



DATE: March 14, 2007

TO: Honorable Mayor and City Councilmembers

FROM: Human Resources Department

SUBJECT: **IMPLEMENTATION OF A PILOT CLERICAL RESOURCE POOL PROGRAM**

SYNOPSIS

Staff recommends that the City Council adopt the resolution amending the FY 2007-08 budget for the Human Resources Department to fund the position of Office Specialist II; add the position of Office Specialist II to the Human Resources Department; and authorize the Human Resources Director to implement the pilot Clerical Resource Pool Program.

BACKGROUND

Short-term vacancies resulting from regular employees using sick hours, leave days, and attending training often leave a department short-handed and backlogged because new temporary employees must be in-processed and background-checked before they are allowed to start work. This procedure normally takes from 7-10 business days.

When a temporary agency employee or hourly City employee is the only option, departments often choose to leave a gap unfilled, because of the time and difficulty in selecting, in-processing, and training temporary staff. In either situation, customer service suffers. There are administrative functions in the City where the sensitive nature of the job makes temporary use prohibitive. Additionally, departments have difficulty covering customer service functions that cannot be left unmanned when there are training opportunities and meetings.

ANALYSIS

The Human Resources Department recently performed a staffing analysis to determine an efficient and economical solution for short-term staffing shortfalls due to employee illness, leave, training, and temporary workload increases.

The following three options were identified and evaluated in the subject analysis. The first two, Temporary Agency Staffing and Temporary Hourly Staff, are currently utilized in varying degrees by the City. The third, a Clerical Resource Pool, is a new option:

Temporary Agency Staff

Use of temporary agency staff for the City's on-call administrative needs is not cost-effective. This option is not preferred due to the inconsistent quality of temporary staff and the costs involved. The average bill rate (percentage in addition to the hourly rate of temporary agencies) is 40 percent. At this bill rate, we are charged \$16.80/hour for a \$12.00/hour employee. In addition, valuable staff time is needed to coordinate with temporary agencies to find an available employee, give information about the assignment, provide directions to the facility, cover staffing gap until the employee arrives (from ½ to 1 day), and train the temporary employee on City services, telephones, computer software and procedures.

Hourly Staff

The use of hourly employees to staff the resource pool is another option. This option is not preferred due to the limitations on hours (maximum 1000 hours/year), staff time to track hours, and unpredictability of non-benefited, temporary employees. A large percentage of these employees are seeking full-time employment and once they find it they are no longer available to us. As temporary hourly staff with unknown and unpredictable hours, they have little incentive to remain loyal employees. Additionally, ongoing applicant screening, testing, in-processing, and ultimately managing the employee pool would be costly and time-consuming.

Clerical Resource Pool

An Office Specialist would be designated as a floating clerical employee available to all departments at City Hall to fill short-term gaps in staffing. The benefits of this staffing option include:

- Increased continuity of services (there is frequent turnover of temporary and part-time staff – a full-time employee will provide stability and have loyalty to the City)
- Increased quality of service (a full-time employee will be reliable and have knowledge of City services, personnel, phones, computer software, and procedures)
- Increased employee productivity (staff will not have to train the resource pool employee, as they would a temporary)
- Ability to use the employee in a cash-handling position (most temporary agencies do not allow this, or bonding is required)
- Increased employee morale due to relief of the strain caused by short-staff situations

- An opportunity to groom an employee(s) for other potential job openings in the City
- Coverage for department staff meetings, trainings and other staffing gaps
- Cost efficiency

A pilot "Clerical Resource Pool" program would be administered by the Human Resources Department. The program would initially staff an Office Specialist II. The Office Specialist II will be designated as a floating clerical employee available to all departments at City Hall to fill short-term gaps in staffing. Tasks this person would perform include: answering phones, greeting and directing customers, maintaining calendars, cashiering, and data entry. During this pilot program, Human Resources will develop procedures and ground rules for use of this position. Staff will evaluate the effectiveness of the program after one year and possibly make a recommendation for permanent implementation and additional staff for the pool.

FISCAL IMPACT

Implementation of this proposal for the remainder of FY 2006-07 can be accomplished within the existing budget authorized for the Human Resources Department. Funding for FY 2007/08 will require an additional \$51,600 which will be included in the FY 07-08 budget update.

A review of City-wide expenditures for temporary worker wages and agency fees during this fiscal year are in excess of \$40,000. The City would profit from a reduction in these expenses with additional benefits derived from the continuation of customer service and administrative support by a trained, knowledgeable City employee during temporary staffing shortfalls.

INSURANCE REQUIREMENTS

Does not apply.

COMMISSION OR COMMITTEE REPORT

Does not apply.

CITY ATTORNEY'S ANALYSIS

The referenced documents have been reviewed by the City Attorney and approved as to form.

RECOMMENDATION

Staff recommends that the City Council adopt the resolution amending the FY 2007-08 budget for the Human Resources Department to fund the position of Office Specialist II; add the position of Office Specialist II to the Human Resources Department; and authorize the Human Resources Director to implement the pilot Clerical Resource Pool Program.

PREPARED BY:

SUBMITTED BY:


Christine Singer
Principal Human Resources Analyst


Peter A. Weiss
Interim City Manager

REVIEWED BY:

Michelle Skaggs Lawrence, Deputy City Manager
Nita McKay, Financial Services Director
Brian Kammerer, Human Resources Director



RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF OCEANSIDE AMENDING THE BUDGET FOR THE HUMAN RESOURCES DEPARTMENT TO ADD THE POSITION OF OFFICE SPECIALIST II AND APPROVAL TO IMPLEMENT THE PILOT CLERICAL RESOURCE POOL PROGRAM.

WHEREAS, the Human Resources Director has conducted a staffing analysis to determine a solution for short-term staffing shortfalls; and

WHEREAS, as a result of the said study, has proposed the implementation of a pilot Clerical Resource Pool Program and the addition of an Office Specialist II position to staff the program;

NOW, THEREFORE, the City Council of the City of Oceanside does resolve as follows:

SECTION 1. To amend the 2007-2008 fiscal year budget for the Human Resources Department to add the position of Office Specialist II.

SECTION 2. The Human Resources Director is hereby authorized to implement the pilot Clerical Resource Pool Program and to take whatever actions are necessary to administer the Program until March 2008.

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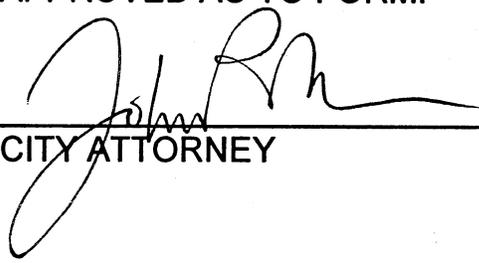
PASSED AND ADOPTED by the City Council of the City of Oceanside,
California, this _____ day of _____, 2007, by the following vote:

AYES:
NAYS:
ABSENT:
ABSTAIN:

MAYOR, CITY OF OCEANSIDE

ATTEST:

CITY CLERK

APPROVED AS TO FORM:


CITY ATTORNEY