

Manager's View

**A monthly e-mail message from
County Manager Tom Zdunek**

“Efficiency is Everyone's Job”

August 2012

Bernalillo County does an excellent job of performing a wide range of different services and operating a variety of programs for our citizens. We really do. Does that mean we can't find ways to do things better and at lower cost? Of course it doesn't. It's up to every single one of us as county employees to always be on the lookout for opportunities to do what we do more efficiently.

But what do we mean by “efficiently?” The folks at Dictionary.com define it as: *“performing or functioning in the best possible manner with the least waste of time and effort.”* I like that definition because it doesn't mention cutting corners or providing fewer services as being efficient. It stresses reducing the waste of time and effort as a key to performing in the best possible manner. As county manager, I view reducing the waste of time and effort that goes into doing the things we do as being very important. I hope you do as well.

Not long ago I asked staff to find out how much time and effort went into paying our employees. I was shocked to find out that, by our own estimation, we spend \$1.7 million annually in staff and equipment costs to pay county employees. The time spent on time entry, documenting exceptions, getting employee signatures and supervisor approvals is astonishing—roughly 2,700 labor hours go into the timekeeping process each pay period. That struck me as an opportunity to become more efficient.

We recently sought out the best approach to automating our timekeeping processes in an effort to greatly reduce the ongoing time and effort that goes into it. We plan to roll out a new and more efficient way to document employee time and attendance and pay our employees. Does this mean anyone's job is going away? No. This means that the waste of time and effort can be minimized and employee actions can be directed to other needed areas. That, to me, meets the definition.