



HUMAN RESOURCES COMMITTEE

Workforce Solutions Alamo
100 N. Santa Rosa, Suite 101
San Antonio, TX 78207
October 23, 2020
2:30 PM

AGENDA

Agenda items may not be considered in the order they appear.

Citizens may appear before the Committee to speak for or against any item on the agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) if they register at the beginning of meeting. Questions relating to these rules may be directed to Martha Aguilar at (210) 581-1062.

Citizens may appear before the Committee of Six to speak for or against any item on the Agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) To register for public comment, please call (210) 272-3250 or email lmartinez@wsalamo.org by 10:00AM on the day of the meeting. Please register before this time. Questions relating to these rules may be directed to Linda G. Martinez at (210) 272-3250

To protect the health of the public and limit the potential spread of COVID 19 as directed by Governor of Texas, Bexar County and City of San Antonio, WSA will hold this meeting via videoconferencing. The meeting will be held in compliance with the suspended provisions of the Texas Open Meetings Act. For those members of the public that would like to participate, please call toll-free 1-877-858-6860, which will provide two-way communications through speaker phone. For additional information, please call Linda G. Martinez, (210) 272-3250.

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I. CALL TO ORDER AND QUORUM DETERMINATION

Presenter: Leslie Cantu, Chair

II. DECLARATIONS OF CONFLICT OF INTEREST

Presenter: Leslie Cantu, Chair

III. PUBLIC COMMENT

Presenter: Leslie Cantu, Chair

IV. DISCUSSION AND POSSIBLE ACTION ON MINUTES OF AUGUST 13, 2020

Presenter: Leslie Cantu, Chair

V. DISCUSSION AND POSSIBLE ACTION: FINAL REPORT - KAS HR CONSULTING GROUP

Presenter: Keith Scott

- a) Phase 1: WSA HR Policy & Procedure Handbook
- b) Phase 2: Develop HR Standard Operating Procedure (SOP)
- c) Phase 3: Recruiting, Selection and Orientation Design and Delivery
- d) Phase 4: Develop Performance Management Practices
- e) Phase 5: Determine Appropriate Training
- f) Phase 6: Ongoing Human Resources Support

VI. HR UPDATE: DISCUSSION AND POSSIBLE ACTION

Presenter: Lisa Bartee, HR Manager

- a) LMS Training Update
- b) Recruitment Update
- c) Timeline and Roll Out:
 - a) HR Policy & Procedure Handbook
 - b) HR Standard Operating Procedure (SOP)
 - c) Performance Evaluation Management Practices
 - d) WSA Staff Training

VII. PROCUREMENT UPDATE DISCUSSION AND POSSIBLE ACTION

Presenter: LaVonnia Williams, Director Procurement

- a) RFP & Timeline for Professional Employer Organization (PEO)

VIII. CEO REPORT

Presenter: Adrian Lopez, CEO

IX. CHAIR REPORT

Presenter: Leslie Cantu, Chair

X. EXECUTIVE SESSION:

Pursuant to Chapter 551 of the Texas Open Meetings Act, the Committee may recess into Executive Session for discussion on any issue for which there is an exception to the Act as set out in section 551.071 et. seq. including, but not limited to, the following:

- a. Government Code §551.072 - Discussions Regarding Purchase, Exchange, Lease, or Value of Real Property if Deliberation in an Open Meeting Would Have a Detrimental Effect on the Position of Workforce Solutions Alamo in Negotiations with a Third Party;
- b. Government Code §551.071 - All Matters Where Workforce Solutions Alamo Seeks the

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Advice of its Attorney as Privileged Communications under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas:

- c. Pending or Contemplated Litigation; and
- d. Government Code §551.074- Personnel Matters involving Senior Executive Staff and Employees of Workforce Solutions Alamo.

XI. ADJOURNMENT

Presenter: Leslie Cantu, Chair



HUMAN RESOURCES COMMITTEE MINUTES

Workforce Solutions Alamo
100 N Santa Rosa Ave
San Antonio, TX 78207
August 13, 2020
9:00 AM

Agenda items may not be considered in the order they appear.

Citizens may appear before the Committee to speak for or against any item on the Agenda in accordance with procedural rules governing meetings. Speakers are limited to three (3) minutes on each topic (6 minutes if translation is needed) if they register at the beginning of meeting. Questions relating to these rules may be directed to Linda G. Martinez at (210) 581-1093.

To protect the health of the public and limit the potential spread of COVID 19 as directed by Governor of Texas, Bexar County and City of San Antonio, WSA will hold this meeting via videoconferencing. The meeting will be held in compliance with the suspended provisions of the Texas Open Meetings Act. For those members of the public that would like to participate, please call toll-free 1-877-858-6860, which will provide two-way communications through a speaker phone. For additional information, please call Linda G. Martinez, (210) 581-1093.

I. Call to Order and Quorum Determination

Presenter: Leslie Cantu, Chair

II. Declarations of Conflict of Interest

Presenter: Leslie Cantu, Chair

No conflict of interest declared.

III. Public Comment

Presenter: Leslie Cantu, Chair

No public comments.

IV. Discussion and Possible Action on Minutes of July 16, 2020

Presenter: Leslie Cantu, Chair

Upon motion by John Blaylock and second by Betty Munoz, the Committee unanimously approved the July 16, 2020 Minutes.

V. DISCUSSION AND POSSIBLE ACTION

Presenter: Lisa Bartee, HR Manager

a) MAG Re-Organization Implementation

Staff reported that the implementation would be less than allotted amount. Total to be spent: \$112,441.28.

WSA staff will see the impact of these changes by Sept. 4, 2020 pay period.

VI. BRIEFING: KAS HR CONSULTING GROUP

Presenter: Keith Scott

a) WSA Employee Handbook Update

- Hired HR consultant to provide recommendations to improve performance and financial health of organization.
- Improve policies
- Last major update prior was 2013.
- Review, revises, update the development and maintenance of HR handbook.
- First and second draft was presented in July for review with revisions, recommendations and questions. Feedback was received.
- Final draft was provided in August 2020.
- Reformatted to include table of contents, hyperlinks, language, legal compliance, consistency, best practices, spelling, grammar, etc. to include close to 200 total changes.
- Modeled after other similar workforce boards.
- Updates/ changes to include flow of document/order of topics, EO statement, telecommute, employment benefits, social media, weapons policy, rules of conduct and disciplinary process, and employee acknowledgement form.
- Management Advisory Group (MAG) suggested compensation and personnel policies updates. WSA needed to determine if this needed to be included as apart of Employee Handbook or S.O.P.
- Recommending approval by end of fiscal year (September).
- Board recommendation: Electronic employee signature via DocuSign

b) KAS HR Consulting Group Update

- Project Update Phase 1: Review, revise and update handbook- completed.
- Project Update Phase 2: Review HR internal operational policies and procedures to include HR S.O.P status. Target completion is 8/28/2020.
- Project Update Phase 3: Recruitment. Selection and Orientation Design and Delivery. Provide support to managers in implementing programs and processes. Part of process will be defined in S.O.P. Assisted with the selection of Caliber for candidate assessments for IT; online candidate assessment tool. Target Completion is 8/28/2020.
- Project Update Phase 4: Develop performance appraisal processes and train Directors/Managers on goal setting, leadership and communication as they relate to WSA operational values. Potentially develop new appraisal forms. Target Date: 9/18/2020
- Project Update Phase 5: Directors/Managers Training- Determine appropriate training and provide administrative support to deliver training. Recommend, facilitate and/or provide classes. Target Date: 9/18/2020
- Project Update Phase 6: Provide final recommendations to HR Manager. Final recommendations will be presented to CEO. Target Date 9/25/2020. (PEO)
- Mr. John Blaylock: Inquiring who is taking LMS trainings and what courses are required. Lisa Bartee will gather this information. Added as an action item.

VII. Professional Employer Organization (PEO)

Presenter: Adrian Lopez, CEO

- Adrian Lopez: This presentation is in relation to potentially hiring a PEO to handle Payroll and HR.
- LaVonja Horne-Williams: PEO is a professional employer organization (outsourcing firm) which offers HR consulting, safety and risk mitigation services, payroll processing, and other assistance. They would become a co-employer.
- PEO RFP:
 - A) Issue Date: 8/31/2020
 - B) Pre-Proposal Meeting: 9/9/2020
 - C) Questions Due: 11/11
 - D) Response Deadline: 9/28

-Adrian Lopez: Looking at the financial implications and how can this be implemented.
-Juan Solis III: I can see how using a PEO would need to be beneficial by having a PEO use their own handbook.
-Leslie Cantu: C2 may use a PEO and can advise on how they operate.
-Diane Rath: Instead of using a RFP, it may be better to consider a RFI. It may be better to understand this more before procuring service. Leslie Cantu was in agreement.
-Adrian Lopez: We can go that direction.
-Keith Scott: Hasn't personally procured a PEO. It may be helpful to look at how other workforce boards use PEOs. Advising more research to be done before procuring services.

VIII. Chair Report

Presenter: Leslie Cantu, Chair

-None

IX. Executive Session:

Pursuant to Chapter 551 of the Texas Open Meetings Act, the Committee may recess into Executive Session for discussion on any issue for which there is an exception to the Act as set out in section 551.071 et. seq. including, but not limited to, the following:

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b. Government Code §551.071 - All Matters Where Workforce Solutions Alamo Seeks the Advice

of its Attorney as Privileged Communications under the Texas Disciplinary Rules of Professional

Conduct of the State Bar of Texas:

c. Pending or Contemplated Litigation; and

d. Government Code §551.074- Personnel Matters involving Senior Executive Staff and Employees of Workforce Solutions Alamo.

X. Adjournment

Presenter: Leslie Cantu, Chair

There being no further business, a motion was made by John Blaylock and second by Mary Batch that the meeting adjourn. The motion carried unanimously. The meeting adjourned at 9:51 am.

MEMORANDUM

To: Workforce Solutions Alamo Board (HR Committee)

From: Adrian Lopez, CEO

Presented by: Keith Scott, KAS Consulting Group - HR Consultant

Date: October 23, 2020

Subject: KAS HR Consulting Services Final Summary Report

Summary: This item is to provide an update to the Board HR Committee on the final HR Consulting Services Summary Report and Recommendations prepared by Keith Scott of KAS Consulting Group (KAS).

Analysis: KAS recommends that HR Consulting Services Final Summary Report be reviewed and approved, if needed by WSA HR Committee.

Alternatives: KAS recommends no alternatives to the review or approval of the HR Consulting Services Final Summary Report except for additional by the Board, if needed.

Fiscal Impact: The fiscal impact is part of the overall \$15,000 HR Consulting Services fee for KAS until September 30, 2020.

Recommendation: KAS recommends that WSA review, and/or approve the Final Summary Report and recommendations by October 23, 2020 or at its next Board meeting.

Next Steps: WSA CEO, HR Committee and Board need to decide whether to approve the final recommendations presented by KAS. WSA CEO, HR Committee and Board need to decide if WSA would like to engage KAS with additional HR Consulting Services to help implement the final recommendations.

HR Consulting Services Final Summary Report

By Keith Scott
KAS Consulting Group
October 23, 2020



Scope of Work

Phase 1: Update WSA's HR Policy & Procedure Handbook

Phase 2: Develop HR Standard Operating Procedures (SOPs)

Phase 3: Recruiting, Selection & Orientation Design and Delivery

Phase 4: Develop Performance Management Practices

Phase 5: Determine Appropriate Training

Phase 6: Ongoing Human Resources Support



HR Policy and Procedure Handbook

Observations	Recommendations
<ul style="list-style-type: none">• Employee handbook policies are not well known to employees.• Employees desire an understanding and consistent application of policies.• Consistency and legal compliance are critical when applying policies.	<ul style="list-style-type: none">• WSA's labor attorney needs to review and approve final version of handbook.• Present and train all employees on the approved handbook in November.• Update Employee Handbook as needed when there are changes to policies and procedures.

HR Standard Operating Procedures

Observations	Recommendations
<ul style="list-style-type: none">• Critical and priority HR SOPs were addressed.• There is overlap and alignment between Employee Handbook and SOPs.• Supervisors and managers do not appear to be aware of HR SOPs or how to utilize them.	<ul style="list-style-type: none">• Update HR SOPs as needed and when there are changes.• HR SOPs should be shared with Managers and use as a guide.

Recruiting, Selection and Orientation

Observations

- Most of the time spent on recruiting, selection and orientation design was on the tactical processes and not strategic processes and programs
- Inconsistencies and inefficiencies in the recruiting, selection, and onboarding process; however, the tactical and coordination process were addressed and improved in the SOP.

Recommendations

- Implement WSA's mission, vision and values in the interview and selection process.
- Increase the pool of qualified and diverse candidates from a variety of sources, locations and organizations.
- Improve the onboarding process.



Performance Management Practices

Observations

- Previous evaluation was cumbersome, complex and not user friendly.
- Did not address training for directors/managers on goal setting, leadership and communication.

Recommendations

- Directors/Managers need training on goal setting, leadership and communication
- Directors/Managers should have ongoing feedback sessions monthly and/or quarterly with their employees.
- Training of new evaluation process should take place in November with goal setting implementation for each department and employee.
- Formal annual performance evaluation should take place in October of each year beginning in 2021.



Determine Appropriate Training

Observations

- WSA's LMS is a quality e-learning system and platform
- However, limited utilization of WSA's LMS
- HR and managers need to monitor, evaluate and provide monthly reports on employee trainings.
- Not able to provide administrative support to deliver training, to facilitate and/or provide training courses.

Recommendations

- Implement the recommended Training Plan for 2021
- Conduct Performance Management / Evaluation training in November 2020
- Conduct Anti-Harassment Training by December 31, 2020



Ongoing Human Resources Support

Observations

- Some positions' roles and responsibility lack clarity and definition.
- Adaptation to leadership changes, organizational structure and performance expectation.
- Staff retention/turnover data unclear.
- Staff satisfaction unclear.
- Staff stated issues with stress and stress management.
- Staff capacity issues, such as workload and the proper balance of workload between staff.

Recommendations

- During the recommended performance planning session in November, employees should have a clear understanding of their role, responsibilities, goals and performance expectations.
- Update all job descriptions by December 31, 2020.
- Review workload balance of employees.



Additional Recommendations

- Conduct Staff Satisfaction/Stay Survey in 2021.
- Improve HR automation with technology to become more paperless with forms and documents.
- Implement the full capacity and Utilization of WSA's Application Tracking System (ATS).
- Prepare and plan for long-term remote work strategy.
- Continue to work on clear performance standards that are aligned with WSA's Mission, Vision and Values.



Conclusion: Strategic HR

A Strategic HR Approach

1. Strategic Staffing
2. Strategic On-boarding
3. Professional Development Strategies
4. Employment Engagement Strategies
5. Employee Retention Strategies
6. Performance Management Strategies
7. Management and Leadership Development



Human Resources Consulting Services Final Summary Report



PRESENTED BY

KAS Consulting Group

PO Box 3771

McKinney Texas 75070

September 30, 2020

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Scope of Work:

KAS Consulting Group (KAS) was retained by Workforce Solutions Alamo (WSA) as a HR Consultant to provide general human resources support to WSA's administration. KAS worked with WSA's Human Resources Manager to evaluate and perform services in the following areas:

- Operational Policies and Procedures
 - Review of existing human resources infrastructure; provide recommendations
 - Strategies for development of revised and/or new processes, programs and practices on Human Resources matters.
- Recruiting, Selection and Orientation Design and Delivery
 - Design recruiting, selection and orientation process and programs. Provide support to managers in implementing such processes and programs.
- Performance Management Practices
 - Develop performance appraisal process and train Directors/Managers on goal setting, leadership and communication as they relate to WSA operational values.
- Directors/Managers Training
 - Determine appropriate training and provide administrative support to deliver training.
 - Recommend, facilitate and/or provide training courses
- Ongoing Human Resources Support
 - Human Resources support for implementation of policies and procedures and support to directors/managers.
- Consultant will provide progress/status reports
 - Status reports describing activities and progress will be developed by the consultant and presented to WSA's HR Manager.
- Consultant will provide final recommendations to HR Manager.
 - Final recommendations will be presented to WSA's Chief Executive Officer (CEO) or designee. WSA's CEO will make final decisions on recommendations to present to the HR Committee.

PHASE 1: UPDATE WSA'S HR POLICY AND PROCEDURE HANDBOOK

a) RESULTS

- Shared best practices of Employee Policy Handbooks from several sources including Workforce Boards and Council of Governments
- With the assistance of the HR Manager, completed and updated development and maintenance of WSA Employee Policy Handbook
- Presented update of the Employee Policy Handbook to the HR Committee and Board

b) OBSERVATIONS

- Employee handbook policies are not well known to employees
- Employees desire an understanding and consistent application of policies
- Consistency and legal compliance are critical when applying policies

c) RECOMMENDATIONS

- WSA's labor attorney needs to review and approve final version of Employee Policy Handbook
- Present and train all employees on the approved Employee Policy Handbook in November 2020 with signed employee acknowledgment
- Update Employee Handbook as needed when there are changes to policies and procedures

PHASE 2: DEVELOP HR STANDARD OPERATING PROCEDURES (SOPs)

a. RESULTS

- Shared best practices of HR SOPs
- With the assistance of the HR Manager, completed HR SOP Process and Procedure Timelines
- With the assistance of the HR Manager, updated and completed 36 HR SOPs
- Added 15 HR SOPs including Management Advisory Group compensation and Salary Administration policies and procedures

b. OBSERVATIONS

- Supervisors and Managers do not appear to be aware of HR SOPs or how to utilize them
- There is overlap and alignment between Employee Policy Handbook and HR SOPs which is appropriate
- Critical and priority HR SOPs were addressed. They were Recruitment; Selection; Onboarding; Promotions; Transfers; Salary Administration; Disciplinary Process; Grievances; Performance Evaluation; WPIP; Training, Termination and Benefit Enrollment were identified as priority and critical HR SOPs that occur often, had the most concerns or issues

c. RECOMMENDATIONS

- Update HR SOPs as needed when there are changes
- HR SOPs should be shared with Managers and used as a guide

PHASE 3: RECRUITING, SELECTION AND ORIENTATION DESIGN AND DELIVERY

a. RESULTS

- Shared best practices for recruiting selection and orientation from several organizations including Workforce Boards and Council of Governments
- With the assistance of the HR manager, designed, recruiting selection and orientation processes. Details were provided in the HR SOP
- Provided support to managers in implementing the utilization of Caliber as an assessment tool for the employee selection tool
- Updated the Panel Interview Policy

b. OBSERVATIONS

- Most of time spent on recruiting, selection and orientation design was on the tactical processes and not the strategic processes or programs
- There were inconsistencies and inefficiencies in the recruiting, selection and onboarding process, however, the tactical and coordination process was addressed and improved in the SOP

c. RECOMMENDATIONS

- Implement WSA's mission, vision and values (core competencies) in the interview and selection process
- Increase the pool of qualified candidates from a variety of sources and continue to improve and identify diverse candidates from a variety of sources, locations and organizations
- Improve the onboarding process to where it is not just a tactical process of completing HR compliance and paperwork. A strategic focus for employees' success and buy into WSA's mission, vision and values should be a part of the process

PHASE 4: DEVELOP PERFORMANCE MANAGEMENT PRACTICES

a. RESULTS

- Shared best practices
- Updated WSA's Core Competencies
- Developed performance appraisal process and new evaluation form
- Implemented WSA's mission, vision and values in performance appraisal process

b. OBSERVATIONS

- Previous evaluation was cumbersome, complex and not user friendly
- HR Consultant was not able to address training for Directors/Managers on goal setting, leadership and communication as they relate to WSA's operational values due to time and budget constraints

c. RECOMMENDATIONS

- Directors/Managers need training on goal setting, leadership and effective communication as they relate to WSA's operational values.
- Managers should have ongoing employee feedback sessions at least monthly or quarterly with their employees
- Training of the new evaluation process should take place in November with goal setting implementation for each department and employee
- Formal annual performance evaluation should take place in October of each year beginning in 2021.

PHASE 5: DETERMINE APPROPRIATE TRAINING

a. RESULTS

- Shared best Practices
- Reviewed WSA's Learning Management System (LMS)
- Completed WSA's recommended Training Plan for 2021.

b. OBSERVATIONS

- WSA's LMS is a quality e-learning system and platform
- However, limited utilization of WSA's LMS
- HR and managers need to monitor, evaluate and provide monthly reports on employee training
- HR Consultant not able to provide administrative support to deliver training or facilitate and/or provide training due to time and budget constraints

c. RECOMMENDATIONS

- Implement the recommended Training Plan for 2021
- Conduct Performance Management / Evaluation training in November 2020
- Conduct Anti-Harassment Training by December 31, 2020

PHASE 6: ONGOING HUMAN RESOURCES SUPPORT

a. RESULTS

- Provided HR support for implementation of policies and procedures and support to directors/managers
- Discussions with HR, CEO and selected staff on HR needs and issues
- Assisted with the selection of Caliber (assessment company) with candidate assessment for IT Director position and potentially for other positions
- Updated Interview Panel Policy

b. OBSERVATIONS

- Some positions' roles and responsibility lack clarity and definition
- Job descriptions need to be updated
- Some employees need to better adapt to leadership changes, organizational structure, and performance expectations
- Staff retention/turnover data unclear
- Staff satisfaction unclear
- Staff stated issues with stress and stress management
- Staff stated that there are staff capacity issues, such as workload and the proper balance of workload between staff

c. RECOMMENDATIONS

- Ensure that employees have a clear understanding of their role, responsibilities, goals and performance expectations. This should take place in November during the performance planning session that employees have with their managers
- Update all job descriptions by December 31, 2020
- Review workload balance of employees. If employees are working consistently over 48 hours a week, determine why. Is it a time management issue, work performance issue, project issue, too much work, etc.?

ADDITIONAL HR CONSULTING RECOMMENDATIONS

RECOMMENDATIONS

- Conduct Staff Satisfaction / Stay Survey in 2021
- Improve HR automation with technology to become more paperless with electronic forms and documents
- Implement the full capacity and utilization WSA's Application Tracking System (ATS) and Human Resources Information System (HRIS) improvement
- Prepare and plan for a long-term remote work strategy
- Continue to work on clear performance standards that are aligned with WSA's Mission, Vision and Values

Conclusion

The current HR Consulting Services focused mostly on tactical and transactional HR services that are important for policy and process improvements. Tactical and transactional HR services are helpful and necessary for consistency, fairness and compliance in delivery of HR services. It is highly necessary based on the organization past legal issues.

However, to help move the organization progressively forward that enhances its' capabilities to achieve the Mission, Vision and Values of WSA, a more strategic HR approach will be needed.

A more strategic HR approach for WSA should focus on the following:

1. Strategic Staffing
2. Strategic On-boarding
3. Professional Development Strategies
4. Employee Engagement Strategies
5. Employee Retention Strategies
6. Performance Management Strategies
7. Management and Leadership Development

MEMORANDUM

To: Workforce Solutions Alamo Human Resources Committee

From: Adrian Lopez, WSA CEO

Presented by Lisa Bartee, WSA Human Resources Manager

Date: October 23, 2020

Subject: SWBCU Training

Summary: The purpose of this memo is to provide follow up on the implementation and utilization of SWBCU.

Analysis: The SWBCU LMS system was launched on April 20, 2020. To date utilization is not as high as it needs to be. There have been some valuable trainings taken. However, the software is not being utilized to its fullest capacity. To date, HR has assigned 274 courses and of those 87 (32%) have not been completed. In addition, HR along with department managers, have assigned 187, (68%), training courses and 22 staff have completed. An analysis of staff that have completed these courses as well as what courses were assigned are included on the attached PowerPoint. It is apparent a reboot is needed with better tracking and promotion by HR and full manager support.

In conjunction with the KAS HR Consultant, HR took a deep dive into the overall training strategy of WSA. We worked on strategies to improve the utilization and to discern how the LMS system can best fit into WSA's overall training program.

In their final report KAS observed WSA's LMS is a quality e-learning system and platform. It was noted that there is limited utilization of WSA's LMS. KAS recommends HR and managers need to monitor, evaluate, and provide monthly reports on employee training.

The following are strategies HR will implement to increase LMS utilization.

- Expose new hires to SWBCU during onboarding.
- Drive traffic to LMS by using it to rollout and track acknowledgement forms for the Employee Handbook revision and for any subsequent changes after rollout.

- Schedule LMS auto reminder emails to departments on assigned trainings every month beginning 11/4/20.
- Partner with WSA Marketing Department to update the LMS dashboard with WSA logo and create WSA-branded LMS posters, flyers, and breakroom tent cards. (10/23/20)
- Provide CEO with monthly analytics on the first Wednesday of every month (11/4/20)
- Drive traffic to LMS by adding information about WSA benefits (2021 plan year).
- Present reboot of LMS to leadership connecting their support of the LMS to agency mission and values (10/19/20)
- Email blast to staff reminding them that completion certificates are kudos for them that are seen by their managers (10/20/20)
- Managers will provide staff with recommended training during the annual evaluation process.
- One-on-one meetings with department leadership to assist with creating training plans for their staff (10/19-10/23).
- Implement LMS revamped forums functionality to promote social learning aspects of the software (11/13/20).
- Survey employees for feedback on LMS (11/13/20)
- Load KAS training plan into the LMS system (10/20/20)

Alternatives: *No viable alternatives to staff recommendation.*

Fiscal Impact: To date we have spent \$750 for the LMS system.

Recommendation: N/A.

Next Steps: Follow the strategies outlined above.

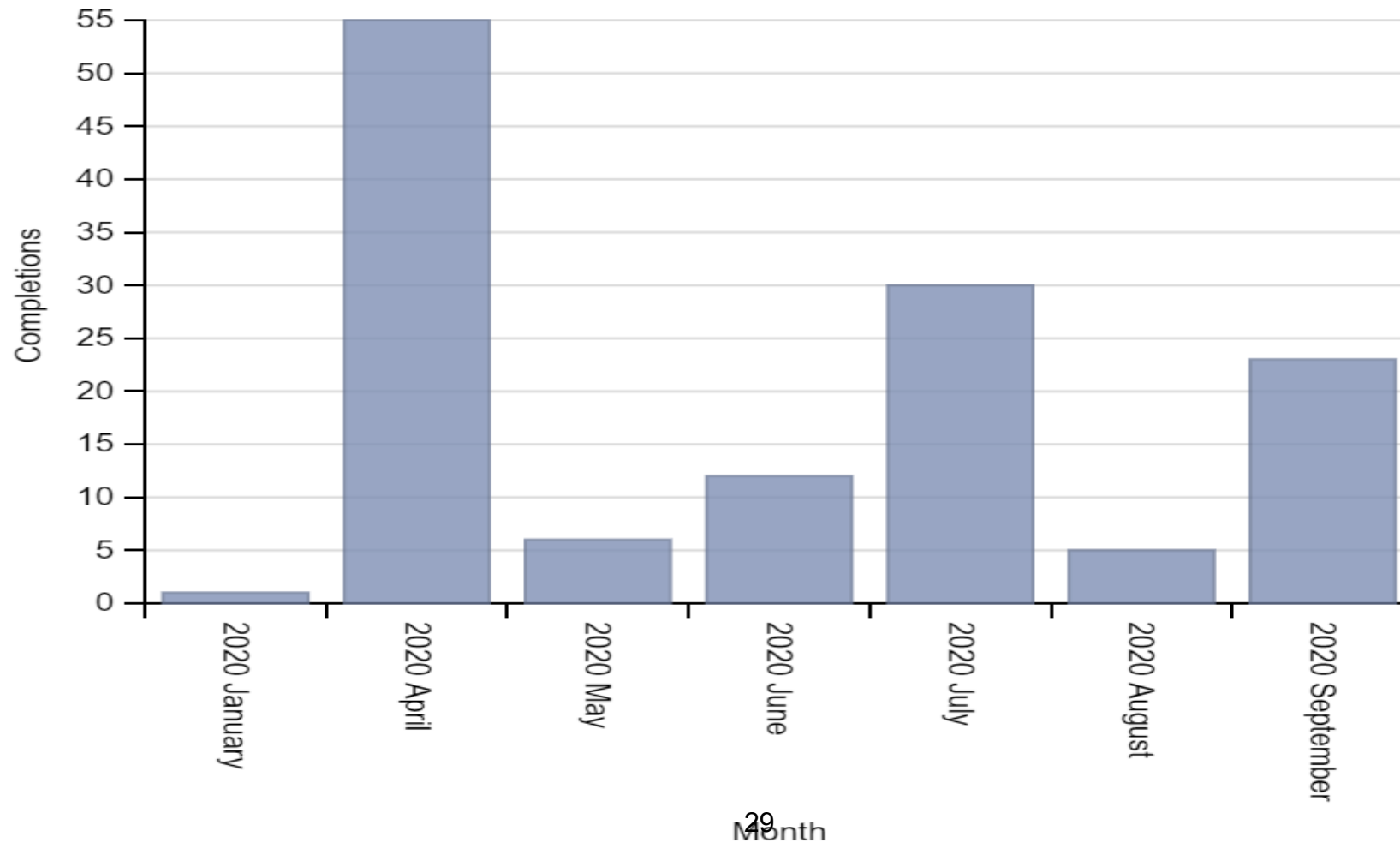
Human Resources Department

WSA LMS DATA ANALYTICS

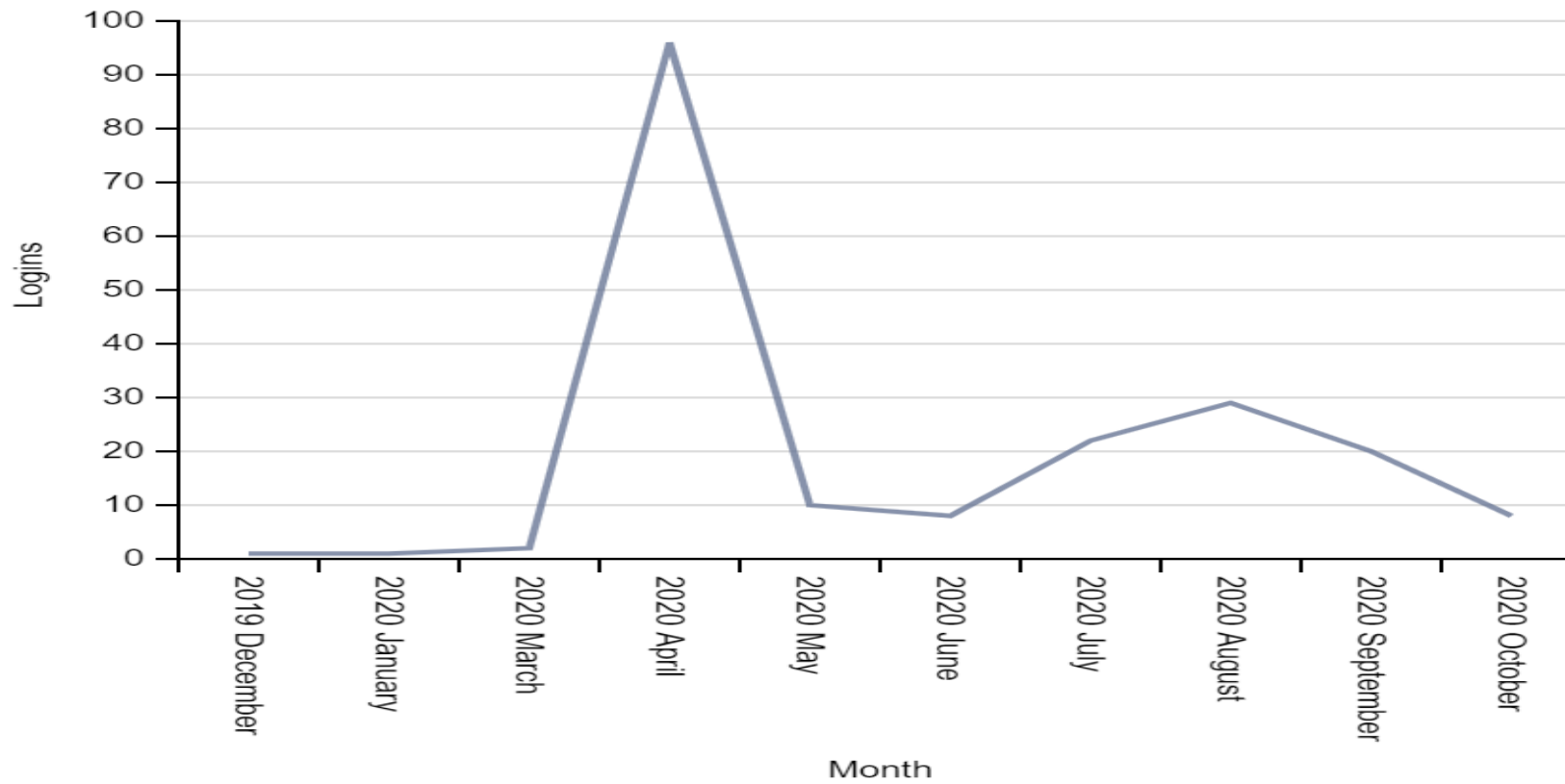
October 23, 2020



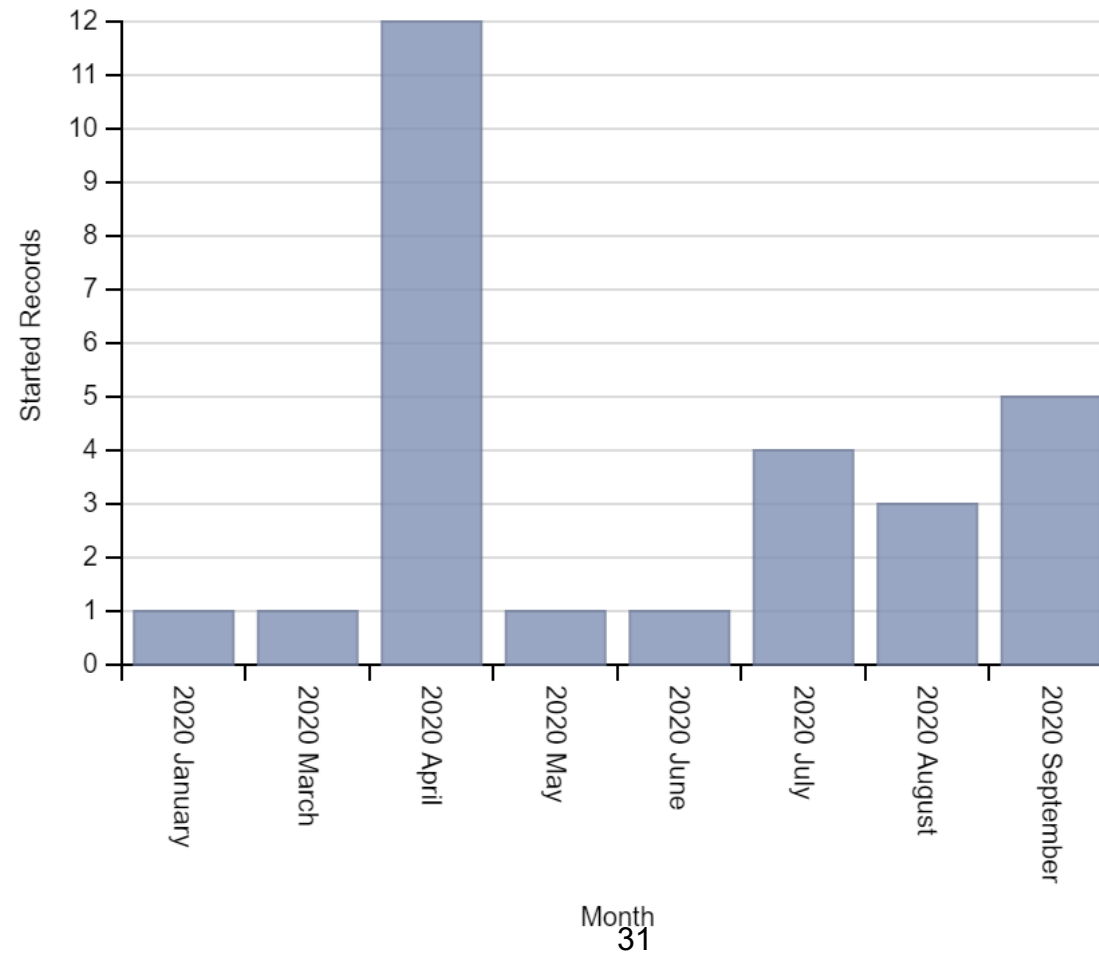
Course Completions



Logins



Started Courses



Quick Stats

Quick Stats

☐ Past 24 Hours Only

Active Users
35

Inactive Users
4

Groups
14

Completions
132

Objects Started
28

Logins
197

User Actions
1,083





Questions?



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The logo for American Job Center features a blue swoosh with a red star above the word 'Job' in red, while 'American' and 'Center' are in blue.

MEMORANDUM

To: Human Resources Committee

From: Adrian Lopez, WSA CEO

Presented by: Lisa Bartee, Human Resources Manager

Date: October 23, 2020

Subject: Recruiting Update

Summary: This item is to provide an update on the recruiting efforts since our last HR Committee Meeting held August 13, 2020.

Analysis: The process of recruiting for vacancies recommended from the MAGI Organizational review is ongoing. Since we last convened, we have been actively recruiting for the most mission critical positions. We have hired a Childcare Director starting date is October 16. We hired a Workforce Monitor II starting date is November 2. We are actively interviewing for Director of IT. Interviews with our external panel are scheduled for October 15 and 16.

The second and final interview with CEO and CIO will be scheduled October 19 and October 20 with final candidate selected by October 23.

HR will work with the CEO on the job descriptions for the realigned IT positions. The decision has been made to postpone the posting of the IT Specialist positions until the new Director of IT has been hired. HR is also working on the posting the MIS Admin position, the only remaining vacancy.

Alternatives: No viable alternatives to staff recommendation.

Fiscal Impact: N/A

Recommendation: N/A

Next Steps: Complete interviews and hire the most qualified candidate(s).

Human Resources Department

WSA Recruiting Update

October 23, 2020



**Update on
Recruiting
Activities**



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Staffing Changes Since August 13, 2020

New Hires

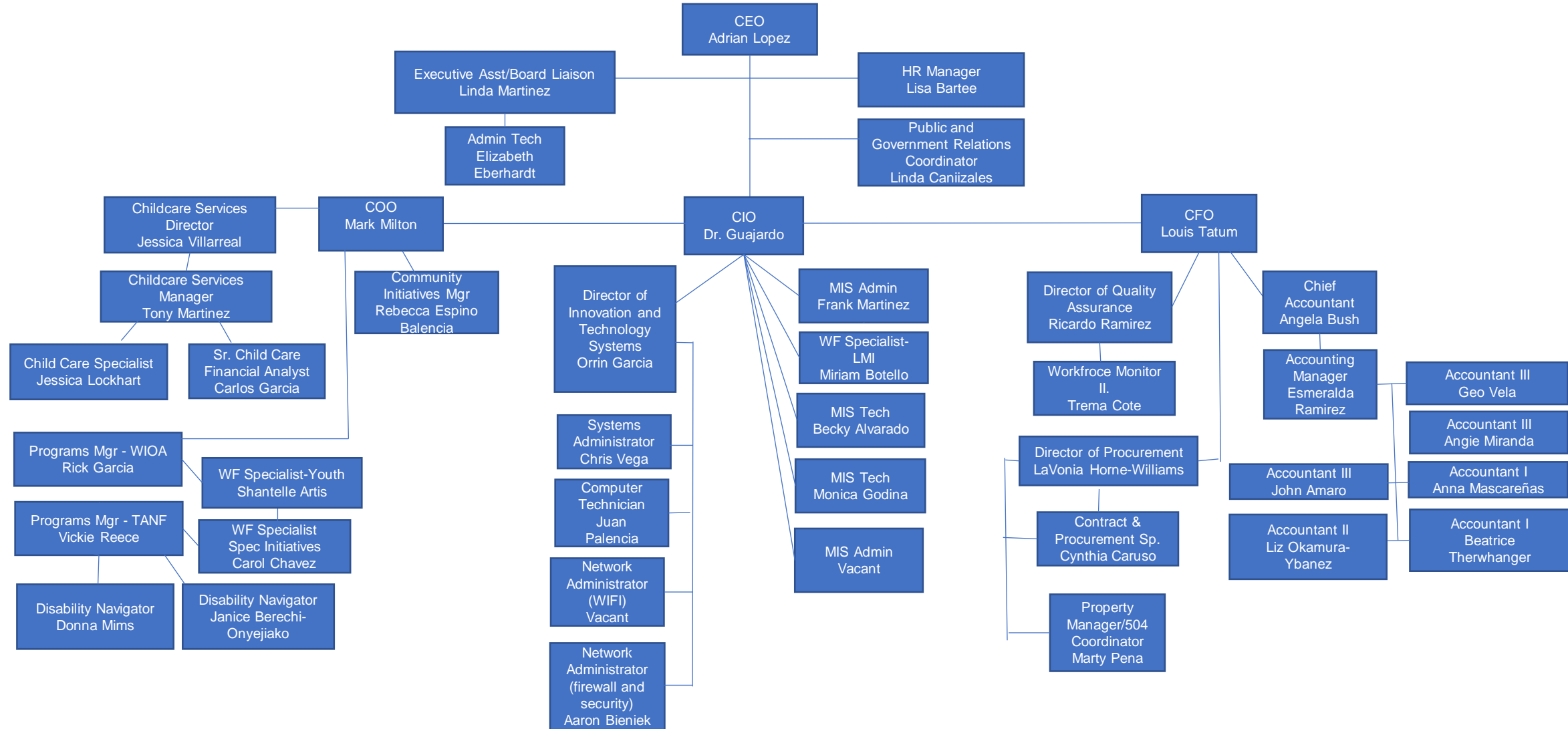
- Director of Childcare Jessica Villarreal Starts October 16, 2020
- Workforce Monitor II – Trema Cote Starts November 2, 2020

Departures

- Network Specialist III (8/31/20)
- Director Of IT – Orrin Garcia (9/4/20)



October 2020



WSA CURRENT VACANCIES

Tentative Schedule for Filing Current Vacancies:

Director of IT

1st Round Interviews October 15 – 16, 2020

Final Interviews – October 19 - 20, 2020

Final Candidate Selection- October 21, 2020

Conditional Offer Letter-October 23, 2020

MIS Administrator TBD





Questions?



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MEMORANDUM

To: Workforce Solutions Alamo Human Resources Committee

From: Adrian Lopez, WSA CEO

Presented by Lisa Bartee, WSA Human Resources Manager

Date: October 23, 2020

Subject: KAS Recommendations Rollout

Summary: The purpose of this memo is to provide my timeline for the rollout of KAS final report recommendations.

Analysis: HR begin working with KAS Consulting Group on July 10, 2020. KAS delivered their final report September 30, 2020. The attached PowerPoint contains timelines for the rollout of:

- WSA Employee Handbook
- HR Revised SOP's
- Performance Evaluation Process
- WSA Staff Training

Alternatives: No viable alternative to staff recommendation.

Fiscal Impact: None

Recommendation: Approve KAS recommendation. Follow timelines to rollout changes to managers and staff.

Next Steps: Rollout recommendations to staff per timelines.

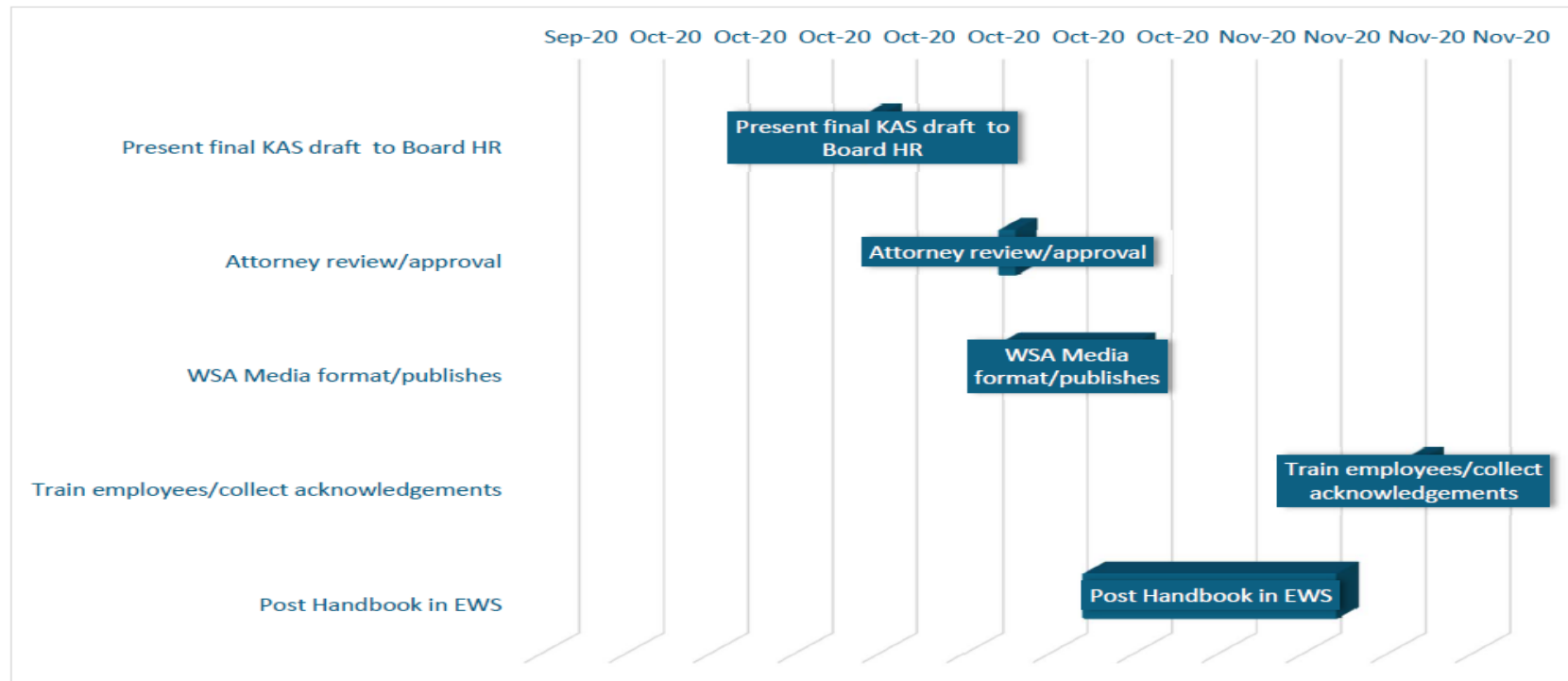
Human Resources Department

TIMELINES FOR ROLLOUT OF KAS RECOMMENDATIONS

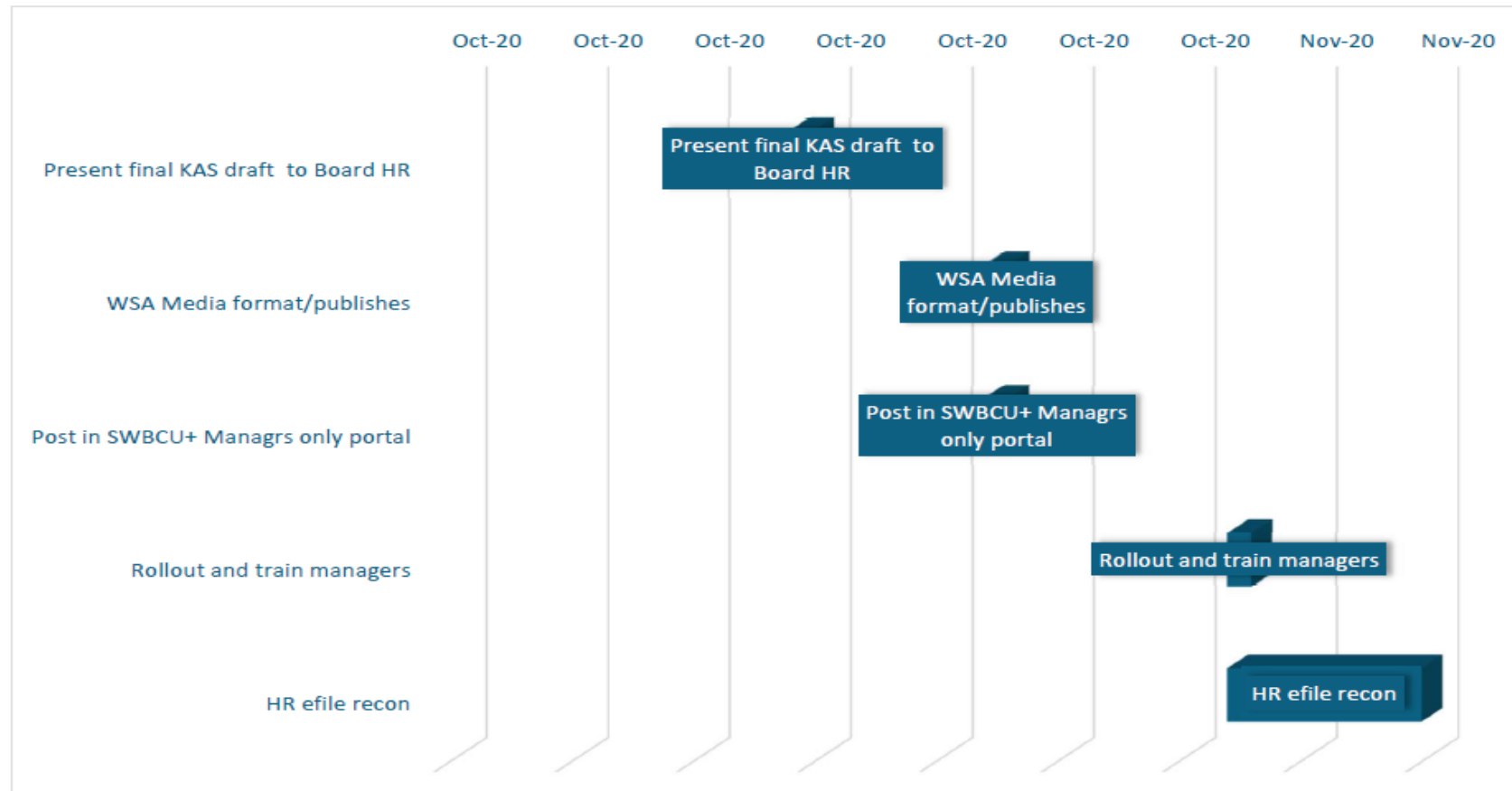
October 23, 2020



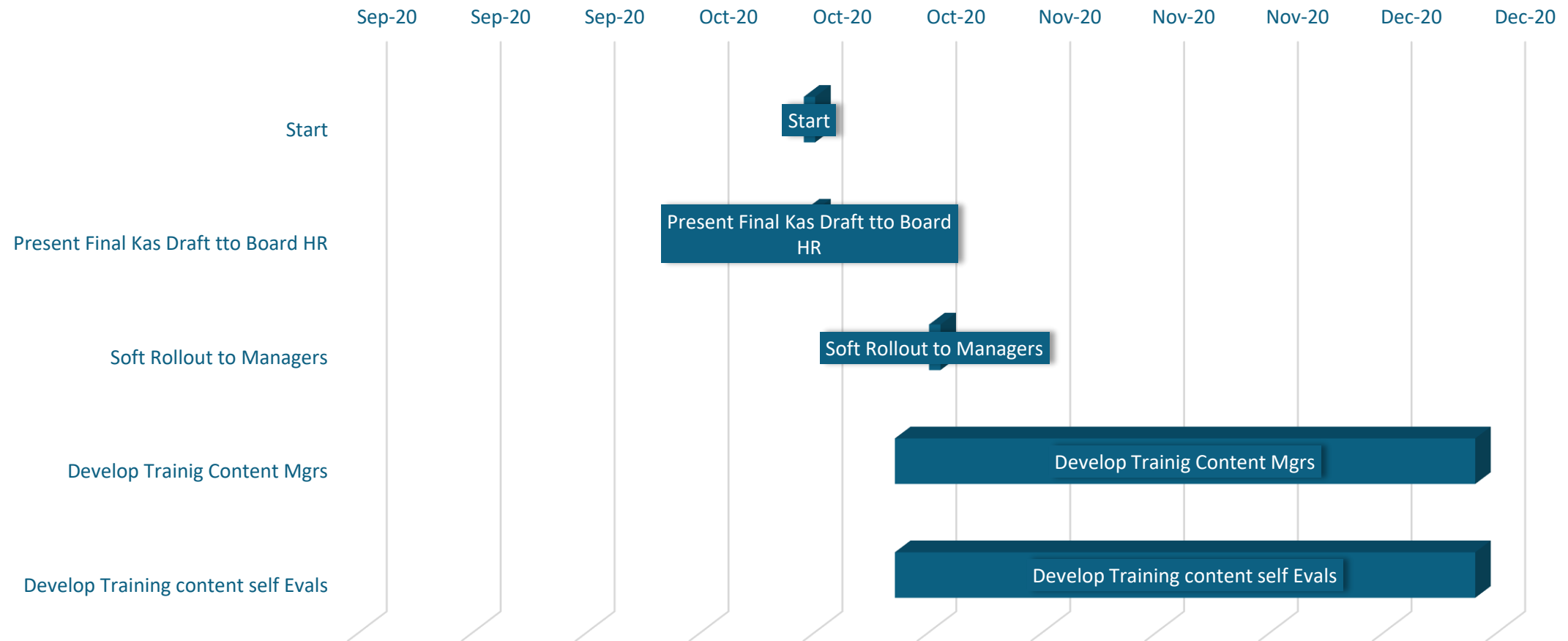
Timeline- Employee Handbook



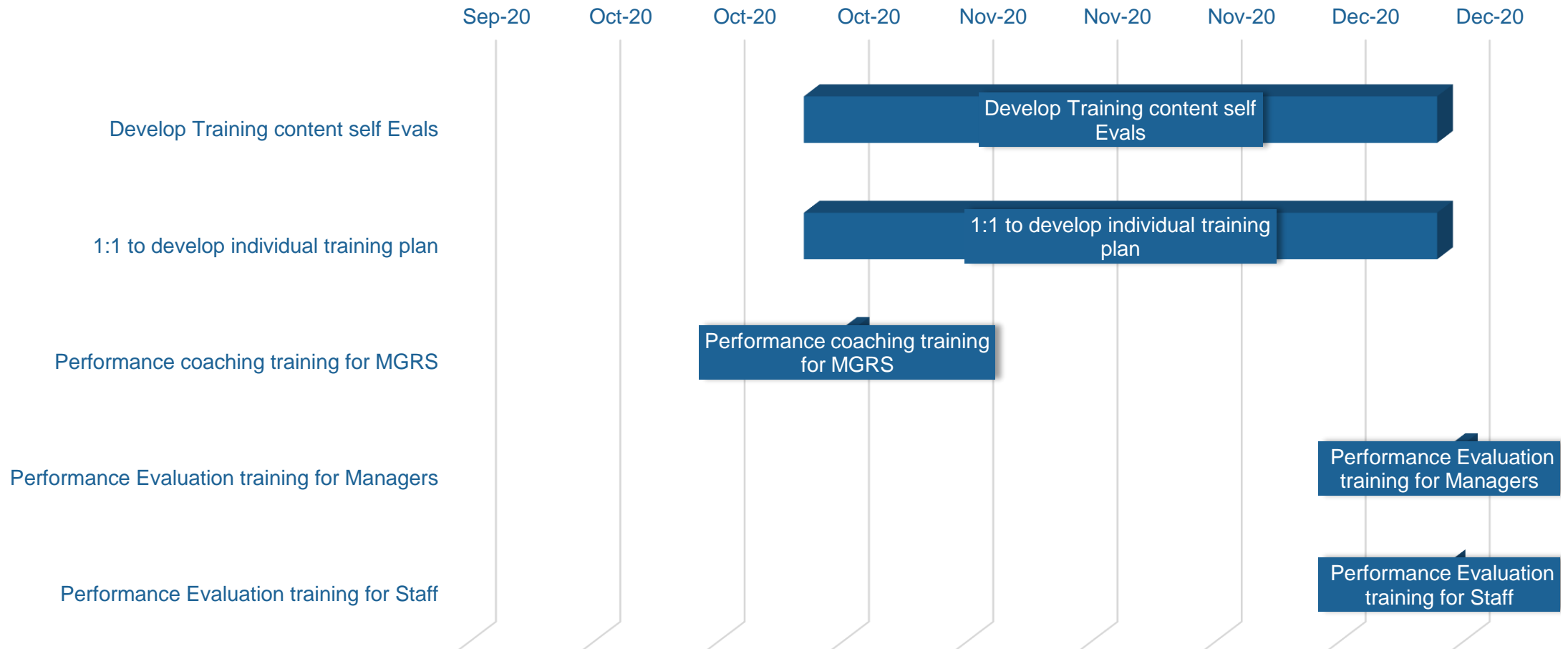
Timeline for S.O.P RECOMMENDATIONS



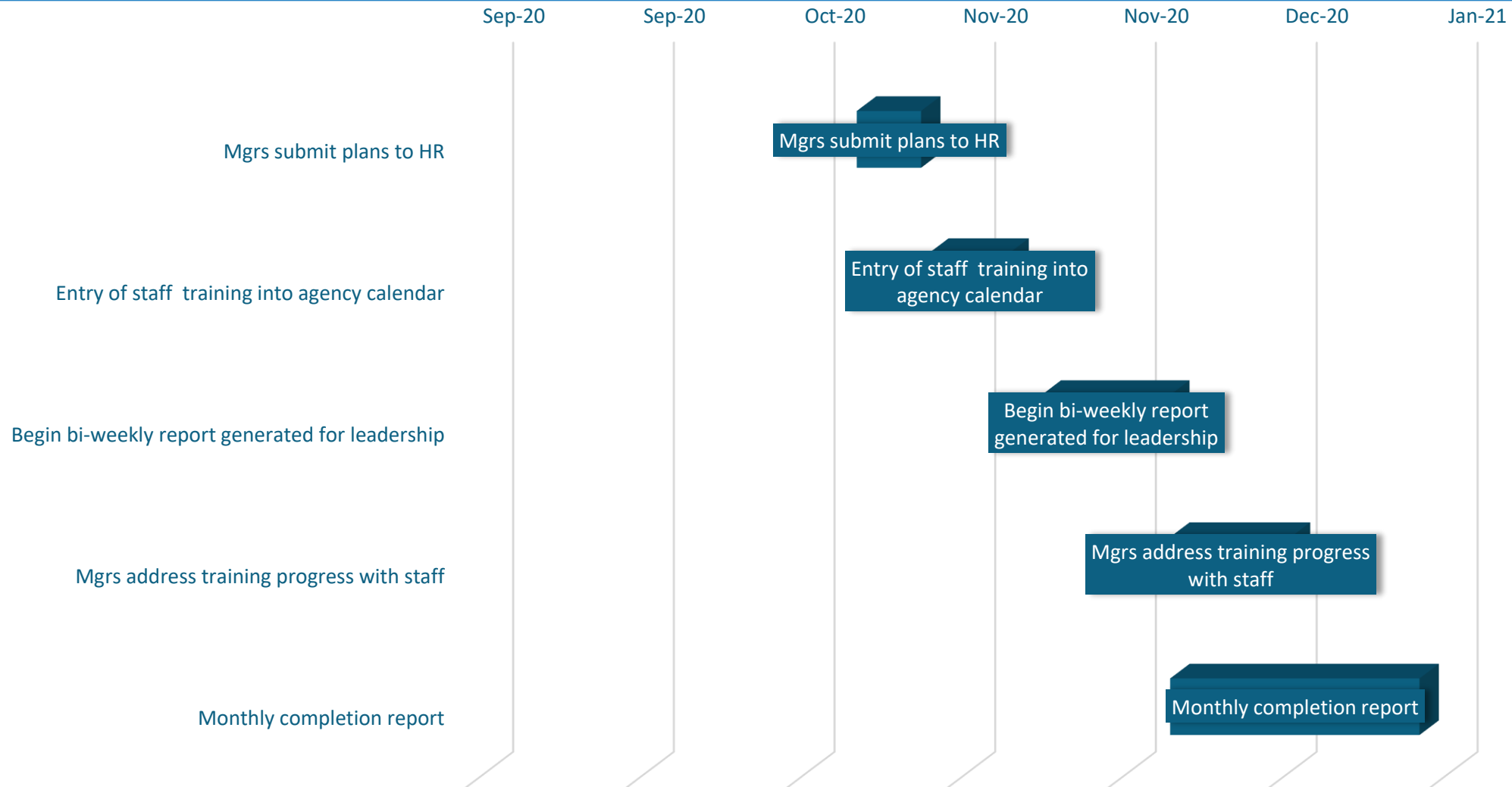
Timeline Performance Evals Part 1



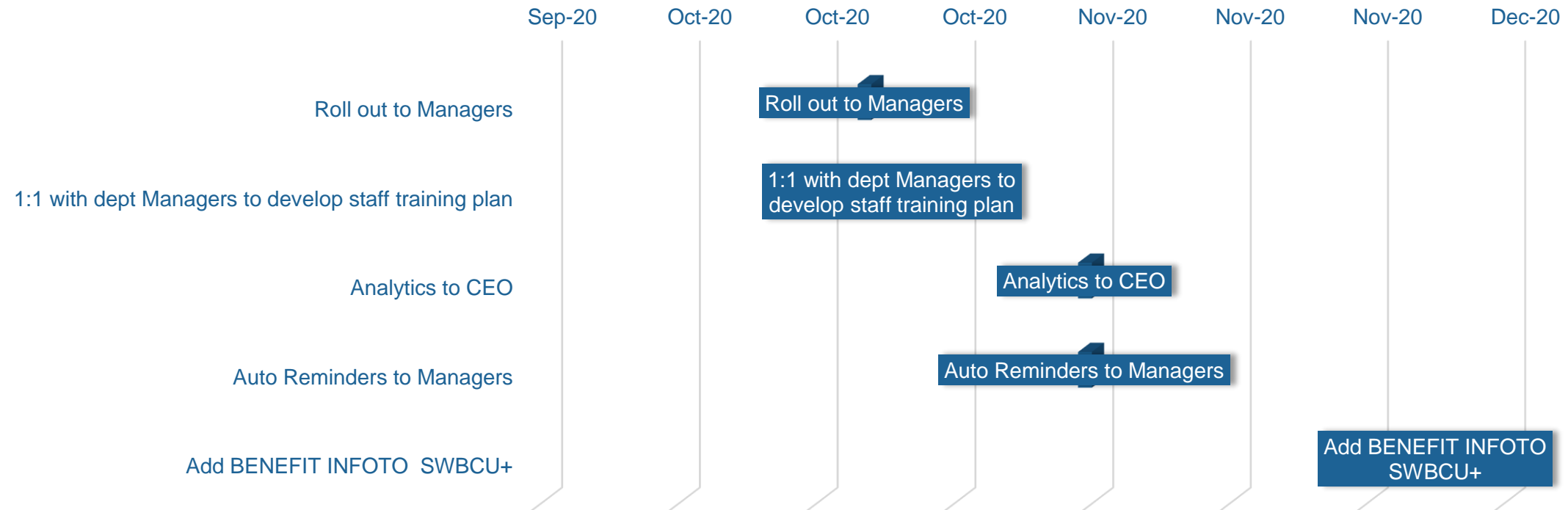
Performance Evaluation Process Part 2



Timeline WSA Staff Training/LMS Reboot PG 1



Timeline WSA Staff Training/LMS Reboot PG 2





Questions?



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MEMORANDUM

To: Human Resources Committee

From: Adrian Lopez, WSA CEO

Presented by: LaVonia Horne-Williams, Procurement & Contracting Director

Date: October 23, 2020

Subject: Professional Employer Organization (PEO) Services RFP

Summary: Workforce Solutions Alamo (WSA) issues Request for Qualifications (RFQ), Request for Proposals (RFP), and Request for Quotes (RFQ) to acquire services and goods. Procurements are conducted in a manner which provides for full, open and free competition. The procurement of all goods and services for WSA is governed by the requirements and specifications outlined in the Texas Workforce Commission (TWC) Financial Manual for Grants and Contracts, Chapter 14, Office of Management and Budget's "Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards" (Uniform Guidance (UG)) which is codified at Title 2, Part 200 of the Code of Federal Regulations (2 CFR part 200) and the Uniform Grant Management Standards (UGMS), Part III, Chapter 783 Texas Government Code.

Analysis: As an entity supported by public funds, WSA has a legal obligation to spend public funds wisely and prudently, to act in the public interest, to be transparent in its actions, and be accountable to the public. As the Director of Procurement and Contracting, the goal of my team is to ensure our department reviews all requests for purchases of goods, services, equipment, software, hardware, and subscriptions for best value.

At the August 13, 2020 HR committee meeting, it was recommended that we issue a Request for Information (RFI) to gather information on the potential use of a Professional Employer Organization (PEO) to provide Human Resources Services, Employee Benefits, Payroll Administration, and Risk Management Services. An RFI was issued on September 11, 2020 and submittals were received on September 30, 2020. We received six (6) responses to the RFI.

Fiscal Impact: \$0

Next Steps: Option A: Approval for issuance of RFP for PEO Services. Tentative date of issuance, October 26, 2020. Option B: Obtain a PEO Broker to go to market, obtain and negotiate bids on WSA's behalf.

Procurement Department

Contracts and Procurement

October 23, 2020





Professional Employer Organization (PEO)

Request for Information (RFI)

Issued - September 11, 2020

Submittals Due - September 30, 2020

Submittals Received - Six (6) responses



Professional Employer Organization (PEO)

How was the RFI communicated to the Public?

- Posted on the State Comptroller's website-
Electronic State Business Daily (ESBD)
- Emailed to the bidders list, 21 firms
- Posted on WSA's website



Professional Employer Organization (PEO)

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Professional Employer Organization (PEO)

RFI Questions

- How many years has your PEO been in business?
- Does your organization have membership in a National Association Organization to assure WSA that the PEO is current with industry developments?
- Does your organization have membership in an Employer Services Assurance Corporation (ESAC)?
- Does your organization have a Workers' Compensation Certification Program evidencing that the PEO's risk management program is meeting proven insurance industry risk management best practices to reduce work-related accidents and control losses?
- Provide a description of the organization's experience and rates



Professional Employer Organization (PEO)

Summary

- Five (5) areas of service include: Payroll, HR, Benefits, Workers' Compensation and Loss Control, and HRIS.
- 37 PEOs operating in the US with accreditation by Employer Services Assurance Corporation (ESAC)
- 30 PEOs operating in the US certified by the Certification Institution (CI)
- 75 CPEOs – (IRS Certification) A CPEO firm must demonstrate to the IRS that they meet certain tax status, experience, responsible financial reporting, bonding and other statutory and regulatory requirements monitored by the IRS.
- Membership in the National Association of Professional Employer Organizations (NAPEO)



Professional Employer Organization (PEO)

Rates for Services

- PEO rates are a percentage of payroll based on total number of employees and estimated annual payroll.
- Administrative rate includes payroll, benefits administration, risk management and HR administration services.





Questions?



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