



DEPARTMENT OF
HUMAN RESOURCES

Our Mission: To create a thriving organization, providing meaningful careers in public service.

Mary Hao
DIRECTOR

December 12, 2017

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Board of Supervisors
County of Marin
3501 Civic Center Drive
San Rafael, CA 94903

SUBJECT: Notice Incentives and Pilot Stretch Assignment Program

Dear Supervisors:

RECOMMENDATION: The Human Resources Department recommends that your Board approve the Tentative Agreements for notice incentives and the pilot stretch assignment program.

SUMMARY:

Notice Incentives

Over the next few years, the County anticipates that approximately 30% of its work force is eligible to retire. When employees leave the County, they often take with them valuable institutional knowledge. Having advance notice of when employees intend to separate from County service will aid in the County's succession planning efforts so that departments have sufficient time to preserve and transfer the separating employees' institutional knowledge.

The agreement that the County reached with the labor organizations that represent County employees provides an incentive of a one-time non-pensionable payment to eligible current employees when they provide written irrevocable advance notice of their separation from County service. Current County employees with five or more years of service as of the effective date of their separation are eligible for either \$500 for three months' notice or \$1,000 for six months' notice.

With the exception of unforeseen/unexpected illness or pre-approved vacation of up to five (5) days, employees who receive this incentive agree to remain in working status through the determined separation to ensure necessary knowledge transfer.

Pilot Stretch Assignment Program:

The County's employee engagement survey, The Employee Voice, has consistently shown that employees would like additional opportunities for

growth and development in their careers at the County. In Focus Area 3 of the 5-Year Business Plan, the County also commits to supporting ongoing employee growth and succession planning through a stretch assignment program.

The County and the labor organizations that represent County employees have agreed to a 6 month pilot program that allow up to 10 employees to spend not more than 25% of their work week (approximately one day a week) in an alternative work unit or department, working on a project that is pre-defined by both the employee and the "hosting" department. The parties have agreed to clear parameters for stretch assignments that include setting goals and regular on-going check-in sessions, and an equitable process for selecting employees to participate in the program. At the conclusion of the 6 month pilot, the County and labor will reconvene to assess the pilot, make any necessary changes and discuss future extensions to the program.

FISCAL IMPACT:

We estimate the notice incentives to cost approximately \$50,000 to \$75,000 per year, depending on the extent of utilization. These costs would be paid from available departmental salary savings. The Human Resources Department will work with the County Administrator's Office to monitor the impact of the incentives and stretch assignment programs.

REVIEWED BY:

<input checked="" type="checkbox"/> County Administrator	<input type="checkbox"/> N/A
<input type="checkbox"/> Department of Finance	<input checked="" type="checkbox"/> N/A
<input type="checkbox"/> County Counsel	<input checked="" type="checkbox"/> N/A
<input checked="" type="checkbox"/> Human Resources	<input type="checkbox"/> N/A

SIGNATURE:



Mary Hao
Director of Human Resources

cc: Lisa Baker, Assistant Director of Human Resources
Dan Eilerman, Assistant County Administrator
Charlotte Jourdain, Administrative Analyst, CAO
Angela Nicholson, Assistant County Administrator
Bret Uppendahl, Budget Manager, CAO