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## Recommendations in Summation

To improve county processes, we recommend HR management:

- Develop training specific to state laws and county policies and procedures with regards to EEO and harassment.
- Ensure all employees be required to attend training on EEO and harassment regularly (e.g. biannually or triennially) and that training attendance records be adequately maintained.
- Consider developing separate training for employees and supervisors.
- Develop detailed written procedures that begin with the initiation of complaints, address mediation, and go through formal investigations.
- Regularly (e.g. biannually) evaluate HR procedures and practices for effectiveness and adherence to HR processes and policies.
- Ensure statements and conclusions in the final report undergo a documented quality assurance process.
- Continue to work with Public and Government Affairs (PGA) on developing an enhanced digital presence on the county's intranet page around the HR complaint process.
- Continue developing a complaint packet (or something similar).
- Create a file structure and a standardized checklist to help ensure all documentation is present and all required investigative procedures were performed.
- Ensure HR investigators demonstrate their investigation planning process within the complaint file.
- Consider what information should be tracked in each of the three HR systems when they develop HR complaint written procedures.
- Review access to HR Issues, PeopleSoft HR and Application Xtender at least annually.
- Follow-up with corrective actions they have suggested in their report to ensure they have been implemented. Regular reporting to department directors and/or County Administration should occur when corrective actions are not being implemented timely.
- Review all personnel rules and revise them to reflect current practices, address best practices and determine the appropriate location for the rule, policy or practice (e.g. County Code, EPP, Administrative Rule).
- Regularly review and update (e.g. biannually, triennially) complaint related policies or rules.
- Incorporate into written policies and procedures the necessity that investigators ensure they are independent and impartial.
- Work with County Administration and County Counsel to develop a system to assist appointing authorities (e.g. department management) in determining the proportionate and appropriate level of progressive discipline and/or corrective action when complaints are substantiated.
- Include in the written procedure:
  - Who has final authority and approval regarding disciplinary action when complaints are substantiated (e.g. HR, Department Management/Director, County Administration, Elected Official), especially if there are disagreements between HR management and the appointing authorities on the appropriate progressive discipline.
  - When complaints are substantiated by HR, how HR's recommended progressive discipline will be communicated to the appointing authority (e.g. in writing, verbally).
  - How discipline will be tracked by HR, to ensure discipline is corrective, progressive, lawful and proportionate.
- Consider tracking the time it takes to complete an investigation, including any key milestones, and the results of any corrective action or discipline.