



Report in response to King County Ordinance 17941, Section 98

Environmental Health Proviso 2, King County 2015/16 Biennial Budget

August 30, 2015

Proviso Item A: Auditor's Report on Review of Implementation of Recommendations

"...the county auditor reports that the environmental health services division has fully implemented Recommendation #5 of the September 11, 2013, performance audit of environmental health services, i.e., to implement a rigorous approach to staff allocations addressing the four best practice factors identified by the county auditor, which include a defined staffing methodology with staffing standards and performance measures related to caseloads and workloads."

The Environmental Health Services division report to the auditors on the implementation of the 2013 auditor's recommendations included illustrations of staffing methodology steps and criteria that are being used in the Division. The implementation report has been reviewed and on July 31, 2015 the auditor determined that Recommendation #5 has been completed.

Best practices for assessing staff workloads were defined by reference in the auditor's report:

1. Define the work – caseload numbers and workload measures
2. Use points of comparison – look at historical data and explore business process improvements through mapping and other operational tools
3. Set resources to needs – link workloads to FTEs, estimate seasonal workloads, and track performance goals
4. Validate the model – look at external benchmarks, analyze performance metrics periodically

Division-wide, we have developed human resource tools and established metrics for hiring of positions that employs the four best practices that were identified in the auditor's report, including a practice of providing workload / caseload data and estimated hours to complete the workload for each position request.

EHS programs have a wide range of work types, and therefore workloads and staffing standards. Some are straightforward data such as number of permits and inspections. Other workloads are more complicated, research and policy-oriented such as updating ordinances. These metrics also vary by position, are dynamic in project focus, and undergo continuous improvement.

Metrics alone do not make the final decision. The forms we now use ensure that hiring supervisors are prompted to describe the workload in narrative and metrics:

- should it be career service, TLT, STT
- can the additional workload be addressed through temporary overtime
- is the workload seasonal, annual, or one-time
- technical training investment vs. productive work time