

Annual Report 2007/2008

San Luis Obispo County Human Resources



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Mission Statement

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

Authority and Purpose

The County Civil Service Commission adopts rules which implement the County ordinances for personnel administration. The Commission assures merit system principles are followed in County employment, promotes efficiency in conducting County business, and that all employees and applicants for employment in the classified service are treated fairly and impartially.

County Code, Title 2 Administration and Personnel Chapter 2.40 Civil Service System

2.40.010 Adoption. There is established in the County a civil service system to be governed by the provisions set forth in this chapter and in the County Civil Service enabling law. (Government Code Sections 31100 etc.). (Ord. 755 § 2 (part), 1964: prior code § 2-001)

Civil Service Commissioner and Appointing County Board of Supervisor

- Robert Bergman, President, appointed by Supervisor Harry L. Ovitt, District 1
- Jeannie Nix, Vice-President, appointed by Supervisor Jerry Lenthall, District 3
- Arthur Chapman, Commissioner, appointed by Supervisor Shirley Bianchi, District 2
- Jay Salter, Commissioner, appointed by Supervisor James Patterson, District 5
- William Tappan, Commissioner, appointed by Supervisor K.H. "Katcho" Achadjian, District 4

Major Accomplishments

- **Grievances and Appeals**

- Successfully resolved 87% of Grievances and Appeals received in FY 07/08 prior to Civil Service Commission hearing.
- Avoided litigation and reduced County's exposure to loss by carefully managing a high profile investigation with significant public relations risks.
- Affirmed unassembled examination process in a Civil Service Commission hearing which resulted in continued ability to efficiently and fairly certify candidates to departments.

- **Recruitment, Testing and Certification**

- Improved ability to track satisfaction by implementing a Recruitment Survey program.
- Improved quality of communications with candidates during recruitments by updating and customizing recruitment notices and increasing direct contact with candidates resulting in more personal and professional communication.
- Improved candidates' access to Oral Board interviews by creating a process and adopting technology (Skype) for facilitation of web-cam interviews. This allows for more flexibility with candidates and oral board members.

- **CSC Rule update**

- Initiated process to review and revise CSC Rules which will result in clearer language, fewer ambiguities and reduced conflicts between rules.

Highlights

- *14 of 16 Grievances and Appeals were resolved through effective communication and collaboration*

Major Accomplishments (continued)

*Average Time
for Open
Recruitment
dropped nine
days (21%) in
07/08*

- **Classification plan**

- Improved and updated Class Study program to clarify process and define roles resulting in faster response time.

- **Discrimination and Harassment**

- Investigated and successfully defended eight DFEH and EEOC claims of discrimination against the County.

- **New Employee Orientation**

- Developed comprehensive New Employee Orientation program resulting in improved communication of essential information to new employees.

- **Employee University**

- Participated in two major regional job fairs resulting in additional exposure to quality job candidates.
- Successfully implemented County-wide course registration system providing improved access to County training opportunities, self scheduling and easy administration.

- **Enterprise Financial System (EFS)**

- Developed specialized report in SAP to ensure accuracy of the annual prevailing wage adjustment resulting in zero pay adjustment errors since go-live and reducing process time by over 100 hours per year.
- Worked with IT to create a Business Continuity Plan to protect critical HR employee data in case of catastrophic system failure.

- **Training**

- HR Analyst Aide team conducted comprehensive training for all Department Payroll Coordinators on EFS forms and processes resulting in better communication with departments, increased efficiencies in processing employee transactions and reduced errors.
- HR Staff participated in extensive training throughout the year resulting in better understanding of critical HR concepts. Training providers included State Personnel Board, Cooperative Personnel Services, Liebert Cassidy, CALPELRA, California State Association of Counties.

Major Accomplishments (continued)

- **Automation**

- Civil Service Commission recordings are now posted to the internet for easy access for public and staff.
- Completely redesigned the HR intranet site resulting in a “one stop HR information shop” for all County employees.

- **Administrative Items**

- Merged Personnel and Risk Management into a unified and collaborative Human Resources department.
- All employees affected by Fiscal Year End budget layoffs were placed in alternate positions within the County.

- **Risk Management**

- Reduced Temporary Disability payments by placing employees into alternate work sites when the home department could not accommodate their work restrictions.
- Implemented a comprehensive Wellness Program for County employees and held three well attended Health Fairs to encourage healthy habits for employees.

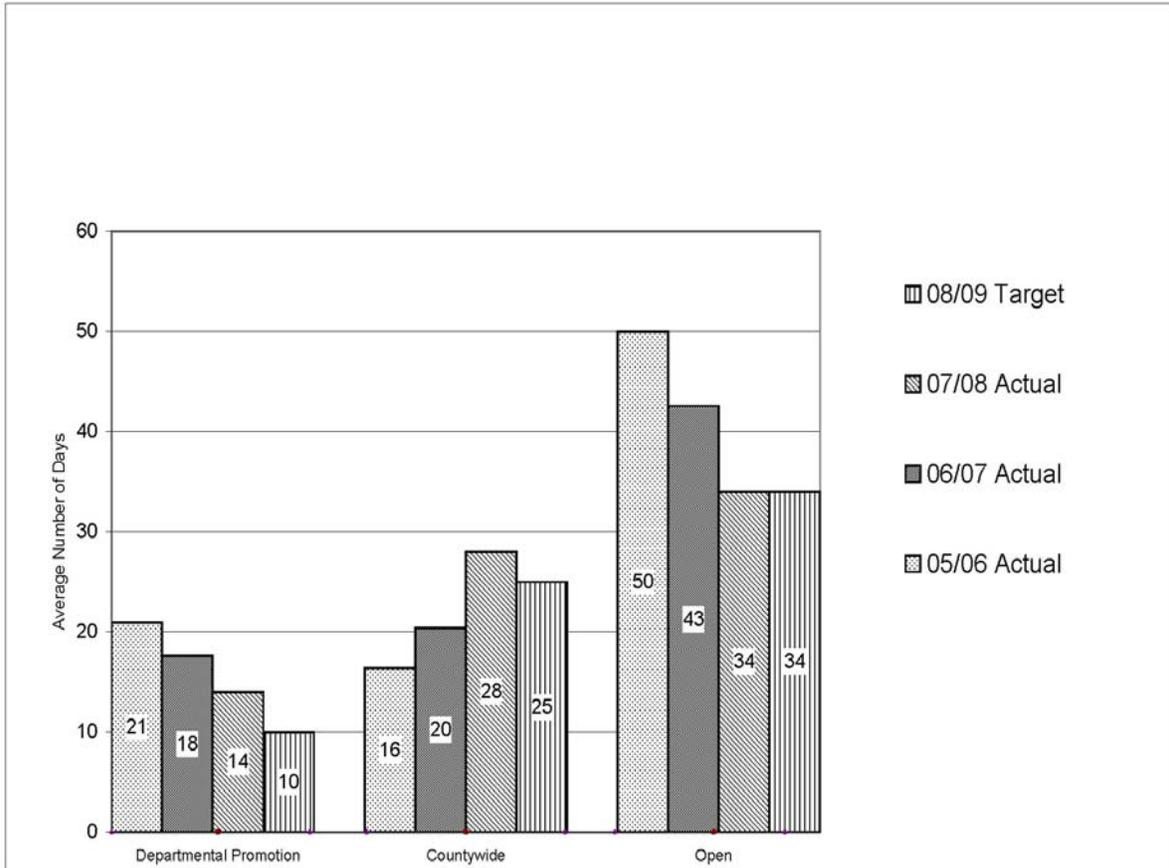
The redesigned CSC web site makes it easier to access rules, agendas, and minutes

Highlights

- *59% reduction in work related injuries in last five years (was 10.3, now 4.25 per 100 employees)*

Personnel

Average Number of Days to Produce Eligible Lists by Recruitment Type



Discussion

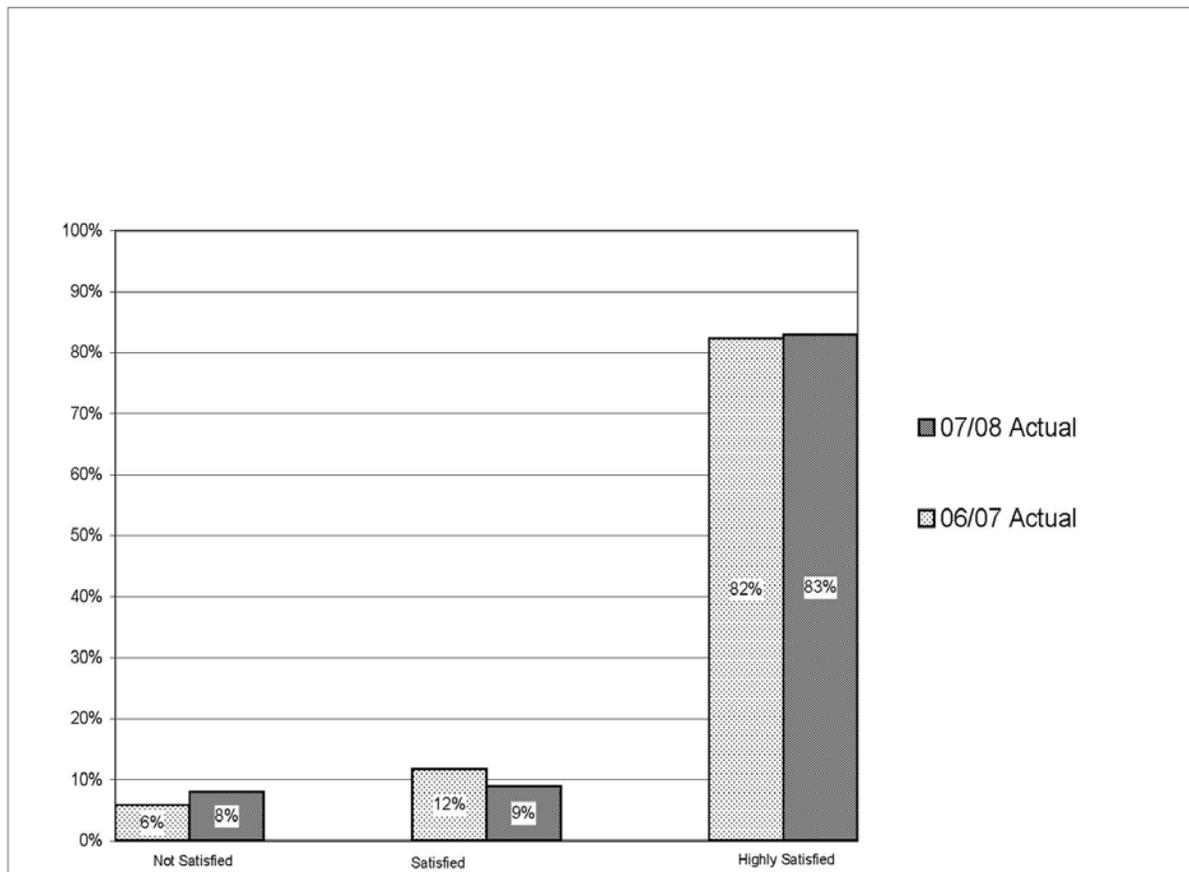
What: This measures the timeframe (by recruitment type) it takes Personnel to provide departments with a list of qualified candidates to fill a vacant position after the recruitment closes.

Why: This data will be used to gauge our performance internally (i.e., are we getting better) and externally (i.e., how do we compare to similar government agencies).

How are we doing? Based on performance through June 2008, the average countywide promotional recruitment takes 28 days, departmental promotional recruitments take 14 days, and open recruitments take 34 days. Fully implementing efforts underway to reduce recruitment timeframes should shave five (5) additional days off each type of recruitment in 2008/09.

Personnel

Department Satisfaction with Candidates on Certification Lists



Discussion

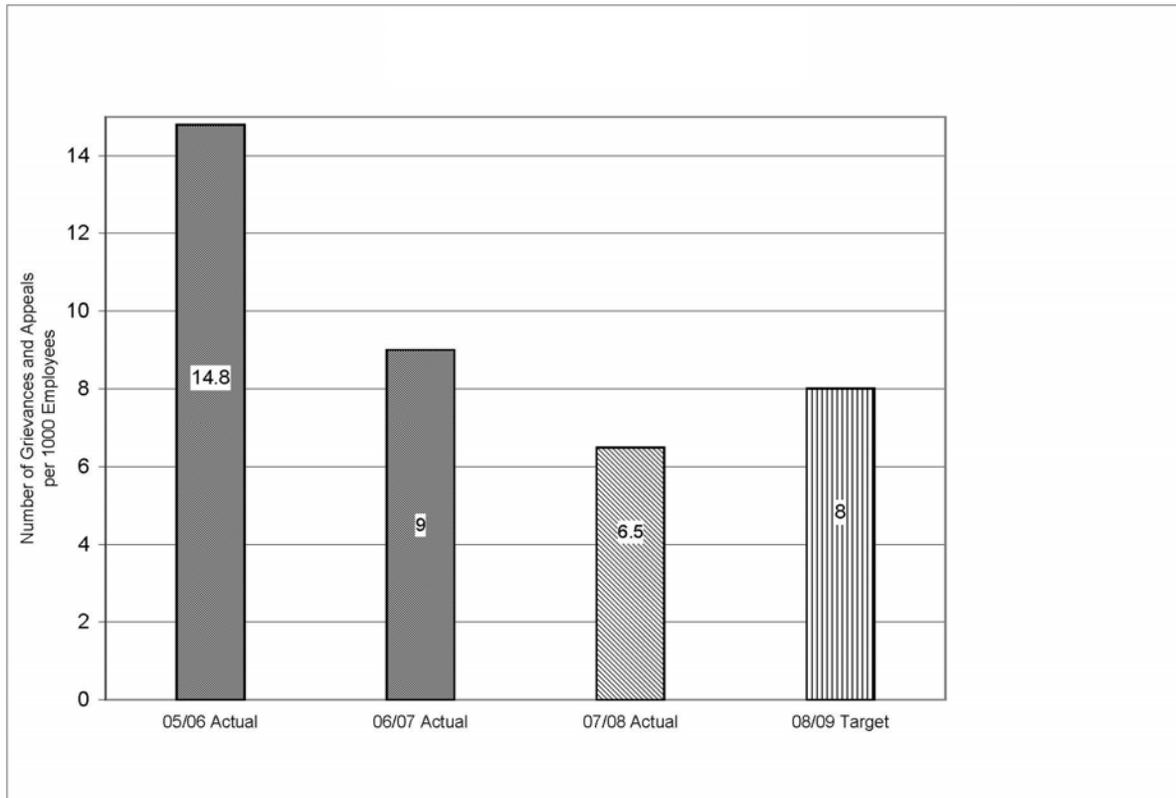
What: Survey departments at the close of recruitments as to the level of satisfaction with the quality of candidates.

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

How are we doing? As employees are hired, a Recruitment Survey is sent to the hiring department. Twenty-six Recruitment Surveys were distributed. With a 100% response, and based on performance, 92% of survey respondents indicated that they were satisfied with the quality of candidates certified to the department for hiring.

Personnel

Grievances/Appeals Rate per 1000 Employees (2,515 Employees as of June 30, 2008)



Discussion

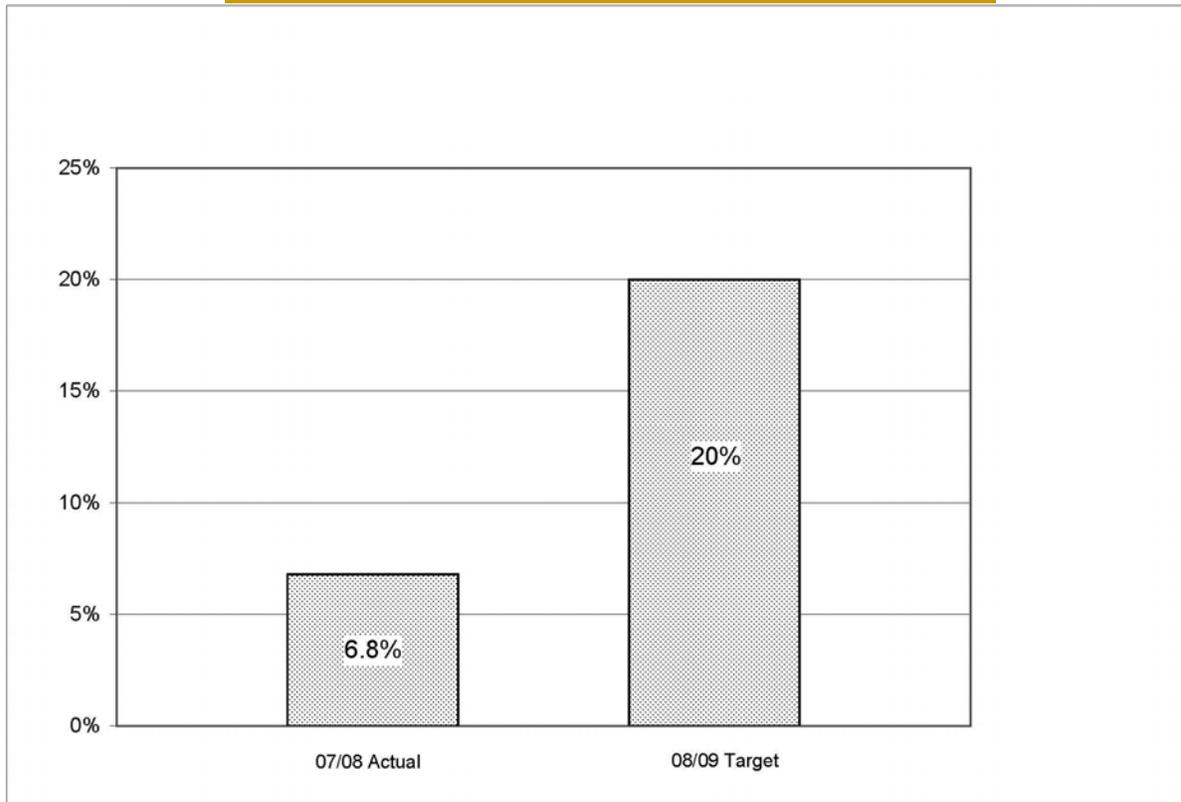
What: This tracks the annual rate of grievances/ appeals filed by employees who allege improper personnel practices by the County.

Why: The grievance/appeal rate is often a reflection of the quality of Human Resource services provided to the organization. Ideally, sound Human Resource practices help to keep, over time, the number of grievance/appeals in check.

How are we doing? The FY 07/08 Grievance and Appeal Rate per 1000 Employees was the lowest rate since this statistic was tracked. This low rate was the combined result of improved collaboration between departments, HR and labor organizations. Well documented HR practices, effective communications between parties and early intervention on sensitive issues resulted in issue resolution prior to becoming a formal grievance or appeal.

Personnel

Percentage of Total Specifications Updated Annually (350 Classified, 33 Unclassified)



Discussion

What: The Human Resources Department regularly reviews and updates Job Class Specifications with a goal of updating specs on a five year cycle.

Why: Evolving business models, emerging technologies and new services drive the need to update the typical duties, knowledge and skills required for successful performance of a job. Updating 20% of the County's class specifications annually ensures that most specifications are updated within five years and, therefore, the knowledge skills and abilities described in the specification help recruit and retain highly qualified employees.

How are we doing? Staff turnover in FY 07/08 necessitated additional training on how to conduct classification studies. All Personnel Analysts are now trained and have conducted Specification Updates. FY 08/09 will see continued improvement in number of specifications updated.

Personnel

Summary Of Recruitment Activity

| Application Summary (Regular Recruitments) | | FY 07/08 | FY 06/07 | FY 05/06 |
|--|--------------------------|----------|----------|----------|
| Applications | | 4,339 | 6,399 | 5,803 |
| Requisitions | | 129 | 192 | 202 |
| EC Applications | | | | |
| Service and Maintenance | Applicants | 1,128 | 701 | 557 |
| | Applications | 4,897 | 2,867 | 2,477 |
| | Requisitions | 15 | 21 | 15 |
| Clerical and Support | Applicants | 1,408 | 1,250 | 1,064 |
| | Applications | 6,115 | 5,112 | 4,362 |
| | Requisitions | 51 | 103 | 90 |
| Requisitions by Category (Regular Recruitments) | | | | |
| | Permanent | 119 | 176 | 183 |
| | Temporary | 6 | 11 | 12 |
| | Substitute | 4 | 5 | 7 |
| Requisitions by Type (Regular Recruitments) | | | | |
| | County Wide Promotional | 4 | 7 | 5 |
| | Departmental Promotional | 44 | 52 | 55 |
| | Lateral Transfer | 0 | 1 | 2 |
| | Open | 81 | 132 | 140 |
| Existing List Requisitions and Misc Categories | | | | |
| 5.05(a) | | 139 | 157 | 83 |
| Regular Promotion | | 134 | 157 | 112 |
| Classification Transfer | | 31 | 28 | 2 |
| Provisional | | 8 | 6 | 2 |
| Reinstatement | | 3 | 5 | 4 |
| Restoration | | 4 | 0 | 1 |
| Voluntary Reduction | | 21 | 28 | 7 |
| Quick Cert | | 8 | 23 | 6 |
| Existing List | | 121 | 141 | 138 |
| Hiring Activity | | | | |
| Total Hires | | 372 | 477 | 272 |
| Permanent | | 191 | 269 | 188 |
| Temporary | | 181 | 218 | 84 |

Discussion

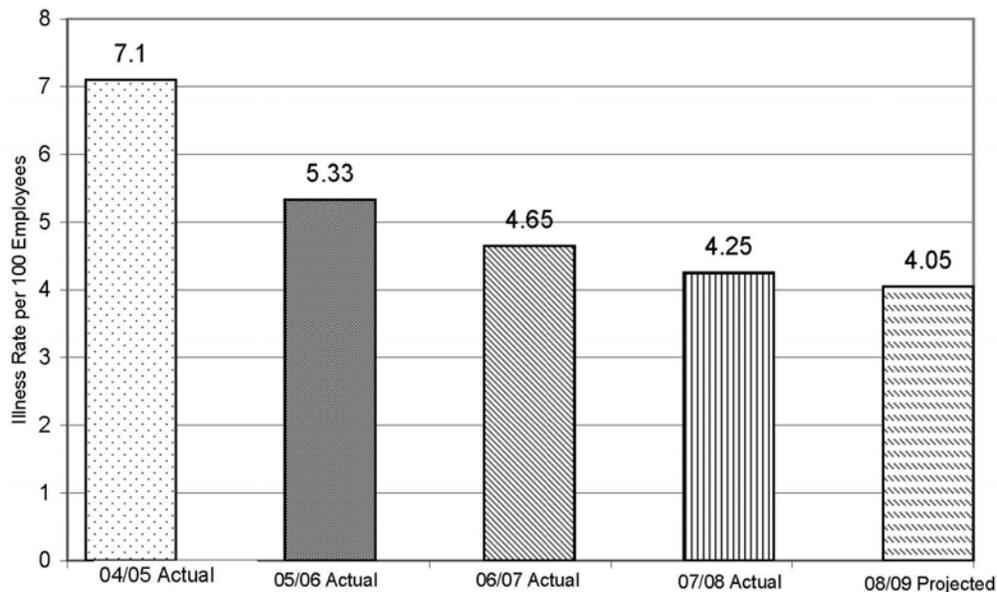
What: This measures the number of applications received, requisitions requested, and total hires.

Why: This data provides a snapshot of the overall recruitment activity by requisition type.

How are we doing? Even with the hiring freeze that has been in place since October, 2007, we are still actively recruiting and hiring from existing lists. The most significant change from last fiscal year is the number of open, regular recruitment requisitions. However, all other requisition requests are comparable to the last two fiscal years.

Risk Management

Work-Related Illnesses/Injuries per 100 Employees



Discussion

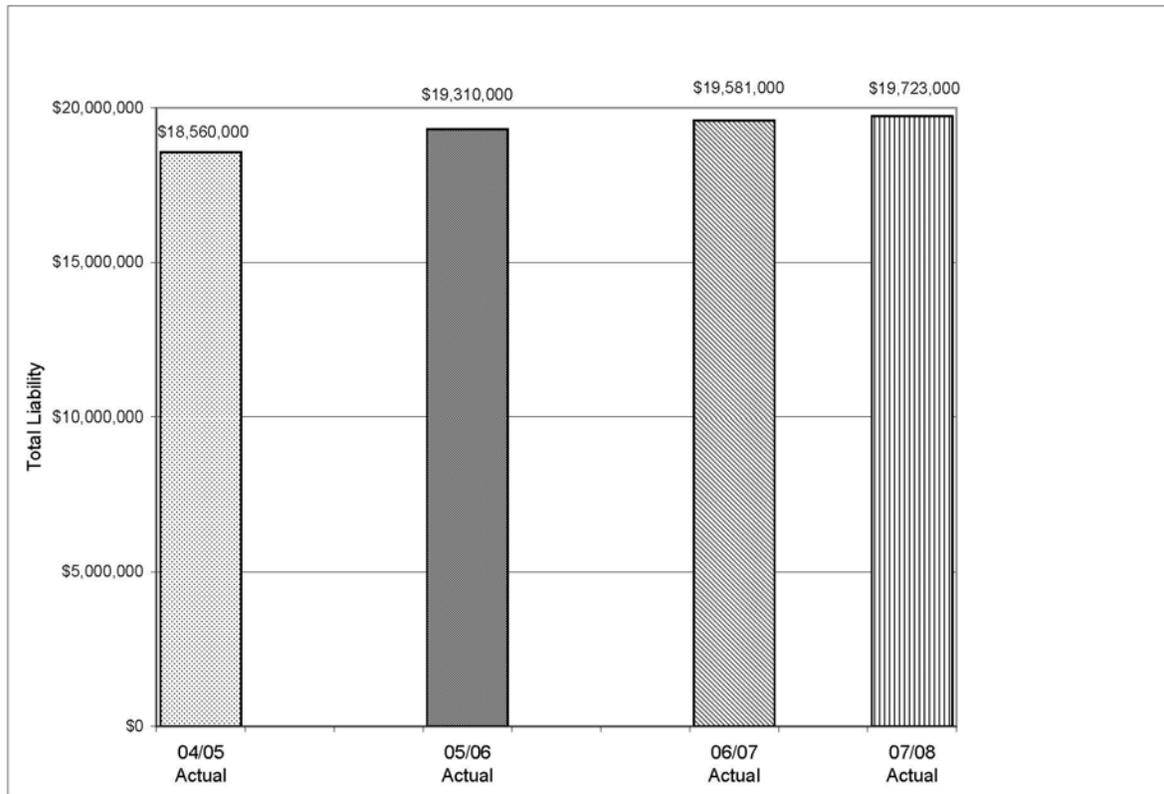
What: This tracks the number of employee illnesses/injuries per 100 employees in comparison to other state and local government agencies in California. By collecting both injury and illness data, we can compare ourselves to statewide average data prepared by the Department of Industrial Relations (which also includes private sector information).

Why: This measure helps to track the effectiveness of our Safety Program.

How are we doing? The County's illness/injury rate is slightly better than average private sector and well below the average for state and local government agencies (8.9 per 100 employees).

Risk Management

Workers Compensation Total Liabilities



Discussion

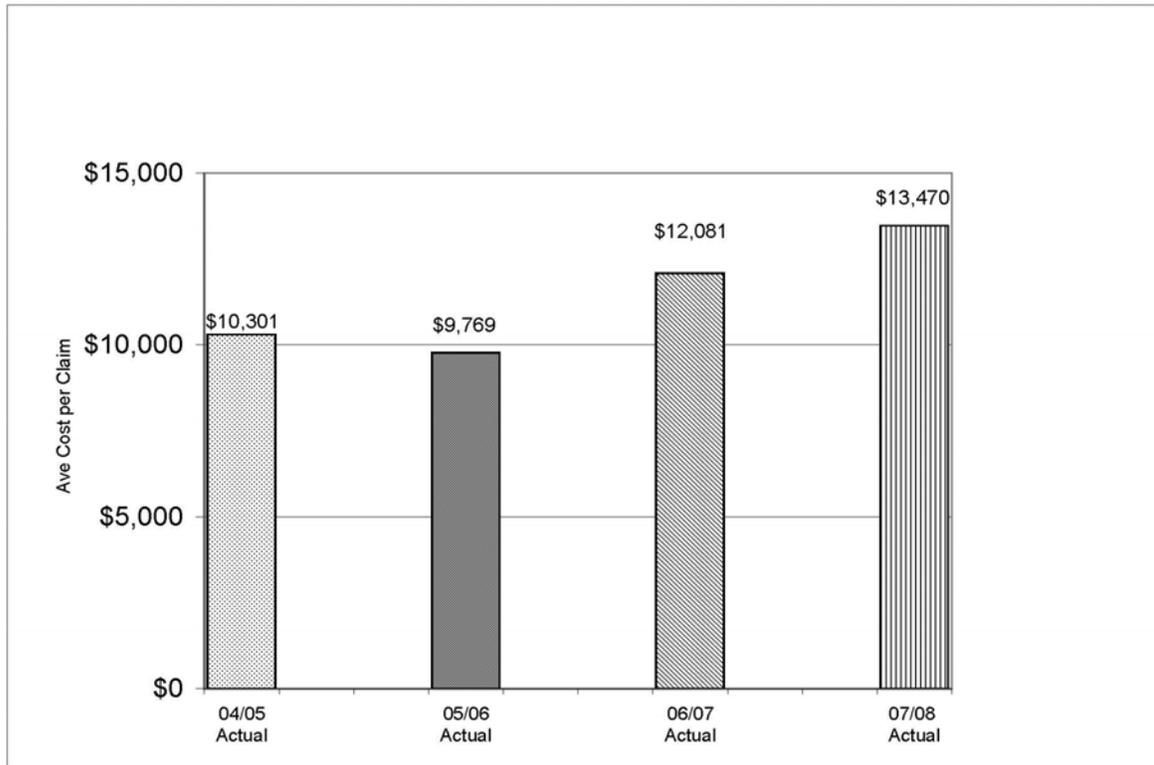
What: This graph shows the actuarial projected ultimate cost of claims for SLO County as of 6/30 for each of the last four years. The numbers are the projected ultimate cost of all workers' compensation liabilities as of the end of each fiscal year. The projections are based on the number of open claims and the expected ultimate cost of those claims.

Why: The ultimate workers' compensation liabilities provides a view of the total expected costs of the County's total workers' compensation exposures and how that exposure changes from year to year. It also allows the County to plan and budget these losses and to manage the claim inventory to contain the expected costs.

How are we doing? There has been minimal growth in the County's total program liabilities since FY 05-06 despite four years of benefit rate increases and medical inflation. Over the last four years, the projected total expected ultimate cost has increased by 6.3%. Workers' compensation temporary disability benefit rates have climbed more than 25.8% in the same time frame and medical costs have climbed at an average annual rate of 9% per year. The County's efforts to control workers' compensation cost escalation in the face of rising benefit rates and increasing medical costs have been effective in limiting the increases to well below the statewide pace.

Risk Management

Workers Compensation Average Cost per Claim



Discussion

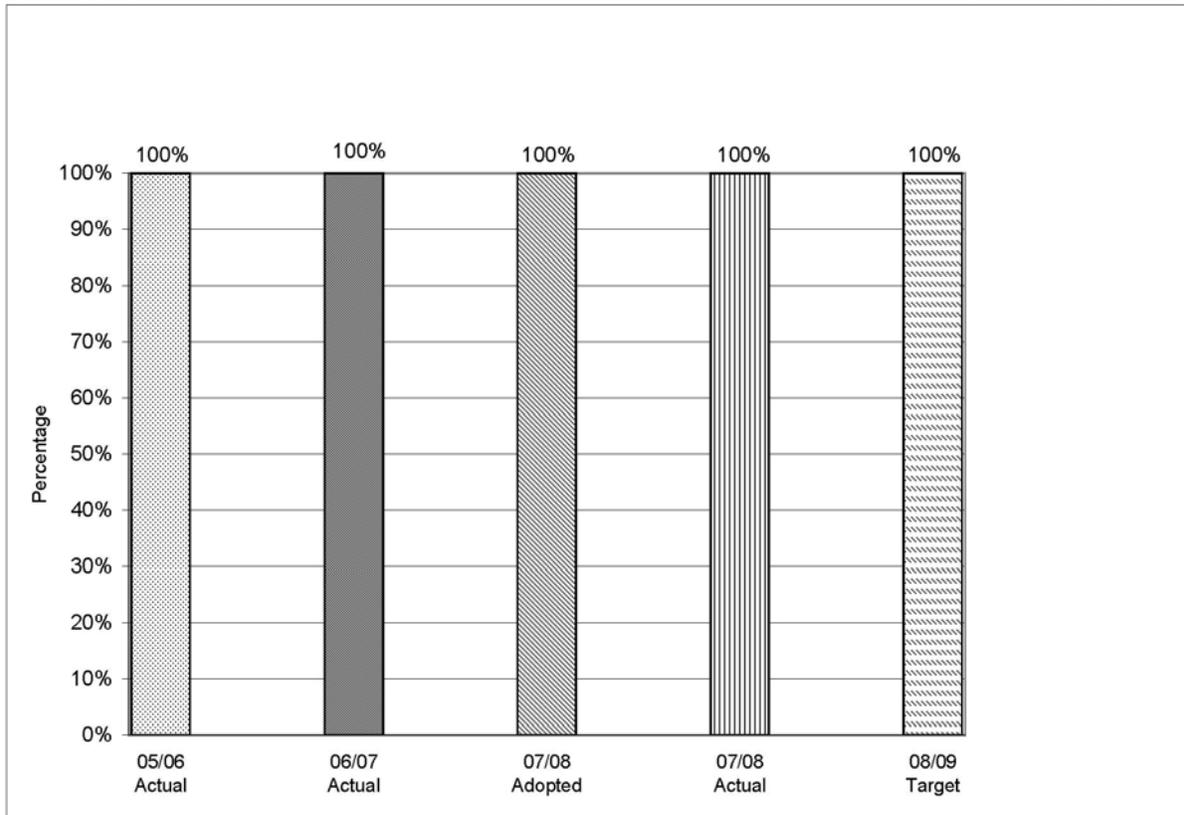
What: This graph shows the estimated ultimate cost of claims from each of the last four fiscal years. These figures are the average expected ultimate cost based on the November 2008 actuarial projections. Because these are projections, the average cost per claim figure can change as the claims mature. We can affect the expected ultimate cost through proactive claim management efforts including: timely claim investigations, litigation management, return-to-work efforts and medical management solutions.

Why: Measuring the average cost per claim allows us to assess how the County's workers' compensation claim exposures change from fiscal year to fiscal year and how legislative activities, benefit increases and inflationary pressures might affect claim costs. By measuring the expected claim costs, we can also evaluate the effectiveness of our claims management and cost containment efforts.

How are we Doing? The chart shows that the newer claims (FY 06-07 and FY 07-08) are expected to be more costly on average than the older claims (FY 04-05 and FY 05-06). This rise is due in part to annual benefit rate increases mandated by the 2004 reforms combined with medical cost inflation. If we compare these figures to last year's projections of average cost per claim for the same fiscal years, we see that the average cost per claim projections this year are lower for every fiscal year except FY 04-05 which increased by \$47. This would suggest that our efforts to manage the claim exposures are effective in containing claim costs and containing average cost per claim growth.

Risk Management

Payroll Coordinators Satisfaction with Services Provided



Discussion

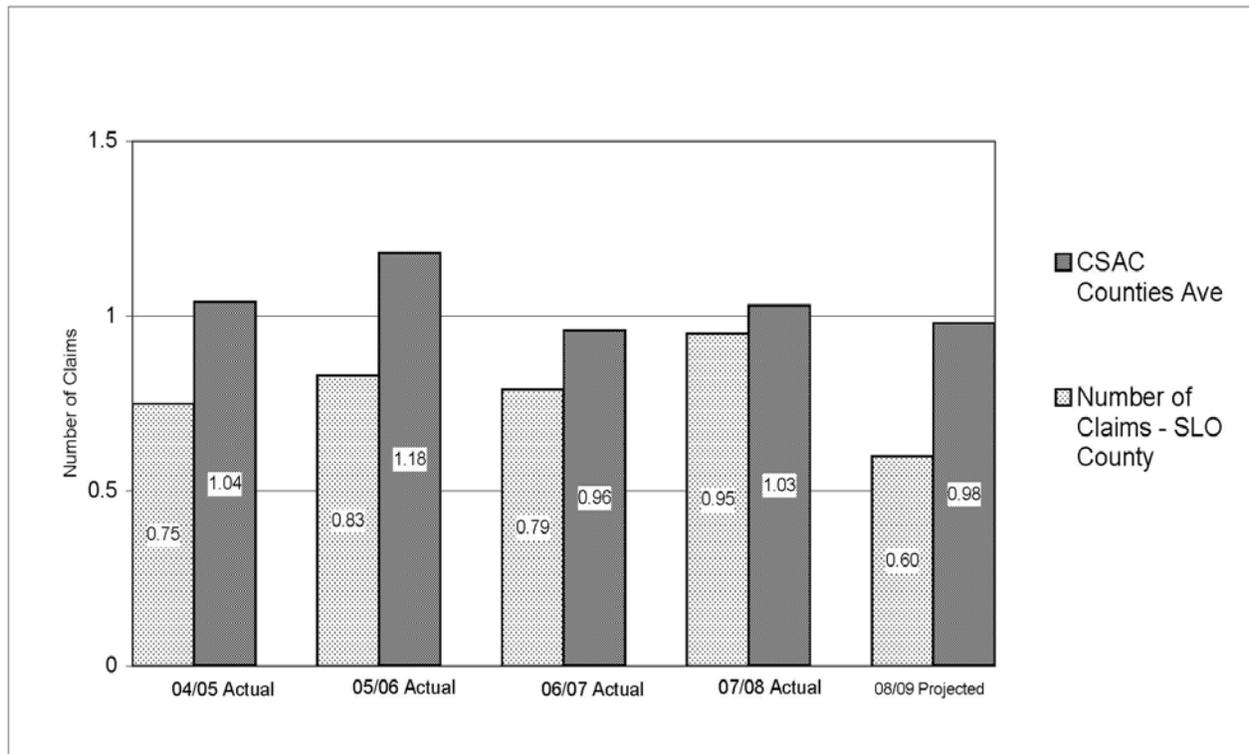
What: In the spring of each year, Risk Management conducts a survey of all payroll coordinators to determine their level of satisfaction with the quality of service provided by the Benefits Coordinator. The survey addresses the following critical service areas: timeliness, accuracy, responsiveness, and trustworthiness of information.

Why: The Benefits Coordinator is responsible for educating County payroll coordinators on all aspects of employee benefits. The payroll coordinators, in turn, are responsible for disseminating this information to County employees so they can make informed benefit decisions. Regularly surveying our key customers allows us to gauge the quality of our services and make program improvements as needed.

How are we doing? We received 11 responses to the spring 2008 survey; all rated service as above average or exceptional.

Risk Management

Number of Liability Claims Filed per Million Dollars of Payroll



Discussion

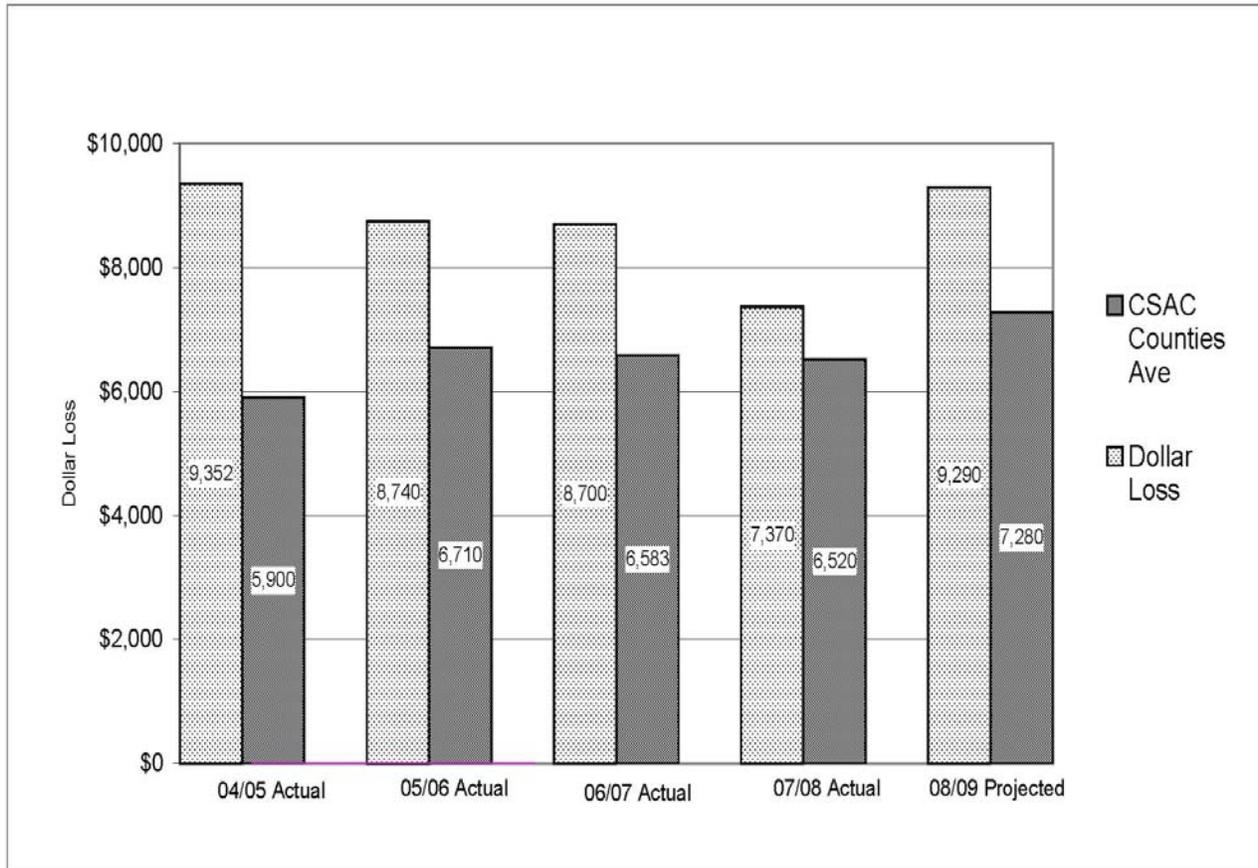
What: This represents an “apples to apples” way of comparing the number of liability claims filed against local California governments.

Why: Indicates how San Luis Obispo County compares to other counties as determined by the County’s actuary conducted by Bickmore Associates. The actuarial is conducted annually.

How are we doing? Based on the November 2008 actuarial report, claim frequency is projected to drop slightly from the 2007/08 levels. When this measure is considered in the context of the other measures the data suggests that San Luis Obispo numbers are decreasing both for claims and severity.

Risk Management

Average Dollar Loss/Liability Claim



Discussion

What: This provides an indication of how much money is being spent on average for liability claims.

Why: Indicates how San Luis Obispo County compares to other counties as determined by the County's actuary conducted by Bickmore Associates. The actuarial is conducted annually.

How are we doing? Based on the November 2008 actuarial report, the County's loss rate is lower than average. This reflects a higher than average cost per claim, with a lower than average number for claims per \$1 million of payroll.

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Statistical Summary

Grievances and Appeals Filed by Department

| | Allocations | 07/08 | 06/07 | 05/06 |
|-------------------------------------|-------------|-----------|-----------|-----------|
| Assessor | 89 | 1 | 0 | 0 |
| Auditor-Controller | 42.5 | 0 | 0 | 1 |
| District Attorney | 98 | 0 | 0 | 1 |
| Drug & Alcohol Services | 49.25 | 0 | 0 | 2 |
| General Services | 198 | 3 | 0 | 2 |
| Health Agency | 423 | 1 | 5 | 11 |
| Information Technology | 85 | 2 | 2 | 0 |
| Library | 82 | 0 | 0 | 1 |
| Planning and Building | 115 | 0 | 0 | 1 |
| Probation | 172 | 1 | 2 | 1 |
| Public Works | 200 | 1 | 1 | 3 |
| Sheriff - Coroner | 393 | 2 | 1 | 4 |
| Social Services | 450 | 5 | 9 | 6 |
| Treasurer/Tax Collector | 30 | 0 | 1 | 1 |
| Total Grievances and Appeals | | 16 | 21 | 34 |

Discussion

What: This tracks the annual Grievances and Appeals filed by department throughout the County.

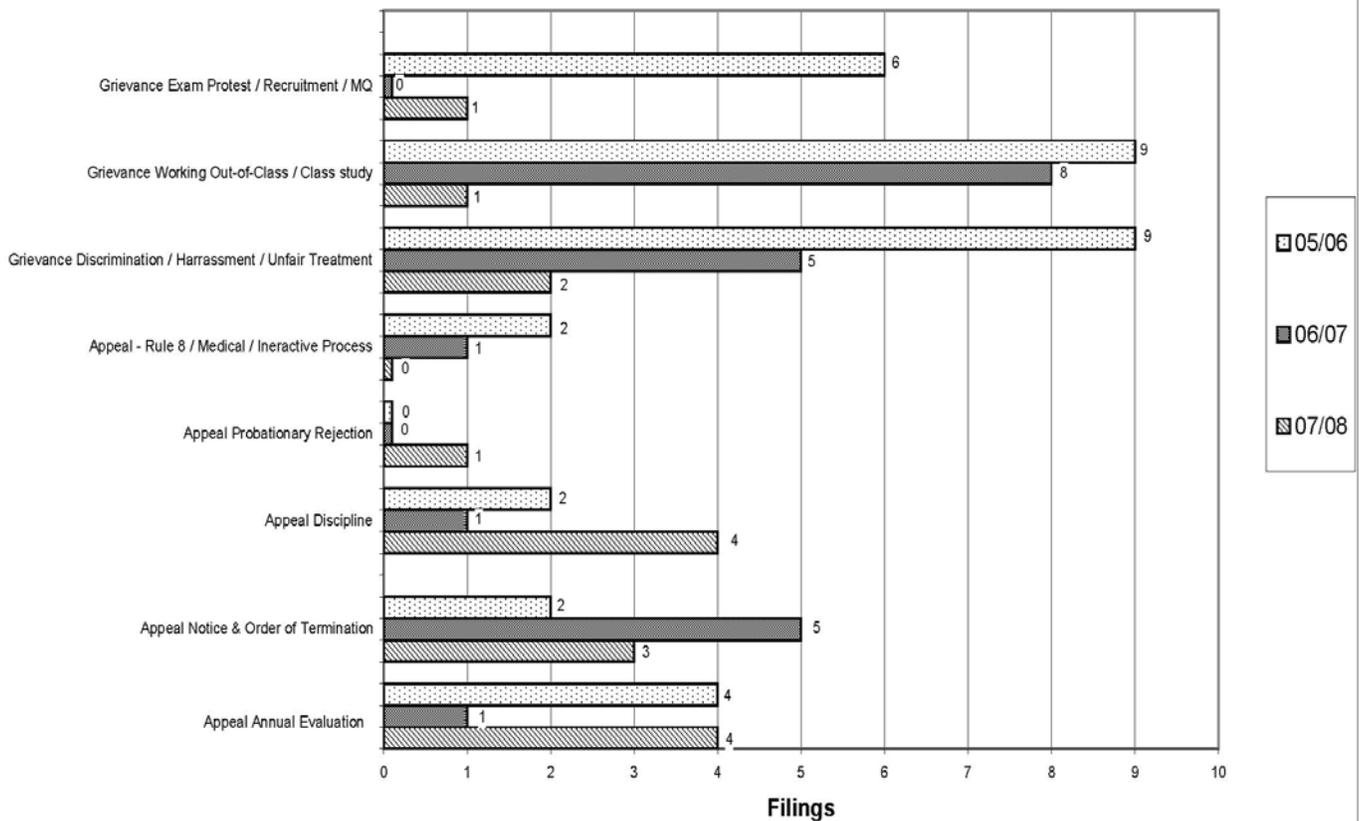
Why: The grievance /appeal rate is often a reflection of the quality of Human Resource services provided to the organization. Ideally, sound Human Resource practices help to keep, over time, the number of grievance /appeals in check.

How are we doing? Grievances and Appeals have consistently decreased over the past several years due to improved collaboration between departments, HR and labor organizations. Of note are the improved results of both the Health Agency and Department of Social Services who have had major reductions in appeals and grievances over the past several years.

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Statistical Summary

Reason For Grievances and Appeals



Discussion

What: This tracks the reasons for grievances and appeals filed by employees who allege improper personnel practices by the County.

Why: Trends in the reasons for grievances and appeals filed may reveal a personnel practice or matter that should be reviewed.

How are we doing? The trend in most categories show that grievances and appeals are being filed by employees less often than in the past. One exception would be appeals of annual performance evaluations. This may indicate weaknesses in communicating critical information to employees while preparing and administering annual evaluations. Supervisory Training that will start in early 2009 will address training opportunities in the area of annual evaluations.

Annual Report 2007/2008

Statistical Summary

County Workforce, US Census and Applicant Pool Demographics

| Gender | Female | Male | Total | | | | | | | |
|---|----------|----------|---------|---------|-------------------------------|---------------------------------------|----------|---------|--|--|
| Workforce (as of June 30, 2008) | 57.4% | 42.6% | 2,515 | | | | | | | |
| Applications (3% no response) | 56.4% | 40.4% | 7,189 | | | | | | | |
| US Census Bureau (County of SLO - 2000) | 48.6% | 51.4% | 246,681 | | | | | | | |
| | | | | | | | | | | |
| Race | White | Hispanic | Black | Other | Asian/ Pacific Islander | American Indian/ Alaskan Native | Filipino | TOTAL | | |
| Workforce (as of June 30, 2008) | 84.3% | 9.5% | 1.2% | 2.7% | 1.2% | 0.4% | 0.7% | 2,515 | | |
| Applications (1.8% no response) | 67.2% | 21.3% | 2.6% | 2.7% | 2.3% | 0.9% | 1.4% | 7,189 | | |
| US Census Bureau (County of SLO - 2000) | 74.3% | 14.3% | 1.8% | 5.4% | 2.6% | 0.8% | 0.8% | 246,681 | | |
| | | | | | | | | | | |
| Age | Under 20 | 20-29 | 30-39 | 40-49 | 50-59 | 60 and Over | TOTAL | | | |
| Workforce (as of June 30, 2008) | 0.0% | 9.1% | 18.2% | 29.2% | 34.3% | 9.2% | 2,515 | | | |
| | Under 21 | 21 - 29 | 30 - 39 | 40 - 49 | 50 - 59 | 60 and Over | TOTAL | | | |
| Applications (2.3% no response) | 4.1% | 31.6% | 24.4% | 19.6% | 15.8% | 2.2% | 7,189 | | | |
| | Under 21 | 20 - 34 | 35 - 44 | 45 - 54 | 55 - 64 | 65 and Over | TOTAL | | | |
| US Census Bureau (County of SLO - 2000) | 26.1% | 20.6% | 15.6% | 14.7% | 8.6% | 14.5% | 246,681 | | | |
| | | | | | | | | | | |

Discussion

- **57% of the County's workforce is female**
- **63% of the County's workforce is between 40 - 59 years of age**
- **56% of applicants during FY 07/08 were between the ages of 21 - 39**

COUNTY ORDINANCE
INFORMATION LOCATED ON
www.slocounty.ca.gov/hr

Chapter 2.40 CIVIL SERVICE SYSTEM

- [2.40.010 Adoption.](#)
- [2.40.020 Commission--Creation--Membership.](#)
- [2.40.030 Compensation for commission members.](#)
- [2.40.040 Operating funds.](#)
- [2.40.050 Contracting for examinations.](#)
- [2.40.060 Classified and unclassified service.](#)
- [2.40.070 Duties of commission and personnel director.](#)
- [2.40.080 Commission rules.](#)
- [2.40.090 Vacancies in peculiar positions.](#)
- [2.40.100 Examination requirements.](#)
- [2.40.110 Discrimination prohibited.](#)
- [2.40.120 Reductions, suspensions and dismissals.](#)
- [2.40.130 Employee status.](#)
- [2.40.140 Prerequisites to salary payment.](#)
- [2.40.150 Veteran's preference.](#)

Find Civil Service Commission Information on-line www.slocounty.ca.gov/hr/csc

San Luis Obispo County
CALIFORNIA

Thursday, November 20, 2008

Human Resources Department
Dori Duke
Deputy Director

> [County Home Page](#) > [Human Resources Department](#) > Civil Service Commission

Civil Service Commission

Click on a link below to access CSC documentation

- [Overview](#)
- [Agendas/Minutes/Recordings](#)
- [Civil Service Rule Update](#)
- [Commission Members](#)
- [Appeal Forms](#)
- [Grievance Forms](#)
- [2008 Calendar](#)
- [2009 Calendar](#)
- [Annual Report to BOS](#)
- [Governing Rules/Ordinances](#)

Civil Service Commission 2008

The Commission is comprised of members appointed by the [Board of Supervisors](#). The Commissioners serve four year terms and remain on the Commission until a successor is selected.

| | | |
|--|---|--|
|  Robert Bergman President District 1 Appointee |  |  Jeannie Nix Vice President District 3 Appointee |
|  Jay Salter District 5 Appointee |  Arthur Chapman District 2 Appointee |  William Tappan District 4 Appointee |

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