

# Human Resources

Jill Abel - Director

	FY 20/21 Adopted Budget	FY 21/22 CAO Recommended	Change
<b>101-0300</b>			
<b>EXPENDITURES</b>			
Salaries and Benefits	\$1,847,464	\$2,045,260	\$197,796
Services and Supplies	\$159,283	\$199,795	\$40,512
Other Charges	(\$950,739)	(\$1,203,168)	(\$252,429)
Fixed Assets			\$0
<b>TOTAL EXPENDITURES</b>	<b>\$1,056,008</b>	<b>\$1,041,887</b>	<b>(\$14,121)</b>
<b>REVENUE</b>			
Fed/State			\$0
Grant			\$0
Realignment			\$0
Fees/Misc	\$788,994	\$750,321	(\$38,673)
<b>TOTAL REVENUE</b>	<b>\$788,994</b>	<b>\$750,321</b>	<b>(\$38,673)</b>
<b>FUND BALANCE</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>NET COUNTY COST</b>	<b>\$267,014</b>	<b>\$291,566</b>	<b>\$24,552</b>

## 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, training and organizational development, employee recognition, contract negotiations, employee relations, personnel records management, employee benefits, safety, workers compensation, risk management, and loss prevention.

## Accomplishments

### FY 2020/2021

#### 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. With the Payroll Module completed as of June 2019, our mission and number one objective continues to be to work on the implementation of the entire Kronos (now UKG) Suite. This was a major workload for our department and pushed us to think objectively and creatively about every process in our office, and the way we interact with and provide data to every department. As with any

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large technology project, there have been challenges and opportunities along the way. To date, we have achieved many successes in the UKG project:

- The Payroll module is up and running
- CalPERS reporting of payroll data is functional
- General Ledger reporting of payroll data is functional
- The Accruals module is working and reporting correctly
- UKG now holds the entire employee record and is maintained in real time by HR and Payroll Staff
- Dual data entry that was occurring in HR and Payroll has ended
- Duplicate systems are being retired as modules are implemented
- Affordable Care Act (ACA) reporting is functional
- Automation of leave of absence tracking and reporting is very close to rollout
- Position control within UKG is being used with more functionality in the future
- Training is being tracked with UKG with more functionality in the future
- Workflows are being used to create more effective paperless processes
- Employees are logging into the system to view basic documents and information, accrual balances, and pay statements
- All Employee Self-Serve features are being utilized – W-4/DE-4, Name, Contact and Address Change, Benefit Enrollment Life Change Events
- Online Open Enrollment was tested in 2020 and is ready to roll out for 2021
- Position Hierarchy is functional and work is being done with department admins to maintain up-to-date information
- Benefit integrations with MES and PBIA are complete, and CalPERS Health integration is in progress
- Managers and departments heads are being trained in the system as a one stop for up-to-date employee information
- New hires use UKG for all of the onboarding that is transactional
- Medical records are now stored to the employee record in UKG with proper securities in place to maintain confidentiality (in lieu of paper medical files)

The overarching goal is to eliminate many of our paper-driven processes, however our progress on the implementation of UKG was integral to our success in serving County departments during the pandemic.

## **Labor & Employee Relations**

Due to the uncertain financial times brought on by COVID-19, in the Spring of 2020 we began the work of negotiating one-year contract extensions with the Yuba County Employees Association (YCEA) and the Deputy District Attorney Association (DDAA), since both groups had contracts expiring in June 2020. The one-year contract extension included a 1% cost of living adjustment for both groups.

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The one-year extension with the above groups will end in June 2021, so we will again be at the table in the Spring of 2021 to negotiate successor MOUs with the Yuba County Employees Association (YCEA) and the Deputy District Attorney Association (DDAA). As always, our goal is to have productive contract negotiations with these groups while preserving the financial strength and fiscal responsibility of the County.

COVID-19 and the resulting stay-at-home orders required departments to find ways to serve the public remotely. With telework as a necessary tool, our office developed an Emergency Telework Policy that was used by departments to communicate expectations in a consistent way for the Yuba County workforce.

Due to COVID-19, an even more significant amount of time was 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 that we are compliant in this rapidly changing landscape. COVID-19 created a legislative firestorm as new laws were passed adding federal and state leave programs, entitlements, and employer obligations. Navigating the ever-changing guidance and changes to leave entitlements, and keeping up with public health guidance on contact tracing, quarantine, and isolation requirements made for a labor-intensive year.

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

On top of COVID-19 legislation, the legislative environment was again exceptionally active this year with a large portion of both proposed and passed bills related to HR and Risk Management issues. We expended a lot of 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 PRISM legislative committee.

## **Recruitment, Selection, Classification, and Compensation**

Our office worked on recruitments to fill a total of 186 vacancies in 2020; 129 were open recruitments (internal and external applicants), 4 were Countywide promotional, 27 were department-specific promotional, and 26 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, in-box exercises, proctored supplemental questionnaires, online testing and speed interviews for relevant recruitments. Our work in the 19/20 Fiscal Year on some technical solutions like Spark Hire were very

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well timed, because they gave us the ability to have candidates answer technical questions in a “Skype” environment that can be viewed on demand by the recruiter or hiring manager. Since we were still required to recruit and onboard employees during the pandemic, this tool was invaluable.

The COVID-19 pandemic created new challenges in the recruitment and selection discipline. We were required to “re-tool” many of our processes that are traditionally done in person. The recruitment team partnered with each department to work through solutions and, in many situations, was required to find entirely new and different ways to test applicant pools. In addition, generous unemployment benefits made for difficult recruitments, with candidates either not applying or declining at critical points in the process. All in all, COVID-19 created an extremely difficult recruitment environment requiring intense effort to fill vacant positions.

We continue to robustly use social media such as Instagram, LinkedIn, and Facebook in the recruitment process. We benefited from the functionality of the County’s new website and the ability to showcase careers in county government. We were able to put together live employee testimonials that are posted on our webpage, which provided a deeper look into the culture in Yuba County and the meaningful work available in the public sector.

We partnered with the Yuba County One Stop to employ One-Stop sponsored employees for county projects such as road and custodial projects related to COVID-19. The One-Stop covered all employee costs with zero dollar commitment from the County.

We completed a CalPERS compliance review in 2020 and passed the review with no audit findings.

We continue to partner with departments to assess ideal organizational structure, preparing classification and compensation studies as needed, and assisting in succession planning and workforce analysis. Through retirement and attrition, this continues to be an area of high demand within the County, and we have developed relationships with several consultants who assist us in ensuring we can meet the needs of the departments we serve.

## **Employee Recognition**

Due to the pandemic, we were unable to do our usual annual employee recognition event. We hope to be able to be able to continue this in the Fall of 2021.

We 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. Though our ability to provide in person training this fiscal year was very limited due to the pandemic, we did offer some online programs on legally required, developmental, and safety topics.

HROS is responsible for coordinating state and federally mandated training such as Ethics and Sexual Harassment prevention, which we did provide in an online forum this fiscal year.

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We also developed various relationships with agencies that enabled us to provide excellent training on relevant topics to county departments free of charge. This year we offered targeted training on the following topics: Managing COVID-19 issues – Now and What’s Next, Disaster Service Workers, Maximizing Supervisory Skills for First Line Supervisors, The Future is Now – Embracing Generational Differences and Succession Planning, Moving into the Future – Telecommuting and Remote Work, Administering Overlapping Laws Covering Discrimination, Difficult Conversations, Leaves of Absence, Retirement Planning Workshops, The Art of Writing Performance Evaluations, Flagger Training for Public Works, and Reasonable Suspicion Training.

We worked with our Employee Assistance Program to create some customized training on topics related to our first responders such as Stress Hardiness, Alleviating Job Burnout, Resiliency, and Time Management. These topics will be offered in the 2021 Calendar Year and beyond.

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 and it has been growing steadily ever since. 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 our Community Development & Services Agency, our Health and Human Services Department, Animal Care Services, County Counsel, District Attorney’s Office, Probation, Human Resources, and First 5.

We hope to further partner with Chico State this year and include engineering students in our intern program. This is a program that is new but growing and the feedback from interns and departments 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 are not 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 engaged with the Hyas Group this year, which is assisting the County with services related to our deferred compensation plan. The Hyas Group’s contract provides for services around plan governance and committee function assistance, fiduciary education and training for committee members,

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development and/or review of investment policy statements, and 401(a) plan design and implementation. Finally, Hyas Group assisted the County with a third party administrative and recordkeeper project that includes a partnership with a full service RFP release, analysis and implementation. This project had many phases and was completed at the end of the 2020 calendar year. The end result was a recommendation – subsequently approved by the Board – to bring on Nationwide Retirement Solutions as the County’s sole 457 plan record-keeper and administrator. The contract with Nationwide offers competitive fees and excellent service to our employees. The change to Nationwide saves our county employees about 60k annually. In addition, we saw a 7% increase in plan participation related to the plan change and we now have 40% of county employees contributing to deferred compensation.

We continue to be actively engaged with the CalPERS Stakeholder Engagement Committee to follow the changing landscape with our group health and pension plan. In November 2020, the CalPERS Board made a decision to collapse the PPO Series they currently offer and to restructure the PPO plans. This will be a large change, and we have been working closely with other counties and the CalPERS executive team to ensure that our employees’ needs are met. We have concerns about network issues with some of the plan offerings, and CalPERS has committed to working with Anthem to grow the very weak network in our area.

We are collaborating with our broker Alliant to review options for replacing our current Employee Assistance Program with a program that more adequately meets the needs of our employees through a robust network of counselors and services. The pandemic delayed this project, so it will be part of our goals for FY 21/22. We are also looking at unique EAP-type solutions for our first-responders, as many of the current offerings are insufficient with networks not equipped to support first responders.

The funding of the CalPERS pension plan has been a topic that we have been actively engaged in. We collaborated with our lobbyists and been vocal with the CalPERS Board to ensure that our voice is heard on this important topic. We worked to ensure we understand the impact that any of these changes will have to the County’s pension contribution rates (see chart below with historical pension rates).

Our department continues to do the annual Affordable Care Act reporting; a time consuming project. In addition, the pandemic inspired in new laws impacting COBRA rights that have been a focus this fiscal year.

The Assistant HR Director actively participates in the Employee Benefits Committee through PRISM, which provides our ancillary benefits.

## **Risk Management, Safety, Workers Compensation, and Loss Prevention**

Through a concerted effort and dedicated loss prevention collaborative effort with our Sheriff’s Department, we have seen significant and dramatic reductions in the frequency and severity of employee injuries and workers’ compensation claims over the last year. Though the pandemic delayed some of our efforts, we continued with the program that was started in 2018/2019 to address the physical and mental demands of the job and the changing landscape in public safety careers. With the

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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 five key areas: Health, Career, Social, Community, and Financial. A good portion of our deputies and correctional officers completed the Savvy Fit Workshops. Many are actively using the gym at the Sheriff's Department for ongoing physical fitness. Through ongoing employee surveys, we worked to engage with our employees to measure the effectiveness of our efforts in this area.

In addition, our office worked with all of our public safety departments to create a Peer Support and Critical Incident Stress Management Program (CISM). In 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 continued with establishing the CISM program. We worked with a counselor to create customized training on resiliency for first responders, however we were unable to provide this in-person training during the pandemic. In addition, we are working to locate an EAP that is more responsive to the needs of our first responders.

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 was especially challenging with many county employees teleworking. We researched creative ways to provide ergonomic guidance to employees and conducted assessments via video and, when absolutely necessary, in person.

Our department continues to be a resource for both Countywide and customized departmental training. With the assistance of our insurance partner PRISM, 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 departments proactively in loss prevention discussions. We have seen significant results by working toward creating department specific loss-prevention objectives and training programs that are customized to their risks and loss history. The majority of the work done in FY 20/21 in this area related to COVID-19 and the safety of our employees. We created a COVID Protection Plan and worked with departments on solving department specific issues.

Our goal for the 20/21 Fiscal Year was to continue to reduce injury frequency, lost time and modified duty days through proactive loss prevention measures (examples given above) and a continuation of many programs that have been developed over the last couple of years. Though this continues to be our goal, COVID-19 and added presumptions related to COVID-19 sidetracked our progress. We are optimistic that our progress will continue post-pandemic.

(See chart below for metrics)

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.

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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. We coordinate all property damage and insurance claims as needed and work to recover insurance funds whenever possible.

The HR Director actively participates in the Primary Workers Compensation Committee for our excess insurance carrier PRISM.

## Goals and Objectives FY 2021/2022

The majority of the projects and objectives that HROS focused on last year are ongoing, solely based on the nature of the programs. We are implementing and maintaining best practices and strive to be business partners with the departments we serve. While our goals/projects were delayed by the pandemic, we will renew our efforts this fiscal year.

### **HRIS Implementation**

Our continued mission and number one objective this fiscal year will be to continue our work on the implementation of the entire UKG Suite. This is an ongoing large project for our department that has pushed us to think objectively and creatively about every process in our office, and the way we interact with and provide data to every department.

We completed almost all HR modules, with the exception of a few system-related barriers we are working with UKG to resolve. We will begin implementing the Time and Labor Management (TLM) Module in the Fall of 2021. The TLM module brings with it a great deal of functionality, however it will be the most labor intensive module to date.

### **Labor & Employee Relations**

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

Our contracts with our law enforcement groups, the Deputy Sheriffs Association (DSA), Management Supervisory Association (MSA) and Probation Peace Officers Association (PPOA) all expire in June 2022. We will begin the process of negotiating successor MOU's in the Spring of 2022.

While we recently updated the County's Equal Employment Opportunity Plan, we plan to use the 2020 Census data to refresh our plan. With that completed, we will look at representation in levels of the organization and strategies to continue promoting diversity, equity, and inclusion at all levels.

### **Recruitment & Selection**

We have seen a steep uptick in recruitments and we hope that some of the pandemic-related issues will begin to abate allowing us to fill vacancies with fewer challenges.

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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 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 and activities should be offered this fiscal year.

This fiscal year, we hope to be able to offer to our employee development programs, with public health concerns considered. In addition, we hope to be able to offer our employee recognition programs.

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

## **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.

We will continue the work with our broker Alliant, to consider alternatives to our current EAP offering.

## **Risk Management, Safety, Workers Compensation, and 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. Though we will continue to focus on departments with adverse loss development and discuss trends that have been identified from historical data, we will also expand proactive loss prevention discussions intended to prevent claims.

We will continue working on revising the County's Injury & Illness Prevention Program (IIPP) and look at creative and cost effective ways to insure upcoming capital improvement projects, professional service agreements, county initiatives, and activities.

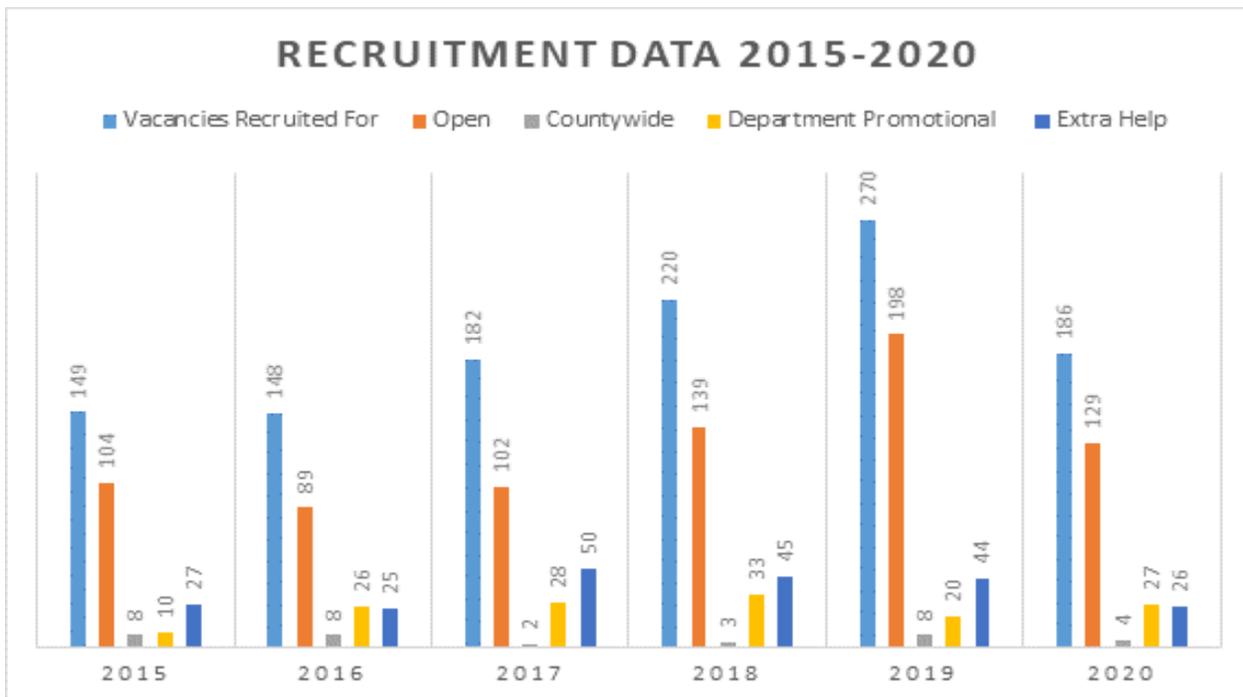
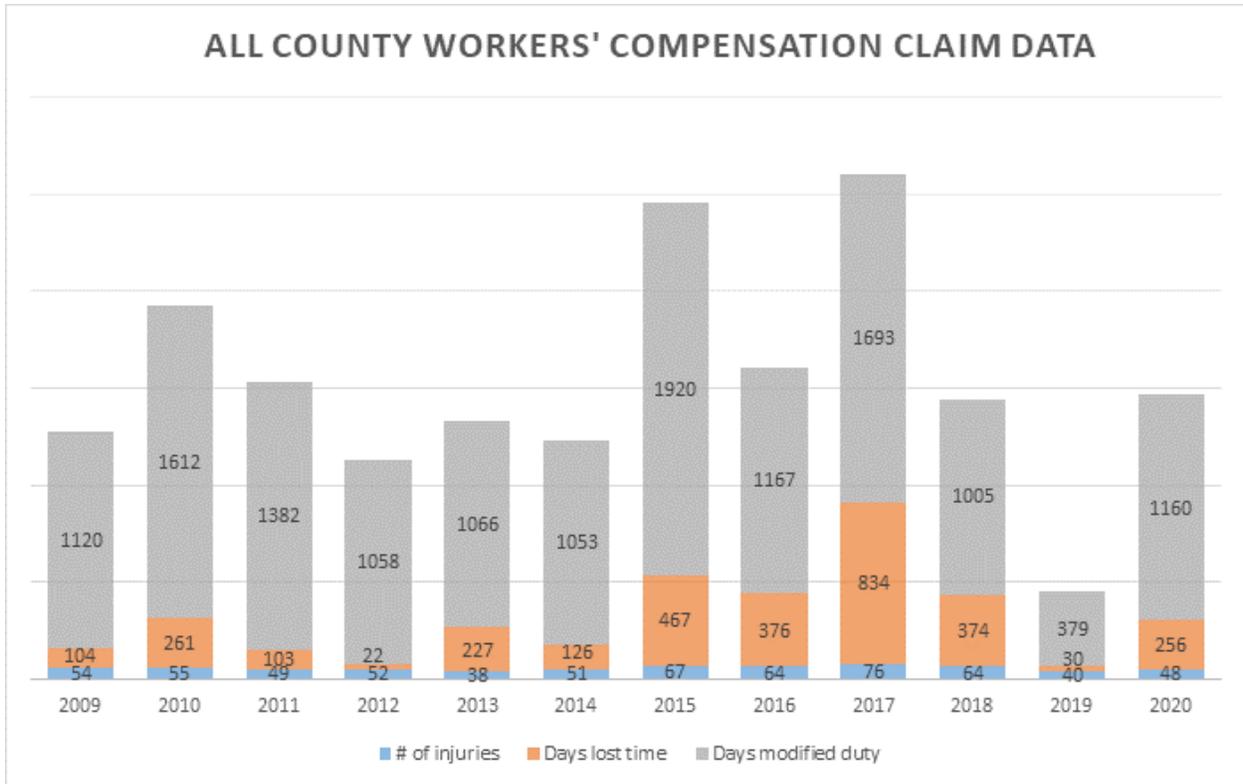
## **Pending Issues/Policy Considerations FY 2021/2022**

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.

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## Performance Measures FY 2020/2021



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