HARASSMENT AND COMPLIANCE POLICIES AND PROCEDURES EVALUATION FINAL REPORT

COUNTY COUNCIL PRESENTATION 9/23/25

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AGENDA

Project Overview

Approach

Key Findings

Recommendations

Comments/Questions

PROJECT SCOPE OVERVIEW

- Evaluate harassment and employee relations policies and procedures, processing processing of complaints, and separation of employees facing complaints.

- Review harassment trainings and timelines for required training.

- Evaluate structure and staffing in HR assigned to processing HR complaints.

- Review options for reporting misconduct.

ASSESSMENT METHODOLOGY

Current State Assessment	Employee Survey	Policy, Procedure and Training Review	Staffing Analysis	Final Report
A review of operational policies and practices, staffing allocations, training, and workload based on interviews and data collection.	Provided all County employes an opportunity to provide anonymous input into the study. 559 individuals participated in the survey.	Compared current policies, procedures and trainings to best practices. Identified current strengths and improvement opportunities.	Analyzed workload to determine staffing required to effectively handle investigation and training workload.	Combined analysis, findings, and recommendations into a single report with a prioritized recommendation list.

KEY OVERALL SURVEY FINDINGS

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OPPORTUNITIES

Strong support for additional and more detailed training provided in alternative approaches.

44% unsatisfied with timeliness of investigation process.

63% dissatisfied with process overall and 65% dissatisfied with outcome.

57% not comfortable reporting concerns to HR – with concerns for retaliation noted.

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STRENGTHS

90% of employees understood or mostly understood harassment policy

81% understood workplace expectations policy.

70% understood procedure for processing complaints and 82% knew how and where to report concerns.

95% had received training on preventing workplace harassment, 76% on reporting complaints.

KEY SURVEY FINDINGS - SUPERVISORS

OPPORTUNITIES

27% felt training received was not sufficient to prepare them to handle duties.

28% were unclear on reporting requirements.

28% did not feel supported by HR in addressing workplace complaints.

There were differences based on gender.

STRENGTHS

98% understood obligations.

85% had received training on their responsibilities.

89% felt confident in supporting employees' complaints.

Employees generally responded positively regarding supervisory preparedness and and action in addressing workplace issues.

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OPERATIONAL RECOMMENDATIONS

Centralize complaint processing and investigations under the HR department.	**High**
Implement a standardized investigative methodology.	**High**
Implement clear timelines associated with the complaint handling process and enhance communication as part of the process.	**High**
Provide additional training to HR staff on utilizing trauma-informed approaches.	**Medium**
Utilize a digital case management system for processing all complaints.	**Medium**
Implement key performance metrics (KPIs) related to the handling of complaints.	**Medium**
Develop quarterly and annual reports on performance metrics related to the complaints process.	**Low**
Develop standard operating procedures (SOPs) surrounding all aspects of the complaint handling process.	**High**
Maintain current staffing levels allocated to processing complaints and performing investigations. Continue to provide cross training on this subject to ensure that at least two HR FTEs are equipped to handle investigations.	**High**
Continue to house investigations into workplace issues under the HR department.	**Medium**

POLICY AND PROCEDURE RECOMMENDATIONS

Each elected office formally adopting and applying county-wide harassment and discrimination policies to ensure consistency across all departments, employees, and officials.	High
Integrate harassment and discrimination policies into broader administrative initiatives with clearly assigned responsibilities for training, resource management, and incident handling.	Medium
Clearly define prohibited behaviors including harassment, discrimination, bullying, retaliation, and bias within the policy to eliminate ambiguity.	High
Ensure policies are widely accessible by posting them on the intranet, in employee handbooks, newsletters, in physical spaces, onboarding packets, and public-facing websites.	High
Establish consistent reporting channels and ensure all staff who can receive complaints are fully trained to process a complaint.	High
Provide regular reminders to employees and elected officials about the policy, reporting procedures, and available resources.	High
Establish a formal process to review and update policies annually, incorporating legal updates and evolving best practices.	High

WORKFORCE TRAINING AND DEVELOPMENT RECOMMENDATIONS

Continue with the implementation of NeoGov Learn. Utilize this system to track training completion rates for employees. Continue to expand training opportunities as needed.	High
Adjust onboarding training to include courses specific to administrative policies and procedures related to handling and reporting workplace concerns.	High
Consider alternative formats for training (i.e., in-person events) that occur on a set basis.	Medium
Require training on respectful workplace topics (as well as procedures for handling workplace concerns) to be provided to all staff regularly – ideally every two years or less.	High
Implement required training for all new and existing supervisors that must be complete. For new supervisors, this training should be provided within three months of appointment. Provide refresher courses on this training regularly or in response to updates to policies or procedures.	High
Broaden the scope and content of training offerings, particularly in the areas of reporting complaints and conflict management. Consider implementing new training on topics Countywide.	Medium
Implement a means of capturing feedback from participants related to the quality of current training offerings and develop a method of proactively identifying new training needs.	Low

CONCLUDING THOUGHTS

- Existing policies and trainings provide a solid base for future enhancement.

- Addressing identified gaps and improvement opportunities can provide a more trusted, consistent, and timely process.

- Updating of policies and strong training program is key to future success.

- Maintaining the objectivity and independence of HR must be a primary focus.

- Reporting on implementation progress will increase transparency and build confidence over time.

DISCUSSION / QUESTIONS