2012 BUSINESS PLAN UPDATE

HUMAN RESOURCES DEPARTMENT















HUMAN RESOURCES DEPARTMENT





California
Carl H. Crown
Human Resources Director

Dear Reader,

I am pleased to present the Human Resources Department's 2012 Business Plan Update. A full Agency Business Plan is prepared bi-annually, with performance measures updated annually. The Agency 2012 Business Plan Update is not a full report, but is instead an update of the department's move to the Balanced Scorecard program. The Balanced Scorecard program is a process of defining core services and identification of key performance measures (indicators or benchmarks) to gauge and report on the effectiveness and efficiency of service efforts.

In 2011, the Human Resources Department focused on the development of its Balanced Scorecard by defining Service Areas, and identifying Strategic Objectives and Tactics. We set Performance Measures and gathered data in order to set targets for performance.

The County of Orange continues to operate in a decentralized human resources environment with HRD providing core services to the County within four key areas:

- · As the Human Resources corporate leader;
- · Delivering employee excellence;
- Recommending, supporting, and implementing policies and procedures to/and for the Board of Supervisors and the County Executive Officer; and
- Partnering with County agencies, departments, and other stakeholders to attract and retain a qualified workforce.

HRD continues to strive for excellence in support of the department's Vision and Mission which are:

Vision:

One Team-a leader in developing employee excellence and high quality service to the citizens of Orange County.

Mission:

Our mission, as the County's Human Resources Department, is to foster business and customer partnerships, provide exceptional customer service, and to proactively lead in the creation and use of effective organizational systems within a dynamic and diverse environment.

Thank you for taking the time to learn more about the County's Human Resources Department, and the services we provide in support of the business of County agencies/departments, the County workforce, and the residents of Orange County.

Sincerely,

Carl H. Crown

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2012 PERFORMANCE MEASURE UPDATE

Human Resources Department Balanced Scorecard

The 2012 Business Plan Update marks a transition year to the Balanced Scorecard for the Human Resources Department. In 2011, service areas were identified and defined. We also defined strategic objectives and tactics, and then identified performance measures, and gathered data. Time was spent in defining what data would best indicate red, yellow and green ranges, how to collect that data, and establishing baselines. Most baselines were established in the first quarter of FY 11-12.

As a result of being in the Balanced Scorecard development phase, there is limited information concerning actual performance on the measures. We are confident that we are laying a strong foundation for the future full implementation of the Balanced Scorecard.

This year's Business Plan Update provided us with the opportunity to delve more deeply into the performance measures established in our Balanced Scorecard, defining the What and Why of each performance measure. This process also prompted a re-evaluation and elimination of some previously identified Performance Measures. For example, since negotiations with labor groups will no longer be an HRD responsibility, performance measures related to that task have been removed from our Balanced Scorecard.

HRD's Balanced Scorecard supports the County's Great Goal of *Building the Future of Our Community*, specifically to attract and retain the best and brightest workforce, and to maintain fiscal integrity.

The Human Resources Department's (HRD) core services are (1) employee development; (2) internal consultant; (3) labor relations and negotiations; (4) benefits design and administration; and (5) community focus, which are designed to achieve HRD's vision and mission. The following Business Plan Update is arranged by these four core services, as is our Balanced Scorecard. Performance measures are listed for each core service.

SERVICE AREA: EMPLOYEE DEVELOPMENT

Definition: Employee Development is defined as activity intended to increase employee work performance. Increasing employee work performance will enhance the organization's ability to meet future challenges and opportunities. Initially, the Human Resources Department will focus on the Human Resources Professionals throughout the County. Our long-term goal is to lead the creation of countywide workforce development programs.

Strategic Objective: Develop County employees, leading to a more educated and professional workforce.

Tactics:

- Develop and maintain communications that promote internal and external HR Professional Development opportunities.
- Promote cost effective and environmentally friendly approaches to support employee development by enhancing access to online services and resources.

PERFORMANCE MEASURE: Customer satisfaction regarding employee development

WHAT: An annual customer satisfaction survey solicits information from agencies/ departments concerning HRD's overall services. Satisfaction with employee development activities is one component of this survey. The survey is based on a scale of 1 to 4, with 4 as the highest rating.

WHY: Developing County employees leads to a more educated and professional workforce. Input from our customers is essential to determining the success of our efforts.

FY 10/11 Results	FY 11/12 Plan	FY 11/12 Anticipated Results	FY 12-13 Plan	How are we doing?
NA	≥ 3.45	<u>></u> 3.45	≥ 3.45	The recent customer service satisfaction survey established our baseline of 3.35. We've identified Green as \geq 3.45, Yellow as 3.44-3.30, and Red as \leq 3.29.

PERFORMANCE MEASURE: Promote, track and evaluate agency/department attendance for formal HR Professional training and informational sessions sponsored by HRD.

WHAT: HRD presents or sponsors regularly scheduled meetings such as the HR Leadership Forum, Talent Seekers Meetings, the Compliance User Group, and the Employee Relations Forum, as well as ad hoc training events to share information about changes in law and HR processes. HR professionals also regularly attend seminars presented by Liebert Cassidy & Whitmore.

WHY: Attendance and participation in these training and informational sessions provides HR Professionals with up-to-date information and promotes a consistent approach across County agencies.

FY 10-11 Results	FY 11-12 Plan		FY 11-12 Anticipate Results	d	FY 12-13 Plan	How are we doing?
NA	Establishing baseline	the	Establishing th baseline	е	To be determined	Processes are now in place to gather information re: attendance and participation at forums/training events. We have defined our measurement to include both the number of participants and number of agencies participating.

PERFORMANCE MEASURE: Promote, track and evaluate department evaluations for formal HR Professional training, and informational sessions sponsored by HRD.

WHAT: HRD routinely seeks input from attendees at training events through hard copy session evaluations or on line surveys. Participant input is considered when planning future training events or informational sessions. Session feedback surveys are based on a training industry standard, using a four point scale.

WHY: Participant feedback verifies that their training needs were met, and that knowledge and skills learned through training can be put into practice in the workplace.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated	FY 12-13 Plan	How are we doing?
		Results		
NA	Establishing the baseline	Establishing the baseline	To be determined	Processes are now in place to gather information re: participant feedback re: the quality of forums/training
				events. Gathering data from these session evaluations will enable us to establish our baseline.

PERFORMANCE MEASURE: Promote and/or sponsor informal training events for County HR Professionals.

WHAT: HRD shares information re: free or low cost webinars on HR topics. We also invite HR professionals who currently work in that webinar's topic's area or wish to expand their learning into other HR areas to participate in the webinar jointly. Participants then discuss relevance and application to the way we do business here in the County of Orange. Informal training events can also include NEOGOV conference calls, and roundtable discussions.

WHY: HR Professionals work in a dynamic area, with frequent changes in laws, processes and the work environment. Informal sessions allow for early exposure to emerging trends, current HR topics, and HR best practices.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated Results	FY 12-13 Plan	How are we doing?
NA	12 informal training events/year	12 informal training events/year	12 informal training events/year	Processes are now in place to gather information about the number of informal training events (webinars, roundtable discussions, etc.) held, and number of participants. We identified 12 informal training events /year as Green, 11-9 as Yellow and

SERVICE AREA: INTERNAL CONSULTANT

Definition: Internal Consultant is defined as activities that provide advisory services for our customers to ensure countywide consistency of application in employment laws, mandates and internal/external policies/procedures. Sharing Human Resources best practices is also a key focus of the Internal Consultant role. The Human Resources Department provides such consultation for the County Board of Supervisors, County Executive Office, Human Resources Teams, County employees and other stakeholders for the following areas: benefits, classification, compensation, employee/labor relations, employee discipline, Equal Employment Opportunity, HR processing, HR systems, recruitment/selection and training/organizational development.

Strategic Objectives:

- Provide countywide oversight to ensure adherence to consistent application of Board policy and the Merit and Selection Rules.
- Foster and maintain effective relationships in order to maintain a thorough understanding of the business and the needs of agencies/departments and various stakeholders.

Tactics:

- Create and adhere to a periodic schedule for monitoring compliance with policies and procedures.
- Ensure Human Resources Department staff is conversant in the business and objectives of the County Board of Supervisors, the County Executive Office and the departments they support.

PERFORMANCE MEASURE: Customer satisfaction regarding advisory, consultation, support, and compliance services.

WHAT: An annual customer satisfaction survey solicits information from agencies/ departments concerning HRD's overall services. Satisfaction with advisory, consultation, support, and/or compliance services is obtained through this annual survey.

WHY: Fostering and maintaining effective relationships with HRD's customers promotes a thorough understanding of the business, the needs of agencies/departments and various stakeholders, and allows HRD to ensure adherence to consistent application of Board policy and the Merit and Selection Rules.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated Results	FY 12-13 Plan	How are we doing?
NA	<u>></u> 3.45	<u>></u> 3.45	<u>></u> 3.45	Our customer service satisfaction survey established our baseline of 3.49. Our goal is to maintain customer satisfaction at a 3.45 or better level. We have established \geq 3.45 as the indicator of Green, 3.44-3.30 as Yellow, and \leq 3.29 as Red.

PERFORMANCE MEASURE: Track number of site visits to department customers

WHAT: Service Team Managers meet with agency/department HR staff and managers to assist with issues, share information, address questions, provide informal training, and monitor compliance to policies and procedures.

WHY: Visits to the agencies/departments HRD services promote effective working relationships, and the Service Team Manager's understanding of the business and corresponding needs of agencies/departments. These visits also allow agency/department HR staff to obtain guidance on HR issues and/or "just in time" training.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated	FY 12-13 Plan	How are we doing?
		Results		
NA	≥60 site visits	> 60 site visits	<u>></u> 60 site	We implemented a
	per year		visits	site visit tracking
				system, and set
				ranges as Green -60
				or more site visits;
				Yellow – 50-59 site
				visits; and Red - 49
				or fewer site visits.

PERFORMANCE MEASURE: Compliance regarding Working Retiree, Temporary Promotion, Temporary Filling a Position, and Salary Documentation Policies

WHAT: Through a regular schedule of compliance audits, HRD monitors agency/department personnel actions to assure compliance with Board policy and established policies and procedures.

WHY: Creating a tracking schedule, and defining HRD staff's roles and responsibilities in conducting compliance audits ensures we meet our responsibility for Countywide oversight. In turn, agency/department staffs are held accountable for consistent application of Board policy in these areas.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated	FY 12-13 Plan	How are we doing?
11110-11	111111211011	Results	11 12-13 11411	riow are we doing:
		Results		
NA	Establishing	Establishing the	To be	We identified data
	the baseline	baseline	determined	sources and
				developed a tracking
				schedule for the
				personnel actions
				listed above. We
				identified and
				resolved a problem
				with one report. We
				are currently
				working to establish
				the baseline for each
				report.

PERFORMANCE MEASURE: County recruitment adherence to Merit and Selection Rules

WHAT: Merit and Selection Rules set forth the rules applicable to all selection processes for all regular and limited-term positions under the control of the Board.

WHY: Compliance to the Merit and Selection Rules is mandated, and also serves to promote consistency and fairness in recruitments.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated Results	FY 12-13 Plan	How are we doing?
NA	<u>></u> 7%	≥ 7%	<u>≥</u> 7%	HRD has established a process for regular auditing of County recruitments, identified staff to complete these audits, and set targets regarding number of audits to be completed (7% of all County recruitments). We defined indicators are Green - ≥ 7%, Yellow- 5-6.9% and Red - <5%.

SERVICE AREA: LABOR RELATIONS

Definition: Labor Relations includes activities intended to create and maintain collaborative partnerships between labor organizations and the County so as to provide for fair terms and conditions of employment for employees. County employees have the right to organize, bargain collectively and participate in labor organization activities within the scope of Meyers-Milias-Brown Act (MMBA). The specific activities performed by HRD staff (representing the employer) include "meet and confer" activities, as well as dispute resolution.

Strategic Objective: Engage in labor relations that carry out the direction of the Orange County Board of Supervisors and result in solution oriented approaches with the goal of retaining the best and brightest workforce.

Tactics:

- In a prompt manner, engage in labor relation activities that resolve workforce issues.
- Reduce the County's potential liability by conducting the appeals process in an efficient and timely manner.

PERFORMANCE MEASURE: Customer satisfaction regarding Employee/Labor Relations Services and Support, Employee Discipline Consultation and Support services

WHAT: An annual customer satisfaction survey solicits information from agencies/ departments concerning HRD's overall services. Satisfaction with Employee/Labor Relations, Services and Support, Employee Discipline Consultation and Support services is gauged through this annual survey. The survey is based on a scale of 1 to 4, with 4 as the highest rating.

WHY: Department HR staff face daily challenges in addressing employee relations issues. HRD's internal consultant role assures that department HR staffs receive the support they need, that legal requirements are met, and risk to the County is eliminated or substantially reduced. Input from our customers in this annual customer satisfaction survey is one way to determine the success of our efforts in this area.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated Results	FY 12-13 Plan	How are we doing?
NA	<u>></u> 3.45	<u>></u> 3.45	<u>></u> 3.45	The recent customer service satisfaction survey showed a rating of 3.47. Our goal is to maintain customer satisfaction at a 3.45 or better level. We have established \geq 3.45 as the indicator of Green, 3.44-3.30 as Yellow, and \leq 3.29 as Red.

PERFORMANCE MEASURE: Notification to employee representative within 30 days of grievance filing that HRD is ready to move forward with a discharge arbitration grievance, when this is the appropriate next action.

WHAT: This notification communicates the County's readiness to move forward to resolve the issue as soon as the process allows, and prompts the next step in the arbitration process.

WHY: Timely notification regarding HRD's readiness to move forward promotes a quicker resolution of the issue, which limits potential back pay liability in the event the appellant prevailed in their case.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated	FY 12-13 Plan	How are we doing?
		Results		
NA	95%	95%	95%	We establish goals
				for this performance
				measure as Green,
				<u>></u> 95%; Yellow 94-
				90%; Red <u><</u> 89%.

SERVICE AREA: BENEFITS DESIGN AND ADMINISTRATION

Definition: Benefits Design and Administration are activities intended to provide quality, affordable and economically viable benefits programs to employees, retirees and their families. The focus of the Human Resources Department is to develop and manage benefits programs that are financially sound and are attractive to the diverse needs of applicants and employees so that Orange County can continue to attract and retain the best and brightest workforce.

Strategic Objective: Ensure County employees and retirees are provided with quality and cost effective Benefit programs and are informed of their benefits choices, are provided the opportunity to assess their options and select the choice(s) that best fit their needs and their family's needs.

Tactics:

- Provide quality benefits design and administration services for employees and retirees.
- Provide prospective employees, current employees and retirees with educational benefits resources.

PERFORMANCE MEASURE: Number of Benefits items performed/developed from the Employee Benefits Multi Year Strategic Plan

WHAT: Employee Benefits has defined a Multi-Year Strategic Plan, in our efforts to provide the highest quality services to our customers in a cost efficient manner.

WHY: Completion of items from the Employee Benefits Multi Year Strategic Plan will assure forward movement in the continuous improvement process.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated	FY 12-13 Plan	How are we doing?
		Results		
NA	Completion of 4 items	Completion of 4 items	Completion of 4 items	We identified range of items completed
	4 Items	Items	4 1161113	as Green, 3 or 4
				items; Yellow, 2
				items; and Red, 1
				item.

PERFORMANCE MEASURE: Number of Employee Benefits seminars (individual topics)

WHAT: Employee Benefits seminars provide valuable information for County staff on a variety of topics. These topics assist employees with retirement planning, financial planning, preventative health measures, and many other topics of interest and value.

WHY: County staff benefit from the information shared at these seminars and so are able to maximize their use of available services, to plan their finances and/or retirement, and to avail themselves of information about healthy lifestyle choices.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated Results	FY 12-13 Plan	How are we doing?
40	45	45	45	Employee Benefits continues to offer informational seminars in FY11-12, building upon the success of the prior's year success. We established the annual goal of 45 seminars, and set Green at 40-45, Yellow at 35-39, and Red as <35.

PERFORMANCE MEASURE: Monitor third party vendors to ensure they are meeting contractual guarantees

WHAT: Review third-party vendor performance guarantee reports to ensure that the contract performance standards are being met. Work with vendors to correct any areas of deficiency.

WHY: Ensure that third-party vendors are performing their duties in accordance with the terms required by the contract in order to provide quality service and care to our employees, retirees and their families.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated Results	FY 12-13 Plan	How are we doing?
85%	85-100%	85-100%	85-100%	We set the goal of 85-90% of third party vendors meeting contractual guarantees, and defined performance ranges as Green for 85-100%, Yellow at 75-85% and Red as 75%.

PERFORMANCE MEASURE: Publish statistics regarding Benefits Center Resources Line and Web Site and the Benefits Center Participant Satisfaction Survey and demonstrate increase in on-line benefits elections for both Open Enrollment and mid-year events.

WHAT: Evaluate Benefits Center Resource Line and Web utilization and trends and monitor participant satisfaction with Benefits service and programs.

WHY: In order to strategize on areas of needed improvement, education, or functionality so that participants have access to more benefits information, tools, and easy election methods as well as high quality service.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated	FY 12-13 Plan	How are we doing?
		Results		
NA	Publish	Publish statistics	Publish	Tracking
	statistics		statistics.	mechanisms are in
				place to gather
	Increase non-	Increase non-Open	Increase non-	necessary data. For
	Open	Enrollment (OE) on-	Open	non-OE on line
	Enrollment	line benefits	Enrollment	benefits selections,
	(OE) on-line	elections to 25%	(OE) on-line	we identified Green
	benefits		benefits	at 22-25%; Yellow
	elections to		elections to	at 18-22% and Red
	25%		25%	at <18%. For OE on-
				line benefits
	Increase OE	Increase OE on-line	Increase OE	elections. We set
	on-line benefits	benefits elections to	on-line	Green at 50-55%;
	elections to	55%	benefits	Yellow at 45-50%;
	55%		elections to	and Red at <45%.
			55%	

Service Area: Community Focus

Definition: Community Focus is defined as activity intended to enhance the visibility and image of Orange County especially as it relates to being an Employer of Choice. The goal of this activity is to ensure the public is aware of the value the County provides to the community which in turn is intended to attract talented individuals to work for the County of Orange.

Strategic Objective: Enhance the County's visibility, image and positive impression within the community.

Tactics:

- Enhance community opportunities for County visibility with a services and jobs focus in order to attract the best and brightest to work for the County of Orange.
- Continue to attract talent by leveraging internal and external partnerships through the strategies and tactics defined in the County's HR
 - Outreach Plan including the use of social media.
- Utilize various mechanisms to monitor the effectiveness of programs intended to attract the best and brightest.

PERFORMANCE MEASURE: The number of County outreach activities

WHAT: Enhancing community opportunities for County visibility with a services and jobs focus; using social media to attract the best and the brightest.

WHY: Although the County is currently operating with a hiring freeze, it is essential to maintain the County brand and reputation as an employer of choice so that when the economic climate improves, we will not have the build from the ground up. For the small number of new hires, we continue to seek to attract the best and the brightest.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated Results	FY Plan	12-13	How are we doing?
NA	≥26	≥26	<u>></u> 26		We established a baseline of 26 outreach activities, and identified: Green as \geq 26; Yellow 14-25; Red \geq 13.

PERFORMANCE MEASURE: Compliance of hire data that is input into the NEOGOV System

WHAT: The entry of hire data in the NEOGOV system completes the documentation of the recruitment process.

WHY: Hire data will enable us to set goals for tracking "time to hire". A reasonable "time to hire" timeframe supports departments in their effort to bring staff on board within a reasonable amount of time in order to meet their business needs, and avoid losing potential candidates due to a lengthy recruitment process.

FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated	FY 12-13 Plan	How are we doing?
		Results		
NA	60%	60%	90-100%	Initial review
				determined a
				compliance rate of
				28.2%, After sharing
				information with
				department staff
				regarding the
				importance of
				entering this data
				into NEOGOV and
				conducting training,
				compliance rates
				increased to
				42.54%. Plans are in
				place for site visits
				to further reinforce
				importance of timely input of hire data,
				and to update a
				NEOGOV Tutorial to
				enhance instructions
				for quality data
				input. We set Green
				at 90-100%; Yellow
				at 89-75%; and Red
				at \leq 74%.
				<u> </u>

PERFORMANCE MEASURE: Percentage of New Hire Surveys completed

WHAT: Obtaining feedback from newly hired staff concerning their experience with the recruitment process will enable us to monitor the effectiveness of the County's recruitment practices, and identify ways to improve the process. We are seeking survey participation by the maximum number of newly hired staff to assure an accurate picture of their experience.

WHY: New hire input will help evaluate and improve processes.

			•	
FY 10-11	FY 11-12 Plan	FY 11-12 Anticipated	FY 12-13	How are we doing?
		Results	Plan	
NA	Establish baseline	Baseline established	To be determined,	A New Hire Survey has been developed, and
			based on	distributed to those
			baseline	identified as newly
				hired staff in 2011.
				Issues were identified
				with accurately
				identifying new hires using a CAPS +
				report. (CAPS + is the
				recently implemented
				HR records system.)
				Additionally, we
				learned that survey
				participation was
				impacted by training
				schedules of some job
				classifications. These
				issues have now been
				resolved or addressed.
				We are now ready to
				establish the baseline
				and then set green,
				yellow, red ranges.

HRD has made great progress in the implementation of the Balanced Scorecard, as shown by the updates provided in this 2012 Business Plan Update. This process has also prompted us to re-define some performance measures and eliminate others, in response to changes in department responsibilities. In turn, this will require updates to our Balanced Scorecard.

With the full implementation of the Balanced Scorecard, HRD looks forward to continuing its contributions to the County's Great Goal of *Building the Future of Our Community*, through the efforts of our dedicated staff of HR professionals, and our partnerships with our stakeholders. 2012 promises to be a year of progress and change as we continue to strive to meet the department's vision and mission.