ITEM: 2.10
(ID # 25900)
MEETING DATE:
Tuesday, September 10, 2024

FROM :   HUMAN RESOURCES

SUBJECT: HUMAN RESOURCES: Director's 90-Day Report from the Human Resources Department; All Districts. [$0]

RECOMMENDED MOTION: That the Board of Supervisors:

1. Receive and File the Director's 90-Day Report from the Riverside County Human Resources Department.

ACTION:Consent

Tami Douglas-Schatz
Tami Douglas-Schatz, Director of Human Resources   8/26/2024

MINUTES OF THE BOARD OF SUPERVISORS

On motion of Supervisor Jeffries, seconded by Supervisor Spiegel and duly carried by unanimous vote, IT WAS ORDERED that the above matter is received and filed as recommended.

Ayes:	Jeffries, Spiegel, Washington, Perez and Gutierrez
Nays:	None
Absent:	None
Date:	September 10, 2024
xc:	H.R.

Kimberly A. Rector
Clerk of the Board
By: *[signature]*
Deputy

FINANCIAL DATA	Current Fiscal Year:	Next Fiscal Year:	Total Cost:	Ongoing Cost
COST	$0	$0	$0	$0
NET COUNTY COST	$0	$0	$0	$0
SOURCE OF FUNDS: Not Applicable			Budget Adjustment: No	
			For Fiscal Year: 24/25	

C.E.O. RECOMMENDATION: Approve

BACKGROUND:

Summary

Pursuant to Board Policy C-1, Performance Evaluation Reports, Appointed Department Heads, Section 4. C., newly appointed Department Heads shall file with the Board of Supervisors, a written assessment of their department's strengths, weaknesses, goals, and objectives. The attached 90-Day Report was prepared by Tami Douglas-Schatz, Director of Human Resources. Ms. Douglas-Schatz was appointed into the position of Director of Human Resources on April 22, 2024.

The attached 90-Day Report summarizes the department's mission, vision, values, organizational structure, services and operations, opportunities for improvement, key business objectives, and goals for the future.

The Human Resources Department is comprised of 343 full time regular employees, a total budget of $366.8M for Fiscal Year 24/25, and consists of the following primary functional divisions: Administration, Benefits, Business Systems Solutions, Classification & Compensation, Communications & Media, Compliance, Culture of Health & Commuter Services, Disability Access & Leave Management, Employee & Labor Relations, Employee Relations, Employee Services, Finance, Human Resources Business Partners, Law Enforcement Assessment, Learning & Organizational Development, Occupational Health, Pre-Employment & Backgrounds, Project & Process Management, Recruiting & Selection, Retirement, Reporting, Risk Management, Safety & Loss Control, Temporary Assignment Program (TAP), and Workers' Compensation.

Impact on Residents and Businesses

The mission of the Human Resources Department is to serve and partner with our community, departments, and employees by leveraging best practices and innovative solutions to foster a thriving Riverside County. We provide comprehensive and varied human resources support to over 40 County departments, enabling them to achieve their goals and effectively serve the residents and businesses of Riverside County.

The 90-day Report provides recommendations to maintain and improve service delivery to the County's departments, which will thereby have a positive impact on residents and businesses.

ATTACHMENT:

90-Day Report Presentation for the Human Resources Department.

Cesar Bernal
Cesar Bernal , PRINCIPAL MGMT ANALYST   8/30/2024

RIVCO 1HR
putting people first

County of Riverside, Human Resources

90 Day Report

Tami Douglas-Schatz, HR Director

Mission
To effectively serve and partner with our community, departments and employees by leveraging best practices and innovation to foster a thriving county.

Vision
Where people and possibilities grow

Values
Integrity, Accountability, Open Communication, Collaboration, Agility, Innovation and Business Acumen

Agenda

Department Overview

Budget

HR Services

Feedback

90 Day Assessment

Where We Go From Here

Department Overview

Labor Relations

Tami Douglas-Schatz
Human Resources Director

Desiree Cruz
Executive Assistant IV

Shondi Miller
Asst. Human Resources Director

Ronak Patel
Asst. Human Resources Director

Julia Luna
Asst. Human Resources Director

Vacant
Dep. Human Resources Director

Demographics

Countywide

25,678
Employees

1,979
Temporary Employees

797
Per Diem Employees

18
Represented Bargaining Units

Human Resources

343 Regular Full Time Employees

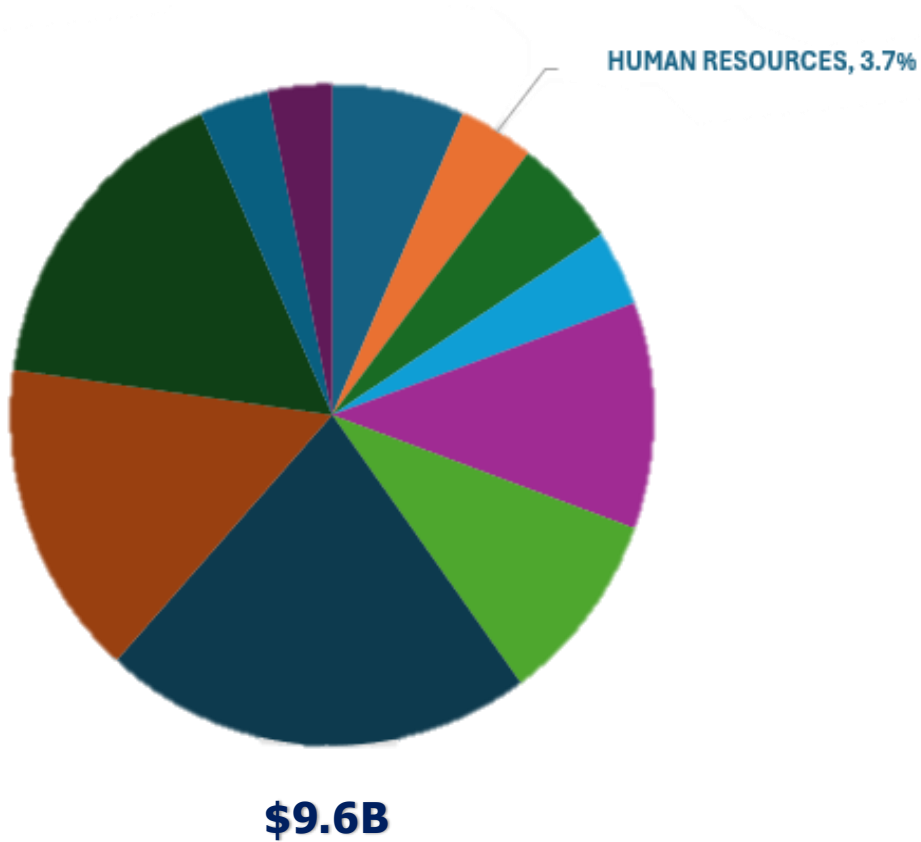HR staffing represents **1.35%** of the employee population

27 Unique HR Divisions providing diverse services in support of the County's departments
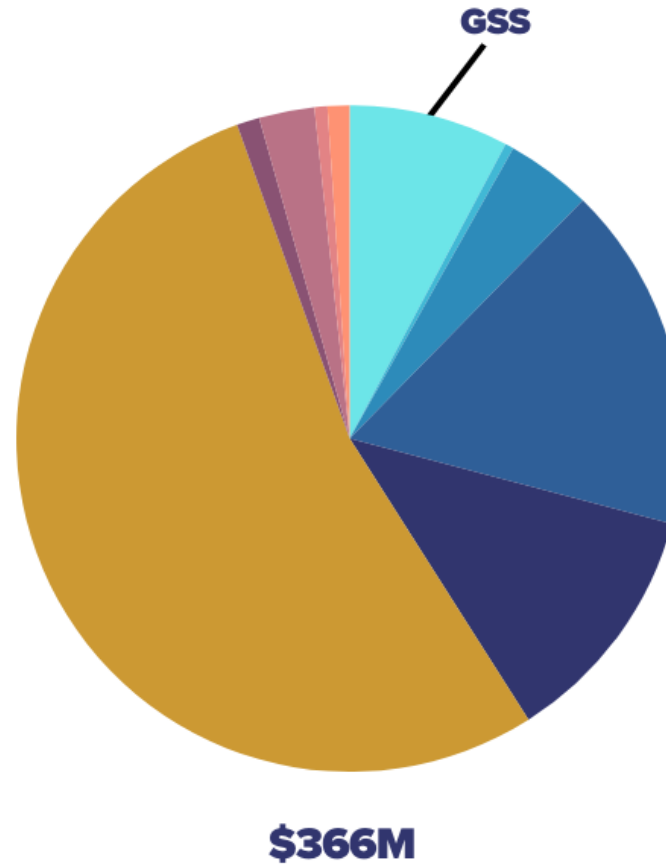
$366.8M Total Budget FY 24/25 across 14 unique budget funds

Budget

FY 24/25 RIVCO Budget

HUMAN RESOURCES, 3.7%

$9.6B

Human Resources

GSS

$366M

General Support Services

Departments pay for core HR services at a rate of $1277/FTE. This rate is lower than market prices by 62%.

Internal Service Funds

The County is financially protected through various insurance programs. Costs are allocated to departments based on 80% of claims history and 20% of exposure or payroll.

Human Resources - GSS	**$28,517,036**
Human Resources - Total ISF	**$337,704,075**
Air Quality Division	$522,106
Dental Insurance	$15,330,748
Workers Compensation - ISF	$61,756,041
Malpractice Insurance - ISF	$43,634,375
Liability Insurance - ISF	$196,942,323
Safety Loss Control	$4,069,440
Disability/Unemployment Insurance	$9,891,114
Exclusive Provider Option	$2,305,322
Occupational Health & Wellness	$3,915,106

FY 23/24 Selected Activities

COMMUNICATIONS & MEDIA
55,800+ social media followers,

71,000+ impressions reached monthly across platforms.

RECRUITING
234.8K applications recieved

BENEFITS
Total Covered Lives:
Medical = 32,230
Dental = 47,454
Vision = 39,261

DISABILITY ACCESS OFFICE
948 cases per year increased from 640 to 948 in the last 5 years

RETIREMENT
$1.4B in deferred compensation plan assets

SAFETY LOSS CONTROL
18,110 employees trained on safety topics

241 safety inspections performed

EMPLOYEE SERVICES
24/7
**56,000+** employee transactions processed

RIVERSIDE COUNTY HUMAN RESOURCES CONNECT

One of the biggest issues for employees is unavailability of information when it is most needed. With **HR Connect**, county employees have access to the employee handbook, documents, policies, benefits and so much more at anytime from anywhere.

- **DOCUMENT CENTRAL:** We have developed a centralized document central that will make it easier to search for a single document amongst hundreds.

- **EMPLOYEE DISCOUNTS:** Easily access all of the wonderful discounts offered to the County of Riverside employees.

- **LEADERSHIP RESOURCE LIBRARY:** A one-stop shop for questions and resources that managers and supervisors often seek out from HR.
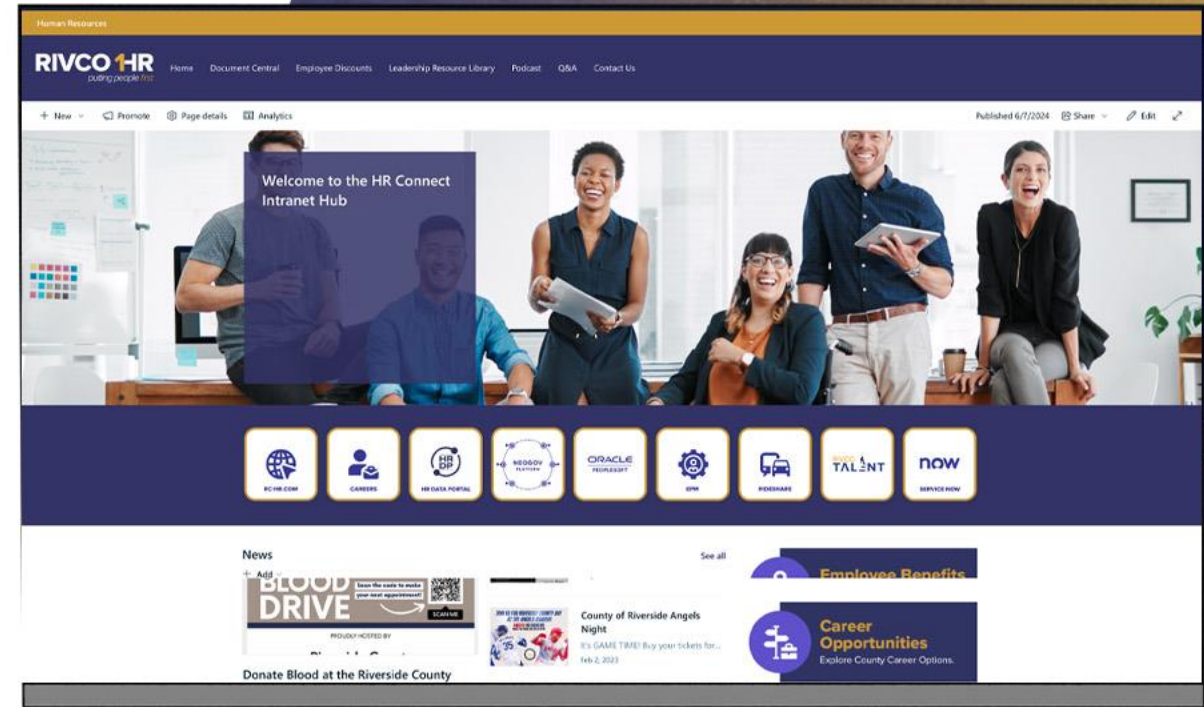
Feedback From Our Customers

Continue Being Service Oriented With Efficient Deliverables

Onboarding and Succession Planning

Improve Access To HR Resources And Information

Improve Communication

90 Day Assessment High Profile Areas

Average Time to Fill and Time to Hire

| Fiscal Year	Time-to-Fill	Time-to-Hire
2020/2021	75	92
2021/2022	74	89
2022/2023	63	80
2023/2024	53	69

Time-to-Fill: The date the requisition is received by HR to the date of preemployment completion.
Time-to-Hire: The date the requisition is created to the expected position start date.

11,285	Department requests to fill positions
11,743	People processed through pre-employment
8,440	New hires
213	Job requisitions per recruiter
53	Recruiters
3	Day average for background checks, absent criminal record review

Recruitment

Recruitment operations innovations have increased applications received by 79% and decreased the time to fill positions by 29%.

Applications Received

Fiscal Year	Applications
2020/2021	131.21K
2021/2022	184.58K
2022/2023	198.47K
2023/2024	234.84K
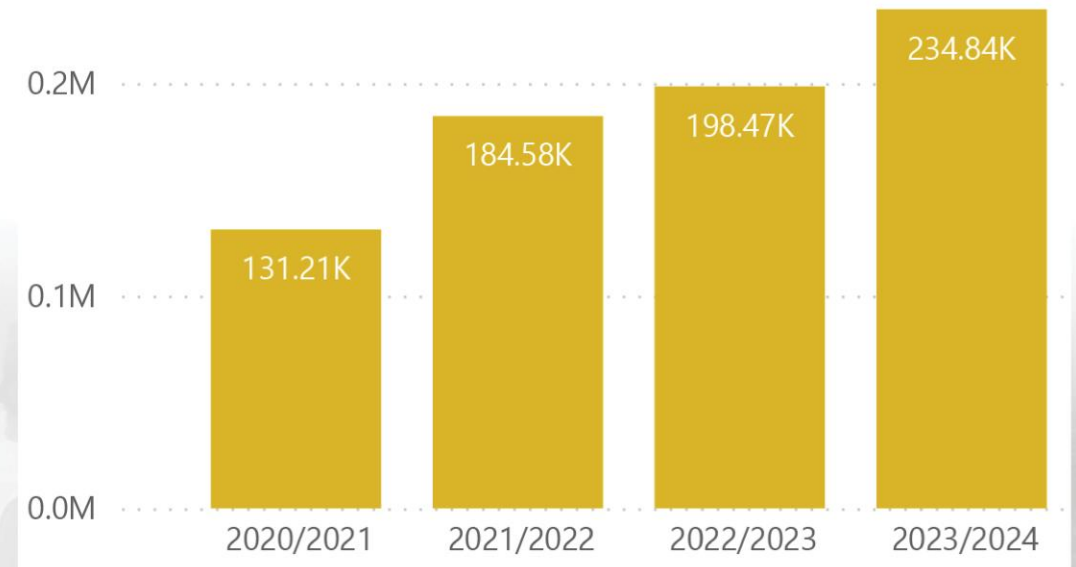
Key Opportunity: Continued Focus on Onboarding and Retention Countywide.

Learning and Organizational Development

Growth and professional development resources and opportunities are essential for employee retention.

FY 23/24

262

Professional Student Interns

5,647

Employees trained in live professional development courses

44,000+

Free learning and development resources in RivCo Talent

202

Graduates from leadership development academies

$9M+

5-year employee tuition savings. Up to 50% tuition discounts with 15 university partnerships

Key Opportunity:
Measure return on investment

Classification and Compensation

Compensation Strategy

Pay Structure **Complex**

Market Competitive

Cost Modeling   Research

Forecasting

Compensation Analysis

Equitable

1,920
Job classes

1,545
Salary plan/grades

Key Opportunity: Consider compensation philosophy and market survey redesign.

Employee Relations

Cases Managed

Year (Calendar)	Cases Received	Average Days to Close
2019	1690	81
2020	1751	74
2021	1744	52
2022	2304	56
2023	2786	49
Five Year Average	2055	59

Over the last five years the number of employee relations cases has increased by 65% and the average days to complete the cases has decreased by 40%

Key opportunity: Increase communication and coaching to department customers throughout process

Workers Compensation and Risk Management

Workers Comp

1,332
Average cases/year over 5 years
129% increased insurance cost.

Risk Management

1,059
Average cases/year over 5 years
58% increase in claims.
Increased self-insurance to $7.5 M

Average Cost Per Claim	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Workers' Compensation	$15,256	$15,423	$16,587	$16,723	$16,650
General Liability	$6,925	$7,528	$7,536	$8,089	$8,840

Despite increases in insurance cost and number of claims, the cost of handling each claim has remained steady.

Key Opportunity: Assess opportunities for alternative insurance coverage to reduce cost and continue aggressive claims management

Labor Relations

Activities
Collective bargaining, dispute resolution, contract administration, legislative compliance
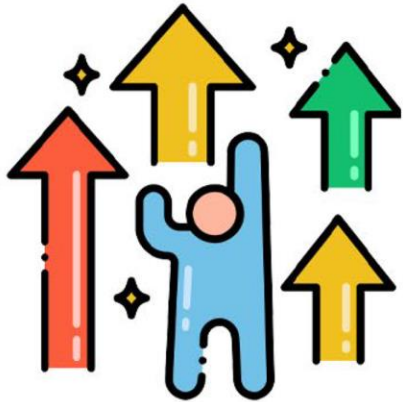
Impact
Through bargaining, salary and benefits are about **$3.6 B** of the **$9.6 B** overall county budget

Key opportunities:
Increase communication and training

Where We Go From Here

Continuous Internal Improvements

Improved Customer Support

HR Score by **Gartner**®

Diagnostic Tool to Improve Performance

How Mature Are Your Functional Activities?

Manage the HR Function 3	Recruit Employees 2-	Develop Employees 1+	Reward Employees 2	Engage Employees 2+	Enable the Organization 2-
Strategic Planning 3	Hiring Needs & Definition 2-	Critical Skills Needs Identification 1	Performance Management 3	Employment Value Proposition 1	Workforce Planning 1
Operating Model 3+	Branding & Attraction 1	L&D Design & Delivery 1+	Rewards Plan Design 2+	Culture 2+	Talent Analytics 2+
Staff Capabilities 3	Assessment & Selection 3+	Leader & Manager Development 3	Rewards Communication 1	Career Pathing & Mobility 2	Organization Design & Change Management 1+
Technology & Automation 3	Onboarding 1+	HIPO & Succession 1	Recognition 1+	Well-Being 4	DE&I Strategy 2+

Legend ☐ High Maturity ☐ Medium Maturity ■ Low Maturity ☐ Not Assessed n = 1

Maturity: Measured on a scale ranging from 1 (Low) to 5 (High), maturity measures how advanced an organization's development is in a functional activity relative to Gartner's best practice research. Maturity scores are refined with a (+) or (-) to indicate intermediate levels of maturity.
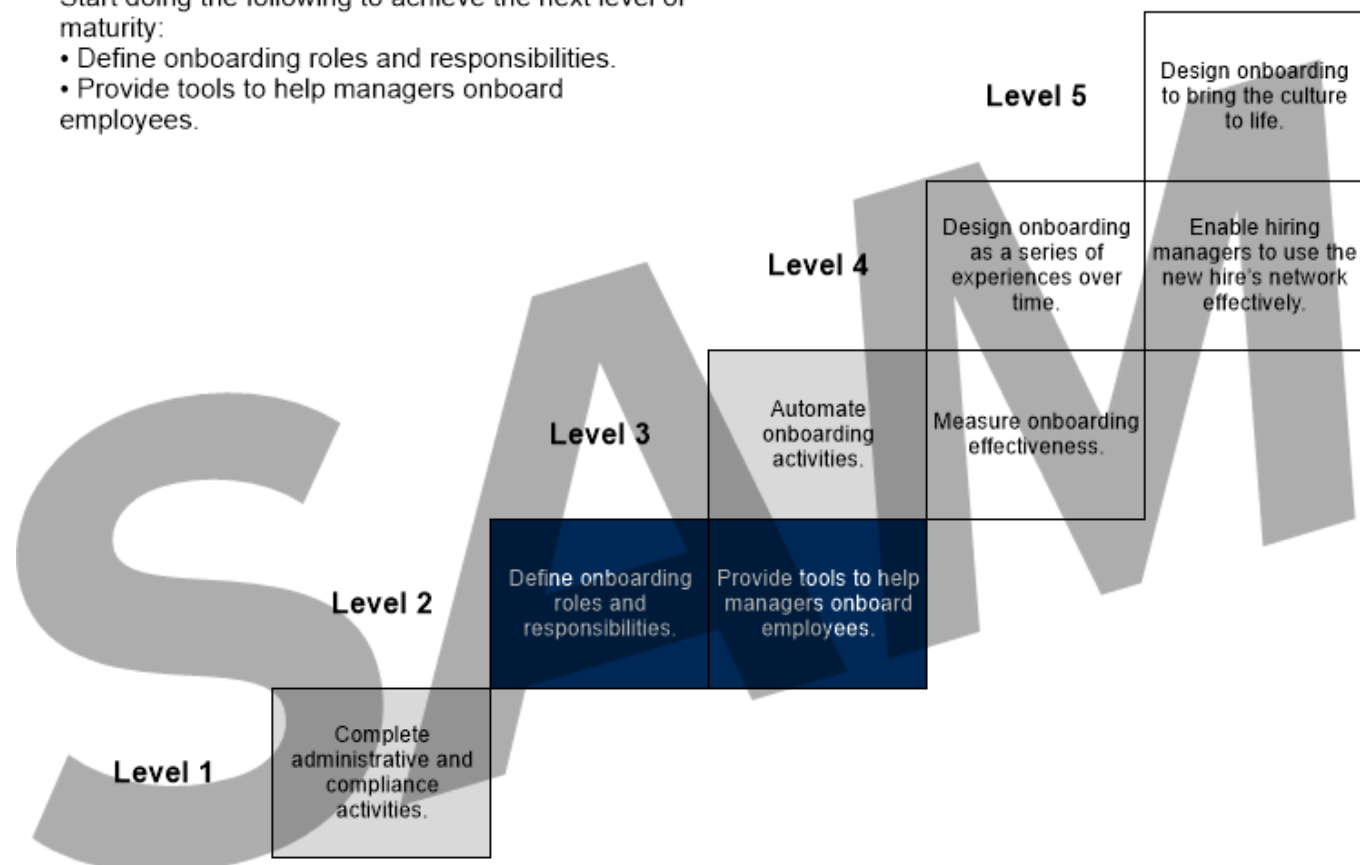
Onboarding

How the organization integrates a new hire into the organization and their role to improve time to productivity and initial engagement.

Path to Maturity

Start doing the following to achieve the next level of maturity:
• Define onboarding roles and responsibilities.
• Provide tools to help managers onboard employees.

Level 5 — Design onboarding to bring the culture to life.

Level 4 — Design onboarding as a series of experiences over time. | Enable hiring managers to use the new hire's network effectively.

Level 3 — Automate onboarding activities. | Measure onboarding effectiveness.

Level 2 — Define onboarding roles and responsibilities. | Provide tools to help managers onboard employees.

Level 1 — Complete administrative and compliance activities.

1+ Current Level

2+ Next Level

☐ Currently practiced (or no longer required)
■ Commence to achieve next level of maturity
☐ Not currently practiced

Number of respondents for this activity = 1

Thank You!