

MEMORANDUM

HUMAN RESOURCES

County of Monterey



Date: March 5, 2015
To: Board of Supervisors Human Resources Committee
From: James May, Human Resources Director
Subject: HR Department Budget, Staffing and Centralization Update

Budget and Staffing

The Human Resources Department is projecting a general fund surplus of approximately \$294,000, primarily due to partial year vacancies in four positions. As of this date there are several key vacancies in Central HR as follows:

- **Supervising HR Analyst – Employment and Information Systems Division** - This difficult-to-fill management level position is responsible for managing the Operations Unit in this Division, and coordinating the delivery of a full range of human resource services to County-wide departments with specific responsibility for supervising and performing the most complex duties related to recruitment and examination, classification and compensation, personnel transactions, leave management and human resources information systems. The position became vacant due to the promotion of the incumbent, several weeks after it had been filled after an extensive recruitment. It was re-recruited for at the beginning of this year and applicants are currently in the initial screening process.
- **Associate HR Analyst – Employment and Information Systems Division** – This is one of four (4) HR generalist positions in the Operations Unit that provides a full range of critical HR services to 13 departments, and nearly 900 FTE, that Central HR currently supports either fully or partially. This staffing ratio of 1:225 far exceeds the 1:100 HR staff to County employee ratio anticipated by HR centralization initiatives and necessary to provide adequate services. The Associate HR Analyst duties include recruitment & selection, classification & compensation, benefit coordination, employee relations/discipline, employee transactions, and related services. The current vacancy is due to the previous incumbent leaving the County organization for another public agency and, after a recent recruitment, initial screening for applicants is underway.
- **Associate HR Analyst – Employee Relations Division** – This position provides support to the Employee Relations Manager in the areas of performance management, employee discipline, informal conflict management, and related training and development. After a recent recruitment, initial applicant screening is underway, with this position also anticipated to be filled within 30-45 days.

In addition to these vacancies, incumbents in the two remaining positions in the Operations Unit, Associate HR Analyst and Human Resources Technician – Confidential, are currently out on extended leaves of absence with uncertain return dates, leaving that Unit without staffing. The duties normally performed by these four positions in the Operations Unit are currently being coordinated by the Assistant HR Director, with support from departmental HR staff where possible, and it is anticipated that the vacant positions will be filled within the next 30-45 days.

New Position Requests

In conjunction with the FY15/16 budget process, the HR Department is requesting the following four new positions:

- **Senior HR Analyst (1)** – performs the most difficult, complex and varied assignments, and acts as a lead-worker to HR Analysts and Technicians performing either recruitment and examination, or 2) classification and compensation activities.
- **Associate HR Analyst (1)** - provides a full range of critical HR services to 13 departments, and nearly 900 FTE, that Central HR currently supports either fully or partially.
- **HR Technician-Confidential (2)** – assists HR Analysts with assigned department activities.

In addition, in the current year budget, the Department is requesting the reallocation of a vacant Management Analyst III position to a Senior HR Analyst. These new and reallocated positions will provide a critically needed supplement to the existing staff of the Operations Unit, and reduce the staffing ratio to the 1:100 target.

ERP Upgrade

In support of the pending upgrade of the County's Enterprise Resource Planning (ERP) System, the Human Resources Department recently received approval for three (3) additional positions to serve as backfill and/or support to the upgrade project. These positions are Associate HR Analyst, Risk & Benefits Analyst, and HR Technician-Confidential. HR staff will be assigned to the project as Subject Matter Experts for the human resource module (Advantage HRM) of ERP and will be housed offsite to focus solely on the project, and incumbents in these new positions will participate in research, training and other pre-implementation activities and provide necessary coverage to maintain business operations and meet operational project deadlines. Recruitment for these positions is underway and/or pending, with positions slated to be filled within 30-45 days.

Human Resources Centralization

At this time there are 18 of the County's 27 departments which are currently fully centralized or receiving significant services from Central HR, with ongoing discussions taking place with remaining departments and the County Administrative Office. As centralization efforts move forward, our goals include continuing to identify opportunities to increase the efficiency and effectiveness of the County's human resource function, and its ability to respond to changing business trends and organizational needs, give HR a more strategic and less administrative customer service focus, and provide more coherent overall human resources services. The Human Resources Department continues to work collaboratively with its customers and stakeholders to develop and implement the policies, systems and solutions necessary to achieve the expected outcomes of the Board of Supervisors as part of the recentralization initiative.

Recent developments include the centralization of the HR operations of the Parks Department, which has resulted in the transfer of a .60 FTE HR Technician position into Central HR which provides technical and administrative staff support. However, there are several departments which have centralized their HR

operations over the past 1-2 years without any additional HR staff provided. Further exacerbating the issue, Central HR staff has been reduced significantly in recent years, which has created a greater challenge to further centralization, as remaining resources are dedicated to providing adequate levels of service delivery to its customers.