

# Human Resources FY 2014 - 16 Performance Plan

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## I. Mission Statement

The mission of the Human Resources Department is to create a thriving organization with meaningful careers in public service.

## II. Department Overview

The Human Resources Department (HR) is responsible for supporting and providing human resource services for the organization, helping advance the future of the organization and providing staff services to a number of commissions and committees.

- Human Resources programs include:
- Administration
- Organization Development and Training
- Staffing and Recruitment Services
- Employee Relations
- Volunteers and Employee Programs
- Employee Payroll and Benefits
- Labor Relations

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- Classification and Compensation
- Equal Employment and Diversity
- MERIT – Human Resources

## III. Program Description and Responsibilities

### **Administration**

The Administration division provides planning, leadership, direction, control, strategies, goals, work plans, and budget administration for the department to accomplish its work effectively and efficiently. The program develops and monitors the department budget, contracts, and expenditures; ensures performance planning, development and appraisals for department staff; finalizes and coordinates all department communications with the Board of Supervisors; serves as executive secretary to the personnel commission; and maintains all administrative, subject, and employee and labor relations files and records.

### **Organization Development and Training**

The Organization Development and Training division leads and supports organizational change initiatives and develops systems and programs to enhance the growth and performance of individuals, managers, teams, departments, and the county organization. The programs provide an opportunity for all staff to develop a common set of skills and approaches necessary to meet the strategic goals of the organization and deliver excellent services to the community. The programs and systems also foster best practices and collaboration across departments.

### **Staffing and Recruitment**

The Staffing and Recruitment division program is responsible for recruiting, testing and certifying candidates to meet current and future department needs. These functions are carried out in ways that attract quality candidates in compliance with the county's personnel management regulations as well as state and federal laws related to non-discrimination and merit systems. The staffing and recruitment functions are being more fully integrated with volunteers and internships to create a comprehensive talent acquisition division.

### **Employee Relations**

The Employee Relations division develops and administers personnel policies in compliance with all employment laws and advises and consults with managers and supervisors on performance, conduct, leave, and related personnel administration and discipline issues. Along with the Administration division, the Employee Relations program supports departments and may provide representation to departments appearing before the personnel commission. The division is also responsible for approving countywide disciplinary actions.

### **Volunteer and Employee Program**

The Volunteers and Employee Programs division coordinates the Civic Center Volunteers (CCV) program and the production of Frankly Speaking, the quarterly employee newsletter. CCV provides volunteer and intern job development, outreach, recruitment, screening, placement, management, tracking and recognition. CCV works collaboratively with volunteer programs, schools, and other organizations to further volunteer involvement in the county. The staffing and recruitment functions are being more fully integrated with volunteers and internships to create a comprehensive talent acquisition division.

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## **Employee Payroll and Benefits**

The Employee Payroll and Benefits division administers county position control and pay practices affecting all employees, processes all personnel and position actions, manages employee benefits plans, including the 125 plan, Employee Assistance Plan (EAP), Medicare D, and wellness programs consistent with the county's strategic plan. In addition, this division administers federal and state mandates such as Family Medical Leave Act (FMLA), California Family Rights Act (CFRA), military leave and Consolidated Omnibus Budget Reconciliation Act (COBRA) as well as administers personnel management regulations and memorandums of understanding. The division also manages insurance programs for 27 other jurisdictions and special districts. This division also responds to all claims for unemployment through a third party contractor.

## **Labor Relations**

The Labor Relations program negotiates and administers 12 memoranda of understanding (MOU); coordinates communications and problem-solving between the county and employee unions and associations; conducts meet-and-confer sessions and labor management committees. The program works with county departments to coordinate and advise on the employee grievance process and seeks to resolve grievances at the earliest possible stage.

## **Classification and Compensation**

The Classification and Compensation division structures and maintains the integrity of the classification system, describing the essential functions, responsibilities, and requirements for successful performance in county positions and properly classifying them. This program analyzes the relevant labor market and makes recommendations for competitive total compensation and equitable internal salary relationships. In addition, it supports the labor relations division. This division is also responsible for suggesting wholesale classification revisions and for modernizing the county's classification system.

## **Equal Employment and Diversity**

The Employee Relations division develops and administers personnel policies in compliance with all employment laws and advises and consults with managers and supervisors on performance, conduct, leave, and related personnel administration and discipline issues. Along with the Administration division, the Employee Relations program supports departments and may provide representation to departments appearing before the Personnel Commission. The division is also responsible for approving Countywide disciplinary actions.

## **Merit – Human Resources**

The Marin Enterprise Resource Integrated Technology-Human Resources (MERIT - HR) program is responsible for the human resource management component of the county's integrated MERIT financial and human resources system. This program maintains the technical functionality of the HR management system, provides reports and data, and works with the Department of Finance, Information Services and Technology (IST), and other departments on merit system support issues.

## **IV. Accomplishments for FY 2013-14**

- Successfully completed Phase 1B of Administrative Technologies of Marin (ATOM) project; fully participated in the vendor selection process
- Introduced service level agreements with two operating departments for embedded human resources professionals

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- Filled two key departmental management positions that provide oversight for day-to-day operations within Equal Employment Opportunity (EEO) and Organization Development and Training (OD&T)
- Administered employee survey designed to measure progress of Workforce Strategic Plan
- Began classification & compensation revision with 177 Countywide administrative titles
- In partnership with the department's healthcare broker, began designing a five year strategic plan for healthcare benefit provisions
- Initiated a five year business plan with sponsorship of the County Administrator's Office
- Entered labor negotiations with three labor organizations and introduced a hybrid pension plan to all labor organizations
- Made significant progress on the revision of personnel management regulations
- Improved leave management through a combined administrative services departments approach
- Implemented computer-based testing module of JobApps for automated candidate testing
- Fully implemented a volunteer software program, reducing labor related to the tracking of volunteer hours

### V. Key Challenges and Outstanding Issues

- High level of demand for overall departmental services, especially recruitments
- Managing staff turnover within management team
- Ineffective management systems for report and analysis of workforce trends
- Managing expectations of candidates and existing workforce due to limitations of web-based technical tools to conduct transactions
- Lack of adequate space for the department's team members to meet customer needs
- High demand for contract services due to a staffing shortage combined with a high level of customer needs

### VI. Performance Plan

Department Goal	Countywide Goal
<b>Goal I: Manage development and implementation of Five Year Business Plan, integrating existing Workforce Strategic Plan</b>	X. Financial Responsibility

Initiative Description	Program(s)
In FY 2014-15, under the sponsorship of the County Administrator's Office (CAO), develop key messages to support an integrated Five Year Business Plan	Administration
In FY 2014-15, staff steering committee will engage stakeholders in providing oversight and direction to the Five Year Business Plan	Administration

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Initiative Description	Program(s)
In FY 2014-15, conduct focus groups to gain employee engagement in Five Year Business Plan development	Administration
In FY 2015-16, produce Five Year Business Plan for adoption by the Board of Supervisors	Administration
In FY 2015-16, facilitate implementation of the Five Year Business Plan	Administration

Department Goal	Countywide Goal
<b>Goal II: Provide consultation and training to support employee and organizational development within the County of Marin to develop a highly efficient organization</b>	IX. Managing for Results


Initiative Description	Program(s)
In FY 2014-15, conduct analysis of training and development initiatives to measure effectiveness	Organization Development and Training
In FY 2015-16, revise class offerings by getting feedback from employees and departments to best meet business needs	Organization Development and Training
Administer Leadership Academy (Class 4) in partnership with Dominican University	Organization Development and Training
Work with labor unions to expand management/supervision development opportunities	Organization Development and Training

**Program:** Organization Development and Training

**Objective:** Enable participants to successfully apply training in their daily work

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of participant training days provided	1,520	3,731	2,061	1,500	1,153	1,000
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of participants in Human Resource Management Academy completing at least three of the four training days	67	69	34	60	48	48

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Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percent of Human Resource Management Academy projects in process or successfully completed	100%	100%	100%	95%	100%	100%
 Percent of Human Resource Management Academy participants rating course as "useful" or "very useful"	100%	98%	100%	95%	95%	95%

### Story Behind Performance:

Due to lack of staff resources in the previous years, the number of trainings the department was able to offer has decreased and targets adjusted accordingly. The department has recently filled the manager role for the Organization Development and Training Team. This position will be gearing up to fully understand the structure of the County's organization and begin reaching out to provide organization design services. In addition to these customized services, the department will be maintaining a strong focus on the development of supervisory skills throughout the organization. During the next two years, the department will increase supervision and leadership development while also designing an organizational approach to inclusionary and social justice training.

Department Goal	Countywide Goal
<b>Goal III: Modernize the County's talent acquisition system to recruit the needed skills/competencies to deliver effective County services</b>	VII. Employer of Choice

Initiative Description	Program(s)
In FY 2014-15, support embedded Human Resources professional model to meet recruiting needs of high-volume departments	Staffing
In FY 2014-15, further utilize applicant tracking software to streamline transactional portions of selection progress	Staffing
In FY 2014-15, further develop skills of the department's talent acquisition team to better meet customer needs	Staffing
In FY 2015-16, prepare for Administrative Technologies of Marin (ATOM) project implementation with staff backfill strategy	Staffing
In FY 2015-16, further automate candidate testing with new software capabilities	Staffing

## Human Resources FY 2014 - 16 Performance Plan

**Program:** Staffing and Recruitment Services

**Objective:** Provide high level of responsiveness in opening position recruitments

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of job applications received	5,208	4,709	6,326	4,000	6,000	6,000
Number of recruitments conducted	98	140	187	160	190	190
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Average number of days from requisition to recruitment	22	28	32	21	30	30
Percent of vacant positions opening recruitment within 21 days of requisition	44%	44%	53%	70%	55%	55%

**Story Behind Performance:**

The department's greatest customer demands will remain in recruitment during the next five years. The department's approach to better managing customer demands is to create stronger partnerships with service level agreements in the County's larger departments, to embed Human Resources professionals while increasing use of technical tools to reduce transactional work.

The number of target days from requisition to recruitment has increased from 21 to 30 due to a change in calculation method; the department is now including consulting time in the calculation. This calculation also impacts the second effectiveness measure (i.e. the percent of vacant positions opening recruitment within 21 days of requisition).

**Program:** Staffing and Recruitment Services

**Objective:** Assist departments with hiring high-quality and capable employees

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of new employees hired	35	120	73	100	130	165
Number of current employees promoted	81	114	107	100	130	160

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Department Goal	Countywide Goal
<b>Goal IV: Partner with management to resolve workplace issues early and at the lowest possible level</b>	IX. Managing for Results

Initiative Description	Program(s)
Further develop integrated leave management to address extended absences early on	Employee Relations
Continue service level agreement with Health and Human Services (HHS) for an embedded Human Resources professional focused on employee relations	Employee Relations
In FY 2015-16, enhance management training to increase understanding of leave management practices within operating departments	Employee Relations

Department Goal	Countywide Goal
<b>Goal V: Lead and support departments to maximize the utilization of volunteers and interns to supplement County programs</b>	VI. Excellent Customer Service

Initiative Description	Program(s)
In FY 2014-15, partner with Marin Employment Connection to build an effective high school internship program	Volunteers & Interns
In FY 2015-16, further engage with operating departments to meet their internship needs	Volunteers & Interns
In FY 2014-15, strengthen partnerships with Bay Area educational institutions, utilizing resources to access additional talent pipeline	Volunteers & Interns
In FY 2014-15, train supervisors of volunteers and interns on the recently adopted supervisor manual	Volunteers & Interns
In FY 2015-16, strengthen partnership with Marin Center for Volunteers	Volunteers & Interns



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**Program:** Volunteer and Employee Services

**Objective:** Provide a robust volunteer program to serve County departments and programs

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of volunteers	N/A	8,694	9,154	8,500	8,500	8,500
Number of volunteer hours	269,152	240,676	225,102	250,000	240,000	240,000
Effectiveness Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
 Estimated salary value of volunteer hours	\$14,305,117	\$9,602,972	\$8,981,570	\$10,000,000	\$8,700,000	\$8,700,000

### Story Behind Performance:

Volunteers continue to be essential to the provision of services within the County. The department's focus is to continue the work of automating labor-intensive administration work and to better train volunteer supervisors. The department has recently partnered with the Marin Center for volunteers and hopes to leverage this partnership to increase volunteer opportunities and improve the selection process.

Department Goal	Countywide Goal
<b>Goal VI: Ensure timely and accurate employee payroll and benefits</b>	X. Financial Responsibility

Initiative Description	Program(s)
Conduct annual open enrollment	Benefits
Conduct annual Health and Benefits Fair	Benefits
In FY 2015-16, automate open enrollment process to reduce paper forms and increase the ability to enroll/make changes online	Benefits
In FY 2014-15, develop a Five Year Strategic Plan to provide a designated course to manage healthcare costs	Benefits

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Department Goal	Countywide Goal
<b>Goal VII: Work with unions and associations representing county employees to achieve cost-effective, competitive compensation and benefits</b>	VI. Excellent Customer Service

Initiative Description	Program(s)
In FY 2014-15, negotiate Memoranda of Understanding (MOUs) with nine labor organizations	Labor Relations
In FY 2014-15, finalize Personnel Management Regulation (PMR) revisions for all labor organizations	Labor Relations
In FY 2014-15, implement hybrid pension plan model	Labor Relations
In FY 2015-16, develop an early intervention model to assist in reviewing complaints prior to formal grievance process	Labor Relations
In FY 2015-16, provide labor contracts to operating departments and provide assistance with interpretation	Labor Relations

Department Goal	Countywide Goal
<b>Goal VIII: Revise the County of Marin's Classification and Compensation system</b>	VII. Employer of Choice

Initiative Description	Program(s)
In FY 2014-15, complete administrative series system revision	Classification and Compensation
In FY 2014-15, study executive compensation models	Classification and Compensation
In FY 2015-16, initiate Phase II of classification and compensation system revision	Classification and Compensation

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**Program:** Classification and Compensation

**Objective:** Maintain a system for the classification of work performed by County employees that facilitates the provision of a wide range of services effectively and efficiently; provides needed flexibility; and compensates County employees competitively to enable the County to recruit and retain qualified and competent staff

Workload Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Number of class and salary studies completed	90	66	68	40	200	100
Number of specifications updated	100	53	51	100	40	40

Efficiency Measures	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16
	Actual	Actual	Actual	Target	Target	Target
Percentage of studies completed per quarter with all necessary information submitted at the beginning	90%	85%	84%	90%	40%	40%
Average number of months from receipt of study request to completion, when all necessary information has been submitted timely	2.0	1.6	1.7	2.5	4.0	4.0

**Story Behind Performance:**

In January 2013, the County kicked off phase I of revising the entire classification and compensation system. This effort includes 177 titles and will be evaluated as the department's pilot to determine how best to proceed to phase II. The overall project is likely to take five years for full implementation.

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Department Goal	Countywide Goal
<b>Goal IX: Implement Equal Employment Opportunity (EEO) and Workforce Inclusionary Plans, gaining input from key stakeholders</b>	VI. Excellent Customer Service

Initiative Description	Program(s)
In FY 2014-15, explore models for reconciliation of workforce conflicts	Equal Employment Opportunity
Continue to staff Equal Employment Advisory Committee (EEAC) and facilitate the annual meeting with the Personnel Commission	Equal Employment Opportunity
In FY 2015-16, conduct organization-wide training focused on social equity	Equal Employment Opportunity

Department Goal	Countywide Goal
<b>Goal X: Increase the use of employee data to assist County management in their decision making and workplace practices</b>	X. Financial Responsibility

Initiative Description	Program(s)
In FY 2014-2015, continue reporting workforce patterns as related to absences and turnover	MERIT
In FY 2014-15, provide support to labor negotiations teams to support data-based decision-making	MERIT
In FY 2015-16, implement Administrative Technologies of Marin (ATOM) project to enhance reporting capabilities	MERIT
In FY 2015-16, train Human Resources and operating department stakeholders on self-service capabilities of system	MERIT