



ALAMEDA COUNTY
Human Resource Services

OPERATIONAL PLAN

2008-2011

Updated November 2010

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Purpose and Use of the Operational Plan

Purpose

The Human Resource Services Department initiated an operational planning process to set goals and identify new initiatives and priorities for the next three fiscal years and engaged Management Partners to help prepare the plan. The Operational Plan contains the Human Resource Services Department's direction over the next three fiscal years. The Operational Plan is a performance contract between the department and the County organization; it provides a focused framework for achieving outcomes that are needed and desired by the department's customers.

Use

This Operational Plan is intended for a variety of audiences, including the Board of Supervisors, County Administrative Officer and Department Heads, Human Resource Services employees, County employees, and members of the public. Specifically, the plan can be used as follows:

- **The Board of Supervisors** can use the plan to see the alignment of the Human Resource Services Department's responsibilities, goals and new initiatives with the County's vision and strategic direction.
- **County Administrator's Office and Department Heads** can use the plan to review what services are currently provided and what new initiatives will be undertaken.
- **Human Resource Services employees** will use the plan as their guide for implementing the department's goals and new initiatives.
- **County employees** can use the plan to obtain information about the services the Human Resource Services Department provides for them.
- **Members of the public** can use the plan to understand what services the department provides employees and applicants for employment.

Mission, Vision and Values of Alameda County

Mission

To enrich the lives of Alameda County residents through visionary policies and accessible, responsive, and effective services.

Vision

Alameda County is recognized as one of the best counties in which to live, work and do business.

Values

- Integrity, honesty and respect fostering mutual trust.
- Transparency and accountability achieved through open communications and involvement of diverse community voices.
- Fiscal stewardship reflecting the responsible management of resources.
- Customer service built on commitment, accessibility and responsiveness.
- Excellence in performance based on strong leadership, teamwork and a willingness to take risks.
- Diversity recognizing the unique qualities of every individual and his or her perspective.
- Environmental stewardship to preserve, protect and restore our natural resources.
- Social responsibility promoting self-sufficiency, economic independence and an interdependent system of care and support.
- Compassion ensuring all people are treated with respect, dignity and fairness.

Mission, Vision and Values Human Resource Services Department

In this section, the mission, vision and values of the Human Resource Services Department are stated. They serve as the framework for the goals and new initiatives. The mission, vision and values of the department are created in support of the County's mission to provide accessible, responsive and effective services.

Mission

Deliver high quality and timely human resource services in partnership with County agencies, departments and special districts to enable our customers to reach their organizational goals.

Vision

To be the employer of choice and a great place to work.

Values

In a spirit of partnership, Human Resource Services will strive for:

- **Excellence** in everything we do.
- **Responsiveness** to our customers and their needs.
- **Fairness** in our policies and practices.
- **Innovation** in developing and implementing new programs.
- **Diversity** in recognizing everyone's unique contribution.
- **Development** of every employee's full potential.

Human Resource Services Department Goals 2008 - 2011

The Human Resource Services Department will focus our work in a manner to achieve the following five goals. We are committed to accomplishing outcomes that are desired by our customers and these five goals are ones that we have heard our customers say are important to them. In order to make progress on these goals, we have identified a set of initiatives in each of the functional areas of our department. The initiatives represent how these goals will be implemented over the next three years. Additionally, we have created performance measures so we can assess our effectiveness in meeting desired outcomes of our department.

The five goals for 2008 – 2011 are:

1. Anticipate and meet the changing needs of employees and candidates to ensure the recruitment and retention of a talented and committed workforce.
2. Support the County's organizational culture that values customer service, performance excellence, diversity, and fiscal stewardship.
3. Redesign and transform the recruitment function for improved customer service and satisfaction.
4. Champion workforce planning and development to ensure that employees have every opportunity to assume leadership positions as baby boomers retire.
5. Improve the efficiency and effectiveness of services through the increased use of technology.

Responsibilities, Performance Measures and New Initiatives by Division

Alameda County's Human Resource Services Department provides services to County departments in the following divisions:

- Recruitment and Selection
- Classification and Compensation
- Employee/Labor Relations
- Employee Benefits
- Disability Program
- Training and Organizational Development
- Information Technology
- Temporary Assignment Pool

For each of these functional areas, this Operational Plan describes the purpose, the responsibilities of the function, performance measures, and new initiatives for 2008 – 2011.

Recruitment and Selection

Purpose

Establish a qualified and diverse candidate pool in a timely manner which enables County departments to provide excellent public services.

Responsibilities

The following are the fundamental ongoing responsibilities of the recruitment and selection function:

- Develop **recruitment and selection plans** in partnership with departments. Such plans include recruitment sources, testing methods and assessors, and timeframes and dates for each phase of the process.
- Market the County as an **employer of choice**. Do this through ongoing contact with community groups, professional organizations, and colleges and universities.
- Communicate effectively with County employees and the public to publicize **employment and promotional opportunities**. Do this on an ongoing basis and continuously look for new avenues for communicating employment and promotional opportunities.
- Ensure that recruitment and selection processes promote **career mobility** by focusing on transferable knowledge, skills and abilities. Ensure that minimum qualifications recognize the transferability of skills and do not artificially restrict the candidate pool.
- Design and utilize **fair and valid exam processes** that predict job performance and minimize adverse impact. Create exams in partnership with subject matter experts in the hiring departments to ensure that assessment processes result in qualified candidates.
- Provide **feedback to employees** regarding test performance. After each test, offer an opportunity to employees to hear the results of their testing, so they can use that to gain the knowledge, skills and abilities needed to be successful in future exam processes.
- Provide **career guidance** to employees regarding career options and resources. Advise and assist employees in preparing development plans to maximize their career opportunities.
- Use **technology** to facilitate and streamline the recruitment and selection process. Ensure that available technology has been implemented to better serve candidates and customer departments.
- Evaluate **customer satisfaction** with the recruitment process and the performance of new employees. Obtain feedback after each recruitment process and on the performance of hired employees to improve recruitment and selection processes.

Performance Measures

Success of recruitment and selection processes will be evaluated through assessing outcomes, using the following performance measures:

- Meet the agreed-upon timeframes in the recruitment plan 95% of the time
- Percent of new hires that pass probation with a goal of 90%
- Percent of hiring managers satisfied with the recruitment process with a goal of 80% for FY 2008-09, 85% for FY 2009-10 and 95% for FY 2010-11
- Percent of hiring managers satisfied with the candidate pool with a goal of 80% for FY 2008-09, 85% for FY 2009-10 and 95% for FY 2010-11

New Initiatives

The following new initiatives pertaining to recruitment and selection will be completed during the period 2008-2011. Specific action plans with timelines, responsibilities assigned, and resources required will be prepared for each of the initiatives.

For FY 2008-09

1. Prior to opening any recruitment, meet with the appointing authority to develop a **detailed recruitment/selection plan** and confirm that plan in writing to the appointing authority within one business day. The plan will include specific outreach efforts and sources (e.g., an advertising/marketing plan), all recruitment and examination dates (e.g., opening and closing, candidate notification for test dates, list certification date), the names of subject matter experts, screeners and oral board members, and testing location(s).

Update: *Fully implemented.*

2. Establish **standardized timeframes for each step in the recruitment/selection process** using the following as a guideline: open the recruitment no later than 10 days after the confirmation of the recruitment plan, conduct the first selection process no later than two weeks after the recruitment closes, notify candidates of the results of examination processes within three days of each process and certify the list to departments within three days of the final exam process.

Update: *Fully implemented.*

3. Establish a regular schedule on the website for conducting **recruitments for County-wide clerical and fiscal classifications** at least semi-annually to ensure that viable eligible lists of qualified candidates are available to departments for filling vacancies. The calendar should be published under the "Employment" section of the County's website.

Update: *Fully implemented.*

4. Work with the Sheriff's Office to **secure more appointment times and locations for fingerprinting** County employees in order to shorten the hiring process.

Update: *Fully implemented.*

5. Close continuous recruitments when all positions are filled, but be prepared to **reopen the recruitment within one week of notification** by the department that there are additional vacancies.

Update: *Fully implemented.*

6. Redesign the **recruitment flyers** to be more useful and attractive to candidates and include the examination process and dates on the flyers.

Update: *Fully implemented.*

7. Review and revise the Civil Service Commission rules to speed up the recruitment process by shifting the role of the **Commission to be the appeal body** for alleged violation of the rules.

Update: *Ongoing discussions are being held with the union.*

8. Work with Risk Management to evaluate the option of **eliminating the pre-placement medical exams** for all sedentary jobs, thereby shortening the hiring process and saving the County money.

Update: *In progress.* Based on a discussion with the Risk Manager in October 2010, Risk Management will be eliminating pre-placement medical exams for all sedentary jobs.

9. Evaluate the **necessity** for Human Resource Services recruiters to **review agreements with private contractors and consultants.**

Update: *Fully implemented.*

10. Implement the **Enterprise version of NEOGOV** to provide integrated automated recruitment, testing and certification support to departments.

Update: *Fully implemented on 11/2/10.* The Personnel Services Division worked in partnership with the Technology Unit to implement the JobAps System, an online requisition, application, testing and certification system.

11. Streamline the **process for approval of advanced step appointments** ("raspberries") in order to simplify and speed up the hiring process.

Update: *Fully implemented.*

For FY 2009-10

12. Review all **correspondence to candidates** to ensure the appropriate clarity, responsiveness and tone of the information.

Update: *Fully implemented.*

13. Work with the Controller's Office to develop procedures for **hiring employees in the middle of a pay period.**

Update: Not a feasible initiative. Discussions with the Controller's Office resulted in a mutual realization that hiring employees in the middle of a pay period would create logistical issues within the existing payroll and benefits systems.

14. Review the policy and practice of having oral boards composed primarily of individuals outside the County with the objective of having a fair and impartial process with most **panels consisting primarily of County employees.**

Update: *Fully implemented.* We have increased and continue to increase our pool of qualified internal interviewers, significantly reducing the usage of external interviewers.

15. Hire **extra-help test proctors** to administer written exams in order to improve test response times.

Update: Fully implemented. In 2010 we hired and trained five extra help proctors which helped staff reduce recruitment turnaround times.

16. Meet with departments to identify **mid- and long-term recruitment needs** and develop a plan and schedule to fill positions in a timely manner.

Update: *Fully implemented.* PSD continues to work closely with departments to identify recruitment needs, meeting/discussing upcoming recruitments on a regular basis.

17. Develop a **format for providing feedback** to employees and applicants on test performance in order to improve their ability to demonstrate their skills in future recruitment and selection processes.

Update: *Fully implemented.* We have provided more information to job seekers through our new correspondence, our webpage and brochures on what to expect and how to prepare for the selection process. Additionally, in collaboration with the Training and Education Center, we are offering classes on resume writing, the application & testing process and interview preparation.

18. Work with the Training and Conference Center to develop and conduct programs on “**Effective Interviewing Skills**” for County employees and interviewers to assist both groups to increase their effectiveness in interviewing and being interviewed.

Update: *Fully Implemented.* Beginning 9/13/10 and ending 10/18/10 the Personnel Services Division in collaboration with the Training and Education Center offered the six course series: Managing Your Career Within Your Organization. In addition to the Effective Interviewing Skills course, we offered Career Self Assessment, Resume Development, Understanding the Application & Testing Process, Networking for Success and The Power of Reputation.

19. Develop and implement an **online customer satisfaction survey** to evaluate customer satisfaction with each phase of the recruitment/selection process.

Update: *Fully Implemented.* Planning and development of the survey tool to the operating departments was developed. With the implementation of Targeted Selection and changes to the recruitment process, we have had the opportunity to collect feedback at each step in the recruitment and selection process from hiring managers, department personnel officers and department heads.

20. Meet with website users to evaluate the effectiveness and ease of use of the **Human Resource Services employment information** in order to improve the applicant access.

Update: *Fully implemented.* An assessment of competitor websites was conducted to evaluate and compare the ease of use by customers. We redesigned our division's webpage to provide maximum information to job seekers on preparing for the Alameda County selection process and created quick links to improve the ease of navigation.

21. Develop a plan to enhance the online application process with the **goal of eliminating paper applications.**

Update: *Fully Implemented with JobAps as of 11/2/10.* Applicants will be strongly encouraged to apply on-line. However, if applying on-line poses a hardship, applicants will be provided a hard copy application by the analyst in charge of the specific recruitment. Applications will be entered into the JobAps system upon receipt.

For FY 2010-11

22. Determine the **feasibility of computer-based testing** to replace standard written tests and evaluate the impact on efficiency and effectiveness.

23. Make **additional enhancement to our current recruitment and selection process** to focus more aggressively on the “Targeted Selection” model to produce the most qualified candidates for each vacant positions that includes the following:
- Involving hiring managers throughout the recruitment process.
 - Using Alameda County subject matter experts for exam development and oral interviews.
 - Using a more comprehensive scoring system to evaluate candidates.
24. Conduct the **behavioral interviewing training** program offered to hiring managers multiple times throughout the year to enhance the selection process.
25. Evaluate our current method of administering **countywide clerical written examinations** to streamline the process for applicants applying for the various clerical positions.
26. Assist with the implementation of the **JobAps recruitment software** to all operating HR departments in conjunction with the HRS Information Systems Division in order to expedite the recruitment process.
27. Introduce a system of evaluating the **effectiveness of the competencies** used in the process recruitment by monitoring the success of the employees during the probationary period.
28. On a quarterly basis, Analysts will **review departmental vacancy reports** to anticipate hiring needs and partner with departments to plan recruitments accordingly.
29. Develop and implement **training to Department Personnel Officers** on *Recruitment and Selection* through the HR Academy.

Classification and Compensation

Purpose

Maintain a standardized, flexible and equitable classification system which defines the scope and nature of job assignments, differentiates between work assignments, and identifies job expectations. Provide and monitor a competitive and fair compensation system which enables the County to hire and retain qualified employees.

Responsibilities

The following are the fundamental ongoing responsibilities of the classification and compensation function:

- Ensure that job specifications promote the career mobility of County employees by focusing on **transferable knowledge, skills, and abilities**.
- Research salaries paid by other employers and recommend equitable, consistent, and **competitive salaries and benefits** for new classifications.
- Work collaboratively with departments to plan and implement classification and **organizational structure changes**.
- **Eliminate artificial employment barriers** by assuring that qualifications and the knowledge, skills and abilities required are appropriate for successful job performance.
- Conduct **studies of positions**, revise class specifications and allocate or reallocate positions as necessary.
- Prepare **explanations and justifications** of classification and salary changes for approval by the Civil Service Commission and the Board of Supervisors.

Performance Measures

Success of classification and compensation processes will be evaluated through assessing outcomes, using the following performance measures:

- Average length of time from reclassification/new position request to recommendation to the County Administrative Officer
- Percent of reclassification/new position recommendations approved by the County Administrative Officer

New Initiatives

The following new initiatives for classification and compensation will be completed during the period 2008-2011. Specific action plans with timelines, responsibilities assigned, and resources required will be prepared for each of the initiatives.

For FY 2008-09

1. For each classification and/or compensation study, develop a **detailed classification/compensation study plan** and confirm that plan in writing to the appropriate departmental personnel. The plan will include milestone dates and responsibilities, and, in the case of compensation studies, the scope of the study identifying agencies to be included.

Update: *Fully implemented.* The classification/compensation study plan form is now completed and in use by the HRS Analysts conducting classification/compensation studies. All timeline forms include milestone dates and responsibilities.

2. Develop a method and process to regularly **update classification specifications** in order to assure that they are accurate, complete and consistent with the principles of merit and equal employment.

Update: *Completed.* The master list of all County classifications has been completed identifying classifications that have not been updated in the past 20, 15, 10 and 5 years. HRS staff has submitted a list of classes that have not been used or updated in over 20 years to departments. Most departments have identified which classes they would like to abolish or have revisions made by HRSD. HRSD is revising or abolishing the classifications identified.

For FY 2009-10

3. In order to attract and evaluate candidates with non-traditional career paths, develop a plan to **revise classification specifications** in order to eliminate artificial employment barriers to employment, particularly in the identification of inflexible minimum qualifications for a classification.

Update: *In progress.* We are currently revising class specs to include a more flexible interpretation of the minimum qualifications that removes barriers for employees and applicants as well as allows departments to focus on the selection of the ideal candidate.

4. Complete all **classification and compensation studies** agreed to during collective bargaining within the contractual timeframes in the agreements.

Update: *Completed.* We have worked collaboratively with Labor to complete all class studies that have resulted from MOU negotiations within the contractual timeframe of the agreement.

For FY 2010-11

5. Develop **classifications plans** for the management and clerical job families, including the classification structure, levels and career paths.
6. Assist the Training and Education Center with identifying the appropriate

competencies that would be emphasized in the Management and Supervisory Academies offered by the Training and Education Center.

7. Identify County classifications that could incorporate a **substitution pattern for a certain amount of work experience** for applicants who have graduated from a Management and Supervisor's Academy offered by the Training and Education Center.
8. Develop and implement **training to Department Personnel Officers** on *Classification and Compensation* through the HR Academy.
9. Clarify the use of **deep classifications** and explore possible changes to their use.

Employee/Labor Relations

Purpose

Promote a high quality work force and collaborative relationships between management and employee organizations by providing training and guidance on managing performance, contract interpretation, resolving complaints at the lowest level and by negotiating timely and fiscally responsible agreements. We value prompt and courteous customer service and teamwork.

Responsibilities

The following are the fundamental ongoing responsibilities of the employee and labor relations function:

- **Negotiate memoranda of understanding (MOU)** with employee organizations that are timely, lawful, fiscally responsible and workable within the boundaries and parameters provided by the County (e.g., County authority, policies, budget constraints).
- **Implement, communicate and administer** the provisions of negotiated MOU and other County changes in the Salary Ordinance and Administrative Code applicable to represented and unrepresented employees.
- Conduct and assist in County-wide and department-specific **meet and confers** with employee organizations to ensure consistency and compliance with County goals and policies.
- **Process grievances** and seek to resolve them in compliance with MOU at the lowest level.
- Provide **training and expert guidance/assistance** to supervisors and managers in all aspects of labor relations.
- Manage **salary and wage administration** to include conducting salary surveys and analyzing budget impact as well as respond to outside requests for Alameda County wage administration information.
- Facilitate proper and timely **progressive discipline** by providing expert advice and consultation to supervisors and managers.
- Analyze and recommend **changes for County-wide policies and procedures** with labor relations implications (e.g., computer usage, FMLA, ergonomics) to the County Administrator and the Board of Supervisors.

Performance Measures

Success of employee and labor relations services will be evaluated through assessing outcomes, using the following performance measures:

- Percent of MOU's negotiated within the assigned target date for implementation with a goal of 75%
- Percent of grievances resolved prior to arbitration (or final step) or if arbitration is required, result in a favorable decision for the County with a goal of 90%
- Percent of training participants rating the training as good or excellent with a goal of 90%
- Percent of customer survey respondents rating overall satisfaction with services as good or excellent with a goal of 90%
- Percent of negotiated salary surveys completed within agreed-upon timelines with a goal of 90%

New Initiatives

The following new initiatives in employee and labor relations will be completed during the period 2008-2011. Specific action plans with timelines, responsibilities assigned, and resources required will be prepared for each of the initiatives.

For FY 2008-09, 2009-10 and 2010-11

1. Plan, schedule and conduct 2009, 2010 and 2011 **contract negotiations**. Develop a comprehensive negotiations plan for each year for presentation to the County Administrative Officer and Board of Supervisors. The plan will include, at a minimum, negotiations goals and strategies to achieve those goals.

Update: *Completed for 2009 and 2010.*

2. On an annual basis, the Human Resource Services Director and the Principal Labor Relations Analyst will attend the Department Head Meeting to identify any labor relations issues including **salary issues and desired salary/wage studies** for unrepresented employees. After consultation with the County Administrative Officer, develop a work plan to conduct approved studies including start and completion dates, jurisdictions to be surveyed and specific types of wage data to be included.

Update: *Completed.*

For FY 2008-09

3. Design and present **County-wide and/or department-specific training** on the following subjects:
 - General labor relations concepts and issues including the labor/management relationship
 - Meet and confer policies and procedures
 - Grievance resolution procedures
 - New and existing labor and employment laws and regulations

Update: *Completed and ongoing.* Half-day training programs have been conducted for selected departments and ongoing programs are being conducted through the Training and Education Center Catalog.

4. Develop and implement a **training manual and resource binder** for Labor Relations staff. This manual will include, at a minimum, state labor relations laws and regulations such as Meyers-Milias-Brown (MMB), procedures for preparation, analysis and presentation of salary surveys, grievance resolution procedures, and policies and procedures for conducting negotiations and meet and confers; include samples of: letters, proposal templates, proposal summary charts and salary increase requests.

Update: *Completed.*

5. Develop and have approved by the Board of Supervisors a **compensation policy** that identifies what agencies the County will compare with when conducting compensation studies.

Update: *Completed.* The Board of Supervisors reviewed and approved the proposed compensation policy on October 28, 2008.

6. Establish all County **labor relations policies**, after consultation with the Director of Human Resource Services and the County Administrator. Establish a central file of such policies and distribute policies with appropriate guidance to all Department Heads, supervisors and managers through their departmental Human Resource Services personnel.

Update: *Combined with #4 above.* All labor relations policies have been included in the training manual and resource binder for Labor Relations staff.

For FY 2009-10

7. Develop and distribute a **survey instrument** to assess customer satisfaction levels with Labor Relations services.

Update: *Survey is in development phase.* Anticipate distribution no later than December 15, 2010.

8. Develop an electronic **shared labor relations file** accessible by all Labor Relations staff for various documents, MOU's and memos. Design and implement a naming convention for all staff to utilize when creating documents to go in this file.

Update: *Completed.*

9. Develop a database **system for tracking grievances** at the department level.

Update: *In progress.* Tracking system discussion to be held at next Sr. Departmental Personnel Officers Meeting in January 2011. Discussion to include demonstration of the use of HRMS Grievance Tracking Program, Word Status Report Format or other options suggested by Personnel Officers Committee.

10. Negotiate a change in the Safety Retirement Formula.

Update: *Completed for four of five bargaining units.* Anticipate completion of the remaining unit prior to January 2011.

11. Continue to present **County-wide and/or department-specific training** on the following subjects:

- General labor relations concepts and issues including the labor/management relationship
- Meet and confer policies and procedures
- Grievance resolution procedures
- New and existing labor and employment laws and regulations

Update: *Completed and ongoing.* Two classes presented FY 2009/2010 through the Training and Conference Center.

12. Establish Medical/Dental Labor/Management Taskforce.

Update: *Completed.* A Health Care Labor-Management Committee has been meeting monthly since January 2010, a Wellness Website was established and a Kaiser Wellness, Weight Management and Diabetes Risk Pilot Program is scheduled to begin January 2011.

13. Develop/implement a Pilot Program for Risk Reduction Strategies

Update: *Completed development.* HRS/SSA Case Management Pilot Program initiated July 1, 2010 and meeting monthly.

For FY 2010-11

14. Continue to present **County-wide and/or department-specific training** on the following subjects:

- General labor relations concepts and issues including the labor/management relationship
- Meet and confer policies and procedures
- Grievance resolution procedures
- New and existing labor and employment laws and regulations

15. Design and present **County-wide and/or department-specific training** on the following subjects in conjunction with County Counsel:
 - Coaching and Developing Staff
 - Positive Performance
 - Progressive Discipline
 - Skelly Process
16. Establish a pilot program coordinating and providing **support to the County's disciplinary action process** in conjunction with County Counsel and operating departments.
17. Review and discuss the merits and possible drawbacks of **criteria-based performance evaluations/performance metrics** at the Quarterly Departmental Personnel Officers meeting.
18. Develop and maintain an on-line **repository of best practices** including Work out of Classification assignments, Alternate Work Schedules, Vacation Bidding, and Sick Leave Management, etc.
19. Revise the Alameda County **Computer Use Policy**.
20. Explore development of a countywide **Social Networking Policy**.

Employee Benefits

Purpose

Provide comprehensive benefits, services and programs to eligible employees, their dependents and subgroups¹ which:

- Meet and anticipate County/employee/subgroup needs;
- Assure the County's competitiveness with other employers to attract and retain employees;
- Maximize cost effectiveness; and
- Provide services/programs that promote optimal health and productivity of employees.

Responsibilities

The following are the fundamental ongoing responsibilities of the employee benefits function.

- Provide ongoing **equitable benefits** based on legal requirements, eligibility, Memoranda of Understanding, and County policies.
- **Collaborate with employee organizations, employees, subgroups** and others to assure that selected benefit programs and services are responsive to their needs.
- **Communicate benefits information** to employees, their dependents and subgroups which enables them to elect coverage to meet their needs.
- **Explore alternative or additional benefits and financial structures** that create value for the County and/or employees.
- **Advocate on behalf of employees, their dependents and subgroups** in their efforts to resolve problems with carriers, third party administrators and vendors.
- Design and implement **Wellness and Disease Management programs** and activities that improve health and promote well-being.
- Provide **sound fiscal and contract management** of benefits programs.
- **Provide information** to Human Resource Services (HRS) divisions, other operating departments, subgroups and other public sector employers.
- **Manage services** for unemployment insurance, new employee orientation, commute alternatives and leave programs.

¹ Sub-groups included are Alameda County Employee Retirement Association, Alameda County Fair Association, Alameda County Fire Department, East Bay Foundation, Hayward Area Recreation and Park District, Housing Authority, Livermore Area Recreation and Park District, Associated Community Action Program, Waste Management Authority

Performance Measures

Success of employee benefits services will be evaluated through assessing outcomes, using the following performance measures:

- Accomplish the agreed-upon new initiatives in the identified timeframe.
- Percent of customer surveyed participants in Open Enrollment and New Employee Orientation rating overall satisfaction with services as good or excellent with a goal of 90%.
- Measure year over year Wellness and Disease Management risk reduction strategies with a goal of one to five percent reduction in health plan premium costs in the second year of program.

New Initiatives

The following new initiatives will be completed during the period 2008-2011. Specific action plans with timelines, responsibilities assigned, and resources required will be prepared for each of the initiatives.

For FY 2008-09

1. Develop a plan to evaluate and **minimize consultant services** to the Employee Benefits Center in order to reduce costs and develop internal strategic capabilities within Employee Benefits Center staff.

Update: *Plan developed and implemented.*

2. Establish **consistent benefits** across the County and all labor organizations in order to reduce costs, administrative and communication responsibilities and streamline benefit programs for all County plan participants in conjunction with Labor Relations, the County Administrator and the Board of Supervisors.

Update: *Plan developed and implemented through the 2009 and 2010 negotiations process.*

3. Secure **current and retrospective data** from each of the health plans for a period of preferably 3 years in order to determine what risk reduction strategies are likely to most effectively improve health and reduce costs.

Update: *Data from Kaiser secured and analyzed. This initiative was combined with initiatives #7 and #13 below.*

4. Collaborate with the Labor Relations division on the **2009 Negotiation Plan** in order to establish an improved coordination of Labor Relations and the Employee Benefits Center initiatives in the collective bargaining process.

Update: *Completed.* The 2009 Negotiation Plan was presented to the Board of Supervisors on October 28, 2008.

5. Working with the Auditor-Controller, Information Technology and Operating Departments, implement the software **upgrade of the benefits services of HRMS.**

Update: *Fully implemented.*

6. Develop **communication plans** to assure that stakeholders are properly notified at the appropriate time regarding benefit strategies and actions.

Update: *Completed.* Communication Plans are incorporated into different events, such as benefit changes, Open Enrollment, legislative changes (e.g. COBRA ARRA) and others.

7. Explore and implement **risk reduction strategies** (e.g. wellness initiatives and disease management) in order to improve the health of employees, their dependents and subgroups and correspondingly reduce County risk and cost.

Update: *Draft Risk Reduction Strategies for Year 1, 2, and 3 developed in conjunction with the Health Care Labor-Management Committee.*

8. Develop a “**Teleflex Program**” (a project-based Telecommute program) that allows eligible HRS employees to promote work/family life balance.

Update: *Fully implemented.*

9. Collaborate with 1st United Credit Union to **place ATM's throughout the County** for easy access and assist with employee work/life balance.

Update: *Fully implemented* at the Juvenile Justice Center in San Leandro and the Madison Building.

10. Conduct **Annual Open Enrollment Survey** utilizing the ebenefits tool to ascertain whether the Division is meeting or exceeding employee's expectations.

Update: *Completed.*

11. Review the **New Employee Orientation** evaluations to obtain feedback on the clarity and conciseness of the information presented and on the effectiveness of the presenter.

Update: *In progress.* Redesigned the format and content of the Countywide New Employee Benefits Orientation in conjunction with other key stakeholders. The projected roll-out is projected to be in February/March 2011.

12. Conduct **training for customer departments** in an effort to reduce Unemployment Insurance claim costs and any other legal exposure.

Update: *Completed.* All County Departments have received Unemployment Insurance Claim training.

13. **Re-constitute the Labor-Management Committee** to include the additional responsibility of analyzing risk reduction proposals and making recommendations, outside of collective bargaining cycles, to the Board of Supervisors regarding suggested changes to benefit design or implementation of new risk reduction initiatives. Included in this initiative are the tasks of assuring that the new Committee: 1) represents identified stakeholders, 2) has the authority to make Board recommendations and 3) is authorized by Memoranda of Understanding or side letter agreements.

Update: *Ongoing.* The Labor-Management Health Care Committee (LMHCC) meets regularly and has clear objectives and strategies for the implementation. The LMHCC is making recommendations to the Board of Supervisors to pursue new initiatives to improve employee health, support wellness programs, reduce health care risks and reduce costs.

For FY 2009-10

14. Develop a **template to assure future proposals** to the County Administrative Officer and Board of Supervisors include evaluations based on financial impact, long-term vs. short term implications, policy and labor-relations issues, staffing or administrative impact and adherence to the County/HRS mission and goals to assure that all proposals are fully understood by all stakeholders before implementation.

Update: *Fully implemented.*

15. Provide applicable benefits information from the County's intranet to the **internet site** in order to make benefit information accessible to all plan participants, candidates for employment and other interested parties. Maintain the County's intranet site to facilitate self-service features for online open enrollment.

Update: *Fully implemented.*

16. Conduct three Special Open Enrollments as a result of new labor contract agreements including ten Special Enrollment Meetings to ensure that employees are informed and educated on their new benefits.

Update: *Fully implemented.*

17. Participated in the newly created County Wellness Workgroup in collaboration with Risk Management Unit and Public Health.

Update: *In Progress.* The Health Care Labor-Management Committee created a Wellness, Weight Management and Diabetes Risk Pilot Program called **HealthWorks**. This new innovative, intensive and onsite program is in partnership with Kaiser Health Plan and three County departments: Sheriff's Office, Social Services Agency, and Health Care Services Agency. This program will assist approximately 300 employees to help them understand their risk for diabetes and other weight related illnesses, establish specific individual goals for reducing and managing their risk factors, receive baseline and follow-up evaluations to assess their improvements, establish a new "culture of health" among participating and non-participating employees and lower health care utilization in order to reduce overall County and employee health costs.

18. Created and led the employee communication strategy for seasonal influenza and H1N1 Flu pandemic in collaboration with Public Health and other agencies and departments.

Update: *Fully implemented.*

19. Updated and conducted Layoff Benefit Orientation for impacted employees.

Update: *Fully implemented.*

20. Piloted an onsite Weight Watchers Program to promote overall employee health through weight loss.

Update: *In Progress:* Completed the first series of the Weight Watcher Pilot Program, with 18 participants with a total weight loss of 215 lbs. over a 17 week period from January to June. Thorough Biometric Screenings were conducted at the beginning and end of this first series with reductions in cholesterol levels of LDL on average -1.22%, HDL on average -2.13%, Blood Pressure, systolic -5%, diastolic -1%, BMI -2%, and total weight lost for the group of 215 lbs. A second series of the Weight Watcher Pilot Program just concluded and a new third series started in October 2010.

21. Piloted the Anthem Blue Cross Wellness Bus in North County.

Update: *Fully implemented.*

22. Explore **alternative or additional benefits and financial structures** that create value for the County and/or employees.

Update: *In Progress:* A new vision plan for employees who are not eligible for the County Vision Reimbursement plan was implemented during the October 2010 Open Enrollment. The new voluntary vision plan, as negotiated will produce a cost savings to the County as it replaces the County paid Vision Reimbursement plan in various Collective Bargaining Agreements. Currently, it is being offered to seven labor groups of which three have agreed to replace their Vision Reimbursement plan with the new voluntary vision plan effective February 1, 2011.

For FY 2010-11

23. Review Employee Benefits Center **personnel responsibilities** in light the realignment of benefit activities in order to assure that staffing resources are appropriate.
24. Explore implementing **voluntary employee benefit programs**, including but not limited to an expansion of the vision, supplemental life and health FSA programs and the introduction of other programs, such as pet insurance, group home/auto insurance and identify theft insurance.

Disability Programs

Purpose

Integrate disabled employees back into a highly productive workforce environment while supporting the values of:

- Respect for the diversity and worth of all individuals
- Confidentiality of information
- Honesty
- Teamwork
- Customer service

Responsibilities

The following are the fundamental ongoing responsibilities of disability program services:

- Coordinate the **centralized leave administration program**, providing accurate advice, consultation and guidance to ensure the consistent application of disability related policies, procedures in compliance with Federal and State laws and leave provisions.
- Administer a comprehensive and effective **Disability Management Program** in order to protect employees' rights and benefits, increase their productivity, control County costs and liability, and allow employees to return to work sooner.
- Offer and conduct County-wide **Disability Management Training and Outreach** programs to assist managers and supervisors in handling complex disability and leave related issues.
- Facilitate **County-wide job searches** to place disabled employees in appropriate alternate positions in which they can be productive and succeed.
- Review and analyze all **Fitness for Duty requests** prior to placement on the Civil Service Commission agenda to ensure appropriateness.
- Develop and analyze data and reports to monitor the effectiveness of the County's **reasonable accommodation** efforts.
- Provide expert guidance and information to employees, managers and supervisors regarding Federal and State **Family and Medical Leaves**.
- Provide consultation to managers and supervisors regarding **Temporary Modified Work** in order to expedite employees' early return to work.

Performance Measures

Success of disability programs services will be evaluated through assessing outcomes, using the following performance measures:

- Number of County-wide job search referrals
- Number of County-wide alternate job offers
- Percent of training participants rating the training as useful in their jobs

New Initiatives

The following new initiatives pertaining to disability programs will be completed during the period 2008-2011. Specific action plans with timelines, responsibilities assigned, and resources required will be prepared for each of the initiatives.

For FY 2008-09

1. Develop and implement an effective and comprehensive **centralized Disability Management Program** that ensures disabled employees' rights and benefits while maintaining or enhancing productivity and reducing County liability.

Update: *Completed.*

2. Review and revise existing **disability program policies** and/or create new policies for Board of Supervisor approval to ensure consistency throughout the County.

Update:

Fitness for Duty: *Completed.*

Re-employment Following Disability Retirement: *Completed.*

Temporary Modified Work: *Completed.*

Reasonable Accommodation: *Completed.*

Family and Medical Leave Handbook and Procedures: *Completed.*

3. Review and revise all County-wide **Disability Program procedures** to ensure compliance with Federal and State regulations and ease of use.

Update: *Completed.*

4. Meet with departmental Disability Coordinators/Human Resource Services personnel to assess their departments' **disability management training needs.**

Update: *Completed.*

5. Coordinate with Labor Relations the **revision of disability leave provisions** consistent and compliant with current Federal and State regulations throughout the various MOU's and Administrative Code.

Update: *Completed.*

For FY 2009-10

6. Develop a customized **Supervisor's Guide to Disability Management** for supervisors and managers to effectively manage employee leaves of absence and reasonable accommodations consistent with Federal and State disability laws/leaves and other County leave provisions to reduce the County's liability.

Update: *In progress.*

7. Develop and implement a **reasonable accommodation technical user's manual** utilizing the STARS database in order to facilitate accurate and consistent entry of demographics and other data.

Update: *Completed.*

8. Develop a **Disability Programs section** in the Consolidated Personnel and Procedures Manual.

Update: *Completed.* Disability Programs section developed in Alcoweb that provides disability management policies, procedures, forms, sample letters and resources for County departments to ensure county-wide consistency and compliance.

9. Analyze the **tracking systems** for various disability programs for effectiveness.

Update: *Completed.*

10. Provide **FMLA/CFRA training** to employees who use the HRMS system.

Update: *Completed.*

For FY 2010-11

11. Design and implement a **Disability Programs internet website** that provides information on County disability and leave programs, policies and procedures in order to increase communication with employees and applicants.

Update: *Completed.*

12. Coordinate with Labor Relations the **revision of disability leave provisions** consistent and compliant with current Federal and State regulations throughout the various MOU's and Administrative Code.

Update: *Completed.*

13. Develop a **Disability Programs session** for the Alameda County Human Resources Certificate Academy and deliver training for departmental human resource personnel on the practical application of managing complex disability cases.

Update: *Completed.*

14. Actively participated in the collaboration with departmental personnel officers and other stakeholders to develop strategies to effectively manage and monitor disability related cases identified as **high risk/complex**.

Update: *Completed.*

15. Review and revise the "**Managing within Disability Laws & Leaves**" workshop for Alameda County supervisors and managers

Update: *In progress.*

16. Develop an **evaluation tool** to complete to assess the impact and effectiveness of disability management workshops/trainings they attended.

Update: *In progress.*

17. Enhance the Countywide Family and Medical Leave **Human Resources Management System (HRMS) application** to increase accuracy, efficiency, practicality and compliance with Federal and State regulations.

Update: *In progress.*

18. Develop and deliver **specific disability management training** to departmental disability/FML coordinators.

19. Assess the effectiveness of the Human Resource Services/Social Services Agency/County Counsel Case Management Pilot Program and implement improvements as indicated and explore feasibility of expanding the collaboration County-wide.

Training and Organizational Development

Purpose

Create, promote and foster individual and organizational effectiveness by offering diverse and innovative programs that support the County's values of:

- Strong leadership
- Responsive customer service
- Teamwork
- Risk-taking

Responsibilities

The following are the fundamental ongoing responsibilities of the Training and Education Center:

- Offer and conduct a wide array of **technology training** in order to increase the employee's ability to be more innovative, productive and efficient.
- Offer and conduct tiered **leadership development programs focused on key competencies as well as a variety of management programs** to enable managers and supervisors to handle complex human resources issues.
- Offer and conduct a variety of staff programs that enable employees to increase their skills in a variety of key areas including communication, time and project management, business process improvement, business writing and other areas.
- Offer and conduct a variety of programs for **line supervisors and lead workers** to assist them to meet the challenges of their current assignment.
- Offer and conduct a series of **workforce development programs** for high performing employees at all levels to prepare them for promotion.
- Create partnerships with local colleges and universities to offer **certificate and degree programs** for employee skill development and advancement.
- Market the County's training programs to **other public sector and non-profit organizations** for improved partnerships and increased revenue.
- Design and provide **organizational development services** to County departments, such as customized training and facilitation, to assist them in increasing their organizational effectiveness.
- Analyze **workforce demographics and trends** in order to assist the County with appropriate individual and organizational development efforts.

- **Market and utilize training & education (conference) center and lab space** to external and internal customers for improved partnerships and increased revenue.
- Administer and **track compliance** with training mandates.
- Offer training programs through **a variety of modalities**, including classroom, e-learning, blended, self-study and others in order to meet the various needs of employees in a cost effective manner.

Performance Measures

Success of training and conferences services will be evaluated through assessing outcomes, using the following performance measures:

- Percent of participants rating training programs as useful to their job with a goal of 90%
- Percent of employees completing mandated training with a goal of 90%
- Percent of organizations rating organizational development interventions as successful with a goal of 90%
- Percent increase in revenue from external bookings for the Conference Center with a goal of 2% for FY 2009-10 and 2% for FY 2010-11

New Initiatives

The following new initiatives pertaining to training and organizational development will be completed during the period 2008-2011. Specific action plans with timelines, responsibilities assigned, and resources required will be prepared for each of the initiatives.

For FY 2008-09

1. Develop and implement a variety of **online e-learning training** courses for mandated programs, including Preventing Sexual Harassment, Workplace Violence Prevention, Drug Free Workplace and selected safety programs in order to increase compliance and make programs accessible and easy-to-use.

Update: *All County departments* (total of 1700+ supervisory/lead staff) have completed the live or online Preventing Sexual Harassment program in training year 2009.

The Online Workforce Violence Prevention Program was launched in 2010.

2. Design and implement a **Supervisory Academy** for first-line supervisors that covers all facets of the role of the supervisor, including performance management, communicating expectations, teambuilding, training, coaching and counseling, collaborative problem-solving, delivering feedback, delegating work, motivation, managing change and other areas in order to provide a strong foundation of critical supervisory knowledge and skills.

Update: *Completed.* The program concluded on May 29, 2009 with 23 graduates. The evaluations were highly favorable, with numerous positive comments from supervisors and their managers about improved performance.

3. In partnership with Peralta-Laney College, offer **certificate programs** in areas such as Finance/Accounting, Human Resources, Management/Supervision and Project Management in order to prepare employees for advancement.

Update: *Completed.* Cluster 7 of the Supervisory Certificate Program in conjunction with Peralta-Laney began in October 2009. Cluster 8 will begin in January 2011. A review of the feasibility of offering other certificate programs, such as public finance/accounting, has been completed.

4. Create and implement a **Marketing Catalog/Brochure** to increase the rental of conference and lab space and participation in training programs in order to enhance partnerships and increase revenue.

Update: *Completed.* Two versions of the catalog have been published. The catalog provides a renewed emphasis on training and education. The first catalog was published in August 2009; and the second, sustainable catalog, without dates, was published in January 2010. The catalog was distributed to other cities, non-profits and county departments.

5. Create and implement a **change management plan for the ALCOLINK migration project** (upgrade of Peoplesoft version 8.3 to 9.0) in order to promote a smooth transition to the new version in handling personal/organizational issues and new knowledge and skills needed.

Update: *Fully implemented.* Coordinated 22 sessions of training on ALCOLINK Financials modules: Voucher, Requisitions Query, and Budget. Financials now "live" with new version.

For FY 2009-10

6. Redesign and restructure a comprehensive **Employee On-boarding Program**, with components such as employee benefit orientation, County mission and organizational structure overview, County policy review, and compliance training in order to create a countywide perspective and meet mandates for new employees.

Update: *Redesign completed.* Participated in planning committee for redesign to change method of delivery of countywide overview and policies. The implementation of an online review process for new employees, to read and verify agreement online to comply with countywide policies/programs has been researched. The projected implementation is February/March 2011.

7. Create an advanced **Human Resources Academy** for human resource professionals to enhance core competencies required to manage the complexities of human resources.

Update: *Completed.* The 12-month Human Resources (HR) Certificate Academy was launched in September 2010. After this initial program, the content can be expanded and customized for managers in Alameda County.

8. Explore the creation of a **Countywide Learning Management System (LMS)** that administers and tracks both live and online training, working with ITD, SSA, Probation, and other county departments, in order to create the most cost-effective solution for learning.

Update: *Completed.* The RFP for Learning Management System (LMS) was released in April 2010, with the vendor selected in November 2010. This comprehensive system will be used countywide and by each agency/department to distribute online learning and to track seminars, classes, continuing education requirements, with capacity for beginning to create online "talent management and performance feedback" systems. The projected launch date will be in July 2011.

9. Review, analyze and make recommendations on the **methodology and policy of charging County departments** for employees who attend training programs in order to assess the impact of the charges on employee participation, their skill development and career advancement.

Update: *Completed.* As a result of attendance issues and the cost of non-attendance, we implemented no-show policy with fees. The analysis of overall program costs and their impact on attendance is being evaluated.

10. In partnership with Cal State East Bay, offer a **Master's in Public Administration** degree program to County employees in order to prepare employees for advancement.

Update: *In progress.* Cal State East Bay will launch onsite MPA program countywide in March 2011 at the Training & Education Center. Close to 300 County employees attended two information sessions in Sept. 2010 with 200 of them expressing interest in the MPA program. Two cohorts/groups will begin in March 2011, with two other possible cohorts projected to in Fall 2011, as feasible.

11. Conduct a **needs assessment** with each County Department/Agency Head's executive leadership meeting to market and discuss training and organizational needs and programs.

Update: *Completed assessment August 2010.* Recommendations will be made to agency/department heads in November 2010.

For FY 2010-11

12. Develop a plan for **upgrade and refresh of furniture, equipment and computer lab** for the Training & Education Center, including alignment with the countywide “green” sustainability initiative, to remain competitive and marketable as a lab and training facility.
13. Determine how to expand **training and organization development (OD) services to cities and non-profits** within Alameda County, as well as to County departments.
14. Create a “brand/identity” with a **cohesive marketing approach** and associated collateral materials package that would be used to support the sales of the center’s training services, lab and space rentals.
15. Create a **Management Academy** for County managers and supervisors, to enhance core competencies required to manage within human resource laws and policies. The curriculum includes such subject areas as disability programs, labor and employee relations, equal employment opportunity, recruitment and selection, training and development, classification and compensation, benefits and health and safety.
16. Based on agency/department head feedback, redesign and implement **County leadership development programs** for various levels of leaders to focus on core leadership competencies such as political acumen, strategic thinking/planning, financial stewardship/accountability, business acumen/organizational planning, public/customer services and leading and managing people.

Human Resource Information Technology

Purpose

Provide expert, accurate, comprehensive and cost-effective information support to the Human Resource Services Department and County users of human resources related systems information that enhances user's abilities to deliver services to the public.

Responsibilities

The following are the fundamental ongoing responsibilities of information technology services:

- Support County departments in **enacting personnel transactions** in the County HRMS.
- Review and approve **employee personnel/payroll transactions**.
- Ensure **equal and consistent application** of the Civil Service Rules, County Charter, Salary Ordinance and labor contracts with respect to appointments, compensation, leaves and related personnel actions.
- Provide **education and training** for the HRMS, Position Management System and related system users.
- Identify the need for, acquire, implement and train staff on the use of **new technology tools**.
- Provide **information and support** to department Personnel Officers, department managers and personnel/payroll specialists in all aspects of management information.
- Evaluate **customer satisfaction** with the support received.

Performance Measures

Success of information technology services will be evaluated through assessing outcomes, using the following performance measures:

- Percent of new personnel transactions approved by payroll processing deadlines with a goal of 100%
- Percent of errors made by initial HRMS users in entering personnel transactions with a goal of 15% for FY 2008-09, 10% for FY 2009-10 and 5% for FY 2010-11
- Percent of system users satisfied with the support that they receive with a goal of 95%

New Initiatives

The following new initiatives pertaining to information technology will be completed during the period 2008-2011. Specific action plans with timelines, responsibilities assigned, and resources required will be prepared for each of the initiatives.

For FY 2008-09

1. Complete a proposal to research and compare two leading recruitment, testing and certification enterprise software systems: **NeoGov and JobAps.**

Update: *Completed.*

2. Working with the Auditor-Controller's Office, Information Technology and operating departments, implement the software **upgrade of the HRMS.**

Update: *Fully implemented.*

3. Design and present County-wide and/or department-specific **training** on use of the HRMS, Position Management System (PREQ) and related systems in order to improve the accuracy and usefulness of information in the systems.

Update: *Completed.*

4. Develop **standing user groups** for department personnel specialists and for department managers in order to assure that the system changes and enhancements are meeting the information needs of the customer departments.

Update: On hold. Reevaluating business necessity based on feedback from customers.

5. Develop and distribute a survey instrument to assess **customer satisfaction** levels with division services.

Update: *In progress. Redesigning the customer satisfaction survey to include JobAps, redesign of HRS website and other changes.*

6. Assist Conference Center staff implement **Target Safety/Prevention Link**

Update: *Fully implemented.*

7. Assist ITD to implement new **County-Wide ID Badges** for HRS employees.

Update: *Fully implemented.*

For FY 2009-10

8. Implement a **recruitment and applicant tracking system** to provide integrated automated recruitment, testing and certification support to departments.

Update: *Fully implemented on November 2, 2010.*

9. Implement in partnership with the Auditor-Controller's Office and the Information Technology Department the major upgrade all PeopleSoft/**HRMS version 9.0** and requisite maintenance bundles and payroll updates.

Update: *Fully implemented.*

10. Assist Conference Center staff in implementing a new **LMS** (e-learning) system.

Update: *In progress.*

11. Complete project proposal and begin project to **image** historical payroll card data.

Update: *Fully implemented.*

12. Document **budget system procedures** regarding critical steps on the budget development process.

Update: *In progress.*

13. Develop seniority review procedures in order to assist operating departments in verifying **seniority mapping** data.

Update: *Fully implemented.*

14. Develop and implement the redesign of the Human Resource Services Department **Internet website**.

Update: *Fully implemented.*

For FY 2010-11

15. Coordinate the redesign of the Human Resource Services Department **Intranet website** in order to provide enhanced and more accessible information.

16. Image all **historical payroll cards** data for easy retrieval and use by HRS and ACERA.

17. Develop a project proposal to **eliminate paper examination history and classification history files**.

18. Improve TAP timekeeping business process by implementing **HRMS self-service** functionality.

19. Explore the feasibility, pros and cons of converting to **electronic personnel files**.

20. Develop pilot training classes in the **PREQ Budget System** for operating department.
21. Evaluate the **features and functions of the HRMS** to determine if changes can be made to more effectively support end user information needs.
22. Assist in annual **Open Enrollment** testing and any additional special open enrollments resulting from negotiated benefit changes.
23. Assist in **automation of LTD and STD** testing for Open Enrollment.
24. Assist in the testing and deployment of HRMS **on-line W-2's**.
25. Coordinate and update **county-wide organizational charts** on the county's internet.
26. Redesign of the **provisional and reinstatement procedure** in order to streamline the business process and eliminate the "Green" form.
27. In partnership with ITD and GSA, develop and implement **employee location functionality** in HRMS to support county-wide Emergency Disaster Initiative.
28. Reconfigure **EEO reporting** logic to display data more effectively and intuitive for central department.

Temporary Assignment Pool (TAP)

Purpose

Establish and maintain a qualified and diverse candidate pool in a timely manner which enables County departments to provide excellent public services.

Responsibilities

The following are the fundamental ongoing responsibilities of the TAP function:

- Provide immediate **staffing support services** to address County department's interim staffing needs.
- Recruit and hire **qualified employees** into a temporary assignment pool to be used to fill temporary needs for the County.
- Provide high quality services that **avoid potential liability** against the County.
- Maintain a high level of **customer satisfaction** with the recruitment process and the performance of temporary employees.
- Continuously improve the **quality of services** provided based upon on-going customer feedback.
- Maintain **constant communication** with each employee's worksite supervisor to insure TAP employees maintain a high level of performance during each assignment.

Performance Measures

Success of the TAP program will be evaluated through assessing outcomes, using the following performance measures:

- Meet the agreed-upon timeframes in the assessment administration plan 90% of the time
- Percent of hiring managers satisfied with the TAP process with a goal of 75% for FY 2009-10 and 85% for FY 2010-11
- Percent of hiring managers satisfied with the candidate pool with a goal of 75% for FY 2009-10 and 85% for FY 2010-11

New Initiatives

The following new initiatives pertaining to the TAP Program will be completed during the period 2008-2011. Specific action plans with timelines, responsibilities assigned, and resources required will be prepared for each of the initiatives.

For FY 2009-10

1. Establish **standardized timeframes** for each step of the Clerical Assistant administration using the following as a guideline: review applications for minimum qualifications within 5 business days, send the reject notices and the notices for the 1st step of the assessment within 10 business days of administration closing; complete all steps of assessment (performance/written, oral, and reference checks) within 3 months of the last day to apply.

Update: *Fully implemented.*

2. In partnership with Personnel Services, work with Risk Management Services to evaluate the option of **eliminating the pre-placement medical exams** for all sedentary jobs, thereby shortening the hiring process and saving the County money.

Update: *In Progress.* Based on a discussion with the Risk Manager in October 2010, Risk Management will be eliminating pre-placement medical exams for all sedentary jobs.

3. Reduce the **length of time for hiring and payroll services**; Work with the Sheriff's Office to secure more appointment times and locations for fingerprinting County employees in order to shorten the hiring and payroll process.

Update: *Fully implemented.* HRS staff completed the hiring process for AC Hires in approximately 3 weeks including HRMS deadlines.

4. Develop an **online evaluation form process** for TAP employees on assignment; revise and simplify the form and process in order to improve the number and timeliness of responses as well as improve the quality of feedback.

Update: *Completed.* HRS completed the revision of the Employee Evaluation Form and will implement the use of Survey Monkey to collect electronic evaluation forms.

5. In partnership with the Employee Benefits and Training and Education Centers, redesign **New Employment Orientation** for TAP and other HR hires to reduce duplication of information and centralize countywide processes.

Update: *In progress.* Redesigned the format and content of the Countywide New Employee Benefits Orientation in conjunction with other key stakeholders. The projected roll-out is projected to be in February/March 2011.

6. Revise and update the **TAP Employee Handbook** to clarify current policies and procedures and to keep TAP employees informed and reduce the number of inquiries from employees.

Update: *Completed.* Policies and process continue to be developed and revised.

7. Review all **correspondence** to candidates, new hires, and employees to ensure the appropriate clarity, responsiveness, and tone of the information.

Update: *Fully implemented.*

8. Schedule semi-annual meetings with the departments to identify **mid- and long-term temporary needs** and develop a plan to meet those needs.

Update: *Fully implemented and ongoing.*

9. Clean up and maintain **accurate data** in Tempus Fugit database to ensure that the information is the same in HRMS.

Update: *In process and ongoing.* HRS staff will receive training from the vendor and develop standards for maintaining accurate data in Tempus Fugit.

10. Develop a process for providing **reports to departments** of all temporary employees (TAP and vendor) on a monthly basis with end dates for maximum time allowed to reduce confusion and provide for planning time for departments.

Update: *Completed.* Departments have requested regular reports on their temporary employees. HRS has provided the reports as needed and will begin distribution on a regular basis.

11. Work with Diversity, Disability, Risk Management and County Counsel to address ongoing issues and develop internal processes to reduce the number of **candidate and employee claims** filed including but not limited to worker's compensation and EEOC/DFEH.

Update: *Fully implemented.* The TAP unit has consulted and will continue to consult with Diversity, Disability, Risk Management, and County Counsel to address issues as applicable.

12. In partnership with Social Services Agency, design, implement and administer the **Alameda County Hire (AC Hire) Program** in order to receive federal stimulus reimbursement and save County dollars.

Update: *Fully implemented.* The TAP unit hired 45 employees through this program.

For FY 2010-11

13. Develop internal processes to manage **employee relation's issues** that surface with TAP employees.
14. Automate the submission of **timesheets** for TAP employees in order to minimize the use of paper and increase efficiency for entering and verifying time.
15. Establish and implement the process of completing **reference checks** for referred candidates to the TAP Program in order to verify information and discover any undesirable factors in a job applicant's background prior to making an offer of employment.
16. Review and update the **selection process** in order to enhance the pool of clerical assistants and meet the ongoing temporary needs of the departments.

New Initiatives for Countywide Support

The following new initiatives pertaining to countywide support will be completed during the period 2008-2011. Specific action plans with timelines, responsibilities assigned, and resources required will be prepared for each of the initiatives.

For FY 2008-09

1. Develop a network of **Emergency Volunteer Coordination Centers** for activation in the event of a major disaster.

Update: *Completed.*

2. Develop an **EOC plan for staffing and staff response** for a coordinated and organized response to emergencies.

Update: *Completed.* Semi-annual reviews and updates are completed.

For FY 2009-10

3. Revise and update the **Consolidated Personnel Policy and Procedures Manual** and publish it on the Intranet for easy access by County employees.

Update: Relevant sections of the Consolidated Personnel Policy and Procedures Manual are being put on the HRS Internet and the Consolidated Personnel Policy and Procedures Manual will be obsolete.

For FY 2010-11

4. Place the order for **mandatory compliance posters** for all departments beginning with calendar year 2011 in order to reduce county costs and ensure compliance and consistency countywide.
5. Participate in the **Climate Action Committee/Sustainability Programs** efforts in partnership with the General Services Agency.
6. Complete the **HR Staffing Assessment** for Alameda and other Bay Area Counties, share the data with all appropriate stakeholders and hire a consultant to conduct interviews and develop appropriate recommendations.
7. Review the **Consolidated Personnel Policy and Procedure Manual** and maintain all relevant documents on the Internet or Intranet.