

City of Dearborn Human Resources

Executive Summary 2013

In keeping with the City's mission to deliver superior public service and earn the public's trust every day in everything we do, the Human Resources Department works to utilize our resources in an efficient and cost effective manner.

In terms of efficiency and as outlined in the Human Resources Department Review Audit, Plante Moran points to "Development Areas." The main focus was technology. In 2012, Human Resources partnered with NEOGOV, the nation's largest cloud software for HR in government and education. Using this technology, departments can access online records and expedite hiring and provide even greater accountability.

Having the goal of bringing the department into the technological 21st century via sorely needed software and getting the proper personnel in the proper positions via restructuring, we also have an eye toward decreasing our overall budget. Our department was permitted the proper time to do our due diligence in finding the right solution. Currently our staff is focusing on more of a "specialist" role instead of a "generalist" role. Our restructuring is now complete at a significant savings to our personnel budget.

The recent improvements that have taken place will allow the department to move forward in unison with Plante Moran and City of Dearborn objectives by providing value and service to city departments and the public. We now have the capacity, experience and technology commensurate with the responsibility required to excel.

In the face of financial constraints, we need to work harder to build our identity as an "employer of choice." We must continue to be able to attract and retain talented employees who can deliver superior public service. As we continue to work towards an identity as an employer of choice, we can utilize other approaches to work that can make the best use of our limited resources. Cross-training and mentoring are practices that we have not yet adopted in a large-scale manner, but they would support a culture of sharing resources and providing support so the talent that we have can be more fully realized. This concept will become even more important with our pending relocation.

An emphasis on training, recognition, employee development and teamwork will become increasingly important as our downsizings proceeds. We will need to explore how best to address the staffing needs that remain. This includes when jobs should more appropriately be identified as full-time rather than part-time. Retention of part-time staff continues to be a concern given the turnover we are experiencing and the reduction of hours with the new health care reform.

We are continually looking for innovative ways to interpret our environment and engage employees in the work place.