



City/State:
New York City/
New York

Client:
Human Resources
Administration

Industry:
Human Resources

The Client

The New York City Human Resources Administration/ Department of Social Services (HRA/DSS) is dedicated to fighting poverty and income inequality by providing New Yorkers in need with essential benefits such as Food Assistance and Emergency Rental Assistance.

As the largest local social services agency in the country, HRA helps more than three million New Yorkers annually through the administration of more than 12 major public assistance programs, with more than 14,000 employees and an operating budget of \$9.6 billion.

Problem

HRA was implementing a thorough and comprehensive approach to employment services that fully recognized the needs of individual clients in order to more effectively help each of them enter or return to the workforce and build sustainable careers. The HRA's revised Employment Plan was expected to provide nearly 85,000 Cash Assistance recipients with enhanced opportunities to advance and broaden their career options.

To achieve its goal, HRA needed a consultant to document and assess existing employment services operations, processes, systems and supports and deliver a set of recommendations for ensuring best alignment between its organizational and operational structures and the new employment services program model, contracts and partnerships.



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The Solution

CSG used a four-phase approach to achieve the project goals:

- Perform a current state analysis including.
 - Reviewed documentation of current operations/show institutional priorities to gain insight into the current state and recommended strategies.
 - Interviewed the management team to get their perspective on current issues, plans for managing the future state and key aspects to account for during the transition.
- Establish the future state
Work with stakeholders to define the new organization structure including roles, responsibilities and required competencies, define the future state processes and identify existing gaps between the current state and the future state processes.
- Compile a set of recommendation to address the identified gaps and achieve the proposed future state.
- Create an execution roadmap.