Finance and Administration Committee
February 22, 2011 – 9 a.m.

Workload and Staffing Analysis – Review Scope of Work

Purpose
The purpose of this item is to involve the Governing Board in the Workload and Staffing Analysis being performed by North Highland Consulting Company. Planned discussion will focus on three areas: (1) contracted scope of work, (2) kickoff meeting between the Board and North Highlands, and (3) schedule future Board and consultant meetings.

Background
During the January 27, 2011 Governing Board Ad Hoc meeting, the Board approved North Highland Consulting Company (North Highland) to perform a workload and staffing analysis. A budget transfer has been made from General Fund Contingency Reserves in the amount of $247,594, consistent with the consultant's cost proposal. Staffs have begun meeting with and providing information to the project team from North Highland so that they can begin developing their understanding of the District in preparation for performing their analysis. Following are the scope of work and expected deliverables to be received from this project.

Scope of Work – The Contractor will be expected to perform a comprehensive organizational analysis of the District's existing operations and current workload and staffing levels, including the following activities:

- Provide a project manager who will maintain a local presence to ensure regular accessibility to District staff and the Governing Board.
- Develop an overall understanding of the District's mission, strategic initiatives, operations and business practices to the extent necessary to conduct a meaningful analysis of workload and staffing.
- Develop an understanding of relevant laws, rules, policies and procedures that impact workload and staffing levels.
- Develop a comprehensive understanding of the organizational structure and business practices of each Department to understand workload drivers and the quality and quantity of work and level of effort required to be performed within each Department.
- Develop a schedule, approved by the District, to complete agreed upon reviews, including an assessment of the costs to perform the requested scope of work, broken down by each Department.

Perform the following, at a minimum:

- Conduct a comprehensive analysis of the effectiveness and efficiency of current service skill and staffing levels (including full-time regular employees, temporary staffing and contractors) as compared to the current, identified workloads, toward the goal of recommending an optimum level of staffing to produce or deliver the appropriate quality and quantity of services in a timely manner. This should include an evaluation of the man hours needed to accomplish individual functions, which are necessary to accomplish the goals and objectives of the District. Include an evaluation of factors including, but not limited to:
  - Organizational structure, to include total number of supervisors and employees in relation to work demands.
  - Ratio of supervisors to employees.
  - Division of labor and management and supervisory span of control.
  - Allocation of staffing based upon complexity of work and the demonstrated mix of skill sets and skill levels of staff.
  - Normal hours, overtime and compensatory time worked by staff.
  - Turnover ratios as they may impact workloads.
  - Annual, sick and other leave types used as they may impact workloads.

- Evaluation of the use of technology, appropriate support systems and innovative approaches to managing demand for services.
- Determine the degree to which each Department has been able to meet the expectations set for it and identify any factors that limit its ability to do so. This may include evaluation of reports and other data, as well as surveys of/interviews with management and/or staff and other assessment tools as identified by the Consultant.
- Assess any existing duplication of effort by employees and work that serves little or no purpose.
- Evaluate management control systems for measuring, reporting and monitoring a work unit's economy and efficiency.
- Identify best practices and standards for staffing, including recommendations for improving current policies, procedures and practices to achieve optimum staffing levels to meet current workloads.
- Formulate recommendations for specific actions or alternatives to take advantage of opportunities for improvement to solve problems identified and to reduce costs.
- Describe data collection, analytical and other techniques used in performing the evaluation and formulating recommendations.
- Identify methodologies, formulas and standards used to make staffing allocation decisions. Analysis will be based on the most appropriate measures available and must include a rationale for selecting those measures. These methodologies, formulas and standards should serve as a basis for assessing current staffing needs and for making future short and long term staffing decisions to meet District goals and needs.
- Determine whether opportunities exist to reduce costs, improve management oversight and better align staffing levels with workload without impairing the quality of services provided to the citizens and communities within the Southwest Florida Water Management District.
- Develop an estimate of costs to implement each recommendation and/or an estimate of the savings that would result.
- Provide assurance that each recommendation for action or implementation complies with applicable local, state and federal laws.

Deliver at a minimum:

- Conduct pre-study project planning and schedule meetings with the District Governing Board and/or Executive Staff as needed to effectively perform this Scope of Work.
- Develop and recommend a phased approach to gathering and analyzing relevant data needed to effectively complete the Scope of Work, including such activities as:
  - Reviewing organizational charts, budgets, operational functions and relevant District reports with particular emphasis on efficient organizational staffing methodology and allocation to ensure efficiency and effective delivery of services to the public and other internal and external customers.
  - Conducting project briefings and question and answer sessions with Executive staff and Division and/or Department Heads or other identified staff to better understand the operations of each Department.
  - Working with relevant District staff to collect data and information necessary to complete the scope of work.
  - Conduct periodic status meetings at least twice per month during the course of the engagement. The first meeting per month will be with staff. The second meeting per month will be with both staff and one or more members of the Governing Board Finance & Administration Screening Committee, at the preference and convenience of the Committee.
  - Develop a time-phased, structured management action/development plan for each action recommended as to what should be done, who should be responsible for doing it, when it should begin and when it should be completed.
  - Prepare a draft written report and recommendations for review and comment by Executive staff and the Governing Board Finance & Administration Screening Committee. The Draft Report should include at least:
  - An Executive Summary of the findings and recommendations contained in the report.
  - A comprehensive, written report documenting the methodologies, analysis, findings and recommendations developed during this engagement.

- Ten (10) hard copies of the written report that can be reproduced by the District, in whole or in part, as needed.
- An editable electronic copy of the draft written report that can be reproduced by the District, in whole or in part, as needed.
- Deliver a final written report and recommendations on or before July 1, 2011 to the District's Governing Board and Executive Staff, in terminology that will be meaningful to management, to assist the Governing Board and Executive staff in making decisions pertaining to manpower allocations. Final Report should include at least:
- An Executive Summary of the findings and recommendations contained in the report.
- A comprehensive, written report documenting the methodologies, analysis, findings and recommendations developed during this engagement.
- Twenty (20) hard copies of the written report that can be reproduced by the District, in whole or in part, as needed.
- A final electronic copy of the written report that can be reproduced by the District, in whole or in part, as needed.
- Presentations of the report orally to the Governing Board Finance & Administration Screening Committee and to the Governing Board as a whole, to review the report, ensure understanding of the implications of the study findings and recommendations and respond to questions and concerns.

A final written Workload and Staffing Analysis report and recommendations will be delivered no later than July 1, 2011 with a subsequent oral presentation to the Governing Board at the July 2011 Governing Board meeting or such other, ad hoc meeting as the Board may request.

Kickoff Meeting – The North Highland project manager will conduct a kickoff meeting with the Governing Board as its client.

Future Board Meetings – Committee Chair Tharp will lead discussion to identify the need and timing of future Board and consultant meetings. If necessary, Chair Tharp will request Board Chair Oakley to designate Ad Hoc Committee(s) for approval by the Board.

Staff Recommendation:

This item is presented for Committee discussion, and no action is required.

Presenters: Elaine M. Kuligofski, Director, Human Resources & Risk Management Dept.
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