

Human Resources

Jill Abel - Director

Human Resources 101-0300	FY 22/23 Adopted Budget	FY 23/24 CAO Recommended	Change
EXPENDITURES			
Salaries and Benefits	\$2,363,652	\$2,273,838	(\$89,814)
Services and Supplies	\$443,131	\$386,908	(\$56,223)
Other Charges	(\$1,186,011)	(\$1,186,011)	\$0
Fixed Assets			\$0
TOTAL EXPENDITURES	\$1,620,772	\$1,474,735	(\$146,037)
REVENUE			
Fed/State			\$0
Grant			\$0
Realignment			\$0
Fees/Misc	\$905,734	\$845,343	(\$60,391)
TOTAL REVENUE	\$905,734	\$845,343	(\$60,391)
FUND BALANCE			\$0
NET COUNTY COST	\$715,038	\$629,392	(\$85,646)

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. As of fiscal year 2022/2023, the countywide Payroll function also resides in the Human Resources Department.

Accomplishments FY 2022-2023

HRIS Implementation

In spring 2018, we purchased the Kronos (now UKG Ready) HR module to complement and improve the functionality of the Kronos Payroll, Time, and Labor Management Module purchased by the Auditor Controller's Office. We continue to stretch the platform to meet the needs of a government agency, and UKG has been an excellent tool in communicating with County employees. We are also excited to have conducted Health, Dental and Vision open enrollment for the first time in UKG this fiscal year.

Human Resources

Jill Abel - Director

Labor & Employee Relations

Our contracts with our law enforcement groups, the Deputy Sheriffs Association (DSA), Management Supervisory Association (MSA) and Probation Peace Officers Association (PPOA) all expired in June 2022. We began the process of negotiating successor Memorandum of Understanding (MOU's) in the spring of 2022 and were able to reach an agreement for a successor MOU with all groups in the fall of 2022.

The IHSS Public Authority's agreement with IHSS workers, represented by SEIU 2015, expired in 2022. We have reached out to SEIU 2015 to begin discussions for a successor MOU.

We continued to spend a very significant amount of time working with individual managers, supervisors and employees to provide 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. In addition, new legislation passed this fiscal year changing definitions and creating additional leave entitlements available to our employees.

The ADA FEHA interactive process continues to be a significant workload for our department, and we have seen a large spike in requests for accommodation since our employees have returned to work following the pandemic.

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. 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 is currently serving as the Chair of the PRISM legislative committee.

Recruitment, Selection, Classification & Compensation

Our office worked on recruitments to fill a total of 438 vacancies in 2022, of which 337 were open recruitments (internal and external applicants), 11 were countywide promotional, 44 were department-specific promotional and 46 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.

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. This program has been very successful, and to date 43 employees have been hired through this program.

Human Resources

Jill Abel - Director

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, like vacation balances upon hire. These programs have proven successful at bringing us skilled applicants who have great experience to contribute as soon as they join the County. To date 24 employees have been hired under these programs.

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 such selection tools as qualification appraisal panels, specialized exams, assessment centers, in-box exercises, proctored supplemental questionnaires, online testing and speed interviews for relevant recruitments. We use 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.

Classification and Compensation has continued to be incredibly busy during the 22/23 fiscal year. Through attrition, labor contract negotiations, 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 has required that we outsource some of the larger projects.

Employee Recognition

In the fall of 2022, we were able to do our annual employee recognition event. However, we did continue one of the traditions started during the pandemic. 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, and employees with 20 or more years of service were invited to a special recognition luncheon.

Training & Organizational Development

The training and development of Yuba County employees continued to be a high priority for our department. We were able to complete three sessions of our employee and supervisory development academies this fiscal year.

We led a team on the development and creation of a countywide Telework Policy and Guide which included forms for ease of implementation in each department. The policy was adopted by the Board in February 2022. We will be offering training on tools for managing a remote workforce in April of 2023, and a recording of this training will be available on-demand going forward.

Human Resources

Jill Abel - Director

We created data for use in a leadership retreat in the 22/23 fiscal year. This retreat helped us identify initiatives needed to address succession planning, employee development, employee retention and maintaining a positive County culture. We hosted a leadership book club using the book *The Culture Code* by Daniel Boyle. In addition, we began a coordinated effort with the County Administrator's Office to update the County's Strategic Plan and priorities; an effort we hope to complete by the end of the current fiscal year.

HROS is responsible for coordinating state and federally mandated training such as Ethics and Sexual Harassment prevention, which were both provided in an on-line and in person format this fiscal year. 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.

The County's Student Intern and Volunteer program continues to grow steadily. We continue to develop relationships with local colleges and high schools so that we can expand our program. During this fiscal year, we have had interns and/or volunteers in 10 County departments. 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 Beale Air Force Base, and marketing Yuba County as a leading employer in the region.

Employee Benefit Programs

We engaged 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, 43% of County employees contribute 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.

We implemented a ScholarShare 529 Plan providing our employees with a convenient tool to finance further education for themselves, children, or grandchildren.

We are in the process of locating a unique EAP-type solution for our first-responders, as many of the current offerings are insufficient with networks not equipped to support first responders. The HR Director participated in a statewide task force to address this issue. The task force resulted in the release of an RFP for the creation of a statewide program specifically addressing the needs of law enforcement.

Human Resources

Jill Abel - Director

The funding of the CalPERS pension plan has been a topic in which we have been actively engaged. 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 continues to do the annual Affordable Care Act reporting; a time-consuming project. The pandemic resulted in new laws impacting COBRA rights that required additional focus.

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

Risk Management, Safety, Workers Compensation & Loss Prevention

We refreshed the County's Injury and Illness Prevention Program (IIPP) and have completed training with employees, managers, supervisors, and department heads on the revised plan. 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. With that in mind, we have begun completing Risk Control Assessments with several County departments and have begun shaping loss prevention goals around those results.

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, while keeping up with public health guidance on contact tracing, quarantine and isolation requirements made for another labor-intensive year.

Repetitive Motion Injuries continue to be a huge risk factor for the County, and a large portion of our loss prevention focus is in this area.

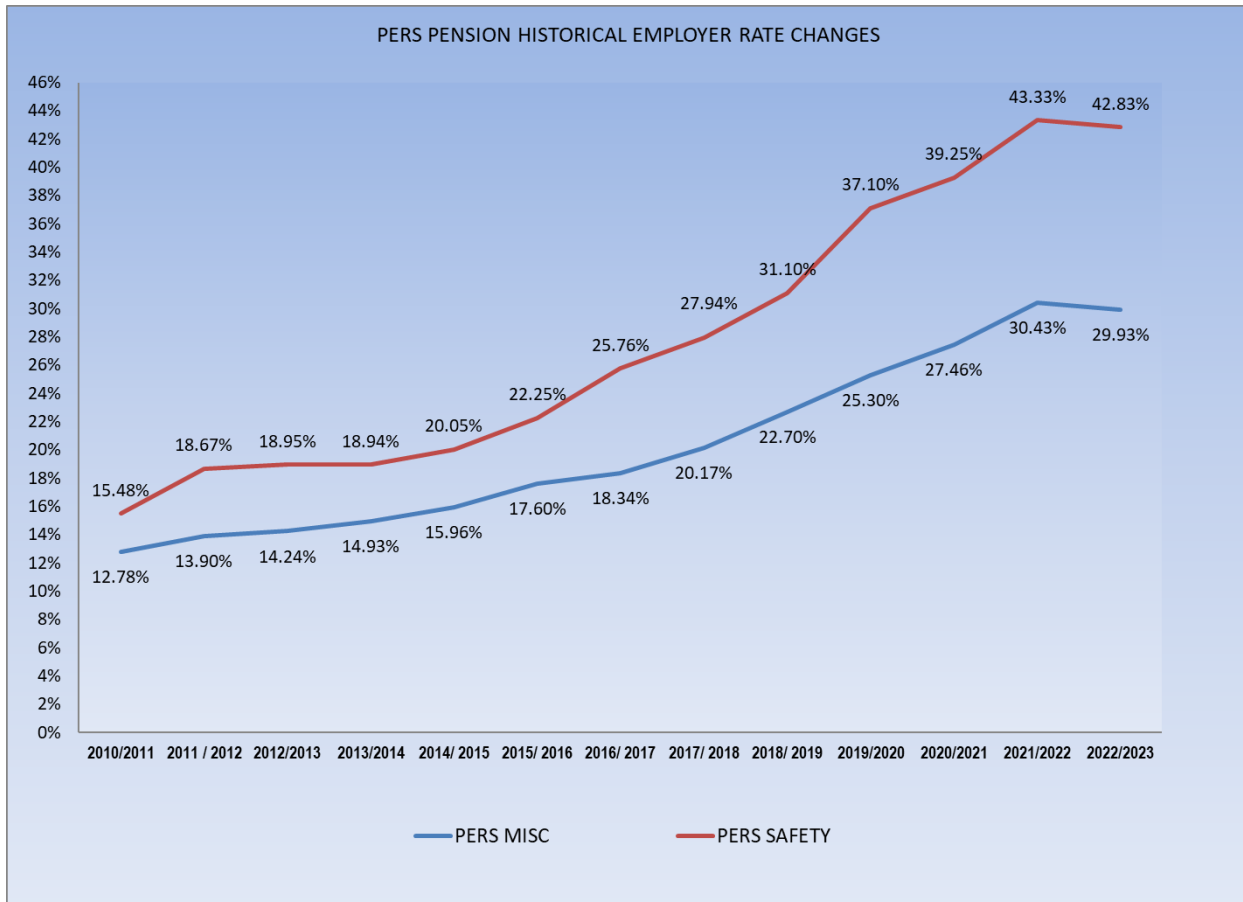
Our department is a resource for both countywide and customized departmental training. With the assistance of our insurance partner, PRISM, we have been able to offer training that is timely, relevant, and free of charge to our departments.

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

Human Resources

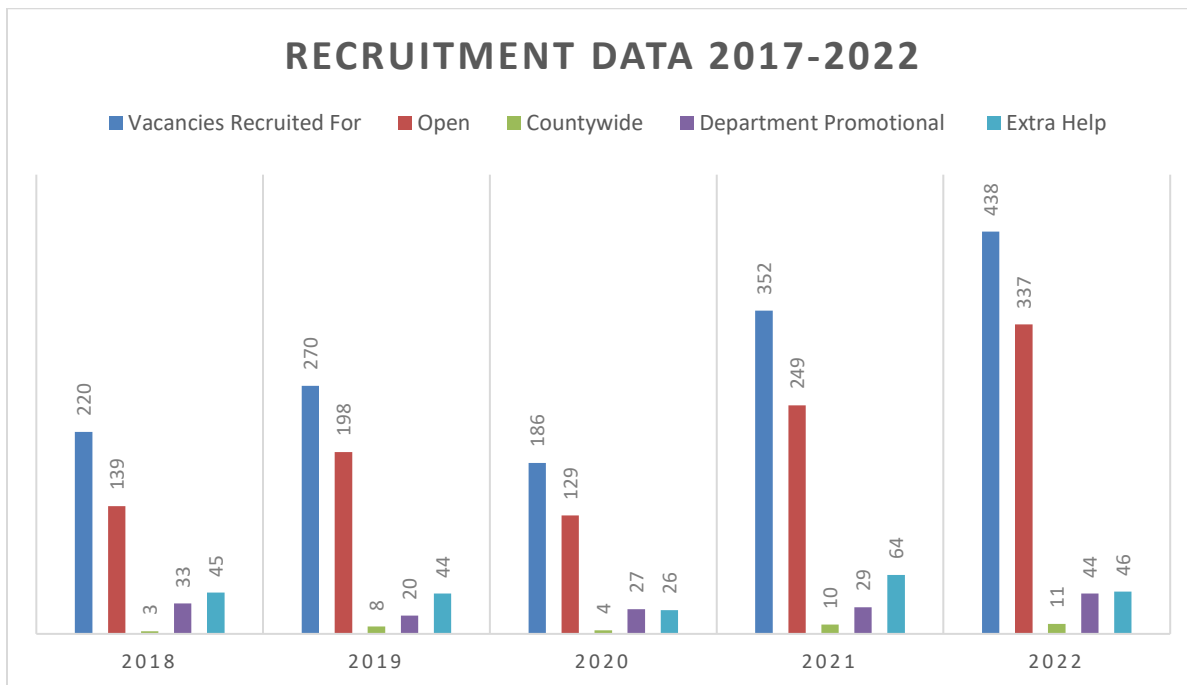
Jill Abel - Director

Performance Measures FY 2022-2023



Human Resources

Jill Abel - Director



Goals and Objectives FY 2023/2024

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.

Tyler Implementation

We will continue to partner with the Auditor Controller's Office on the mapping of accounts and integration of data from UKG into the Tyler Munis Financial System.

Labor & Employee Relations

We will begin negotiations for a successor MOU with our largest labor group, Yuba County Employees Association (YCEA) and the Deputy District Attorney Association (DDAA) in the spring of 2024. In addition, we will negotiate a successor agreement with IHSS workers when the union is ready to begin.

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 began 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. The budget for this advertising effort will change in 23/24 so we will need to get creative about advertising vacant positions.

Human Resources

Jill Abel - Director

We will continue supporting the intern and volunteer program. We will also continue actively engaging with Beale Air Force Base and see renewed approval for the SkillBridge Program.

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

We will use lessons learned from our leadership retreat and employee stay interviews to revamp our County onboarding and exit process. We will work with departments and labor groups to revise 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 anticipate that requests for organizational studies and classification reviews will remain a big portion of the work we do. Pending available training budget, we plan to grow our class and compensation competency level in our department by training our recruiters in this area. This will allow us to deepen our subject matter expertise and provide a more robust service to our departments.

Training & Organizational Development

We will be creating and providing training for our County managers and supervisors on how to conduct Employee Development Plans for each employee they manage. This is one of the outcomes of our 2022 Leadership Retreat.

Budget permitting, we will offer our employee and supervisory development academy sessions this fiscal year. Budget permitting, we will begin the development of management training curriculum related to conducting and preparing investigative reports and disciplinary notices.

Employee Benefit Programs

We will continue our participation 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.

Following our work with PRISM in 2023 to locate a replacement EAP program, we will work to implement the new program. We will conduct employee education sessions via in-person and on-demand orientations and multi-modal communication tools to ensure we are reaching all County employees. We are eager to facilitate department and County participation in the Blue Zone Yuba Sutter Project, however priorities may shift due to the impacts of budget changes this fiscal year.

Human Resources

Jill Abel - Director

Risk Management, Safety, Workers Compensation & Loss Prevention

We will continue with 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. We have met with all but four County departments to begin department-specific risk control assessments. Our goal for fiscal year 23/24 will be to begin the risk control assessment process for the remaining four departments and to use the assessments from all departments to identify specific tools, resources, and processes that can mitigate department-specific risks.

Budget permitting, we will dedicate staff time to 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. We will continue to provide support to the Best-YU committee, 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, we will continue the pilot program with the Responder Health App and Safe Call Now; another resource for our law enforcement groups that provides them assistance in accessing counseling and services aligned with the unique nature of their role.

Pending Issues/Policy Considerations FY 2023-2024

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 of effort to research, understand and communicate the impacts of proposed bills.