1:52 PM
25	**Strength** There were multiple interviews for my position so it was very thorough	10/14/2015 10:39 AM
26	**Strength** The interview was very relevant and allowed me to show a past AutoCAD project	10/14/2015 10:24 AM
27	**Strength** They did their due diligence to ensure that the person hired not only was qualified but was also a good fit for the organization. They were not looking to get a body to relieve a work load.	10/14/2015 9:52 AM
28	**Opportunity** I did have to make separate trips to fulfill the requirements for interviewing, physical exam and background check. If the background check and physical exam could be scheduled on the same day it would be helpful.	10/14/2015 9:03 AM
29	**Strength** There were two intensive interviews with a panel of people. They were very knowlegable and helpfull.	10/14/2015 7:34 AM
30	**Opportunity** for the same position 4 years ago I was tested, this time around i wasn't .	10/14/2015 7:14 AM
31	**Strength** Seemingly hard enough to weed out some of the competition, but not too hard to feel it was impossible.	10/14/2015 6:56 AM
32	**Opportunity** The written test was a bit tedious, even though I understand	10/14/2015 5:58 AM
33	**Strength** Great they worked with me since I lived 3 hrs away.	10/13/2015 5:17 PM
34	**Opportunity** interviewed twice	10/13/2015 11:02 AM
35	**Opportunity** First interview was a rather makeshift set-up in a room with odds and ends of equipment lying around. Good to see interviewers included a staff member from another department. Second interview was dominated by one of the two interviewers. But questions were good.	10/13/2015 10:30 AM
36	**Strength** The interview panel was very welcoming and made the interview as least stressful as it could've been.	10/13/2015 8:46 AM
37	**Strength** The testing was fairly basic knowledge and the interview questions were fair.	10/13/2015 7:56 AM
38	**Strength** I interviewed with 2 different departments. I felt that both interviewers were impartial and were well prepared.	10/12/2015 5:21 PM
39	**Strength** I had two interviews and one phone interview.	10/12/2015 4:44 PM
40	**Strength** well in advanced planning	10/12/2015 4:26 PM
41	**Opportunity** I did not check excellent because it was a very long process	10/12/2015 4:22 PM

42	**Strength** Two phone/skype interviews. Accommodated me, especially being on the East Coast.	10/12/2015 4:08 PM
43	**Opportunity** Length of time between interview with consultant and interview with City could have been reduced	10/12/2015 3:58 PM
44	**Strength** Panel interview was well rounded.	10/12/2015 3:56 PM
45	**Strength** I was contacted by HR for testing times and interview in a timely manner.	10/12/2015 3:55 PM
46	**Strength** I was able to get in for testing with relative ease and interviewed for two departments. The questions were fair and relevant and I felt that they both went well.	10/12/2015 3:52 PM

Q9 The length of the City's hiring process (from application to hire) was:

Answered: 90   Skipped: 0
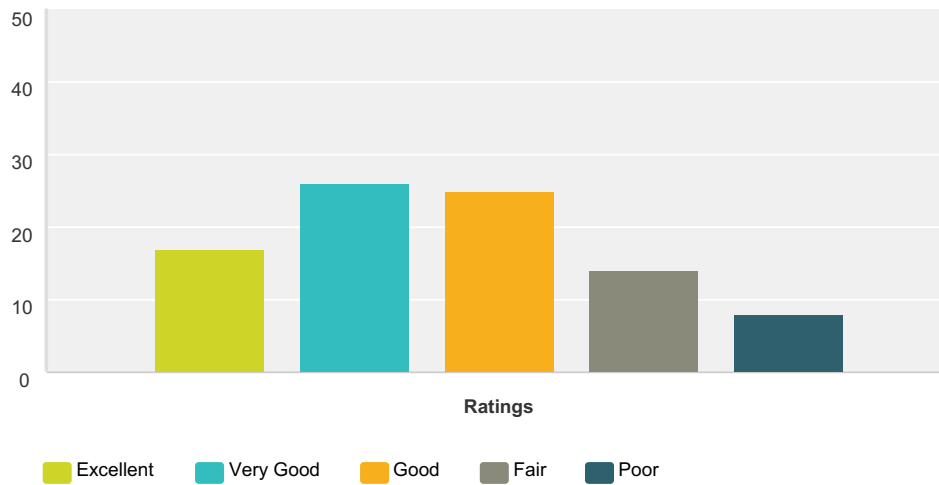
	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	**18.89%** 17	**28.89%** 26	**27.78%** 25	**15.56%** 14	**8.89%** 8	90	3.33

#	What phase of the process was the longest (application, testing, interviewing, final offer, etc.)?	Date
1	**Opportunity** Medical test and waiting time...	10/27/2015 2:18 PM
2	**Strength** It was a very In depth process	10/26/2015 3:39 PM
3	**Opportunity** It took about a month, maybe 5 weeks.	10/22/2015 2:35 PM
4	**Opportunity** It took five months	10/22/2015 1:55 PM
5	**Opportunity** The testing did take some time, but it was obvious that the interviewing process dragged out extremely.	10/22/2015 12:25 PM
6	**Strength** I was applying for a temporary hourly position, there was a very fast turn around time. My understanding is this is not the case for filling fulltime regular positions.	10/22/2015 10:47 AM
7	**Opportunity** It was a very lengthy process. I don't think this was an HR issue, I think it was due to the overloaded workplace.	10/22/2015 8:20 AM
8	**Strength** Everything moved quickly.	10/22/2015 7:52 AM
9	**Opportunity** Total length was about two months until I finally was working. The longest part of the process was the backround and fingerprint process.	10/22/2015 6:50 AM
10	**Opportunity** The time between application and interviews took the longest. I applied over the Christmas holiday, so this was to be expected.	10/21/2015 9:32 AM
11	**Opportunity** The Background Investigation	10/20/2015 8:49 PM
12	**Strength** I had fulltime employment at the time of hire, so the speed of the process was a nonissue for me. I do not recall feeling like it took a long time.	10/20/2015 5:22 PM
13	**Strength** Very reasonable time frame.	10/20/2015 3:50 PM
14	**Opportunity** The application process is long. From time that application is submitted to time of interviews could be shortened.	10/20/2015 1:35 PM
15	**Opportunity** longest process ever	10/20/2015 10:49 AM

16	**Opportunity** Waiting more than 2.5 weeks after passing a test to be interviewed was discouraging; this was due to the Manager being "too busy" (that's what I was told).	10/20/2015 10:18 AM
17	**Strength** Overall was a very quick processs. But maybe that's just because I was right for the position. ?	10/19/2015 5:12 PM
18	**Strength** Interviewing took the most time, with two interviews. Both interviews were welcoming, informative, fair and friendly.	10/19/2015 9:37 AM
19	**Opportunity** waiting to see if I was hired	10/19/2015 9:36 AM
20	**Opportunity** Application	10/19/2015 8:48 AM
21	**Opportunity** Final offer.	10/16/2015 7:00 PM
22	**Opportunity** final offered,	10/16/2015 7:15 AM
23	**Opportunity** Receiving my background checks from two different states. That process took almost two months.	10/15/2015 6:33 PM
24	**Opportunity** it took almost a month to hear anything about potential future step on the testing part of application	10/15/2015 4:05 PM
25	**Opportunity** interview to hire was less than five days. waiting on police department finger printing was over four weeks	10/15/2015 12:55 PM
26	**Opportunity** There was a long pause between the interviewing and the final offer.	10/14/2015 4:36 PM
27	**Opportunity** Early January application deadline. Interview in late February. Second interview in mid-March. Contract negotiated and approved mid-April. First day late-May. When I didn't hear back at or near the month mark from the application deadline, I thought the process had concluded.	10/14/2015 4:00 PM
28	**Opportunity** Background	10/14/2015 10:39 AM
29	**Opportunity** Application	10/14/2015 10:24 AM
30	**Opportunity** In-processing. Live Scan, TB, physical.	10/14/2015 9:52 AM
31	**Opportunity** The longest phase was the application process from initial submittal until invitation to interview.	10/14/2015 9:03 AM
32	**Opportunity** Final offer	10/14/2015 8:24 AM
33	**Opportunity** It took over two months to finally hire me as a full time employee.	10/14/2015 8:01 AM
34	**Opportunity** The entire process was very long. The waiting in between application and interview was long and so was the time between interviews and offer.	10/14/2015 7:34 AM
35	**Opportunity** Longest wait period: Application process With that said, it probably wasn't really any longer than other places would've been; just seemed long - when you're waiting to hear back for the next step in the recruitment process.	10/14/2015 6:56 AM
36	**Strength** For government hiring, it was about standard.	10/14/2015 5:58 AM
37	**Strength** Good time, had enough time to consider what I was being offered.	10/13/2015 5:17 PM
38	**Strength** i was not sure i wanted to work here so i needed some time to think about it. I took a week	10/13/2015 11:02 AM
39	**Opportunity** Application	10/13/2015 10:30 AM
40	**Strength** The longest phase was the application process, however that only took about 2 weeks (very short for government).	10/13/2015 8:46 AM
41	**Strength** From application to hire took approximately 2 months which given the # of applicants , test to grade and interviews wasn't too bad.	10/13/2015 7:56 AM
42	**Opportunity** Between the polygraph and conditional offer	10/12/2015 5:43 PM
43	**Opportunity** The longest phase of the hiring process was from the time I took the written test to getting an interview.	10/12/2015 5:21 PM
44	**Opportunity** It was a 3 1/2 month process.	10/12/2015 4:44 PM
45	**Opportunity** The longest process was the processing post-interview	10/12/2015 4:33 PM
46	**Opportunity** interviewing	10/12/2015 4:26 PM
47	**Opportunity** I did not check excellent because it was a very long process	10/12/2015 4:22 PM
48	**Strength** Excellent compared to the Federal Government.	10/12/2015 4:08 PM
49	**Strength** It all went surprisingly fast. Application phase was the longest, but appropriate.	10/12/2015 3:56 PM

50	Opportunity The interview time was the longest.	10/12/2015 3:55 PM
51	Strength I think I applied in October or November, tested in December and was offered a position in January.	10/12/2015 3:52 PM
52	Opportunity There were long pauses between the application, testing, interviewing, and final offer phases.	10/12/2015 3:49 PM
53	Opportunity Application	10/12/2015 3:48 PM
54	Opportunity It was a VERY LONG process.....too long.	10/12/2015 3:45 PM

Q10 The City's communication throughout the hiring process was:

Answered: 90   Skipped: 0

	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	**24.44%** 22	**41.11%** 37	**25.56%** 23	**5.56%** 5	**3.33%** 3	90	3.78

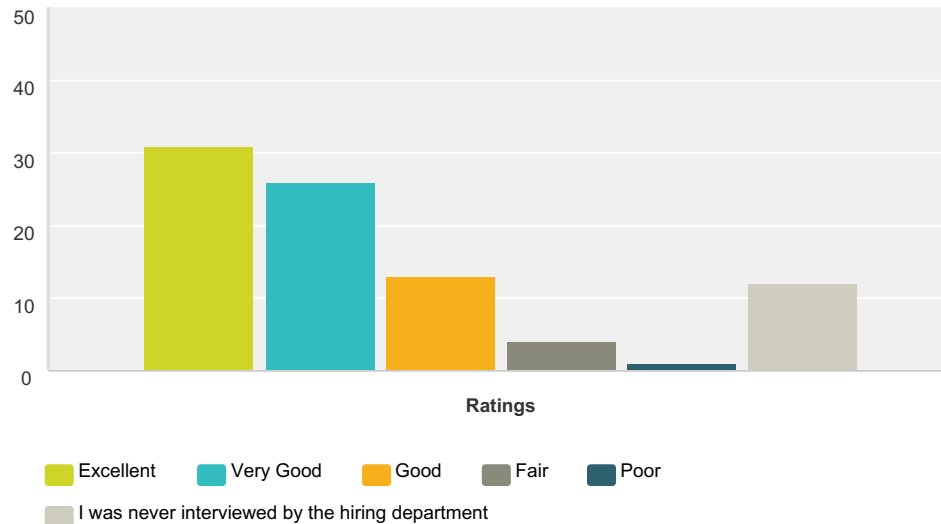| #	Please provide an example:	Date
1	Strength My direct manager helped me immensely in the transition to a this job as well as moving to Goleta from LA.	10/27/2015 2:18 PM
2	Strength I felt in the loop	10/26/2015 3:39 PM
3	Strength As I passed through the different portions I was told, I was told what would come next and I was contacted by the department right away, say, after an interview.	10/22/2015 2:35 PM
4	Strength Heard back once every month or so	10/22/2015 1:55 PM
5	Opportunity Communication was great, up until it was time to conduct interviews. I felt like it was an exaggerated waiting game where, at times, I wanted to call and just confirm I was still in the running.	10/22/2015 12:25 PM
6	Strength Again, I was hired as a temporary hourly so I was able to communicate with my to be supervisor directly throughout the process, which was nice.	10/22/2015 10:47 AM
7	Opportunity I never knew what was going on.	10/22/2015 8:20 AM
8	Opportunity E-mail but maybe follow-up with a letter for those that had to borrow a computer to apply. In this day in age I am surprised that there are still some without PC's.	10/22/2015 6:50 AM
9	Strength Management and administration did a great job of communicating with me, making sure I had dates/times correct, and all questions fully answered.	10/21/2015 9:32 AM
10	Opportunity I heard mostly from the department and not HR.	10/21/2015 8:46 AM
11	Strength I received emails on my status for the position.	10/20/2015 8:49 PM
12	Strength Both HR and the department I was interviewing with did a great job of keeping me informed of where I was in the process.	10/20/2015 5:22 PM
13	Opportunity I heard directly from the CAOs office and did not interface with the HR staff much at all.	10/20/2015 3:50 PM
14	Opportunity I didn't hear anything for a very long time.	10/20/2015 2:06 PM
15	Opportunity made numerous calls to find out what was going on with the process	10/20/2015 10:49 AM

16	**Opportunity** HR was consistent in communicating their part of the process with me but not sure what the communication was with the department; didn't always seem like they were on the same page.	10/20/2015 10:18 AM
17	**Strength** I was informed in a timely manner of my testing date and the results of my testing.	10/19/2015 9:37 AM
18	**Strength** I was always called and updated.	10/19/2015 9:36 AM
19	**Strength** I was traveling overseas when the interview appointment was made via email and I was still able to get an appointment	10/19/2015 8:48 AM
20	**Strength** Aways let me know what was going on.	10/16/2015 7:00 PM
21	**Strength** the supervisor provided me with feed backs and update about my application proccess and gave an estimate on how long each proccess would take.	10/16/2015 7:15 AM
22	**Strength** Human Resources was as responsive as they could be given the slow movement from the two states that needed to produce a background check.	10/15/2015 6:33 PM
23	**Strength** my current supervisor was very communicative	10/15/2015 4:05 PM
24	**Strength** my supervisor kept in contact through whole process	10/15/2015 12:55 PM
25	**Opportunity** It was clear which step I was on, with some uncertainty when I was asked to get a background check and later a physical without receiving a formal job offer. I would have appreciated more specificity. (ie "It is the City's policy that we cannot make a job offer until you have completed _____. You are the only candidate being asked to complete _____ at this time.")	10/14/2015 4:36 PM
26	See below.	10/14/2015 4:00 PM
27	**Strength** Very clear instructions were provided	10/14/2015 10:24 AM
28	**Strength** Timely emails and phone calls	10/14/2015 9:52 AM
29	**Strength** I was kept updated throughout the application and hiring process by Community Department personnel and Human Resources reached out to me to clarify a couple items on my application for employment.	10/14/2015 9:03 AM
30	**Strength** I was very pleasantly surprised at how receptive to questions and inquires I had, by the HR staff. I was never made to feel like just a "number".	10/14/2015 6:56 AM
31	**Opportunity** Once I got into the candidate pool, communication was more regular. Up until that point (interview process), the next steps were rather vague.	10/14/2015 5:58 AM
32	**Strength** Great was asked to consider the cost of living and prior to taking the job which is a big factor in the turnover rate.	10/13/2015 5:17 PM
33	**Opportunity** was not told that the first position i applied for was already filled by a current employee	10/13/2015 11:02 AM
34	**Strength** From beginning to end, I was notified as each step was completed and I was invited to move to the next one. I was also provided with all the information I needed to complete the steps involved. Staff were without exception friendly and efficient.	10/13/2015 10:30 AM
35	**Strength** Connie (HR Analyst - Retired) was my primary contact throughout the process. She was extremely communicative about expectations during the interviewing process, as well as providing insight into the work environment -- definately sold the position to me.	10/13/2015 8:46 AM
36	**Opportunity** After the test was done it took approx. 1 month to hear back about an interview but after the initial interview things went pretty sooth / quick.	10/13/2015 7:56 AM
37	**Strength** I received several emails giving me updates on the next step of the hiring process.	10/12/2015 5:21 PM
38	**Opportunity** The communication was good once the interviews started. However, it was a long wait from application deadline to first call.	10/12/2015 4:44 PM
39	**Strength** emails and phone calls	10/12/2015 4:26 PM
40	**Strength** email updates were always timely and informative	10/12/2015 4:22 PM
41	**Strength** City provided a quick response and kept me informed.	10/12/2015 3:56 PM
42	**Strength** HR contacted me within 7 to 10 business days with a response.	10/12/2015 3:55 PM
43	**Strength** Good contact from HR and management	10/12/2015 3:49 PM

Q11 After the testing and/or panel interview process, the hiring Department typically conducts a final selection interview. If this was a part of the process you went through, your experience interviewing and communicating with the hiring department was:

Answered: 87   Skipped: 3

	Excellent	Very Good	Good	Fair	Poor	I was never interviewed by the hiring department	Total	Weighted Average
Ratings	**35.63%** 31	**29.89%** 26	**14.94%** 13	**4.60%** 4	**1.15%** 1	**13.79%** 12	87	3.53

#	Please provide an example:	Date
1	I don't remember this if I did.	10/27/2015 2:18 PM
2	Strength After my chiefs interview I had a great feel for the department and staff	10/26/2015 3:39 PM
3	Same as I stated above.	10/22/2015 2:35 PM
4	Strength I met with the department manager a few times, and I also had several phone conversations with him.	10/22/2015 8:20 AM
5	Strength It was a great experience. It was more like a structured cnversation than an interview. I was also able to ask questions and they really took the time to make sure that it was a right fit, not just for the organization, but for me as well.	10/21/2015 9:32 AM
6	Strength Great experience.	10/20/2015 8:49 PM
7	Strength The executive assistant did a great job of arranging an interview time that worked well with my schedule. She also provided me contact information for all interviewers so I could thank everyone for their time and interest.	10/20/2015 5:22 PM
8	I had a final interview with Nina Johnson and Jim Armstrong.	10/20/2015 3:50 PM
9	I don't recall a final interview. The supervisor told me I got the job; very informal and quiet.	10/20/2015 10:18 AM
10	I was not interviewed by HR. I was ONLY interviewed by the hiring dept.	10/19/2015 5:12 PM
11	Strength Both the initial interview and the final selection interview was welcoming, focused, informative and fair.	10/19/2015 9:37 AM
12	Strength Communication was open on both sides of the table, anything that needed explaining was explained.	10/19/2015 9:36 AM

13	**Strength** The police department was very upfront and honest about the process.	10/17/2015 6:33 AM
14	**Strength** Offered me a full-time job.	10/16/2015 7:00 PM
15	i only participated in the panel interview.	10/16/2015 7:15 AM
16	**Strength** This process moved along swiftly.	10/15/2015 6:33 PM
17	**Strength** My supervisor was able to provide me with a letter of prospective employment which helped me relocate to Santa Barbara.	10/14/2015 4:36 PM
18	**Strength** Conversations with Jim Armstrong and Paul Casey were easy and meaningful.	10/14/2015 4:00 PM
19	**Strength** I had two additional rounds of interviews after the panel interview. It was not public sector typical. It felt more private sector.	10/14/2015 9:52 AM
20	**Strength** As an applicant for the position of Building Inspector, I initially interviewed with the manager who became my immediate supervisor and a panel of professionals. During the final selection interview, I met with my immediate supervisor and the Building Official. Our discussion during this final interview focused on mutual goals and expectations should I be hired and what the first few days, weeks and months in the position would entail.	10/14/2015 9:03 AM
21	**Strength** The 2 department heads spoke with me about the specifics of the position and asked and answered questions.	10/14/2015 7:34 AM
22	**Strength** The hiring department was so very pleasant to work with - they always responded to my email inquiries and thoroughly advised the process of recruitment.	10/14/2015 6:56 AM
23	**Strength** No comment - was just very good.	10/14/2015 5:58 AM
24	**Strength** Great I got a better idea of what I was going to be working on.	10/13/2015 5:17 PM
25	**Opportunity** As above, the second interview was dominated very much by one of the two interviewers. Questions, however, were very good.	10/13/2015 10:30 AM
26	**Strength** Susie provided my department interview. It was casual and allowed for us to discuss job duties and work environment more in depth. She set what the job expectations were and what the final steps would be in the process.	10/13/2015 8:46 AM
27	**Strength** my final interview was a smooth and relaxed affair. the panel was cool and collected the entire time and made the experience as easy and enjoyable as possible	10/13/2015 7:56 AM
28	**Strength** The hiring department contacted me by telephone and email with information on the next step of the process.	10/12/2015 5:21 PM
29	**Strength** The Department did an excellent job letting me know when I should hear from them next.	10/12/2015 4:44 PM
30	**Strength** Both interviews occurred same day.	10/12/2015 3:56 PM
31	**Strength** I was able to meet with the Director and the Operations Manager. I think it went well. We were able to get a feel for each other and assess if the fit was right.	10/12/2015 3:52 PM

Q12 After you were offered the position and accepted, your final hiring activities such as the medical examination, fingerprinting, salary negotiations, reference checking, etc., were:

Answered: 90 Skipped: 0

	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	**26.67%** 24	**42.22%** 38	**23.33%** 21	**6.67%** 6	**1.11%** 1	90	3.87

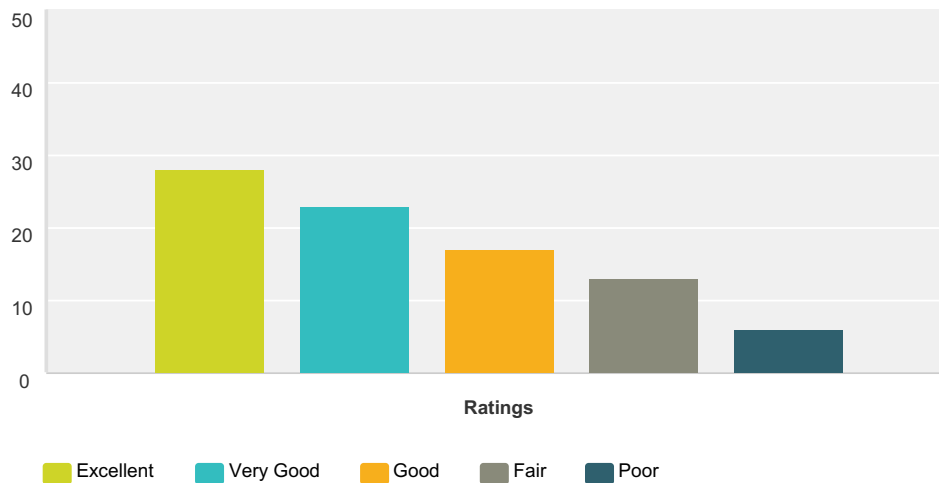| #	Please provide an example:	Date
1	**Strength** Nothing was out of the ordinary	10/26/2015 3:39 PM
2	**Strength** thorough	10/22/2015 2:35 PM
3	there were no salary negotiations	10/22/2015 1:55 PM
4	**Strength** This was by far the fastest process out of the entire hiring experience.	10/22/2015 12:25 PM
5	**Opportunity** I didn't have any issues completing the tasks. I only marked it very good because if I were the person hiring, I would take the new hire to these places to help them complete the processes. I think that shows commitment on the employer's part. That's what I have always done.	10/22/2015 8:20 AM
6	**Strength** Some references were called which I liked.	10/22/2015 6:50 AM
7	**Opportunity** For the most part everything went smoothly and quickly. The only issue was the day of my fingerprinting. HR made my appointment, and I almost got turned away at PD because they said they were unaware. This also happened to another gentlemen that was there for the same purpose.	10/21/2015 9:32 AM
8	**Strength** Everything was well organized.	10/20/2015 8:49 PM
9	**Strength** This process went smoothly with no negatives to speak of.	10/20/2015 5:22 PM
10	**Opportunity** I would have appreciated more information about the timeline of these activities. I felt negotiations over the phone were not of high quality.	10/20/2015 3:50 PM
11	**Strength** 11 days between job offer and regular employee status.	10/20/2015 10:18 AM
12	**Strength** All was relatively smooth & was to be expected; no complaints.	10/19/2015 5:12 PM
13	**Strength** I was fingerprinted for the position at the Santa Barbara Police Department. It was my second time being fingerprinted (the previous occasion was for employment screening for SB City College) and as always, very professional.	10/19/2015 9:37 AM

14	**Strength** The process was very fast	10/19/2015 9:36 AM
15	**Strength** It didn't take too much time to complete the process	10/19/2015 8:48 AM
16	**Strength** done in 72hrs.	10/16/2015 7:00 PM
17	**Opportunity** As stated above, the background check took a very long time. Some of this had to do with the two states that needed to produce the information, but some of it was also due to the local police department's fingercheck person's availability. I had to wait at least 3 weeks just to get my fingerprints taken at the local police station. I called the Ventura and Goleta PD's but they we're booked for the next several weeks. I found it strange the the Santa Barbara Police Department didn't have a back-up person to take fingerprints while the other employee was away on vacation.	10/15/2015 6:33 PM
18	**Strength** everything was set up smoothly and my supervisor guaided me through every step with patience	10/15/2015 4:05 PM
19	**Strength** I'm confused. I was not offered the position until I had completed the med exam, fingerprinting, and reference checking. Those steps went fine. I appreciated the City's flexibility in reimbursing me for my LiveScan, which I completed out of town.	10/14/2015 4:36 PM
20	**Opportunity** Interaction with the City Administrator's office was excellent. Communication was frequent, clear and important items were followed-up in writing. At this phase, communication with HR staff was strained, and reimbursement for the LiveScan was protracted. Though polite, staff came across as bureaucratic/slow.	10/14/2015 4:00 PM
21	**Opportunity** There could've been more communication as to the orientation and signing up for various programs	10/14/2015 10:39 AM
22	**Strength** Standard	10/14/2015 9:52 AM
23	**Strength** I was informed ahead of time what to expect and each department or entity involved was courteous and accommodating to my scheduling needs.	10/14/2015 9:03 AM
24	**Strength** Able to easily receive information on salary and benefits package that aided acceptance decision.	10/14/2015 8:26 AM
25	I was offered the position after all that was complete	10/14/2015 8:24 AM
26	**Strength** This all went very fast.	10/14/2015 7:34 AM
27	**Opportunity** Police dept very rude for life scan	10/14/2015 7:26 AM
28	**Strength** everything was done in a timely manner	10/14/2015 7:14 AM
29	**Strength** Very simple and straight forward.	10/14/2015 6:56 AM
30	**Strength** I was able to Live Scan at my location out of town, results came back within a day (rewards for being crime-free!)	10/14/2015 5:58 AM
31	no salary negotiation	10/13/2015 11:02 AM
32	**Strength** The process was smooth and well managed.	10/13/2015 10:30 AM
33	**Strength** Eric Uchida communicated the final hiring activities to me and did so with professionalism and expediency. We wrapped up the whole process within a few days.	10/13/2015 8:46 AM
34	**Opportunity** everything was co-ordinated and set up in a timely manner. There was one minor set back as far as salary goes. Our initial salary offer was deemed incorrect due to a mix up in job coding . The mix up was explained and apologized for.	10/13/2015 7:56 AM
35	**Strength** I was given an appointment for fingerprinting. Showed up to the appointment, everything went quick and smooth.	10/12/2015 5:21 PM
36	**Opportunity** The reference checking process was difficult because I did not feel comfortable with contact of my current supervisor. An alternate reference was ultimately identified.	10/12/2015 4:21 PM
37	**Strength** Medical exams and background checks were painless.	10/12/2015 4:08 PM
38	**Strength** HR kept me informed and walked me through the process.	10/12/2015 3:56 PM
39	**Strength** The results came back within the week!	10/12/2015 3:55 PM
40	**Opportunity** This was, I believe, my own fault. My fingerprints were rejected twice. I had gone to an outside source (Fed Ex) to have my fingerprints done. The card was not filled out correctly the first time, and the fingerprints were too difficult to read the second. When I finally went to the Police Department to have them done, the result was quick and successful.	10/12/2015 3:52 PM
41	**Strength** Clear direction from Department and HR	10/12/2015 3:49 PM

Q13 Your experience enrolling for benefits (including the timeliness, quality of the information, and the ease of enrollment) was:

Answered: 87   Skipped: 3

Excellent	Very Good	Good	Fair	Poor

	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	32.18% 28	26.44% 23	19.54% 17	14.94% 13	6.90% 6	87	3.62

#	Please provide an example:	Date
1	**Opportunity** It was a bit confusing. the fair was helpful. But I feel like an orientation on first enrolling would have been good. There were plenty of trainings but this one would have been greatly appreciated.	10/27/2015 2:18 PM
2	**Strength** The city went out of their way to educate and sign me up	10/26/2015 3:39 PM
3	**Strength** The HR and benefits are helpful, available and make it easy.	10/22/2015 2:35 PM
4	**Strength** The benefits specialist was very helpful	10/22/2015 1:55 PM
5	**Opportunity** It was not as informative as I expected. I'm thankful that I had experience in another sector regarding benefits or I may have missed out on certain opportunities.	10/22/2015 12:25 PM
6	**Strength** Katharina is wonderful! She is very responsive and helpful. She made herself available to explain all my benefits to me. I had a lot of questions as this was my first job with benefits!	10/22/2015 10:47 AM
7	**Opportunity** This is my only complaint. I would have liked to have spent more time with benefits in order to understand and setup what is best for me. I felt like I had to pry information out of them. An example of this is the Power of Attorney for PERS. I recently had benefits come to a safety meeting where they discussed being prepared. It came out that all employees should have a Power of Attorney for PERS. This would have been good to accomplish from the beginning. I just don't feel like I was setup for success. I can also tell you I was not the only one who felt this way. Most people in the briefing had 20-30 with the City, and had no idea.	10/22/2015 8:20 AM
8	**Opportunity** If there was a brochure that would put the best possible option for employees based on salary, spouse, children, income, etc. Explain the rationale. There is a lot to understand, but if there was a break down of ranked options based on specific criteria I think it would help.	10/22/2015 7:52 AM
9	**Strength** Katharina is very clear in explaining things. And the benefits packet was ready to go with all the paperwork.	10/22/2015 6:50 AM
10	**Strength** I met with the Benefits specialist, Katharina, and she was fantastic explaining all of my options. The online enrollment process was the easiest I have seen.	10/21/2015 9:32 AM

11	Had HR give us a presentation on Benefits.	10/20/2015 8:49 PM
12	**Strength** I received an email from Benefits almost immediately and was very impressed with the information I received and the options I had to choose from.	10/20/2015 5:22 PM
13	**Strength** The benefits office answered every question I had.	10/20/2015 3:50 PM
14	**Strength** KC is extremely helpful and available during open enrollment, find the online process very helpful and accessible.	10/20/2015 1:35 PM
15	**Opportunity** The timeliness was fine but _____ the meeting didn't help me at all. I was confused and rushed to make a choice after reviewing materials with a coworker.	10/20/2015 10:18 AM
16	**Opportunity** Utterly overwhelming the amount of info that is whalloped on you so soon. Perhaps the benefits meeting could be delayed a bit until people get their bearings? I didn't absorb anything that was said; i just left with a bunch of handouts. That meeting would be more useful later, I think.	10/19/2015 5:12 PM
17	**Strength** The HR representative was very informative, friendly, and friendly.	10/19/2015 9:37 AM
18	**Strength** It was a very simple process.	10/19/2015 9:36 AM
19	**Opportunity** There is a lot of information that seemed in "legal speak" rather than what the plan is. We also were never given time to sign up for optional benefits such as deffered comp.	10/17/2015 6:33 AM
20	**Opportunity** somethings were a little difficult too get a proper grasp on at first.	10/16/2015 7:00 PM
21	**Strength** This process moved along just fine.	10/15/2015 6:33 PM
22	**Opportunity** took me a lil while to enroll was giving wrong packet but other than that it went fine	10/15/2015 4:05 PM
23	**Strength** Benefits explanations were clear.	10/14/2015 4:36 PM
24	**Strength** Katharina did a great job explaining things to me and my wife.	10/14/2015 4:00 PM
25	**Strength** City staff was very helpful describing the benefits	10/14/2015 10:24 AM
26	**Opportunity** The Benefits Office personnel was not very helpful or informative. I ended up having to research most of the inormation on my own.	10/14/2015 9:52 AM
27	**Strength** I had enough choices to satisfy the specific needs of my family and meeting one on one with the benefits department was very helpful.	10/14/2015 9:03 AM
28	**Opportunity** Needed to wait to have email access in order to enroll	10/14/2015 8:24 AM
29	**Opportunity** _____	10/14/2015 7:26 AM
30	**Opportunity** Benefits staff was great, but the information provided on the city website wasn't current . housing programs ect. I took the information on the website into consideration when applying for the position	10/14/2015 7:14 AM
31	**Strength** The Benefits Assistant was very thorough with her explanations and helped to make the process very simple.	10/14/2015 6:56 AM
32	**Opportunity** The options were not clear. The benefits coordinator did not explain or clarify very well. I believe there _____	10/14/2015 5:58 AM
33	**Opportunity** not sure why they do not tell you about the death benefit issues with calpers	10/13/2015 11:02 AM
34	**Strength** Insurace package was very well presented.	10/13/2015 10:30 AM
35	**Strength** Katharina provided me with a benefits overview on the first day, also providing me with the necessary plan documents to make my decision.	10/13/2015 8:46 AM
36	**Strength** The lady that I met with explained the basics and provided me with packets to review.	10/13/2015 7:56 AM
37	**Opportunity** It was all very confusing because there is so much information ... A meeting to explain all the options would have been helpful to understand the choices	10/12/2015 5:43 PM
38	**Strength** On my first day I was walked over to the benefits office to receive information and enroll for benefits. Benefits department was informative.	10/12/2015 5:21 PM
39	**Opportunity** I need to setup a one on one meeting. Heathcare is so confussing.	10/12/2015 4:44 PM
40	**Opportunity** a little shorter than I would like to learn about it	10/12/2015 4:26 PM

41	**Opportunity** There is an opportunity to improve new employees' experience regarding parking availability. Human Resources can offer more information regarding parking availability to new employees. City employees should not have to pay to park in City-owned commuter parking lots. Departments appear to allow parking in City lots free of charge inconsistently.	10/12/2015 4:21 PM
42	**Strength** Easy and simple being single with no kids.	10/12/2015 4:08 PM
43	**Opportunity** I pretty much had to chase down the benefits information	10/12/2015 3:58 PM
44	**Strength** I received a timely email with benefits inofrmation attached.	10/12/2015 3:56 PM
45	**Strength** I was given a great about of options and information on benefits.	10/12/2015 3:55 PM
46	**Opportunity** I wasn't able to make an appointment for my benefits, but I did make sure that I had all of the information that I needed so that I could make the correct choices for myself.	10/12/2015 3:52 PM

Q14 Your experience with your new employee orientation, in the following areas, was:

Answered: 88   Skipped: 2
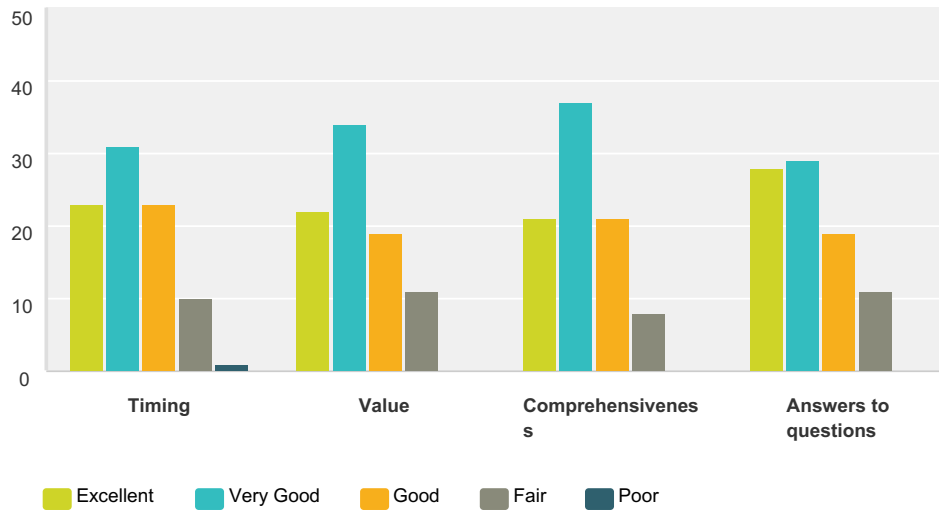
	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Timing	**26.14%** 23	**35.23%** 31	**26.14%** 23	**11.36%** 10	**1.14%** 1	88	3.74
Value	**25.58%** 22	**39.53%** 34	**22.09%** 19	**12.79%** 11	**0.00%** 0	86	3.78
Comprehensiveness	**24.14%** 21	**42.53%** 37	**24.14%** 21	**9.20%** 8	**0.00%** 0	87	3.82
Answers to questions	**32.18%** 28	**33.33%** 29	**21.84%** 19	**12.64%** 11	**0.00%** 0	87	3.85

#	Please provide an example:	Date
1	**Opportunity** Being new to the area I needed more direction on Building, address and parking. I left early and was still late.	10/27/2015 2:18 PM
2	**Strength** They made me a priority to get me up to speed	10/26/2015 3:39 PM
3	**Opportunity** It was a short and sort of brief explanation of a municipal setting...	10/22/2015 2:35 PM
4	**Opportunity** There was little information in regardes to the parks department	10/22/2015 1:55 PM
5	**Opportunity** The only complaint I really had was the timing. It was at least a few weeks in before the orientation was available. It would have been helpful if it were a lot sooner for new employees.	10/22/2015 12:25 PM
6	**Strength** The biggest thing I picked up was the networking. I met and interacted with people there, and that opened a lot of doors for me.	10/22/2015 8:20 AM
7	**Opportunity** The new employee orientation provides good information but from my experience it is more important to have an experienced coworker who has an interest in your success.	10/20/2015 5:22 PM
8	**Opportunity** The orientation meeting happened well after my hire date, but as I was a re-hire, it wasn't really necessary. It was well-run.	10/20/2015 3:50 PM
9	**Opportunity** Did not attend orientation.	10/20/2015 1:35 PM

10	**Opportunity** Lacked enthusiasm from most of the those who spoke, but I was able to garner some information. The content needs to be revamped to at least make staff aware that this City has values. The Union Rep (SEIU 620) was the worst; she had no answers and wasted our time.	10/20/2015 10:18 AM
11	**Opportunity** I do not remember anything from the employee orientation. Whatsoever. Sorry.	10/19/2015 5:12 PM
12	**Strength** I always receive answers to all my questions in a timely manner, and if the question cannot be answered immediately, the follow-up is always quick.	10/19/2015 9:37 AM
13	**Strength** All questions were answered and all the presenters made it clear that all their doors were open for questioning.	10/19/2015 9:36 AM
14	**Strength** very informative.	10/16/2015 7:00 PM
15	**Opportunity** This was a 3-hour orientation and they said nothing about holidays, vacation, sick time, or benefits.	10/15/2015 6:33 PM
16	**Strength** everyone involved in the new employee orientation was very helpful and gave us the time to answer questions	10/15/2015 4:05 PM
17	**Strength** I don't really remember, other than feeling like the information was portrayed in a professional manner.	10/14/2015 4:36 PM
18	**Opportunity** Graciela did a great job, and it was nice to see other key staff involved. However, in my experience and position, it was a bit repetitive. I realize that a big part of the orientation was around risk management; this could've been done in 20-30 minutes.	10/14/2015 4:00 PM
19	**Strength** Very well done orientation	10/14/2015 1:52 PM
20	**Strength** Above standard	10/14/2015 9:52 AM
21	**Strength** The values of the city and expectations of its employees were clearly outlined.	10/14/2015 9:03 AM
22	**Opportunity** Videos shown were on a CD and were scratched. Maybe they should save the videos on a USB Drive or on the network.	10/14/2015 8:01 AM
23	**Strength** I was very fortunate with the timing of my hiring. Not only was there a new employee orientation held soon after I was hired, but there was a strengths training offered just weeks after my hiring date.	10/14/2015 6:56 AM
24	**Opportunity** This was the first NEO in a long time for the City due to the "freeze", so I could tell it was a bit disjointed and didn't really have a flow. However, credit to Graciela for doing her best to answer our questions as best she could.	10/14/2015 5:58 AM
25	**Opportunity** sat in room and watched video	10/13/2015 11:02 AM
26	**Opportunity** It was interesting to be introduced to many others also starting in their City positions. I would have liked to have learned more about how Departments interact through staff who report to the Council - the Council agenda process - and more about how the Departments themselves interact.	10/13/2015 10:30 AM
27	**Strength** Graciela led an very good orientation providing all the "need to know" information about the City. She also invited various managers/staff from different departments to present on pertinent information as it related to their department.	10/13/2015 8:46 AM
28	**Strength** Lots of useful information was provided at the orientation. We discussed retirement, benefits, organizational values, code of conduct and several city policies.	10/12/2015 5:21 PM
29	all pre planned by admin	10/12/2015 4:26 PM
30	**Strength** very well done by human resources personel	10/12/2015 4:22 PM
31	**Opportunity** There was an inconsistency in the orientation message delivered by the City Administrator and the response from my supervisor when I raised an issue about eligibility for enhanced benefits on hire for sick and vacation leave credits.	10/12/2015 4:21 PM
32	**Strength** Met the City Administrator.	10/12/2015 4:08 PM
33	**Opportunity** Orientation was pushed back due to my hire date. We received a lot of information during orientation, which was a little overwhelming.	10/12/2015 3:56 PM
34	**Strength** Orientation was a great welcome to the City.	10/12/2015 3:55 PM

Q15 In addition to the new employee orientation conducted by Human Resources, each Department has an orientation processes for new employees. In your experience, your Department's overall orientation was:

Answered: 89   Skipped: 1
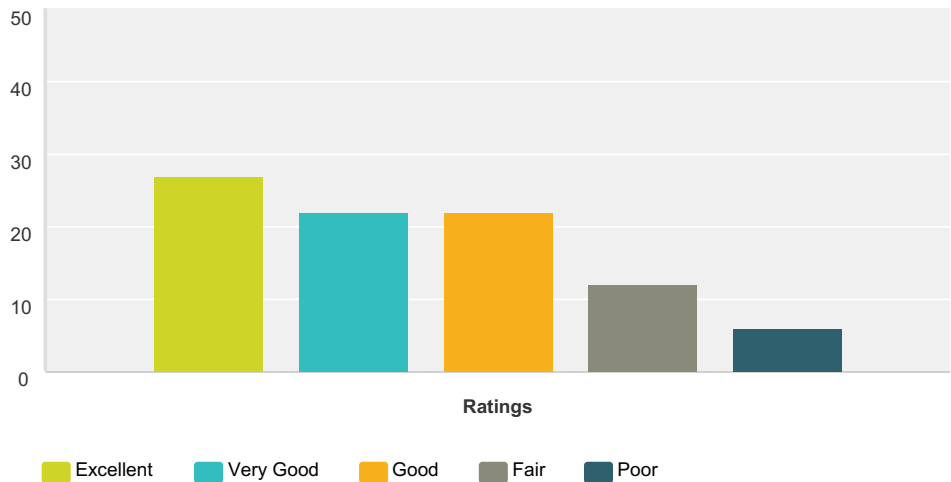
	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	**30.34%** 27	**24.72%** 22	**24.72%** 22	**13.48%** 12	**6.74%** 6	89	3.58

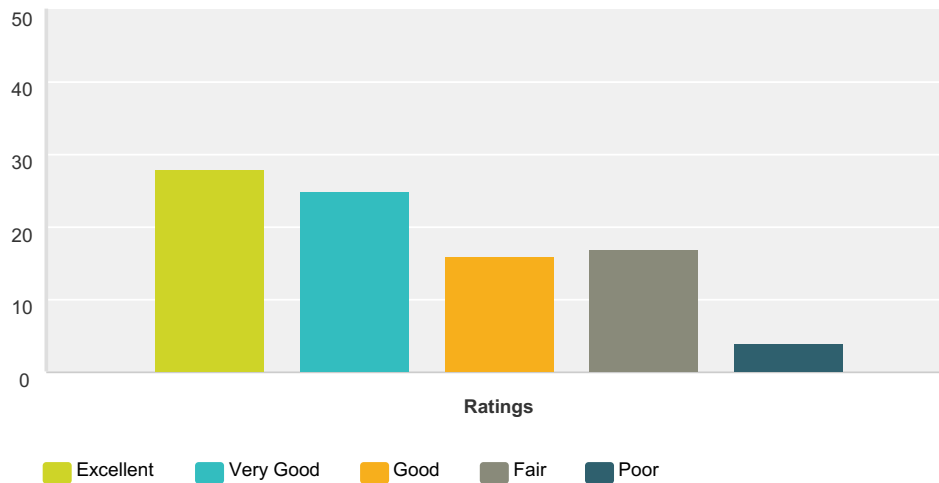| #	Please provide an example:	Date
1	**Strength** Top notch	10/26/2015 3:39 PM
2	**Strength** Same, brief, basic and to the point.	10/22/2015 2:35 PM
3	**Strength** informational documents were thorough and informative	10/22/2015 1:55 PM
4	**Opportunity** I don't remember much besides going around and meeting people. I was unaware that the department even had its own orientation process.	10/22/2015 12:25 PM
5	**Opportunity** I don't recall having one.	10/22/2015 8:20 AM
6	**Strength** I got a walkthrough of the entire workplace along with introductions with all the personnel.	10/22/2015 6:50 AM
7	**Strength** I was given an orientation checklist to ensure that all major points would be covered.	10/21/2015 9:32 AM
8	**Strength** The orientation I received from the department was very valuable. I was introduced to all my new coworkers and what the procedures were for various activities.	10/20/2015 5:22 PM
9	**Opportunity** The training I received from the department was not comprehensive. I think that hiring departments should be working from a checklist and/or customized training videos to include all information. Examples of missing information: Specific instructions about how and where to evacuate a building or when and where one should shelter in place. How and when to access Information Services Help. How and where to recycle trash.	10/20/2015 3:50 PM
10	**Opportunity** What department orientation????	10/20/2015 10:18 AM

Santa Barbara Recently Hired Employee Survey

11	**Opportunity** This is a tough one. I received training but it was extremely rushed and spotty. I was left to figure out A LOT on my own and had to go to different people to ask questions. That was probably the hardest part: not knowing even who to ask! It was overwhelming and incredibly stressful. But then again that's true of any new job isn't it. ? However, compared to my experiences in the private sector it was totally disjointed. But maybe that's the nature of municipal government.	10/19/2015 5:12 PM
12	**Strength** My supervisor, Kathy Sangster, has always trained the new clerical employees, and her methods are informative, supportive and friendly. She is always available to answer my questions.	10/19/2015 9:37 AM
13	**Strength** Thanks to having a well balanced orientation I was able to learn quickly.	10/19/2015 9:36 AM
14	**Opportunity** I think that this process could be improved. It was too quick and it was not clear about paperwork and other materials I needed to complete and hand in	10/19/2015 8:48 AM
15	**Strength** shown and taught how to mix chemicals on hand and to use mechanical equipment on hand.	10/16/2015 7:00 PM
16	**Strength** my supervisor took his time to show me the whole properties that the Airport owns and introduced me to fellow City workers from different divisions	10/15/2015 4:05 PM
17	**Strength** My supervisor was thoughtful and conscientious when she oriented me to my position.	10/14/2015 4:36 PM
18	**Strength** As a new department head, Jim, Paul and my division manager colleagues did a great job bringing me up to speed.	10/14/2015 4:00 PM
19	**Opportunity** I don't recall a separate orientation for Public Works	10/14/2015 10:24 AM
20	**Strength** Very detailed	10/14/2015 9:52 AM
21	**Strength** I was given a thorough tour of our work areas, safety was discussed, I was given assistance and advise by my coworkers on ways to be more efficient and effective in my position.	10/14/2015 9:03 AM
22	**Strength** Orientation has been exceptional	10/14/2015 7:34 AM
23	**Opportunity** I didn't have a Departmental orientation.	10/14/2015 5:58 AM
24	**Strength** Everyone was very friendly	10/13/2015 5:17 PM
25	**Opportunity** i did not get any orientation. i have been doing this same type of work for 15 years	10/13/2015 11:02 AM
26	**Opportunity** I was taken on a tour and introduced to key staff, each of whom gave me a run down on their interaction with my position. This could have been more standardized and part of a set procedure.	10/13/2015 10:30 AM
27	**Strength** We were shown around the yard and introduced to the staff our first couple of days.	10/13/2015 7:56 AM
28	**Strength** I had an assigned person you answered all my questions so I didn't have to keep bugging my supervisor.	10/12/2015 4:44 PM
29	**Strength** very detailed walk throughs	10/12/2015 4:26 PM
30	**Strength** very thorough	10/12/2015 4:22 PM
31	**Opportunity** Some aspects were very good and some aspects felt rushed. Multiple documents regarding job expectations (P3, Performance Indicators, etc) cause confusion about actual job expectations.	10/12/2015 4:21 PM
32	**Opportunity** I do not recall going through a Public Works orientation.	10/12/2015 4:08 PM
33	**Opportunity** I don't recall the department orientation.	10/12/2015 3:56 PM
34	**Strength** Ursula, introduced me to everyone in the office, felt welcomed right away.	10/12/2015 3:55 PM
35	**Opportunity** There was no formal Department Orientation. I was introduced around and given a tour of the facility. I was shown what tasks were required of me and was allowed to ask questions as they arose. The person that I was replacing was not there to train me.	10/12/2015 3:52 PM

Q16 The training and development provided for your new position was:

Answered: 90   Skipped: 0

Ratings

■ Excellent   ■ Very Good   ■ Good   ■ Fair   ■ Poor

	Excellent	Very Good	Good	Fair	Poor	Total	Weighted Average
Ratings	31.11% 28	27.78% 25	17.78% 16	18.89% 17	4.44% 4	90	3.59

#	Please provide an example:	Date
1	**Strength** The fire academy was first class and very professional	10/26/2015 3:39 PM
2	**Strength** I was trained by another senior and certainly the development of our crew as grown as I have become better or fully understanding of my role as a senior tree trimmer.	10/22/2015 2:35 PM
3	**Opportunity** Was trained on basic operations only, with little information on specific job duites	10/22/2015 1:55 PM
4	**Opportunity** I haven't received much training, this appears to be a known problem within the City. I was told by the person training me that he wasn't trained, and that he learned everything on his own. This creates a large learning curve in my opinion, and I don't think the "sink or swim" approach is a good approach.	10/22/2015 8:20 AM
5	**Opportunity** Management was going through transition when I got hired, so I got small amounts of training from a variety of people.	10/21/2015 9:32 AM
6	**Strength** Before I came for my first day at work, the City had already sent me to a training seminar to help expedite my understanding of governmental accounting.	10/20/2015 5:22 PM
7	**Opportunity** The previous employee left enough breadcrumbs to follow.	10/20/2015 3:50 PM
8	**Opportunity** The training process was frustrating to say the least; training was intermittent, confusing; the training environment was chaotic; there was NO training plan in place at all; the trainer's standards were low and I was trained incorrectly on some items. I requested a training plan from the supervisor, she said she didn't have one so she emailed a word doc with a few of the job tasks listed - that's it. Extremely substandard and disorganized training - not a positive first impression of the department.	10/20/2015 10:18 AM
9	**Opportunity** Again, spotty training. I was given an overview of certain tasks & in hindsight I could have easily spent HOURS more on training due to their complexity -- but we just skimmed the surface in order to move on to the next thing. So it's as if I received zero training at all for certain things. For the more minutea type tasks, I was basically handed a manual. Example: rather than reading a 30 page manual about one particular task that is part of my duties I ended up asking the manager for that particular dept. for a 5 minute tutorial. And thank goodness I did. It took me 5 minutes to learn by watching & listening to him quickly explain when I would have burned an hour reading a "how to" guide. Anyway. Overall it all was just so... fragmented.	10/19/2015 5:12 PM

10	**Strength** The Waterfront Department is a busy office! I trained for my position as Administrative Specialist AND for back-up assistance at the front counter. Even though I trained for essentially two positions, it is necessary valuable knowledge for my position due to the needs of the department.	10/19/2015 9:37 AM
11	**Strength** My supervisor made sure not to move too fast or too slow and was able to go at my speed.	10/19/2015 9:36 AM
12	**Strength** There are lots of opportunities for training within the City	10/19/2015 8:48 AM
13	**Strength** worked with various people on days and nights to see how things were done.	10/16/2015 7:00 PM
14	**Opportunity** The current employees treat new ones as outsiders and expect them to already know what to do. Gave no directions or instructions on what or how things should get done.	10/16/2015 7:15 AM
15	**Opportunity** Training doesn't seem to come naturally to the person who trained me. In addition, the person who trained me had worked in my position prior to me and they were hesitant about letting go of the position despite their promotion. That, unfortuantely, created a competitive environment. I'm grateful that we've since moved past that...	10/15/2015 6:33 PM
16	**Opportunity** my shift is during the day and the day crew were helpful and showing me what to do and took the time to show me to perform tasks and use new equipment. My supervisor is great on communicating daily task and/or work orders that need to be completed. My supervisor also is efficent on letting me know about training classes and differnt postings of jobs positions in the City. when i trained with the night crew, i was basically thrown in to do the work and was not guided, most likely due to no supervision goes on after 3:30PM. I wish was was instructed better at night.	10/15/2015 4:05 PM
17	**Opportunity** It would be helpful to have an email account from day one, but since there's a form we need to sign before we can get one, that wasn't possible.	10/14/2015 4:36 PM
18	This doesn't really apply in my experience.	10/14/2015 4:00 PM
19	**Strength** The City offers on-going training opportunities	10/14/2015 10:24 AM
20	**Strength** Very detailed	10/14/2015 9:52 AM
21	**Strength** After seven months in my position, I am making valuable contributions to my department and the public and sharing valuable knowledge with my coworkers, design professionals and contractors. I participate in ongoing education on building standards and codes and training offered by the City in customer service, conflict resolution and communication.	10/14/2015 9:03 AM
22	**Strength** Training has been exceptional	10/14/2015 7:34 AM
23	**Opportunity** department employees we're not open to new hires coming from outside Santa Barbara	10/14/2015 7:14 AM
24	**Opportunity** Some days in my first two weeks I was left to find work to do, to look for someone to train me, and occasionally had to make work up because everyone was too busy to train.	10/14/2015 5:58 AM
25	**Opportunity** very little training needed	10/13/2015 11:02 AM
26	**Opportunity** Very helpful to receive tutorials from key City staff who manage processes that are part of my job. A little more context and worked examples could have been provided. Staff forget how much context they operate with!	10/13/2015 10:30 AM
27	**Strength** Katharina provided intensive training the first couple of days, introducing me to the various systems; processes and procedures.	10/13/2015 8:46 AM
28	**Strength** The "Hands ON" training as well as the variety of work that I have had the opportunity to experience as well as the people training me have been excellent .	10/13/2015 7:56 AM
29	**Strength** From day one I received training for my position and continue to receive support as needed.	10/12/2015 5:21 PM
30	**Opportunity** The training I needed the most was how to write CAR's and process Professional Service Agreements (PSA). For the next PSA training I recommend having the class taught by an employee that actually has to navigate the PSA process and use an example project. Risk Management, Purchasing, and City Attorney should be on the panel to answer questions. This style of teaching the class should make it more realistic and less disjointed.	10/12/2015 4:44 PM
31	fire academy	10/12/2015 4:26 PM
32	**Strength** Supervisor was readily accessible and able to provide training as needed.	10/12/2015 4:08 PM
33	**Opportunity** I could of used a lot more training.	10/12/2015 3:56 PM
34	**Strength** I was given training and manuals that helped me in my position. I was not left alone until I was completely ready.	10/12/2015 3:55 PM
35	**Opportunity** As stated above, the person I was replacing was not there to train me, so I had to learn by asking questions of many people.	10/12/2015 3:52 PM

Q17 What could Human Resources have done to improve your application, hiring, and orientation experience?

Answered: 57   Skipped: 33

#	Responses	Date
1	**Opportunity** Be more thorough with building locations, parking and timing. More descriptive with suite numbers and permitted parking and payment methods (such as should I park at a meter or is there a parking garage designated for this training).	10/27/2015 2:18 PM
2	**Strength** NA	10/26/2015 3:39 PM
3	**Opportunity** Have Division specific information like org charts, contacts, and mission/vision/values.	10/23/2015 10:41 AM
4	**Strength** I don't think anything that would be considered fair or resonable to all involved.	10/22/2015 2:35 PM
5	**Opportunity** speed up the process between application and employment	10/22/2015 1:55 PM
6	**Opportunity** I just never expected that it would take almost two months to go through the whole process and then be hired. Somehow shortening that time would be beneficial in acquiring superior people.	10/22/2015 12:25 PM
7	**Opportunity** I don't feel that the issues I experienced were with HR, I feel it was a lack on my division. We are going through the hiring process now, and this is something working on correcting.	10/22/2015 8:20 AM
8	**Strength** NA	10/22/2015 7:52 AM
9	**Strength** Nothing	10/21/2015 4:17 PM
10	**Opportunity** I would have liked more specialized training with focused topics for new supervisors. We briefly touched on each topic, but I would like something more in depth, like on disciplinary action or MOUs.	10/21/2015 9:32 AM
11	**Opportunity** New employees should not have to track down information related to their benefits, etc.	10/21/2015 8:46 AM
12	**Strength** I thought everything went smoothly.	10/20/2015 8:49 PM
13	**Opportunity** Accurate and timely information. Return phone calls Explain benefits and options	10/20/2015 6:38 PM
14	**Opportunity** I had a very positive experience with the hiring process. I might suggest that the orientation be a bit more comprehensive, especially for professional level positions.	10/20/2015 5:22 PM
15	**Opportunity** Provide a better sense of overall timeline of the process and milestones along the way.	10/20/2015 3:50 PM
16	**Opportunity** A new hire checklist would have been helpful	10/20/2015 3:12 PM
17	**Opportunity** Better communication.	10/20/2015 2:06 PM
18	**Opportunity** Not take so long to set up interviews once applications are submitted.	10/20/2015 1:35 PM
19	**Opportunity** Give more freedom to the FD to handle timing etc	10/20/2015 1:09 PM
20	**Opportunity** No one knows what to expect once they have applied. It's like you go into the blackhole and hope to come out with a job.	10/20/2015 10:49 AM
21	**Opportunity** HR could work with departments to implement a simple process to welcome and introduce new hires - unless you work with staff on a regular basis, we're strangers and are unrecognizable to each other. Maybe create a one-page HR newsletter that's published on a monthly basis that's solely employee related: names, titles, depts & faces of new hires, promotions, retirements, etc. At least walk the new employee through their own department to introduce them.	10/20/2015 10:18 AM
22	**Opportunity** I don't think HR could have done anything; it's an issue that needs to be resolved within the Dept.	10/19/2015 5:12 PM
23	**Strength** I am very satisified with the Human Resources application, hiring and orientation experience I received.	10/19/2015 9:37 AM
24	**Strength** N/A	10/19/2015 9:36 AM
25	**Strength** not much I can think of.	10/16/2015 7:00 PM
26	**Strength** I think that they are doing a great job in their hiring process which is fast and easy.	10/16/2015 7:15 AM

27	**Opportunity** Discuss benefits and holidays at the employee orientation and ask the PD to have someone on staff to take fingerprints at all times.	10/15/2015 6:33 PM
28	**Strength** all the processes for the Airport department were great. Very efficient	10/15/2015 4:05 PM
29	**Opportunity** pressure on the finger printing results	10/15/2015 12:55 PM
30	I'm not sure.	10/14/2015 4:36 PM
31	**Opportunity** Better communication from HR in the post-selection phase. Information in the Compenstation Plan was inaccurate, and I had to wait for over a week for updated/accurate information to be provided. This was very frustrating, because the information I needed was critical in my decision-making process. (I discussed this with Kristy over a year ago.)	10/14/2015 4:00 PM
32	**Strength** Everything was fine.	10/14/2015 1:52 PM
33	**Strength** Everything went very smooth	10/14/2015 10:39 AM
34	**Opportunity** In general, jobs should be posted in more places to receive a wider applicant pool	10/14/2015 10:24 AM
35	**Strength** They were on point.	10/14/2015 9:52 AM
36	**Opportunity** Conducting fingerprinting for the background check and the physical exam on the same day would be helpful.	10/14/2015 9:03 AM
37	**Strength** Nothing	10/14/2015 7:36 AM
38	**Opportunity** I think there are notes in the online application that indicate emails will be sent with updates but none were ever received by me.	10/14/2015 7:34 AM
39	**Opportunity** better communication on hiring process and who to contact for information	10/14/2015 7:26 AM
40	**Opportunity** The staff is great! but UPDATE THE CITY WEBSITE... regarding programs offerd to employees, housing ect	10/14/2015 7:14 AM
41	**Strength** N/A	10/14/2015 6:56 AM
42	**Strength** HR were good in the process. I've already stated my comments above on some of the snags I ran into.	10/14/2015 5:58 AM
43	See below	10/13/2015 4:48 PM
44	**Opportunity** calpers death issue would be nice to know about	10/13/2015 11:02 AM
45	**Opportunity** More in depth description of how the City Departments interact with each other and with Council.	10/13/2015 10:30 AM
46	**Strength** They did very well.	10/13/2015 9:31 AM
47	**Strength** N/A	10/13/2015 8:46 AM
48	**Opportunity** There should be more time spent going oer the different bennefit options in detail.	10/13/2015 7:56 AM
49	**Strength** Nothing	10/12/2015 5:43 PM
50	**Opportunity** My experience overall was excellent. The only process I would adjust is how quick the applicant receives the test results. But that's just because as an applicant, your always anxious to know the results.	10/12/2015 5:21 PM
51	**Strength** Nothing.	10/12/2015 4:44 PM
52	**Strength** nothing that I can think of	10/12/2015 4:26 PM
53	**Opportunity** quicker than 7 months to get through the process	10/12/2015 4:22 PM
54	**Opportunity** See comment regarding parking above. Although staff was available to answer questions, they were not always friendly. There are a lot of unknowns when someone joins a new organization.	10/12/2015 4:21 PM
55	**Opportunity** Inform hirees of the latest MOU's with unions. Especially coming from the public sector, there were benefits that I missed out on not knowing there was an MOU already in place.	10/12/2015 4:08 PM
56	**Strength** Overall, Human Resources provided great service through the application, hiring, and orientation experience.	10/12/2015 3:49 PM
57	**Opportunity** The online application process was difficult.	10/12/2015 3:45 PM

Q18 What assistance did Human Resources provide that was particularly helpful during your application, hiring, and orientation experience?

Answered: 54   Skipped: 36

#	Responses	Date
1	**Strength** Once I arrived to sign my paperwork the office was so friendly. And Erik from HR and Norma from the Library were EXCELLENT!	10/27/2015 2:18 PM
2	**Strength** Answering questions I had quickly	10/26/2015 3:39 PM
3	**Strength** Available to answer questions.	10/23/2015 10:41 AM
4	**Strength** Answers to direct questions, packets that were clear, information that was clear, always nice, calm demeanor... I have been hired many places and this was absolutely professional, curteous etc.	10/22/2015 2:35 PM
5	**Strength** HR was very helpful in setting up the background check and medical evaluation before employment	10/22/2015 1:55 PM
6	**Strength** I did enjoy the new employee orientation. That entire process was a great way to learn even more information and to meet other new employees.	10/22/2015 12:25 PM
7	**Strength** Erik always makes himself available to answer questions. I find him very helpful and responsive.	10/22/2015 10:47 AM
8	**Strength** HR has always been good to me. From the beginning, they were always there to help m out and guide me.	10/22/2015 8:20 AM
9	**Strength** Benefits	10/22/2015 7:52 AM
10	**Strength** Phone and email response times were very prompt.	10/21/2015 4:17 PM
11	**Strength** I think the new employee orientation with a visit from the City Administrator and other key people was so positive and much appreciated.	10/21/2015 9:32 AM
12	**Strength** Kept getting emails notifying me on my process.	10/20/2015 8:49 PM
13	**Strength** HR did a good job of communicating with me throughout the hiring process and keeping me informed of where I was at.	10/20/2015 5:22 PM
14	**Strength** I mostly had contact with Erik Uchida and Katharina Carls, both of whom were extremely friendly and helpful.	10/20/2015 3:50 PM
15	**Opportunity** None.	10/20/2015 1:35 PM
16	**Opportunity** none	10/20/2015 10:49 AM
17	**Strength** I called HR from out of state to request that I be able to take the exam a couple days after it was given since the closing on my home in another state prevented me from being in SB on time. Graciela Reynoso was kind enough to allow me to take the exam upon my arrival a couple of days later. Eric, Yessenia and Graciela treated me with respect and I felt like they cared.	10/20/2015 10:18 AM
18	**Strength** Every person I've ever dealt with in the HR Dept. has been patient and kind with all my questions since I started here. I appreciate that very much.	10/19/2015 5:12 PM
19	**Strength** Orientation was well planned and thought out.	10/19/2015 9:36 AM
20	**Strength** Help with paperwork	10/19/2015 8:48 AM
21	**Strength** they always very friendly, courteous, helpful.	10/16/2015 7:00 PM
22	**Strength** I dont remember having much contact except when I pick up the new employee package. They where nice and helpful.	10/16/2015 7:15 AM
23	**Strength** They always seemed fairly accessible for questions.	10/15/2015 6:33 PM
24	**Opportunity** everything went well. Besides the wrong benefit packet info, they were good.	10/15/2015 4:05 PM
25	**Strength** H R made sure i understood the process and benifits of being a city employee	10/15/2015 12:55 PM
26	**Strength** The explanation of benefits was thorough and thoughtful.	10/14/2015 4:36 PM

27	**Strength** Good communication initially, and HR staff was always friendly and respectful.	10/14/2015 4:00 PM
28	**Strength** The part of the City orientation where we went through each department, what they do, and who the key people are was very useful.	10/14/2015 1:52 PM
29	**Strength** The communication was good throughout the process.	10/14/2015 10:39 AM
30	**Strength** Easy directions to follow	10/14/2015 9:52 AM
31	**Strength** Answering questions about benefits, double checking forms I filled out for errors, meeting with me personally to discuss my application for employment and making orientation after employment informative and enjoyable.	10/14/2015 9:03 AM
32	**Strength** Orientation	10/14/2015 8:24 AM
33	**Opportunity** HR provided no assistance basically left up to the Dept.	10/14/2015 7:26 AM
34	**Strength** The staff was great !	10/14/2015 7:14 AM
35	**Strength** They always responded to any email inquiries during the hiring and orientation portions of recruitment process. They still are very helpful and available.	10/14/2015 6:56 AM
36	**Strength** Nothing jumps to mind specifically, but during my first few months both Erik and Yesenia were ALWAYS available to answer questions and were very courteous and friendly when providing responses.	10/14/2015 5:58 AM
37	**Strength** I do not believe there was too much more the HR department could have done. They were able to answer all questions, were very organized, and had pertinitent information and paper-work ready to go	10/13/2015 4:48 PM
38	**Opportunity** none	10/13/2015 11:02 AM
39	**Strength** Good overview of what it means to be a City employee, entitlements and duties.	10/13/2015 10:30 AM
40	**Strength** HR kept me up to date as often as possible and were very helpful with question I had.	10/13/2015 9:31 AM
41	**Strength** Providing a timeline that was upheld. I've applied to other positions where it seems that an application falls into an applicant blackhole with no response from the hiring department aside from an automated email received weeks later that states, "Thanks for applying...."	10/13/2015 8:46 AM
42	**Opportunity** N/A	10/13/2015 7:56 AM
43	**Opportunity** Doesn't apply	10/12/2015 5:43 PM
44	**Strength** The most appreciated assistance that the HR department provide was that you could pick up the phone and get through to a live person to ask questions.	10/12/2015 5:21 PM
45	**Strength** They helped me coordinate getting fingerprinted and answered any questions I had with the process.	10/12/2015 4:44 PM
46	**Strength** no lost papers or forms	10/12/2015 4:26 PM
47	**Strength** all aspects of assistance from human resources was outstanding...thanks	10/12/2015 4:22 PM
48	**Strength** Staff was available to answer any questions.	10/12/2015 4:21 PM
49	**Strength** Erik Uchida was very knowledgeable and prompt with getting back to me.	10/12/2015 4:08 PM
50	**Strength** Susie Gonzales is awesome!	10/12/2015 3:58 PM
51	**Strength** Eric was helpful and accommodating.	10/12/2015 3:56 PM
52	**Strength** I was given information on the process and updates on new job oportunities.	10/12/2015 3:55 PM
53	**Strength** They were always there to answer questions.	10/12/2015 3:52 PM
54	**Strength** Going over the benefits in detail once I was hired was particularly helpful.	10/12/2015 3:49 PM

ATTACHMENT C – COMPARABLE AGENCY SURVEY

Agency	Population (CA Dept. of Finance)	# Of FTE Allocated Positions (FY 2015- 16)	# Of FTE Allocated Human Resources Positions (FY 2015-16)	Structural/ Functional Notes
City of **Santa Barbara**	91,088	1,027.7 Ratio FTE/Population: 1/88	10 Ratio HR/Total FTE: 1/103	**HR is a division of the Administrative Services Department.** Recruitment, benefits administration, staff development/training, classification/comp. No labor relations. Provide support to Civil Service Commission.
City of **Santa Monica**	93,283	2091.8* Ratio FTE/Population: 1/44 *(excl. 161.6 temp FTE's)	25 Ratio HR/Total FTE: 1/83	**HR Department.** Performs majority of HR functions including recruitment, classifications, EEOC, training, labor relations. Payroll administration and Risk Management are assigned to the Finance Department. Appointed Personnel Board.
City of **Pasadena**	141,510	2,168.5 Ratio FTE/Population: 1/65	32.7 Ratio HR/Total FTE: 1/66	**HR Department.** Perform majority of HR functions. Payroll administration assigned to the Finance Department. Performance Management and Recognition are done out of the City Manager's Office. Workers' Comp and Safety Divisions transferred from Finance to HR in FY15-16 (inc 8.75 FTE's). No Civil Service/Personnel Board.
City of **Carlsbad**	110,653	674.25* Ratio FTE/Population: 1/164 *(excl. 163.2 hourly and limited term FTE's)	11.0 Ratio HR/Total FTE: 1/61	**HR is a division of the Administrative Services Department.** HR performs majority of HR functions – recruitment, employee development, classification, labor relations, benefits and workers' compensation. Administer payroll up to printing of checks (Finance). Risk Management not in HR. Personnel Board only meets "as needed" – not actively involved in HR activities. No Civil Service/Personnel Board.
City of **San Luis Obispo**	45,802	388.9* Ratio FTE/Population: 1/118 *(excl. 74.8 temp FTE's)	5.0 Ratio HR/Total FTE: 1/77	**HR Department.** All HR activities including Recruitment, classification & comp, labor relations, employee training, benefit administration, risk management including claims administration. Recently implemented Wellness Program, Leadership & Development Program. HR Director is City ADA Coordinator.
City of **Santa Cruz**	63,789	820.9 Ratio FTE/Population: 1/77	11.0 Ratio HR/Total FTE: 1/74	**HR Department.** HR functions include recruitment, benefits, classification/comp, employee training and development, volunteer program, labor relations and workers' comp program.

ATTACHMENT C – COMPARABLE AGENCY SURVEY

2014-15	SANTA BARBARA	Santa Monica	Pasadena	Carlsbad	San Luis Obispo	Santa Cruz
Requisitions Received	93	220	279	84	46	N/A
Number of Applications Received	8,609	19,077	22,510	10,000	2,580	3,458
Number of Candidates on Eligible Lists	2,500	N/A	N/A	1,883	200	N/A
Number of Certifications	125	N/A	N/A	N/A	N/A	N/A
New Hires	437 (regular and hourly)	217	500 (regular & temp)	75 New Hire 76 Promotions	44	94 Regular and 175 Temporary
Orientations Conducted	10	75	12 (benefits & hire paperwork only)	36	42	21
Disciplines drafted LOR and up	40 (approx..)	208 (NOI to suspend and up)	57	10 (approx.)	9	Not Tracked Est. 5 to 10
EEOC Complaints Title VII/FEHA	None since 2013	6	14	2	0	4 internal 1 DFEH
Accommodation Process	10-12 (approx.)	46	17	N/A	5	7
FMLA Certifications issued	42	230	N/A	60	14	45
Do they negotiate own MOUs in house?	Yes	Yes	Yes	Yes	Yes	Yes