

# Grand Jury Report

## RESPONSE FORM

Grand Jury Report Title: **Human Resources- A Department in Need of Attention**

Report Dated: **March 20, 2013**

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### **Response Form Submitted By:**

Dan Hamburg, Chair, Board of Supervisors  
Mendocino County Board of Supervisors  
501 Low Gap Rd, Room 1010  
Ukiah, CA 95482

### **FINDINGS**

- I (We) agree with the Findings numbered: \_\_\_\_\_
- I (we) disagree wholly or partially with the Findings numbered: 1, 2, 3, 4  
Attach a statement specifying any portions of the findings that are disputed;  
include an explanation of the reasons therefore.)

### **RECOMMENDATIONS**

- Recommendation(s) numbered 2 have been implemented. (Attach a summary describing the implemented actions.)
- Recommendation(s) numbered 1 and 4 have not yet been implemented, but will Be implemented in the future (Attach a timeframe for the implementation.)
- Recommendation(s) numbered \_\_\_\_\_ require further analysis. (Attach an explanation and the scope and parameters of the planned analysis, and a time frame for the matter to be prepared, discussed and approved by the officer and/or director of the agency or department being investigated or reviewed. This time frame shall not exceed six (6) months from the date of publication of the Grand Jury Report.)
- Recommendations numbered 3 will NOT be implemented because they are not warranted and/or are not deemed reasonable. (Attach an explanation.)

*I have completed the above responses, and have attached, as required the following number of pages to this response form:*

Number of Pages attached: \_\_\_\_\_

*I understand that responses to Grand Jury Reports are public records. They will be posted on the Grand Jury website: [www.co.mendocino.ca.us/grandjury](http://www.co.mendocino.ca.us/grandjury). The clerk of the responding agency is required to maintain a copy of the response.*

*I understand that I must submit this signed response form and any attachments as follows:*

First Step: E-mail (word documents or scanned pdf file format) to:

- The Grand Jury Foreperson at: [grandjury@co.mendocino.ca.us](mailto:grandjury@co.mendocino.ca.us)
- The Presiding Judge: [grandjury@mendocino.courts.ca.gov](mailto:grandjury@mendocino.courts.ca.gov)

Second Step: Mail all originals to:

Mendocino County Grand Jury  
P.O. Box 939  
Ukiah, CA 95482

Printed Name: Dan Hamburg

Title: Chair, Mendocino County Board of Supervisors

Signed: \_\_\_\_\_

Date: \_\_\_\_\_

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**FINDINGS:**

**Finding 1:** The County has experienced a turnover of Human Resource Directors during the past decade plus. This does not lead to the conclusion that there is a lack of focus on the organizational needs of the Human Resources Department. Prior Human Resource Directors have left the County for reasons as diverse as a desire to retire or moving on to other agencies offering better pay. The County is, and has been in the past, committed to recruiting and retaining well-qualified Human Resource professionals to serve as the Human Resources Director in Mendocino County.

**Finding 2:** The Chief Executive Officer and her staff have implemented budget request changes in recent years to improve the budget preparation process in general. This helps explain why there may be differences between budgeted amounts and amounts actually spent. The County has also encouraged all of its departments to monitor and control their expenditures in order to eliminate their approximately \$7 million deficit in County finances as was remarked upon in the June 11, 2013 budget hearing of the Board of Supervisors. The current budget process is very public and transparent. It is the same for funding and expenditures. Lastly, each department administers its own training program.

**Finding 3:** The Human Resources Department cannot predict when vacancies in County employment will occur and these vacancies occur for a variety of reasons which are beyond the direct control of the Board of Supervisors to varying degrees. The Board of Supervisors is informed that the Human Resources Department has a variety of employee training opportunities. The Chief Executive Officer has also established beginning phases of a leadership program which will lead to a long-term Leadership Academy. Other departments also have their versions of employee training programs or sources of training. It is the Board of Supervisors' view that given the currently available resources for the County as a whole, the existing training and leadership development component of the County's employment is adequate given the County's fiscal condition. The Board of Supervisors is committed to providing the best employee training opportunities possible within its means at all times.

**RECOMMENDATIONS:**

**Recommendation 1:** The Board of Supervisors notes the coming use of the new applicant processing system called NEOGOV will have a positive impact on the ability of the Human Resources Department Director and staff to work on long range recruitment planning, training and staff development to a greater extent when feasible. The Chief Executive Officer response provides greater detail regarding additional tools for more effective employee recruiting efforts.

**Recommendation 2:** The Board of Supervisors is supportive of the development and implementation of leadership and succession planning.

**Recommendation 3:** The Board of Supervisors concurs with the Chief Executive Officer's response to Recommendation 3 and concludes that zero-based budgeting is inappropriate.