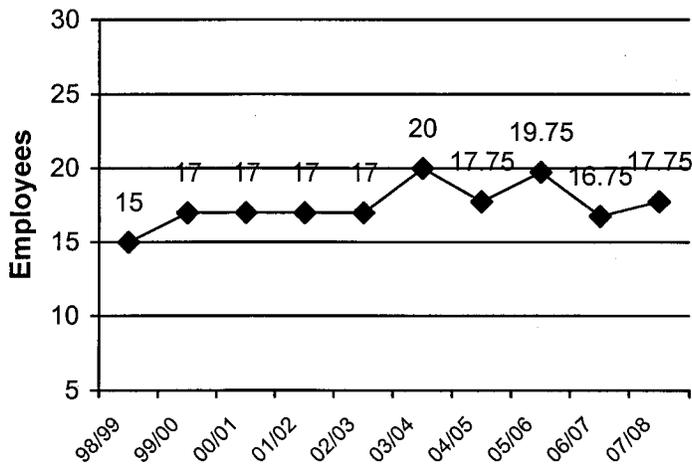


MISSION STATEMENT

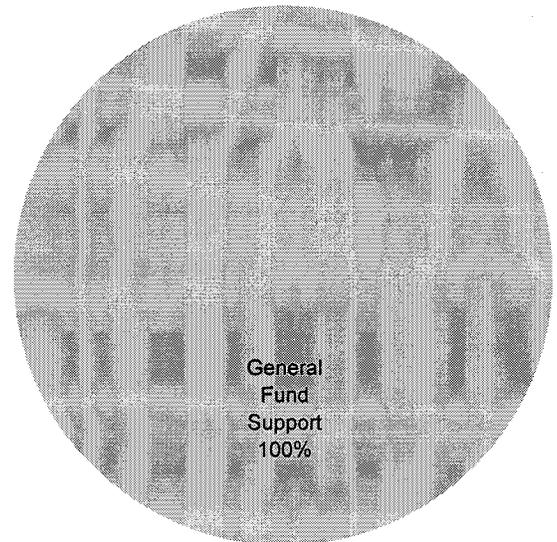
Partnering with customers to fulfill County human resource needs to support excellence in public service and sustain a well-governed community.

<u>Financial Summary</u>	<u>2006-07 Budget</u>	<u>2006-07 Projected</u>	<u>2007-08 Requested</u>	<u>2007-08 Recommended</u>	<u>Change From 2006-07</u>
Revenues	\$ 4,900	\$ 4,975	\$ 2,772	\$ 2,772	\$ (2,128)
Salary and Benefits	1,661,689	1,722,567	1,975,045	1,967,882	306,193
Services and Supplies	442,043	336,109	377,426	377,426	(64,617)
Fixed Assets	0	0	6,000	6,000	6,000
**Gross Expenditures	\$ 2,103,732	\$ 2,058,676	\$ 2,358,471	\$ 2,351,308	\$ 247,576
Less Intrafund Transfers	0	0	0	0	0
**Net Expenditures	\$ 2,103,732	\$ 2,058,676	\$ 2,358,471	\$ 2,351,308	\$ 247,576
General Fund Support (G.F.S.)	<u>\$ 2,098,832</u>	<u>\$ 2,053,701</u>	<u>\$ 2,355,699</u>	<u>\$ 2,348,536</u>	<u>\$ 249,704</u>

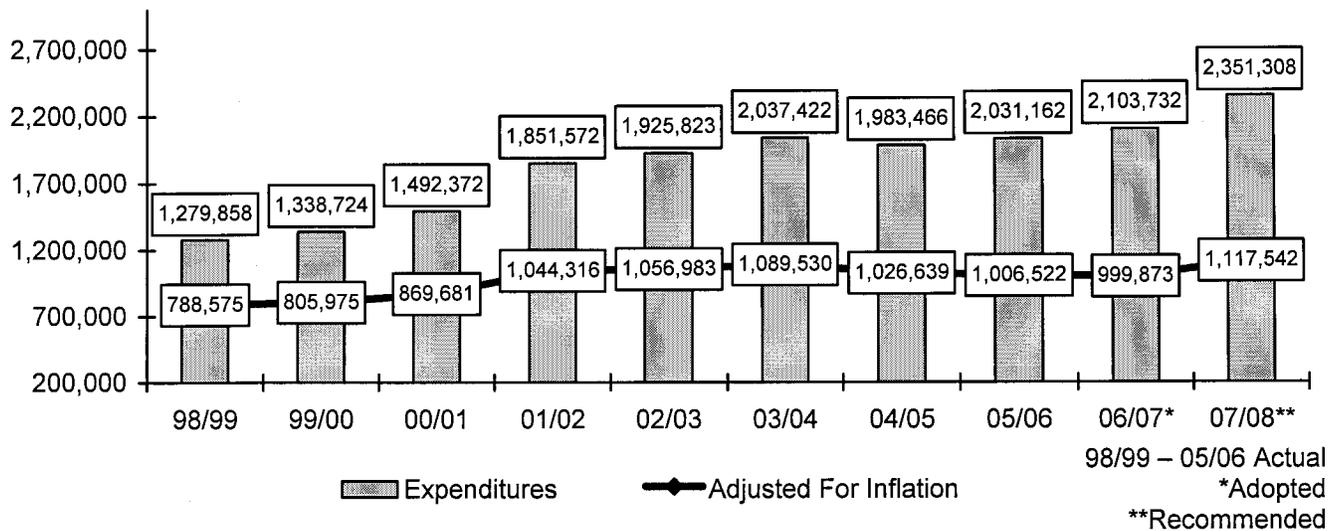
Number of Employees
(Full Time Equivalent)



Source of Funds



10 Year Expenditures Adjusted For Inflation



SERVICE PROGRAMS

Staffing and Employment Services

Efficiently recruit, test and rank candidates for filling positions with highly qualified employees. Maintain eligibility and certification lists and test validation records. Coordinate the process for appeals and grievances on recruitment related complaints.

Process personnel related information and documentation (payroll action forms, employee additions/deletions, pay increases, etc.) to maintain the accuracy of personnel records.

Maintain the Classification Plan by performing classification studies/audits. Update job specifications to ensure accuracy and relevancy. Respond to appeals and grievances related to classification issues.

Total Expenditures: \$1,528,227 Total FTE: 12.50

Human Resources Consulting and Departmental Services

Consult with department managers and supervisors regarding the use of effective supervisory techniques, and implementation of disciplinary actions, and coordinate appeals and grievances consistent with Federal and State employment laws and Civil Service Rules. Interpret and apply, as a single employer, personnel-related County ordinances, rules, regulations, and policies.

Provide administrative support to the Civil Service Commission, administer and maintain the County's merit system and Equal Opportunity Programs. Prepare staff reports, policy recommendations and rule change proposals. Resolve grievance and appeals in the least formal manner possible and conduct required pre-hearing meetings in accordance with the Civil Service Commission procedural guidelines. Provide recording secretary clerical support.

Total Expenditures: \$799,564 Total FTE: 4.75

Staff Development/Countywide Training

Develop and support of the delivery of Human Resources specific trainings including harassment prevention, new employee orientation and high performance management.

Total Expenditures: \$23,517 Total FTE: 0.50

DEPARTMENT COMMENTS

The Human Resources Department continues to transition from the former Personnel Department with this budget to becoming a full service organization serving 26 departments with approximately 3,000 full, part-time, temporary and contract employees and two independent governmental agencies. Human Resources is approaching the 5th year of using Strategic Planning processes for implementing initiatives. The reorganization transferring the Risk Management Division from Administration provides for even closer staff coordination and adds some senior staff to the Human Resources team. Human Resources continues to work on improving our ability to meet customer departments' needs by providing innovative solutions delivered in partnership with pride and integrity.

Examples of results achieved during FY 2006-07:**Customer Service**

Staff has reduced overall recruitment time by 18%, 78 days to 64 days, through process streamlining and use of the new applicant tracking and recruiting automation which was fully implemented November 2005.

Instituted an electronic Recruitment Performance Survey using E-GOV tools for collecting performance data and information for continuous process improvement resulting in meeting or exceeding target performance measures. In the first quarter of FY 06/07, there were 65 recruitments, 64 met or exceeded the established recruitment plan dates (98.5%), 1 did not meet the recruitment plan due to a procedural delay in Human Resources. The recruitment plan requires that Human Resources staff communicate with department staff and establish agreed upon completion dates for each component of the recruitment process.

Internal Business Process Improvements

Established performance baselines and developed new performance measures for Human Resource programs based upon new automation for tracking program results and monitoring workforce issues.

Reduced grievance/appeal processing time from 14.3 weeks to 12.9 weeks, a decrease of 1.4 weeks or 10%.

Engaged departments in continuous process improvement with the background investigation program reducing the elapsed time for most reviews from 4 days in FY 2005-06 to 2.3 days in FY 2006-07.

Finance

HR is focusing on efficiency by staffing and supporting the successful Go Live of SAP HR-Payroll establishing new business processes, improving data accuracy, streamlining procedures, and developing the reporting capability for workforce demographic information.

Focused on additional improvements (efficiencies) for the JobAps recruitment process, SAP transactions and the pre-employment background program and avoiding the potential costs attendant to a wrongful hiring.

Learning and Growth

Staff is being provided with on the job training including learning new automation tools and public sector HR practices.

Major Initiatives for FY 2007-08:

To be determined by the new Human Resources Director.

COUNTY ADMINISTRATOR'S COMMENTS AND RECOMMENDATIONS

General Fund support for the Human Resources Department is recommended to increase by \$249,704 or 11% over FY 2006-07 adopted levels. Salaries and benefits are increasing 18% or \$306,193 due to prevailing wage and pension increases and the addition of a Deputy Director position in FY 2006-07. The 3.25% increase in pension related expenses increases the department's salaries and benefits accounts by \$63,230. A Limited Term Human Resources Analyst Aide is recommended to become permanent in support of the department's Human Resources Information System (HRIS) which is the County's automated computer system for managing personnel/payroll data. The Aide position was initially approved on a limited term basis in order for an assessment of the ongoing workload associated with HRIS could be done. It has been determined that the limited term Aide position is needed on a permanent basis. With the addition of this Aide position, the department has stated that

they have the sufficient staff to manage the data entry activities transferred in FY 2006-07 from the Auditor's Office and provide the required ongoing support (e.g. system maintenance, documentation of system process and required system enhancements) of HRIS. There are no additional costs for this position as it is already budgeted within salaries and benefits accounts.

The addition of the Deputy Director position midyear is the result of the reorganization between Human Resources and Risk Management in 2006-07. For the 2007-08, Risk Management will remain a separate fund center. Services and supplies are decreasing by 14% or \$64,617 due to a reduction in costs for insurance, postage and copying charges as well as the department not having the need to fund a portion of a Risk Management Liability Analyst that was proposed as part of the original reorganization between Human Resources and Risk Management.

BUDGET AUGMENTATION REQUESTS RECOMMENDED

Unit Amount	Description	Results
Gross: \$68,618 General Fund Support: \$68,618	Convert 1.0 Limited Term Human Resources Analyst Aide to permanent.	1. Complete training and documentation of basic HRIS processes by July 1, 2008; 2. 100% of Personal Action Forms (PAL) processed without errors and within 48 hours of action date; 3. Implement and maintain all future systems enhancements within timeframes established cooperatively with the Auditor-Controller and County Administrative Office.

BUDGET AUGMENTATION REQUESTS NOT RECOMMENDED

Unit Amount	Description	Results
Gross: \$74,180 General Fund Support: \$74,180	Add 1.0 Personnel Analyst I in support for the maintenance, development and improvement of the HRIS-SAP system.	1. Increased customer service in core HR functions by reorganizing staff job duties; 2. Provides flexibility within the Analyst Team to have a second Analyst trained in HRIS-SAP, thus enabling seamless support to County departments.
Gross: \$27,497 General Fund Support: \$27,497	Add .05 FTE Human Resources Analyst Aide in support of the HRIS-SAP.	1. Increased customer service by shifting routine HRIS workload from an Analyst thus allowing for more core HR functions to be completed.

GOALS/PERFORMANCE MEASURES

Department Goal: Conduct, monitor, and evaluate recruitment and testing in a timely manner in order to provide County departments with qualified candidates while ensuring compliance with regulations and merit principles.						
Communitywide Result Link: A well-governed community.						
1. Performance Measure: Percent of recruitment plans/agreements with County departments that met or exceeded established timelines.						
02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07-08 Target
N/A	N/A	N/A	N/A	80%	90%	95%
What: Partnering with County departments to establish and meet recruitment plans/agreements.						
Why: To establish clear service level expectations, roles, and responsibilities between County departments and Human Resources' staff.						

How are we doing? The applicant tracking system, JobAps, allows establishment and monitoring of recruitment plans. This provides a clear picture of the life cycle of the recruitment process and its challenges due to unforeseen circumstances that cause delays. It also captures data demonstrating recruitments completed within or exceeding the planned timeframe. JobAps was fully rolled out in November 2005 allowing for automated formal recruitment planning. Our comparable counties do not currently track this element.

We expect to realize improved efficiencies with the JobAps Track and Hire automation wherein the recruitment plan is developed. We are able to report on all stages of the lifecycle of the recruitment by utilizing the recruitment planning tool. In the first quarter of FY 06/07, the average days required to process a recruitment were reduced by 26% (20 days) when compared to the 04/05 FY. This was accomplished during a period of very high workload and fewer staff.

In the first quarter of FY 06/07, there were 65 recruitments, 64 met or exceeded the established recruitment plan dates (98.5%), 1 did not meet the recruitment plan due to a procedural delay in Human Resources. The recruitment plan requires that Human Resources staff communicate with department staff and establish agreed upon completion dates for each component of the recruitment process.

2. Performance Measure: Percentage of County departments rating their level of overall satisfaction with the candidates on certification lists at satisfactory or better based on surveys conducted upon completion of open recruitments and clerical & support certification lists.

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07-08 Target
N/A	N/A	N/A	N/A	90%	90%	90%

What: Survey departments at the close of recruitments as to the level of satisfaction with the quality of candidates.

Why: To demonstrate that recruiting techniques are effective in attracting quality candidates that meet departments' staffing needs.

How are we doing? This is a new measure and the data has not been captured in prior years. The Human Resources Department continues to strive to look at innovative recruitment practices to attract highly skilled applicants. Recruitment Surveys were initiated August 7, 2006. As of the end of October, 33 surveys were sent to departments upon the position being filled. A 67% return rate, or 22 responses have been received. Of the 22 surveys returned, 16 or 73% responded "Satisfied or Better"; 3 or 14% responded "Mostly Satisfied"; 2 or 9% responded "Not Satisfied"; and one did not answer the question. The survey is a good forum for departments to provide feedback on any facet of the recruitment process. Where appropriate, the Human Resources staff follows up on the comments and if an improvement can be implemented right away, it is. When a participant provides his/her name, we follow-up to assure them that comments are valued and considered for the continuous improvement process.

3. Performance Measure: Percentage of County departments rating their satisfaction with the overall quality of customer service provided by the Human Resources Department at the level of satisfactory or better on returned surveys conducted upon completion of recruitments.

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07-08 Target
N/A	N/A	N/A	N/A	90%	95%	95%

What: To provide departments with excellent customer service.

Why: To strive for providing value added customer service to supporting departments' in meeting their staffing needs.

How are we doing? Anecdotal feedback has been positive regarding the automated recruiting system, problem solving efforts of staff and service level provided by support staff. Of the 22 survey responses received, 21 or 100% rated their level of satisfaction with the overall quality of customer service provided by the Human Resources Department at the level of satisfactory or better. Nineteen responded "Satisfied or Better," 2 responded "Mostly Satisfied" and 1 did not respond to the question.

Department Goal: Provide a positive and safe environment where department managers and employees can meet to discuss and attempt to mutually resolve grievances and appeals at the least formal level.

Communitywide Result Link: A well-governed community.

4. Performance Measure: Percentage of grievances or appeals resolved by the Human Resources Department staff prior to a formal hearing before the Civil Service Commission or Board of Supervisors.

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07-08 Target
81%	44%	70%	53%	90%	90%	90%

What: Employees who believe their concerns/issues have not been properly addressed by using established internal processes have the ability to present their petition to the Civil Service Commission or the Board of Supervisors. Employees or candidates that want to appeal a classification action, ruling or decision made by the Human Resources Department Director or appeal the written order of an appointing authority or grieve working conditions have the ability to appeal/grieve such action, ruling, decision or order to the Civil Service Commission. All reasonable attempts will have been made to resolve the issue before reaching the hearing level.

Why: Resolve conflicts at the least formal level to minimize time, impact on morale, expense and the possibility of litigation. Every serious grievance that is avoided or resolved before it goes to the Civil Service Commission can easily save the County well over \$100,000 in lost staff time, lost employee productivity, and litigation expenses.

How are we doing? Staff creates the forum, with the appellant or grievant and appointing authority, to generate a mutually agreeable resolution. Through consultation and negotiation, the Human Resources Department staff remains focused on all reasonable attempts to resolve grievances and appeals to avoid a formal hearing and possible litigation.

In the first quarter of fiscal year 2006-07, 9 Appeals were filed. Of the 9 appeals, 44% were resolved by the Human Resources Department staff prior to a formal hearing. Four (4) were dropped, withdrawn or resolved; 3 are pending CSC hearings; 1 is a medical/ psychological examination and awaiting a second opinion; 1 is being processed and a pre-hearing will be set.

Department Goal: Provide cost-effective personnel services.
Communitywide Result Link: A well-governed community.

5. Performance Measure: Full-time equivalent Human Resources Department staff per 1,000 County employees.

02-03 Actual Results	03-04 Actual Results	04-05 Actual Results	05-06 Actual Results	06-07 Adopted	06-07 Projected Results	07-08 Target
N/A	N/A	N/A	N/A	6.28	6.6	6.6

What: This shows the Human Resources Department staffing per 1,000 County employees.

Why: This data can be compared with other Human Resources Departments with similar characteristics to provide one measure of whether we are appropriately staffed for providing human resource services. The goal is to provide excellent service based on performance indicators at the comparable counties average.

How are we doing? The total FTE Human Resources Department staffing levels per 1,000 employees for 5 of our comparable counties ranges from a high of 11.7 to a low of 5.4. Data was gathered from Placer, Marin, Napa, Santa Barbara and Santa Cruz counties. Monterey County was not used since their human resource services are decentralized and in departments. The average of Placer, Marin, Napa, Santa Barbara and Santa Cruz counties is 9 FTE. San Luis Obispo is at 6.6 FTE per 1,000 County employees based on 2,545.75 Board approved permanent positions in FY 2006/07. Initial comparisons with our comparable counties focused on like service programs. The calculation for San Luis Obispo is based on 16.75 FTE, which includes (1) Limited Term position.