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. Prepares Affirmative Action Implementation Plan and monitors affirmative action and MBE/WBE efforts.

h. Identifies safety needs and develops safety programs.

i. Determines data processing needs and secures technical PC support services to department staff.

3. Human Resources Policy and Direction Services

a. Formulates and/or approves new policies and procedures.

b. Plans, organizes, and directs department services, including Personnel Services, Labor Relations 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: $1,434,064
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. Informs the Auditor-Controller's Office about benefits eligibility and payroll deductions.

e. Participates in the identification, selection, and negotiation with vendors for employee benefits.

f. Recommends premiums necessary to support the County's self-insured benefits programs.

g. Works with the County Treasurer-Tax Collector's Office to prepare investment instructions on the County's trust funds.

h. Works with the Centers for Medicare and Medicaid Services (CMS) and the Retiree Drug Subsidy Program (RDS) to complete our process to receive reimbursement from the Federal government.

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. Communicates employee benefits information and procedures.

d. Provides education, training, and counseling about employee benefits.

4. Program Design, Policy, and Procedures Services

    a. Participates in labor-management benefits committees.

    b. Recommends and develops specific health and insurance programs that meet or exceed customers' needs.

    c. Collaborates with other health organizations to provide programs, activities, and educational opportunities.

    d. Analyzes and recommends benefits changes and enhancements.

    e. Formulates recommendations about long-range benefits strategies and policies.

BUDGET: $ 4,980,706
FTE: 13

C. THE LABOR RELATIONS SERVICE UNIT

1. Mission

    a. To facilitate equitable and effective labor-management relations in the County by representing and balancing the interests of its employees, managers, and governing bodies.

    b. In a time of limited resources and changing circumstances the Labor Relations Service Unit recognizes that to be effective in its mission, the employee organizations and County management must work cooperatively as partners and that continuous improvement and innovation are critical to our success.

2. Mission Accomplished by:

    a. Administering the Employer-Employee Resolution (EER) in a consistent and equitable manner.

    b. Providing expert labor relations training and counseling to our customers.

    c. Consult with managers concerning resolution of employee job performance issues.

    d. Negotiating equitable and fiscally responsible labor agreements that support County long-term objectives and goals.

    e. Providing accurate interpretation and documentation of labor relations policies, procedures, and records.

3. Administration of EER Ordinance Mandates Services
   a. Investigates grievances.
   b. Conducts adjustment boards.
   c. Coordinates arbitrations.
   d. Conducts Employee Organization Unit elections.
   e. Assigns job classifications to bargaining units.
4. Advisory Services
   a. Provides interpretation of MOU's and the Management Compensation Resolution.
   b. Assists in resolution of grievances.
   c. Advises departments about disciplinary administration.
5. Bargaining and Negotiation Services
   a. Prepares County bargaining proposals.
   b. Analyzes employee organization proposals.
   c. Participates in labor negotiations.
   d. Coordinates and monitors the implementation of the negotiated agreements.
   e. Monitors and tracks grievance activity.
   f. Manages the bargaining process in conjunction with Labor Relations consultants.
   g. Acts as management advocates.
6. EER Operations Services
   a. Provides staff support to various management-labor committees.
   b. Conducts training about labor relations issues.
   c. Maintains labor relations/bargaining units reports.
   d. Updates departments about employee/employer relations issues.
   e. Prepares and distributes labor relations analyses.
   f. Monitors and tracks grievance activity.

g. Develops and recommends policies and procedures concerning labor relations issues.

BUDGET: $940,942
FTE: 5

D. 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, labor contract provisions, and County Affirmative Action policies.

      (2) County positions are appropriately classified and compensated at a fair and equable level that is competitive in the market place.

      (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 Candidates lists.

   b. Produces and distributes job announcements.

   c. Provides employment and career counseling.

   d. Provides bi-lingual testing services.

   e. Produces Adverse Impact Report.

   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 County Affirmative Action 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. Maintains countywide position control system.

d. Participate in the maintenance of the PeopleSoft system.

e. Produces new and revised job descriptions.

f. Reviews, analyzes, and recommends proposed changes for salaries and classifications.

g. Responds to appeals concerning classification and compensation decisions.

h. Consults with departments to identify classification and compensation needs.

i. Prepares classification code sheets.

j. Conducts and responds to salary surveys.

k. Provides training and education about employment, department services, and procedures.

l. Prepares and distributes classification updates.

BUDGET: $ 2,236,842
FTE: 20

E. DEPARTMENT DATA

TOTAL NET COUNTY COST: $2,213,891

FTE: 43

III. DEPARTMENT ACCOMPLISHMENTS

- Successful negotiation of Memorandum of Understanding (MOU) with the California Nurses' Association.
- Continued Human Resources cooperation and support in the implementation of the automated timekeeping system through staff support and negotiations with labor organizations.
- Participated in the implementation of the Public Employees' Pension Reform Act (PEPRA).
- Implemented the Deferred Compensation Loan Program.
- Worked with the Health Services Department personnel unit to enable delegation of authority for Health Services recruitments.
- Initiated cross-training of staff in the Personnel Services Unit of the Human Resources Department.
- Provided enhanced staff support to the Employment and Human Services Department (EHSD) due to severe under-staffing in their personnel unit.
- Completed implementation of the digital imaging project for all County personnel history files with the cooperation of the Department of Information Technology.
- Recruited, hired, and facilitated training for new EEO/AA Officer.
- Worked closely with staff of EHSD and the County Administrator's Office to effectuate establishment of a new Health Benefits Exchange Call Center.
- Recruited and hired a new Director of Employment and Human Services.

IV. PERFORMANCE INDICATORS

Human Resources	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Employment Applications Processed	14,100	21,901	14,860	15,982	15,817	26,334	24,048	13,557	19,793	27,467	29, 068
Examinations Conducted	206	196	150	166	221	223	248	229	159	215	185
Personnel Transactions Processed						12,185	31,700	24,903	26,803	13.412	19,310
Appointments				943	1,103	1,329	841	404	252	869	1.129
Percentage of applications received as a result of the online Application process				22%	25%	35%	53.3%	80.5%	82.76%	90.71%	91.46%

V. DEPARTMENT CHALLENGES

A. INTERNAL TO DEPARTMENT

1. Maintain current level of services with existing staff.
2. Recruit, train and orient new Human Resources Consultant and Clerical staff.
3. Update computer hardware and software to keep pace with changing needs and applications.
4. Continue the comprehensive document imaging solution to manage the County-wide personnel history files and continue the process of installation of hardware and software to permit the continued document imaging solution for current and future County employee documents
5. Continue to research alternatives for our offsite long-term storage issues.
6. Fund the costs associated with replacing servers and aging computers.
7. Continue to expand the utilization of the Internet as a recruitment tool and to provide supplemental testing methods.
8. Continue to expand technology as it relates to recruitment, streamlining testing methods, including providing additional computer based examination processes.
9. Continue to research alternatives and solutions to address workplace facility issues.

10. Continue to train and develop the staff of the Human Resources Department to enhance professionalism and service delivery.

B. INTERNAL TO COUNTY OPERATION

1. Continue working on the process of updating the County's personnel forms to have them automated through the AgendaQuick System.

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

3. Negotiate new Memorandum of Understanding between the IHSS Public Authority and the SEIU within the time frames and parameters established by the Board of Supervisors.

4. Continue to working with the Department of Information Technology to implement the FMLA feature in PeopleSoft, including providing County-wide training.

5. Provide support to County Departments in meeting their staffing needs.

6. Dedicate Human Resources Department staff, as necessary, to expand utilization of the Internet and Intranet to include information to facilitate processing and accessing information concerning Human Resources programs.

7. Continue upgrading of the Human Resources Department Website to aid in recruitment processes.

8. Provide administrative support to the Merit Board.

9. Provide support to managers and supervisors in meeting the Human Resource requirements of their jobs in an increasingly changing work environment.

10. Partner with the County Administrator's Office, Risk Management Division, to develop an effective New Employee Orientation program.

11. Maintain employee excellence, and build internal training capacity to meet department changing management development and organization development needs.

12. Maintain a highly skilled and diversified workforce.

13. Enhance departmental performance.

C. EXTERNAL TO COUNTY OPERATION

1. Manage the effects of change in funding.

VI. PERFORMANCE INDICATORS

- Complete the bargaining of Memoranda of Understanding with those bargaining units whose MOU's have expired or will expire this year.
- Continue to implement PEPRA and monitor related litigation.
- Continued Human Resources cooperation and support in the implementation of the automated timekeeping system.
- Continue to train and develop the staff of the Human Resources Department to enhance professionalism and service delivery.
- Partner with the County Administrator's Office, Risk Management Division, to develop an effective New Employee Orientation program
- Continue to develop ways to improve working relationships between Human Resources and the operating departments. This includes development of training for staff in those departments on several key issues, including personnel transactions and labor relations processes.
- Continue to implement audit findings to streamline and accelerate processes in the Personnel Services unit of the Human Resources Department.
- Consolidate off-site storage of records to increase access and protect documents.
- Complete the bargaining of Memoranda of Understanding with those bargaining units whose MOU's have expired or will expire this year.