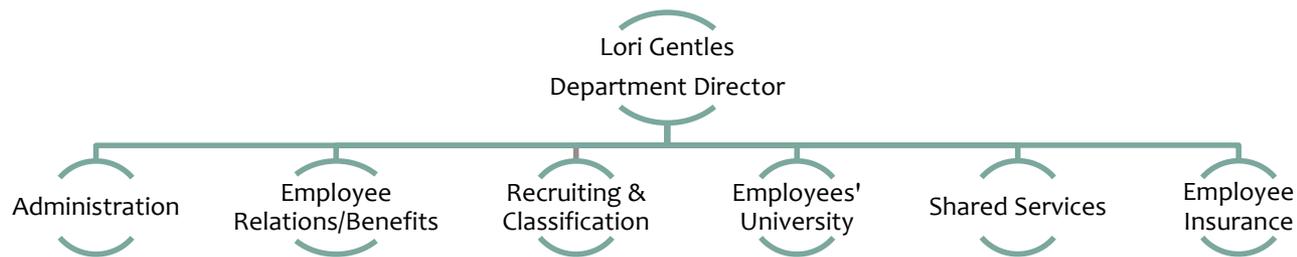


2016-2018 BUDGET WORKSHOP

Human Resources



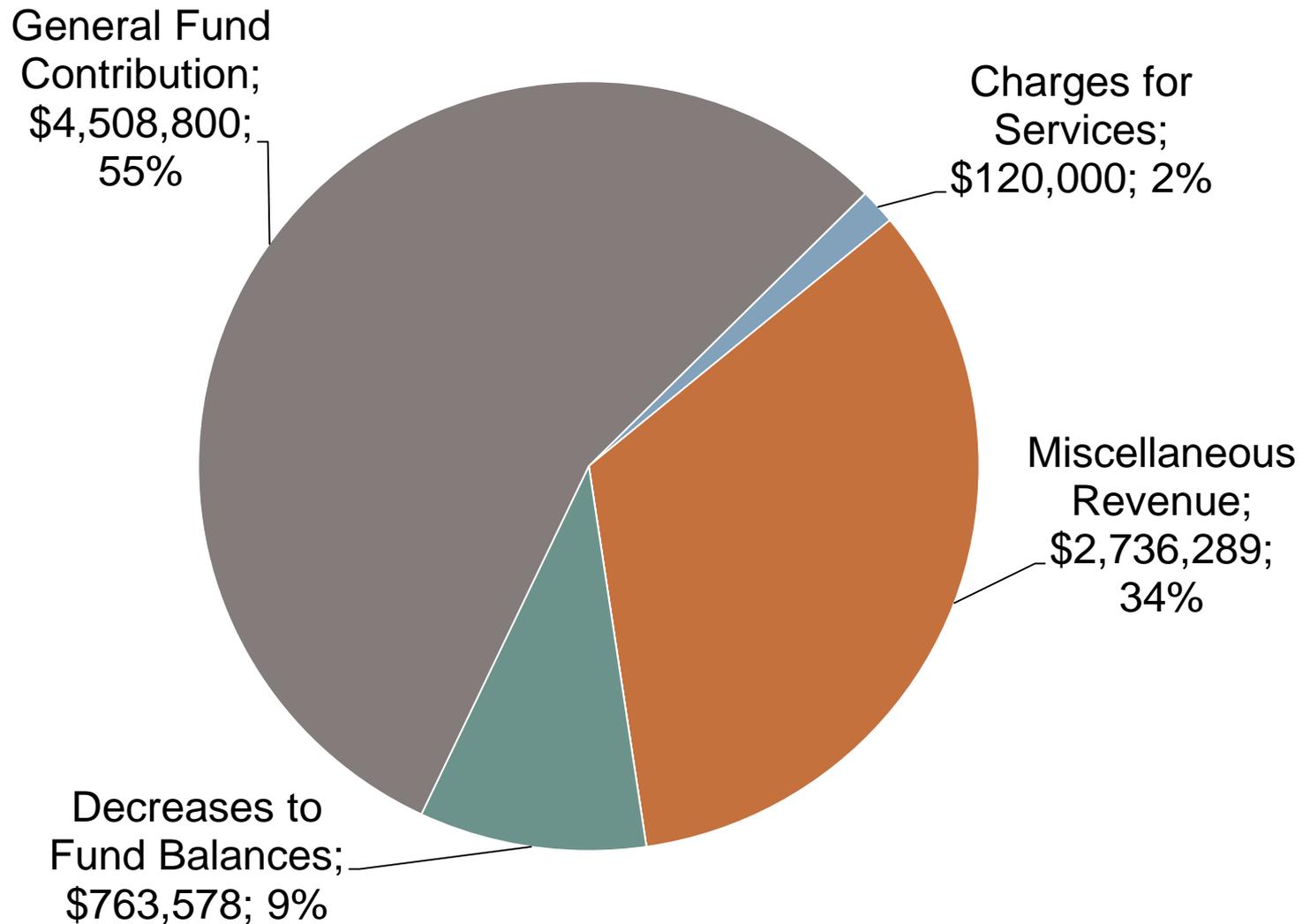
Overarching Business Trends

- Acquisition, development and retention of diverse talent, qualified to meet the demands of volatile business drivers and strategic organizational needs.
- Management of a fluid, multi-generational workforce - bridging the gap through training and succession planning.
- Administration of employee engagement and total compensation reward programs to foster positive morale and productivity.
- Negotiating labor contracts in a post recession fiscal environment – managing expectations.
- Minimizing the loss of institutional knowledge due to retirements through succession planning and mentoring of employees.

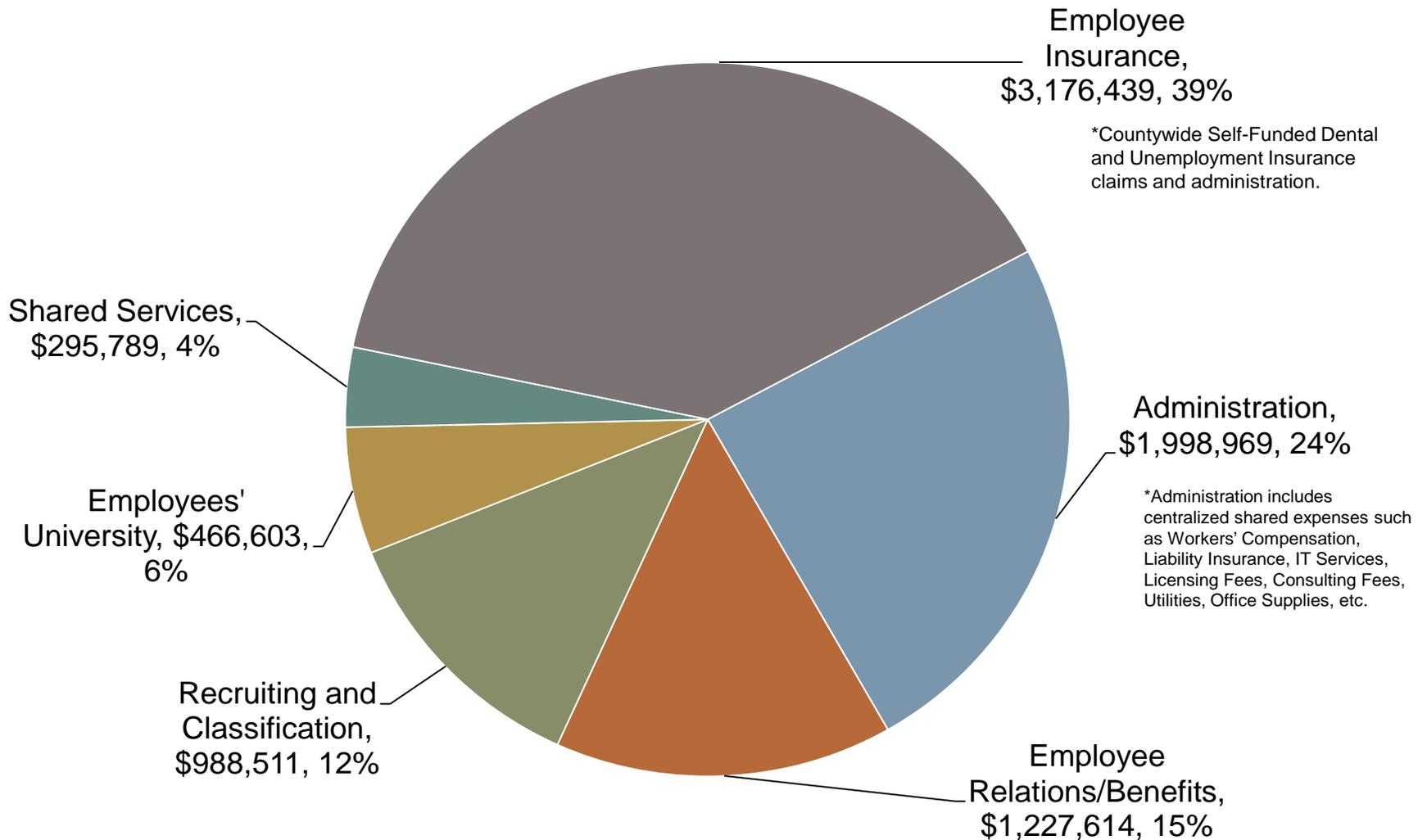
Summary

- Operating: \$8,145,000
- Capital: \$0
- General Fund: \$4,508,800
- FTEs: 26
- Use of One-Time for Ongoing Operations: \$414,892
- Service level reductions: \$0
- Expansion requests: \$725,841

FY 16-17 Source of Funds

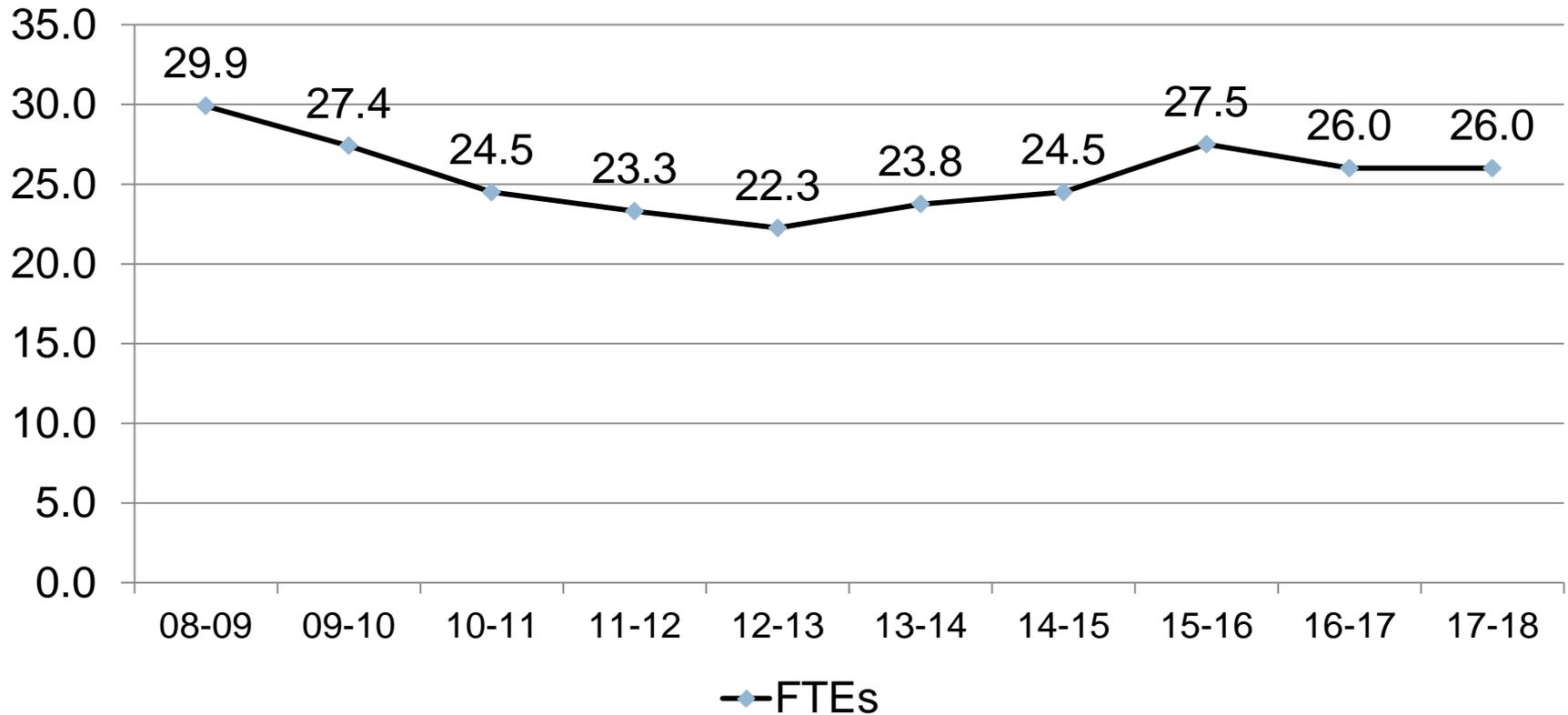


FY 16-17 Use of Operating Funds

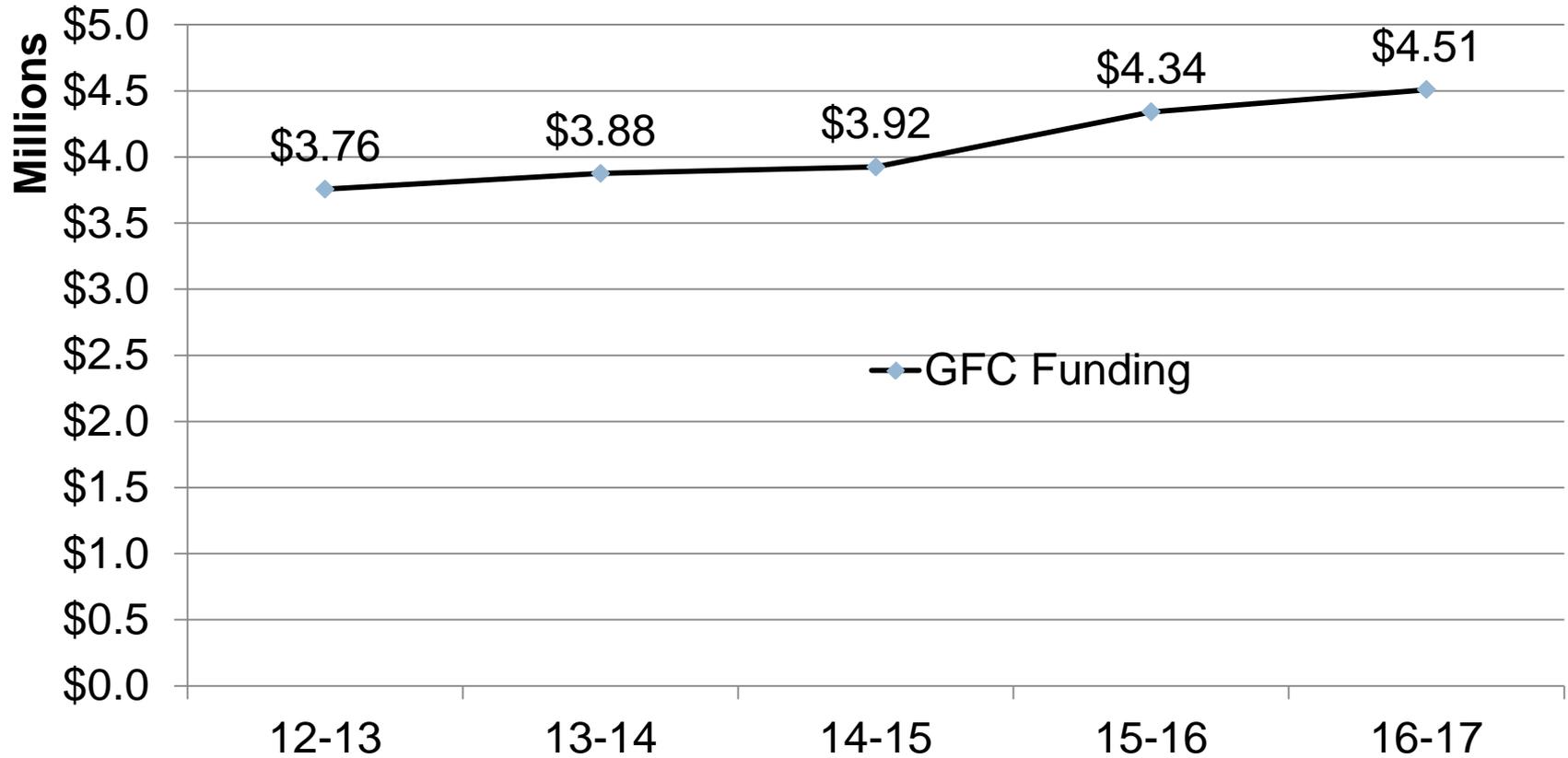


Staffing Summary

- # FTE FY '15-'16 Adopted
- # FTE FY '16-'17 Recommended; FY '17-'18 Proposed



GFC 5-Year Summary



FY 2015-2016 Anticipated Accomplishments

- Initiated unrepresented executive and management classification salary plan
- Initiated a review of the Civil Services Rules to improve clarity, application consistency, and update terminology to reflect industry standards.
- Developed a County-wide new employee orientation program to enhance new employees' experience of joining the County workforce and to positively impact productivity and engagement. Set a target of orienting 70 new employees by fiscal year end.
- Implemented the Affordable Care Act (ACA) for employee health coverage and a system for employee mandated reporting requirement.
- Delivered 320 hours of live, instructor-led training and 2,109 unlimited access licenses to on-line training content to employees and managers.
- Provided AB1825 sexual harassment compliance training to all leads, supervisors, and managers. Targeting a completion rate of 100% within the mandated 24 month training period.

FY 2015-2016 Anticipated Accomplishments (Continued)

- Initiated social media recruitment and outreach campaign, including weekly e-mail to all County employees and achieved great success with 1686 likes on Facebook, 2339 connections on LinkedIn, and 158 Twitter followers.
- Recruited and placed 352 new employees.
- Negotiated equity adjustments for approximately 560 employees in 40 job classifications represented by 3 unions to enhance recruitment and retention.
- Implemented innovative compensation incentives for UAPD-represented County physicians to assist the Public Health and Behavioral Wellness Departments begin to address a critical shortage of doctors.
- Implemented a Surgical Medical Travel program which is estimated to result in a 45% - 60% decrease in surgery costs for major surgeries undertaken through this program. This will result in direct savings to the health insurance program.
- Implemented an annual Total Rewards Compensation Statement for all employees to emphasize the total value of all compensation and rewards received from the County.

FY 2016-2018 Objectives

- Through cross department collaboration, implement strategies to systematically review and ensure consistent application of current HR practices.
- Finalize changes to Civil Service Rules, update policies and procedures impacted by these changes, and communicate impact to HR professionals and other key stakeholders.
- Leverage technology to enhance the onboarding process and experience for new employees.
- Implement talent acquisition and engagement strategies to attract and retain top talent.
- Revitalize training and expand organizational development efforts to provide intentional and strategic programming that engages and develops diverse County-wide talent.
- Identify skill gaps between talent in place and talent needed for the future.

FY 2016-2018 Objectives (Continued)

- Negotiate 8 fair successor collective bargaining agreements within Board of Supervisors budgetary authority.
- Relaunch Employee Assistance Program as an extension of HR services.
- Launch Wellvolution - a County-wide employee wellness program.

Performance Measures

Description	2013-'14 Actual	2014-'15 Actual	2015-'16 Est. Act	2016-'17 Rec.	2017-'18 Prop
• Average number of business days between approval of a recruitment requisition and certification of list	N/A	80 days	69 days	65 days	60 days
• High employee satisfaction of new hire/onboarding process	N/A	N/A	75% rated 5 out of 5	80% rated 5 out of 5	95% rated 5 out of 5
• High client satisfaction with the recruitment process	N/A	97%	93%	95%	95%
• Provide Total Rewards Statements to all employees	N/A	N/A	100% of eligible employees	100% of eligible employees	100% eligible employees
• Participation in Wellvolution employee wellness program	N/A	N/A	N/A	40% of eligible employees	At least 75% retention rate

FY 16-17 Efficiencies

- Realigning HR administrative/clerical functions to eliminate redundancy, increase productivity, and better manage expenditures (supplies/services).
- Implement a new service delivery model to provide tailored and consistent HR services (e.g. recruitment) and improve coordination and collaboration with departments.
- Improve HR responsiveness to employees, departments, and the public by increasing accessibility of HR staff (expansion of office hours and elimination of third-party phone service).

Service Level Reductions

NONE

Key Challenges and Emerging Issues

- Simultaneous negotiation of 8 labor contracts in a post-recession environment within existing staff levels.
- Increased diversity in the County workforce, due to multi-generational demographics, will require the development of greater cultural awareness and competence from managers to successfully lead in this environment.
- The increasing number of County positions that are vulnerable to retirement will result in the need to develop progressive classification, compensation, and succession planning programs.
- Improving the use and availability of workforce data and statistics to enhance program evaluation, strategic planning, and decision making.
- Promoting and increasing the use of online resources as a more efficient, timely and cost-effective method of training delivery to a geographically dispersed and disparate audience.
- Identifying and addressing employee skill gaps to enhance performance and prepare employees for the next level.
- Development of a total reward compensation program that will enable the County to attract talent in an increasingly competitive external labor market.

Budget Enhancement Requests

- **Add 1 Full-Time Recruiter position at a cost of \$134,100**
 - Improving recruitment services was identified by County department heads as the number one priority for HR.
 - The improving economy, increased County turnover and shrinking workforce are impacting HR's ability to effectively attract the necessary talent to fill County vacancies.
 - In FY 15-16 we expect to fill 352 positions, but we anticipate losing 390 employees, which means we are falling behind by almost 10%.
- **Add 1 Full-Time Assistant Training Manager at a cost of \$134,100**
 - Refreshing and expanding training provided through the Employees' University (EU) is the second highest priority identified by department heads.
 - The increasing pace of retirements and the resulting influx of new employees requires a robust training program to ensure the County's capacity to deliver quality services to our residents.
 - Additional focus on compliance training and supervisor and manager selection and development programs, requires dedicated resources to implement.

Budget Enhancement Requests

- **Add 1 Full-Time Labor Relations Manager position at a cost of \$155,400**
 - Employee Relations is currently facing what are anticipated to be difficult, complex, and protracted negotiations for successor agreements with 8 employee groups representing 3,363 employees or 85% of employees whose contracts expire over the next 6 to 12 months.
 - This will ensure HR's ability to proactively and strategically manage negotiations that collectively represent approximately \$369 million in salary and benefits expenditures.
 - Employee Relations staff are responsible for investigations and consultations with departments to proactively resolve a wide variety of employee relations issues. This position is critical for managing this workload.
- **Increase a .5 FTE Administrative Office Professional in the Benefits Division to .75 FTE at a cost of \$29,000**
 - To comply with the newly mandated Affordable Care Act (ACA) requirements and to avoid associated penalties of \$8 million, HR Benefits must now track 400+ Extra-Help employees' hours to determine ACA eligibility and manage the enrollment of qualified Extra-Help employees into insurance programs.
 - The new requirements exceed the time allotment of our part-time regular employee.
 - HR is requesting to use the ongoing commission revenue from the Coast-2-Coast Prescription Drug discount program to cover the cost of the additional .25 FTE.

Budget Enhancement Requests

- Add 1 Full-Time Compensation Analyst at a cost of \$134,000.
 - Developing market based compensation structures was identified by County Department Heads as one of the top 3 priorities for HR. This position will enhance the ability of the County to develop fiscally sustainable compensation plans that enhance the County's ability to attract and retain highly qualified employees.
- Add 2 Full-Time Office Professionals at a cost of \$145,898.
 - Adding additional administrative support will enhance the effectiveness of HR services and increase HR's responsiveness to customer requests and key projects, by allowing HR staff to focus on and devote more time to their primary responsibilities.

Summary

With the support of the BOS/CEO, adequate staff resources, and collaboration with County departments, HR aims to elevate customer service, expedite service delivery, and enhance the employee experience through:

- Acquiring talent to fill vacant positions County-wide;
- Implementing a New Employment Orientation Program to better acclimate new employees to County service;
- Implementing a “Total Rewards” approach to employee compensation to show the true investment in our employees;
- Implementing the Wellvolution program – a comprehensive employee health and wellness program;
- Assigning specific staff to departments to provide personal service and attention and a seamless experience;
- Navigating the changing landscape of the Affordable Care Act’s employer mandates and the implications and potential impacts on the County;
- Providing intentional and targeted training opportunities that engage, motivate, and inspire employees to provide world class service to the community.