

Rukcic, Shirley <rukcics@stlouis-mo.gov>

Wed, Jun 26, 2013 at 4:37 PM

Legacy Consulting

Rukcic, Shirley <rukcics@stlouis-mo.gov>

To: Robert Patrick < RPatrick@post-dispatch.com>

Cc: Jared Boyd <BoydJa@stlouis-mo.gov>

Robert- Attached is Legacy's HR audit dated January 22, 2013. [Quoted text hidden]

R. Patrick- Legacy HR Audit.pdf 195K

CONFIDENTIAL

TO:

Shirley Rukcic

FROM:

Howard Birdsong

SUBJECT:

HR Audit and Recommendations

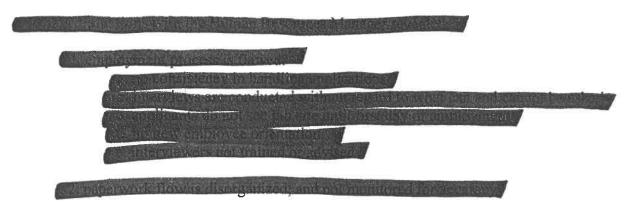
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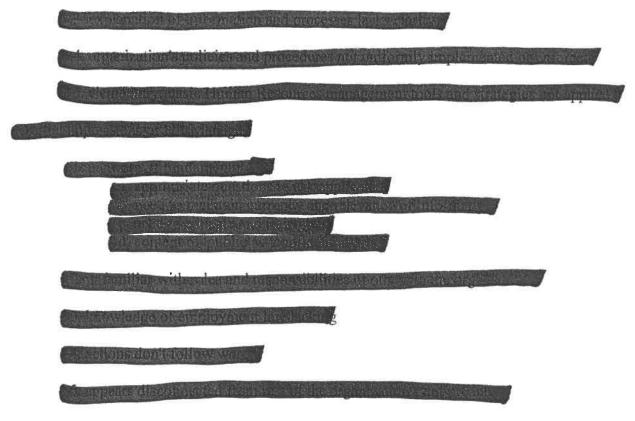
Tishaura Jones Kevin Wilson

An audit of the Human Resources Department policies and procedures was performed on-site January 14-16. Primary focus was on the department's information content and process flow. Our objective was to gain a rudimentary understanding of how effectively the department functioned, in support of organizational goals.

A cursory review of the documents revealed:

- 1. department is 'drowning' in paperwork; much is outdated, redundant, unnecessary, and in some cases legally suspect
- 2. no means for obtaining authorizations from employees and job applicants to conduct employment or pre-employment screenings/background checks existed
- 3. interview questions and assessments contained non-job related content
- 4. job applicants required to furnish information, prior to interview, that is should be post offer only
- 5. most documents were headed by 'Parking', regardless of applicability to 'Treasury'





Recommendations:

- 1. Implement following procedures:
 - a. destroy current interview questions and assessment documents, and replace with those attached to this memo
 - b. begin using Consent and Authorization form attached
 - c. reconfigure employment procedures to:
 - i. all applications should be forwarded to HR for processing
 - ii. HR screens applications for qualifications & checks references
 - iii. HR schedules interviews with hiring managers
 - iv. hiring manager interviews at job site
 - v. Conditional Offer issued to qualified applicants
 - vi. HR processes new employee paperwork
 - vii. HR conducts New Employee orientation
- 2. Legacy Consulting will develop HR policies and procedures:
 - a. Standards of Conduct & Disciplinary Procedure
 - b. Performance Evaluation forms and procedures
 - c. On-the-Job Incident reports and procedures
 - d. Standardized Application for Employment
 - e. Paperwork flow and records retention schedules



Rukcic, Shirley <rukcics@stlouis-mo.gov>

Wed, Jun 26, 2013 at 10:33 AM

Legacy Consulting

1 message

Rukcic, Shirley <rukcics@stlouis-mo.gov>

To: "Patrick, Robert" < rpatrick@post-dispatch.com>

Cc: Jared Boyd <BoydJa@stlouis-mo.gov>

Hi Robert- Attached is the information you requested.

Shirley Rukcic Director of Administrative Services City of St. Louis Treasurer's Office 133 South 11th Street, Suite 530 St. Louis, MO 63102 314-612-1475 rukcics@stlouis-mo.gov



R. Patrick- Legacy Documents 06.26.13.pdf 109K



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St. Louis City Treasurer's Office

Organization Assessment & Development Process

Phase I.

Identify Treasurer's goals, expectations, and desired outcomes

Perform Human Resources Audit

Assess H.R. Department internal functions

Assess H.R. support of organization

Conduct structured interviews with Treasurer's direct reports

Establish first level of Organization Chart

Phase II.

Perform department audits

Conduct structured interviews with Managers' direct reports (exempt employees)

Establish second level of Organization Chart

Phase III.

Perform Organization Assessment - interviews with non-exempt employees

Phase IV.

Complete Organization Chart

Develop Job Descriptions

Determine minimum job qualifications Develop Wage & Salary classifications

Develop Performance Measurement system

Phase V.

Create Policies, Practices, and Procedures Manual

Update Employee Handbook



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This letter of engagement outlines the personal services agreement by and between Legacy Consulting Group, LLC and the City of St. Louis Treasurer's Office. Legacy Consulting will provide management consulting services as agreed upon by the Treasurer's Office. In exchange for these services the Treasurer's Office will pay Legacy Consulting the rate of \$150.00 per manhour of services provided and in addition, will pay mileage at the standard federal rate, lodging and meal expenses and any other reasonable extraordinary expenses incurred in the performance of the service agreement. Legacy Consulting will invoice the Treasurer's Office each month for services and expenses from the month prior which the Treasurer's Office will pay in accordance with their normal procedures. Legacy Consulting Group, LLC is an independent contractor and nothing in this agreement constitutes an employer/employee relationship. The agreement commences on January 1, 2013 and expires upon notification by either party.

For the Consultant:

Signature

Print Name

For the Treasurer's Office

Signature

Print Name