



Topics for Today

Brief HR
overview
and update

How we're
addressing
concerns

What's on
the horizon

HR Overview & Update

Your Human Resources Team



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Current Challenges and Focus Areas



Some of our significant challenges:

Turnover overall has increased ~50%

Increase in turnover of staff with <one year service

5 staff handling recruitment = an average of 65 recruitments a year per person



Our focus areas:

Recruitment and retention best practices

Maintaining the team – HR has had good stability

Working with all county departments to understand their needs

HR Results

Building Culture

- Winner of the 2023 IPMA-HR Agency Award of Excellence for our strengths-based program and continued efforts.

Staff Retention

- Coordinated participation in 4 cohorts of Sacramento Valley Leadership Academy. Graduation of 4th cohort is scheduled for May 8th, 2023.
- Coordinated Participation by (X) of employees in last years NACo's Leadership Academy.
- Revamped New Employee Orientation into 2 half-day programs. Excellent results to date.

Improving internal processes

- 4 HR staff involved in INFOR upgrade. This will be an 18+ month engagement at nearly full time rate by HR staff.
- In partnership with the Office of Internal audit, we launched a new Whistleblower hotline for employees and the public to confidentially report fraud, waste or abuse.

Some statistics:

EVENT	April 2020 – March 2021	4/1/2021- 3/31/2022	4/1/2022 - 3/22/2023
Hires (Regular/LT/ATW)	110	255	215
Hires (Extra Help /Retired Annuitants)	181	93	106
Total Hires	291	348	321
Terminations/Resignations (Regular/LT/ATW)	92	140	157
Average Length of Service (Terms/Resignations)	4.4 years	3.91 years	4.14 years
# of Terms/Resignations under 1 year	25%	32%	34%
Deaths	2	1	1
Retirements	26	39	36
# of Employees Active (Reg/LT/ATW)	1443	1518	1539
Average Tenure of Active Employees	9.06 years	8.66 years	8.64 years
Turnover %	6.42%	9.46%	10.27%

Addressing Current Concerns

PAYROLL AND TIME TO HIRE

Payroll Concerns

Hired a rockstar to lead the payroll team!

Several system errors were identified during an internal audit 2+ years ago

Most being addressed through the Cloud suite upgrade

Updating training for department coordinators

Audit findings not addressed through upgrade are being worked on by the payroll team; i.e., updated payroll manual

Time to Hire

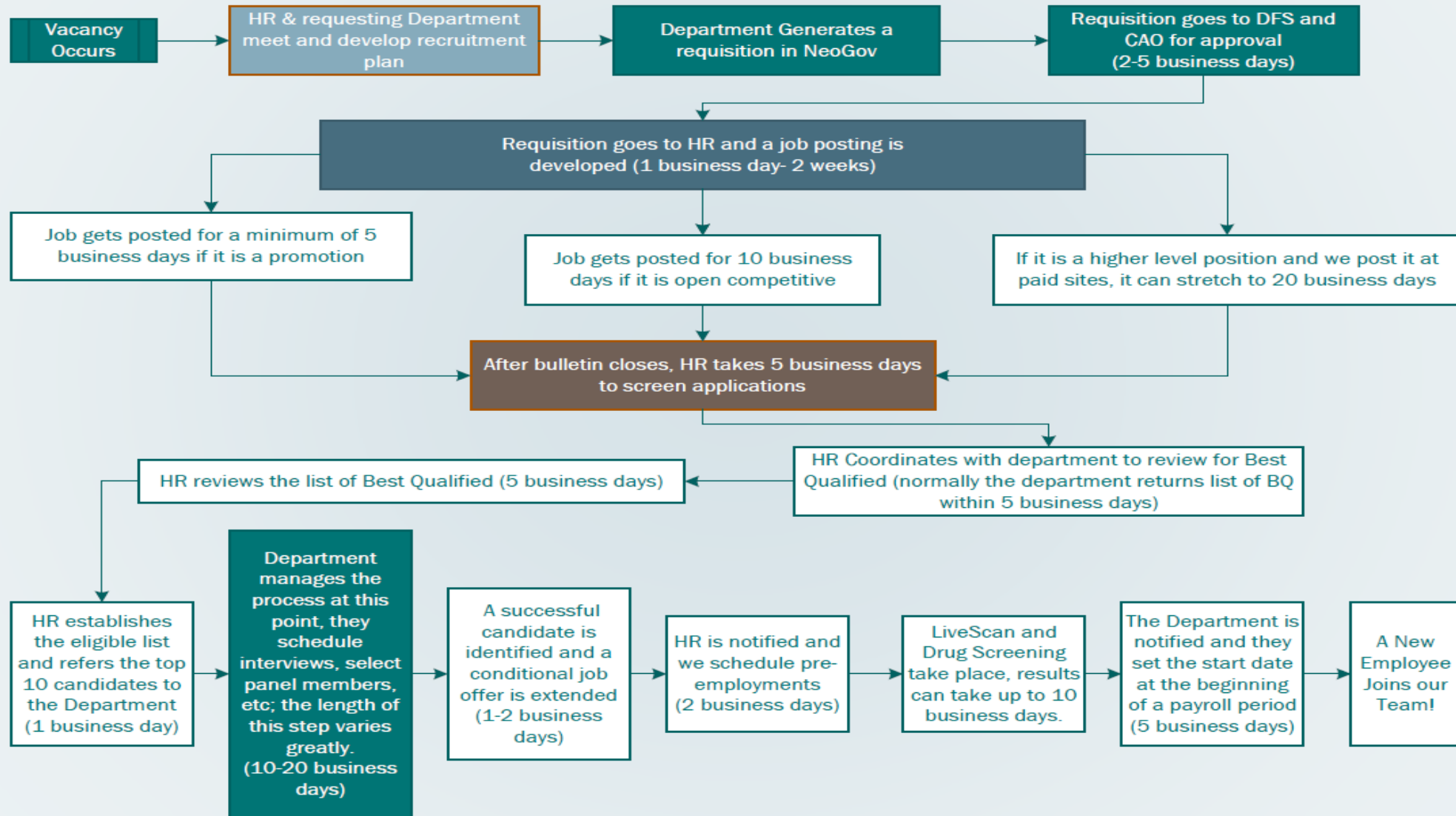
Challenges:

- Vacancy rates in market comps
- Turnover of first year employees
- Government hiring process requirements?

Solutions:

- Skills-Based Hiring
- On-Boarding Effort
- Culture as a competitive advantage
- Employee recognition and appreciation

Average Recruitment Process



Skills-Based Hiring

Issue:

- Labor pool is tight
- We want to hire the best of the best

Possible Solution:

- HR proposes to explore **Skills-based hiring**
- Means defining a job by the skills required to perform it
- employers consider all applicants by assessing whether their skills align with those that are needed.
- **Is a Bachelor's degree truly needed?**



According to the Center for American Progress there are more than 70 million Americans who are skilled through alternative routes (STARs) in the country at this time. We need to consider tapping into that and lifting barriers that become ever greater for people of color and women.

On Boarding

Human Resources brought back in-person New Employee Orientation one year ago.

2 day process; the core teaching of day 2 is Strengths-Based Development training.

Since we restarted in-person NEO we have had 78 new regular employees attend NEO (not including HHSA).

Having that human interaction in their first weeks of employment is essential to a successful onboarding of new employees and **we are doing it right!**



Our Culture, our Competitive Advantage

Why:

- Creating a work culture where employees feel heard, respected, appreciated and part of the team is truly any workplace competitive edge.
- What they say is true, people don't leave job, people leave unfulfilling work cultures and bad bosses.

What we do:

- Yolo has a mentoring program in place
- We create learning opportunities for new supervisors and managers
- We invest in external professional development opportunities
- We survey the workforce every two years to gauge the level of engagement

What we plan to do:

- **HR will be partnering with:** Innovative Pathways to Public Service Institute; Institute for Local Government Intern Program, and the US Army through their PaYS program
- This will broaden our applicant pools
- This will provide access to trainings and programs that we can offer our Department Heads and leadership team



"Your employer brand is never what you say it is, it's what your employees and job candidates say it is."

Jillian Einck

How do we show our appreciation to our Employees?

S.P.I.R.I.T. Awards is an annual event designed for employees to recognize their peers going above and beyond and making a difference at work.

Service Awards is an annual event originally designed to recognize employees for their years of service at YC; pre-pandemic, this took place during a Board of Supervisor's regular meeting, it was a 30 minute agenda item. We have not brought back the in-person awards ceremony.

YES team is allocated \$30,000.00 annually to be distributed amongst departments for departmental celebrations and engagement activities.

In May of last year and for the first time since 2020 we held **Public Service Recognition week** celebration lunches at 3 different locations across the County. We utilized local, minority owned restaurants to cater to 870 employees over 3 days. HR and the YES team coordinated these events.

On the Horizon

At the Direction
of the Board
and CAO

Enter into an active partnership
with the US ARMY to hire more
veterans

Explore the concept of retention
bonuses and discuss with the
various unions/associations

Hiring out of state employees as
remote workers



The Future

First, my personal commitment that the issues we have discussed and the solutions we are proposing will become a reality. I am committed to Yolo County, to the employees of this fine institution and to my staff. We can do this!

Will require Board and CAO support. Some of the proposed items, such as the continuation of professional development for staff do have a cost associated with them.

Will work with department heads to pursue recruitment and retention strategies that make sense for their individual department needs.

The End

What questions do
you have?
