

Human Resources



RECOMMENDED BUDGET & STAFFING SUMMARY & BUDGET PROGRAMS CHART

Operating	\$ 8,599,700
Capital	\$0
FTEs	30.75



Human Resources

MISSION STATEMENT

To promote a County culture where our employees can do their best work, so our community can live its best life.

DEPARTMENT DESCRIPTION

The Human Resources Department (HR) is responsible for implementing strategic workforce policies and programs that support the directives of the Board of Supervisors, CEO, and the mission, goals, and objectives of the various County departments. HR serves as a strategic business partner to all departments to promote an organizational culture that engages County employees to effectively deliver services that allow the Santa Barbara community to thrive.

HR is comprised of six budget programs:

1. **Administration & Operations** – This budget program provides administrative, fiscal, and operational oversight and services to HR to ensure that the department is responsive to the needs of the Board of Supervisors, CEO, and our customers.
2. **Employee Relations** – This budget program is responsible for overseeing the relationship and negotiations with labor organizations throughout the County; compliance with all federal, state, and local laws, regulations, and policies and programs regarding diversity, inclusion and equal employment, discrimination, and harassment; and administering County Civil Service Rules.
3. **Employment & Workforce Planning** – This budget program assists County departments in meeting their goals by acquiring the most qualified candidates to fill a wide variety of County positions and providing assistance and guidance to departments in ensuring each department has the workforce supply necessary to meet current and future requirements.
4. **Organizational & Talent Development** – This budget program focuses on empowering, and inspiring employees of the County to provide exceptional public service by offering high-quality technical, professional and leadership development, based on four pillars of learning; Leading Self, Leading Others, Leading Programs, and Leading County. Services are delivered through a variety of methods including partnerships with colleges and universities, on-line resources, and on-site courses through the Employees' University (EU).
5. **Benefit & Wellness** – This budget program provides relevant benefit options for County employees that are comprehensive and accessible; offering programs and resources critical for a healthy workforce that is best positioned for success.
6. **Employee Insurance** – This budget program provides coverage to County employees for Unemployment Insurance and dental coverage for those employees enrolled in the Self-Funded Dental Insurance program.

HIGHLIGHTS OF 2020-21 OBJECTIVES

- **Redesign** - Implement upgrades to the County HR Information Management System.
- **Rebalance** - Begin negotiations for successor MOUs with SEIU Local 620, SEIU Local 721, the Engineers and Technicians Association, the Deputy District Attorneys Association, and the Civil Attorneys Association.
- **Redesign** - Invest in workforce data and analytics to meet workforce planning needs.
- **Retain** - Obtain Western Association of Schools and Colleges (WASC) Accreditation and Launch MPA Degree Program onsite at the EU.
- **Retain** - Launch the County Wellness and Diversity & Inclusion Programs.
- **Redesign** - Implement leave administration automation to better serve customers and mitigate risk.

Human Resources

HIGHLIGHTED RENEW 2022 INITIATIVES

Implementation in FY 2020-21

Big Picture Goal

FY 2020-21 Initiatives

RE-DESIGN

Implement Digital Solutions to Transform How We Work

- Improve department technology to support HR service delivery and management of data.
- Increase utilization of existing technology, consolidate systems, and maximize impact.

RE-BALANCE

Establish Strong Internal Controls for Operating Effectiveness

- Finalize changes to Civil Service Rules and Administrative Policies.
- Sustain HR Summit & HR Academy Certificate Program.
- Implement Management Compensation Policy Changes.

RESPOND

Create a Feedback Culture for the Sake of Transparency

- Develop Department Data Dashboards with existing data points.
- Expand Employment & Workforce Planning customer satisfaction surveys.

RETAIN

Keep Top Talent Inspired to Retain & Engage a Creative Workforce

- Design and launch County Internship Program.
- Explore affordable dependent health insurance options.
- Deploy on-line Masters in Public Health (MPH) program in partnership with California State University Northridge (CSUN).

Human Resources

RENEW 2022 BIG PICTURE GOALS

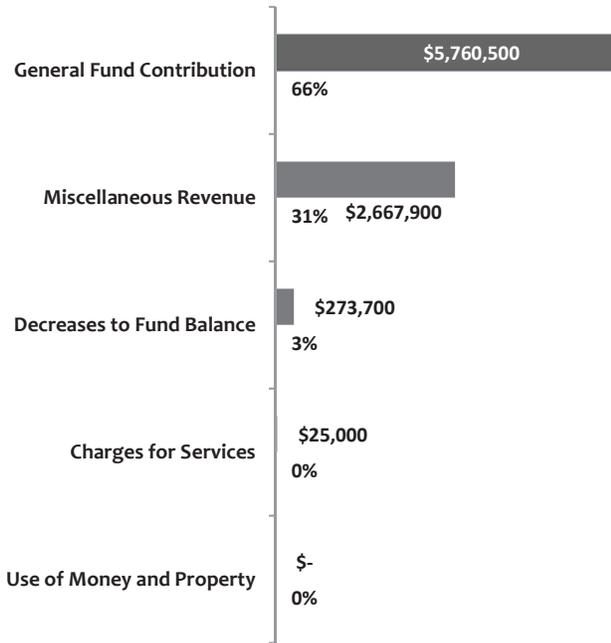
Human Resources will implement the following initiatives in FY 2020-21 to achieve the 6 countywide Big Picture Goals:

Big Picture Goal	FY 2020-21 Initiatives
RE-DESIGN	
Evaluate and migrate County services online	<ul style="list-style-type: none">• Redesign and automate existing Leave of Absence Billing process in preparation to outsource the billing and accounts receivable process to a Third Party Administrator.• Automate Employee Organizational & Talent Development (OTD) self-registration to improve efficiency, increase training compliance, and attendance.
Train County employees in County-provided process improvement training	<ul style="list-style-type: none">• Establish Countywide Process Improvement Academy.
RE-BALANCE	
Enhance financial resiliency	<ul style="list-style-type: none">• Continue to utilize staff efficiently and effectively, avoid costs where appropriate and reduce costs while maintaining and enhancing service levels.
RESPOND	
Conduct an internal customer service survey	<ul style="list-style-type: none">• Participate in County internal customer service survey.
RETAIN	
Facilitate the participation of managers in a leadership development program	<ul style="list-style-type: none">• Launch the Leadership Framework with comprehensive learning tracks to build competencies and leadership skills at all levels of the organization.
Retain new employees during their first 5 years of employment	<ul style="list-style-type: none">• Create a blueprint for an Employee Performance Appraisal System to cultivate a feedback culture.

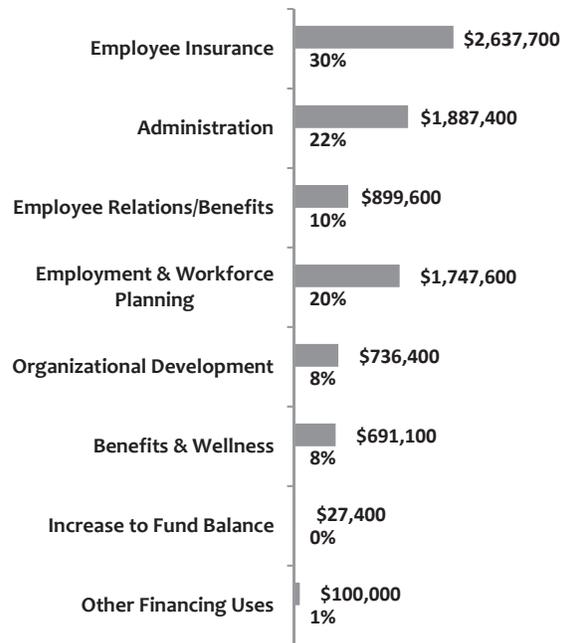
Human Resources

RECOMMENDED SOURCES & USES OF FUNDS

Source of Funds - \$8,727,100

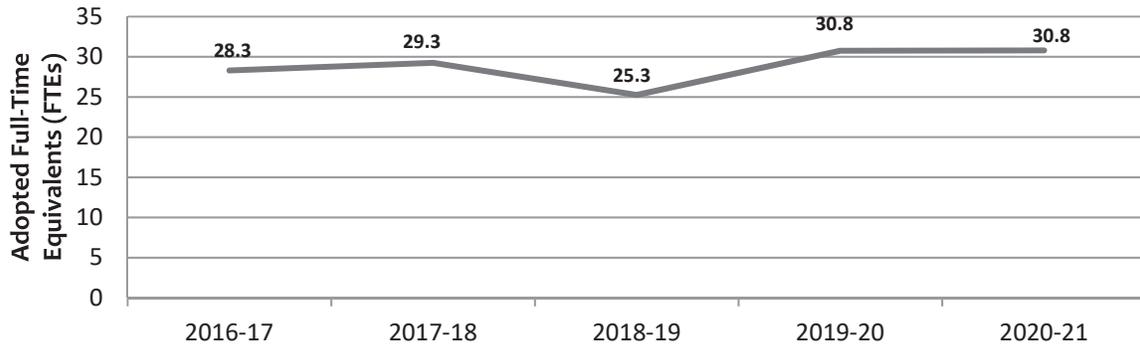


Use of Funds - \$8,727,100



STAFFING TREND

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.



Human Resources

BUDGET OVERVIEW

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Administration & Operations	4.87	7.00	7.00	6.00	(1.00)
Employee Relations	4.46	5.00	5.00	5.00	-
Employment & Workforce Planning	4.90	10.00	10.00	10.75	0.75
Organizational & Talent Development	2.25	4.00	4.00	4.00	-
Benefits and Wellness	5.89	4.75	4.75	5.00	0.25
Unallocated	0.19	-	-	-	-
Total	22.56	30.75	30.75	30.75	-
Budget By Budget Program					
Administration & Operations	\$ 1,921,707	\$ 1,614,200	\$ 1,668,700	\$ 1,887,400	\$ 273,200
Employee Relations	1,295,472	982,400	920,800	899,600	(82,800)
Employment & Workforce Planning	957,851	1,672,900	1,878,200	1,747,600	74,700
Organizational & Talent Development	512,932	723,400	757,800	736,400	13,000
Benefits and Wellness	589,189	629,600	639,800	691,000	61,400
Employee Insurance	3,288,368	2,986,500	2,692,100	2,637,700	(348,800)
Unallocated	425	-	-	-	-
Total	\$ 8,565,944	\$ 8,609,000	\$ 8,557,400	\$ 8,599,700	\$ (9,300)
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 4,063,199	\$ 4,642,000	\$ 4,910,600	\$ 4,677,200	\$ 35,200
Services and Supplies	1,291,468	853,500	806,100	948,600	95,100
Other Charges	3,211,277	3,113,500	2,840,700	2,973,900	(139,600)
Total Operating Expenditures	8,565,944	8,609,000	8,557,400	8,599,700	(9,300)
Other Financing Uses	5,643	-	-	100,000	100,000
Increases to Fund Balances	-	241,900	777,300	27,400	(214,500)
Fund Balance Impact (+)	225,206	-	52,000	-	-
Total	\$ 8,796,794	\$ 8,850,900	\$ 9,386,700	\$ 8,727,100	\$ (123,800)
Budget By Categories of Revenues					
Use of Money and Property	\$ 49,569	\$ 13,400	\$ 26,500	\$ -	\$ (13,400)
Intergovernmental Revenue	1	-	68,900	-	-
Charges for Services	220,424	227,500	200,400	25,000	(202,500)
Miscellaneous Revenue	3,131,498	3,211,500	3,481,700	2,667,900	(543,600)
Total Operating Revenues	3,401,491	3,452,400	3,777,500	2,692,900	(759,500)
Intrafund Expenditure Transfers (-)	-	-	31,100	-	-
Decreases to Fund Balances	201,689	234,900	414,400	273,700	38,800
General Fund Contribution	4,841,200	5,163,600	5,163,700	5,760,500	596,900
Fund Balance Impact (-)	352,414	-	-	-	-
Total	\$ 8,796,794	\$ 8,850,900	\$ 9,386,700	\$ 8,727,100	\$ (123,800)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Human Resources

CHANGES & OPERATIONAL IMPACT: 2019-20 ADOPTED TO 2020-21 RECOMMENDED

Staffing

- No change to FTE

Expenditures

- Net operating expenditure decrease of -\$9,300:
 - -\$139,600 decrease primarily due to the transfer of the County Unemployment Self-Insurance Fund administration from HR Employee Insurance to CEO Risk Management (\$599.6k) offset by anticipated increases in Self-Funded Dental Claims (\$210k), General Liability Premiums (\$140k), IT Services (\$103k) and other miscellaneous increases (\$7k).
 - +\$35,200 increase to Salaries and Benefits due to increased labor costs.
 - +\$95,100 increase to Services and Supplies primarily due to increases in programmatic expenditures such as the development and implementation of the County Wellness Program, County Diversity & Inclusion Program, Leadership Development Framework, and modernizing recruitment advertising, which is partially offset by decreased usage of consulting services.
- Net non-operating expenditure decrease of -\$114,800 due to:
 - +\$100,000 increase in transfers to General Services for space optimization.
 - -\$214,500 reduction in contributions to fund balance, primarily due to the transfer of the County Unemployment Self-Insurance Fund administration from HR Employee Insurance to CEO Risk Management (\$162.2k) and a decrease in the Self-Funded Dental Fund (\$52.3k).

These changes result in recommended operating expenditures of \$8,599,700, non-operating expenditures of \$127,400, and total expenditures of \$8,727,100.

Revenues

- Net operating revenue decrease of -\$759,500:
 - -\$543,600 decrease to Miscellaneous Revenue due primarily to the transfer of the County Unemployment Self-Insurance Fund administration from HR Employee Insurance to CEO Risk Management (\$763.7k) offset by an increase to the Self-Funded Dental (\$219.1k).
 - -\$202,500 decrease to Charges for Services related to a Board budget policy to “Where feasible, eliminate the practice of Central Service Departments directly charging Special Revenue Funds for services provided...”
 - -\$13,400 decrease in anticipated Interest Income due to the transfer of the County Unemployment Self-Insurance Fund administration from HR Employee Insurance to CEO Risk Management and anticipated decreases in the Self-Funded Dental Fund.
- Net non-operating revenue increase of +\$635,700:
 - +\$596,900 increase to General Fund contribution due to increases in Salaries & Benefits, Liability Insurance premiums and in accordance with the Board budget policy referenced above “The CEO’s Office will recommend an allocation of General Fund Contribution to offset the lost direct charge revenue in the Central Service Departments.”
 - +\$38,800 increase to the use of Fund Balance for one-time expenditures

These changes result in recommended operating revenues of \$2,692,900, non-operating revenues of \$6,034,200 and total revenues of \$8,727,100. Non-operating revenues primarily include General Fund Contribution and changes to fund balances.

Human Resources

RELATED LINKS

For more information on the Human Resources Department, please refer to the Web site at <http://cosb.countyofsb.org/hr/>

Human Resources

PERFORMANCE MEASURES

Description	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Estimated Actual	FY 2020-21 Recommended
Administration & Operations				
Meet target of 15 business days, on average, between receipt of vendors to accurate payment.	NA	NA	NA	15 Days
Meet target of 75% of HR services placed on-line.	NA	NA	NA	75%
Meet target of 80% of new employees retained during their first year (voluntary turnover only).*	86% 280/326	87% 387/443	90% 450/500	80% 360/450
Employee Relations				
Achieve a response rate of 50% of survey respondents who rate their level of overall engagement and satisfaction at 3 out of 5 or better.	NA	NA	NA	50% 500/1000
Meet target of 60 business days on average between opening and closing investigations.	NA	NA	68 Days	60 Days
Employment Workforce Planning				
Meet target of 35 business days, on average, between approval of a recruitment requisition and list certification*.	38 Days	75 Days	46 Days	35 Days
Number of recruitments per Senior Recruiter.	NA	NA	40	50
Meet target of 45 business days, on average, from receipt of valid reclassification request to classification determination.	NA	NA	NA	45 Days
Organizational & Talent Development				
Increase percentage of unique trainees by 5% at the Employees' University.	+23.4% 832	-1.7% 818	+3.5% 850	+5% 893
Achieve a rate of 85% participation of new hires attending the New Employee Welcome (NEW).	NA	NA	75% 300/400	85% 340/400
Achieve a rate of 30% of all County Managers and Executives participating in a leadership development program (countywide or department sponsored).	NA	NA	NA	30% 90/300
Benefit and Wellness				
Increase enrollment in Wellness Programs by 20%.	NA	NA	NA	20%
Reduce the number of benefits queries via email and phone calls per Benefits staff by 10%.	NA	NA	1100	10% 990
Increase the number of Employees who are utilizing the SmartCare app by 10%.	NA	NA	1900	10% 2090

* Designates performance measures that carried forward from FY 2019-20. The remainder are new and FY20-21 data will be used to establish a baseline for comparison in future years.

Human Resources

ADMINISTRATION & OPERATIONS BUDGET PROGRAM

This budget program provides administrative, fiscal, and operational oversight and services to HR to ensure that the department is responsive to the needs of the Board of Supervisors, CEO, and our customers.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIRECTOR	0.85	1.00	1.00	1.00	-
DIVISION MANAGER	0.12	-	-	-	-
ASST DEPT LDR-EXEC	0.07	-	-	-	-
DIVISION CHIEF	0.22	1.00	1.00	1.00	-
HR ANALYST	0.16	1.00	1.00	-	(1.00)
FISCAL MANAGER	1.00	1.00	1.00	1.00	-
EDP SYS & PROG ANLST	1.00	1.00	1.00	-	(1.00)
TEAM/PROJECT LDR-GEN	0.05	-	-	-	-
DEPT BUS SPEC	0.15	-	-	1.00	1.00
EXECUTIVE SECRETARY	0.83	1.00	1.00	1.00	-
ADMN OFFICE PRO SR-RES	0.41	1.00	1.00	1.00	-
Total	4.87	7.00	7.00	6.00	(1.00)

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 1,090,342	\$ 1,062,500	\$ 1,120,000	\$ 1,037,600	\$ (24,900)
Services and Supplies	534,172	282,100	277,400	326,900	44,800
Other Charges	297,193	269,600	271,300	522,900	253,300
Total Operating Expenditures	1,921,707	1,614,200	1,668,700	1,887,400	273,200
Other Financing Uses	-	-	-	100,000	100,000
Increases to Fund Balances	-	-	100	-	-
Total Expenditures	\$ 1,921,707	\$ 1,614,200	\$ 1,668,800	\$ 1,987,400	\$ 373,200
Budget By Categories of Revenues					
Miscellaneous Revenue	4	-	-	-	-
Total Operating Revenues	4	-	-	-	-
Decreases to Fund Balances	201,689	118,500	325,500	245,000	126,500
General Fund Contribution	1,707,300	1,495,700	1,495,700	1,742,400	246,700
Total Revenues	\$ 1,908,993	\$ 1,614,200	\$ 1,821,200	\$ 1,987,400	\$ 373,200

Human Resources

ADMINISTRATION & OPERATIONS BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

- Provided workforce data to support the on-going Countywide Operational Reviews for seven departments.
- Completed the redesign and roll-out of the new HR Internet and Intranet websites to improve content, navigation and access to information.
- Updated and provided staff training on administrative and fiscal control policies to ensure compliance with County purchasing and internal control policies.
- Implemented Annual HR Summit and designed and launched HR Academy Certificate Program.

2020-21 Objectives

- Implement upgrades to the County Human Resource Information Management System such as Manager and Employee Self Service to better serve our customers.
- Establish cadence for service level and performance reporting.
- Improve technology to support HR service delivery and management of data.
- Increase utilization of existing technology, consolidate systems, and maximize impact.
- Develop Department Data Dashboards with existing data points.

Human Resources

EMPLOYEE RELATIONS BUDGET PROGRAM

This budget program is responsible for overseeing the relationship and negotiations with labor organizations throughout the County; compliance with all federal, state, and local laws, regulations, and policies and programs regarding diversity, inclusion and equal employment, discrimination, and harassment; and administrating County Civil Service Rules.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIVISION MANAGER	0.88	1.00	1.00	1.00	-
HR MANAGER	0.05	2.00	2.00	3.00	1.00
ENTERPRISE LDR-GEN	1.00	1.00	1.00	-	(1.00)
DEPT BUS SPEC	1.42	-	-	1.00	1.00
ADMN OFFICE PRO SR-RES	1.10	1.00	1.00	-	(1.00)
Total	4.46	5.00	5.00	5.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 1,198,718	\$ 884,400	\$ 873,200	\$ 867,700	\$ (16,700)
Services and Supplies	78,505	93,000	44,700	27,800	(65,200)
Other Charges	18,250	5,000	2,900	4,100	(900)
Total Operating Expenditures	1,295,472	982,400	920,800	899,600	(82,800)
Total Expenditures	\$ 1,295,472	\$ 982,400	\$ 920,800	\$ 899,600	\$ (82,800)
Budget By Categories of Revenues					
Charges for Services	135,244	107,500	87,400	-	(107,500)
Miscellaneous Revenue	19,123	-	-	-	-
Total Operating Revenues	154,366	107,500	87,400	-	(107,500)
Decreases to Fund Balances	-	31,400	31,400	-	(31,400)
General Fund Contribution	1,429,500	843,500	843,600	899,600	56,100
Total Revenues	\$ 1,583,866	\$ 982,400	\$ 962,400	\$ 899,600	\$ (82,800)

Human Resources

EMPLOYEE RELATIONS BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

- Prepared a revision to the County Code of Ordinances relating to Personnel which has largely been unchanged since 1971, and will serve as the foundation for modernization of the Civil Service Rules.
- Developed and distributed an Employee Handbook for County Employees.
- Appointed a Diversity, Inclusion and Equal Opportunity Manager charged with implementing proactive programs to promote diversity and prevent discrimination claims.
- Conducted proactive training on EEO, Diversity, Inclusion and Cultural risks topics to all 60 Fire Captains. Purpose of the training was to promote dialogue and competency in addressing sensitive topics.
- Established an Alternate Workers' Compensation Dispute Prevention and Resolution Pilot Program with the Firefighters Association in order to reduce workers compensation disputes and provide prompt treatment and early return to work.
- Prepared a County Employee Poll Worker policy for Board implementation to assist the Elections Division staff with elections.
- Designed and implemented an employee exit survey.

2020-21 Objectives

- Begin negotiations for successor MOUs with SEIU Local 620, SEIU Local 721, the Engineers and Technicians Association, the Deputy District Attorneys Association, and the Civil Attorneys Association.
- Complete a survey of Departments to identify potential changes to the negotiated MOUs that help departmental operations.
- Explore affordable dependent health insurance options for successor MOU negotiations.
- Finalize potential changes to the Civil Service Rules and Administrative Policy Manual for negotiation with all labor groups.
- Review options to address the unique needs of PEPRA employees.
- Develop and implement a Diversity and Inclusion plan.
- Initiate activities to increase engagement around diversity in the workplace by creating a Diversity and Inclusion training for leaders; Unconscious Bias training; Coffee Series (open dialogue with individuals from diverse backgrounds), and NEW presentation (introduction to new employees).
- Establish a set of data points for investigations to identify trends and risks.

Human Resources

EMPLOYMENT & WORKFORCE PLANNING BUDGET PROGRAM

This budget program assists County departments in meeting their goals by acquiring most qualified candidates to fill a wide variety of County positions and providing assistance and guidance to departments in ensuring each department has the workforce supply necessary to meet current and future requirements.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIVISION MANAGER	0.68	1.00	1.00	1.00	-
HR MANAGER	1.44	3.00	3.00	2.00	(1.00)
HR ANALYST	0.84	4.00	4.00	4.00	-
ADMN OFFICE PRO	-	-	-	0.75	0.75
TEAM/PROJECT LDR-GEN	0.06	-	-	-	-
DEPT BUS SPEC	0.56	2.00	2.00	2.00	-
EXECUTIVE SECRETARY	0.16	-	-	-	-
ADMN OFFICE PRO SR-RES	0.91	-	-	-	-
ADMINISTRATIVE LDR-GEN	0.26	-	-	-	-
PROGRAM ADMINISTRATOR	-	-	-	1.00	1.00
Total	4.90	10.00	10.00	10.75	0.75

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 801,456	\$ 1,490,200	\$ 1,701,200	\$ 1,553,800	\$ 63,600
Services and Supplies	149,501	178,300	172,200	187,800	9,500
Other Charges	6,894	4,400	4,800	6,000	1,600
Total Operating Expenditures	957,851	1,672,900	1,878,200	1,747,600	74,700
Total Expenditures	\$ 957,851	\$ 1,672,900	\$ 1,878,200	\$ 1,747,600	\$ 74,700
Budget By Categories of Revenues					
Intergovernmental Revenue	-	-	68,900	-	-
Total Operating Revenues	-	-	68,900	-	-
Decreases to Fund Balances	-	44,000	44,000	-	(44,000)
General Fund Contribution	856,300	1,628,900	1,628,900	1,747,600	118,700
Total Revenues	\$ 856,300	\$ 1,672,900	\$ 1,741,800	\$ 1,747,600	\$ 74,700

Human Resources

EMPLOYMENT & WORKFORCE PLANNING BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

- Successful implementation of Phase 2 of the County of Santa Barbara Passport to Public Service Program, partnering with Santa Barbara California Adult Education Program (CAEP) Consortium, hiring 7 interns in 4 County departments, through grant funding.
- Partnered with the county departments to begin phase one of the automated onboarding platform through NEOGOV, to create an effective on-boarding experience for all new employees.
- Designed and implemented customer satisfaction surveys for all county recruitments to collect customer feedback for continued improvements.
- Implemented automation tools to enhance and/or streamline the County's recruiting efforts by creating a new requisition process, conducting paperless interviews, text messaging as a way of communication to applicants, created QR codes for applicants to apply for positions on their mobile devices.
- Created a social media brand which platformed on Instagram, Twitter, and Facebook.
- Launched Santa Barbara Housing Trust Program
- Created 12 templates for management recruitments.
- Enhanced recruiting services by offering a menu of services for departments prior to, during and after a recruitment.
- Launched the pilot to modernize County advertising strategy.

2020-21 Objectives

- Invest in workforce data and analytics to meet workforce planning needs.
- Expand Employment & Workforce Planning customer satisfaction surveys.
- Design a new job analysis questionnaire form, process, and training to streamline the reclassification request protocol.
- Design County Internship Program.
- Create a new testing structure for Office Professional Series recruitments.
- Enhance background check process for non-safety employees assigned to jail facilities.
- Establish service and performance reporting with necessary technology and data requirements.
- Launch NeoGov on-boarding module.
- Implement Management Compensation Policy changes.

Human Resources

ORGANIZATIONAL & TALENT DEVELOPMENT BUDGET PROGRAM

This budget program focuses on empowering, and inspiring employees of the County to provide exceptional public service by offering high-quality technical, professional and leadership development based on four pillars of learning; Leading Self, Leading Others, Leading Programs, and Leading County. Services are delivered through a variety of methods including partnerships with colleges and universities, on-line resources, and on-site courses through the Employees' University (EU).

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIVISION MANAGER	0.32	1.00	1.00	1.00	-
HR MANAGER	1.00	1.00	1.00	1.00	-
ENTERPRISE LDR-GEN	0.04	-	-	-	-
ADMN OFFICE PRO	-	1.00	1.00	1.00	-
DEPT BUS SPEC	-	1.00	1.00	1.00	-
ADMN OFFICE PRO SR-RES	0.89	-	-	-	-
Total	2.25	4.00	4.00	4.00	-

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 406,041	\$ 580,800	\$ 604,000	\$ 582,600	\$ 1,800
Services and Supplies	84,041	115,000	135,900	130,200	15,200
Other Charges	22,850	27,600	17,900	23,600	(4,000)
Total Operating Expenditures	512,932	723,400	757,800	736,400	13,000
Other Financing Uses	5,643	-	-	-	-
Total Expenditures	\$ 518,575	\$ 723,400	\$ 757,800	\$ 736,400	\$ 13,000
Budget By Categories of Revenues					
Use of Money and Property	-	-	2,200	-	-
Intergovernmental Revenue	1	-	-	-	-
Charges for Services	85,180	120,000	113,000	25,000	(95,000)
Total Operating Revenues	85,181	120,000	115,200	25,000	(95,000)
Decreases to Fund Balances	-	1,500	1,500	-	(1,500)
General Fund Contribution	330,500	601,900	601,900	711,400	109,500
Total Revenues	\$ 415,681	\$ 723,400	\$ 718,600	\$ 736,400	\$ 13,000

Human Resources

ORGANIZATIONAL & TALENT DEVELOPMENT BUDGET PROGRAM (CONT'D)

2019-20 Anticipated Accomplishments

- Architected and implemented the Leadership Certificate “pilot” Program with a cohort of 12 participants in support of the County’s Renew ‘22 “Retain” multiyear organizational transformation.
- Created an innovative yearlong New Employee Welcome (NEW) program and engaged 209 new hires who achieved 100% compliance training completion.
- Designed and launched the Leadership Framework with comprehensive learning tracks to build competencies and leadership skills at all levels of the organization.
- Collaborated with the executive leadership team and implemented the “Black Belt” Process Improvement training and equipped 22 participants with tools to redesign the way we do our work.
- Completed the Succession Planning research in preparation for the development of the Countywide Success Development Program.
- Redesigned curriculum to align with strategic workforce planning.
- Partnered with departments to identify Learning Management System options.
- Launched online Masters in Public Health (MPH) program in partnership with Cal State Northridge (CSUN).

2020-21 Objectives

- Train 30% of managers in a County or Department sponsored leadership program.
- Create a blueprint for a performance appraisal system to cultivate a feedback culture.
- Partner with the executive leadership team to establish a countywide Process Improvement Academy in support of the County’s Renew ‘22 “Redesign” Goal.
- Obtain Western Association of Schools and Colleges (WASC) accreditation and launch MPA degree program onsite the EU.
- Automate employee OTD self-registration to improve efficiency, increase training compliance and attendance.
- Develop and implement a Subject Matter Expert Program to equip County employees to design and facilitate OTD courses.
- Launch a training catalog that aligns with organizational skill requirements.

Human Resources

BENEFIT AND WELLNESS BUDGET PROGRAM

This budget program provides relevant benefit options for County employees that are comprehensive and accessible; offering programs and resources critical for a healthy workforce that is best positioned for success.

Staffing

Staffing Detail By Budget Program	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
DIVISION MANAGER	1.33	1.00	1.00	1.00	-
HR MANAGER	1.54	-	-	-	-
HR ANALYST	0.67	-	-	-	-
PROGRAM/BUS LDR-GEN	0.48	-	-	-	-
ADMN OFFICE PRO	0.89	1.00	1.00	1.00	-
DEPT BUS SPEC	0.78	1.75	1.75	2.00	0.25
ADMN OFFICE PRO SR-RES	0.20	1.00	1.00	1.00	-
Total	5.89	4.75	4.75	5.00	0.25

FTE counts include regular staff only, and do not include extra help and contractors-on-payroll.

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Salaries and Employee Benefits	\$ 566,216	\$ 624,100	\$ 612,200	\$ 635,500	\$ 11,400
Services and Supplies	21,213	800	11,900	50,400	49,600
Other Charges	1,759	4,700	15,700	5,100	400
Total Operating Expenditures	589,189	629,600	639,800	691,000	61,400
Total Expenditures	\$ 589,189	\$ 629,600	\$ 639,800	\$ 691,000	\$ 61,400
Budget By Categories of Revenues					
Miscellaneous Revenue	-	24,000	36,700	25,000	1,000
Total Operating Revenues	-	24,000	36,700	25,000	1,000
Intrafund Expenditure Transfers (-)	-	-	31,100	-	-
Decreases to Fund Balances	-	12,000	12,000	6,500	(5,500)
General Fund Contribution	517,600	593,600	593,600	659,500	65,900
Total Revenues	\$ 517,600	\$ 629,600	\$ 673,400	\$ 691,000	\$ 61,400

2019-20 Anticipated Accomplishments

- Achieved 99% ACA compliance.
- Hired County's first Wellness Partner to ensure a healthy workforce and to reduce benefit costs to the County.
- Designed and launched the Clean Commute Program.
- Launched a pilot Telework Project.
- Lead the Cycle-mania program to educate employees on the benefits of cycling to work.

Human Resources

BENEFIT AND WELLNESS BUDGET PROGRAM (CONT'D)

2020-21 Objectives

- Implement leave administration automation to better serve customers and better mitigate risk.
- Redesign existing Leave of Absence Billing process in preparation to outsource the billing and accounts receivable process to a Third Party Administrator.
- Improve service delivery and process ownership.
- Launch County Wellness Program.
- Establish Benefits cross-training program.
- Utilize technology to automate routine division tasks.
- Improve and expand the Benefits & Wellness inter- and intranet.

Human Resources

EMPLOYEE INSURANCE BUDGET PROGRAM

This budget program contains the funds for the County's Unemployment and Self-Funded Dental Insurance plans. Employee Benefit staff oversee these funds, but there are no FTEs budgeted in the program.

Staffing

- Not applicable as there are no employees in this program.

Revenue & Expenditures

Budget By Categories of Expenditures	2018-19 Actual	2019-20 Adopted	2019-20 Estimated Actual	2020-21 Recommended	Change From FY19-20 Ado to FY20-21 Rec
Services and Supplies	\$ 424,037	\$ 184,300	\$ 164,000	\$ 225,500	\$ 41,200
Other Charges	2,864,331	2,802,200	2,528,100	2,412,200	(390,000)
Total Operating Expenditures	3,288,368	2,986,500	2,692,100	2,637,700	(348,800)
Increases to Fund Balances	-	241,900	777,200	27,400	(214,500)
Total Expenditures	<u>\$ 3,288,368</u>	<u>\$ 3,228,400</u>	<u>\$ 3,469,300</u>	<u>\$ 2,665,100</u>	<u>\$ (563,300)</u>
Budget By Categories of Revenues					
Use of Money and Property	49,569	13,400	24,300	-	(13,400)
Miscellaneous Revenue	3,112,371	3,187,500	3,445,000	2,642,900	(544,600)
Total Operating Revenues	3,161,940	3,200,900	3,469,300	2,642,900	(558,000)
Decreases to Fund Balances	-	27,500	-	22,200	(5,300)
Total Revenues	<u>\$ 3,161,940</u>	<u>\$ 3,228,400</u>	<u>\$ 3,469,300</u>	<u>\$ 2,665,100</u>	<u>\$ (563,300)</u>

2019-20 Anticipated Accomplishments

- Successfully managed the Unemployment and Self-Funded Dental Insurance plans to ensure adequate revenue to cover claims and maintain an appropriate fund reserve

2020-21 Objectives

- Continue to ensure that the Self-Funded Dental Insurance plan has adequate revenue to cover anticipated claims and to maintain an appropriate fund reserve

Note: For Fiscal Year 20-21 administration of the Unemployment Self-Insurance Fund will be transferred from HR Employee Insurance to CEO Risk Management.