




## Human Resource Services

### Memorandum

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Date: October 28, 2020

To: Michelle Aguirre  
Chief Financial Officer

From: Thomas R. Hatch   
Chief Human Resource Officer

Subject: Response to the Final Report of the Orange County  
Human Resource Performance Assessment

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Our Human Resource Services (HRS) Team views this audit as a tool to increase transparency and create the opportunity to better understand and hopefully improve our service to the community, internal departments and each other. We want to thank you and the entire Audit Oversight Committee for facilitating and supporting our participation in this process. We value it and appreciate it.

The recentralization of human resource operations that began in 2013 reduced the ability of County departments to independently manage their own human resource work. HRS became a Division within the CEO Department. Since this change, HRS staff continue to hold sacred the responsibility to ensure the integrity of the County's human resource processes, systems, and approvals. Our HRS Team is made up of approximately 180 professionals that work together to consistency and creatively find the right solutions to appropriately solve the complex and unique dilemmas/situations that land on our desks each day.

The audit performed by CPS HR Consulting was protracted and abruptly interrupted by the COVID-19 pandemic making their recommendations seem dated which we believe impacts some of the relevancy of the information. In fact and as you would expect, HRS staff welcomed the many helpful and inciteful suggestions that were formulated early in the auditing process. We approached the discussions and questions from the Auditor with an analytical and critical thinking approach to allow us to immediately incorporate any valuable input or suggestions into our work. Where HRS had the appropriate administrative authority to make changes, we simply made them as the process unfolded. Most of these changes were made many months before the final recommendations were received.

My tenure with the County started in January of 2019 as the Chief Human Resource Officer (CHRO) and with each passing month we continually strive to improve and provide good service while being respectful of the County's resource constraints.

Nonetheless, HRS has evaluated and provided responses below to all audit recommendations and will continue to implement the recommendations as appropriate within our resources. While not a formal recommendation in this Audit, it should also be noted that HRS should develop a five-year strategic

plan. The plan was discussed in the 2015 audit but has not yet been completed due to ongoing and significant changes to HRS and its resources. HRS is looking forward to completing a strategic plan but the plan would be most useful when our Division is stabilized and ready.

Lastly, HRS currently has both strengths and weaknesses in our operations. While the Audit is helpful, it is extremely limited in terms of representing a current performance assessment. I believe that the implementation of Audit recommendations as described in our HRS Responses along with the attached Key Guiding Principles and Annual HRS Division Goals for 2021 will continue to improve HRS operations.

Thank you for the opportunity to provide responses to the Audit recommendations.

The following includes all of the Audit Recommendations provided by CPS HR Consulting listed word-for-word which is followed by the relevant HRS Response for October 28, 2020:

## **1. Benefits**

Recommendation 1.1: Include more information about County benefits on recruitment materials and job opportunities. Applicants are interested in knowing the full cadre of benefits. The County offers a generous benefits package which can be used as a recruitment tool.

HRS Response: Concur and implementing with continued improvements. A detailed listing of HRS benefits are currently referenced on the County website and are linked in each job flyer that is posted for County employment opportunities. The benefit and recruitment teams will continue to collaborate to enhance and increase exposure to the outstanding benefits the County offers to employees. In addition, staff now includes notification to potential employees about contract language for scheduled cost of living adjustment increases as well as what is the employee's responsibility for retirement contributions. To further enhance transparency, the job flyers also now include when benefits actually start for new employees and how potential new hires have the ability to negotiate their incoming starting salary.

## **2. HRS Budgeting**

Recommendation 2.1: Continue to increase collaboration in the development of the annual budget for HRS. The CEO can still have oversight but the CHRO should be involved to determine appropriate priorities, staffing levels, objectives and allocations for HRS.

HRS Response: Concur. During the last fiscal cycle, the CHRO designated the HRS Administrative Services Manager as the liaison to the CEO Budget team. The Administrative Services team continues to increase communication with the CEO Budget team. HRS operates with a modest annual budget and close collaboration is necessary to ensure HRS needs are met for optimal and efficient performance.

Recommendation 2.2: Discuss quarterly recommendations for budget considerations with the CHRO.

HRS Response: Concur. HRS has already increased the frequency of meetings (at least monthly) with CEO Budget representatives. HRS staff will work to understand what information is needed and the related deadlines so that we can request what is needed.

Recommendation 2.3: Focus on the outcomes and shared goals for HRS as it relates to the County's Fiscal Strategic Plan.

HRS Response: Concur. HRS will work to learn the Strategic Financial Plan process and discuss budget goals and priorities with CEO budget representatives.

Recommendation 2.4: Proactively communicate monthly budget updates to the CHRO so determinations, recommendations, and actions can be discussed and decided in real time.

HRS Response: Concur. HRS will continue to work with CEO budget representatives to build a stronger partnership specific to budget and purchasing with the goal of obtaining more proactive support versus support based on requests. Monthly meetings are ongoing with CEO procurement and open lines of communication now exist to ensure timely contract and purchasing communication.

Recommendation 2.5: Discuss any freezing, underfilling, or abolition of allocated positions with the CHRO and the respective Department Head before taking any action. These conversations have impacts for HRS' service delivery.

HRS Response: Concur. HRS will continue to partner with the CEO budget representatives to understand changes to HRS allocated positions and discuss any changing service level impacts with the departments that we support.

### **3. Analytics and Metrics**

Recommendation 3.1: Establish the Measures that Matter: Assess the root cause of an underlying issue impacting department operations as well as County expenditures. An example of this was presented during a focus group meeting, where it was asked, "why does it take six to eight months from the start of recruitment to the time of onboarding to get qualified employees to fill needed vacancies?" In this situation metrics could be utilized to measure the timeline from initiation of a recruitment, applicant selection, interviewing, employment offer and onboarding protocol completion. The weakness to this process however is that although it informs on time and the frequency of steps it still does not answer address the issue as to why the process is lengthy. It is vital then, that before each metric is established, that key questions and set parameters be addressed. This naturally involves a partnership with the Recruitment Team in developing these measures. In terms of recruitment to onboarding time:

HRS Response: Concur and implement with continued improvements. HRS Analytics and Central Recruiting work closely and have developed a comprehensive dashboard that continually looks at granular data to pinpoint areas for improvement. This data collection began more than a year ago and quarterly reports are completed. Recruitment presents this data to satellite operations and departments to provide critical time-to-hire data as well as to explore ways to define/improve the collaborative nature of the partnership between HRS and hiring managers. The analytics and recruitment teams meet monthly to discuss both positive and negative emerging trends. Recruiting has been working to use the data to determine where roadblocks occur. While HRS can always improve, at times recruiting staff has concluded that slow response from the respective departmental hiring manager causes delays.

Recommendation 3.2: Transition from Operational Metrics to Quality Operational Metrics: Effective HRS metrics cannot be viewed in isolation, there must be a holistic approach. Within this systemic capacity, metrics are essential in that they directly communicate improvement and create a direct benefit to operations, functions, processes, protocols and procedures. Invariably, the advantage of improving processes are the essence of why metrics are utilized in the first place is to transform the onboarding process into a manufacturer of a qualified, engaged hire as the transition proceeds from an operational metric to a quality operational metric.

HRS Response: Partially Concur. HRS data reports are currently designed to provide reliable and useful operational metrics. The HRS analytics staff (1.5 FTE) already proactively partners with OCIT to explore software innovations to assist in transforming and improving our existing operational data into data that allows for qualitative operation decision making. Data, in its raw form, is transformed daily with the use of the HR Data portal to provide County employees the necessary tools to make important business decisions.

Recommendation 3.3: Expand the Stakeholders: As it creates processes to gather, analyze, and report critical metrics, the unit should expand its visibility to not only involve and engage internal County employees from the top down but also regional partners, other regional governments measuring their own HR functions, as well as the public. All parties should be aware of what is being studied, improved upon, and invested in. Structured outreach will involve effective education, marketing, and greater awareness of County employees on how each play a key role in attracting key talent, contributing to an effective learning environment and creating a new rebranding of the County as a strong employer.

HRS Response: Concur. HRS agrees that expanding data visibility should be a long-term goal to increase the County's visibility as a top employer in Orange County. HRS staff continually collaborate with its internal partners to provide transparency and explore the latest data trends to provide information that improves decision making. This is accomplished through back and forth communication with internal users of the HR Data Portal. Together, OCIT and HR Admin Service staff constantly assess County data and adjust what is measured based on input from internal Countywide users. HRS, has created a landing page on the HR Data Portal homepage that allows for a free flow of information. Regarding external regional partners, HRS Analytics staff are actively engaged with Golden West College in the development of an Analytics curriculum that will contribute to a more effective and engaged learning environment for Orange County. HRS Administrative Division staff have been reduced from five to three employees within the last six months. This reduction in staff resources will delay any additional outreach to stakeholders at this time because we see external outreach as a lower overall priority verses supporting our internal customers.

Recommendation 3.4: Add Greater Detail and Expand Engagement: Include the metrics which have been chosen, demonstrate why they are critical for effective Countywide operations, and illustrate how the information gathered will be used to enhance human resource functions. Additionally, greater visibility should shine light as to why certain HR functions need greater analysis and review, and what greater study will mean to improving overall County functions.

HRS Response: Concur. HRS continually seeks to improve the quality of County data analytics. Currently, Analytics staff, OCIT and Auditor Controller IT staff are working on a joint venture to migrate all human resource raw data information into the HR Data Portal. This migration has taken

significant effort and will be completed in December of 2020. The HR Data Portal is the main software analytics program for HRS. This migration will allow the raw data to be arranged in a way that tells a clearer picture. In addition, the Portal manager publishes changes made to the reports via video training and dashboard messaging. Staff continually explores ways to increase engagement with Countywide employees and users of the HR Data Portal.

Recommendation 3.5: Synchronize Operational HR Metrics with Countywide Operational Goals and Decision- Point Analytics: As the County's HRS moves from administrative and transactional to operational and strategic, a concerted movement should transition towards the goal of a "synced strategic collaborative" approach. HRS metrics are connected and intertwined with overall County metrics as well as individual County agency metrics. Consequently, operational measures, addressing how efficient, effective and impactful an organization's HR practices are should reflect what is of value and importance to the County as a whole. These metrics form the essential foundation for more reliable planning and strategically aligned analytics, focusing on decision points that more effectively guide program, performance and operational decisions. Consequently, harnessing those measures allows for greater understanding and predictability in how changes will affect a desired outcome.

HRS Response: Partially Concur. HRS Analytics staff already engage the County workforce and management through daily communications to ensure that the Data Portal is optimized with reporting data that is both timely and relevant. In fact, over the last four months, multiple reports and features have been added at the request of the many users of the Data Portal. In turn, these changes are allowing agencies to make real-time decisions that are impactful for the County's business needs. HRS will continue to market the use of the HR Data Portal to the Countywide organization.

Recommendation 3.6: Customer Metrics: The County's goal to determine whether residents are satisfied with delivery of services can be linked to HRS Customer Metrics to gauge internal "customer" satisfaction with HR services and HR's ability to meet its users' needs. These customer focused metrics can effectively be used to identify improvement opportunities and enhance the quality of HR services. From measuring general topics such as overall employee satisfaction, to learning specific needs for example, leaders reporting the desire for leadership training.

HRS Response: Partially Concur. While HRS agrees that employee satisfaction is a key gauge to success, the HR Data Portal is not configured for this type of metric reporting. HRS proposed the purchase of employment engagement software through Eureka but funding was not available. HRS staff will continue to pursue this type of software solution for employee engagement. Specialize survey software has been periodically used and will continue to be used to support these efforts on a case by case basis.

Recommendation 3.7: Workforce Metrics: County and agency interest in ensuring that employees are engaged, dedicated, and committed to the work in serving residents connects directly with HRS employee engagement objectives. Linked workforce metrics can then help to identify competency gaps on a county and individual agency level. It can recognize the implications of different hiring practices, attrition, and promotion strategies, and seek to understand which talent characteristics foster high performance. Workforce metrics can also include information regarding succession plans, promotion rates, retention of high performers or critical segments, and provide insight to new hires who receive top performance ratings or leave within six months. Workforce metrics Countywide can

quantify the strength of the talent pipeline and identify improvement opportunities that will ultimately help with overall retention and employee productivity.

HRS Response: Concur. HRS Administrative Services team will continue to work with Recruiting, L&OD and OCIT to build a stronger partnership so we can continue to refine customer metrics. HRS Administrative Services team is currently working with all other HRS divisions in a comprehensive review of the County onboarding process to significantly improve the new employee experience.

Recommendation 3.8: Process Metrics: Metrics can be used to measure the output and efficiency of HR processes which can in turn be linked to County and agency-level goals. They can also be used to address high-level topics such as the effectiveness of submitting a request for data, improving reporting efficiency, reducing errors, and determining the overall volume of employee benefits transactions. Process Metrics, as an overall metric, can be linked across County, department, and HR functional lines to include insight such as job offer acceptance rate, number of HR data errors, and variance from compensation guidelines, serving as a particularly useful element to identify opportunities to improve HR processes and delivery mechanisms.

HRS Response: Partially Concur. Currently, the information referenced in this recommendation is located in three different database systems. HRS Analytics staff will continue to work with OCIT, Recruiting, HR Operations, and HR Records to explore the practicality and feasibility of the development of such a comprehensive centralized database system.

Recommendation 3.9: Financial Metrics: Unquestionably, the County, as well as departments and agencies within the County must utilize metrics to determine their operational efficiencies. Linked through common financial metrics, HRS can quantify the cost and impact of HR processes and programs, and include information such as the cost of turnover, training spend per employee, return on investment of an HR initiative, or the costs and time involved in HR processes of recruitment to onboarding.

HRS Response: Concur. Requests for the compilation and analysis of data as described in Recommendation 3.9 occurs frequently and we strongly agree that more data improves decision making. We value the ability to help support requests for this type of data from our organization and we will continue to do this within the staff resources that are available.

#### **4. Recruitment**

Recommendation 4.1: Deploy an onboarding survey (e.g. SurveyMonkey, SurveyGizmo) to all new hires within 90 days of hire to get feedback on the recruitment and onboarding experience to identify areas for process improvements.

HRS Response: Concur. HRS has already held several meetings of a cross divisional group to study the current onboarding process in order to create a new seamless and exceptional new-hire experience. As part of our large 20-member onboarding committee, the group is completely reviewing every aspect of the current process and will also design, develop, and deploy a feedback survey to gather new hires' experience during the selection and onboarding experience. Furthermore, the group will administer a similar survey to gather feedback from departmental hiring managers on their specific recruitment experience to further refine and improve the overall selection process.



Recommendation 4.2: Conduct exit interviews with employees that are departing during their first one to three years to gather data and determine root causes that are specific to the County (as opposed to external factors).

HRS Response: Concur. The Learning & Organization Development (L&OD) Division of HRS has already created an exit survey that has been piloted within the Social Services Agency for the past 15 months. Data is reviewed monthly for issues and will be analyzed on a regular basis. The exit survey process is now on hold due to staff resource reductions in L&OD staff from 15 to 8 effective within the last year. The expanded use of an exit survey tool will be implemented upon request or as staff resources become available.

Recommendation 4.3: Streamline the “unfreezing” to “hire” process in partnership with the CEO.

HRS Response: Concur. HRS will continue to partner with CEO Budget Office to streamline the requisition process (unfreezing positions) and create efficiencies in the hire process. The current process is slow at times so that CEO Budget can ensure that sufficient vacancies are available to reduce the likelihood of having to layoff any staff due to budget shortfalls.

Recommendation 4.4: Continue to collaborate on recruitment plans with each department to clearly define roles and responsibilities to ensure efficiency.

HRS Response: Concur. One of HRS Recruitment’s core philosophies is continuous improvement. To that end, staff is committed to assessing and refining current practices to create an efficient and effective experience for the potential hires, hiring managers, and client departments. We continue to hold educational/information sessions with hiring departments on the recruitment process, further defining the roles and responsibilities of all parties involved.

Recommendation 4.5: Conduct further process analysis, tracking, and reviews on recruitment timelines for unfilled position and their associated timelines.

HRS Response: Concur. In partnership with HRS Analytics, Recruitment develops and publishes quarterly metric reports (for the past 18 months) that track critical hiring data for departments: number of hires, average time to job offer (from date requisition is created and assigned to job offer date), number of job offer rejections, number of requisitions created and approved, and application data. This information is valuable to the Recruitment team when assessing the timelines, identifying any unnecessary delays, and conducting an overall analysis for process improvement. Any additional analytic work may require additional resources.

Recommendation 4.6: Compare data collected from the previous calendar year to the current calendar year to determine areas for service improvement.

HRS Response: Concur. HRS Recruitment has been utilizing the metrics report in analyzing any process improvement changes for the past 18 months.

Recommendation 4.7: Ensure that applicants are informed not only of the compensation but also the benefits that are given to employees.

HRS Response: Concur. As also stated in HRS Response 1.1 - HRS actively engages in assessing current communication materials to not only improve the overall candidate experience but ensure that the compensation and benefits information are clearly stated. HRS Recruitment will continue to partner with Employee Benefits in further defining ways to clearly communicate the extensive benefits package for each position.

Recommendation 4.8: Promote the County's mission and vision on job bulletins and other recruitment materials so applicants can see the value of public service.

HRS Response: Concur. HRS Recruitment will explore new ways to incorporate the County's mission and vision on job bulletins to better demonstrate the value of public service. Significant progress has been made on the County's social media platform to expand our presence on this critical forum. Recruitment continues to explore branding opportunities to enlarge our follower base, reach passive candidates, and expand candidate pools to better position the County overall as an employer of choice in the region.

Recommendation 4.9: Continue to use social media as a branding tool and a way to market opportunities with the County.

HRS Response: Concur. Significant progress has been made on the County's social media platform to expand our presence on this critical forum. Recruitment continues to explore branding opportunities to enlarge our follower base, reach passive candidates and expand candidate pools, to better position the County overall as an employer of choice in the region. Further improvement in this area is dependent on time and additional resources.

Recommendation 4.10: Consider external factors (changes in the economy, COVID-19 impacts, high unemployment) when looking at recruitment and retention strategies.

HRS Response: Concur. HRS partners with CEO Budget and hiring departments in identifying the best recruitment strategy given the state of the economy/society, and specifically, the County's budgetary challenges. Recruitment further engages with hiring managers in identifying the appropriate outreach strategy in order to attract and retain the best possible hires for the County. However, HRS will work on further considering external factors in the future.

## **5. Leadership and Organizational Development**

Recommendation 5.1: Developing solutions that will be more technology driven and reach greater numbers and utilizing technology to create greater service access and reach a greater number of L&D participants.

HRS Response: Concur. L&OD recently launched a full featured learning management system (Eureka) to provide learning programs to all regular County employees. The team recently completed a new fully online, on demand skills program for supervisors and is now delivering other programs via online platforms including New Employee Orientation. CHRO and Director of L&OD have begun to meet individually with each department director to encourage implementation of additional supervisory skills training depending on available funding.



Recommendation 5.2: Provided funding is available, using vendors or collaborating with Universities, Community Colleges and private vendors to free up staff time and provide pre-designed curricula to those interested and willing to participate in offered training including virtual and/or eLearning classes.

HRS Response: Concur. L&OD is now partnered with 16 universities and 2 community colleges to leverage their resources. L&OD is also working with their strategic vendor partners to bring free content into the new learning management system. The team also recently began a collaboration with the OC Public Library system to curate free and open content.

Recommendation 5.3: Completing the repository of team resources to provide more self-service options to all County departments; hiring and utilizing specialists and consultants to support and guide division staff and leadership.

HRS Response: Concur. L&OD completed the Team Development Resource site earlier this year. This self-service website has resources, tools, and information to help all leaders, regardless of experience, build powerful teams. L&OD also finalized eight new contracts with vendor consultants to provide additional support to departments, staff, and leadership for a fee, as needed.

Recommendation 5.4: Developing and leveraging resources from collaborative partners outside the County to share and discuss data, statistics, opportunities, and best practices.

HRS Response: Concur. L&OD has connected with all surrounding and similarly situated counties in the state and regularly shares data and best practices. It is the intention of L&OD to further expand these connections to the mutual benefit of all. L&OD has developed metrics internally for all processes and programs for both L&D and OD. This is a lower priority item which can only be implemented with additional resources.

Recommendation 5.5: Developing metrics and measurement tools internally to determine short- and long- term impacts of both L&D and OD programs and initiatives.

HRS Response: Concur. L&OD has developed metrics internally for all processes and programs for both L&D and OD. In collaboration with OCIT, L&OD continues to work on the development of tools to quantify the impacts of its programs in relationship to County employee performance. This is a lower priority item which can only be implemented with additional resources.

Recommendation 5.6: Completing the organizational talent capability assessment and department profiles so the focus can fully shift to developing the organization

HRS Response: Partially concur. L&OD staffing capacity has been reduced by 47% thus putting the organizational talent capability assessment and the department profiles on hold for the foreseeable future.

## **6. Performance Management**

Recommendation 6.1: Create Consistent and Comprehensive Countywide Messaging: In particular, communication channels and protocols have been established which process learning and

professional development requests and communicate offerings and schedules, but even more importantly is whether County leadership along with Department leadership has communicated what the values of learning are for all County employees, and even more so, which skills, competencies and knowledge the County deems critical to effective performance and successful operations, such as communication skills, teamwork and decision-making. Unless the messaging is clear from top down that this is what the County deems as important to individual success, department success and County success, critical L&OD efforts will be in vain.

HRS Response: Partially concur. The County contracted for a performance management solution to align the County's people and strategy. That system was to be implemented during FY 2020-21. Due to budgetary constraints, the module was removed from the performance contract. This technology solution was to be used initially with Administrative Managers to design a new Countywide performance evaluation process that could then be replicated across the organization. The goal was to create a consistent and streamlined process that eliminated the current paper-based system while creating a regular cadence of coaching conversations rather than the lengthy, cumbersome, and varied year end processes that exist. HRS will continue to seek a technology-based performance management solution as funding allows and has initiated discussion with CEO Budget about how this system can be creatively funded and implemented.

Recommendation 6.2: Concentrate on Short-term Wins to Garner Trust and Change Culture: It is critical to understand that the County has had to trespass a deep fissure, along with the transition from centralized, to decentralized and back to a centralized-balanced operational course. These changes and subsequent shifts in policies, procedures, and practices have quite naturally created distrust and discomfort among County employees who have undergone these changes. It is therefore incumbent upon HRS and L&OD to be sensitive to the need of a workforce who may resist a relatively new group coming in and taking command of their learning and development processes and suggesting changes without a deeper dive into the County's, department, and agency culture and ways of operating.

HRS Response: Partially concur. This statement addresses recentralization that occurred back in 2013 and does not reflect the current status. While it is incumbent upon HRS and L&OD to continually work to maintain trust and support culture change, it is not correct to say that any recent changes were suggested or made without first doing a deeper dive into the County's, department and agency culture and ways of operating. In 2018, L&OD began a comprehensive needs analysis that included 3 surveys, 16 meetings with department heads, conversations with senior leaders, HR managers, functional department training teams, the CEO and CFO, and numerous sources of data from focus groups to identify countywide skill gaps, operational needs and culture. L&OD continues to update information and maintain contact with the departments, their HR managers, and employees via ongoing conversations, client interactions, providing monthly resources, pulse surveys and regular engagement. Both HRS and L&OD strive to provide exemplary service to the departments and to the County workforce. While there is always room to improve, L&OD will support departments with a core focus on maximizing the use of the Eureka training system, supervisory training and performance management.



**Human Resource Services**  
**Key Guiding Principles and Annual Division Goals**  
**November 2020 through December 2021**

Below are the 7 Key HRS Guiding Principles and the 75 Annual Division Goals for the next year. The purpose for these Guiding Principles is to help develop a stronger HRS Team while serving as a source of foundational guidance in decision-making.

**HRS Guiding Principles**

1. HRS will take responsibility to promote a County culture that lives up to the Mission Statement, Business Values, and Cultural Values.
2. Uphold the integrity of County policies and procedures through consistent application and customer-service oriented professionalism, even when under criticism.
3. HRS team members should embrace opportunities for change and find creative solutions to complex and unique dilemmas, while meeting the spirit of County policies and procedures.
4. HRS will ensure that fairness and equity are foundational, as we continue to improve our decision-making and systems.
5. Diverse perspectives and active debate are expected to guide our analytical approach and decision-making, to improve both our work and professional development.
6. A strong HRS team will proactively assist and collaborate to complete the highest priorities together.
7. Make enhanced communication a priority. Communicate in a timely manner with professionalism and kindness.

**HRS Collective Goals/CHRO Goals**

1. Create a centralized Return to Work unit with regular training and data
2. Restart the HR Academy – Conduct an ER Academy & RTW Academy by June 2021
3. Create a centralized Employee Relations unit with regular training & data
4. Evaluate new workflow systems to effectively manage employee relations processes and determine appropriate responsibility between HRS Operations and Employee and Labor Relations
5. Reduce time employees are out on administrative leave by 50% by December 2021
6. Create an Investigation Oversight Committee with monthly meetings to review employee relations issues including cases, disciplinary review, grievance hearings, and arbitration support
7. Centralize the Meet and Confer Operations in Employee & Labor Relations
8. Complete a collaborative Onboarding review and debate to create an HRS centralized Onboarding process
9. Begin a five-year HRS strategic planning process when the division is ready and has the appropriate time and resources

### Equal Employment Opportunity Office

10. Increase the EEO Office Team by adding two AMI positions
11. Complete employee training for these new positions
12. Create an HRS Policy Library and develop an HRS system for the development of new policies and review of proposed changes to existing policies
13. Create a comprehensive policy attestation document
14. Explore new ideas for proactive EEO education and training
15. Create a short list of consultant investigators to support EEO investigations if needed in the future.

### HRS Employee Benefits

16. Complete annual Open Enrollment user acceptance testing and communication preparation
17. Complete review of Deferred Compensation (DC) Auto Enrollment process in collaboration with OCEA
18. Complete implementation of OCAA MOU Life Insurance changes
19. Complete the processing of the VIP Program (Opt Out, Grant Buyout, and HRA contributions and set up)
20. Complete remaining Alight implementation items: payroll file processing, adjustment files, EME, standard operation procedures to finalize, client reporting, default rules
21. Facilitate discussions and strategy for the HRA modifications with OCEA
22. Establish new health plan contracts for employees and retirees for the insured health plans.
23. Implement a pilot program for a Mental Health First Aid training for County HRS managers (2021/2022)
24. Implement a pilot program for a countywide Wellness Ambassador Program (2021/2022)

### HRS Administrative Services

25. Collaborate with OCIT to complete the transition from the Personnel Data Warehouse to HRS Data Portal
26. Procure all supplies and equipment necessary to support HRS staff during COVID-19
27. Transition of HRS reception area to employee benefits on first floor
28. Coordinate and prioritize all OCIT/HRS new and existing projects
29. Complete HRS Annual Report by February 2021
30. Review data analytics needs and reporting priorities for each HRS division
31. Collaborate with HRS Technology Support and HRS Central Recruiting to implement EARS System and train HRS Staff
32. Complete a refresh of the HRS portion of the County website with OCIT
33. Work with Shared Services to ensure that HRS position control and our organizational charts are updated weekly.



### HRS Shared Services

34. Work with Administrative Services to ensure that HRS position control and our organizational charts are updated weekly.
35. Complete the recruitment and hiring process for the vacant Public Defender position by January 2021
36. Coordinate with Risk Management to complete training on Workers' Compensation procedures for all HRS staff by January 2021
37. Partner with Department Heads and Managers that are supported by Shared Services to close out long-term Leave of Absence (LOA) cases
38. Assist CHRO with integrating new goals into HRS performance evaluations by January 2021
39. Complete recruitment and hiring process for all new executive or board appointed vacancies within 5 months
40. Review HRS staff training needs and provide options

### HRS Operations/Satellite Teams/Employee Relations

41. Work with HRS Employee and Labor Relations and OCIT to develop an ER Case Management System and expand the current ER Library
42. Develop and implement standardized practices associated with employees exposed to COVID-19 in the workplace
43. Participate in the implementation of an absence management software system with Risk Management
44. Work with Risk Management Disability Manager to ensure consistent application of Return to Work practices across all satellite teams
45. Develop and implement a multi-team workgroup to address and resolve long-term LOA cases

### HRS Learning & Organizational Development

46. Continue systems to perform Eureka daily maintenance including providing support to automate/simplify updates to Supervisor ID
47. Complete top priority enhancement projects to maximize use of Eureka
48. Create Performance Management Training for administrative managers and those covered by the PIP process
49. Evaluate Employee Relations supervisory needs and integrate with supervisory trainings (County Toolbox)
50. Assess department supervisory training needs and align/market appropriate training (Supervisor Toolbox)
51. Modify L&OD Strategic Plan to focus on Supervisory Training, maximize Eureka utilization, and improve Performance Management training
52. Provide leaders with internal support and access to external resources to promote development and propose a draft framework for a new leadership development program

### HRS Employee & Labor Relations/Special Projects

53. Work with HRS Operations and OCIT to develop ER Case Management System and expand the current ER Library
54. Finalize publication of 2019-2023 MOUs and organize online tracking system for changes and side letters
55. Re-format a new Personnel and Salary Resolution (PSR) document to eliminate outdated, irrelevant, and duplicate sections and obtain Board of Supervisor's approval by February 2021
56. Conduct and/or facilitate all Meet and Confer processes in a new centralized system to ensure consistency
57. Evaluate impact of Telecommuting on Ride Share Program. Obtain approval by Board of Supervisors for the annual Ride Share contract, complete annual Countywide Ride Share Survey, and market Ride Share Program
58. Complete a records management inventory and electronically store documents

### HRS Central/Recruitment/Class & Comp/Records

59. Complete Administrative Manager Classification Series Study by June 2021
60. Complete and implement new Veterans' Employment Preference Policy
61. Complete Neogov Classification Specification Migration Project
62. Adopt a standard agreement template for universities/colleges for volunteers/interns for academic credit
63. Explore the efficacy of a centralized structure for Classification & Compensation functions through a pilot program with a select group of satellite teams
64. Revise the County's background verification guidelines ensuring adherence to changes in employment laws with increased thoroughness to ensure success in hiring
65. Redesign the Selection Interview process to incorporate flexibility and innovative solutions to meet the County's hiring needs
66. Partner with HRS Administrative Services/Technology Support in implementing the EARS with recruitment teams across County departments
67. Implement HR Action Request Portal (HARP) for transfer actions
68. Establish a more collaborative structure with Satellite Records teams, providing guidance and training through Central Records Forums
69. Explore a centralized Records Management model that adheres to HRS' established retention scheduled for critical records and documents
70. Refresh the design of County recruitment flyers

## HRS Technology Support

71. Collaborate with Administrative Services and HRS Central Recruiting to implement EARS system and train HRS staff
72. Upgrade to OnBase Unity Client Software countywide
73. Collaborate with Administrative Services to complete the transition from the Personnel Data Warehouse to HRS Data Portal
74. Complete OnBase role-based-access optimization
75. Work with HRS Employee and Labor Relations and HRS Operations to develop ER Case Management System and expand the current ER Library