

Human Resources

Jill Abel - Director

101-0300	FY 18/19 Adopted Budget	FY 19/20 CAO Recommended	Change
EXPENDITURES			
Salaries and Benefits	\$1,185,667	\$1,601,981	\$416,314
Services and Supplies	\$304,562	\$166,491	(\$138,071)
Other Charges	(\$1,239,205)	(\$763,530)	\$475,675
Fixed Assets	\$0	\$0	\$0
TOTAL EXPENDITURES	\$251,024	\$1,004,942	\$753,918
REVENUE			
Fed/State	\$0	\$0	\$0
Grant	\$0	\$0	\$0
Realignment	\$0	\$0	\$0
Fees/Misc	\$158,700	\$625,548	\$466,848
TOTAL REVENUE	\$158,700	\$625,548	\$466,848
FUND BALANCE	\$0	\$0	\$0
NET COUNTY COST	\$92,324	\$379,394	\$287,070

Program Description

Human Resources and Organizational Services (HROS) provides a full range of Human Resources and Risk Management Services to County departments including assistance in recruitment, selection, retention, classification and compensation analysis, consultation on organizational structure, organizational development, contract negotiations, employee relations, personnel records management, employee benefits, safety, Workers' Compensation, risk management, and loss prevention.

Accomplishments

FY 2018-2019

Labor & Employee Relations

The County's contract with the Deputy District Attorney Association (DDAA) expired in June 2017. Following impasse and fact finding, we reached a mutual agreement with the DDAA that was adopted in August 2018 which included a 2-year term, Cost of Living Adjustments and an equity adjustment in the first year based on the salary study conducted. Also included was an agreement from DDAA to increase the percentage employees pay toward the employer's pension cost to 2%, for a total employee pension contribution of 9%. In addition, the accrual of vacation was capped.

In the Spring of 2019, we began the work of negotiating successor agreements with our Deputy Sheriffs' Association, our Law Enforcement Management Supervisory Association and our Probation Peace Officers' Association.

Human Resources

Jill Abel - Director

Our department continued to actively work with the IEDA negotiator hired by the County to reach an agreement with SEIU Local 2015, who represents the In-Home Support Services (IHSS) workers in Yuba County. The contract has been expired for several years, however there have been ongoing increases to minimum wage and changes to the law that have provided for overtime and paid sick leave. As such, program costs will continue to rise even without an agreement. There has been a great deal of turmoil surrounding the State's financial support of this program, however we will continue to meet with SEIU Local 2015 to pursue productive contract negotiations that are also fiscally responsible.

We provide leadership training for supervisors and managers on topics such as performance management and how to handle many employee relations matters at the department level. A significant amount of time is also spent working with individual managers, supervisors and employees; providing coaching, working to resolve conflict, giving direction and navigating complicated personnel issues.

Compliance with labor and employment law is one of our most critical functions. HR and Risk Management programs are often at the heart of many new laws in the State of California, so we work diligently to ensure we are compliant in the quickly changing landscape.

We put a great deal of time and effort into managing leaves of absence and ADA/FEHA interactive process.

The legislative environment was exceptionally active during the 2018/2019 Fiscal Year with a large portion of proposed bills related to HR and Risk Management related issues. We expended a lot effort to research, understand, and communicate the impacts of proposed bills and worked actively with our lobbyists to attempt to mitigate those impacts.

The Human Resources Director continues to be active on the CSAC-EIA legislative committee.

Recruitment, Selection, Classification & Compensation

Our office worked on recruitments to fill a total of 220 vacancies in 2018; 139 were open recruitments (internal and external applicants), 2 were countywide promotional, 33 were department-specific promotional, and 45 were extra-help (see chart below showing historical recruitment data).

We continue to focus on recruitment and selection processes that will be accurate indicators of success on the job. We work with each hiring manager to customize a recruitment plan and timeline, focusing on selection tools, such as qualification appraisal panels, specialized exams, assessment centers and in-box exercises. We have begun the use of proctored supplemental questionnaires, online testing and speed interviews for relevant recruitments. The departments have been eager to participate in new processes, such as speed interviews, and the feedback we've received has been very positive.

We have continued the use of social media, such as LinkedIn and Facebook, in the recruitment process but on a much more robust basis this fiscal year. We are also excited about the functionality of the County's new website and the ability to showcase careers in county government.

Human Resources

Jill Abel - Director

We continue to partner with departments to assess ideal organizational structure, preparing classification and compensation studies as needed.

We have continued to focus our efforts this year to address significant recruitment and retention issues the County continues to have with Deputy Sheriff's, Correctional Officers and Public Safety Dispatchers.

A significant amount of work was done this fiscal year related to class and compensation studies agreed to during contract negotiations. Some work was done on a contract basis coordinated by HR Staff, while other work was done by HR Department staff. Ultimately, the results will be reviewed, discussed, and presented to the Board of Supervisors.

Employee Recognition

Through the County's formal employee recognition program, County employees received awards for outstanding leadership, public service excellence, work force excellence, excellence in teamwork, and sustained effort. The winners in each category, having been nominated and selected by other County employees, were announced at our annual employee recognition barbeque, and winners were publicly recognized by the Yuba County Board of Supervisors at a board meeting.

We also continued our tradition of recognizing employees who have served Yuba County for 10, 15, 20, 25, 30 and 35 years. Each employee received a gift and was thanked publicly for their service.

Training & Organizational Development

The training and development of Yuba County employees continues to be a high priority for our department.

In working with Yuba County's Organizational Excellence Committee, our office was able to offer 1 session of our Yuba Academy Employee Development Series, 1 session of our Supervisory Development Series and 1 Executive Leadership Development Series this year. These series embody the County's ongoing commitment to developing and promoting our employees (see attached chart outlining historical academy series offerings by fiscal year and type).

HROS is responsible for coordinating state and federally mandated training such as Ethics and Sexual Harassment prevention. This year, the Human Resources Department created and delivered some customized training to departments. Recent legislative changes have created new requirements in this area. Our office will be working to ensure compliance with new requirements to train all employees by January 2020.

We also developed various relationships with agencies that enable us to provide excellent training on relevant topics to County departments free of charge. This year we offered countywide training on the following topics: Navigating Difficult Conversations, Legal Risks for Front Line Supervisors, Generational Diversity and Succession Planning, Labor Negotiations and Public Employment Law, Human Resources Academy, Workplace Bullying, Defensive Driving, and many workshops on issues like managing personal finances, nutrition, healthy relationships, stress management, retirement planning, and parenting resources.

Human Resources

Jill Abel - Director

In 2016 the County conducted an Organizational Assessment with a goal of using the results to steer our future efforts. The results were shared with the Board of Supervisors, which adopted several action plan items, two of which we continued work on this year: 1) Expand opportunities to highlight the County by developing an Intern and Volunteer Program and, 2) Build on regional relationships with colleges, high schools, and trades.

We began a pilot of the new Student Intern and Volunteer program in Fall 2017. We are still working to develop relationships with local colleges and high schools so that we can expand our program. Currently, we have interns and/or volunteers in the Community Development & Services Agency, Health and Human Services Department, Animal Care Services and County Counsel. We are hoping to have interns in Ag/Weights and Measures Office, Probation, and the District Attorney's Office in the near future. Our interns are from Yuba College, UC Davis, Chico State and McGeorge School of Law. This is a very new program, but the feedback from interns and departments so far has been very positive. College intern assignments are intended to offer the students meaningful work experience that integrates their classroom learning with the practical realities of work. High school placements are designed to provide general job experience and exposure to County services and programs with an emphasis in those areas of future academic or career interest. Many people aren't aware of the variety of rewarding career options available in public service. Our hope is to build a future workforce through generating interest in public service careers, establishing or enhancing relationships with local education institutions and marketing Yuba County as a leading employer in the region.

Employee Benefit Programs

We continue to be actively engaged with the CalPERS Stakeholder Engagement Committee to follow the changing landscape with our group health and pension plan. Effective January 2020, at the direction of the CalPERS Board, the rate structure will transition from one that employs 6 regions to one that employs 3 regions; one region for the north half of the state and 2 for the southern portion. Our office actively engaged in these discussions and we are cautiously optimistic that the change will provide for more stable health insurance rates in the future (see chart below with historical health insurance rates).

Funding of the CalPERS pension plan has been a topic that we have been actively engaged in as CalPERS works to change assumptions, investment allocations and amortization periods in order to improve the funding level and sustainability of the pension plan. We have been active with our lobbyists and vocal with the CalPERS Board to ensure that our voice is heard on this important topic. We have worked to ensure that we understand the impact that these changes will have to the County's pension contribution rates (see chart below with historical pension rates).

Our department continues to closely follow federal health care reform efforts and the multiple attempts to replace the Affordable Care Act. We continue to perform the labor-intensive tracking and notices that are required by the law.

Our office actively participates in the Employee Benefits Committee through CSAC-EIA who provides our ancillary benefits.

Human Resources

Jill Abel - Director

Risk Management, Safety, Workers Compensation & Loss Prevention

Our Sheriff's Department has experienced year over year increases in both the frequency and severity of work-related injuries, and their Workers' Compensation costs have been dramatically trending upward. As a result, we have continued to work with our Sheriff's Department to provide dedicated loss prevention efforts. We began a program tailored to address the physical and mental demands of the job and the changing landscape in public safety careers. With the assistance of Savvy Health Solutions, we worked with the department to establish the BEST-YU Committee, which is a cross-functional committee focused on recognizing the value of a balanced lifestyle in 5 key areas: Health, Career, Social, Community, and Financial. In addition, our office worked with all of our public safety departments to begin the process of creating a Peer Support and Critical Incident Stress Management Program. In February 2019, a cross-functional group of 25+ Sheriff's Department, Probation, and District Attorney employees went through a week-long peer support training program.

We worked with the Sheriff's Department's Animal Care Services Division to add lift gates to ACS trucks; a mechanism to engineer heavy lifting out of the job. We are also working with Administrative Services to make some modifications to the ACS Reception Area and ACS Building.

Repetitive Motion Injuries continue to be a huge risk factor for the County, and a large portion of our loss prevention focus continues to be in this area. This fiscal year, we continued to offer ergonomic evaluations and all related training both in-house and with the assistance of an outside provider.

We brought in an ergonomic safety specialist to assess the work done by our custodial team. Custodial work is labor intensive, and we have seen some injuries related to the physical nature of the job. We used the results of the study to work with the department to provide engineering controls, training, and resources to help prevent future injuries.

Our department continues to be a resource for both countywide and customized departmental training. With the assistance of our insurance partner, CSAC-EIA, we have been able to offer training that is timely, relevant, and free of charge to our departments.

We are in the process of refreshing our Injury and Illness Prevention Program (IIPP) with a focus on engaging departmental safety representatives in loss prevention discussions. We have been working toward creating department-specific loss prevention objectives and training programs that are customized to their risks and loss history. Our goal for the 18/19 Fiscal Year was to reduce injury frequency by 16% over the prior year, and we successfully met and exceeded that goal. We reduced injury frequency by 16%, lost time days were reduced by 55% and modified duty days were reduced by 40%.

Our department actively reviews all County contracts and agreements for insurance provisions. We review RFP's for insurance adequacy and work with departments to review special insurance requirements based on each individual need.

Human Resources

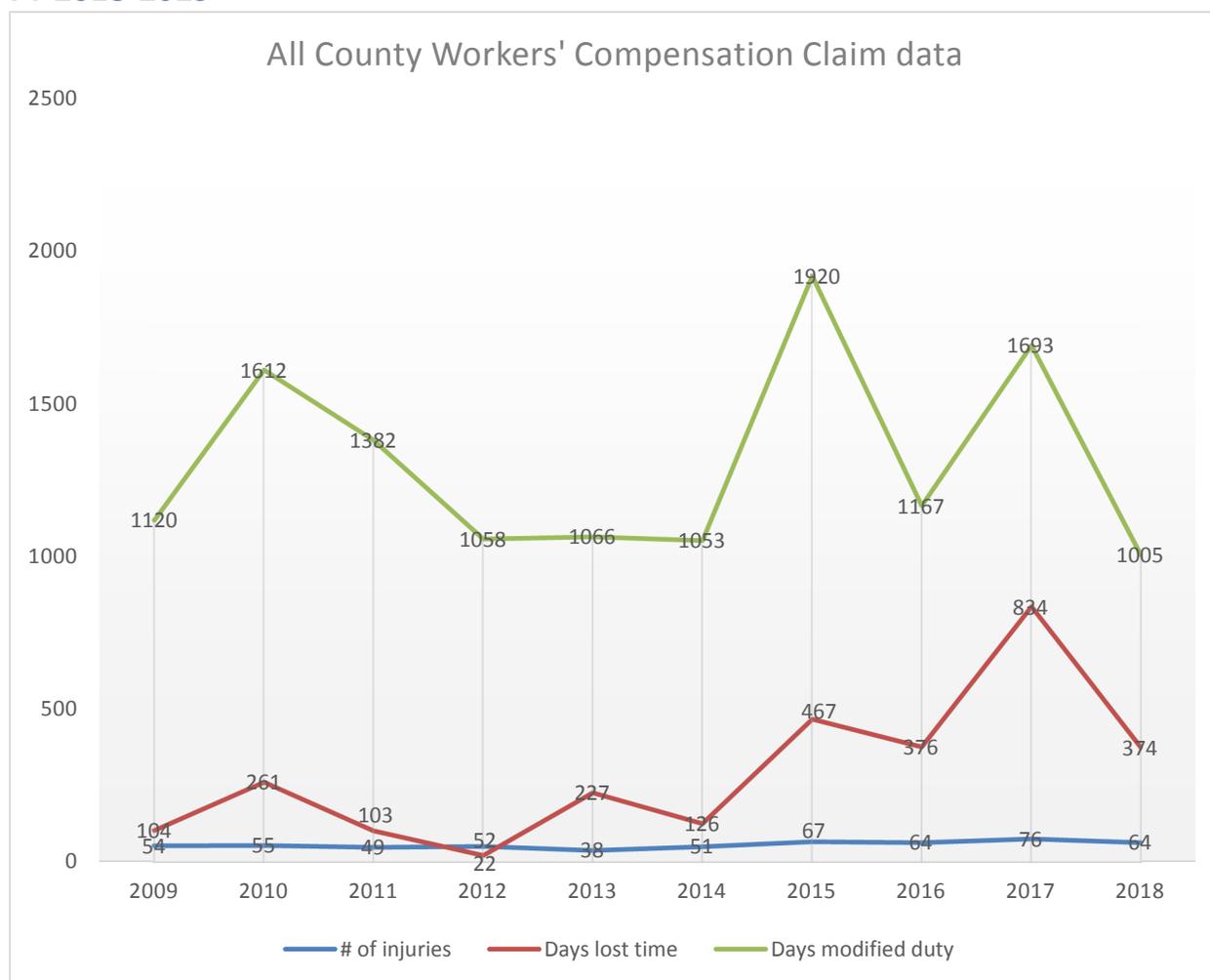
Jill Abel - Director

We look for ways to transfer risk with insurance products when it makes sense with the overall objective of providing robust coverage and insurance rate stability for our departments.

Our office processes and responds to all liability claims against the County ensuring that risk management investigations are completed and our insurance providers are notified, if needed.

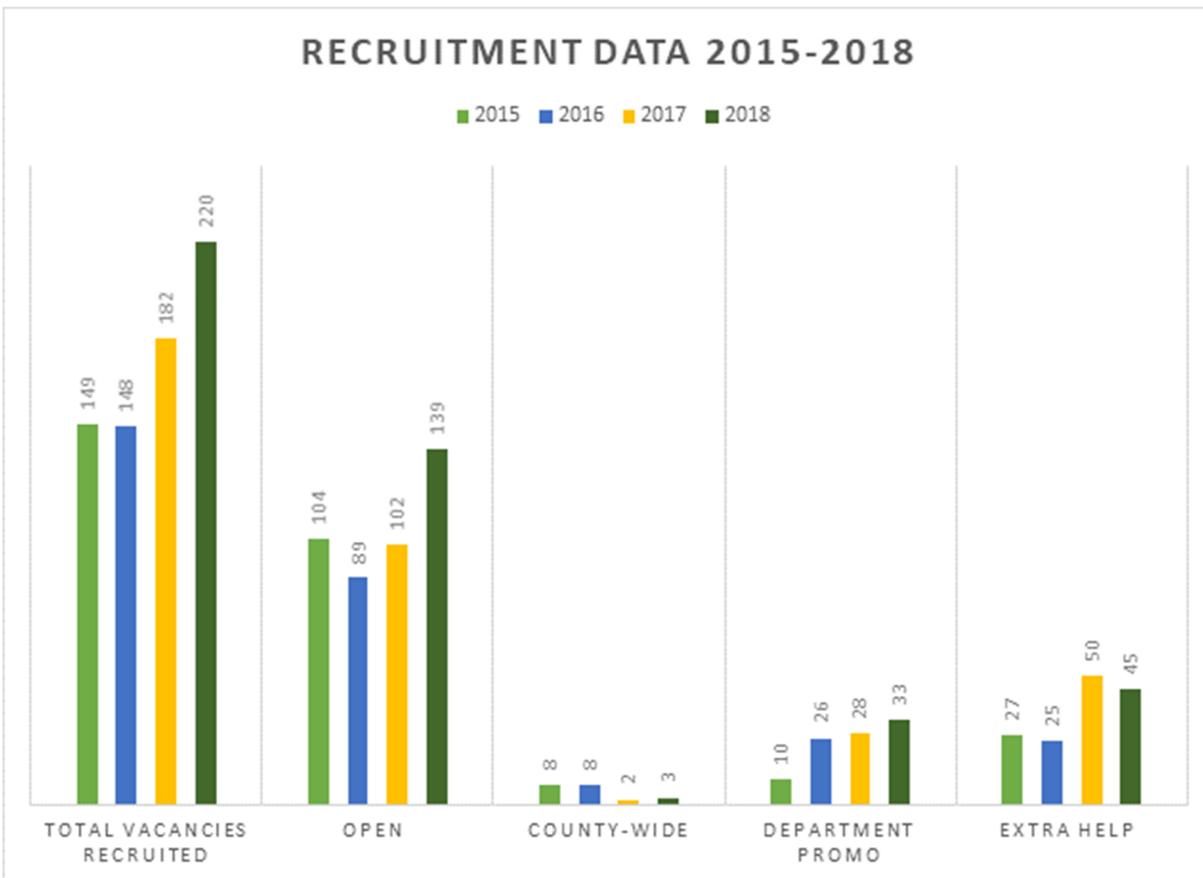
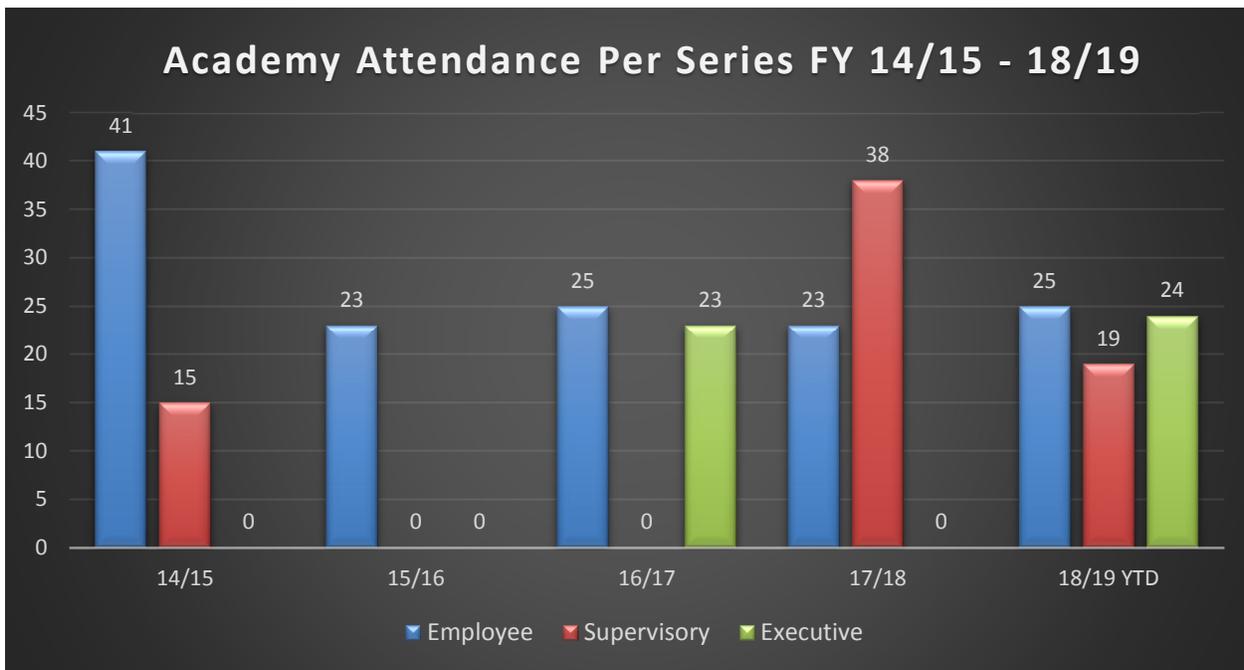
Our office actively participates in the Primary Workers' Compensation Committee and the Risk Control Committee for our excess insurance carrier, CSAC-EIA.

Performance Measures FY 2018-2019



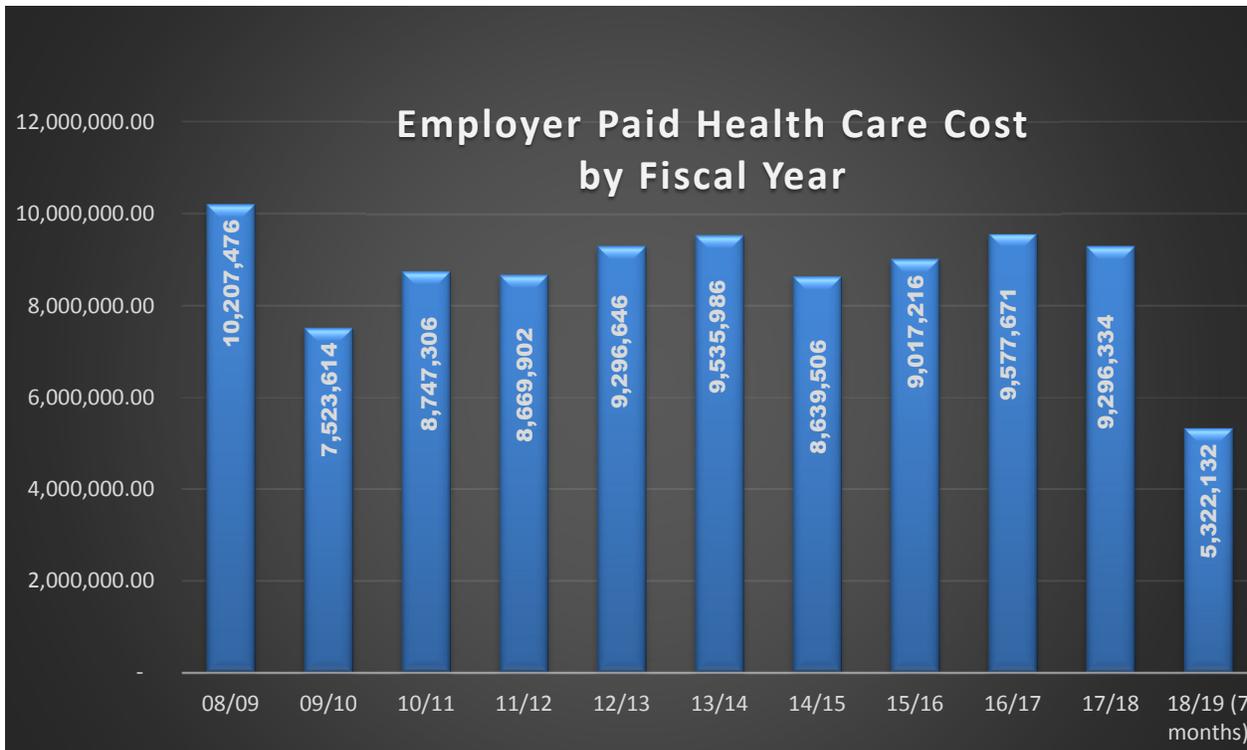
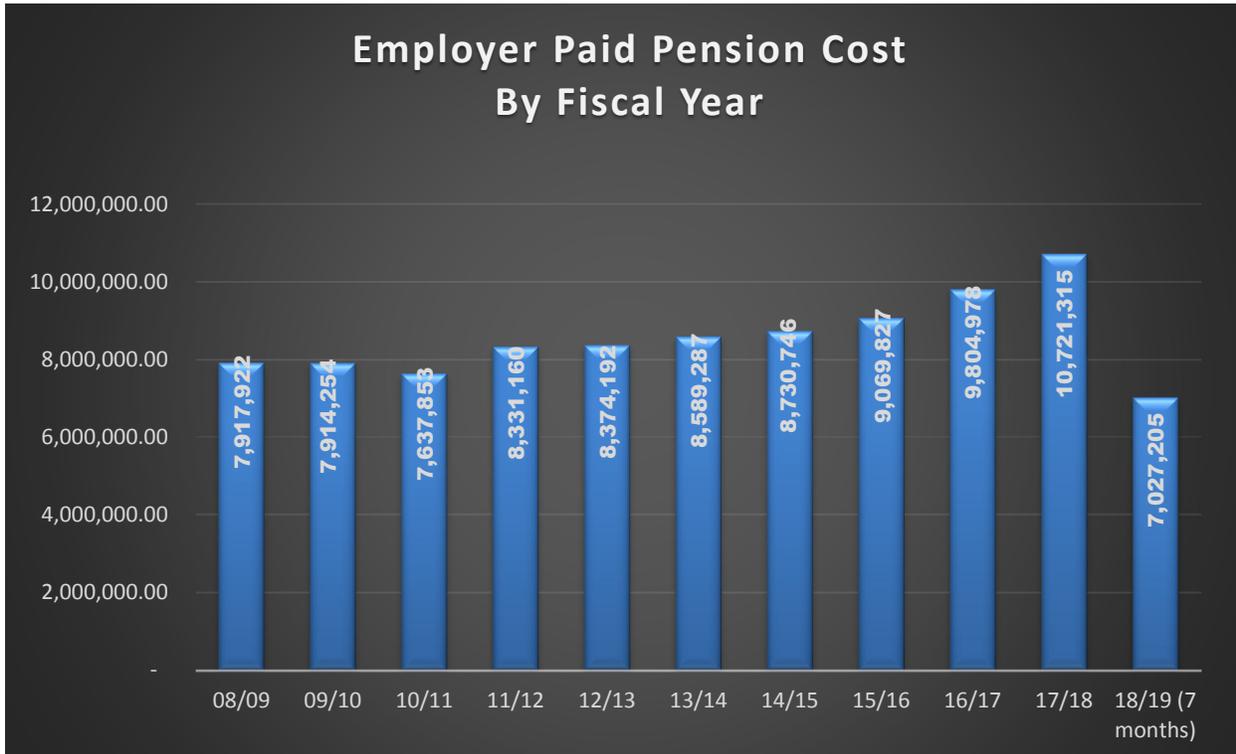
Human Resources

Jill Abel - Director



Human Resources

Jill Abel - Director



Human Resources

Jill Abel - Director

Goals and Objectives

FY 2019-2020

The majority of the projects and objectives that HROS focused on last year are ongoing, solely based on the nature of the programs. We're implementing and maintaining best practices and strive to be business partners with the departments we serve.

HRIS Implementation

In Spring 2018, we purchased the Kronos HR module in order to complement and improve the functionality of the Kronos Payroll, Time, and Labor Management Module purchased by the Auditor Controller's Office. The Payroll Module is the first module scheduled for completion with a planned "go-live" date in 2019. Our mission and number one objective this fiscal year will be to continue to work on the implementation of the entire Kronos Suite. This will be a major workload for our department and will push us to think objectively and creatively about every process in our office, including the way we interact with and provide data to every department. In the end, we hope to automate our very paper-driven manual processes. which will enable us to spend more time partnering with the departments we serve.

Labor & Employee Relations

In June 2020, our contracts with the Yuba County Employees Association (YCEA) and the Deputy District Attorney Association (DDAA) will expire, so we will begin the process of negotiating a successor MOU in the Spring of 2020. As always, our goal will be to have productive contract negotiations with these groups while preserving the financial strength and fiscal responsibility of the County.

We will continue to work with labor groups on the impacts of the Kronos implementation.

Recruitment & Selection

We will focus on revising our Merit Resolution based on revisions to Title 2.

Classification and Compensation

Classification and Compensation continues to be a very busy area in our office. With ongoing contract negotiations, this data becomes critical. Through attrition and retirements, we anticipate that requests for organizational studies and classification reviews will remain steady.

Training & Organizational Development

Using the results of the organizational assessment completed in 2016, we will continue working with the Organizational Excellence Committee on initiatives as prioritized by the Board of Supervisors and to plan which development academies should be offered this fiscal year.

We will continue focusing on the responsible expansion of the Student Intern and Volunteer Program.

Human Resources

Jill Abel - Director

Employee Benefit Programs

We will continue our engagement with the CalPERS Stakeholder Engagement Committee in order to ensure we understand the changes to our health and pension benefits, rates, and options. We will continue to engage with our lobbyists and be vocal with CalPERS and the CalPERS Board on issues that impact Yuba County and our workforce.

Risk Management, Safety, Workers' Compensation & Loss Prevention

We will continue our progress in conducting departmental Risk & Loss Prevention Assessments to determine where we may be able to improve the program either through risk transfer, policy development, training or engineering controls. With a focus on departments with adverse loss development, we plan to review losses with departments and discuss trends that have been identified from historical data.

We continue to look at creative and cost effective ways to insure upcoming capital improvement projects and professional service agreements.

Pending Issues/Policy Considerations FY 2019-2020

The legislative environment has been extremely active with a large portion of proposed bills related to HR and Risk Management related issues. We anticipate the need to expend a lot effort to research, understand, and communicate the impacts of proposed bills.