



2007-08 Business Plan Human Resources Department



***The Human Resources Department
One Team - Here for You***

Final 3/13/07

Orange County
Human Resources Department



Dear Customer/Colleague:

The mission of the Orange County Human Resources Department (HRD) is to serve as the corporate leader for Human Resources policies and programs with the overarching objective of supporting employee excellence within the County of Orange. HRD accomplishes its mission by supporting and implementing Board of Supervisors' and CEO policies and programs as well as by partnering with County departments and other customers/stakeholders to implement employee programs and initiatives. HRD operates in a highly decentralized environment where Agency/Department HR professionals report directly to Agency/Department Heads, but look to HRD for support to address issues and meet County and departmental business objectives.

In FY 2006-07, HRD focused on reorganizing its structure to better serve departments, addressing communication issues, and developing a collaborative Strategic Human Resources plan. The plan is customer driven and incorporates input from departmental HR managers and the CEO.

In FY 2007-08, HRD will support the County's strategic priorities through leveraging department personnel's core competencies and efforts towards enhancing customer service delivery and positioning the county as an employer of choice. Specifically, HRD will:

1. Enhance and implement a more robust technology platform

Conduct a strategic evaluation of Orange County's Human Resources and Payroll business functions, provide recommendations for improvement of business processes and source a best practices solution. This pursuit of a value driven replacement strategy for the County's Personnel and Payroll systems will be in partnership with the Auditor-Controller's Office, CEO/IT and CEO/Finance.

Conduct a Pilot Project with the Social Services Agency that is focused on streamlining and automating the entry and approval of position actions on a countywide basis.

2. Further develop and measure customer service delivery

Implement a Benefits Satisfaction Survey to get feedback from County employees and retirees on the quality of service they receive from the Benefits Center.

Champion the use of the County's online recruiting system workflow functionality in order to capture time-to-hire data.

3. Strengthen the County's position as an "Employer of Choice"

Update PPO plan documents and bring them up to industry standards for self-insured PPO health plans.

Restructure retiree benefits and review available retiree health plan options to help mitigate the rising costs of retiree medical rates.

Complete a compensation study/survey to identify how the total compensation package of Orange County employees compares with total compensation of alternative sources of employment.

Focus on recruitment processing efficiencies to speed up the hiring process thereby providing greater opportunities to market the County as an Employer of Choice.

The coming fiscal year promises to be challenging but HRD staff looks forward to playing a significant role in helping meet the County's strategic priorities by ensuring we attract and retain the best and brightest to our workforce.

Sincerely,

Carl Crown

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Executive Summary

The Human Resources Department (HRD) was formed in January 2004 as part of a county wide reorganization approved by the Board of Supervisors, and since 2005 HRD has experienced changes in leadership and organizational structure in an ongoing effort to improve customer service to the County's decentralized Agency/Department HR functions. Department leadership has also focused on taking steps to improve communication between corporate HR and Departments and to provide training to countywide HR staff.

The HR Department's mission is to serve as the corporate leader for Human Resources policies and programs with the overarching objective of defining and supporting employee excellence within the County of Orange. The HRD accomplishes its mission by supporting and implementing Board of Supervisors' and CEO policies and programs as well as partnering with County departments and other customers/stakeholders to implement employee programs. In terms of its vision, the HRD is committed to working with Agencies/Departments and other stakeholders to ensure that the County is a competitive leader in its search for and retention of talent to serve the Orange County community.

The Department's goals for FY 2007-08 are:

1. Provide leadership in the delivery and creation of Human Resources knowledge and systems to assist County departments in developing and achieving exceptional employee performance.
2. Foster and strengthen customer and business partnerships to facilitate and enhance timely, contemporary and exceptional countywide Human Resources services.

The Human Resources Department will be working to achieve its mission and meet its goals in a challenging environment which includes budget constraints, intense competition for skilled workers, the need for increasing workforce diversity, changing workforce expectations, and complex and dynamic legislative mandates.

During FY 2007-08, the Department will continue to work with the Board, the CEO, Agency/Department Heads, and HR Managers to improve communication and coordination on HR issues, programs, services, and priorities, and in general, look for better ways of doing business.

Of particular interest and focus, the *Human Resources and Payroll Visioning Project* will kick off the Human Resources Department effort toward implementing the personnel and payroll portion of the CAPs upgrade project. This first step, the *Visioning Project*, will incorporate a consultant to develop solutions regarding the sizing, platform, project

plan, business processes, cost and required resources to implement a replacement for the County's current personnel and payroll system.

This will involve county wide participation of Human Resources professionals as well as Auditor-Controller personnel and will last approximately one year, beginning the first several months in 2007. Based on the solutions identified through this process, the Human Resources Department, in collaboration with the CAPs Steering Committee and Auditor-Controller's Office, will determine and proceed with the second phase of the Project beginning in 2008. This is a significant Project destined to change the Human Resources business and process environment for decades to come.

Consistent with the County's efforts to lay a foundation for the future by identifying the County's place in a highly competitive labor market, the Human Resources Department will be launching a Compensation Benchmark Survey. Selected classifications will be surveyed within local, regional and State labor markets. The scope of the survey includes a review of total compensation with a goal of gathering objective and comprehensive comparative information from both private and public sector employers. Key deliverables of this Project also include development of recruitment/retention strategies for key positions and an online benchmark tool and associated training for County HR professionals to provide a common foundation and an automated method for conducting such surveys in the future.

In alignment with the strategic objectives mentioned above, HRD/Employee Benefits will launch a number of initiatives in 2007, including development of a Health Benefits Committee comprised of representatives from labor organizations and County leadership whose purpose will be to explore and recommend health plan design changes, new health plans and health care programs. The Health Benefits Committee's recommendations will provide an ongoing opportunity to evaluate and make program changes to take advantage of a dynamic health insurance market. HRD/Employee Benefits will also work with Retired Employees Association of Orange County (REAOC) to mitigate the impact of the January 2008 splitting of the health plan premiums. To provide additional options for employees to plan for and address the rising cost of health care premiums, HRD/Employee Benefits will also develop and implement a Health Savings Account program to be effective January 2008. Two initiatives will be focused on bettering service delivery; these include auditing the phone calls made to the County of Orange Benefits Center, and an annual or biannual customer service survey of County employees and retirees regarding their opinions of the benefits offered, the quality of service from insurance carriers, the Benefits Center and the HRD/Employee Benefits Division.

Concomitant with these projects, the county wide Strategic Focus effort will influence the future of Human Resources as well as business in general in the County. Beginning in May 2006, pursuant to direction from the Chairman of the Board of Supervisors and the County Executive Officer, participants from throughout the County came together to redefine the County's mission, vision and values, and to define strategies oriented to engineering organizational change. Two likely areas to be influenced by this effort are employee development and performance management.

In FY 2007-08, HRD will support the County's strategic priorities through leveraging department personnel's core competencies and efforts towards enhancing customer service delivery and positioning the county as an employer of choice. Specifically, HRD will:

1. Enhance and implement a more robust technology platform

Conduct a strategic evaluation of Orange County's Human Resources and Payroll business functions, provide recommendations for improvement of business processes and source a best practices solution. This pursuit of a value driven replacement strategy for the County's Personnel and Payroll systems will be in partnership with the Auditor-Controller's Office, CEO/IT and CEO/Finance.

Conduct a Pilot Project with the Social Services Agency that is focused on streamlining and automating the entry and approval of position actions on a countywide basis.

2. Further develop and measure customer service delivery

Implement a Benefits Satisfaction Survey to get feedback from County employees and retirees on the quality of service they receive from the Benefits Center.

Champion the use of the County's online recruiting system workflow functionality in order to capture time-to-hire data.

3. Strengthen the County's position as an "Employer of Choice"

Update PPO plan documents and bring them up to industry standards for self-insured PPO health plans.

Restructure retiree benefits and review available retiree health plan options to help mitigate the rising costs of retiree medical rates.

Complete a compensation study/survey to identify how the total compensation package of Orange County employees compares with total compensation of alternative sources of employment.

Focus on recruitment processing efficiencies to speed up the hiring process thereby providing greater opportunities to market the County as an Employer of Choice.

In summary, the FY 2007-08 HRD business plan provides a formal definition of the HRD's purpose and direction for the coming year. HRD's team of 40 staff is committed to achieving the goals described in the business plan, and to continuing to ensure that the over 18, 000 County positions established by the Board to serve the community are filled with dedicated and highly skilled employees who reflect the diversity of the Orange County community.

County of Orange Human Resources Department
Business Plan
July 1, 2007 thru June 30, 2008

Introduction

The Human Resources Department (HRD) was formed in January 2004 as part of a county wide reorganization approved by the Board of Supervisors, and since 2005 HRD has experienced changes in leadership and organizational structure in an ongoing effort to improve customer service to the County's decentralized Agency/Department HR functions. Department leadership also has focused on taking steps to improve communication between corporate HR and Departments and to provide training to countywide HR staff.

The County's Human Resources activities and functions are decentralized. Specifically, each Agency/Department is staffed with HR practitioners who provide services to their organizations with direct reporting relationships to the Agency/Department Head. The HRD is composed of 40 positions charged with the responsibility of guiding and managing Countywide HR programs including Employee Benefits, Employee Relations, Equal Employment Opportunity, Classification, Recruitment/Marketing, HR Systems management and development, personnel records management, and policy and procedural compliance auditing.

The Board has authorized approximately 18,000 positions to deliver programs and services to the community. These positions represent a broad range of occupations including, but not limited to, legal, medical, law enforcement, executive management, administrative, finance/accounting, engineering, skilled trades, and human services. In addition to the broad spectrum of professional and technical occupations required to implement programs and provide services, the County must also ensure that its workforce effectively represents and serves diverse communities. This requires staff that is knowledgeable of various cultures, target group needs, and languages.

To cost effectively attract and retain such a large, highly skilled and diverse workforce, the County must develop and implement competitive organization-wide strategies in the areas of recruiting, benefits program design and management, HR technology, compensation, classification, employee development, EEO, and performance management. These efforts are led by the Human Resources Department and developed and implemented in collaboration with the CEO, Agency/Department Heads, departmental HR Managers, and labor.

Of particular interest and focus over the upcoming year, the *Human Resources and Payroll Visioning Project* will kick off the Human Resources Department effort toward implementing the personnel and payroll portion of the CAPs upgrade project. This first step, the *Visioning Project*, will incorporate a consultant to develop solutions regarding

the sizing, platform, project plan, business processes, cost and required resources to implement a replacement for the County's current personnel and payroll system.

This will involve county wide participation of Human Resources professionals as well as Auditor-Controller personnel and will last approximately one year, beginning the first several months in 2007. Based on the solutions identified through this process, the Human Resources Department, in collaboration with the CAPs Steering Committee and Auditor-Controller's Office, will determine and proceed with the second phase of the Project beginning in 2008. This is a significant Project destined to change the Human Resources business and process environment for decades to come.

Consistent with the County's efforts to lay a foundation for the future by identifying the County's place in a highly competitive labor market, the Human Resources Department will be launching a Compensation Benchmark Survey. Selected classifications will be surveyed within local, regional and State labor markets. The scope of the survey includes a review of total compensation with a goal of gathering objective and comprehensive comparative information from both private and public sector employers. Key deliverables of this Project also include development of recruitment/retention strategies for key positions and an online benchmark tool and associated training for County HR professionals to provide a common foundation and an automated method for conducting such surveys in the future.

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Concomitant with these projects, the county wide Strategic Focus effort will influence the future of Human Resources as well as business in general in the County. Beginning in May 2006, pursuant to direction from the Chairman of the Board of Supervisors and the County Executive Officer, participants from throughout the County came together to redefine the County's mission, vision and values, and to define strategies oriented to

engineering organizational change. Two likely areas to be influenced by this effort are employee development and performance management.

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Conduct a Pilot Project with the Social Services Agency that is focused on streamlining and automating the entry and approval of position actions on a countywide basis.

2. Further develop and measure customer service delivery

Implement a Benefits Satisfaction Survey to get feedback from County employees and retirees on the quality of service they receive from the Benefits Center.

Champion the use of the County's online recruiting system workflow functionality in order to capture time-to-hire data.

3. Strengthen the County's position as an "Employer of Choice"

Update PPO plan documents and bring them up to industry standards for self-insured PPO health plans.

Restructure retiree benefits and review available retiree health plan options to help mitigate the rising costs of retiree medical rates.

Complete a compensation study/survey to identify how the total compensation package of Orange County employees compares with total compensation of alternative sources of employment.

Focus on recruitment processing efficiencies to speed up the hiring process thereby providing greater opportunities to market the County as an Employer of Choice.

Challenges

Like all major public employers, the County of Orange faces many challenges relative to the competition for talent. As the County's leader in these matters, the HRD must achieve its goals in a rapidly changing and complex environment. The major challenges that the HRD faces are as follows:

Budget Constraints - Budgets remain constrained at both the State and local level while the cost of attracting and retaining talent is increasing.

Retiree Health and Pension Costs - The County, along with other employers nationwide, must identify and implement strategies to effectively manage the rising costs associated with retiree medical coverage and pension funding obligations.

Economy – While the economy continues to grow, the cost of basic products and services, especially housing, health care, and gasoline, are dramatically increasing which impacts applicants' decisions to select the County as an employer.

Technological Complexity – Our employees must operate in a more complex, rapidly changing, information-rich, and technologically sophisticated environment. This requires continuing investment in technological solutions and the training and development of staff.

Skills and Talent Competition – Future public sector workforce needs increasingly require individuals with skills and talents that are also in demand in the private sector. This requires the public sector to market the value of public service and to be competitive in areas such as development, rewards, recognition and other areas.

Increasing Diversity – Increasing diversity of the future workforce requires new organizational structures, strategies, and management skills. It also requires the ability to effectively reach diverse communities in our search for talent.

Changing Workforce Expectations – The new workforce has an increasing desire for professional development and recognition of excellence in the workplace. The new workforce also expects to use cutting edge technology and work for an organization that operates with employment policies that permit a greater work/life balance. The majority of new workforce entrants expect to have multiple careers and employers in their lifetimes.

Succession Planning – As the County's workforce continues to retire over the next decade, the County will experience a critical loss of expertise and knowledge while the job market for skilled employees becomes increasingly more competitive.

Changing Staffing Options – Contracted personnel, temporary help, and part time employees are options that must be considered and utilized for the cost-effective management of County resources. However, usage must be balanced

against County needs and legal obligations. New workforce policies and practices need to appropriately address this workforce shift.

Legislative Mandates – The HR and related legislative environment at both the Federal and State level is dynamic and rapidly changing. Legislative mandates offer ongoing challenges and opportunities that must be managed in terms of timely and effective feedback to legislators and implementation of legal requirements. In addition, HR must ensure that the County complies with requirements set forth in the Orange County Merit System Selection Rules and Appeals Procedures, the Personnel and Salary Resolution, and labor contracts.



The Human Resources Department Vision and Mission Statements and Core Values

Vision:

One Team-a leader in developing employee excellence and high quality service to the citizens of Orange County.

Mission:

Our mission, as the County’s Human Resources Department, is to foster business and customer partnerships, provide exceptional customer service, and to proactively lead in the creation and use of effective organizational systems within a dynamic and diverse environment.

Core Values:

Honesty	Integrity
Trust	Quality
Courageous	Consistent application
Appreciation	Sensitivity/interpathy
Service oriented	Responsive
Disciplined	Mastery

GOALS

1. Provide leadership in the delivery and creation of Human Resources knowledge and systems to assist County departments in developing and achieving exceptional employee performance.

In FY 2006-07 the HRD worked with the Agency/Department Human Resources managers to develop a Strategic Human Resources Plan for the County. The plan to this point has defined upcoming priorities and will serve as a guide for the next several years regarding organization-wide HR priorities and the deployment of resources. In FY 2007-08 HR will continue to work with agencies/departments to coordinate and maximize the effectiveness of HR processes in a decentralized environment.

In the area of benefits, the Human Resources Department will continue to manage the County's Benefits programs while working with an array of stakeholders including the Board, the CEO, Agency/Department Heads, labor, and retired employees to develop solutions that balance the needs of employees and retirees for flexible, competitive, and cost-effective programs with the County's needs for cost containment.

The Human Resources Department will use the following strategies to meet the objectives of this goal:

Enhance and implement a more robust technology platform-through the use of technology, create more efficient, effective and contemporary means to deliver services.

Strengthen the County's Position as an Employer of Choice-by incorporating innovative approaches to employee compensation, services and career options, as well as industry knowledge and best practices, help to position the County as a preferred employer.

Operational Plan

The Human Resources Department in collaboration with Agency Department Heads, Agency/Department HR staff, and other stakeholders, will implement the following:

Customer Satisfaction Survey – Utilize baseline and second year data received from the Customer Satisfaction Survey completed in August 2005 and 2006 to continuously improve service. Conduct HR Customer Service survey annually to measure progress and improvements.

Countywide Strategic HR Plan – In conjunction with the Agency/Department HR Managers, continue to develop and refine the county wide Strategic HR Plan in FY 2007-08.

HR and Payroll Visioning Project- Conduct a strategic evaluation of Orange County's Human Resources and Payroll business functions, provide recommendations for improvement of business processes and source a best practices solution. This pursuit of a value driven replacement strategy for the County's Personnel and Payroll systems will be in partnership with the Auditor-Controller's Office, CEO/IT and CEO/Finance.

Position Action Workflow-Conduct a Pilot Project with the Social Services Agency that is focused on streamlining and automating the entry and approval of position actions on a countywide basis.

Update PPO Plan Documents - Bring them up to industry standards for self-insured PPO health plans

Restructure Retiree Benefits - and review available retiree health plan options to help mitigate the rising costs of retiree medical rates

Complete a Benchmark Compensation Study/Survey- to identify how the total compensation package of Orange County employees compares with total compensation of alternative sources of employment.

Focus on Recruitment Processing Efficiencies - to speed up the hiring process thereby providing greater opportunities to market the County as an Employer of Choice.

Labor Negotiations- include most all of the bargaining units, beginning with OCMA, AOCDS and AFSCME (wage/benefits only) in late 2006, and OCEA, SEIU and OCAA in early 2007. Includes an opportunity for dialogue regarding the County's business objectives.

Outcome Measures Goal 1

Outcome Indicator	FY 05-06 Results	FY 06-07 Plan	FY 06-07 Anticipated Results	FY 07-08 Plan	How are we doing?
<p>What: Time to Hire is a common baseline HR measure that provides information regarding how quickly an organization is able to fill a position once it is vacant.</p>	<p>Implementation of the NeoGov System; continued implementation of the Online Hiring Center.</p>	<p>Continued implementation of NeoGov</p>	<p>Implement the online hiring component within departments electing to use the component</p>	<p>Initiate tracking of performance measures in those departments using the online component</p>	<p>A need for further preparation is needed in order to accurately measure time to hire. Efforts are currently underway related to the Position Action Workflow project which includes the future implementation of the Online Hiring Center which will set a foundation for this measure.</p>
<p>Why: Ability to fill key positions quickly is a significant measure in a competitive environment where candidates will be lost to employers using more contemporary and efficient hiring systems. Vacancies increase employer costs related to lost productivity, inefficiencies, use of overtime and drops in customer service delivery.</p>	<p>Provides an online process that incorporates a number of tools to help expedite and track hiring processes.</p>		<p>Currently, 70,000+ (99.33 %) of the applications for County jobs are processed online.</p>		

Outcome Measures (Goal 1 continued)

Outcome Indicator	FY 05-06 Results	FY 06-07 Plan	FY 06-07 Anticipated Results	FY 07-08 Plan	How are we doing?
What: HR Customer Satisfaction Survey	“Good” or better service rating (average of 3.17 on a scale of 1-4)	3.29	3.5	Increase overall rating to 3.5; evaluate improvement efforts with an objective of reducing performance “gaps”	Implemented August 2005 and a second survey followed in 2006; data was summarized, and gaps identified to continue efforts to improve service level.
Why: Customer Satisfaction is an important measure of customers’ perspectives on how well they believe their service needs have been met and how service was delivered: i.e. timely, courteous, and accurate etc. In regard to HR systems, a measure of how well they are working	A means to measure service delivery performance as well as use and effectiveness of HR systems. Baseline measure.	Demonstrated improvement and movement toward goal of 3.5.	Continuous improvement in customer service.		

2. Foster and strengthen customer and business partnerships to facilitate and enhance timely, contemporary and exceptional countywide Human Resources services.

The purpose of the human resources function throughout Orange County is to ensure that departments are able to meet their mission. Through the HR Service Teams, corporate HR is partnering with Agency/Department Heads and Agency/Department HR managers to ensure that the response to HR issues is more timely, effective, and consistent with County policy. By improving accessibility to corporate HR staff, and communication between corporate HR and Agency/Department HR Managers, it is anticipated that issues will be identified earlier, which should increase the strategies available to resolve problems within policy and in the County's interest.

The Human Resources Department has oversight of policy in the areas of recruiting, personnel transactions, EEO and other areas of County human resources management. In addition, the Department has leadership responsibility in developing HR technology and systems and establishing and communicating related procedures and processes that ensure departmental needs are met in a timely manner. The Human Resources Department is also responsible for representing the County in labor contract negotiations, managing and hearing grievances and the resolution of EEO Complaints and Selection Appeals. The foundation of all of these business areas is communication and partnerships with a broad range of stakeholders. In meeting this goal the Department will utilize the following strategies:

Further develop and measure customer service delivery-by using and strengthening the use of process and service measures to assess performance and target goals for continuous improvement, and to strengthen relationships with service recipients.

Strengthen the County's position as an "Employer of Choice"- -by incorporating innovative approaches to employee compensation, services and career options, as well as industry knowledge and best practices, help to position the County as a preferred employer.

Operational Plan

Customer Satisfaction Survey – Utilize baseline and second year data received from the Customer Satisfaction Survey completed in August 2005 and 2006 to continuously improve service. Conduct HR Customer Service survey annually to measure progress and improvements.

Implement a Benefits Customer Satisfaction Survey to get feedback from County employees and retirees on the quality of service they receive from the Benefits Center and HRD/Employee Benefits.

Communication - Continue to improve communication with departmental HR Managers by providing timely and accurate responses to inquiries, making timely decisions, and seeking input on matters effecting departmental HR operations before implementation of changes to policies and procedures.

Training – Provide regular training to HR Managers and their staff in areas such as the law, Merit System Rules, policies and procedures, HR best practices, and technical HR practices. As a part of the HR Strategic Planning process, the Strategic Focus effort and other efforts within the County, assess other training needs and resources in conjunction with desired business outcomes.

Champion the use of the County's Online Recruiting System - workflow functionality in order to capture time-to-hire data.

Update PPO Plan Documents -and bring them up to industry standards for self-insured PPO health plans.

Restructure Retiree Benefits - and review available retiree health plan options to help mitigate the rising costs of retiree medical rates

Complete a Benchmark Compensation Study/Survey- to identify how the total compensation package of Orange County employees compares with total compensation of alternative sources of employment

Outcome Measures Goal 2

Outcome Indicator	FY 05-06 Results	FY 06-07 Plan	FY 06-07 Anticipated Results	FY 07-08 Plan	How are we doing?
<p>What: % of employees using web for open enrollment. The measure will help the HRD determine the extent to which employees are utilizing the web to manage their benefits package.</p>	50%	55%	60%	55%	Anticipate a 5% increase during FY 2006-07
<p>Why: The Benefits Center Web Site allows employees to have 24/7 access to their benefits information for new employees to confidentially make benefits elections and for existing employees to make changes for qualified life events. In addition, increases usage of the Benefits Center Web Site will increase the cost effectiveness of managing the Benefits enrollment process. The goal is to have employees utilize this option. By measuring the usage during open enrollment, the HRD will be able to determine how many employees are using the web site and the extent to which further outreach and education is needed to increase usage.</p>					

Outcome Measures (Goal 2 continued)

Outcome Indicator	FY 05-06 Results	FY 06-07 Plan	FY 06-07 Anticipated Results	FY 07-08 Plan	How are we doing?
What: HR Customer Satisfaction Survey	“Good” or better service rating (average of 3.17 on a scale of 1-4)	3.29	3.5	Increase overall rating to 3.5; evaluate improvement efforts with an objective of reducing performance “gaps”	Implemented August 2005 and a second survey followed in 2006; data was summarized, and gaps identified to continue efforts to improve service level.
Why: Customer Satisfaction is an important measure of customers’ perspectives on how well they believe their service needs have been met and how service was delivered: i.e. timely, courteous, and accurate etc. In regard to HR systems, a measure of how well they are working	A means to measure service delivery performance as well as use and effectiveness of HR systems. Baseline measure.	Demonstrated improvement and movement toward goal of 3.5.	Continuous improvement in customer service.		

Outcome Measures (Goal 2 continued)

Outcome Indicator	FY 05-06 Results	FY 06-07 Plan	FY 06-07 Anticipated Results	FY 07-08 Plan	How are we doing?
What: Employee Benefits Customer Satisfaction Survey	N/A	N/A	N/A	Establish a baseline measure.	Unknown
Why: Customer Satisfaction is an important measure of customers' perspectives on how well they believe their service needs have been met and how service was delivered: i.e. timely, courteous, and accurate etc. In regard to HR systems, a measure of how well they are working	A means to measure service delivery performance as well as use and effectiveness of communication, service delivery and value to employees. Baseline measure.				

HUMAN RESOURCES DEPARTMENT

MAJOR ACTIVITIES / PROGRAMS

HR Administration – The manager of this unit serves as the Assistant to the HR Director and provides critical support on high level matters for and oversees a staff that provides direct support to the HR Director on critical projects; handles Department administrative functions including: budget, contracts, purchasing, and manages HR related programs including DOT and related Drug Testing, DMV Pull Notice, and fingerprinting.

Employee Benefits – Strategic partner with the Board of Supervisors, CEO/Finance, and departments in the development of Countywide benefits strategies; manages and monitors all employee and retiree benefits programs including those associated with medical, dental, disability, defined contribution, unemployment insurance and Employee Assistance Program (EAP); negotiates and oversees provider and actuarial contracts; conducts research and makes recommendations on benefits related issues, alternatives and legislation; develops, initiates and administers benefits related technical systems.

HR Programs and Services – This division includes classification, recruiting, labor relations and discipline administration with the delivery of direct service to the departmental HR management. Each of the three HRD service teams is assigned specific departments and serves as the central point of contact for consultation and support on all HR matters. Team members also coordinate strategy development and implementation with countywide functions such as EEO, County Counsel and the Auditor/Controller. This Division maintains the County's classification and recruiting systems; participates in labor contract negotiations, administers the County's discipline and appeals programs, audits personnel and recruiting systems transactions for compliance with policies and procedures and manages the development, implementation and maintenance of County HR systems.

EEO - Manages compliance of County EEO policies and procedures; consults with departments on case issues and mandated disability related interactive process; provides liaison to State and Federal regulatory agencies on case resolution; counsels employees with concerns/complaints relative to EEO issues; coordinates Countywide EEO training programs; coordinates annual filing of County EEO statistics with regulatory agencies and reviews/comments on HR and EEO legislation.

Organizational Development and Special Projects – This function is responsible for providing consultation and support to agencies/departments on organizational and training issues. Staff to this function also keeps current on best practices in HR and employee development, disseminates information throughout the organization, and plans, organizes and coordinates the HR Leadership Forum and training and development of HR professionals throughout the County. Finally, staff to this function manages special projects which often transcend departmental lines and include

developing the project work plan, assigning work activities, and reviewing and evaluating work products, methods and procedures.

Appendix 2

Human Resources Department Management Team

Carl Crown – Human Resources Director

Shelley Carlucci – Assistant to the HR Director

Patti Gilbert – Assistant Director – Employee Benefits

Kathy Tahilramani – Assistant Director – HR Programs and Services

Bart Bartlett – EEO Access Office Manager

Julie Mussche – Organizational Development and Training Manager

Appendix 3

Labor Management Committee

The Human Resource Department is part of the CEO Labor Management Committee (LMC). Given the Department's size and function, Human Resources will remain a part of the CEO LMC.

The CEO/HRD current LMC is composed of the following individuals:

Rosemary Dey (CEO)

Maritza Fajardo (CEO)

Joan Gonzales (HRD)

Richard Mendoza (CEO)

Richard Sanchez (HRD)

Susan Thomas (CEO)

Kari Tune (CEO)

Appendix 4

Human Resources Department Business Plan Team

Carl Crown – Human Resources Director

Shelley Carlucci – Assistant Director to the HR Director

Patti Gilbert – Assistant Director, Employee Benefits

Kathy Tahilramani – Assistant Director, HR Programs and Services

Bart Bartlett – EEO Access Office Manager

Julie Mussche – Organizational Development and Learning Manager

Joan Gonzales – Budget and Contracts Analyst

Appendix 5

Human Resources Department Accomplishments FY-2006-07

As of December 2006

Benefits

In the process of transitioning the County's PPO Medical Claims Administrator and Management/Attorney Dental Claims Administrator from PacifiCare to United Healthcare to be effective January 1, 2007.

Negotiated changes to the retiree medical program with 95% of the labor organizations. The changes significantly reduce the unfunded liability while retaining a restructured retiree medical program and promote financial stability of the program. Program remains contingent upon available funding.

In the process of implementing the retiree medical restructuring. Implementation includes: reprogramming of the Retiree Medical Grant calculation and 1% lump sum payments, revising the Plan Document, establishing a trust to administer the Retiree Medical Program which is funded and controlled by the County and revising the communicating retirees, and communicating the changes to current retirees.

Developing new Health Plan options for Retirees to be effective January 1, 2008
Developing and implementing new Health Plan design changes for employees to be effective January 1, 2008

Develop and implement a comprehensive Health Care Management Program for County employees

Successfully implemented the new Prescription Drugs Plan Administrator for the Premier Wellwise health plan with very few transition issues for employees, retirees and their dependents.

Successfully implemented the Medicare Part D program to obtain a subsidy from the Federal Government

Modified both AHRS and ACS processing to handle special 1% Health and RMIP processing for EW employees (separated prior to and after 9/30/2005).

Successfully completed two RFP processes for Mercer Health and Welfare Consulting and the Health Care Management Program for the Countywide Wellness Initiative.

Completed three contract renewals for Mercer Investment Consulting, Accidental Death and Dismemberment (AD&D), and Walgreens Health Initiatives (WHI).

Established an IRC 415 Replacement Plan; benefit payments have been issued under the plan.

Successfully transitioned the Special District, Vector Control from County provided benefits and payroll services.

Classification

Coordinated various Classification and Compensation training opportunities for County HR staff.

Documented classification business processes focused on enhanced service delivery.

Conducted a Quality Assurance Project of the classification and associated HR websites.

Recruiting and Marketing

Continued to strategically lead the Countywide Recruitment Taskforce to coordinate organization wide recruiting strategies with a focus on streamlining recruitment processes to support Board direction regarding managed retirement planning.

Continued to provide periodic reports to the Board on progress towards coordinating recruitments, marketing the County as an Employer of Choice and filling key positions vacated by retirements.

Provided continuous development opportunities for countywide HR staff on merit system principles, best practices in selection, marketing, system navigation, etc.

Service Teams

Supported the successful negotiation of Labor Contracts including changes to the Retiree Medical Program.

Facilitated the labor discussions required for the successful implementation of the SSA Cal-Win program.

Provided HR 101 Training.

Successfully implemented the HRD Service Team concept.

Supported the Employee Housing Task Force with data/statistical analysis.

Systems

Developed and launched the OCHR Portal.

In partnership with the Auditor Controller, through a competitive bidding process, HRD is in the final stage of procuring consultant services to assist the County in the visioning and sourcing of replacement solution(s) for the County's Human Resources and Payroll systems.

Implemented Personnel Action Workflow for all but on County agency (in progress) on time and within budget.

Documented the "as is" process associated with Position Action Workflow in preparation for pilot focused on streamlined processing.

EEO

In conjunction with the provisions AB 1825 conducted four quarterly EEO Update training sessions for 400 newly appointed, promoted executives, managers and supervisors.

Presented EEO Update trainings to 60 County Counsel attorneys, 180 HCA Environmental Health and 60 Correctional Medical Services employees. The Probation Department filmed the Environmental Health training session and is using the film to provide training for several hundred institutional staff.

Coordinated a comprehensive multi-disciplined panel discussion on the interplay among ADA/FEHA, Workers Compensation, Disability Retirement and various leave laws for county human resources professionals.

Established a comprehensive Equal Employment Opportunity library for use by all county human resources professionals.

Organizational Development

Finalized and implemented 2006 Customer Service Survey in conjunction with HRIS.

Identified service gaps and followed up with selected departments to clarify input. Continued monthly HR Leadership Forum meetings with insertion of HR Manager development activities and an outcome of strengthening the working relationship between corporate and department HR managers. Outcomes have generally been successful.

Provided definition and communication of restructure, both internally and externally.

Assessed and provided recommendations regarding employee satisfaction survey; survey implemented.

Developed, modified and implemented a training calendar in conjunction with the HR Leadership Forum and HR Manager Training.

Participated as a part of the Strategic Focus Steering Committee and in implementing follow up to planning efforts.

Participated and provided leadership on the Strategic Focus Planning effort Steering Committee and other working groups.