



Forest Preserve District of Cook County

RFP NO. 11-60-001

SUMMARY REPORT

For

2011 Desk Audit

by

AMD Business Solutions, Inc.

August 3, 2011

Prepared For:

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AMD Business Solutions, Inc.

2011 Forest Preserve District of Cook County Desk Audit

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**Forest Preserve District of Cook County 2011 Employee Desk Audit
Summary Report**

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FOREST PRESERVE DISTRICT OF COOK COUNTY

2011 DESK AUDIT

Section I

EXECUTIVE SUMMARY

August 3, 2011



2011 Forest Preserve District of Cook County Desk Audit

Executive Summary

Organizational effectiveness can be described as an organization that produces a desired result. Likewise, organizational efficiency can be described as an organization that is productive without waste.

For organizations and jobs to function properly, there must first be a clearly articulated strategy, a structure to support that strategy, skilled leadership to grow and support the development of its employees, and clearly defined roles and responsibilities.

To that end, Cook County Board President, Toni Preckwinkle committed to a comprehensive desk audit of the organization's effectiveness. Accordingly, AMD Business Solutions, Inc. conducted an independent audit of the Forest Preserve District of Cook County¹ which included in-person interviews with 100% of the staff, *to ascertain* whether jobs are properly functioning and correctly represented in each role description.

Because roles cannot function properly without the support of a healthy, effective organization, we also looked at the seven factors impacting organizational effectiveness – (1) strategy, (2) structure, capacity and capability, (3) leadership, (4) people systems & processes, (5) culture & values, (6) employee engagement, and (7) customer experience².

Our analysis found the FPDCC to be an organization that recognizes and effectively communicates its own areas of opportunity. However, effective solutions to address these issues were not evident.

Moving in the Right Direction

The two areas that demonstrate an opportunity to quickly be seen as strengths to the organization are the commitment and transparency of leadership to implementing change and the engagement of the patron-facing employees and how they impact the guest experience.

Employees expressed cautious optimism in the new leadership and the evident support for change that President Preckwinkle and General Superintendent Randall communicated. There is still however a wait-and-see mindset. Employees were encouraged with the interview process of the desk audit because it gave them the opportunity to express their opinions and they communicated that it showed that leadership was willing to listen. Employees expressed appreciation for efforts to address issues of poor management behavior and movement toward communicating policies and procedures.

Employees demonstrated candor and transparency in their interviews and were very willing to offer observations and recommendations on improving the efficiency of their roles, departments, and the organization. Additionally, we found that more than 30% of staff with over 20 years of service shared a wealth of institutional knowledge. This knowledge directly impacts patrons and their experience. This same strength also poses a potentially serious issue for the organization as we found that much of the

¹ Herein referred to as FPDCC

² Organizational Effectiveness: Discovering How To Make It Happen [Right Management, 2010]





customer knowledge and internal workings of the organization are not documented for future use. We believe the knowledge that employees hold compliments the fresh perspective of the senior leadership team. Employees do feel however, that leadership does not fully understand the needs of the patrons and welcome the opportunity to communicate their knowledge.

The engagement of the patron-facing positions, most notably the employees of the Resource Management department, demonstrates a sincere commitment to the mission of the FPDCC. We noted many examples of flexibility and creativity to offset the lack of equipment, technology, or process to effectively complete their tasks.

It is our opinion that by relying on the engagement of a select number of committed employees, the FPDCC has maintained an adequate level of proficiency. However, conducting business in this manner is not sustainable, and without immediate and continued change in other key areas, the organization will continue to struggle in meeting the objectives set forth and achieving the mission of the FPDCC.

Opportunities

The greatest areas of opportunity are in building and articulating a *clear strategy*, providing *clarity in role responsibilities* and the implementation of manager and *employee training and communication* to foster a *culture of transparency*, accountability and service (to one another and patrons).

An opportunity to provide transparency in how employee performance is measured is the **implementation of a performance driven reward and recognition system**. The current grade and step compensation system assumes equal work and therefore does not support a performance driven culture. It was noted that an unintended consequence of this system was the artificial inflation of position titles to accommodate the compensation needs. The result is position descriptions not in alignment with articulated tasks.

Additionally, **providing role clarity** is an area of opportunity. In most cases, job descriptions were clear and differentiated levels. However, there were noted cases, specifically in the Maintenance job family, where articulated tasks and role descriptions overlapped across levels, and did not clearly differentiate the positions. The result is a real or perceived view that promotions to higher level jobs are not necessarily tied to performance or increased accountability. In our interviews, we were also not able to substantiate a defined career advancement guideline available to employees.

The implementation of a consistent **training and development** program for both managers and employees will support organizational and individual growth. There exists the need to implement basic training programs around organizational policy, procedure, and process, technical skills, safety, leadership, and teaming. During our desk audit, the FPDCC did implement a full new hire orientation for the seasonal staff, including a supervisor component that they expect to roll out to all new hires. Employees noted this training in their interviews and viewed this as a very positive change.

With role clarity and training and development, there comes the opportunity to implement a formal **performance review process**. One hundred percent of those interviewed communicated that they had





not had a formal *performance review* in at least the last 15 years. Employees noted this as one of their top recommendations. They are looking for feedback. Forty percent of those who commented on this category expressed concern about their manager's ability to perform a fair, objective review, and over twenty percent were not certain of the appropriate supervisor to conduct the review. (Over 70% of those from the maintenance field organization were not able to confidently state the name of their direct supervisor).

Communication was also stated as one of the top 3 areas needing attention. There is a need for an internal communication mechanism (intranet) to share information, store data, and post changes. Forms and policies are difficult to find. Managers also require training on communication and cascading messages. We believe the hiring of the new Director of Communications is a step in the right direction in bringing continuity to internal communications.

Finally, we believe that by updating business related software, the productivity of employees will be enhanced. **Technology** is seen by employees and one of the biggest impediments to organizational effectiveness because it influences data integrity, reporting, and inter-departmental collaboration.

In conclusion, the 2011 desk audit demonstrated that the Forest Preserve District of Cook County administration has an opportunity to leverage the commitment of employees and build on the momentum of a new leadership team to address the significant opportunities impacting organizational effectiveness. Thus, transforming the organization into one of the best places to work in Illinois



7 ELEMENTS OF ORGANIZATIONAL EFFECTIVENESS

Organizations achieve effectiveness through an integrated framework that addresses the following organizational effectiveness elements:

Strategy	The role, purpose, and strategic direction that summarizes the work of the organization and/or division being clear and appropriate.
Structure, Capacity, & Capability	Capable people doing the right work through a “fit for purpose” structure and clearly described role accountabilities and relationships.
Leadership	Leaders have the capability and capacity to drive sustainable business success.
People systems & Processes	Leaders need to be supported by good people systems and processes. These systems and processes work in organizations to send messages, share information, and make well-informed decisions across the business. Organizational processes and systems are an extension of leadership, creating consistency and trust.
Culture & Values	A set of shared, basic assumptions about how to behave and carry out work within the organization that is aligned to business strategy. The systems, symbols, and behaviors that leaders and other employees are exposed to within an organization must align to the desired culture to achieve the business strategy.
Employee Engagement	High numbers of engaged employees whose hearts and minds are aligned with both the job that they do and the organization that they work for. Engaged employees are: <ul style="list-style-type: none"> • Satisfied with their current job and their organization as an employer. • Committed to making the job and organization successful. • Proud of their organization and the work they do. • Willing to positively talk about their job and the organization.
Customer Experience	High levels of customer satisfaction and loyalty achieved through employees being aware of customer needs, acting on customer feedback, and being supported to deliver what customers require. Organizations are environmentally responsible and support the community.

Integration of the first five elements will produce powerful and mutually reinforcing results: a true performance-based, customer-focused culture. No single initiative can create organizational effectiveness. Excellence is required across the full range of organizational effectiveness framework elements if competitive strength is to be achieved.



2011 FPDCC Human Capital Scorecard

The following scorecard represents the effectiveness of the Forest Preserve District of Cook County as captured by the 2011 Desk Audit. The scores represented below are based primarily on qualitative data gathered during the desk audit interviews with limited quantitative data obtained through the internal Human Resource Information System. The information establishes a baseline for measurement. AMD Business Solutions recommends the implementation of an annual employee engagement survey, administered by an external agent, to effectively measure progress in key areas year over year.

GREEN – Organizational Strength. Characterizes an organizational advantage that may be leveraged in addressing areas where there are opportunities for improvement. At their optimal levels, may be a best practice to be shared across an organization.

YELLOW – Areas of Focus. Represents potential impediments to effectively and efficiently implementing the long term organizational strategy.

RED – Critical areas to understand and address. Represents an organizational disadvantage and, if not addressed, serves as a significant impediment to the organization's ability to realize its objectives.

Component	2011	Comments, Risks
Overall¹	YELLOW	
Employee Engagement²	YELLOW	<ul style="list-style-type: none"> • Employees “cautiously optimistic” about new leadership and direction. • Very low turnover³. • Employees consistently find creative ways to complete tasks despite lack of technology or proper equipment. • Employees candid and transparent in their recommendations to improve efficiencies of position, department, and organization.
Strategy	RED	<ul style="list-style-type: none"> • Forest Preserve District mission and strategy not easily articulated by mid-level management, first line supervisors, and employees. • Departmental strategies independent of one another. Not clearly articulated. • Current systems not supportive of long term planning or housing historical data necessary for decision making. • Lack of consistent department reporting to communicate progress against goals, risks, accomplishments. • Data integrity impedes ability to articulate fact-based decisions on short and long term investments
Structure, Capacity, & Capability	RED	<ul style="list-style-type: none"> • Distribution of resources reflects stated priorities of organization (preservation of resources, public education and recreation, and patron safety and security.) • Job descriptions articulate basic roles and requirements for positions. • Departments work in Silos. • Job description titles not reflective of content of work performed. • Differentiation in scope of roles at progressing levels narrow. • Lack of role clarity and differentiation of responsibilities within departments. Overlapping responsibilities. • Antiquated, underperforming, or unavailable technology and equipment. • High percentage of clerical component of jobs impacted by lack of technology and extremely manual processes.
Leadership	RED	<ul style="list-style-type: none"> • Senior leadership new to Forest Preserve District • Mid-level managers with greatest tenure. • Conclusive lines of supervision not clearly communicated. • Managers lack basic training and development performance management, supervision, and leading a team. • Unclear criteria for selection of those in people leadership roles. • Unable to determine percentage of people management roles spent on managing employees. • Leaders not assessed on ability to manage employees effectively.
People Systems & Processes	RED	<ul style="list-style-type: none"> • Tenure-based compensation philosophy, without consideration to performance. • Lack of organizational communication portal available to employees to house data, share information, and provide critical updates. • Management and employee training and development not in place including safety training. • Data integrity not reliable. Multiple errors found during audit process due to manual data entry and outdated information. • Formal and informal performance reviews non-existent. • Performance based career advancement decisions not articulated. • Key human resource processes and procedures not readily accessible to employees. • Time and attendance reporting is a manual process. • Erratic communication to employees. Organization depends on cascading messages through management staff.
Culture & Values	RED	<ul style="list-style-type: none"> • Positive change supported and communicated from President's office and General Superintendent. • Employees communicate a historical culture of patronage and favoritism in selection, promotion, and development. • Lack of transparency in decision making. • Performance based culture not supported by current reward and recognition system.
Customer Experience	YELLOW	<ul style="list-style-type: none"> • Considerable institutional knowledge held by individual employees with long tenure. Not documented for organizational use. • Staff with patron interaction committed to mission of Forest Preserve District and individual roles. • Internal processes not clearly documented on use of FPDCC facilities and programs. • No consistent feedback mechanism to capture patron experience.

¹ Although 5 of 7 components scored as RED, the overall organization received a YELLOW because employee engagement accounts for the largest contributions to organizational outcomes. [Society of Human Resource Management, 2009] In this case, the creativity of employees in completing tasks, despite lack of technology, clear guidelines, or training, are key component is the current state of the organization. As such, it is weighted more heavily.

² Reference page 9 for definition and related factors of employee engagement.

³ Low turnover is not necessarily an indication of high employee engagement. Additional analysis required to determine correlating factors.



Forest Preserve District of Cook County Human Capital Scorecard by Department

The following scorecard provides a visual image of the effectiveness of the Forest Preserve District of Cook County by each department as captured by the 2011 Desk Audit¹. The information depicted establishes a baseline for measurement. AMD Business Solutions recommends the implementation of an annual employee engagement survey, administered by an external agent, to effectively measure progress in key areas year over year.

GREEN – Organizational Strength. Characterizes an organizational advantage that may be leveraged in addressing areas where there are opportunities for improvement. At their optimal levels, may be a best practice to be shared across an organization.

YELLOW – Areas of Focus. Represents potential impediments to effectively and efficiently implementing the long term organizational strategy.

RED – Critical areas to understand and address. Represents an organizational disadvantage and, if not addressed, serves as a significant impediment to the organization's ability to realize its objectives.

	FPDCC Organization	General Office	Finance & Administration	General Maintenance	Human Resources	Law Enforcement	Legal	Permits & Recreation	Planning & Development	Resource Management
Overall	YELLOW	YELLOW	RED	RED	RED	YELLOW	YELLOW	RED	YELLOW	YELLOW
Employee Engagement ²	YELLOW	YELLOW	RED	YELLOW	RED	RED	YELLOW	RED	YELLOW	GREEN
Strategy	RED	RED	RED	RED	RED	RED	RED	RED	RED	YELLOW
Structure, Capacity, & Capability	RED	RED	RED	RED	RED	RED	RED	RED	YELLOW	YELLOW
Leadership	RED	YELLOW	RED	RED	GREEN	RED	YELLOW	YELLOW	RED	YELLOW
People Systems & Processes	RED	RED	RED	RED	RED	RED	RED	RED	RED	RED
Culture & Values	RED	RED	RED	RED	RED	RED	RED	RED	RED	RED
Customer Experience	YELLOW	RED	RED	RED	RED	YELLOW	YELLOW	RED	YELLOW	GREEN

¹ Further explanation of scoring found under individual department report.

² Reference page 9 for definition and related factors of employee engagement.





FOREST PRESERVE DISTRICT OF COOK COUNTY

2011 DESK AUDIT

Section II

DESK AUDIT PROCESS OVERVIEW

August 3, 2011

A Historical Perspective of FPDCC Job titling, Pay Grades¹

Although a separate tax entity, the FPDCC and its employees are held to the rules and regulations, including the personnel rules, set forth by Cook County.

As part of the Cook County structure, the civil service job structure was established with a grade and step compensation structure. The grade and step compensation structure lays out very specific rules governing upward movement within the organization and increases in pay.

The grade and step compensation structure is used widely in many government entities including the federal government, military and many state, county, and local entities. The premise of this system was founded in the Classification Act of 1949 which established the principle of equal pay for substantially equal work. The initial intent of the grade and step structure was to keep salaries equitable among various occupations and between men and women under Equal Pay for Equal Work.² That need was further validated and expanded to include those protected under the Civil Rights Act of 1964.

When the civil service jobs were replaced by career services jobs, the grade and step structure as well as the naming convention for position titling remained in place. Thus, the numbering of position families (i.e. Administrative Assistant I, II, III, IV, V) align with the grade and step process, but may not accurately reflect the content of the positions today.

In today's competitive market for talent, this more general job naming convention may impact transparency of roles for external as well as internal potential job applicants. By revisiting the naming conventions and aligning role expectations with internal benchmarks, external peer positions, and the marketplace, there exists the opportunity to attract a greater diversity of job applicants, to provide enhanced clarity for internal job movement, and to offer incumbents a more accurate view of their roles.

¹ Multiple sources including US Office of Personnel Management, FPDCC Personnel Rules, FPDCC Human Resource Department

² **Equal pay for equal work** is the concept that individuals doing the same work should receive the same remuneration. In America, for example, the law states that "employers may not pay unequal wages to men and women who perform jobs that require substantially equal skill, effort and responsibility, and that are performed under similar working conditions within the same establishment." (Source: EEOC Facts About Equal Pay and Compensation Discrimination)[2008]



2011 Forest Preserve District of Cook County Employee Desk Audit

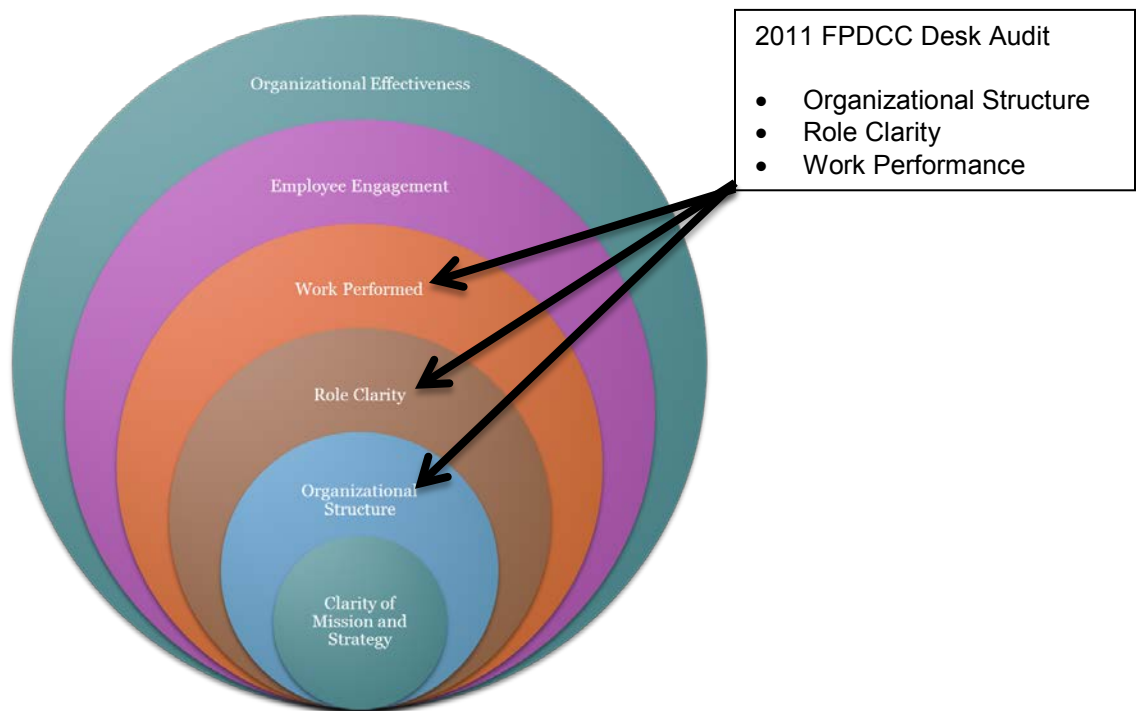
As part of President Toni Preckwinkle's commitment to county stakeholders, she pledged to institute a comprehensive desk audit of the FPDCC to determine the productivity and efficacy of all FPDCC employees. This audit, in line with the directive of President Preckwinkle and supports the commitment to foster an environment of accountability, supported by clear expectations, transparency, and service.

The purpose of a desk audit is to *evaluate the position, not the person*. The responsibility of managing and evaluating individual performance lies with the manager. Therefore, the clear objective of the 2011 FPDCC Desk Audit objective was twofold: to ensure that jobs are (1) correctly functioning and (2) correctly represented in each role description.

The effectiveness of an organization begins with clarity of purpose - why it exists. AMD Business Solutions, Inc. was retained by the FPDCC to conduct a comprehensive analysis of its organizational structure and jobs, and to evaluate the factors of the internal and external landscape impacting a healthy culture of transparency, accountability, and service.

Organizational structure, role clarity, and work performance are the necessary components that tie employee engagement and overall organizational effectiveness to the mission of the organization.

Exhibit 1a – From Mission & Strategy to Organizational Effectiveness



In 2005, a **Gallup survey**³ found that 29% of the U.S. workforce was engaged and worked with passion, and because they felt a strong connection to the organization, they worked hard to be innovative and to improve. The 56% of the employees that were not engaged did the work that was expected of them, but did not put in extra effort. 15% of the employees were actively disengaged, and in this case, these employees weren't just unhappy, but they were also spreading their unhappiness to other staff.

³ Source: Gallup Management Journal [October, 2006]

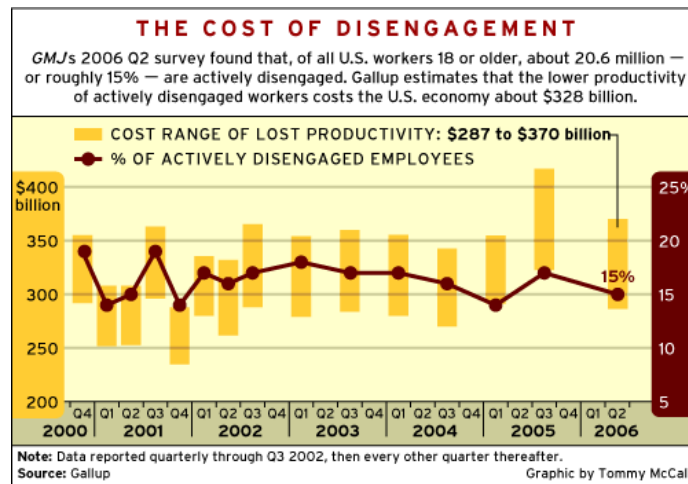


Exhibit 1b – The Three Types of Employees⁴

The Three Types Of Employees	
1	ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.
2	NOT ENGAGED employees are seemingly “checked out.” They’re sleepwalking through their workday. Putting time – but not energy or passion – into their work.
3	ACTIVELY DISENGAGED employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.

Engaged employees make the largest contribution to organizational outcomes and deliver more than disengaged employees. The Society of Human Resource Management noted that a shift in employee engagement, by even a few percentage points, can impact an organization’s efficiencies by as much as 50%.⁵

Exhibit 1c – The Cost of Disengagement⁶



*Disengaged
employees cost the
U.S. economy about
\$328 Billion*

⁴ Gallup Management Journal [October 2006]

⁵ Employee Engagement and Commitment, SHRM Foundation Guide, [2006]

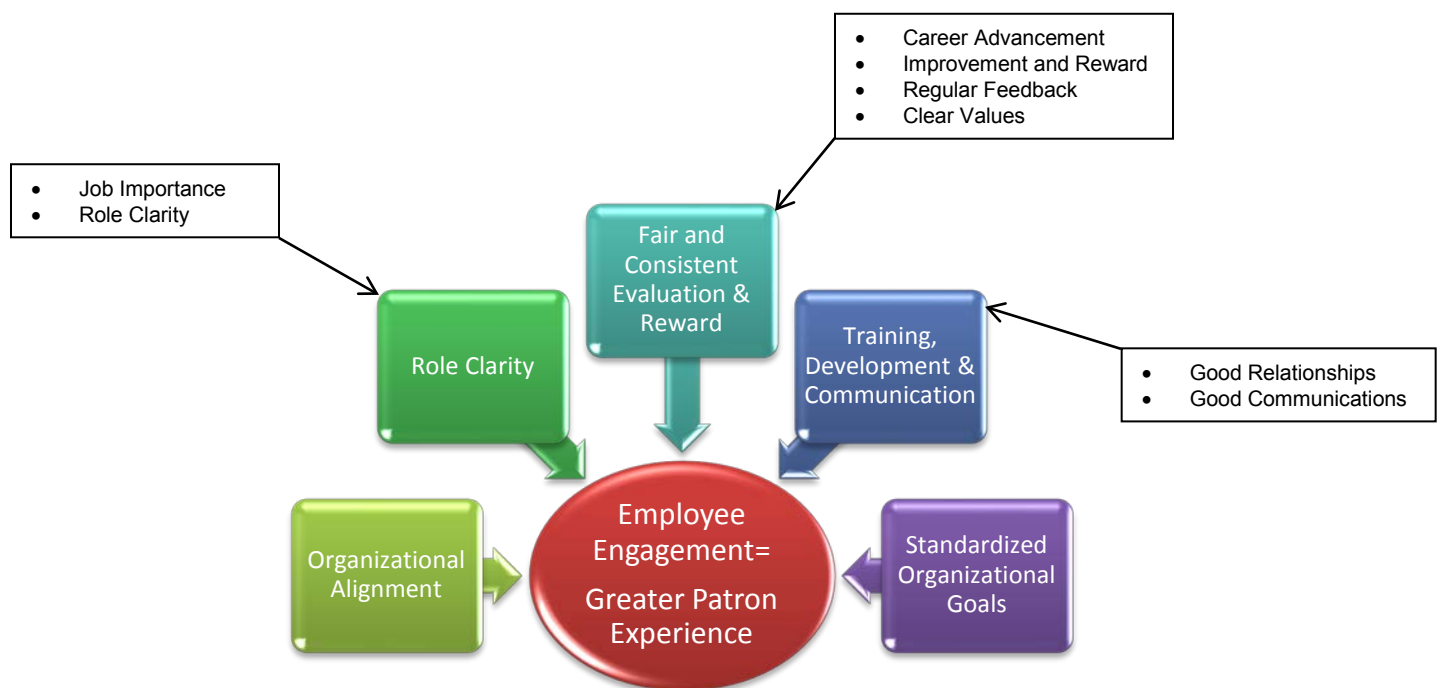
⁶ Gallup Management Journal [October 2006]



Because of this potential impact, the eight factors impacting employee engagement were assessed during the desk audit. These factors include:

1. Job Importance – An employee needs to know how important their job is to the organization.
2. Clarity of what is expected of them – An employee needs to be very clear on what their manager expects of them.
3. Career Advancement – Employees want to know that there is a fair and equitable system for career advancement and that, if they perform, they will be considered for advancement.
4. Improvement and Reward – Employees want to make improvements to the organization and if they do, would like to be rewarded where possible (remuneration and a thank you).
5. Regular Feedback – Employees want to know when they, the department and the organization are doing well or not so well.
6. Good Relationships – Employees want to communicate with their manager, even if the news is not good.
7. Clear values – Employees want to know the values and behaviors that will be looked upon favorably, they don't want to be left in a vacuum to guess.
8. Good Communications – “Tell me what is happening, I don't want to be the last to find out, I want to be included.”

Exhibit 1d – Factors Impacting Employee Engagement



To that end, AMD Business Solutions, Inc. began the desk audit process by first gaining an understanding of the mission of the FPDCC and the overall strategy to support the mission. After gaining a clear understanding of these areas, a review of the organizational structure, staffing models and individual job task analysis was conducted.

The process included an analysis of the work content of each position; level of supervision required by the position, organizational structure and role clarity relative to each department, employee training and support resources, and relationships.

Eighteen questions were delivered in face- to- face interviews with all 450 employees. The questions were designed to capture information related to core job duties, scope, authority, autonomy, and supervisory responsibility.

The 2011 desk audit was a review of each specific position. It was not intended to review the individual performance of the incumbent but rather to determine if duties or responsibilities of a position accurately reflected the position's title, level, and scope. A desk audit can result in a more reflective position description, duties being eliminated or added, or a reassessment of the role, depending on the outcome. Ultimately, a desk audit is used to ensure that the organization is fairly and accurately reflecting the work of its employees.



Ultimately it is the responsibility of the management team to determine the most appropriate titling of employees and to assess performance against the expectations of the role.

2011 FPDCC Desk Audit Key Stakeholders

The success of the 2011 FPDCC Desk Audit was contingent upon the cooperation and support of key stakeholders as sponsors of the initiative, champions of the effort, facilitators of communication, participants in the process, and judges of the success in meeting the objectives.

The FPDCC Key Stakeholders in the 2011 Desk Audit are:

- FPDCC General Superintendent
- FPDCC Executive Leadership Team
- FPDCC Managers
- FPDCC Employees
- FPDCC Human Resource Department
- FPDCC RFP Contract Manager
- FPDCC Compliance Administrator

2011 Desk Audit Process and Methodology

The 2011 FPDCC Desk Audit was conducted from May 9, 2011 to June 24, 2011 and included in-person interviews with 100% of available and active FPDCC employees.

The desk audit interview consisted of 18 core questions that focused on eight key areas. The questions were designed to capture information related to core job duties, scope, authority, autonomy, and supervisory responsibility. The questions were not limited to the 18 but rather, served as a basis for the conversation with the interviewer. Based on the responses from the employee, follow up questions were prompted.

To help employees prepare for the interview and to provide them with a greater comfort level with the process and what was to be expected, employees were provided with a copy of the questions in advance of the interviews. The employees were encouraged to review the questions and consider their responses before their scheduled interview time, in order to be ready to demonstrate the factualness of the duties and responsibilities of their roles with examples. The contact information for AMD Business Solutions, Inc. was provided to employees for any questions.

Interviews were scheduled for 30 minutes with 45 to 60 minutes allotted for supervisory or more technical personnel. The interviews included an 18 question survey delivered through in-person interviews with FPDCC employees.

Questions were developed to capture eight basic job factors in classifying most professional, technical, administrative, and clerical positions.

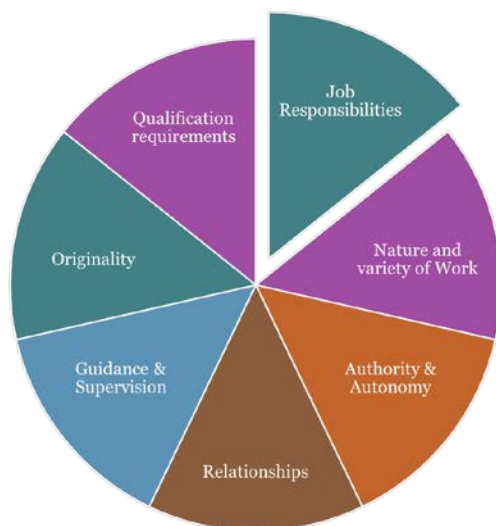
- Nature and variety of the work
- Qualifications required
- Originality of work
- Nature and extent of supervision exercised over the work of other employees
- Kind and extent of available guides
- Supervision received by the worker
- Nature and scope of recommendations, decisions, commitments and conclusions
- Person to person work relationships

For trade, craft, or manual labor jobs, four additional basic factors were probed

- Skill and knowledge
- Responsibilities
- Physical effort
- Work conditions



Exhibit 1c – 8 Core Characteristics of a Job



Once the desk audit interviews were completed, AMD Business Solutions, Inc. met with the eight FPDCC department heads from the General Office, General Maintenance, Finance and Administration, Law Enforcement, Legal, Permits and Recreation Activities Administration, Planning and Development, and Resource Management. AMD solicited information from the department heads regarding the core accountabilities, reporting relationships, and scope of the roles in their organizational structure. To maintain confidentiality and remain in alignment with the purpose of the process – to review the position and not the person - *Individual responses from employee desk audit interviews were not shared with the manager.*

AMD Business Solutions, Inc. reviewed employee and manager input as well as current position descriptions, organizational structure, collective bargaining agreement mandates (if applicable) and similar positions, in order to provide a finalized report and to draw conclusions regarding roles including titling, job structure, descriptions, and reporting relationships.



Reader Guide: Key Terminology

Autonomy	Nature and scope of recommendations, decisions, commitments and conclusions required of position to successfully perform duties. Amount of independence given to take action based upon conclusions drawn. Level of autonomy impacts ability to influence, change, develop, and/or implement policies and procedures impacting individual role, department, or organization.
Exempt Position	A district employment position that is included on the FPDCC Exempt List and meets the criteria for exempt status as provided in the Consent Decree, i.e., it is a job that involves policy making to an extent or is confidential in such a way that political affiliation is an appropriate consideration for the effective performance of the job.
Individual Contributor	Non-supervisory position. May be full- or part-time employee, seasonal or temporary. The individual contributor position is identified by their contribution to the mission, strategy, goals, and daily tasks of an organization through individual effort and not through the direct supervision of other employees on an ongoing basis, as part of their stated or unstated core responsibilities. Individual Contributors may have matrix management input into performance reviews of other employees or may have direct management accountabilities for a project team on a fixed –time basis. The Individual Contributor position is not defined by occupational level or title and may be Entry level, Skilled, Professional, Managerial or Director level. Typically, Director level individual contributor positions require significant technical expertise in their area of accountability and may have direct or indirect influence on policy; and may perform interim supervisory duties as necessary.
Job Family	A specific occupational area in which the same or similar work is performed with increasing levels of responsibility and scope. A similar skill set is required with varying degrees of complexity, education, and experience, and it is possible to move within the family with continued or expanded training within a given field. Job families build the foundation for natural career progression with both, horizontal or lateral movement. Job Families are particularly useful for job description maintenance, compensation planning, performance management, and competency modeling.
Job Band	Grouping of positions requiring similar base level competencies, level of education, scope of work, authority, autonomy, decision making ability, and supervisory responsibility for the purposes of level setting and creating transparency in an organization. Organizing jobs in a banding manner allows for the establishment of a common language around job characteristics. Additionally, if an organization implements a salary band pay structure, positions will have grouped accordingly as bands can also be used to distinguish the level of compensation given to certain ranges of jobs. For example, entry level positions with similar levels of responsibility are included in a specified job band that ultimately should have a corresponding salary band. The next level/classification of a group of similar jobs would include increased responsibility, and thus a higher job band and higher pay range.
Management	Nature and extent to which is required of position the level of oversight, direction, and guidance exercised over the work of other employees, including the ability to directly or indirectly impact or influence performance evaluations, employment, promotions, demotions, increased accountability, or other movement within organization.
Occupational Level	Specification for each job within a job band based on position guidelines and expectations, job scope, experience, skill, and other requirements. Multiple occupational levels exist within each job band. Occupational levels designate an internal status or class to which a number of job titles may be assigned. Unlike salary grades, occupational levels are not typically influenced by movement within the external market.
Originality	Ability of position to create work based upon own judgments and expected output from role. Originality of work is influenced by distinct and unique work not necessarily prescribed to position, but rather changes in scope based upon intended outcomes.
Position Title	Titling that is descriptive of work performed for each role and representative of a specific level within the organization.
Qualifications	Level and extent of experience, exposure, education, and training required to satisfactorily perform role, including formal educational degrees, certifications, and continued learning.
Relationships	Person to person work relationships required to perform job function satisfactorily; includes non-supervisory, internal and external relationships that influence and impact the success of a role including level of relationship (entry level versus skilled, managerial versus individual contributor roles).
Salary Grade	Grouping of positions for compensation level as determined by the internal review of the Bureau of Human Resources, Cook County job evaluation process. Salary grades are in aligned with a Step compensation system in which increase amounts are predetermined and based upon years of service. Salary grades for most positions within the Forest Preserve District range from salary grade 9 – salary grade 24. Positions represented by a collective bargaining agreement are noted as XFPD and sworn positions within Law Enforcement are noted by a FPD0x (where x presents 1 – 4, representing position level).
Salary Range	A salary range recognizes the level of education, knowledge, skill, and experience needed to perform each job. The salary range demonstrates the interrelationships of the jobs within a particular organization. The salary range may overlap with other job group salary ranges that will allow career development and pay increases without promotion at each level. The salary range for executive-level and Director level positions is normally the largest; the salary range for lower-level positions is normally the narrowest.
Salary Structure	Established to classify jobs, the relationship of one job to another, and the salary ranges that fairly compensate the individuals performing the jobs at similar levels, requiring similar skillsets, and with similar performance.
Supervision	Level of oversight, direction, and guidance received by the position.
X Salary Grade	Position represented by collective bargaining agreements do not fall within prescribed salary grades. XFPD salary grade positions are subject to increase schedules as outlined by applicable collective bargaining agreement.
Training & Resources	Kind and extent of available guides, training, and resources available to employee to satisfactorily perform role.
Variety	Diversity of daily work assignments relative to routine, repetitive work versus unique, distinct and changing deliverables.



FPDCC Job Bands with Associated Key Factors

Job Banding

The term “job band” will be used frequently throughout this report. Job bands refer to groups of positions requiring similar base level competencies, level of education, scope of work, authority, autonomy, decision making ability, and supervisory responsibility for the purposes of level setting and creating transparency in an organization.

Organizing jobs in a banding manner allows for the establishment of a common language around job characteristics.

The following page outlines the key characteristics associated with each job band established to capture the various job levels within the Forest Preserve District. The 6 job bands are:

- ❖ Entry
- ❖ Skilled
- ❖ Professional
- ❖ Managerial
- ❖ Director
- ❖ ELT (Executive Leadership Team)



FPDCC Job Bands with Associated Key Factors

Band	Occupational Level	Sample Position Titles	Under Supervision	Variety	Relationships	Originality	Autonomy	Qualifications	Management Requirements
1 - Entry Level	1,2,3	Aide, Attendant, Clerk, Laborer, Operator	With consistent direction and instruction	Performs routine non-complex tasks	Managers, peers & patrons	Performs tasks as directed	Competently Performs duties as assigned	Requiring little direct training/ experience to perform at competent level. High school diploma or equivalent; good communication skills	Provide feedback and solutions for challenges
2 - Skilled	4,5,6,7	Skilled Craft/ Trade, Administrative, Technician, Coordinator	Under general Supervision	Performs technical tasks in accordance with area	Managers, peers, patrons, external interest groups	Assists with more advanced tasks; Provides professional support; Has input into daily work	Able to use sound judgment in determining approach to work	High school diploma or equivalent; required certifications and/or knowledge of area; strong communication skills	Ability to provide assistance and guidance to non-subordinates
3 - Professional	8,9,10	Supervisor, Analyst, Senior Administrative, Specialized Technical positions	With minimal supervision	Engages in wide variety of duties within area of expertise	Managers, subordinates, peers, patrons, contractors, external interests groups & boards	Performs specialized work; implements Departmental Policy. Uses discretion	Able to make some decision as it pertains to own area	Meets minimum education requirements; thorough knowledge of area; ability to supervise others; excellent communication skills	May have direct/ indirect supervision of staff, provide direction to non-subordinates
4 - Managerial	11,12,13	People Manager, Technical Manager, Specialist Role	Working within framework	Conducts highly professional, complex and diverse tasks including managing people, planning and/or supervising projects	Managers, subordinates, peers, represent District with outside organizations, contractors	Implement Department strategy	Responsible for decisions made in area of supervision and/or expertise.	Meets desired education requirements; advanced knowledge of specialized area; ability to manage others; excellent communication skills	Manage direct day to day operations or oversee projects
5 - Director	14,15	Assistant Director, Senior Manager, Assistant Chief, Senior Technical Specialist, Director	Accountability for direction of Department/ Function;	Responsible for a wide variety of work of considerable difficulty.	ELT, subordinates, peers, represent District with outside organizations, boards and government entities	Develop and implement strategic direction for District and department/ function	Responsible for overall operations, activities and performance of area	Meets desired education requirements; considerable knowledge of area; ability to manage and lead others; excellent communication skills	Provides guidance, direction/ oversight. Able to communicate strategy and motivate multiple levels deliver against strategy.
6 - ELT	16	Senior Director, Chief, Superintendent	Ultimate accountability for direction and strategy	Responsible for broad range of work with a high degree of difficulty	District Board President & Board, subordinates, peers, outside entities including media and government entities	Provide strategic direction for District	Responsible for overall direction, performance and activities of the District	Meets desired education requirements with extensive related experience; ability to lead others, drive results; excellent problem-solving communication skills	Provides vision, direction, guidance and overall strategy



FOREST PRESERVE DISTRICT OF COOK COUNTY

2011 DESK AUDIT

Section III

FOREST PRESERVE DISTRICT ORGANIZATIONAL REPORT

August 3, 2011

FOREST PRESERVE DISTRICT OF COOK COUNTY

Organizational Overview

The Forest Preserve District of Cook County (FPDCC) is a separate entity and political subdivision of the State of Illinois. The District, whose boundaries are the same as those of Cook County, has independent taxing powers, and is governed by a President elected by Cook County voters, and a Board of Commissioners elected by Cook County voters from seventeen (17) districts within the county. The President and Commissioners, elected for four-year terms, serve on the Cook County Board in the same capacities.

The Forest Preserve District is **administered by a General Superintendent** and department heads from each of eight departments (with the General Superintendent also heading the General Office Department). The other departments comprising the District are: Finance and Administration, Resource Management, General Maintenance, Permit and Recreation Activities Administration, Law Enforcement, Legal, and Planning and Development.

General Office contains the executive office, including the General Superintendent, the Secretary to the Board of Commissioners, the Development Office, and the Public Information Office.

Finance and Administration is responsible for all financial and administrative functions, including appropriations and expenditures, accounting, billing and collection, internal and external auditing, preparation of the annual budget and purchasing. The Human Resource department falls under this department. It helps to administer Cook County's Human Resource Ordinance and handles all personnel issues, applications for benefits, processing of resignations and terminations, and requests for family medical leave. It works with Cook County's Human Resources Department in recruiting qualified individuals for District positions.

Resource Management manages the District's education programs, volunteer resources¹, trails coordination, fisheries and wildlife management, resource ecology, land management, and nature centers.

General Maintenance is responsible for the care and maintenance of District facilities such as picnic areas, buildings and trails. It also manages the central warehouse which stocks and provides supplies, operates the central garage which maintains and repairs District vehicles, manages the motor fleet, performs scavenger services and mowing, and manages the maintenance shop which provides trades people for maintenance of infrastructure.

Permit and Recreation Activities Administration issues permits for public use of District properties such as picnics, cabin rentals, camping, dog friendly areas, equestrian activities, model airplanes, soccer and baseball. It issues special use permits for tents, beer trucks, caterers, rides, amplified sound and commercial photography. It also licenses concessions, operates aquatic facilities, and monitors the private management of the District's golf courses and driving ranges.

Law Enforcement patrols all District properties, enforces all state, county and District laws and ordinances to serve and protect patrons, property and natural lands of the District, and issues tickets and fines for violators.

Legal provides legal services to the District, either through District legal staff or supervision of outside counsel. It provides legal advice, drafts ordinances, handles land acquisition legal matters, interprets legal statutes affecting the District and manages lawsuits. It handles employee matters which involves issues such as the EEOC, the Labor Board and Civil Service Commission. It also responds to requests for information under the Illinois Freedom of Information Act, administers workers compensation claims and oversees the District's land acquisition program.

Planning and Development plans, designs and implements capital improvements and restoration programs to District sites. It is comprised of the following sections: landscape architecture, engineering and construction, building architecture, real estate and licensing and geographic information systems.

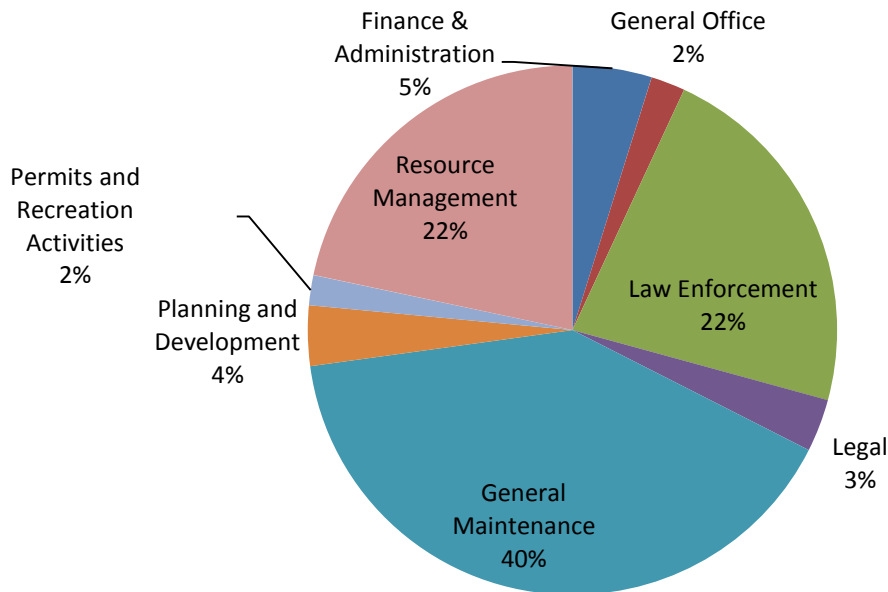
¹ Moved under Permits and Recreation during the course of the desk audit.



Employee Population²

The FPDCC has a total population of 434 active employees with 9 FTE in General Office; 21 FTE in Finance and Administration, 171 FTE in General Maintenance, 97 FTE in Law Enforcement, 13 FTE in Legal, 17 FTE in Permits and Recreation Activities Administration, 16 FTE in Planning and Development, and 90 FTE in Resource Management.

Exhibit 3a – FPDCC Employee Population by Department



Given the mission of the FPDCC and its strategic platform, the current representation of resources by department is generally in alignment with its priorities. General Maintenance, Resource Management, and Law Enforcement make up 84% of the total full- and part-time employee population which is in alignment with the District's priorities of public education and awareness, safety and security of patrons, and maintenance and preservation of resources. With the exception of seasonal ramp up in pool staff during the summer months, one department that is glaringly underrepresented is Permits and Recreation Activities Administration, which makes up only 2% of the total employee population.³

Salary Grades

The salary grades for FPDCC employees range from salary grade 9 to salary grade 24.

Those positions within salary grades 9 – 11 are typically considered entry level where skills and expectations typically require direct supervision and oversight, do not require education beyond the secondary school level, or equivalent, and are individual contributors (non-supervisory positions). Salary grades 9 – 11 constitute 26% of the overall FPDCC employee population.⁴

² Data extracted from 2011 Employee Census report compiled by FPDCC Human Resource Department, July 8, 2011

³ Volunteer Services moved from Resource Management to Permits and Recreation in June, 2011.

⁴ Positions represented by a collective bargaining agreement are not assigned a salary grade (represented as salary grade XFPD). Therefore, for purposes of analysis and comparison, AMD mapped XFPD positions to the equivalent salary grades based upon position scope, responsibilities, authority and autonomy, level of supervision, role variety, and minimum qualifications. Similarly, sworn



The positions within salary grades 12 – 15 are typically the first level of the skilled positions, requiring a minimum level of education and training for a specific function. These positions generally require skills obtained through some formal education through institutions of higher learning, apprenticeships, or advanced trade schools. These jobs require general supervision and oversight and are individual contributor positions. In alignment with the varied degrees of expertise required by this small but diverse population, we found that a majority of the day to day work performed at the FPDCC is within the scope of positions within these salary ranges. This group also includes the majority of the skilled trades/crafts. Salary grades 12 –15 contain 39% of the overall FPDCC employee population.

The positions within salary grades 16 – 18 are typically those positions requiring general supervision and direction, may supervise other workers and are considered more specialized in their roles. These positions generally function at a higher level than those at the skilled position grades, with greater scope of accountability and a higher level of expectation. These positions may require completion of formal, higher level education. Many positions represented in this group are more senior, specialized technical positions, and would be considered comparable in like organizations as the beginning of salaried, exempt level (meaning exempt from overtime), professional positions. Salary grades 16-18 account for 16% of the employee population.

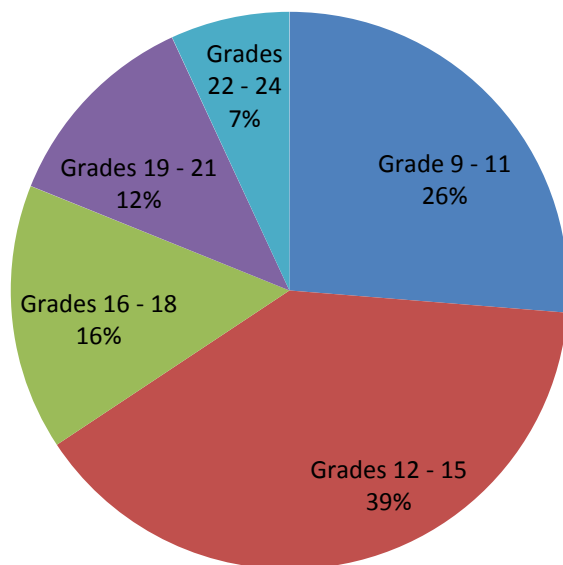
Salary grades 19 – 21 are the people managers and technical specialist positions within the organization. In general, this is where you will find more advanced, analytical positions that may have authority to influence, implement, or recommend changes to processes or procedures impacting a single department and, as an exception, may have impact on the overall organization. Typical of most hierarchical organizations, these positions are represented by smaller numbers of individuals in single incumbent roles. Salary grades 19 - 21 account for 12% of all FPDCC employees.

The most senior positions with the organization make up salary grades 22 – 24 with department heads consistently at grade level 24. There is some inconsistency in how positions within these salary grades are aligned in scope, accountability, authority and ability to impact, influence, or recommended policy changes. (Note: AMD recommendations regarding this alignment will be discussed later in this document.) Typically, positions in salary grades 22 – 24 require a higher degree of confidentiality, decision making, authority and autonomy within their areas of expertise. All jobs within this group are unique and distinct in scope and are single incumbent positions. These senior positions are held by 7% of the overall FPDCC population.

positions within Law Enforcement follow differing salary grade naming conventions and were mapped accordingly, using the above stated criteria.



Exhibit 3b – FPDCC Employee Population by Salary Grade.



Employee Tenure

The average tenure in the District is 13.5 years while 33% of the organization's employees have 20+ years of service.

The average tenure of entry level employees (salary grades 9 – 11) is 10.8 years. There is an even distribution of employees at each tenure grouping of 1- 20+ years. There were no entry level employees with tenure of less than one year of service.

With 171 employees represented, the average tenure of skilled employees (salary grades 12 – 15) is 13.3 years of service. The tenure of employees in these salary grades is evenly distributed between 1 year to 20 years of service. However, there are no employees with tenure of less than 1 year. Most importantly to note is that 32% of employees in these salary grades have over 20 years of service with the FPDCC or other County related entity. The majority of those in this salary grade are Law Enforcement Police Officers.

Sixty-five employees hold positions within salary grades 16 – 18. The average tenure at this professional level is 16.8 years of service. Forty-five percent of these employees have been with the organization for over 20 years. Only 12% of this population has been with the organization less than five years.

Managerial level employees, who include those with highly specialized roles and higher level people leaders in the organization, make up salary grades 19 – 21. There are 47 employees holding positions at this level. The average tenure is 17.9 years of service. Forty-four percent of this population has been with the FPDCC or related County entity for over 20 years. Less than 16% have been with the organization for less than five years, and 40% have been with the District between 5 – 20 years.

The highest salary grades in the organization, grades 22 - 24, includes those in senior leadership, the most senior technical leaders, and many positions that have direct or indirect impact on policy and change within



the District. Many are exempt positions. The average years of service are 10.8 years; however, this number is skewed by the number of employees with tenure over 30 years. The median tenure is 7.3 years. Thirty-four percent of this group has been with the FPDCC less than 1 year and 24% longer than 20 years. Of the 10 positions at salary grade 24 that comprise the Executive Leadership Team (General Superintendent, Deputy Superintendent, Director of Finance, Chief Attorney, Director of Human Resources, Chief of Police, Maintenance Superintendent III, Recreation Superintendent, Director of Resource Management and Director of Planning and Development), the average tenure is only 4.4 years, and six of the 10 have been in roles within the FPDCC or related entity for less than one year.

Exhibit 3c – Tenure of total FPDCC employee population

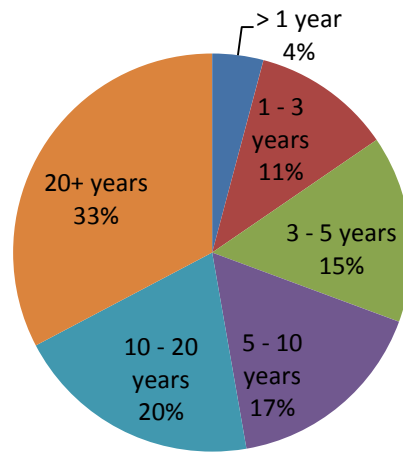


Exhibit 3d – Tenure of employees, Salary Grades 9 - 11

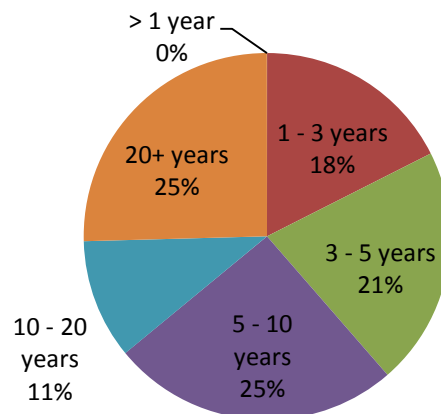


Exhibit 3e – Tenure of employees, Salary Grades 12 – 15

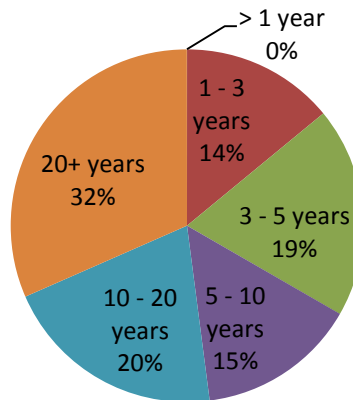


Exhibit 3f – Tenure of employees, salary grade 16 – 18

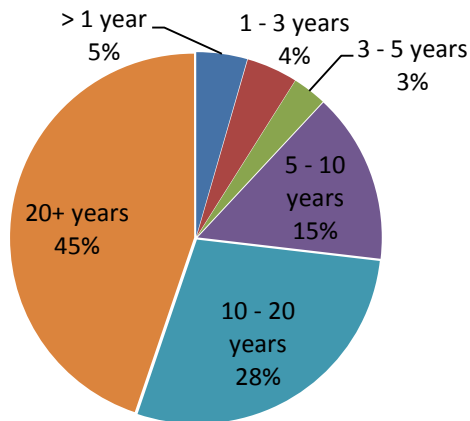


Exhibit 3g – Tenure of employees, Salary Grades 19 - 21

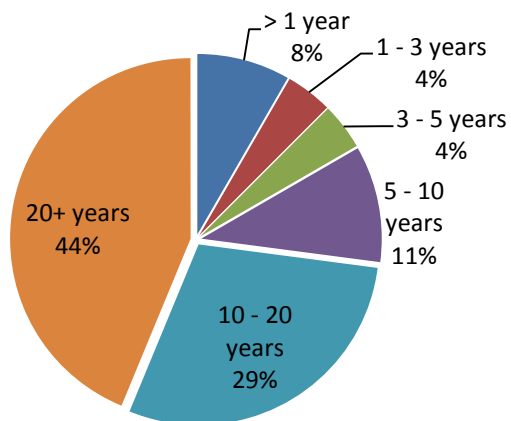
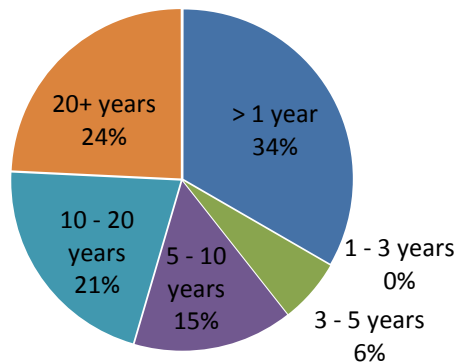


Exhibit 3h – Tenure of Employees, Salary Grades 22 - 24



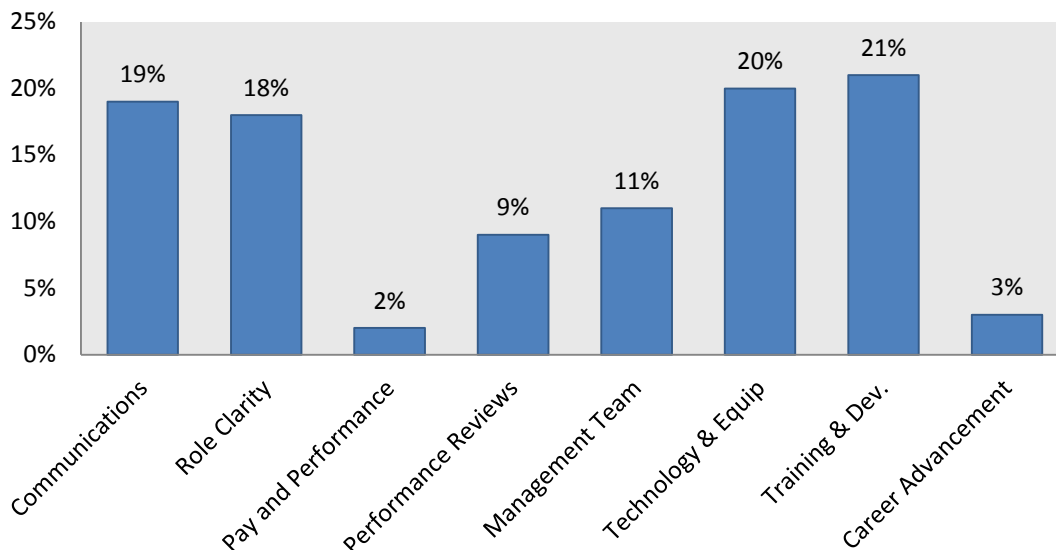
Overall Recommendations

AMD Business Solutions, Inc. has identified 10 major areas that will have the greatest opportunity to impact the organization overall.

Employee comments, in response to areas to improve efficiencies (question 17, desk audit questionnaire) and suggestions for the General Superintendent (question 18, desk audit employee questionnaire), supported AMD Business Solutions' findings and recommendations. Employees identified eight areas that they feel will have the greatest impact on the performance of the organization. Those areas are: 1. The implementation of consistent training and development across the Preserves (emphasis on safety identified within Maintenance); 2. Updated technology and equipment, 3. Improved internal communications; 4. Established clarity in role distinctions and division of responsibilities; 5. Reviewing and enhancing the skill set of front line managers and providing consistent expectations on leadership behavior of all FPDCC leadership; 6. Implementation of consistent, fair and objective performance reviews; 7. Establishment of clear guidance on career advancement within the FPDCC; 8. Implementation of a reward and recognition system that ties pay to performance.



Exhibit 3i – Employee Feedback on Impacting Organizational Performance



Strengths of Organization

New leadership team – The executive leadership team continues to demonstrate creativity and movement in addressing the many opportunities facing the organization. The majority of employees are “cautiously optimistic” about the immediate changes they have seen, but they continue to watch for sustained impact. The lack of direct experience with the organization has not proven to be a disadvantage as this team, specifically led by the efforts of the General Superintendent, seeks input from all facets of the organization to gain a historical perspective. A significant advantage is that the leadership team is seen as disconnected from any previous wrong doings, favoritism or political ties. (Note: Specific comments were provided multiple times regarding the engaging approach of the General Superintendent and Director of Human Resources). The leadership team has applied “out of the box” thinking and is open to improved or different approaches to processes, policies, and procedures.

Change publicly championed at senior levels - Support for positive change within the FPDCC is being championed publicly by President Preckwinkle and by the Executive Leadership Team. The majority of employees audited were optimistic that an honest attempt at bringing much needed progressive restructuring to the organization is off to a good start and the majority is comfortable with the level of transparency in which changes are being carried out. Continued support of this approach will further gain employee trust and support of upper management and reinforce positive morale of FPDCC employees.

Operational staff committed to the health and well-being of FPDCC. With clarification in direction, the development of a stronger management skill set, and an organizational structure with defined inter-departmental dependencies, the FPDCC is positioned to do extremely well in fulfilling their mission. The staff that interacts directly with patrons is committed to the mission of the Preserves. They are passionate about the work they do but could benefit from a comprehensive view of other organizational functions and how they are impacted by one another. (**Note: not as evident is the passion, understanding, and commitment of the non-field operations or support functions, where there exists the need to fully understand the roles of the various, patron-interacting departments and how their roles impact the engagement of the employees and ultimately the patrons.*)

Organizational Opportunities



Reward and Recognition System – The current organizational compensation philosophy is built upon a system of tenure-based salary increases, without consideration of performance. The unintended consequence of such a structure can be artificially inflated grading of positions and promotions of individuals, not based upon actual increases in accountability, but rather to simply earn a higher level of pay. The result is inequity in pay grades, which has a direct impact on employee compensation⁵ and value placed on roles of similar scope and internal worth; and subjective criteria for promotional opportunities. Within the FPDCC, performance evaluations are absent and it is perceived that managers lack basic managerial skills such as giving and receiving feedback, executing fair and objective performance reviews, employee motivation, and team training and development.

Organizational Structure and Planned Staffing Model – There appears to be a significant opportunity to establish a strong staffing model across the organization to fully communicate where there are needs, both present and projected, and where there are opportunities for consolidation to gain efficiencies. (**Note: This is most clearly an opportunity for the General Maintenance department as this is the area that is the most vulnerable. Maintenance employs the greatest number of staff with the greatest reach to the public at any given time. The organization is in distress with specific concerns regarding organizational structure and movement within the department, management capability, training and development (including safety), and equipment needs.*)

Overall Communication – With improved technologies, there are ways to communicate on a consistent basis with employees by effectively using a self-service model (technology first, employee helpline, and advanced assistance). The current communication structure relies on cascaded direction and information through each management team which has been shown to be somewhat inconsistent and relies on the skillset of individual leaders. (Note: This is an opportunity to provide training in this area for all managers.) Employees want to hear directly from leadership, receive real-time information regarding changes impacting the organization (including positive and negative information), have the ability to easily access personal information and forms regarding their employment, and *feel part of a larger team*.

Antiquated Technology and Equipment – Operational efficiency, data integrity, inter-departmental collaboration, and employee engagement are significantly impacted by unnecessary rework, diminished turnaround times, and lack of data available to complete required tasks, which ultimately impacts the FPDCC patron experience. Although many examples of antiquated or outdated systems and equipment were provided, the three areas with the most significant impact are the manual time and attendance system; inoperable (or unavailable) heavy and light equipment within Maintenance Field Operations, Maintenance Shop, and Law Enforcement; and the lack of a comprehensive internal communications/ information vehicle readily available to all employees.

Disciplined Process and Data Driven Decisions – Antiquated systems and lack of imbedded processes hinder the ability to address or improve situations based on measured outcomes. This is changing, but still appears to be an area of opportunity. There is an opportunity to implement a disciplined approach to project management.

Training and Development – There exists an opportunity to implement consistent, basic training to managers and employees. There does not appear to be any consistent training in basic areas necessary to maintain a healthy work environment such as workplace policy and procedure, safety, job responsibilities, management expectations, or required certifications/ re-certifications.

⁵ Information available to AMD, at the time of audit, did not allow for verification of actual salary differentials by person; therefore, further analysis is required to validate individual salary information by position.



OBSERVATIONS AND RECOMMENDATIONS

Based upon the identified key strengths and areas of opportunities within The FPDCC overall, AMD Business Solutions, Inc. identified 10 critical issues/ opportunities impacting the organizational effectiveness of the departments and ultimately, the FPDCC.⁶

Exhibit 3j - FPDCC Organization Summary of Recommendations

Categories: Communication (C); Organizational Structure (OS); Role Clarity (RC); Performance Management (PM); Policy, Procedure, Process, and Technology (PPPT); Training and Development (TD)

Organization	Issue/ Opportunity	Recommended Action	Category
FPDCC	<ul style="list-style-type: none"> Organizational communication and difficulty in accessing appropriate policies and HR documents was communicated as an issue impacting organizational efficiencies by over 60% of respondents Lack of communication on organizational changes, major occurrences, important updates to HR policy. 	<ul style="list-style-type: none"> Introduce Intranet system to house all company information, provide a vehicle for communications, and provide employees with a confidential, easy way to access personnel and pay information. Provide email address for all FPDCC employees. 	C/ PPPT
FPDCC	<ul style="list-style-type: none"> Decisions on priority issues appear to be based on assumptions or data that is difficult to substantiate. Multiple areas of opportunity to exist to move organization forward. Challenge to prioritize and measure real progress. 	<ul style="list-style-type: none"> Introduce annual employee engagement survey, administered by 3rd party vendor, to continually take a pulse of the organization and measure progress in key areas, year over year. 	C/ Other
	<ul style="list-style-type: none"> From desk audit interview responses, it appears that tasks performed do not consistently match responsibilities stated in job description. Responsibilities overlap in many instances. 	<ul style="list-style-type: none"> Review job descriptions with incumbents. Clarify division of labor/ responsibility and communicate with employees. 	PPPT
FPDCC	<ul style="list-style-type: none"> The current employee compensation practice is built on the grade and step system. The current system does not support a strong performance management environment where compensation decisions are related to performance rather than tenure. Tying performance to pay supports a culture of accountability and service. 	<ul style="list-style-type: none"> It is the recommendation of AMD that the FPDCC move from the salary grade compensation system, where the STEP process governs salary increases. It is recommended that FPDCC move to a performance driven reward system that supports the implementation of an effective Performance Management system and where compensation decisions are based upon performance, market data, and internal equity, using salary ranges (Min, Mid, Max). Provide training to all managers on effectively and objectively assessing employees. Implement annual review process and associate pay changes with performance outcomes. 	RC
FPDCC	<ul style="list-style-type: none"> Payroll system and payroll processes and procedures are shared between FPDCC and Cook County. 	<ul style="list-style-type: none"> Introduce SWIPE system of signing in and out for all FPDCC employees. SWIPE systems are more sophisticated today and offer the flexibility of signing in via computer access, phone, or Kiosk placed in various locations. Provide a new ERP system on FPDCC schedule separate from Cook County. This allows for FPDCC personnel to be paid on the FPDCC schedule instead of the Cook County payroll schedule. 	PPPT

⁶ It is the intention of the desk audit conducted by AMD Business Solutions, Inc., to assess the position, NOT the person. The management team of the FPDCC is responsible for the evaluation of their employees based on performance. Organizational structure, job titling, and placement of employees in particular positions are the responsibility of the client organization (FPDCC). Recommendations made by AMD Business Solutions, Inc. are based upon best practices and point-in-time data collected during the desk audit process, including interviews with current staff and documentation provided by FPDCC entities. These recommendations are not considered final until approved and implemented by the client and do not necessarily reflect the views of the FPDCC, ergo, the decision to implement any recommendation is the sole responsibility of the District.

		<ul style="list-style-type: none"> Allow FPDCC personnel to manage the complete FPDCC payroll process. Lessens the possibility for errors in transferring data between FPDCC and Cook County personnel. This will lead to higher FPDCC efficiency. 	
FPDCC	<ul style="list-style-type: none"> Employees consistently communicated that they were not aware of the policies/procedures for job promotions. (stating that promotions appear to be based on relationships, not merit.) 	<ul style="list-style-type: none"> Build full communication strategy to re-introduce FPDCC expectations, policies, and procedures. Ensure all policy and procedure information is readily available using knowledge based tools on an Intranet site. Institute a consistent, annual performance review process. Provide clear objectives and goals that are attainable along with appropriate supervisory support and tools to achieve them. 	PM/ C
	<ul style="list-style-type: none"> 9.2% of employee population performing basic to semi-skilled administrative or clerical work. (incumbent job titles include Administrative Assistant I, II, III, IV, V; Computer Operator; Clerk IV, IV; Stenographer, Legal Secretary; Telephone Operator) 	<ul style="list-style-type: none"> Conduct thorough task analysis of work performed in these roles. Reassess needs for potential areas of redundancy and opportunities for greater efficiency. 	
FPDCC	<ul style="list-style-type: none"> Position levels, expectations, scope, supervisory accountability are inconsistent in how positions are mapped to specific salary grades. This inconsistency can lead to internal inequities in pay and job levels and can have an impact on external recruiting efforts when identifying and recruiting for positions for the FPDCC. Titles and grades artificially inflated to meet need to provide increase in base pay. 	<ul style="list-style-type: none"> Comprehensive compensation review of all positions within the FPDCC, including active and dormant positions. Compensation review should include clarifying the compensation philosophy of FPDCC and ensuring that consistent compensation messages are aligning with this philosophy. Integrate an overlapping salary range pay structure that is more in line with the compensation philosophy of organizations of similar size and scope. Moving to a minimum, mid-point, maximum pay structure will allow for flexibility in compensating employees for performance and increased accountability rather than addressing the artificial inflation of job titles and grades to meet manager needs to increase pay for exceptional employees at the top of the salary grade. 	RC/ PM
FPDCC	<ul style="list-style-type: none"> Communication gap between departments/ inconsistent methods of relaying cross-departmental information/ departments work in silos. 	<ul style="list-style-type: none"> Implement consistent communication system (i.e. Email with distribution groups) between all departments of the FPDCC. General Superintendent Randall institute ½ hour bi-weekly or 1 hour monthly one-on-one meetings with key senior personnel from each department, in addition to weekly or bi-weekly staff meetings. Appoint project managers to manage cross functional business projects. Identify key business liaisons to represent each department. 	C
FPDCC	<ul style="list-style-type: none"> New hire onboarding and continual, accessible training was communicated as top priorities by 40% of the respondents. 	<ul style="list-style-type: none"> Implement web based orientation and other key training that is housed on Intranet site and accessible to all employees at anytime. Include audio introduction (with photo and bio) for all training by General Superintendent, Senior Director of Human Resources or applicable department head. (*Senior leadership visibility was stated as an issue. Including leadership introductions would address this issue, in part). Internal training modules would be managed and monitored by Training Manager, Human Resources. 	TD
FPDCC	<ul style="list-style-type: none"> Recent changes in job description titles have impacted employee morale. Employees are unclear of the changes. They would like to have job descriptions with titles and some validation of potential pay grade changes. 	<ul style="list-style-type: none"> Post desk audit, conduct cascaded training with leadership team, supervisors, and employees on any updated descriptions and organizational structure. Create repository of position descriptions and organizational charts on Intranet site for viewing and downloading by employees. Ensure that management and supervisory staff understands the changes and are being consistent in the message across the FPDCC. 	RC
FPDCC	<ul style="list-style-type: none"> Employees believe there is a lack of the General Superintendent visibility in the different divisions. Therefore the feeling is that true size and personnel needs of the divisions are not yet clear to him. 	<ul style="list-style-type: none"> Post desk audit finding communications, hold Town Hall style meeting with all employees to review findings, share scope of organization, current structure, and provide high level plan of changes as a result. Acknowledge recommendations from employees. 	C
FPDCC	<ul style="list-style-type: none"> Concerns with current supervisors and manager's ability to effectively manage staff. 	<ul style="list-style-type: none"> Implement a management/supervisory training program that would support enhancing and/ or improving current skill sets. This will assist in assessing managerial needs and will provide support in their success in staff management. 	TD



FOREST PRESERVE DISTRICT OF COOK COUNTY

2011 DESK AUDIT

Section IV

GENERAL OFFICE

August 3, 2011

GENERAL OFFICE

General Office is comprised of the Executive Office, Secretary to Board of Commissioners, Development, and Public Information.

The Executive Office oversees District's comprehensive plan for preservation and protection of natural lands, directs development of planning and research functions, and reviews and directs operations and programs of all departments.

Secretary serves as custodian of all official District papers, books and documents, prepares Board agendas, attends and records all Board and committee meetings, and prepares Journal of Proceedings documenting Board and committee rulings.

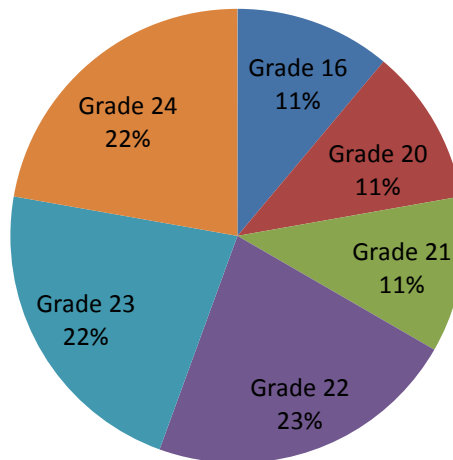
Development secures and tracks funding for the District from external sources such as grants and inter-governmental agreements, coordinates implementation of outside funds to meet District needs, and serves as liaison to other agencies and organizations providing funds to the District.

Public Information disseminates news about the District to electronic and print media, and serves as official spokesperson to the media.

DESK AUDIT FINDINGS

At the time of the desk audit, the General Office consisted of 9 FTE, representing 2.1% of the total FPDCC employee population. The positions include the General Superintendent, Executive Assistant to the General Superintendent, Administrative Assistant to the General Superintendent (2), the Information Technology Manager, the Director of Development, the Information Representative IV, the Executive Secretary, and the Administrative Assistant III. As expected with the leadership office, approximately 70% of the total employee population are at salary grade level 22 or higher.

Exhibit 4a – General Office by Salary Grade

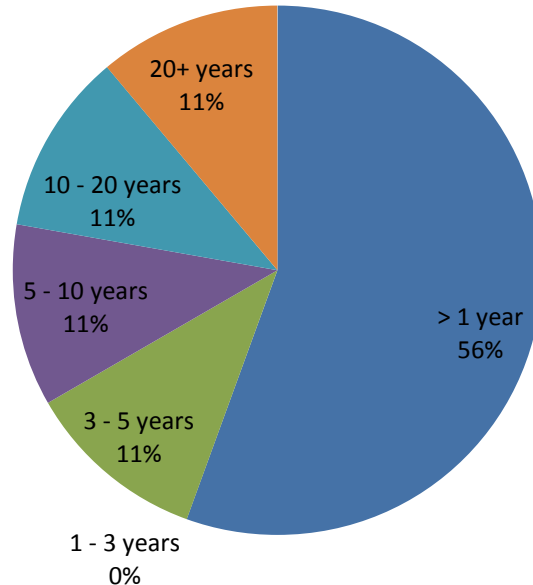


The average tenure of General Office employees is 4.68 years with over 50% at less than 1 year.¹

¹ Tenure does not necessarily equate to time at FPDCC but may also include length of service with other Cook County entities.



Exhibit 4b – General Office by Length of Service



The interviews with The General Office staff revealed a newer organization in which the majority of the incumbents were less than 1 year in their current roles. The incumbents communicated clarity in mission and purpose, but expressed an opportunity to clarify how individual roles work together and where work boundaries overlap. The employees felt empowered and expressed general excitement about the direction of the FPDCC. There was also a realistic view expressed as to how the executive office perceived the workplace and the general employee population.

Strengths of Department

Leadership – Defined vision for organization, approachable, engaged in employee life, willingness to address tough issues, and experience in implementing major change efforts and turn-around situations.

Creativity and Ingenuity – Members of team expressed feeling of empowerment in implementing new, out of the box ideas to improve efficiencies and output with measured success.

Passion for Mission – Department incumbents communicated a clarity of the mission and how their roles directly and indirectly impacted that mission. Decisions and changes were aligned with moving mission forward.

Opportunities of Department

Teamwork and Role Clarity – Roles sometimes functioned independently with uncertainty of how roles are intertwined. Decisions, procedures, at times changed or updated without communication to other team members.

Communication – Opportunity to increase departmental communication. Department functioning closer to a golf team, in which team members do their best work to improve the productivity of the team overall, but with little reliance on the other rather than like a basketball team in which each role is dependent upon the other.



Disciplined Process and Data Driven Decisions – Antiquated systems, improving technology and lack of imbedded processes hinder ability to address or improve situations based on measured outcomes. This is change, but still an area of opportunity. There is an opportunity to implement a disciplined approach to project management.



OBSERVATIONS AND RECOMMENDATIONS

Based upon the identified key strengths and areas of opportunities within The General Office, AMD Business Solutions, Inc. identified 10 issues/ opportunities impacting the organizational effectiveness of the department and ultimately, the Forest Preserve District. The areas of focus are Communication, Organizational Structure, Role Clarity, and Performance Management. 50% of the recommended actions are related to Organizational Structure.

Exhibit 4c - Forest Preserve District of Cook County Organization Summary of Recommendations

Categories: Communication (C); Organizational Structure (OS); Role Clarity (RC); Performance Management (PM); Policy, Procedure, Process, and Technology (PPPT); Training and Development (TD)

Organization	Issue/ Opportunity	Recommended Action	Category
General Office	Cautious optimism communicated by employees of the effectiveness of the new administration and communication for Superintendent. Opportunity to improve consistent, direct communication from Superintendent to employee population to support the momentum in organization.	Establish consistent, internal communication vehicle (newsletter, A Letter for the General Superintendent, etc.) communicating accomplishments, changes, acknowledgements, policy & procedure changes, Human Resource update, departmental highlight, etc. (owned by Communications/ Human Resources)	C
General Office	Department naming convention does not adequately reflect the overall accountabilities of the function.	Change General Office to the Office of the General Superintendent (including, Executive Office, Internal Audit, Compliance, Communications and Special Events, Development, Information Technology, and the Secretary to the Board of Commissioners.	OS
General Office	Two roles with very different functions identified as Administrative Assistant to the General Superintendent, job code 2528. Desk Audit interview responses indicate that the responsibilities of both positions not reflective of title or current description content. Position of Position ID 0010003 similar in scope, expectations, confidentiality, and role in policy implementation to that of Executive Secretary role, job code 2512.	Eliminate Administrative Assistant to the General Superintendent, Job Code 2528, and move incumbent to role that more clearly define purpose, scope, and tasks of specific role. <ul style="list-style-type: none"> Combine accountabilities of job code 2512, Executive Secretary and job code 2528, Administrative Assistant to General Superintendent to create Senior Executive Assistant. Conduct full comp review to determine appropriate salary grade. Move current incumbent, Position ID 0010003, to job code 2512, Executive Secretary and retitle Senior Executive Assistant with edits to description to encompass both roles. 	RC
General Office	Lack of clarity in role for Admin Assistant to General Superintendent (current incumbent, Position ID 0010003) reporting into Deputy Superintendent. Paradigm shift needed if role will be accountable to communicating procedural changes.	Communication of policy or procedure changes should be owned by Deputy Superintendent and vetted with senior team before general communication to process owners. Procedure change process should be implemented to consistently handle changes impacting organization (change management, ownership, timing, P&P documentation, effective date, Q&A)	PM/ C
General Office	Title of Administrative Assistant to the General Superintendent, job code 2528 (current incumbent 0010004) reporting into General Superintendent, does not reflect responsibilities of role as communicated in desk audit interview by incumbent. Role encompasses non-routine work that is driven by immediate larger scope needs or long term planning as identified and instructed by General Superintendent. <i>No job description available for review.</i>	<ul style="list-style-type: none"> Eliminate job code 2528, Assistant to the General Superintendent Create position of Senior Manager, Special Projects, salary grade 23 with full job description with clarity in scope and purpose. Full comp review recommended to validate salary grade level. Move current incumbent into role. Maintain current reporting relationship to Deputy Superintendent. 	RC
General Office	Given scope of General Superintendent, 12 direct reports impacts ability to development and supervisor senior leadership team for the purposes of coaching, communication, and development. Specific monthly	Maintenance Supervisor III positions reporting into Maintenance Superintendent III. Revised Direct Report to General Superintendent – Deputy Superintendent; Senior Executive Administrative Assistant; Director, Human Resources; Director, Maintenance Operations; Director, Planning and Development; Director, Permits, Recreation	OS



	reporting on accomplishments, goals, and insights built into standard expectations of all senior roles	and Volunteer Services; Director, Resource Management; Chief Attorney; Chief Financial Officer; Director of Compliance; Internal Auditor	
General Office	Human Relations Officer and Department of Human Resources currently report into Finance and Administration. Direct communications do occur on an ongoing basis with the Human Relations Officer and General Superintendent but there is an opportunity for formalize the reporting relationship.	Director of Human Resources to report directly into General Superintendent for the purpose of providing organization direction and oversight in all Human Resource functions including leadership development, organizational effectiveness, organizational design and structure, personnel administration, employee relations, compliance, and training. In addition, direct reporting relationship aids independent and objective feedback and coaching to departmental leader.	OS
General Office	Secretary to Board of Commissioners not in use. Many tasks specified in role description absorbed by Executive Secretary role incumbent	Delete Secretary to Board of Commissioners. Duties absorbed into role of job code 2512, Executive Secretary.	OS/ RC
General Office	Information Technology department consists of one person. This role is stretched to capacity. Opportunity to fully review role and departmental needs.	Given organizational structure, number of employees, and technology needs, technology staff should be increased to 3 staff. 1 Supervisor, Information Technology, 2 Specialists. Because of emphasis on the use of technology through internet, intranet, and social media , to communicate to internal and external stakeholders, this department could potentially have a dotted line relationship to Information Representative IV .	OS





FOREST PRESERVE DISTRICT OF COOK COUNTY

2011 DESK AUDIT

Section V

FINANCE AND ADMINISTRATION

August 3, 2011

FINANCE AND ADMINISTRATION

Finance and Administration is comprised of six separate functional areas: Accounting, Personnel, Payroll, Internal Audit, Purchasing and Budgeting, Technical Analysis and Information Technology Support.

Accounting monitors and reports all revenues and expenditures and is responsible for accounting, billing and collection.

Personnel provides information to Cook County's Bureau of Human Resources for recruitment, selection, classification, compensation, training and termination of FPD personnel.

Payroll administers, supervises and maintains records of Payroll operations and disbursements.

Internal Audit enhances the internal control environment through additional oversight of District operations and reviews grant compliance, concession contracts, golf privatization, inter-governmental agreements, and payroll processing and risk management.

Purchasing procures goods and services for the District, maintains vendor database, tracks payments and purchase orders, searches for prospective vendors, encourages minority vendor participation, maintains bid process integrity, participates in cooperative purchasing ventures with other government entities and maintains subsidiary records.

Budgeting, Technical Analysis and Information Technology Support maintains District financial records, implements disaster recovery program, ensures maximum operation of LAN and WAN, researches and analyzes District operations for optimal efficiency and cost-effectiveness, prepares District budget, and provides information technology support to the District.

DESK AUDIT FINDINGS

At the time of the desk audit, Finance and Administration consisted of 17 FTE, representing 3.9% of the total FPDCC employee population. The positions include the Chief Financial Officer, Accounting Manager I, Assistant to the Purchasing Agent, Administrative Assistant I, Administrative Assistant IV, Administrative Assistant V, Purchasing Agent, Comptroller, Internal Auditor, Clerk V, Deputy Comptroller, Budget Analyst V, Administrative Analyst II, and Director of Grant Development.¹

The diverse nature of job duties impacts the organization's ability to draw clear lines of accountability. From interview responses, there are some redundancy in tasks causing overlap of functions thereby reducing accountability. There is a clear and immediate need to increase technology capability within the organization, specifically in the implementation of an employee time and attendance system that links into payroll administration. With changes in technology, there is the opportunity to clarify roles and create greater focus on more pertinent areas within the department. Additionally, there were some concerns raised in two positions reporting into the Finance Department that could have a potentially negative impact on internal controls and/or improve overall accountability. The role of the Administrative Assistant IV best aligns itself with the Human Resources function. We believe that the Internal Audit position if truly implemented should report into the General Office. This could positively impact FPD by strengthening overall internal controls and improving accountability.

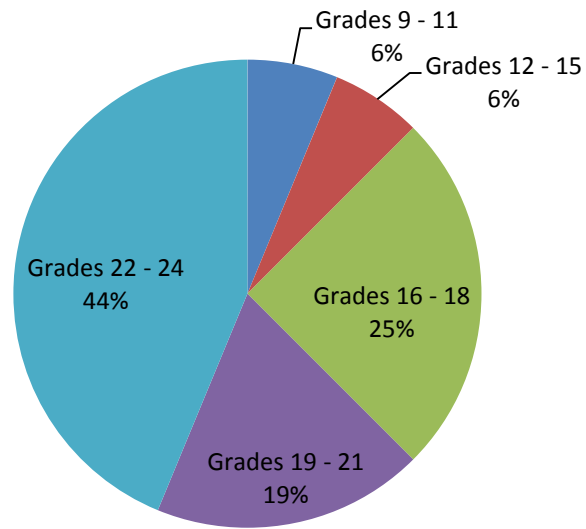
The technical nature of the department lends itself to a greater percentage of roles in the professional salary grades, requiring formal education degrees, some degree of access to confidential data influencing policy, and the demonstration of autonomy and decision making.

Based on the feedback from within and outside of the department, there are questions pertaining to the efficiencies of the processes. In completing the desk audit of this department, a full compensation analysis as well as process review is recommended to understand each area of accountability.

¹ The 3 employees reporting into the Human Resource Department as well as the Director role are addressed in a separate section. The positions include Administrative Assistant III (2), Administrative Assistant IV, and Human Relations Officer. The recommendation is for Human Resources to function independently of the Finance organization.

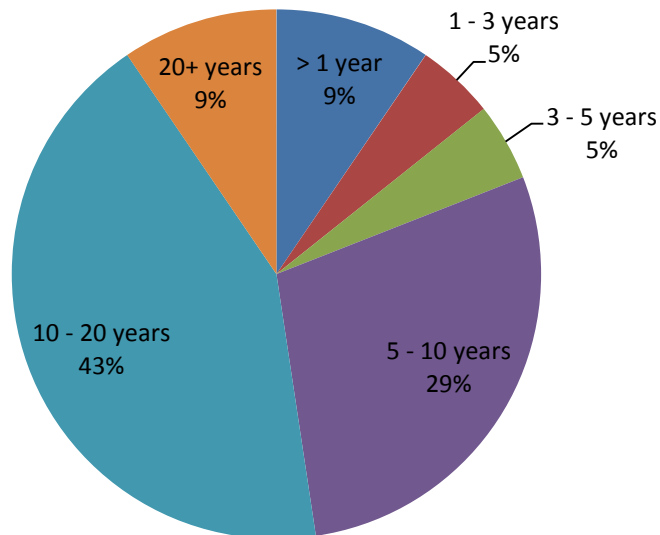


Exhibit 5a – *Finance and Administration by Salary Grade*



The average tenure of Finance and Administration employees is 11.19 years..²

Exhibit 5b – *Finance and Administration by Length of Service*



² Tenure does not necessarily equate to time at FPDCC but may also include length of service with other Cook County entities.



The incumbents expressed satisfaction in the work environment but also communicated a need to introduce more advanced technology to eliminate some of the manual processes and re-work. Career paths or progression within the organization to higher level roles are not seen as transparent. There was a sense of frustration communicated regarding the lack of a formal performance management system to better assess skills and place individuals in roles reflective of capabilities.

From the incumbents' perspective, there is a need to do more with less which translates to tasks outside of specific technical expertise. One major challenge expressed is the lack of cross-training on certain aspects of the function which impacts the ability for work to continue when individuals are absent for extended time frames. The lack of technology and processes were seen as having the most impact on the organization's efficiency and effectiveness.

Strengths of Department

Position Description Content – The position descriptions of the specific Finance and Accounting professional roles clearly outline key responsibilities and requirements as well as build clear career paths within the organization. (*General positions such as Administrative Assistant should be aligned to more specific roles)

Flexibility in staff – Many individuals possess the ability to perform multiple jobs within the department. This provides some level of job swapping during periods of vacation or sick leave.

Opportunities of Department

Organizational structure design potentially impacting internal controls - Our desk audit review discovered redundancy of job duties within the payroll processing, accounts payable and accounts receivable functions. Overlapping job functions have the tendency to decrease accountability and the ability to measure individual job performance.

The impact of the HR function reporting into the CFO's office reduces the internal controls. The authorization and the payment process may be in the purview of the same individual thus allowing for greater opportunity for improprieties.

Elevated Position Titles, Grades – Jobs grades assigned without communicated rationale for skills or education required or decision making ability. Individuals in manager level grades and job titles have no management oversight or decision making authority. Additionally, there are indistinguishable differences in job classification requiring management oversight, making judgment calls and/or interpreting regulations or procedures.

Antiquated technology and process – Improve efficiency of payroll processing and increase productivity in the overall accounting process. Provide improved transparency and bring about greater level of accountability within the department by improving the audit trail. System enhancements will increase job productivity as well as increase accuracy to the overall General Ledger process.



OBSERVATIONS AND RECOMMENDATIONS

Based upon the identified key strengths and areas of opportunities within Finance and Administration, AMD Business Solutions, Inc. identified 5 issues/opportunities impacting the organizational effectiveness of the department and ultimately, the Forest Preserve District. The areas of focus are Organizational Structure, Role Clarity and Policy, Procedure, Process and Technology.

Exhibit 5c - Forest Preserve District of Cook County Organization Summary of Recommendations

Categories: Communication (C); Organizational Structure (OS); Role Clarity (RC); Performance Management (PM); Policy, Procedure, Process, and Technology (PPPT); Training and Development (TD)

Organization	Issue/ Opportunity	Recommended Action	Category
Comptroller	<ul style="list-style-type: none"> Could not determine ownership for specific financial processes. Multiple employees touch multiple financial functional areas due to overlap in job tasks. Could not determine updated procedures in place to address recent internal controls issues related to pool cashing function. 	<ul style="list-style-type: none"> Conduct detailed analysis of Finance Department including structure and processes to bring about transparency, accountability, and most importantly, ensure that internal controls are in place. 	OS/ RC/ PPPT
Comptroller	<ul style="list-style-type: none"> Financial processes and procedures not always clear to internal stakeholders. Internal stakeholders expressed Financial processes and structure 	<ul style="list-style-type: none"> Recommend Finance institute departmental meetings with current staff to go over Financial policies/procedures/processes Create Finance intranet page and make forms/documentation/policies and procedures available to all FPDCC employees. 	C/ PPT
Human Resources (Currently under Comptroller)	<ul style="list-style-type: none"> Human Resources function reports into Comptroller's office which impacts ability to provide independent and objective feedback and coaching to department leader. 	<ul style="list-style-type: none"> Separate Department of Human Resources from Comptroller Office with a direct reporting relationship to General Superintendent. In organizations of similar size and scope, this function would report directly into the Chief Executive Officer, or the equivalent, for the purpose of providing organizational direction and oversight in all human resources functions including leadership development, organizational effectiveness, organizational design and structure, personnel administration, employee relations, compliance, and training. Function is led by Director of Human Resources. The director position is accountable for the overall effectiveness of the human resources function, providing strategy for the organization, facilitating major change initiatives, creating policies and procedures to effectively manage the organization, acting as executive coach to FPDCC senior leadership, and providing guidance on major issues that impact the long term stability of the organization. The Human Resources Department to include the following positions: Training Manager, HR Coordinator, Employee Relations Specialist, and Administrative staff. 	OS
Human Resources (Currently under Comptroller)	<ul style="list-style-type: none"> Current employees and new hires unclear on appropriate forms/deadlines required for HR matters. 	<ul style="list-style-type: none"> Recommend HR institute a New Hire Orientation process in which all necessary employee documentation (employee handbook) is explained and provided within the first two weeks of employment. Recommend HR institute departmental meetings with current staff to go over HR policies/procedures/processes Create HR intranet and make forms/documentation/policies and procedures available to all FPDCC employees. 	PPT
Comptroller	<ul style="list-style-type: none"> Internal Auditor: Responses to desk audit indicated job description does not accurately reflect current job 	<ul style="list-style-type: none"> Setup internal audit function reporting directly to General Superintendent. This position could ensure that FPD procedures are being followed and improve internal controls thereby preventing 	OS



	responsibilities. Job geared toward revenue collecting and bank deposit reconciliations. Internal Auditor typically refers to testing controls and procedures to ensure regulations are being followed. Job description accurately reflects internal audit function however, according to desk audit interview; this is not the current function of the job.	irregularities from occurring within the FPD.	
Comptroller	<ul style="list-style-type: none"> Assistant to the Purchasing Agent: Current title reflects administrative/secretarial position rather than specialized job duties related to the purchasing function. Role, as communicated by incumbent during desk audit, adds specific value to purchasing function and can provide skillset to overall FPD. 	<ul style="list-style-type: none"> Update current role description to reflect current duties with recommended job title to Assistant Purchasing Agent, providing greater clarity to role responsibilities and expectations as well as creating a more direct career path to the Purchasing Agent position. Change also provides for ability to benchmark against other organizations for compensation comparisons and validates actual job. 	RC
Comptroller	<ul style="list-style-type: none"> HRIS system reflects department title as “Comptroller” 	<ul style="list-style-type: none"> Update HRIS system to reflect title in alignment with 2011 Budget Book and reflective of separation of Human Resources function. Update department title to Finance and Accounting. 	OS
Comptroller	<ul style="list-style-type: none"> Specific nature of financial roles in an organization requires a greater breadth in position titles. More general terms, such as “Administrative Assistant” do not fully reflect role, duties or requirements. This could have a negative impact on recruiting to external candidates for positions and in clearly defining career paths internally. 	<ul style="list-style-type: none"> Align positions with titles and position descriptions more reflective of nature of the roles. See Exhibit 5d below for specific position title changes and additions. 	RC
Comptroller	<ul style="list-style-type: none"> Extremely manual payroll process impacts organization's efficiencies. Multiple incumbents accountable for various aspects of payroll administration, providing multiple opportunities for error or impropriety. Additionally, in some instances, those authorizing payment or approving new hires also play a role in either the payroll function or the payment process thus impacting internal controls 	<ul style="list-style-type: none"> Establish automated payroll process for FPDCC employees. Identify single role accountability for payroll administration and review structure to have fewer roles involved in the processing. 	PPPT





FOREST PRESERVE DISTRICT OF COOK COUNTY

2011 DESK AUDIT

Section VI

GENERAL MAINTENANCE

August 3, 2011

GENERAL MAINTENANCE

Maintenance is comprised of Field Operations, Central Garage, Central Warehouse, and Maintenance Shop.

Field Operations directs maintenance activities from General Headquarters and regional facilities, including eight (8) operational divisions and five (5) sub-divisions located throughout the county. Maintains picnic groves, removes refuse, cleans roadways, maintains District facilities, provides picnic tables and assists in winter sports operations.

Central Garage maintains and repairs District vehicles and equipment.

Central Warehouse stocks and provides building and maintenance supplies for all District facilities.

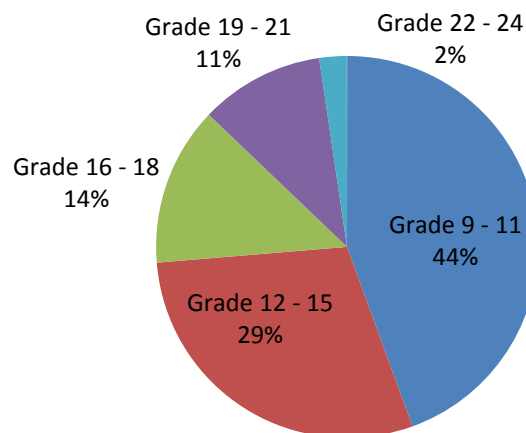
Maintenance Shop provides workers and coordinates trades workers involving maintenance of District buildings, structures, wells and other facilities.

DESK AUDIT OBSERVATIONS

At the time of the desk audit, the General Maintenance Department consisted of 171 FTE, representing 40% of the total FPDCC employee population. The positions include the Assistant Maintenance Superintendent III, the Assistant Divisional Superintendent, Equipment Supervisor I, Garage Attendant, Laborer, Light Equipment Operator, Maintenance Equipment Operator, Maintenance Equipment Repairman, Maintenance Foreman II – Garage, Maintenance Mechanic, Maintenance Service Technician, Maintenance Superintendent III, Maintenance Supervisor III, Maintenance Technician (Metal), Regional Superintendent, Regional Superintendent II, Seasonal Laborer, Serviceman I, Serviceman II, Serviceman III, Serviceman IV, and Watchman. 77% of the positions within the department are represented by a collective bargaining agreement and do not fall within prescribed salary grades and are not subject to increases based on internal system. These positions are represented in the HRIS system as XFPD salary grade positions and are subject to increase schedules as outlined by the applicable collective bargaining agreement. For the purposes of our analysis for this report, XFPD positions were mapped to a representative salary grade based upon comparison to positions with similar scope, authority, autonomy, complexity of task, and educational requirements.

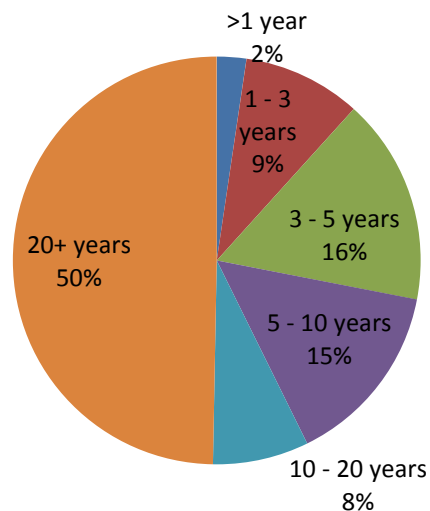
44% of all employees within General Maintenance fall within the entry level grade 9 – grade 11. With only 8 position titles within the skilled grade levels of 12 – 15, the competition for increased levels by stronger performers is stiff, and yet the path and selection process for these roles is unclear, at best.

Exhibit 6a – **General Maintenance by Salary Grade**



The average tenure of employees is 16 years¹ with 50% of the employee population at 20+ years of service and 11.6% with over 30 years of service.

Exhibit 6b – General Maintenance by Length of Service



Because information was not available through the HRIS regarding time in department, we relied on interview responses to capture some demographic information, including time in department, time in role, and direct manager or supervisor.

Because our audit revealed significant issues of role clarity, subjectivity in the promotion process, and ambiguity in how work assignments and training and development opportunities are determined in the Laborer/ Serviceman roles, we focused on these jobs and position descriptions for further analysis.

Selection Criteria for Promotional and Training and Development Opportunities

We found that because no formal or information performance reviews were administered, and because there was no significant correlation between time in department to promotional opportunities or training and development offered, AMD could not validate a method or process by which individuals receive promotions or extended training and development. Therefore, it is our conclusion that no consistent, objective, formal selection process exists to determine promotions and/ or advanced training and development opportunities within this family of jobs.

Division of Work

We noted significant overlap in tasks performed with no clear and consistent division of responsibilities amongst the Laborer, Serviceman I, Serviceman II, and Serviceman III. At times, all roles were required to perform tasks outlined in the role description of the other and certain individuals were exempt from required tasks.

In general, we found that the role descriptions for FPDCC positions are well written and clear; however, one exception is in regards to the blurred lines in the role description language for the Laborer, Serviceman I, Serviceman II, and Serviceman III, which contributes to the issues stated in the previous section.

Tenure in Department for Laborer and Serviceman Roles

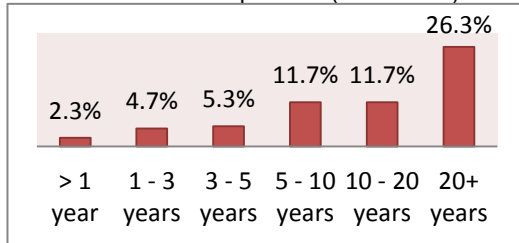
¹ Tenure does not necessarily equate to time at FPDCC, but may also include length of service with other Cook County entities.

Employees within General Maintenance have been with the department an average of 13.8 years. Many have been with the department for over 20 years. 29.7% of all Laborers, 80% of Serviceman I incumbents, 36.4% of all Serviceman II employees, 60% of all Serviceman III employees, and 100% of those with the title Serviceman IV have been in the General Maintenance Department for greater than 20 years.

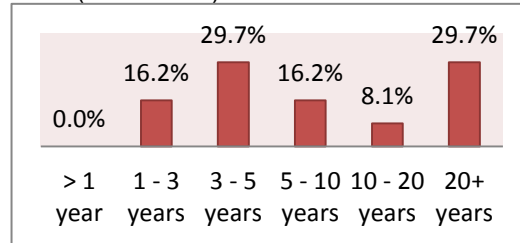
These statistics combined with an apparently ambiguous promotional/ development process that does not appear to support consistent performance and need-based decisions can leave the organization extremely vulnerable to addressing future staffing needs related to vacancies in skilled labor roles due to retirement.

Exhibit 6c – General Maintenance Employee Department Tenure²

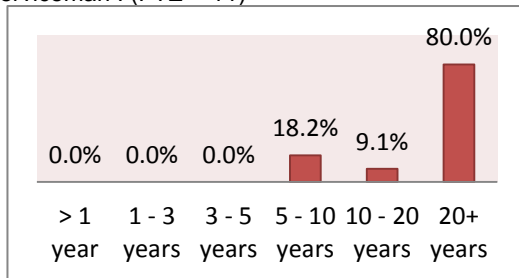
Overall Maintenance Population (FTE = 172)



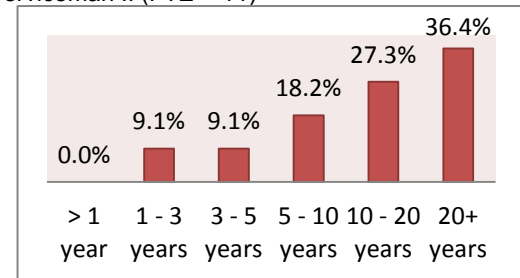
Laborer (FTE = 58)



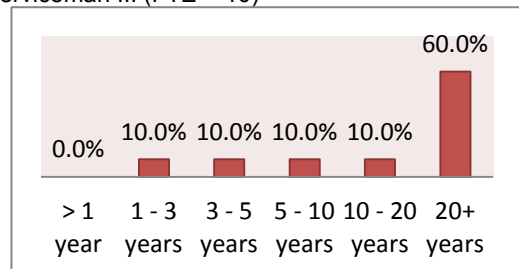
Serviceman I (FTE = 11)



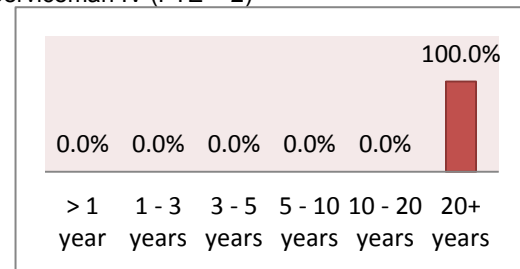
Serviceman II (FTE = 11)



Serviceman III (FTE = 10)



Serviceman IV (FTE = 2)



The interviews with the General Maintenance Department staff revealed an organization that is complex in structure and responsibilities. The organization is set with multiple challenges in leadership behaviors and expectations, training and development, employee engagement and role clarity. It is an organization that is a combination of highly skilled and unskilled labor. However, with a great deal of role ambiguity, there is often overlap in responsibilities across levels. The position title and level relative to other positions are not necessarily reflective of the complexity and difficulty of the task, nor the authority and autonomy to carry out the task. The staffing model and size of the organization are not an accurate representation of the workload,

²The current HRIS reports do not allow for data generation regarding time in role or time in department; therefore, information presented is based upon information disclosed during.



which is often unevenly distributed. Within the field operations/regional structure, there is no one direct manager who is held responsible and accountable for the total employee, including performance management, training and development, safety and employee communication. As a result, employees expressed confusion and frustration around perceived favoritism, work division, personal development and career growth. We found multiple instances in which safeties of employees as well as the public were compromised due to a lack of proper training, understaffing or equipment issues (defective or non-existent).

Employees expressed a cautious optimism regarding the new executive leadership team of the FPDCC, and the AMD team observed positive movement within the General Maintenance management team which addressed specific concerns employees had regarding management behavior. However, the management team requires training on being managers. We were pleased to see immediate action taken by leadership to address issues of safety and hostile work environment. The staff did not respond candidly to our questions, but also were solution-driven in their recommendations on how to improve the organization, which demonstrates a level of engagement on which the organization can build.

Generally, we found that the job descriptions of the Maintenance area with the overall FPDCC were well written, with distinction among levels. There are a few exceptions, but one that particularly stands out is with the Laborers/ Servicemen job family. The ambiguity in these roles and the descriptions leads to uncertainty regarding career as well as every day responsibilities. This in and of itself has led to the perception, and perhaps reality, that promotions in this job family are due to subjective opinions, favoritism and unfair access to expanded responsibilities, and training and development which can be deemed necessary to be promoted to the next level.

Multiple interviewees called out specific management behavior such as yelling, cursing, intimidation and favoritism.³ In addition, the employees communicated a desire to receive performance reviews on a regular and on-going basis. However, they did express a concern regarding the current management's ability to conduct fair and objective assessments. During the interview process, AMD did validate that there is a need for management training, including giving and receiving feedback, employee motivation, performance management and developing staff.

Strengths of Department

New Leadership – defined vision for organization, approachable, engaged in employee life, willingness to address tough issues, and experience in implementing major change efforts and turn-around situations.

Seasoned Team – Members of team expressed feeling of empowerment in implementing new, out of the box ideas to improve efficiencies and output with measured success.

Opportunities of Department

Organizational Structure and Role Clarity – Roles sometimes functioned independently with uncertainty of how roles are intertwined. Decisions, procedures, at times, were changed or updated without communication to other team members.

Management Skill set – Opportunity to increase departmental communication. Department functioned closer to a golf team, in which team members do their best work to improve the productivity of the team overall, but with little reliance on the other, rather than like a basketball team in which each role is dependent upon the other.

Training and Development – Antiquated systems, improving technology and lack of imbedded processes hinder ability to address or improve situations based on measured outcomes. This is improving, but still an area of opportunity. There is an opportunity to implement a disciplined approach to project management.

³ It is important to note that instances of the most egregious behavior were attributed to a particular manager who is no longer with the organization.



OBSERVATIONS AND RECOMMENDATIONS

Based upon the identified key strengths and areas of opportunities within General Maintenance, AMD Business Solutions, Inc. identified 10 issues/ opportunities impacting the organizational effectiveness of the department and ultimately, the Forest Preserve District. The areas of focus are Communication, Organizational Structure, Role Clarity, and Performance Management. 50% of the recommended actions are related to Organizational Structure.

Exhibit 6d - Forest Preserve District of Cook County Organization Summary of Recommendations

Categories: Communication (C); Organizational Structure (OS); Role Clarity (RC); Performance Management (PM); Policy, Procedure, Process, and Technology (PPPT); Training and Development (TD)

Dept./Organization	Issue	Recommended Action/Opportunity	
General Maintenance	<ul style="list-style-type: none"> Managers not trained on basic management practices. Employees stated instances of behavior that was described as demeaning and hostile. Impacts employee engagement. 	<ul style="list-style-type: none"> Implement management training program for all current people managers. Re-assessment of all managers based upon a criterion that is weighted toward leadership and management competencies. 	TD
General Maintenance	<ul style="list-style-type: none"> Ambiguity in roles and responsibilities amongst the Laborer and Serviceman roles Unclear criteria/ process to determine promotions and additional training/ development opportunities. 	<ul style="list-style-type: none"> Review Laborer/ Serviceman I, II, III, IV, Light Equipment Operator positions. Create job family with disclosure of development track and position expectations. 	OS/ RC
General Maintenance	<ul style="list-style-type: none"> Over 70% of all respondents in the Labor and Serviceman positions stated multiple individuals or were unclear as to whom they report. Structure requires multiple supervisory relationships with no one person accountable for individual employees which does not support culture of accountability. 	<ul style="list-style-type: none"> Provide clarity of reporting relationship. Direct manager accountability for individual employees with input from others on performance. Work with Human Resources to ensure data integrity in place for organization and develop monthly employee report for review and use by leaders to manage the workforce. 	OS
General Maintenance	<ul style="list-style-type: none"> 100% of all respondents stated that they had not received a formal review in the last 10 years. Over 80% stated that they had never received a formal review. 	<ul style="list-style-type: none"> Introduce and implement annual performance review process. *part of larger District initiative. Process should NOT be fully implemented until clarity in roles and organizational structure are established AND managers complete performance management training (delivering a performance review, giving and receiving feedback, employee development). 	PM
General Maintenance	<ul style="list-style-type: none"> Lack of safety training greatly increases instances of worker's compensation and increases the liability of the organization. Over 90% of respondents were unaware of any training available for employees on safety procedures within department. Over 60% of respondents were not aware of any safety training materials or manuals. Basic training on proper bending, pulling, pushing required for manual labor positions. 	<ul style="list-style-type: none"> Build and implement consistent safety training program for all Maintenance staff. Rotating topics to be delivered through Learning through Leaders. (Manager led training). Documentation of training completion records maintained. 	TD

	<ul style="list-style-type: none"> Hazardous Communications training required for use of/ contact with potentially hazardous materials (contact with common trash disposal). 		
General Maintenance	<ul style="list-style-type: none"> No staffing model communicated by management to determine the appropriate level and number of individuals needed to fulfill job requirements during off season/ high season, etc. Understaffing leaves room for safety concerns/ improper or overstaffing leads to inefficiencies and waste. 	<ul style="list-style-type: none"> Establish realistic staffing model, including number and types of roles needed to perform work. Review staffing plan on a yearly basis. 	OS
General Maintenance	<ul style="list-style-type: none"> Conflicting views on working with community service workers. 	<ul style="list-style-type: none"> Address inconsistency in supervision of Community Service workers. Accountability woven into Senior Laborer role. Review role of community service worker and procedure/ expectations of reporting issues, providing supervision, and training. Collaborate with court liaison to address safety concerns and lack of performance. Differentiate Community Service workers (and seasonal workers) from full-time Laborers with different color vests (public perception, if work not being performed). 	OS
General Maintenance	Lack of sufficient equipment in garage (i.e. power lifts and analysis machines) staff often does not have the appropriate tools/equipment to make necessary repairs causing lengthy repair times. Employees, have at times, brought in their personal equipment to complete work tasks.	<ul style="list-style-type: none"> Recommend inventory analysis of garage equipment by Upper management and necessary equipment acquired based on assessed needs. Implement a computerized inventory system. This will support monitoring and managing inventory for all departments. It will also support in centralizing FPDCC buying power. 	OS/RC
General Maintenance	<ul style="list-style-type: none"> Lack of training on new equipment with new technology—costly to send equipment back to manufacturer for repairs once Warranties expire. 	<ul style="list-style-type: none"> Implement training courses for FPDCC garage personnel for new technology equipment. This would decrease cost to FPDCC once these equipment repairs are able to be addressed in-house instead of sending expired warranty equipment to out-side vendors/manufacturers. 	PPPT
General Maintenance	<ul style="list-style-type: none"> Lack of accessibility to computers to troubleshoot equipment issues/fixes. 	<ul style="list-style-type: none"> Provide ample computers and internet access to support departmental research and increase productivity. 	PPPT
General Maintenance	<ul style="list-style-type: none"> Lack of tracking of training planned and or taken and certifications required, attained and renewed. 	<ul style="list-style-type: none"> Create and maintain a Maintenance training/certification calendar and/or database to be managed by immediate manager and with oversight from HR to ensure that employees receive proper training/certification as it relates to their job requirements and on the job safety. 	PPPT



FOREST PRESERVE DISTRICT OF COOK COUNTY

2011 DESK AUDIT

Section VII

LAW ENFORCEMENT

August 3, 2011

LAW ENFORCEMENT

Law Enforcement is comprised of Administration, Patrol, and Internal Affairs.

Administration directs law enforcement operations and oversees patrol and Internal Affairs functions.

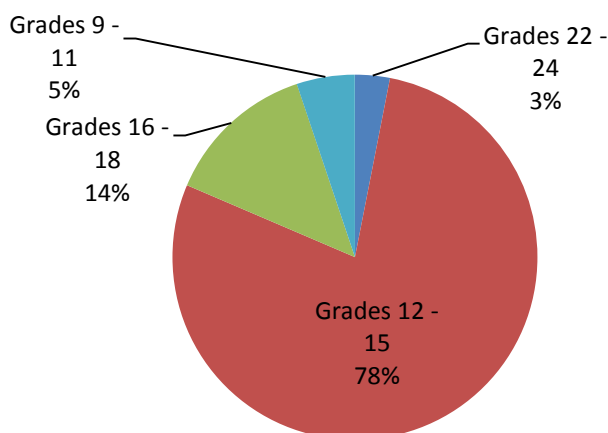
Patrol enforces federal, state, county and District laws and ordinances; secures and protects over 68,000 acres of Forest Preserve property in Cook County on a 24-hour basis; investigates and prevents crime in preserves, apprehending criminals, providing first aid, locating missing people. Officers cover beats including undeveloped forest preserve land, neighborhood preserves, community centers, aquatic facilities, historical sites, picnic groves and other areas and patrol by cars, on foot, bikes, all-terrain vehicles, snowmobiles, boats and other means.

Internal Affairs conducts investigations, led by a Police Sergeant, regarding allegations of misconduct or malfeasance by District officers and recommends disciplinary actions when advisable.

DESK AUDIT FINDINGS

At the time of the desk audit, Law Enforcement consisted of 97 FTE, representing 22.47% of the total FPDCC employee population. The positions include Administrative Assistant II; Assistant Chief of Police; Clerk V; First Deputy Chief; Police Chief; Police Lieutenant (3); Police Officer (78); Police Sergeant (9); Police Telephone Switch Operator (3); and Telephone Operator. Employees in the role of Police Officer make up 80.4% of the department.

Exhibit 7a – Law Enforcement by Salary Grade



The average tenure of Law Enforcement employees is 12.14 years.¹ The average years of service for Police Officers is 11.31 years with 25% of the current officers possessing over 20 years of service.

At the time of our audit there were a significant number of openings in this role, which was moving into the height of the season. With the current number of Officers eligible for retirement and If the current trend in open positions continues, It appears that this area may become vulnerable to significant challenges in maintaining appropriate staffing levels to adequately maintain the current service levels.

¹ Tenure does not necessarily equate to time at FPDCC but may also include length of service with other Cook County entities.



Exhibit 7b – Law Enforcement by Length of Service

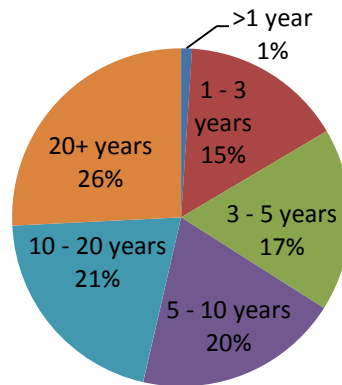
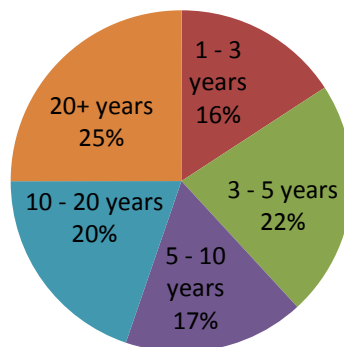


Exhibit 7c – Police Officer Incumbents by Length of Service



When interviewing the staff within this department, the responses appeared to be identical across all 78 officers and supervisors. The responses received reflected content that was not only in line with the role description but somewhat identical in language. Outside of the role accountabilities, 3 areas did surface as potential opportunities for the department – Staffing and Advancement; Teamwork and Collaboration; and Training and Resources.

Staffing and Advancement: The staff was aware of efforts underway to address staffing but still expressed the severity of the situation and the need for increased manpower in the officer and sergeant roles. The officers also shared information that supported our observations that there are significant percentage of officers who are looking to retire within the next 3 to 5 years. Officers with less than 10 years of service also expressed the desire, and need, for advancement opportunities. They identified the perceived lack of advancement opportunities as having an impact on retention.

Teamwork and Collaboration: There exists the opportunity to build a stronger environment of trust and inclusion between the officers and senior leadership. One process issue that was repeatedly communicated as impacting collaboration amongst peers is the 28-day rotating shifts. The officers and supervisors expressed concern on how this negatively impacts work-life balance, does not support the ability to build strong relationships with other officers, and brings, what they perceive, to be an unnecessary layer of confusion during transition overlap. Additional concerns expressed during the interviews, was a perception of favoritism in the division of labor and equipment and the appearance of a lack of diversity of channels from which senior



leadership is recruited. Officers and management, alike are looking for more communication and a more transparent environment.

Training & Resource Needs: 3 areas surfaced consistently as issues that need to be addressed to positively impact efficiency in the organization. 1) There exists the opportunity to enhance technical and safety training for all staff; 2) there was communicated a need for updated vehicles with GPS that meet terrain requirements; and 3) there was a request to revisit a past model of 5 – 6 substations to assist with response time. One very interesting suggestion was also made, by multiple respondents, regarding the introduction of the Canine unit. This suggestion actually addressed a variety of needs for the officers including the resource need for search and rescue and narcotics searches and provides for variation and advanced training/development opportunities for officers.



OBSERVATIONS AND RECOMMENDATIONS

Based upon the identified key strengths and areas of opportunities within Law Enforcement, AMD Business Solutions, Inc. identified 5 issues/opportunities impacting the organizational effectiveness of the department and ultimately, the Forest Preserve District. The recommendations fall in the categories of Communication and Training and Development

Exhibit 10c - Forest Preserve District of Cook County Organization Summary of Recommendations

Categories: Communication (C); Organizational Structure (OS); Role Clarity (RC); Performance Management (PM); Policy, Procedure, Process, and Technology (PPPT); Training and Development (TD)

Organization	Issue/ Opportunity	Recommended Action	Category
Law Enforcement	<ul style="list-style-type: none"> Personnel expressed concern with lack of consistent safety training on public issues and personal safety. There appears to be a lack of consistent re-certification training regarding updates to laws and expectations of officers 	<ul style="list-style-type: none"> Develop standard, repeatable training modules to address large issue needs such as crowd control, natural disaster, search and rescue, etc. Work with States Attorney to deliver monthly or quarterly, in-service training to provide updates on laws, etc. 	TD
Law Enforcement	<ul style="list-style-type: none"> Multiple respondents communicated that the current older model cars are not conducive to the territory they are required to cover. 	<ul style="list-style-type: none"> Consider investing in vehicles (SUVs) conducive to terrain of the Forest Preserve. 	Other
Law Enforcement	<ul style="list-style-type: none"> Examples provided where officer safety or judgment was impacted due to long hours or inconsistent shifts as a result of understaffing. Respondents at all levels express some need to improve the clarity around responsibilities with transition. 28-day shift changes seemed to exacerbate this issue. Both Officers and supervisors shared consistent examples of the need for additional first line supervisory staff. There are currently 9 front line supervisor roles (Commander) for 78 Officers. With rotating shifts, there are concerns about proper oversight and training. 	<ul style="list-style-type: none"> This could be an opportunity for the creation of an updated staffing model to communicate realistic staffing/ supervisory needs for the organization. Consider implementation of a staffing plan with forecasted needs which also addresses potential impacts of a large number of officers eligible for retirement. Consider set-shifts or a combination of set and rotating shifts for Officers to support work-life balance. 	OS/ RC
Law Enforcement	<ul style="list-style-type: none"> Employees concerned about response times impacted by reduction to 3 sub-stations, this could potentially have negative impact on the safety of patrons. 	<ul style="list-style-type: none"> Re-visit cost implications of additional sub-stations. Communicate the reasons behind the change to 3 sub-stations. The lack of information is a potential area to address concerns. 	Other
Law Enforcement	<ul style="list-style-type: none"> It appears that the lack of trust and respect is an issue for the department. Comments were shared during the interviews but not expounded upon. 	<ul style="list-style-type: none"> Further probing necessary to uncover underlying issues related to trust and respect. Identify actions to increase officer relationships within the department. Instituting consistent communication meetings to share decisions that impact all officers would potentially off-set negative assumptions about motives. 	C



FOREST PRESERVE DISTRICT OF COOK COUNTY

2011 DESK AUDIT

Section VIII

LEGAL

August 3, 2011

LEGAL DEPARTMENT

The Legal Department performs the following services:

- Provides legal advice to the President and Board of Forest Preserve Commissioners, as well as to the General Superintendent and District departments.
- Drafts ordinances, resolutions and supporting documentation for action by the Board, and appear at Board and Committee meetings.
- Responds to questions regarding federal, state and local laws and their impact on the District.
- Performs research into statutory and case law as necessary to advise the District in its day to day operations and policy decisions.
- Handles acquisition of lands through purchase or condemnation.
- Advises the administration on the legal aspects of various grant programs in connection with land acquisition.
- Works with land acquisition specialists to identify innovative ways to conserve open space without the expense of acquiring title.
- Responsible for the management of all lawsuits filed against the District or by the District, including personal injuries to District visitors, disputes with adjoining landowners, employment matters, contract disputes and other legal matters.
- Determines which legal matters should be referred to outside counsel, and provide supervision of their handling of litigation involving the District.
- Handles employee matters involving administrative bodies such as the Equal Employment Opportunity Commission, the Labor Board and the Civil Service Commission.
- Enforces and monitors the goals and policies set forth by the Human Rights Ordinance, with particular emphasis on harassment prevention.
- Educates District staff on complaint procedures.
- Investigates internal sexual harassment and discrimination complaints.
- Under the direction of the General Superintendent, oversee the employee disciplinary action process; convene pre-disciplinary hearings; make oral and written recommendations to address employment issues, and administer appropriate discipline.
- Handles all Freedom of Information Act requests.
- Maintains District real estate records.
- Issues licenses for use of district land by outside agencies and provides oversight.
- Investigates complaints regarding real estate and land encroachment.
- In conjunction with Planning and Development, Real Estate & Licensing maintains real estate records of the District; issues licenses for use of District land by outside agencies and oversight, investigates complaints and land encroachment.

STAFFING

At the time of the desk audit, the Legal Department consisted of 12 FTE's and 1 Legal Intern, representing 3.2% of the total FPDCC employee population. The positions include; Chief Attorney, Assistant Chief Attorney, Administrative Assistant II, Assistant General Superintendent Labor Matters, Legal Secretary (2 FTE's), Personnel Administrator, Real Estate Agent III, Research Analyst, Senior Attorney (2 FTE's) and Stenographer V. As expected within a department that requires a high level of specialized skills, approximately 67% of the total employee population is at salary grade level 19 or higher.

DESK AUDIT OBSERVATIONS

The interviews with the Legal Department staff revealed an organization that recognizes its own areas for improvement but perceive barriers to achieving the desired state. The two areas that have the greatest opportunity to improve operations, and received the most comments during the interviews, are staffing and technology.

Due to the nature of the work within the Legal Department, there is an opportunity to impact the efficiency of the organization with the addition of a more technically trained support function (i.e. paralegal role). Also, there appears to be an opportunity for cross training with the current staff to address the significant institutional knowledge held by single incumbents. There is a risk of significantly impacting deliverables if key personnel are absent. In multiple instances, only one person owned a process from beginning to end and work was halted until the return of the person.



In addition to staffing, having the appropriate technology and database for managing documents, tracking information, communicating with other entities, as well as budgeting is a concern that was mentioned by a number of staff members. The interaction with the Legal team throughout this audit substantiated the employee comments. On multiple occasions, email communication was limited, documents had to be resent in earlier Word versions, or files types were not easily accessed. Moreover, software to scan documents for print, edit or email was not available to employees, requiring additional time to fax over documents that were illegible or had to be resent. This type of basic technology challenge greatly impedes the efficiency and effectiveness of a function that must deal with large volumes of data each day and communicate with external entities with more advanced forms of communication and data maintenance and retrieval.

The incumbents were very transparent in their interviews and communicated multiple opportunities for the department to improve. Repeating themes were the establishment of a reward and recognition program; the institution of flex-time; and the request for department overviews to understand the various roles within the Forest Preserve and how they interact.

With a highly technical staff, 50% of incumbents are at salary grades 22 – 24 with 33% of support staff at salary grades 12 – 15. There is a opportunity to revisit the current staffing model and adjust to meet the highly technical support needs of the organization. There are currently no employees in the Professional level job band, which would encompass jobs at the salary grade 16 – 18. This is the area where this organization has the greatest opportunity in staffing.

Exhibit 8a – Legal Department by Salary Grade

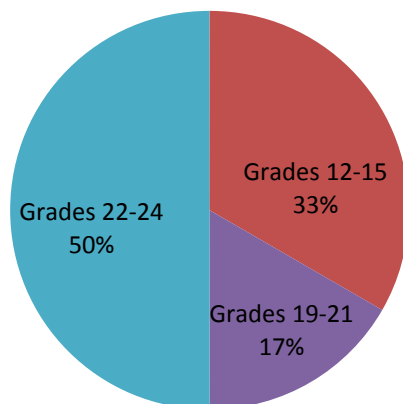
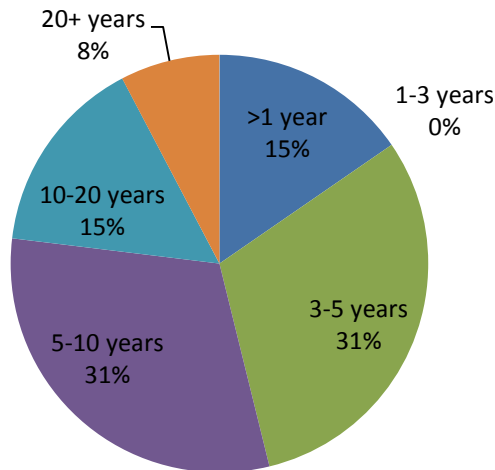


Exhibit 8b – Legal Department by Length of Service





The average tenure of Legal Department employees is 7.87 years.¹

STRENGTHS OF LEGAL DEPARTMENT

Staff Expertise – Overall, staff is seasoned and understands what is required of them to perform their job duties.

Employee Engagement (*given attention to issues impacting efficiency*) – Members of legal team desire to be more efficient and effective at their jobs. They are thoughtful about what it would take to make them more productive.

OPPORTUNITIES FOR LEGAL DEPARTMENT

Staffing Model and Level – Junior legal support is absent from the Legal department. The gap between the skills and expectation of attorneys and that of support staff is evident in the communication of more administrative tasks required of attorneys. An element that drives a department's ability to be more effective and efficient is having the proper mix of employees and the right number of employees. There needs to be an assessment and determination of the proper staffing model and level.

Technology – Ineffective or lack of technology presents challenges within the department. Excessive time is spent trying to locate information that should be readily available for reference. If the proper technology solutions are in place, it would save time and increase productivity.

Communication – Opportunity exist to increase departmental communication by holding department reviews regularly. This would ensure that no important matters are overlooked and everyone clearly understands job expectations and receives proper guidance to support the department and the District.

¹ Tenure does not necessarily equate to years of service at FPDCC but it may also include length of service with other Cook County agencies.



OBSERVATIONS AND RECOMMENDATIONS

Based upon the identified key strengths and areas of opportunities within the Legal Department AMD Business Solutions, Inc. identified 6 opportunities impacting the organizational effectiveness of the department and ultimately, the Forest Preserve District.

Exhibit 8c - Forest Preserve District of Cook County Organization Summary of Observations and Recommendations

Areas of focus: Communication, Training & Development, and Policy, Procedure and Process.

Categories: Communication (C); Organizational Structure (OS); Role Clarity (RC); Performance Management (PM); Policy, Procedure, Process, and Technology (PPPT); Training and Development (TD)

Organization	Observation	Recommended Action	Category
Legal	<ul style="list-style-type: none"> More complex tasks exist than current support staff is able to effectively handle. Attorneys are performing tasks that would best be performed by a legal assistant. Legal interns are staffed over a short period of time. Once the individual is fully functioning in role the internship ends. 	<ul style="list-style-type: none"> Create a Certified Paralegal position to support legal department. This position is critical in administrative trial preparations to allow attorneys to focus on strategic planning for court cases. Re-evaluate staffing levels to ensure demands of organization are met. 	OS
Legal	<ul style="list-style-type: none"> Overall, the job descriptions reflect the work performed with two exceptions, the Personnel Administrator and Stenographer V. Potential conflict of interest exists by having the "Personnel Administrator" oversees step 3 grievance cases that originate from within the legal department. 70% of job responsibility for the Personnel Administrator role reside within Cook County 	<ul style="list-style-type: none"> Role currently referred to as "Personnel Administrator" should be moved to Cook County on their payroll. No recommendation as to appropriate job title as this decision should reside with the managing organization which we recommend to be the Cook County Legal Department. Stenographer V tasks most closely match that of the Administrative Assistant I. 	RC/ OS
Legal	<ul style="list-style-type: none"> Current software is outdated and is not compatible with County Software which makes it difficult and time consuming to share information between the FPDCC legal team and Cook County team. 	<ul style="list-style-type: none"> Recommend investing in ABACUS Law software. ABACUS provides case management, legal calendaring, accounting, and legal time billing functionality for lawyers. Software upgrade would support an increase in job efficiency and productivity. 	PPPT
Legal	<ul style="list-style-type: none"> Laptop computers are not available for Attorneys when they need to work away from their office. Lack updated software which inhibits ability to access external and some internal communications including data and reports. 	<ul style="list-style-type: none"> Upgrade Legal Department computer software to be compatible with at least Microsoft Office Suite 2010. Invest in Adobe Pro for translation and scanning of PDF files. Establish a shared drive on organizational Intranet system to allow access to case files, schedules and billing records at all times. 	PPPT
Legal	<ul style="list-style-type: none"> General office equipment is outdated and performs poorly. Therefore creating inefficiencies in daily tasks. 	<ul style="list-style-type: none"> Recommend updated office equipment for legal support team (computers, updated software, scanners, copiers, printers and phones) that can handle the workload requirements of the department. This would increase work productivity. 	PPPT
Legal	<ul style="list-style-type: none"> Incumbents in professional, salaried roles required signing in and out; and time is treated as an hourly employee, accounting for shorter or longer work days. 	<ul style="list-style-type: none"> Revisit practices to distinguish hourly and salaried roles. Identify and communicate any underlying reason for the current time monitoring procedure. 	PPPT
Legal	<ul style="list-style-type: none"> Communication gap between Legal department and Law Enforcement; difficult for Legal department to prepare cases in which Law Enforcement is engaged due to lack of proper record keeping and delayed access to police reports. 	Implement a formal method of gaining access to Law Enforcement reports and timely reporting of issues documented by Law Enforcement.	PPPT



FOREST PRESERVE DISTRICT OF COOK COUNTY

2011 DESK AUDIT

Section IX

**PERMIT AND RECREATION ACTIVITIES
ADMINISTRATION**

August 3, 2011

PERMIT AND RECREATION ACTIVITIES ADMINISTRATION

Permit and Recreation Activities Administration is comprised of four main areas: Golf and Concession Management, Permits and Revenue Collection, Aquatics and Volunteer Resources.

Golf and Concession Management monitors performance of Billy Casper Golf Management to ensure full compliance with all contractual obligations in the operation of the District's ten (10) golf courses and four (4) driving ranges, and monitors the Oak Park Tennis Club, two (2) boat concessions and five (5) ice cream vendors to ensure contract compliance.

Permits and Revenue Collection is accountable for all aspects of the revenue generating activities related to permit administration.

- Issues all District permits for use of District lands and facilities, including picnics, horse riding, dog friendly areas, snowmobiling, camping, soccer and other activities.
- Performs oversight of all permit holders to ensure compliance with District requirements and insurance obligations.
- Coordinates pre-picnic/event and post-picnic/event evaluations with relevant District departments and permits involving compliance with regulations, security deposit forfeiture, or legal action, if required.
- Works with relevant District departments, the general public and other government entities to develop and implement permit and recreational activities, policies and procedures to promote more effective/efficient use of preserves and resources.
- Compiles files and provides information for and from the general public used in the issuance of permits.
- Corresponds with permit holders regarding the status of their requests.
- Maintains the permit reservation and point of sale systems.
- Maintains all data related to Permit and Recreation activities and provides reports as needed.
- Collects documents and reports all revenues from District fees, fines, concessions and special activities.

Aquatics operates three (3) aquatic centers.

Volunteer Resources recruits and supports ecosystem management with assistance from volunteer stewards. It coordinates the Preserve Keepers Corps Program consisting of high school students and citizens who assist the District in maintaining various trails, streams, lakeshores and picnic areas throughout the county. *(moved from Resource Management to Permit and Recreation Activities Administration in June, 2011)*

DESK AUDIT FINDINGS

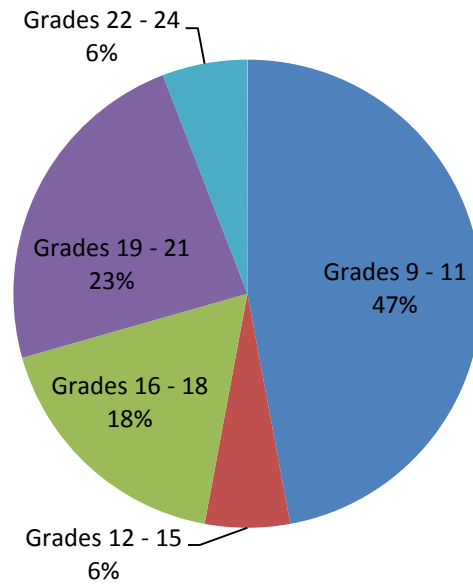
At the conclusion of the desk audit, Permits and Recreation Activities Administration consisted of 16 FTE, representing 3.6% of the total FPDCC employee population. The positions include Recreation Superintendent, Clerk IV, Clerk V, Permit Coordinator, Assistant Recreation Superintendent, Volunteer Coordinator, Administrative Assistant V, Laborer, Resource Management Aide, Publishing Coordinator, Naturalist I and Management Analyst IV.

In May of this year, during the 2011 desk audit, the Volunteer Resources organization was moved from Resource Management to Recreation Services. This change is in line with preliminary findings of the audit and the recommendation of AMD. With the change, there is now a need to integrate the services, creating one, seamless team. Employees are looking expectantly to the synergies between the entities.

Just under 50% of the organization employees occupy entry level roles at salary grades 9 and 11. There are individuals hungry for greater challenges, but they do not see where there are opportunities. There are no designated roles from salary grade 12 – 15 to which incumbents believe they can aspire.

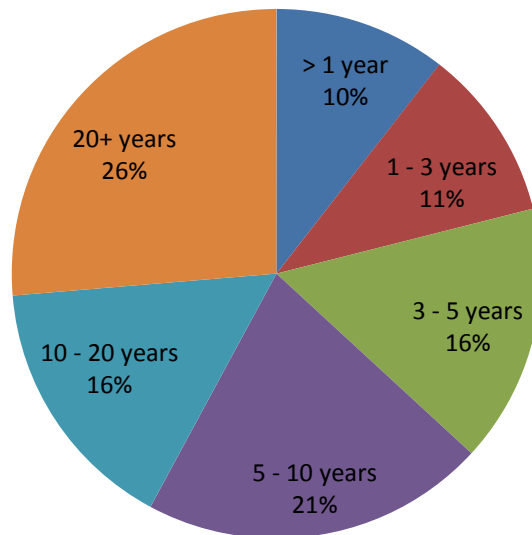


Exhibit 9a – Permit and Recreation by Salary Grade



The average tenure of Permits and Recreation employees is 15.47 years.¹

Exhibit 9b – Permits and Recreation Administration by Length of Service



¹ Tenure does not necessarily equate to time at FPDCC but may also include length of service with other Cook County entities.



With a new leader and additional focus on volunteerism, the organization is poised to make a greater impact on the Forest Preserve District of Cook County. Because of the tenure and institutional knowledge of the employees, there is the opportunity to leverage that information to increase customer service and encourage more volunteers to work with the District in its mission.

Incumbents are looking for career paths. The career path for the Permits and Recreation Department staff has not been apparent which has impacted the engagement level of the team. Individually, the team members voiced many suggestions for improving the efficiencies of the organization and the permits process.

Based on the interviews, overall the current positions aligned with the responsibilities. However, there were two positions that did not reflect the work that was being done, Publications Coordinator and Administrative Assistant V.

The concerns expressed regarding technology include the need to have multi-line phones that allow more than one employee to answer a call from their desk. The inability of more than one employee to be logged onto the permits system at a time prevents them from servicing multiple customers at the same time. Improvements in technology and processes would enhance customer service.

There is an opportunity to provide to the cashier functions to address issues of misappropriation, cash handling errors and erroneous reporting.

Strengths of Department

Historical Perspective on Forest Preserve District – The average tenure in the department is 15.47 years with over 40% of the department possessing over 10 years with the FPDCC. The overall patron experience is directly impacted by the knowledge the team has to resolve issues and provide the information that only comes from a historical perspective.

Focus on Expansion and Service – With the introduction of the new head of Recreation and the inclusion of Volunteer Resources, the team is focused on growth and service. Given the highlight placed on the organization, the positive outcome has been a renewed sense of accountability, process and service which was expressed by the employees.

Opportunities of Department

Service Training – Seasonal staff have a short timeframe for orientation and training. Building a consistent database of exceptional employees from year to year would drastically cut down on the orientation and training time. There is an opportunity to build service training modules that are easily delivered by managers and supervisors.

Role Leveling – In merging 2 functions, there is an opportunity to quickly build an organizational structure that is not redundant but complementary. The structure should be communicated with urgency, to staff so they understand their clear accountabilities.

Cashier oversight and controls – There is a shared accountability with Finance and Accounting to oversee, train and audit the cash handling policies, procedures and practices of the pool cashiers and permit revenue stream.



OBSERVATIONS AND RECOMMENDATIONS

Based upon the identified key strengths and areas of opportunities within Permits & Recreation Activities Administration, AMD Business Solutions, Inc. identified 8 issues/opportunities impacting the organizational effectiveness of the department and ultimately, the Forest Preserve District. The areas of focus are Organizational Structure Policy, Training and Development and Role Clarity.

Exhibit 9c - Forest Preserve District of Cook County Organization Summary of Recommendations

Categories: Communication (C); Organizational Structure (OS); Role Clarity (RC); Performance Management (PM); Policy, Procedure, Process and Technology (PPPT); Training and Development (TD)

Organization	Issue/ Opportunity	Recommended Action	Category
Permits & Recreation	<ul style="list-style-type: none"> Superintendent and Volunteer Resources Manager new to role and organization. 	<ul style="list-style-type: none"> Engage in organizational design exercise to address how organization ties to mission and strategy and to ensure that right people are in the right roles, performing the right tasks. 	OS
Permits & Recreation	<ul style="list-style-type: none"> With the inclusion of Volunteer Resources, naming convention of department is not in line with full accountabilities 	<ul style="list-style-type: none"> Rename department to Permits, Recreation, and Volunteer Resources (PRV) 	C / OS
Permits & Recreation	<ul style="list-style-type: none"> Organizational efficiencies impacted by single line phone system and single login permits system which impedes the ability of the staff to share phone coverage and wait on more than one customer at a time which impacts guest experience 	<ul style="list-style-type: none"> Invest in multi-line phone system for Permits staff 	PPPT
Permits & Recreation	<ul style="list-style-type: none"> Customer service experience varies in full time and part time staff thus impacting patrons' experience 	<ul style="list-style-type: none"> Provide ongoing customer service training, delivered on a consistent basis to new hires, seasonal, and long term staff. 	TD
Permits & Recreation	<ul style="list-style-type: none"> Inclusion of Volunteer Resources was abrupt to employees. Ambiguity on how organization interacts with new team members. Lack of teamwork across organization can impact transformation of organization 	<ul style="list-style-type: none"> Conduct off-site team building to share visions and introduce team (during off-season) During peak times, consider highlighting one area each week and one employee. 	C / TD
Permits & Recreation	<ul style="list-style-type: none"> Under-utilization of Publication Coordinator role. FPDCC does not utilize this function any longer 	<ul style="list-style-type: none"> Re-assess need for role in its current form. 	RC/ OS
Permits & Recreation	<ul style="list-style-type: none"> Administrative Assistant IV role, salary grade 20 performs same function to Clerk V roles with additional responsibilities for cash handling 	<ul style="list-style-type: none"> Position mapped to Clerk V. Re-evaluating position for full scope of role and full compensation analysis recommended. 	RC / OS
Permits & Recreation	<ul style="list-style-type: none"> Cashier functions need greater oversight to address issues of misappropriation, cash handling errors, and erroneous reporting issues. 	<ul style="list-style-type: none"> Create dotted line relationship to Cash Control Accountant position in accounting for training and process oversight to ensure proper internal controls in concession areas. 	TD/ PPPT
Permits & Recreation	<ul style="list-style-type: none"> Laborer roles vary in accountability across organization. Functional training and evaluation not readily available. (I.e. safety, procedure) 	<ul style="list-style-type: none"> Laborer positions to report into functional department, Maintenance Operations with dotted line to respective department 	OS / RC





FOREST PRESERVE DISTRICT OF COOK COUNTY

2011 DESK AUDIT

Section X

PLANNING AND DEVELOPMENT

August 3, 2011

PLANNING AND DEVELOPMENT

The Planning & Development Department is comprised of the following functional areas: Landscape Architecture, Engineering & Construction, Building Architecture, Real Estate & Licensing, and Geographic Information Systems.

Landscape Architecture responsibilities include master planning, in-house preparation of plans and specifications for bid work, construction observation, land acquisition studies and analysis, maintaining site plans, construction documents and other pertinent documents, assisting land manager in reforestation, meadow control, transition management and restoration.

Engineering & Construction prepares in-house plans and specifications for construction bid work; manages construction, reviews outside agency plans that affect the District, provides technical assistance to other departments; maintain site plans, construction documents, and other pertinent documents.

Building Architecture does master planning, creates site and facility design policy, reviews outside agency plans that affect the District, provides technical assistance to other departments, maintains site plans, construction documents and other pertinent documents; maintains a database of deferred maintenance and capital projects that are used to prioritize implementation and request additional funding; prepares and oversees construction and development budget, and observes construction.

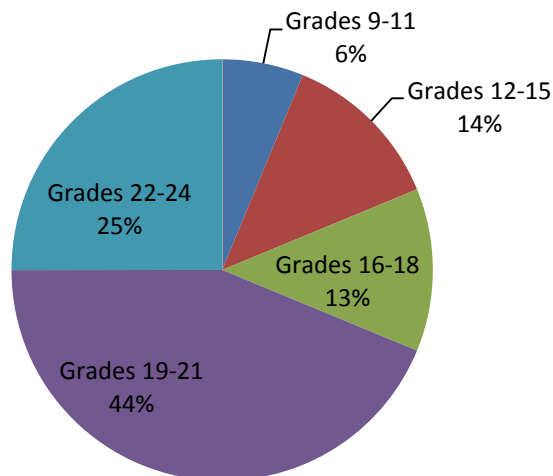
Real Estate & Licensing maintains real estate records of the District, issues licenses for use of District land by outside agencies and oversight, investigates complaints and land encroachment.

Geographic Information Systems (GIS) creates district maps for internal and public use, develops a GIS base to record the District's assets and land management activities, and provides technical assistance to other departments, including managing and updating District website.

DESK AUDIT FINDINGS

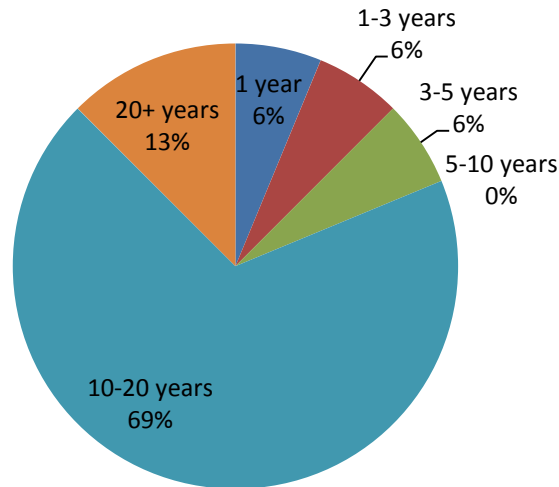
At the time of the desk audit, the Planning and Development Department consisted of 16 FTE, representing 3.7% of the total FPDCC employee population. The positions include the Director Plan and Development, Chief Landscape Architect, Landscape Architect III (3), Building Architect IV, Chief Construction Engineer, Civil Engineer IV, Clerk V, Computer Operator I, Engineering Assistant I, Engineering Assistant II, Engineering Assistant III, GIS Specialist I, Mechanical Engineer IV and Temporary Employees. As expected, with an area requiring high level technical skills, approximately 81% of the total employee population are at salary grade level 16 or higher.

Exhibit 10a – Planning and Development by Salary Grade



The average tenure of Planning and Development employees is 15.09 years with over 81% at greater than 11 years.¹

Exhibit 10b – Planning and Development by Length of Service



The interviews with the Planning and Development staff revealed seasoned professionals who take pride in the work they produce. They are committed to ensuring their work product is in the best interest of the Forest Preserve. They are excited about their accomplishments and the impact it has on the public as well as the District. Their concerns centered on being more efficient and effective at their jobs, included reducing bureaucracy, team work, training and development. It was indicated that the continuance of providing a clear and consistent direction would work well with employees. There is also the suggestion that the District focus on generating revenue to reflect good stewardship to tax payers.

This is an organization that likes to get things done. Although slow, the bid process is viewed as consistent, unlike the permit process. There should be more intergovernmental cooperation to expedite the permit process, which would enable jobs to be started and completed faster and serve the public sooner. Purchasing is a process that is cumbersome, and could use a redesign to reduce the amount of time it takes to purchase equipment and other needed supplies.

There is confusion regarding the overlap and interaction between the Real Estate Agent in the Legal Department and the Land Surveyor in Planning and Development.

There is a desire for professional training, especially for the engineers who want to maintain and improve their skills as well as keep up to date on trends in their industry. Also expressed was the need for the support staff to have computer training to ensure their effectiveness in the role.

Having to sign timesheets can be challenging when individuals have been working in the field and not in the office. In addition, there was concern about the availability of carpool vehicles. Some employees feel overwhelmed and indicated the need for additional staff.

¹ Tenure does not necessarily equate to time at FPDCC but may also include length of service with other Cook County entities.



Strengths of Department

Seasoned Staff – Staff is competent in their roles and areas of expertise. They are focused on what needs to be accomplished and seek to get it done in an efficient and effective manner.

Passion of Staff – Members of team are passionate about the work for which they are responsible. They want to provide an environment that patrons can enjoy.

Opportunities of Department

Technology – Ensuring technology solutions are in place that supports the organization. Implementation of a financial system that will allow the planning and tracking of capital expenses over the entire length of the project, instead of in one year increments, would provide a more comprehensive view. Improved and faster networks would improve the efficiency of the organization.

Training and Development – Opportunity to ensure that employees have the updated skills to continue to be, or become, more effective in their role. External, industry specific or discipline specific seminars, webinars, in class or on-line course recommended.



OBSERVATIONS AND RECOMMENDATIONS

Based upon the identified key strengths and areas of opportunities within Planning and Development, AMD Business Solutions, Inc. identified 6 issues/opportunities impacting the organizational effectiveness of the department and ultimately, the Forest Preserve District. The areas of focus are Communication, Training and Development, Policy, Procedure, Process, and Technology.

Exhibit 10c - Forest Preserve District of Cook County Organization Summary of Recommendations

Categories: Communication (C); Organizational Structure (OS); Role Clarity (RC); Performance Management (PM); Policy, Procedure, Process, and Technology (PPPT); Training and Development (TD)

Organization	Issue/ Opportunity	Recommended Action	Category
Planning & Development	<ul style="list-style-type: none"> Employees communicated that there were unclear assignments and priorities from management team. 	<ul style="list-style-type: none"> Recommend instituting a management communication training program for upper management. FPDCC would benefit by closing communication gaps between managers and staff and increase productivity when staff is clear on responsibilities. 	C
Planning & Development	<ul style="list-style-type: none"> There appears to be a lack of adequate training on computer use and basic computer software knowledge to adequately complete assigned tasks. 	<ul style="list-style-type: none"> Recommend instituting on-going computer training courses for all levels of personnel that are required to utilize computers in their job assignments. This will enhance personnel skill set and increase job efficiency and productivity. 	TD
Planning & Development	<ul style="list-style-type: none"> RFP process is perceived as too long and cumbersome for smaller projects 	<ul style="list-style-type: none"> Recommend having a consultant on retainer to assist in emergency situations. This would remove the need for the RFP process, expedite work on emergency situations, and increase work productivity. Streamline RFP for smaller projects. 	PPPT
Planning & Development	<ul style="list-style-type: none"> Employees communicated difficulty in procuring vehicles needed to perform work duties. 	<ul style="list-style-type: none"> Recommend a better scheduling process for assigning cars and/or adding additional SUV vehicles to the pool. This would lessen the amount of time spent trying to get a car assignment and remove the need for personnel to use their personal vehicles to carry out work assignments. 	PPPT
Planning & Development	<ul style="list-style-type: none"> Engineers communicated a greater need to be kept abreast of current changes/updates in their field. 	<ul style="list-style-type: none"> Recommend sending engineers to Civil Engineer seminars, conferences and training annually. This would increase the knowledge base of the FPDCC engineers which in turn could increase productivity. 	TD
Planning & Development	<ul style="list-style-type: none"> Current financial accounting program (AEK Financial Accounting) has led to inefficiencies in how department operates. 	<ul style="list-style-type: none"> Investigate possible updates to the AEK System or new software that can support at least 5 years of budgetary information, quarterly reporting and benchmarking functionality (which is a necessity to the Planning & Development department). Current system has the capacity to support only 1 year of budgetary information, no quarterly reporting or benchmarking functionality. This update would ensure increased job proficiency and productivity within the department. 	PPPT



FOREST PRESERVE DISTRICT OF COOK COUNTY

2011 DESK AUDIT

Section XI

RESOURCE MANAGEMENT

August 3, 2011

RESOURCE MANAGEMENT

The Resource Management Department is comprised of the following functional areas: Resource Ecology, Education, Fisheries, Wildlife, Safety and Training, Trails Management, and Resource Management Crews.

Office of Resource Management oversees the operations Resource Management department

Resource Ecology provides professional support and guidance to District staff and volunteer stewards; conducts research studies, develops habitat management plans, and evaluates the impact projects will have on District holdings.

Education operates six (6) nature centers that inform visitors about the values of the natural habitat; produces exhibits, special programs, displays and self-guiding trails to demonstrate the management and restoration of native communities; coordinates school programs, teacher training, seasonal special events, cross country ski programs and other activities to enhance public enjoyment and appreciation of the District and generate support for District management; provides public information regarding locations, directions, activities and educational programs; provides brochures, maps, other informational materials, and responds to complaints; and engages in outreach to schools as well as community and service organizations.

Fisheries provides professional lake management for recreational fishing on over forty (40) lakes throughout the county; conducts lake management studies regarding aquatic population evaluations; water chemical analyses, growth and reproductive rates, and implements nuisance aquatic weed control, fish stocking, erosion control, and fish propagation.; and conducts education programs.

Wildlife works in conjunction with other government agencies, researchers and universities to understand human/animal relationships in disease transmittal and control; works with the Illinois Department of Natural Resources on white-tailed deer; and works with Resource Ecology on habitat improvements and policy.

Safety and Training creates a better-educated and more efficient work force at the District by providing training for District staff, including Certified Arborist classes; maintenance procedures for chain saws, brush chippers, tractors and mowers; prescribe burning certification, pesticide use; first-aid, and plant identification.

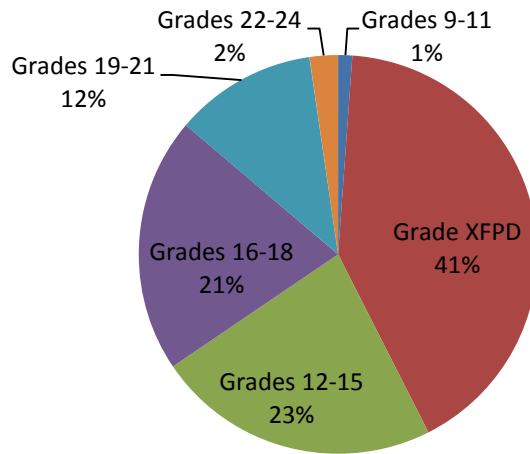
Trails Management inspects, maintains and recommends improvements for approximately three hundred (300) miles of paved and unpaved multi-use trails throughout the county; interacts with different trail user groups; and conducts trail work improvement projects with volunteers; and assists with prescription burn program.

Resource Management Crews implements "Best Management Practices" on District holdings which includes: prescribed burns, removal and herbicide of invasive plants and planting of native plants; performs stream cleanup on major waterways throughout the District; assists volunteers conducting habitat enhancement projects throughout the District; staff assists with implementing Forest Preserve District's Restoration Intern Program; responds to public inquiries regarding hazardous vegetation along roadways, picnic areas, and District holdings adjacent to residential properties; provides in-kind services as a match for various grants received by the District; conducts surveys and collaborates with state and federal agencies to control forest pests, such as Emerald Ash Borer, Asian Longhorned Beetle, and Gypsy Moth.

DESK AUDIT FINDINGS

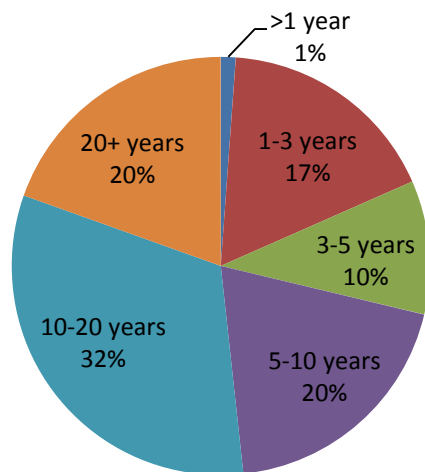
At the time of the desk audit, the Resource Management Department consisted of 87 FTE, representing 20% of the total FPDCC employee population. The positions include the Director of Resource Management, Assistant Director of Resource Management, Administrative Assistant II, Administrative Assistance III, Clerk IV Education Manager IV, Fisheries Biologist II, Fisheries Biologist III, Horticulture Technician, Laborers(11), Naturalist I (17), Naturalist II(37), Naturalist III(6), Resource Ecologist I(2), Resource Ecologist II, Resource Management Aide(9), Resource Manager II(4), Resource Manager IV, Resource Technician(16), Wildlife Biologist I, Wildlife Management, Biologist II, Wildlife Management, Biologist III, and Wildlife Technician. The department is comprised of employees who are technical and non-technical in almost equal measure.

Exhibit 11a – Resource Management by Salary Grade



The average tenure of Resource Management employees is 12.40 years with 52% at greater than 10 years.¹

Exhibit 11b – Resource Management by Length of Service



¹ Tenure does not necessarily equate to time at FPDCC but may also include length of service with other Cook County entities.

The interviews with the Resource Management staff revealed an organization that is committed to the work that it does. They were cautiously optimistic about the direction of the District but still have concerns regarding staffing levels, role clarity, technology, training and development, department and District-wide communications, safety, caring for the Forest Preserve, and management behavior.

There is a consistent view that the department is understaffed, and as a result everything that needs to get done to ensure the proper care of the Forest Preserve and its inhabitants is not possible. People are often flexible, doing what needs to get done even if it is outside of the scope of their position. However, that impedes the effort to interact with the outdoors which is needed to support the organization. Because of the crossover of work responsibilities, individuals can become confused about what their job really is. Employee handbooks would assist in helping them know what the rules, regulations, and procedures are. In addition, with current staffing levels, individuals are feeling overwhelmed by the amount of work that needs to be completed. There is also the concern that management continues to push to get more done without first considering what the staff already has to get done and without enough lead time.

Technology provides a challenge and opportunity for the department. Better solutions that would support internet access and data collection and dissemination would increase the efficiency of the department as well as provide increased information for patrons.

Although, many are customer focused, more training on customer service as well as the functions of the other departments in the District is warranted. Management training is mentioned as an area that could have a positive impact on the department. There is also indication that the department could be more efficient in their processes.

Better communication is imperative to provide a more cohesive team environment because the work that is done requires collaboration across departments within the District. Strengthening the relationship with the General Maintenance department in particular could improve productivity. There needs to be more internal communication so that all of the staff is aware of what is happening in the department and the District. There also needs to be outward communication to increase awareness of the FPDCC and what it has to offer, thereby increasing patronage.

Due to the reduction of staff, there is an increased need to find solutions to ensure the safety of the staff as they perform their jobs. In the past two people may have worked in close proximity to one another, now there may only be one person in an area which raises concerns over their safety.

The employees are very passionate about the work that they do. A message that was given over and over was the need to do more burns to ensure the continued viability of the preserve. In addition, there was concern regarding the control of evasive plants. The staff is committed to making sure that the all aspects of the Forest Preserve is handled properly, but the level of staff and limits on time preclude them from accomplishing as much as they would like.

There is an opportunity to provide management training. It is needed to administer disciplinary actions fairly, improve skills, and manage staff more effectively. Currently there is the perception that there is favoritism in the department. There has been some movement to address issues surrounding the behavior of some individuals already which is positive.

More efficient purchasing policy and procedures should be put in place to expedite the process as well as ensure that staff does not have to come out of pocket for supplies. Access to the buildings and resources can be challenging.

Strengths of Department

Passion of Staff – The staff is passionate about the care and preservation of nature. It is reflected in the work they do and their willingness to do as much as they can.

Flexibility – Members of team expressed flexibility to ensure that what needed to get done was accomplished. There is an understanding that things may change during the course of the day and one has to be able to change course to address any situation that may arise.

Customer Service – Department incumbents overall are customer focused. They look for solutions that will allow them to make the experience of the patrons more positive, informative and enjoyable.

Opportunities of Department

Staffing Model – Many believe that the department is understaffed. A review of the staff, their roles and the current processes should provide insight on what level of staffing is most efficient for the organization.

Communication – Opportunity to increase inter and intra-departmental communication. Staff would like to be better informed of what is going on within the department and District. Knowledge of changes in processes and procedures will enable them to provide better customer service and be more effective in their roles.

Employee Engagement – Although the staff is passionate about their work, they feel underappreciated and under recognized. Through management training, there is the opportunity to increase the skills of the managers in such areas as giving and receiving feedback, employee motivation, performance management, and developing staff.

OBSERVATIONS AND RECOMMENDATIONS

Based upon the identified key strengths and areas of opportunities within Resource Management, AMD Business Solutions, Inc. identified 7 issues/opportunities impacting the organizational effectiveness of the department and ultimately, the Forest Preserve District. The areas of focus are Role Clarity, Training and Development, Policy, Procedure, Process, and Technology.

Exhibit 11c - Forest Preserve District of Cook County Organization Summary of Recommendations

Categories: Communication (C); Organizational Structure (OS); Role Clarity (RC); Performance Management (PM); Policy, Procedure, and Process (PPPT); Training and Development (TD)

	Issue/Opportunity	Recommended Action	Category
Resource Management	<ul style="list-style-type: none"> Naming convention of key roles not fully reflective of responsibilities which can impact transparency to external candidates. 	<ul style="list-style-type: none"> Remove the I, II, III, etc. in Biologist families and reclassify to indicate entry versus senior. Retitle Naturalist III to Nature Center Manager, as indicated by job description and interviews. 	RC
Resource Management	<ul style="list-style-type: none"> Laborer role within Resource Management demonstrates more skilled tasks such as feeding animals. 	<ul style="list-style-type: none"> Reassess Laborer role within Resource Management. *Larger scope recommendation to look at all Laborer/Service roles and create Senior Laborer position 	RC
Resource Management	<ul style="list-style-type: none"> Opportunities do not exist to share best practices and between nature centers. No incentive to do so. Laborer position Incumbents communicated a lack of respect from other functions in department. 	<ul style="list-style-type: none"> Implement Department team building to focus on how roles intertwine and the value of each. Stress interdependencies and share role descriptions and organizational chart. Communicate 2012 departmental goals and how each position impacts success. Provide in house training and overview of all the FPDCC nature centers to support cross training and collaboration between centers. It will also provide insight of work, expertise, knowledge, tools, etc required at each site. Introduce job rotations across nature centers. 	RC/ TD
Resource Management	<ul style="list-style-type: none"> Consistent view that the department is understaffed and as a result everything that needs to get done to ensure the proper care of the forest preserve and its inhabitants is not possible Understaffing impedes the effort to interact with the outdoors which is needed to support the organization. Because of the crossover of work responsibilities, individuals can become confused about what their job really is. 	<ul style="list-style-type: none"> Build staffing model based on current processes, roles and responsibilities. Current processes should provide insight on what level of staffing is most efficient and effective for the organization. 	

Resource Management	<ul style="list-style-type: none"> Challenged with dial up internet, it is very ineffective. 	<ul style="list-style-type: none"> Upgrade internet services within the nature centers. This would support inter departmental research and improved communications across all nature centers. 	PPPT
Resource Management	<ul style="list-style-type: none"> Ecologists are currently not onsite with the files needed for their work. Lots of paper. (<i>*at time of audit, efforts underway to consolidate all Ecology to Sauk Creek location</i>) 	<ul style="list-style-type: none"> Scan files and upload to an online database. Provide laptops with shared network and WiFi access to all office files. 	PPPT
Resource Management	<ul style="list-style-type: none"> Respondents indicated that personal credit cards are used for supplies and are reimbursed. 	<ul style="list-style-type: none"> Create separate budgets for each nature center OR central purchasing accountability. This will support in effectively managing supplies and expenses for each center with FPDCC credit card for each location. 	PPPT



AMD Business Solutions, Inc.