Legacy Consulting

Ruckic, Shirley <ruckics@stlouis-mo.gov>  
To: Robert Patrick <RPatrick@post-dispatch.com>  
Cc: Jared Boyd <BoydJa@stlouis-mo.gov>

Wed, Jun 26, 2013 at 4:37 PM

Robert- Attached is Legacy's HR audit dated January 22, 2013.

[Quoted text hidden]

R. Patrick- Legacy HR Audit.pdf  
195K
January 22, 2013

CONFIDENTIAL

TO: Shirley Rukcic
FROM: Howard Birdsong
SUBJECT: HR Audit and Recommendations
CC: 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 department is 'drowning' in paperwork; much is outdated, redundant, unnecessary, and in some cases legally suspect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
Legacy Consulting

1 message

Rukcic, Shirley <rukcics@stlouis-mo.gov>       Wed, Jun 26, 2013 at 10:33 AM
To: "Patrick, Robert" <patrick@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
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St. Louis, MO 63102
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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.**
- Update Employee Handbook
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