

Human Resources

Jill Abel – Director

Human Resources 101-0300	FY 21/22 Adopted Budget	FY 22/23 CAO Recommended	Change
EXPENDITURES			
Salaries and Benefits	\$2,023,850	\$2,414,808	\$390,958
Services and Supplies	\$221,205	\$369,131	\$147,926
Other Charges	(\$1,203,168)	(\$1,186,011)	\$17,157
Fixed Assets			\$0
TOTAL EXPENDITURES	\$1,041,887	\$1,597,928	\$556,041
REVENUE			
Fed/State			\$0
Grant			\$0
Realignment			\$0
Fees/Misc	\$750,321	\$808,108	\$57,787
TOTAL REVENUE	\$750,321	\$808,108	\$57,787
FUND BALANCE			\$0
NET COUNTY COST	\$291,566	\$789,820	\$498,254

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. Beginning in Fiscal Year 2022/2023, the Countywide Payroll function will reside in the Human Resources Department.

Accomplishments FY 2021/2022

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, we continued progress on the implementation of the entire Kronos (now UKG) Suite. As with any large technology project, there have been challenges and opportunities along the way. To date, we have achieved many successes in the UKG project.

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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.

The elements of the UKG HR and Payroll Modules that Yuba County can utilize were fully implemented over the 21/22 fiscal year. We continue to stretch the platform to meet the needs of a government agency running a monthly payroll, which is not ideal, however we are over the major hurdles that this paradigm presented. We are at a point to refine and optimize what we have so we will be well positioned to move into a TLM implementation.

Labor & Employee Relations

The one-year extension negotiated with the Yuba County Employees Association (YCEA) and the Deputy District Attorney Association (DDAA) at the beginning of the pandemic ended in June 2021. In the Spring of 2021 we began negotiations for successor MOUs with both groups. CalPERS made a decision to collapse the PPO plan offerings available to employees, so our focus at the table was centered around modifying MOU language to comply with available plans and rates. An agreement for a successor MOU was reached with both groups. In addition, side letters of agreement were entered into with the law enforcement labor groups to address the CalPERS PPO issue.

In the Spring of 2022 we approached the DDAA and YCEA groups and offered to increase the COLA in the 2nd year of their contract. This change was approved by the Board in light of the current rate of inflation being experienced nationwide.

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 began the process of negotiating successor MOU's in the Spring of 2022.

COVID-19 continued to be an area of intense focus in our department. We were challenged to stay up-to-date with ever-changing legislation, guidance, and competing regulatory direction as we responded to peaks and lulls in infection rates within our workforce. 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 another labor intensive year.

We continued to spend a very significant amount of time working with individual managers, supervisors, and employees; providing coaching, working to resolve conflict, giving direction and navigating complicated personnel issues.

Managing standard leaves of absence was a continued focus, however the leave entitlements and pay replacement programs created in response to COVID-19 made leave management more complicated. The ADA FEHA interactive process continued to be a significant workload for our department. While the pandemic, in general, made some accommodation requests less frequent, as employees began to return to work the requests for accommodation increased.

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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. 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 related 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.

We used 2020 Census data to refresh the County's Equal Employment Opportunity 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.

The Human Resources Director continues to be active on the PRISM legislative committee.

Recruitment, Selection, Classification & Compensation

Our office worked on recruitments to fill a total of 352 vacancies in 2021; 249 were open recruitments (internal and external applicants), 10 were countywide promotional, 29 were department-specific promotional, and 64 were extra-help (see chart below showing historical recruitment data).

What the data above does not show, however, is how incredibly difficult the recruitment environment has become. Amidst the Great Resignation, turnover has dramatically increased for almost all reasons, and applicant pools have dwindled. HR's recruitment team has been required to do more sourcing, interact more frequently with applicants and repeat unsuccessful recruitments. In response to the pandemic, HR was 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. Generous unemployment benefits have made for difficult recruitments with candidates either not applying or declining at critical points in the process. As surges in the pandemic come and go, our office has been required to pivot in response in order to fill vacancies.

We implemented the County's first-ever employee referral bonus program. This program provides a bonus to the referring employee when their referral is hired, and then a second bonus installment when their referral passes probation. While the program has only been in place a short time, we are already seeing great success.

We worked with departments and labor groups to create and revise some lateral incentive programs in both law enforcement and our Community Development and Services Agency. The programs offer tiered hiring incentives and other benefits, such as vacation balances upon hire. These programs, once adopted, have proven successful at bringing us skilled applicants who have great experience to contribute as soon as they join the County.

We continued to focus on recruitment and selection processes that will be accurate indicators of success on the job. We worked with each hiring manager to customize a recruitment plan and timeline, focusing

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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. We used technical solutions like Spark Hire, giving us the ability to have candidates answer technical questions in a virtual environment that can be viewed on demand by the recruiter or hiring manager.

We put together an advertising plan that uses all new forums such as our local theater and strategically placed billboards. We robustly used social media, such as Instagram, LinkedIn, and Facebook in the recruitment process. We benefited from the functionality of the County's updated 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 provide a deeper look into the culture in Yuba County, provide a realistic job preview and showcase the meaningful work available in the public sector.

We partnered 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.

Classification and Compensation has been incredibly busy during the 21/22 Fiscal Year. Through attrition, retirements, and hiring challenges we have seen a large spike in requests for organizational studies and classification and compensation reviews. We have been able to successfully do many of these studies ourselves, however the workload required that we outsource some of the larger projects.

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 2022. In 2021, however, we approached employee recognition a little differently. After asking county employees to nominate their peers in the standard categories, the Board Chair, CAO, and HR Director visited each department and recognized each employee in front of their peers. This presentation was video recorded and shared countywide.

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 continued 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 have also developed various relationships with agencies that enable us to provide excellent training on relevant topics to county departments free of charge. We offered virtual on-demand and in-person training throughout the year. After a 2-year hiatus, we were able to offer two in-person cohorts of our supervisory development series.

The County's Student Intern and Volunteer program continues to grow steadily. We continued to develop relationships with local colleges and high schools in order to 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. 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, which provides services around deferred compensation plan governance and committee function assistance, fiduciary education and training for committee members, development and/or review of investment policy statements, and 401(a) plan design and implementation. Currently, 42% of county employees contribute to deferred compensation.

We continued to actively engaged with the CalPERS Stakeholder Engagement Committee to follow the changing landscape with our group health and pension plan.

We also looked 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 HR Director participates on a statewide task force to address this issue with the desired result of creating a statewide program specifically addressing the needs of law enforcement.

The funding of the CalPERS pension plan has been a topic that we have been actively engaged in. We worked to ensure that we understand the impact proposed changes will have to the County's pension contribution rates (see chart below with historical pension rates).

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

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

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Risk Management, Safety, Workers Compensation & Loss Prevention

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 21/22 in this area was related to COVID-19 and the safety of our employees. We revised our COVID Protection Plan multiple times and worked with departments to solve department-specific issues.

Repetitive Motion Injuries continued to be a huge risk factor for the County, and a large portion of our loss prevention focus is in this area. This fiscal year was challenging with some county employees teleworking. We researched creative ways to provide ergonomic guidance to employees and conducted assessments via video and, when necessary, in person.

Our department is 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.

The pandemic took up a lot of the loss-prevention bandwidth in our department, which meant that we were not able to focus on much else. In addition, the addition of many pandemic-related presumptions impacted our Workers' Compensation claim count and experience.

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.

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 2022/2023

The majority of 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.

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Assumption of Countywide Payroll Function

After a slow and thoughtful transition, the move of the payroll processing function from the Auditor-Controller's Office to Human Resources is now technically complete. The Auditor Controller incumbent had been processing payroll for decades and has now embarked on a well-earned retirement. In FY 21/22 the current HR Tech responsible for payroll processing was able to train with the incumbent for a total of about 6 months. Prior to this function moving to HR we began creating contingency plans to ensure this critical function is covered. In the early part of 2021, one of our HR Analysts trained in the ACO to learn the payroll process, looking for potential efficiency gains and providing payroll processing coverage when the incumbent vacationed in May of 2021. Part of the plan in doing this was to ensure that someone other than the Assistant Director and the HR Technician doing payroll had experience in running the payroll process. Going forward into FY 22/23 we will cross train another HR Tech on components of the monthly process to provide depth of coverage in the event of staff illness or emergency. We will continue to find and implement efficiency gains leveraging technology, simplifying processes and moving from paper to electronic records where possible.

HRIS Implementation

Our continued mission this fiscal year will be to optimize our work on the implementation of UKG Ready.

We will begin implementing the UKG Ready Time and Labor Management (TLM) Module following the completion of the Tyler Munis Financial System Project. The TLM module brings with it a great deal of functionality and will be the most labor-intensive module to date.

Labor & Employee Relations

With a goal of reaching an agreement with law enforcement labor groups by the end of the 21/22 Fiscal Year, we will focus on implementing the contract changes in the 22/23 Fiscal Year.

Recruitment & Selection

Recruitments continue to be challenging, and we are addressing this challenge with a multi-faceted approach. During the 22/23 Fiscal Year we will begin a targeted, multi-phased broad advertising and marketing plan that is a collaborative effort with our departments, County employees, and Public Information team members. Our goal is to showcase the meaningful work being done by County employees in a way that resonates with applicants.

Due to the delays and expense of the pre-employment medical evaluation process, we will be doing a class-by-class analysis of pre-employment medical requirements. The goal this fiscal year will be to develop and implement a revised long-term plan for pre-employment medical evaluations.

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, retirements, and hiring challenges, we

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anticipate that requests for organizational studies and classification reviews will remain a big portion of the work we do.

Training & Organizational Development

We will be creating data for use in a Department Head retreat in the 22/23 Fiscal Year. We hope this retreat will result in the revamping of our Organizational Excellence Committee and in the development of initiatives to address succession planning, employee development, employee retention and maintaining a positive County culture.

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

We will begin the development of management training curriculum related to conducting and preparing investigative reports and disciplinary notices.

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

Employee Benefit Programs

We will continue our participation with the CalPERS Stakeholder Engagement Committee in order to ensure that 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 PRISM on the Public Safety Task Force to find a solution to bridge the gaps in EAP programs.

We will facilitate department and County participation in the Blue Zone Yuba Sutter Project.

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. Though we will focus on departments with adverse loss development and discuss trends identified from historical data, we will also expand proactive loss prevention discussions intended to prevent claims.

We will work 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.

We will dedicate staff to focus exclusively on loss prevention initiatives with our law enforcement groups. With a collaborative focus in this area, we hope to see reductions in the frequency and severity of employee injuries and Workers' Compensation claims. We will continue programs to address the physical and mental demands and changing landscape in public safety careers. Our goal will be to reengage the assistance of Savvy Health Solutions. We saw success in the past when we worked with the

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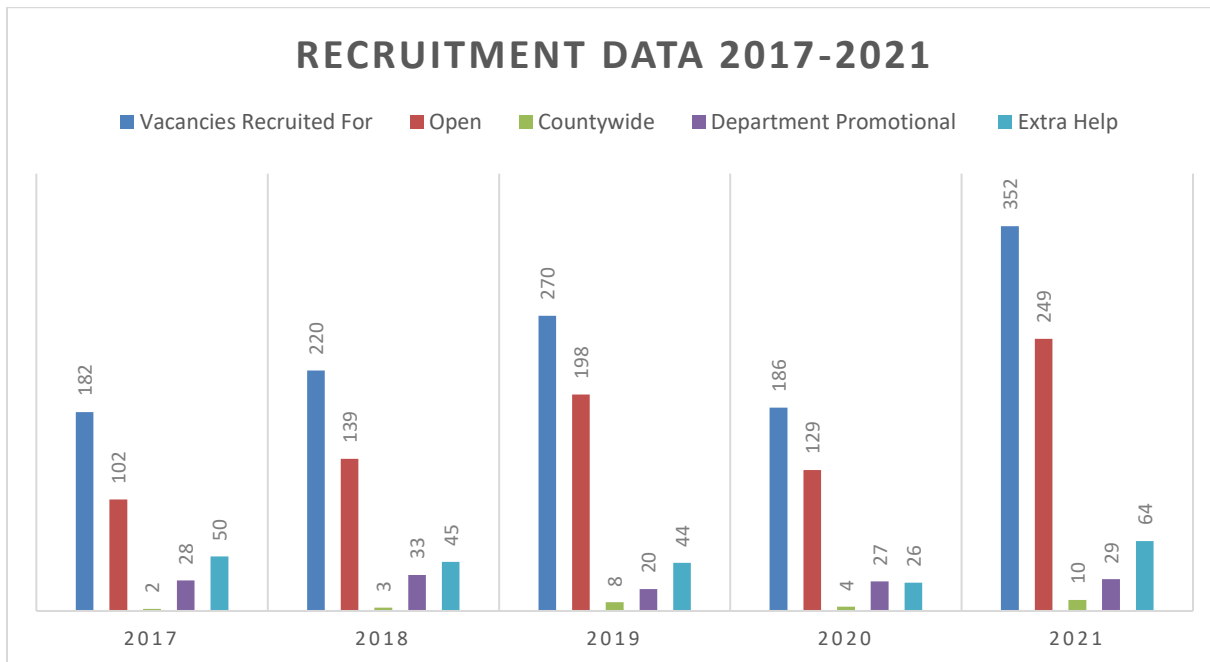
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Sheriff’s Department to establish the BEST-YU Committee, which is a cross-functional committee focused on recognizing the value of a balanced lifestyle in five key areas: Health, Career, Social, Community, and Financial. A good portion of our deputies and correctional officers have completed the Savvy Fit Workshops and we hope to expand participation in this program.

Pending Issues/Policy Considerations FY 2022/2023

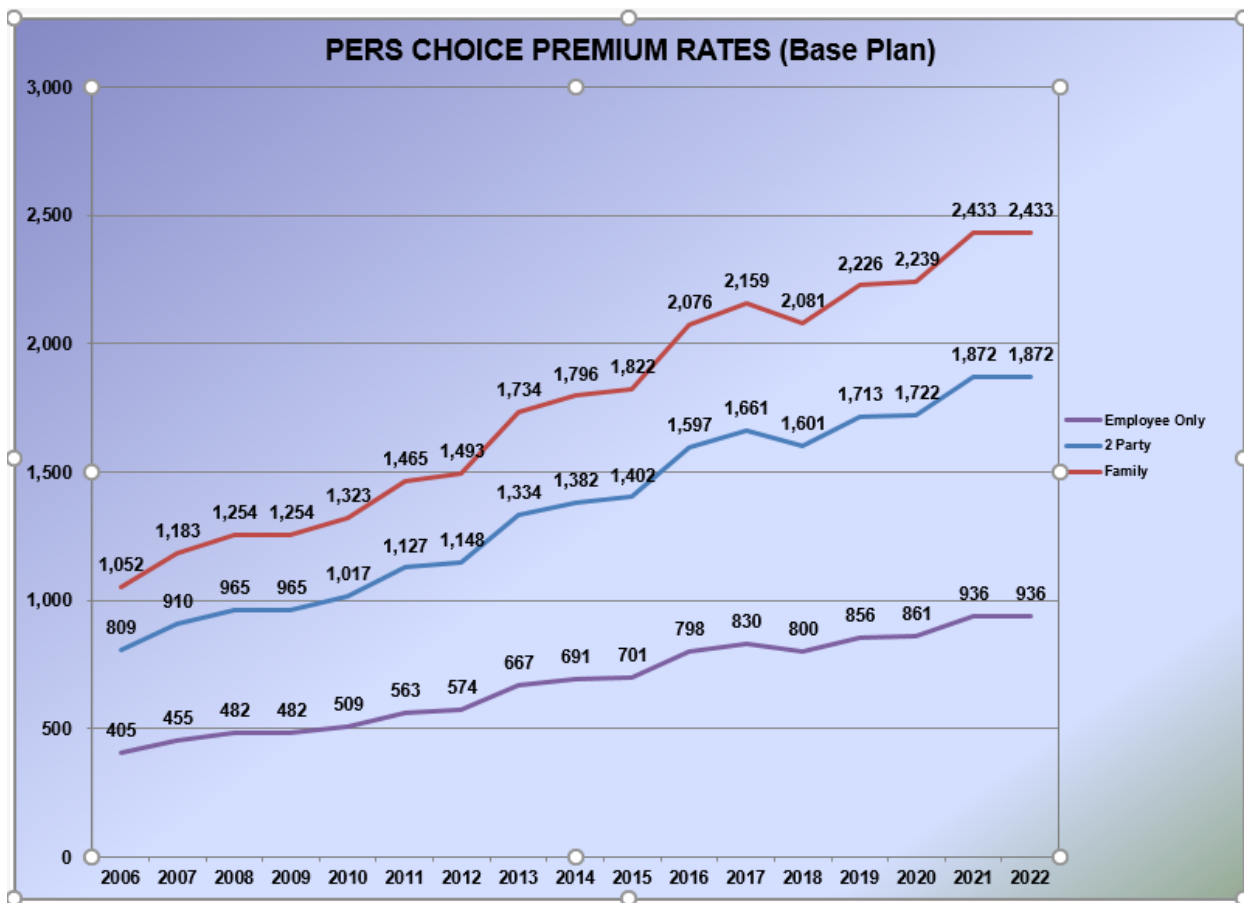
The legislative environment has been extremely active with a large portion of proposed bills focused on HR and Risk Management related issues. We anticipate the need to expend a lot effort to research, understand, and communicate the impacts of proposed bills.

Performance Measures FY 2022/2023



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Please note: The PERS Choice Plan was eliminated by CalPERS in 2022 when CalPERS collapsed three PPO offerings into two.

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