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: $1,268,228

FINANCING: $1,682,133

NETCC: $ (413,905)

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: $6,635,901

FINANCING: $6,625,901

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: $3,813,905

FINANCING: $ 200,000

Net CC: $3,613,905

FTE: 24

D. DEPARTMENT DATA

TOTAL NET COUNTY COST: $3,200,000

FTE: 50

III.   DEPARTMENT ACCOMPLISHMENTS

- Conducted Executive recruitments for the following key positions:

- o   Agricultural Commissioner/Weights and Measures Sealer
- o   Assistant Fire Chief/Fire Marshall
- o   Chief Executive Officer, Contra Costa Regional Medical Center
- o   Assistant Chief Information Officer

- Other high level recruitments included:
  - o   Chief Financial Officer – Employment and Human Services Department
  - o   Chief of Plant Operations, Health Services Department
  - o   Chief Assistant Director of Child Support Services

- Administered 19 large-volume recruitments:

Job Title	Applications Received
Deputy Sheriff-Recruit	1823
Juvenile Institution Officer I	1349
Firefighter Recruit	1085
Sheriff's Dispatcher I	766
Social Worker II	760
Clerk - Experienced Level	532
Information Systems Assistant II	491
Clerk -Beginning Level – Project	477
Social Worker	449
Social Worker III	397
Executive Secretary- Exempt	392
Library Assistant-Journey Level	326
Fingerprint Technician I	318
Deputy Sheriff (Lateral)	242
Deputy Probation Officer I	219
Firefighter Paramedic – Recruit	212
Storekeeper	212
Pharmacist I	210
Account Clerk-Experienced Level	200

- Processed 210 Personnel Adjustment Resolutions (P300's)

Technology

1. Implemented online requisition and hiring in the County's applicant tracking system, Neogov.
2. Implemented use of eSkill, an online un-proctored testing platform. It gives job candidates a more flexible testing experience and reduces the amount of time required of HR staff as well as County job experts, supervisors and managers in administering assessments.
3. Implemented AppointmentsPlus to allow candidates to self-schedule for fingerprinting and completion of Part II of the I-9 Employment Eligibility Verification.
4. Expanded online open enrollment to CalPERS medical plans.

Benefits and Leave Administration

5. Conducted RFP for Deferred Compensation recordkeeper services, including recordkeeping/administration, communication/education, onsite education, participant investment advisory, investment management and custodial trustee services
6. Created Fact Sheets for Family Medical Leave Act/California Family Rights Act, State Disability Insurance/Paid Family Leave, Pregnancy Disability Leave/Baby Bonding and created and/or revised all leave of absence forms to ensure compliance with state and federal requirements.
7. Expanded training program for managers, supervisors and departmental personnel staff on Leave of Absences policies and procedures to all departments; established quarterly training for Health Services Department; provided training for the Spring and Fall sessions of Risk Management-provided Supervisor and Manager training program; and provided three training sessions open to all departments.
8. Increased % of employees participating in 457 from 53% in calendar year 2016 to 63% in calendar year 2017 to 65% in calendar year 2018

Recruitment and Classification/Compensation

9. Introduced competency-based recruitment as part of modernization and streamlining of recruitment and assessment process efforts. Competency modeling goes beyond evaluating candidates and employees "on paper" and aims to measure the capabilities and potential of individuals.
10. Established partnership with Biddle Consulting Group to develop computer-based testing for positions that historically experience high turnover. Development of a Social Worker examination is underway.

Other

11. Developed County-wide training program, Building a High-Trust Workplace, and delivered training to pilot group of 69 management employees from the following departments: Health Services, Employment and Human Services, Animal Services, Department of Child Support Services, District Attorney's Office, Library Services, Probation, Risk Management, Treasurer-

Tax Collector's Office, as well as all Human Resources Department staff. The goal of this program is to create and maintain an environment where employees fully engage and contribute in service to the residents. The training is a practical, hands-on program with real world scenarios on communication skills related to "tough" conversations. The focus is on building confidence in addressing high conflict issues in the workplace, communicating "new norms" and clarifying approaches for new rules of workplace engagement.

12. Established contracts with three firms for investigative services to perform impartial fact-finding services on demand when County receives complaints of workplace misconduct by employees. Having external investigators available greatly enhances the County's ability to respond and investigate in an expeditious and impartial manner.

13. Continued to meet with the departmental representatives of the Great Minds Think Together (GMT^2) group to improve communication, provide valuable updates, receive feedback and solicit suggestions with the goal of consistent practices and policies across all departments.

14. Graduated the third 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.

IV.   ADMINISTRATIVE AND PROGRAM GOALS

Technology

1. 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 welcome new employees and enhance the onboarding experience.

2. Implement Smart ERP, an add-on solution designed to address common PeopleSoft application functionality deficiencies. Smart ERP is like a virtual sheet of glass that gets bolted onto the existing PeopleSoft system, combining PeopleSoft data and necessary additional information into a single user interface.

3. Convert paper files to digital filing system in preparation for move to new administrative building.

4. Expand online, unproctored testing to reduce staff time associated with testing and provide a more flexible candidate experience.

Benefits

5. Transition deferred compensation plan to vendor selected to provide Deferred Compensation Recordkeeper services following RFP. Promote and educate employees about the Deferred Compensation 457 Plan to increase the number of employees that are participating as well as amount of income being deferred to improve retirement readiness.

6. Update the Deferred Compensation Committee bylaws, including review of investment strategy.

7. Finalize Leave Guide update and provide training to managers, supervisors and departmental human resources staff on leave management requirements, processes and procedures.

8. Monitor government actions related to the Affordable Care Act and take action as needed.

9. Expand online open enrollment to retirees.

Recruitment and Classification/Compensation

10. Initiate integration of the competency framework into the entire employee lifecycle, beginning from recruitment, through assessment and selection, and, once an employee has been hired, into training/development and performance management.
11. Complete, roll out and evaluate computer-based Social Worker examination. Develop computer-based examination for Juvenile Institutions Officer.
12. Develop training for Hiring Managers throughout the County so they can serve as a liaison to their candidates through the pre-employment process.
13. Develop resources for applicants and candidates to help improve the candidate experience and create a more person-centered hiring process.

Other

14. Update the Personnel Management Regulations and Salary Regulations to align with modern human resources best practices.
15. Conduct process mapping to identify and eliminate redundancies in standard processes.
16. Roll out Building a High-Trust Workplace training Countywide.
17. Continue to deepen 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.
18. Develop data analytics capability and meaningful metrics to support strategic decision-making and improved service.

V. 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	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Employment Applications Processed	26,334	24,048	13,557	19,793	27,467	29, 068	40,274	32,204	33,117	27,432	26,368	28,376
Examinations Conducted	223	248	229	159	215	185	188	139	176	155	166	144
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	30,085
Appointments	1,329	841	404	252	869	1,129	1,609	1,518	1,727	1,500	1,326	1,274
Personnel Adjustment Resolutions Processed							144	151	110	134	175	210
Percentage of active employees participating in deferred comp.										53%	63%	65%