

Human Resource System Audit

Align with best practices and develop into a strategic
HR system

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Our HR Audit looked at:

- Traditional versus strategic HR
- Complaint and investigation processes
- Consistent HR services:
 - Training
 - FMLA/OFLA leave administration
 - Onboarding
 - Performance management
- ADA process

Factor	Traditional HR	Strategic HR
Role of HR	Transactional, change follower and respondent	Transformational, change leader and initiator
Nature	Reactive	Proactive
Scope	Employee relations	Both internal and external relations
Initiatives	Slow, reactive, and fragmented	Fast, proactive, and integrated
Time horizon	Short-term	Long-term

Complaints

Investigations

The County needs a new approach to training supervisors and managers.

There are no Countywide mandatory trainings for supervisors or managers on how to be good managers.

Common training for supervisors and managers

- Coaching
- How to provide clear expectations
- Understanding laws governing safety and civil rights

Training helps set expectations

Clear expectations support accountability

Priority recommendations

- Central HR should develop and implement Countywide programs based on best practices for onboarding, performance management, and training, including compliance training and supervisory training.

Priority recommendations

- Central HR should work with the County Attorney's Office to implement a system for tracking accommodations and their status.
- Central HR should work with the AdAPT Employee Resource Group to ensure that the ADA-related materials it produces are accessible to people with disabilities.
- Central HR should ensure that education on the ADA and the reasonable accommodations process is part of required compliance training for employees.

Priority recommendations

- To help ensure the appearance of impartiality, increase consistency, and reduce risk:
 - Formal investigations should be conducted centrally.
 - Informal complaint resolution, which may include mediation, should be driven by central procedures but remain at the department level.

Priority recommendations

- To improve information about workplace complaints, departments should track all complaints at a central level.
- To reduce risk, HR should require certification for those handling formal investigations and mediation cases.

Questions?