



ALAMEDA COUNTY
Human Resource Services

OPERATIONAL PLAN

2008-2014

Updated March 2013

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Purpose and Use of the Operational Plan

Purpose

The Human Resource Services Department initiated an operational planning process in June 2008 to set goals and identify new initiatives for three fiscal years, including FY 2008-09, FY 2009-10 and FY 2010-11. The three-year Operational Plan was successful in identifying the Human Resource Services Department's priorities and in making significant improvements in services and programs. As a result, the Human Resource Services Department decided to extend the Plan for three additional years by identifying new initiatives for FY 2011-12, FY 2012-13 and FY 2013-14.

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

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

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 2014 and Beyond

The Human Resource Services Department will focus our work in a manner to achieve the following four goals. We are committed to accomplishing outcomes that are desired by our customers and these four 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. Additionally, we have created performance measures so we can assess our effectiveness in meeting desired outcomes of our department.

The four goals for 2014 and beyond are:

1. Champion workforce planning and development to ensure that employees have every opportunity to assume leadership positions as baby boomers retire.
2. Improve the efficiency and effectiveness of services through the increased use of technology, including social media.
3. Ensure that human resource practices and programs are aligned with the County's sustainability goals.
4. Strengthen all collaborative partnerships with internal and external stakeholders for increased efficiency, effectiveness and outcomes.

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 – 2014.

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 95%
- Percent of hiring managers satisfied with the candidate pool with a goal of 95%

New Initiatives

The following new initiatives pertaining to recruitment and selection will be completed during the period 2008-2014. Specific action plans with timelines, responsibilities and resources will be prepared for each initiative.

Completed 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 an advertising/marketing plan, all recruitment and examination dates, the names of subject matter experts, screeners and oral board members, and testing location(s).
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 exam processes within 3 days of each process and certify the list to departments within 3 days of the final exam process.
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 eligible lists of qualified candidates are available to departments. The calendar should be published under the "Employment" section of the County's website.
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.
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.
6. Redesign the **recruitment flyers** to be more useful and attractive to candidates and include the examination process and dates on the flyers.
7. 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.
8. Evaluate the **necessity** for HR Analysts to **review agreements with private contractors and consultants**.
9. Implement the **Enterprise version of NEOGOV** to provide integrated automated recruitment, testing and certification support to departments.
10. Streamline the **process for approval of advanced step appointments** ("raspberries") in order to simplify and speed up the hiring process.

Completed for FY 2009-10

11. Review all **correspondence to candidates** to ensure the appropriate clarity, responsiveness and tone.
12. 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**.
13. Hire **extra-help test proctors** to administer written exams in order to improve test response times.
14. Meet with departments to identify **mid- and long-term recruitment needs** and develop a plan and schedule to fill positions in a timely manner.
15. 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.
16. Work with the Training Center to develop and conduct programs on "**Effective Interviewing Skills**" for employees and interviewers to assist both groups to increase their effectiveness in interviewing and being interviewed.
17. 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.

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

Completed for FY 2010-11

19. 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 position.
20. Conduct the **behavioral interviewing training** program offered to hiring managers multiple times throughout the year to enhance the selection process.
21. Evaluate our current method of administering **countywide clerical written examinations** to streamline the process for applicants applying for the various clerical positions.
22. 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.
23. Develop and implement **training to Department Personnel Officers on Recruitment and Selection** through the HR Academy.

Completed for FY 2011-12

24. Investigate the feasibility of utilizing **electronic tablets** for the civil service interview selection process.
25. Explore options for increased and **improved functionality in JobAps.**
26. Develop and present **customized behavioral interview training** for individual departments and divisions.
27. Assist departments to reduce the **number and frequency of provisional appointments.**
28. Create a social media plan utilizing LinkedIn, Facebook and Twitter to increase recruitment outreach efforts.
29. Modify the **clerical testing process for the classifications of Clerk II, Specialist Clerk I and II and Secretary II** in order to replace the written examination with a questionnaire self-assessment and computerized test in Word and Excel.

Status for FY 2012-13

30. Develop a plan for continued outreach to work closely with **regional and campus career centers. Completed**
31. Develop and implement an **online customer satisfaction survey** to evaluate customer satisfaction with each phase of the recruitment/selection process. **Completed**
32. Develop design templates for departmental branding for **recruitment brochures and flyers. Completed**
33. Assist the CAO and Board of Supervisors with several **department head recruitments. Completed**

For FY 2013-14

33. Explore the feasibility of **computer-based testing** for clerical and public safety positions.
34. Create a more visible presence for Alameda County at **online Job Fairs.**
35. Conduct more **outreach to colleges, universities and trade schools.**
36. Explore more **innovative technology-based recruitment strategies**, including more use of social media.

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 2008-2014. Specific action plans with timelines, responsibilities and resources will be prepared for each initiative.

Completed 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.
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.

Completed for FY 2009-10

3. To attract candidates with non-traditional career paths, **revise classification specifications** to eliminate artificial employment barriers to employment, particularly in the area of minimum qualifications.
4. Complete all **classification and compensation studies** agreed to during negotiations within the contractual timeframes in the agreements.

Completed for FY 2010-11

5. 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.
6. 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.
7. Develop and implement **training to Department Personnel Officers** on *Classification and Compensation* through the HR Academy.

Completed for FY 2011-12

8. Explore the possibility of proposing a **new procedure for processing employee/departmental initiated reclassification requests** in Alameda County.
9. Update **upper management job specifications** to ensure that the core competencies developed by the Training and Education Center are listed in order to assist in the recruitment of the ideal candidate.
10. Work with Labor Relations to identify and **eliminate discrepancies on salary administration** that will ensure the County's salaries are aligned in an equitable and logical manner.
11. Work with operating departments to update/create **job descriptions for all County department heads** to ensure that they will be available when needed by the CAO or Board of Supervisors.

Status for FY 2012-13

12. Update existing **career ladders** and create new ones for countywide and some departmental career paths. **Completed**
13. Conduct another **review of classifications** to identify those that are no longer needed and recommend abolishing to reduce the number of County classifications. **Completed**
14. Update all **flex-series job specs** to clearly identify the criteria that will allow movement from one position to another. **Completed**
15. Assist the IT unit with having County departments **update their current organizational charts** and develop a procedure that will ensure a more consistent method of updating these charts. **In Progress**

For FY 2013-14

16. Review the County's salary ordinance to **evaluate existing footnotes** to determine whether the footnotes are still in use and recommend the abolishing of those that are no longer needed.
17. Complete the process of working with departments to **update their current organizational charts** and develop a procedure that will ensure a more consistent method of updating these charts.

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, and 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 Countywide 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 **performance management** by providing expert advice and consultation to supervisors and managers.
- Analyze and recommend **changes for countywide 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 resulting 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 2008-2014. Specific action plans with timelines, responsibilities and resources will be prepared for each initiative.

Completed for FY 2008-09 and 2009-10

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

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 and new and existing labor and employment laws and regulations.
4. Develop and implement a **training manual and resource binder** for Labor Relations staff. This manual will include: state labor relations laws and regulations such as MMB, procedures for preparation and analysis of salary surveys, grievance resolution procedures, and policies/procedures for conducting negotiations and meet and confers and samples of letters, proposal templates, proposal summary charts and salary increase requests.
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.
6. Establish all County **labor relations policies**, after consultation with the HRS Director and County Administrator. Establish a central file of policies and distribute policies with appropriate guidance to Department Heads, supervisors and managers through their departmental Human Resource Services personnel.

Completed for FY 2009-10

7. Develop and distribute a **survey instrument** to assess customer satisfaction levels with Labor Relations.
8. Develop an electronic **shared labor relations file** accessible by all Labor Relations staff for various documents, MOU's and memos.
9. Negotiate a change in the **Safety Retirement Formula**.
10. Establish **Medical/Dental Labor/Management Taskforce**.
11. Develop/implement a pilot program for improved management of **high-risk employee relation's cases**.

Completed for FY 2010-11

12. 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, and new and existing labor and employment laws and regulations.
13. Design and present **Countywide and department training** on the following subjects in conjunction with County Counsel: Coaching and Developing Staff, Positive Performance, Progressive Discipline and the Skelly Process.
14. Establish a pilot program coordinating and providing **support to the County's disciplinary action process** in conjunction with County Counsel and operating departments.
15. Explore development of a countywide **Social Networking Policy**.

Completed for FY 2011-12

16. Plan, schedule and conduct **2011 contract negotiations**.
17. Evaluate the Social Services Agency pilot program coordinating and providing support to the County's **disciplinary action process** in conjunction with County Counsel and operating departments.
18. Expand **Employee Relations Services** to operating departments to assist and/or lead employee misconduct investigations.
19. Enhance the **internal communication process/protocol** for submission of proposals for meet and confer and prior to the beginning of MOU negotiations.
20. Assess the effectiveness of the **Human Resource Services/Social Services Agency/County Counsel Case Management Pilot Program** and implement improvements as indicated and explore the feasibility of expanding the collaboration countywide.
21. Revise the Alameda County **Computer Use Policy**.

Status for FY 2012-13

34. Plan, schedule and conduct the **2012 and 2013 contract negotiations**. **In Progress**
22. Implement the **Case Management Collaborative** countywide. **Completed**
23. Implement the revised **Computer Use Policy**. **Completed**
24. Expand **Employee Relations Services** to Operating Departments to assist and/or lead employee misconduct investigations. **Completed**
25. Develop a **Supervisor's Guide to Employee Relations Handbook**. **In Progress**
26. In collaboration with GSA, meet and confer on the revised **Vehicle Use Policy** and implement the **Pull Notice Program**. **Completed**

For FY 2013-14

27. Develop a **Countywide Mutual Respect Policy**.
28. Explore the possibility of **further expansion of the performance management program** coordinating and providing support to the County's disciplinary action process in conjunction with County Counsel.
29. Complete and publish the **Supervisor's Guide to Employee Relations Handbook**.
30. Update the personnel sections of the Alameda County **Administrative Code and the Salary Ordinance**.

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.

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%.

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

- Measure year over year Wellness and Disease Management risk reduction strategies with a goal of 1 to 5% reduction in health plan premium costs in the second year of program.

New Initiatives

The following new initiatives will be completed during the period 2008-2014. Specific action plans with timelines, responsibilities and resources will be prepared for each initiative.

Completed 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.
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.
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.
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.
5. Working with the Auditor-Controller, Information Technology and Operating Departments, implement the software **upgrade of the benefits services of HRMS**.
6. Develop **communication plans** to assure that stakeholders are properly notified at the appropriate time regarding benefit strategies and actions.
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.
8. Develop a **“Teleflex Program”** (a project-based Telecommute program) that allows eligible HRS employees to promote work/family life balance.
9. Collaborate with 1st United Credit Union to **place ATM’s throughout the County** for easy access and assist with employee work/life balance.
10. Conduct **Annual Open Enrollment Survey** utilizing the ebenefits tool to ascertain whether the Division is meeting or exceeding employee’s expectations.
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.
12. Conduct **training for customer departments** in an effort to reduce Unemployment Insurance claim costs and any other legal exposure.
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.

Completed 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.

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.
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.
17. Participated in the newly created **County Wellness Workgroup** in collaboration with Risk Management Unit and Public Health.
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.
19. Updated and conducted **Layoff Benefit Orientation** for impacted employees.
20. Piloted an onsite **Weight Watchers Program** to promote overall employee health through weight loss.
21. Piloted the **Anthem Blue Cross Wellness Bus** in North County.
22. Explore **alternative or additional benefits and financial structures** that create value for the County and/or employees.

Completed for FY 2010-11

23. Explore implementing expanded **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.
24. Work with the Disability Programs Unit, Auditor-Controller's Office, Information Technology and Operating Departments to implement the **HRMS FMLA enhancements** in administering FMLA/CFRA requests.

Completed for FY 2011-12

25. Collaborate with Kaiser, Health Care Services Agency, Social Services Agency, Sheriff's Office, Risk Management Unit and the Health Care Labor-Management Committee to **evaluate the first year of the HealthWorks program**.
26. Create and implement an **interface file between Alameda County and Medicare/CMS** to provide accurate and timely CMS reporting.
27. Implement **selected key voluntary employee benefit programs** for FY 2011/2012.
28. Conduct a feasibility study for the County to **outsource COBRA Administration**.
29. Research and analyze the **advantages of a third party administrator** to administer benefits such as Dependent Care Assistance Program and Health Flexible Spending Account using debit cards.
30. In an effort to align with the County's sustainability goals, coordinate with the Auditor-Controller, Information Technology and Operating Departments to implement the **Benefits Confirmation Statement self services option** for the 2012 Open Enrollment period.
31. Implement a new state-of-the-art **Call Center Tracking program** that integrates with HRMS.

32. Collaborate with non-Kaiser medical carrier(s) to assist their membership in piloting more **global Wellness Programs**.
33. Conduct **special Open Enrollment(s)** as needed to implement benefit changes as collective bargaining agreements are negotiated and approved by Board of Supervisors.
34. Create and develop a “user friendly” **on-line Employee Benefits Handbook**, available to all County employees.
35. Work with the HRS Disability Programs unit, Auditor-Controller, Information Technology and Operating Departments to implement the **HRMS FMLA enhancements** in processing/administering FMLA/CFRA requests.

Status for FY 2012-13

36. Research and analyze the ability to provide “**Total Rewards Statement**” to present employees with an understanding of the total benefit costs paid by the County. **Completed**
37. Create an **Employee Benefits Center marketing campaign** so as communicate the services and resources available to employees via the EBC and the website. **Completed as a Pilot in the Sheriff’s Office**
38. Execute the **United HealthCare and Kaiser’s wellness programs** for all County employees who are members in each respective medical plan. **Completed**
39. Implement a new **Long Term Care program**. **Completed**
40. Assist with the timely coordination and processing of **PEPRA retirements** in conjunction with Controller-Auditor, ITD and ACERA. **Completed**
41. Add a **new automated enrollment** tool for new voluntary benefit plans during Open Enrollment. **Completed**
42. Conduct 6 comprehensive **Benefit Informational Sessions** for employees to communicate available benefits and resources through the EBC and its website. **Completed**
43. Completed the 3 year **HealthWorks Program** and evaluated its impact and success. **Completed**

For FY 2013-14

44. Explore HRMS system capabilities to provide **other self-service opportunities** for events other than Open Enrollment.
45. Expand the **Employee Benefits Center marketing campaign** countywide so as communicate the services and resources available to employees via the EBC and the website.
46. In conjunction with ITD, identify **benefits that can be viewed on mobile devices**.
47. In conjunction with ITD, explore the use of **social media** to inform and promote benefit information.
48. Research, analyze and report the impact to the County of the **2014 Health Care Reform Act changes**.

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 Countywide **Disability Management Training and Outreach** programs to assist managers and supervisors in handling complex disability and leave related issues.
- Facilitate **countywide 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 2008-2014. Specific action plans with timelines, responsibilities and resources will be prepared for each initiative.

Completed for FY 2008-09

5. Develop and implement an effective and comprehensive **centralized Disability Management Program** that

ensures disabled employees' rights and benefits while enhancing productivity and reducing County liability.

6. Review and revise existing **disability program policies** and/or create new policies for Board of Supervisor approval to ensure consistency throughout the County.
7. Review and revise all Countywide **Disability Program procedures** to ensure compliance with Federal and State regulations and ease of use.
8. Meet with departmental Disability Coordinators/Human Resource Services personnel to assess their departments' **disability management training needs**.
9. 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.

Completed for FY 2009-10

10. 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.
11. 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.
12. Develop a **Disability Programs section** in the Consolidated Personnel and Procedures Manual.
13. Analyze the **tracking systems** for various disability programs for effectiveness.
14. Provide **FMLA/CFRA training** to employees who use the HRMS system.
15. Develop and conduct a disability programs session for County supervisors and managers attending the County's **2009 Annual Disability Employment Awareness Conference**.

Completed for FY 2010-11

16. 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 & applicants.
17. Develop a **Disability Programs session** for the Alameda County HR Certificate Academy and deliver training for departmental human resource personnel on the practical application of managing complex disability cases.
18. Actively participated in the collaboration with the Social Services Agency to develop strategies to effectively manage and monitor disability related cases identified as **high risk/complex**.
19. Develop and conduct a disability programs session for County supervisors and managers attending the County's **2010 Annual Disability Employment Awareness Conference**.
20. 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.
21. Develop and deliver **specific disability management training** to departmental disability/FML coordinators.

Completed for FY 2011-12

22. Assess the effectiveness of the HRS/SSA/County Counsel **Case Management Pilot Program**, implement improvements as indicated and explore the feasibility of expanding the collaboration countywide.

23. Review and revise the **“Managing within Disability Laws & Leaves”** training material/binder for Alameda County supervisors and managers compliant with new federal and state regulations.
24. Develop a **tool to evaluate the impact and effectiveness** of disability management training programs on attendees they attended.
21. Develop and conduct a disability programs session for County supervisors and managers attending the County’s **2011 Annual Disability Employment Awareness Conference**.
22. Revise **countywide disability management policies, procedures, handbook forms and documents** compliant with new federal and state regulations.
23. Develop and conduct **Pregnancy Disability Leave and Fitness for Duty training** for all County HR personnel managers/officers/disability coordinators.
24. In collaboration with the Employee Benefits Center and Information Technology Department, enhance the countywide **HRMS/FMLA module** to incorporate the usage of pregnancy disability leave (PDL)

Status for FY 2012-13

25. Assess and evaluate **best methods of training managers/supervisors** on disability programs. **Completed**
26. Prepare a proposal to streamline the County’s disability management processes by developing a **centralized Disability Management Program** in the Disability Programs Division (DPD) in the Human Resource Services Department. **Completed**
27. Participate on the planning committee with the Diversity Programs Unit and secure commitment from keynote/panel speakers for the **2012 County Disability Employment Awareness Conference**. **Completed**
28. Develop and conduct a **disability programs session** for County supervisors and managers attending the County’s 2012 Annual Disability Employment Awareness Conference. **Completed**
29. Evaluate the **accessibility of disability management policies, procedures, forms, sample letters and resources** for County departments in the Disability Programs section in Alcoweb. **Completed**
30. Complete and implement procedures for **Fitness for Duty**, which included meeting and conferring with employee organizations and conducting training. **Completed**
31. Conduct **Pregnancy Disability Leave training** based on the new State regulations. **Completed**

For FY 2013-14

33. Implement, monitor and evaluate the **pilot program with SSA** to centralize the management and administration of disability programs.
34. Conduct training for supervisors and managers using the customized **Supervisor’s Guide to Disability Management**.
35. Continue to **revise the policies, procedures, handbooks**, etc., for all disability programs based on new Federal and State regulations.

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%

New Initiatives

The following new initiatives pertaining to training and organizational development will be completed during the period 2008-2014. Specific action plans with timelines, responsibilities and resources will be prepared each initiative.

Completed 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 to increase compliance and make programs accessible and easy-to-use.
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.
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.
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.
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.

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

Completed for FY 2010-11

12. Develop a plan to **refresh or upgrade the 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.

Completed for FY 2011-12

17. Implement the plan to **refresh or upgrade the furniture, equipment and the computer lab**.
18. Aggressively market/expand **training and organization development (OD) services** to cities and non-profits.
19. Implement **brand identity** and develop a collateral materials package.
20. Design and implement “**Focus on the People Side of Management: An HR Certificate Program**” for new County managers and supervisors.
21. Implement the **ALCO LEADERSHIP** program for four levels of leadership (executive, middle managers, first line supervisors and team leaders) focused on six core competencies.
22. Implement countywide and department specific **Learning Management System**.
23. Launch the 3rd Cohort of the California State University, East Bay **Master’s of Public Administration** program.
24. Launch Cohort 9 of **Peralta Management Certificate Program**.
25. Enhance and update the Training and Education Center **Internet website**.

Status for FY 2012-13

26. Launch **online learning content** utilizing countywide Learning Management System. **Completed**
27. Launch new **online MS-HCA program** through California State University, East Bay. **Completed**
28. Explore the feasibility of an **on-site BA degree program in Public Administration** with California State University, East Bay. **In progress**

29. **Graduate two Cohorts** with California State University, East Bay Masters of Public Administration degrees.
Completed

For FY 2013-14

30. Design and implement a **Career Development program** in order to prepare employees reach their full potential.
31. Continue to **expand and integrate the Learning Management System (LMS)** in order to increase the effectiveness of learning and development.
32. Develop a plan to upgrade and implement **high technology solutions at the Training and Education Center** to maintain our marketing edge as a state-of-the-art facility.
33. Host an **Open House/Training and Education Fair** to unveil and market the newly upgraded Training and Education Center and its programs and services.
34. Develop a strategy for expanding **e-learning offerings** to enhance learning opportunities for County employees.
35. Identify and implement **innovative uses of technology/social media** to advance the learning and communication within Alameda County and market the Center's services.
36. Develop processes to support the **climate principles of sustainability** recently adopted by the Board of Supervisors to reduce carbon footprint in the training and billing of the Center's Services.

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 5% or less
- 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 2008-2014. Specific action plans with timelines, responsibilities and resources will be prepared for each initiative.

Completed for FY 2008-09

1. Complete a proposal to research and compare two leading recruitment, testing and certification enterprise software systems: **NeoGov and JobAps**.
2. Working with the Auditor-Controller's Office, Information Technology and operating departments, implement the software **upgrade of the HRMS**.
3. Design and present Countywide and/or department-specific **training on use of the HRMS**, Position Management System (PREQ) and related systems in order to improve accuracy and usefulness.
4. Assist Conference Center staff implement **Target Safety/Prevention Link**
5. Assist ITD to implement new **County-Wide ID Badges** for HRS employees.

Completed for FY 2009-10

6. Implement a **recruitment and applicant tracking system** to provide integrated automated recruitment, testing and certification support to departments.
7. 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.
8. Assist Conference Center staff in implementing a new **LMS** (e-learning) system.
9. Complete project proposal and begin project to **image** historical payroll card data.
10. Develop seniority review procedures to assist operating departments in verifying **seniority mapping** data.
11. Develop and implement the redesign of the Human Resource Services Department **Internet website**.

Completed for FY 2010-11

12. Coordinate the redesign of the Human Resource Services Department **Intranet website** in order to provide more enhanced and accessible information.
13. Image all **historical payroll cards** data for easy retrieval and use by HRS and ACERA.
14. Explore the feasibility, pros and cons of converting to **electronic personnel files**.
15. Evaluate the **features and functions of the HRMS** to determine if changes can be made to more effectively support end user information needs.
16. Assist in **automation of LTD and STD** testing for Open Enrollment.
17. Assist in the testing and deployment of HRMS **on-line W-2's**.
18. Coordinate and update **countywide organizational charts** on the County's Internet.
19. In partnership with ITD and GSA, develop **employee location functionality** in HRMS to support countywide Emergency Disaster Initiative.
20. Reconfigure **EEO reporting** logic to display data more effectively and intuitive for central department.

Completed for FY 2011-12

21. Improve TAP timekeeping business process by implementing **HRMS self-service** functionality.
22. In partnership with ITD and the Sheriff's Office develop, test, and implement new **HRMS Performance Management functionality** that will allow for an automated employee performance review process
23. Assist the Training and Education Center to implement a new **Learning Management System** by mapping specific people data from HRMS to the new system and maintaining data integrity.
24. Streamline the **Supervisor Change** business process in HRMS that will successfully support the implementation of the new LMS and performance management functionality.
25. Evaluate the **features and functions of the HRMS** to determine if changes can be made to more effectively support end user information needs.

26. Develop the redesign of the **PREQ Position Management System** that will result in a more intuitive system for both central and departmental users.
27. In partnership with ITD and GSA, implement **employee location functionality** in HRMS to support countywide Emergency Disaster Initiative.
28. Redesign **Sheriff's Sworn Staff Seniority Report** generated by HRMS that will allow the Sheriff's HR staff to utilize one single source for shift bidding business process.
29. Collaborate with the Personnel Services Division to update County department **organizational charts**.
30. Assisted in the design and interface functionality to successfully update the HRMS Job Data page with Sheriff's Office supervisor id changes entered thru the **newly created customized Sheriff's HRMS bolt-on page**.
31. Assist in the **integration testing of the Sheriff's Office conversion from Waiter** (Sheriff's custom application) to customized HRMS bolt-on page.
32. Implemented the **Work Number** (electronic employment and salary verification system) with the assistance of ITD and the Auditor's Office.
33. Assisted Labor Relations and Risk Management in implementing the countywide **Pull Notice Program**.
34. Design, test and implemented system enhancement to automatically roll down **position function transfers** via PREQ to HRMS.
35. Assist the Auditor's Office and impacted operating departments in the **realignment of position allocation** due to new legislation on redevelopment and the discontinuation Grant Funding.

Status for FY 2012-13

36. Assist ITD in testing of the redesigned **PREQ Position Management System** that will result in a more intuitive system for both central and departmental users. **In Progress**
37. Design, test and implement the new HR **Bolt-On Job Transaction page** to streamline business process in ensuring data integrity and further reinforce the transition to the electronic employee working files. **In Progress**
38. Develop and implement plan to convert hard copy **employee working files to electronic format**. **Completed**
39. Assist Personnel Services Division in developing updated **PDF reclassification forms**. **Completed**
40. Develop and Test **Sheriff's Employee Shift Bidding Report** generated by HRMS that will allow the Sheriff's HR staff to utilize one single source for shift and vacation bidding requests. **Completed**
41. Implement an automated tracking system in HRMS for the **Pull Notice Program** in partnership with Risk Management. **Completed**

For FY 2013-14

42. Redesign the **provisional and reinstatement procedure** in order to streamline the business process and eliminate the "Green" form.
43. In partnership with ITD and the Auditor's Office, implement the **upgrade HRMS 9.2**.
44. Complete the testing and implementation of the HR **Bolt-On Job Transaction page** to streamline business process in ensuring data integrity and further reinforce the transition to the electronic employee working files.

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 85%
- Percent of hiring managers satisfied with the candidate pool with a goal of 85%

New Initiatives

The following new initiatives pertaining to the TAP Program will be completed during the period 2008-2014. Specific action plans with timelines, responsibilities and resources will be prepared for each initiative.

Completed 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 MQ's within 5 days, send the reject notices and the notices for the 1st step of the assessment within 10 days of closing; complete all testing within 3 months of the last day to apply.
2. In partnership with Personnel Services, 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 money.
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/payroll process.
4. Develop an **online evaluation form process** for TAP employees on assignment; revise/simplify the form and process in order to improve the number and timeliness of responses as well as improve the quality of feedback.
5. In partnership with the Employee Benefits and Training and Education Centers, redesign **New Employment Orientation** for TAP and other hires to reduce duplication of information and centralize countywide processes.
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.
7. Review all **correspondence** to candidates, new hires, and employees to ensure the appropriate clarity, responsiveness and tone.

8. Schedule semi-annual meetings with the departments to identify **mid- and long-term temporary needs** and develop a plan to meet those needs.
9. Clean up/maintain **accurate data** in Tempus Fugit database to ensure that information is the same in HRMS.
10. Develop a process for providing **reports to departments** of all temporary employees on a monthly basis with end dates for maximum time allowed to reduce confusion and provide for planning time for departments.
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**.
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.

Completed for FY 2010-11

13. Develop internal processes to manage **employee relations issues** that surface with TAP employees.
14. Establish and implement the process of completing **reference checks** for referred candidates to the TAP Program in order to verify information and background prior to making an offer of employment.
15. Review and update the **selection process** in order to enhance the pool of clerical assistants and meet the ongoing temporary needs of the departments.

Completed for FY 2011-12

16. Implement the process **for automating the submission of timesheets** for TAP employees.
17. Assess the feasibility and cost effectiveness of **creating additional classifications** of temporary employees.
18. **Evaluate the use of supplemental temporary services** and plan for an RFP process as needed.
19. Research various databases available to maintain accurate **data for temporary assignments**, minimize duplicate entries and improve the efficiency for creating and running reports.
20. Conduct an **evaluation of the TAP Program** for presentation to the Board of Supervisors.

Status for FY 2012-13

21. Expand the **temporary pool to include accounting, financial/fiscal, legal services** employees in order to meet the temporary needs of County departments. **In progress**
22. Explore the feasibility of **upgrading or replacing the current TAP database** in order to minimize duplicate entries and improve the efficiency of maintaining data. **Completed**
23. Conduct an **RFP process** for Supplemental Temporary and Payroll Services. **Completed**

For FY 2013-14

23. Continue to expand the **temporary pool to include accounting, financial/fiscal, legal services** employees in order to meet the temporary needs of County departments.
24. Select a system to **replace the current TAP database** in order to minimize duplicate entries and improve the efficiency of maintaining data.
25. In conjunction with the Auditor-Controller, **reengineer the payment process** to vendors to improve efficiencies.

New Initiatives for Countywide Support

The following new initiatives pertaining to countywide support will be completed during the period 2008-2014. Specific action plans with timelines, responsibilities and resources will be prepared for each initiative.

Completed for FY 2008-09 and 2009-10

1. Develop a network of **Emergency Volunteer Coordination Centers** for activation in a major disaster.
2. Develop an **EOC plan for staffing and staff response** for a coordinated and organized response to emergencies.

Completed for FY 2010-11

3. 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.
4. Participate in the **Climate Action Committee/Sustainability Programs** efforts in partnership with the General Services Agency.
5. 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.
6. Review the **Consolidated Personnel Policy and Procedure Manual** and maintain all relevant documents on the Internet or Intranet.

Completed for FY 2011-12

7. Complete **Phase II of HR Staffing Assessment** in conjunction with the Departmental Personnel Officers and the Staffing Assessment Oversight Committee.
8. Produce a report on Alternate Work Schedules as part of the **Climate Action Committee/Sustainability Programs** efforts in partnership with the General Services Agency.
9. Complete the review of the **Consolidated Personnel Policy and Procedure Manual** and maintain all relevant documents on the Internet or Intranet.

Status for FY 2012-13

10. Place the order for **mandatory compliance posters** for all departments for calendar year 2013 in order to reduce County costs and ensure compliance and consistency countywide. **Completed**
11. Review all sections of the **Consolidated Personnel Policy and Procedure Manual**. **Completed**

For FY 2013-14

12. Implement the review the **Consolidated Personnel Policy and Procedure Manual** and place all relevant documents on the Internet or Intranet.
13. In partnership with SSA, complete the **Alternate Work Arrangement guidelines** as part of the Climate Action Committee/Sustainability Programs.
14. Conduct an RFP for an **online reference checking system**.