



HUMAN RESOURCES DEPARTMENT

I. DEPARTMENT MISSION

Support our customers in accomplishing their missions by attracting and retaining a highly skilled and diversified workforce that is fairly compensated and rewarded for its effort in an equitable and responsible work environment.

We strive to accomplish our mission by providing:

- excellent customer service;
- high quality products;
- effective working relations with our employees, County management, employee organizations, and the public;
- proactive and responsive leadership;
- innovative approaches to problem solving.

Our mission is accomplished within limited resources, in an environment of change, with integrity, and in a manner that is consistent with County policies, Merit System Principles, and Federal and State laws.

II. MAJOR PROGRAM DESCRIPTIONS

A. ADMINISTRATIVE SERVICES UNIT

1. Mission

- a. Directs the development, implementation, and coordination of countywide human resources policies and procedures in accordance with applicable laws, mandates, and regulations;
- b. Develops and delivers high-quality human resources products and services to assist the County and its departments in accomplishing their missions and achieving the County's long-term goals and objectives; and
- c. Provides administrative, financial, budgetary, staff development, and personnel services to customers internal to the Human Resources Department.

2. Administrative Services

- a. Prepares annual department budget.
- b. Directs and monitors department-wide budget activities.
- c. Approves, processes, and monitors all purchasing transactions.
- d. Monitors and prepares quarterly reports for the Small Business Enterprise and Outreach Programs.
- e. Prepares, executes and monitors professional services contracts.
- f. Oversees the administration of personnel matters including payroll, staffing, department organization, position control, employee performance evaluations, and employee relations matters.
- g. Works with the County Treasurer-Tax Collector's Office to prepare investment instructions on the County's trust funds.
- h. Recommends premiums necessary to support the County's self-insured benefits programs.
- i. Prepares employment and statistical information for the Equal Employment Opportunity Officer on hires made in the department.
- j. Identifies safety needs and develops safety programs.
- k. Determines data processing needs and secures technical PC support services to department staff.

3. Human Resources Policy and Direction Services

- a. Establishes and implements department strategic plan and professional standards.
- b. Plans, organizes, and directs department services, including Personnel Services, Employee Benefits Services, and Administrative Services.
- c. Monitors and evaluates the effectiveness of department programs and service delivery.
- d. Reviews, revises, and develops the coordination of department activities.
- e. Provides consultation for Human Resources and Merit Board issues and processes.
- f. Directs the development, implementation, and coordination of countywide and department policy.

BUDGET: \$1,741,245

FINANCING: \$2,294,145
NETCC: \$ (552,900)
FTE: 5

B. THE EMPLOYEE BENEFITS SERVICE UNIT

1. Mission

- a. Develops and recommends long-term, cost-effective benefits strategies and policies to the Board of Supervisors that assist the County in maintaining a competitive overall compensation package.
- b. Develops and administers programs that implement the Board's directives, negotiated agreements, and mandated Federal and State health and welfare programs as part of the County's policy of providing a competitive compensation package.
- c. Assists customers in resolving benefits-related questions and issues.
- d. Assists departments in complying with benefits regulations and procedures.

2. Administrative Services

- a. Recommends and monitors budgets and rates necessary to administer the County Employee Benefits Programs.
- b. Coordinates resolution of benefits disputes among vendors, departments, and employees.
- c. Administers the County's Health and Welfare Benefits programs.
- d. Coordinates with the Auditor-Controller's Office about benefits eligibility and payroll deductions.
- e. Administers disability leaves for employees, in accordance with State and Federal regulations.
- f. Determines employee eligibility for leaves of absences, including, FMLA and State-specific leaves, catastrophic leave, long-term disability and workers' compensation.
- g. Participates in the identification, selection, and negotiation with vendors for employee benefits.
- h. Works with the Centers for Medicare and Medicaid Services (CMS) and the Retiree Drug Subsidy Program (RDS) to complete the process to receive reimbursement from the Federal government.
- i. Prepares census reports, audits and regulatory agency responses for our ACA third part administrator.

3. Communication, Education, Training, and Consulting Services
 - a. Provides consultation and employee assistance services to County employees concerning resolution of problems and referrals to support services.
 - b. Provides assistance in the resolution of employee benefits disputes.
 - c. Provides training to departmental personnel staff and County employees on leave eligibility and entitlement, including employee responsibilities before and during their leave.
 - d. Communicates employee benefits information and procedures.
 - e. Provides education, training, and counseling about employee benefits.

4. Program Design, Policy, and Procedures Services
 - a. Participates in labor-management benefits committees.
 - b. Collaborates with other health organizations to provide programs, activities, and educational opportunities.
 - c. Analyzes and recommends benefits changes and enhancements.
 - d. Formulates recommendations about long-range benefits strategies and policies.

BUDGET: \$7,013,432

FINANCING: \$7,013,432

NETCCC: \$ 0.00

FTE: 21

C. THE PERSONNEL SERVICES UNIT

1. Mission
 - a. Develops, recommends, and administers human resources policy and program activities in the areas of recruitment, examinations, compensation, classification, and records management in a manner that ensures:
 - (1) Program policies and program activities are consistent with department guiding principles, Federal and State laws, and

provisions of the Merit System principles and labor contract provisions.

- (2) County positions are appropriately classified and compensated at a fair and equitable level.
- (3) The County recruits, selects, and retains highly qualified individuals for County employment and promotion.
- (4) All personnel transactions are approved, recorded, and filed in a timely and accurate manner.
- (5) Counseling, training, and education are made available to customers regarding County human resource policies, procedures, and practices.

- b. Assists departments in developing and implementing plans to meet their human resource goals and objectives.

2. Employment and Selection Services

- a. Produces Certified Eligible Candidate lists.
- b. Produces and distributes job announcements.
- c. Provides employment and career counseling.
- d. Provides bilingual testing services.
- e. Produces Adverse Impact reports.
- f. Develops, administers, and validates selection processes.
- g. Administers countywide layoff program.
- h. Provides Applicant Flow reports.
- i. Provides department services information to customers.
- j. Maintains countywide Personnel Control System.
- k. Produces Examination Work Plans in collaboration with County departments.
- l. Designs and implements new and current department automated systems.
- m. Consults with departments to identify selection needs.
- n. Provides employment and statistical information to the Equal Employment Opportunity Officer.
- o. Maintains central employment history files and records.

- p. Responds to appeals concerning application and selection decisions.

3. Classification and Compensation Services

- a. Produces salary review reports.
- b. Provides department services information to customers.
- c. Participates in the maintenance of the PeopleSoft system.
- d. Produces new and revised job descriptions.
- e. Reviews, analyzes, and recommends proposed changes for salaries and classifications.

- f. Responds to appeals concerning classification and compensation decisions.
- g. Consults with departments to identify classification and compensation needs.
- h. Prepares classification code sheets.
- i. Conducts and responds to salary surveys.
- j. Provides training and education about employment, department services, and procedures.

BUDGET: \$4,063,900

FINANCING: \$ 200,000

Net CC: \$4,063,900

FTE: 26

D. DEPARTMENT DATA

TOTAL NET COUNTY COST: \$3,511,000

FTE: 52

III. DEPARTMENT ACCOMPLISHMENTS

- Conducted Executive recruitments for the following key positions:
 - Director of Health Services

- Director of Public Works
 - Chief Information Officer
 - Assistant Chief Information Officer
 - Economic Development Manager
- Other high-level recruitments included Public Works Chief of Financial Services, Departmental Communication and Media Relations Coordinator, Storm Water Program Manager, Human Resources Manager and Director, Office of Communications and Media.
 - Administered several large recruitments and processed the following applications:

✓ Deputy Sheriff – Recruit	2156
✓ Clerk-Experienced Level	1824
✓ Juvenile Institutional Officer	1407
✓ Sheriff’s Dispatcher I	894
✓ Firefighter – Recruit	931
✓ Child Support Specialist I	497
✓ Social Worker II	478
✓ Account Clerk-Experienced Level	420
✓ Executive Secretary – Exempt	392
✓ Maintenance Worker I	289
 - Processed 175 Personnel Adjustment Resolutions (P300’s)
 - Completed the PeopleSoft 9.2 Upgrade and trained employees on the functionality of Employee Self Service and managers on Manager Self Service.
 - Implemented the Benefits Administration Module of PeopleSoft 9.2 and conducted the first active employee paperless, online Open Enrollment.
 - Implemented the Online Reference Tool SkillSurvey, a confidential, online reference tool that uses job-specific surveys developed by industrial and organizational psychologists to evaluate a candidate’s behavioral competencies to help hiring managers predict whether finalist candidates will be successful in the positions for which they are being considered.
 - Negotiated contract with Magellan Healthcare, Inc. and rolled out new Employee Assistance Program with expanded services, including counseling, therapy and referral services, work/life services, legal and financial consultation services, management consultation, critical incident stress management services, wellness seminars and training

- Conducted comprehensive review of pre-employment screening with all County departments in accordance with newly established Administrative Bulletin 437, Pre-Employment Screening.
- Began the process of fingerprinting of new County employees through the California Department of Justice as well as the FBI, as appropriate.
- Entered into contract with TALX Corporation to complete the U.S. Citizenship and Immigration Services Form I-9 electronically utilizing the federal e-Verify Program to verify the work authorization of all finalist candidates prior to their first day of employment. The TALX contract also includes a one-time conversion of existing paper/electronic Form I-9's on file in the Human Resources Department to electronic images, auditing for compliance and reporting any necessary remediation issues.
- Issued a Request for Qualifications (RFQ) to firms that offer investigative services to establish a list of qualified vendors that County departments may contract with to provide specialized investigative services for sensitive or high-level personnel matters.
- Developed a training program for managers, supervisors and departmental personnel staff on Leave of Absences (LOA's) and ADA accommodation policies and procedures. Leave and ACA Administrator and ADA Manager have provided 11 sessions and have trained over 250 staff.
- Implemented third-party services for benefit programs in the areas of Health Care Spending and Dependent Care Assistance reimbursement services and a commuter benefit program.
- Issued a Request for Proposals for Health and Welfare Broker, and transitioned to new vendor, Segal.
- Continued to meet with the departmental representatives of the Great Minds Think Together (GMT2) Committee to improve communication, provide valuable updates, receive feedback and solicit suggestions with the goal of consistent practices and policies across all departments.
- Graduated the second CSAC Institute Academy for over 40 key County workforce executives focusing on topics such as Leadership and Change, Communication, Conflict Management, etc. Graduation ceremony held in the Board of Supervisors Chambers on December.
- Continued to meet with the Joint Labor/Management Benefits Committee.

Administrative and Program Goals

- Establish standards and procedures for implementation of the requirements of Administrative Bulletin 437, Pre-Employment Screening and train departments on those standards and procedures.
- Update the Personnel Management Regulations and Salary Regulations to align with modern recruitment and assessment strategies, including attention to diversity and inclusion.
- Implement the NeoGov Onboarding Module to enhance candidate experience and streamline the hiring process by enabling employees to complete their onboarding documents electronically before their first day of work.
- Partner with departments to create departmental onboarding portals to enhance onboarding experience.
- Integrate NeoGov Applicant Tracking and Onboarding with PeopleSoft to reduce errors and duplicative data entry.
- Implement innovative recruitment and assessment techniques in place of resource-heavy methodologies.
- Implement online, unproctored testing to provide an improved applicant experience and reduce staff time associated with in-person testing.
- Develop tools to simplify and guide employees and departments through the policies and processes for leaves of absences including a one-page informational fact sheet for State Disability, Paid Family Leave, Family Medical Leave Act, California Family Rights Acts and Paid Disability Leave.
- Expand training program for managers, supervisors and departmental personnel staff on Leave of Absences (LOA's) and ADA accommodation policies and procedures to all departments.
- Monitor government actions related to the Affordable Care Act and take action as needed
- Continue to develop effective working relationships with departmental personnel staff of operating departments by soliciting input and engaging in collaborative discussions in order to improve efficiencies and consistency across all departments.
- Promote and educate employees about the Deferred Compensation 457 Plan to increase the number of employees that are participating in the program.
- Develop data analytics capability and meaningful metrics to support strategic decision-making and improved service.

IV. DEPARTMENT CHALLENGES

A. INTERNAL TO DEPARTMENT

1. Personnel Management Regulations and Salary Regulations, which were last updated in the 1980's, constrain the County's ability to modernize and streamline its recruitment and assessment methods to meet today's labor market demands.
2. Funds for training were not available during the Great Recession. The department needs to develop a consistent approach to departmental training to ensure staff remains current on ever-evolving employment laws and best practices in recruitment and assessment.
3. Technology and other changes require us to review the current HR organizational structure and develop a strategic restructuring plan, if necessary, to ensure the department is well positioned moving forward.
4. The need to dedicate Human Resources Department staff to implementation of an electronic processing and onboarding system, acquiring the requisite skill sets and stabilizing PeopleSoft has strained the department's ability to perform day-to-day activities, especially in the Employee Benefits Division.

B. INTERNAL TO COUNTY OPERATION

1. The Countywide classification and compensation structure, with more than 1,400 classifications, has become unwieldy. This creates pressure to conduct classification studies to address perceived inequities and/or misclassification of employees.
2. The County has been slow to adopt technology for recruitment, transactions, and onboarding and other departmental activities. As a result, significant change is taking place as the County moves toward paperless processes.
3. Under our current processes, high volume recruitments require significant effort both from Human Resources staff as well as departmental staff. The department seeks to define more cost and time effective selection tools and analyze recruitment outcomes to improve recruitment strategies.
4. The increasingly complex and changing work environment presents unique challenges in providing support to managers and supervisors in meeting the requirements of their jobs.

C. EXTERNAL TO COUNTY OPERATION

1. Change in leadership at the federal level has created uncertainty regarding the future of the Affordable Care Act. Any changes to the Act could have considerable impact on legal requirements and how the County provides benefits.
2. The cost of benefits continues to rise, making it difficult to maintain benefit

programs for County employees and retirees that provide competitive, accessible, quality services at an affordable cost.

3. California pension reform has made it difficult to attract public sector employees from other states, particularly for senior and executive level positions, since there is a cap on earnings under PEPRA and no reciprocity with the pension systems from other states.
4. Contra Costa County's close proximity to San Francisco and Silicon Valley requires us to think creatively in order to remain competitive and attract and retain highly qualified candidates

V. PERFORMANCE INDICATORS

Human Resources	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
Employment Applications Processed	15,817	26,334	24,048	13,557	19,793	27,467	29,068	40,274	32,204	33,117	27,432	26,368
Examinations Conducted	221	223	248	229	159	215	185	188	139	176	155	166
Personnel Transactions Processed		12,185	31,700	24,903	26,803	13,412	19,310	17,620	24,335	27,548	28,751	31,319
Appointments	1,103	1,329	841	404	252	869	1,129	1,609	1,518	1,727	1,500	1,326
Personnel Adjustment Resolutions Processed								144	151	110	134	175
Percentage of active employees participating in deferred comp.											53%	63%