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REQUEST FOR QUOTES #2017-64
HUMAN RESOURCES BUSINESS PROCESS REVIEW AND IMPLEMENTATION
RESPONSE TO CLARIFYING QUESTIONS
August 28, 2017

Note that these are questions submitted by interested firms to the above referenced solicitation. The below answers are for clarification purposes only and in no way alter or amend the RFQ as published.

1. Besides the impact of business process review outcomes on future County direction in terms of new ERP, is it similarly valuable for the County to use process improvement assessment and recommendation to upgrade HR staff training materials and various job aids like S.O.P.s or “desk manuals”?

Answer: HR/WDM unit is already working on a desk manual that is transaction-based and includes system entry. Any update to process or system would be updated there.

2. When you note on p. 2 that you have internally completed some process improvement in recruitment and employee relations, does that mean that the following has taken place:

- a. You have formally mapped/flow-charted current state “As Is” processes. (i.e. baseline) –

Answer: Yes

- b. You have been able to insert time/duration data reflecting process and cycle time into the current process maps--i.e., average time to move from step 6 to step 7...

Answer: No, mainly because it varies based on the department and type of recruitment. For employee relations, the staff is new and we haven’t gotten that far yet.

- c. You have already made adjustments to “As Is” steps and now have new charts of new/improved processes to be used and begin tracking results?

Answer: No, because final decisions on process and policy decisions have not been finalized.

3. Are business process results part of some overall Department metrics that you track and publicize as part of department performance management?—say, perhaps on a management dashboard or periodic reporting to County executives?

Answer: Very specific information or data is shared with county admin and budget committee for each HR unit based on our Performance Clackamas strategic plan. It has been finalized and should be on the County internet site soon. If not, a copy can be provided.

4. As part of your internal process review so far do you have practice to formally gather ‘stakeholder/customer’ satisfaction with your work process outcomes via interviews, focus groups or surveys? If not, would you want any sort of general assessment of customer input on selected HR service processes as part of this project?

Answer: Yes, we routinely use surveys, focus groups, and interviews to gather stakeholder feedback on our current performance or when we are proposing a very new and different business practice. We are in the stakeholder focus group planning stage for the Recruitment business process updates.

5. Is process improvement/process mapping (or QC/LEAN training) part of current HR staff training?—If not, are you open to an approach in this project which provides some element of on-the-job (OJT) staff training in process mapping/analysis so that the department will have more internal capability when the outside consulting team is gone? (i.e., HR is more of a project partner than just a receiver of consulting team services)

Answer: We have used LEAN in the past to map current process to desired change. We do have some HR staff trained in LEAN methodology, but it is not standard to use in every process mapping/analysis project.

End of Clarifying Questions