



To: Joint Conference Committee Members  
 From: Supervisor John Gioia – District I  
 Supervisor Federal Glover – District V  
 By: Samir Shah MD, Chief Executive Officer  
 Contra Costa Regional Medical Center

Date: October 23, 2023  
 Subject: Meeting Notice  
Joint Conference Committee

## JOINT CONFERENCE COMMITTEE AGENDA

**October 23, 2023, from 1:00 – 2:00 pm**

**The public may attend this meeting in person at the following locations:**

**Conference room 1, Martinez Medical Office Building 2500 Alhambra Ave., Martinez, CA 94553**

or

**Office of Supervisor Glover, 190 E. 4<sup>th</sup> Street, Pittsburg, CA 94565, large conference room**

**The public also may attend this meeting remotely VIA ZOOM WEBINAR or call-in: Instructions on this agenda**

Members: voting – Board of supervisors: Supervisor John Gioia, Supervisor Federal Glover; Medical executive committee members: Dr Tarun Bhandari, Dr Dayana Carcamo-Molina; Non-voting- CCRMC medical staff president Dr Sarah Mcneil; past medical staff president Dr Kristin Moeller; Contra Costa Director Health services Anna Roth RN; CCRMC administrator Dr Samir Shah; Health services chief financial officer Pat Godley; CCRMC Chief Quality Officer Lisa Schilling RN; CCRMC Chief Nursing Officer Jaspreet Benepal RN

AGENDA ITEM	RECOMMENDATION
I. <b>CALL TO ORDER and INTRODUCTIONS</b> Meeting Chair- Supervisor John Gioia, District I	Inform
II. <b><u>APPROVAL OF MINUTES – September 11, 2023</u></b>	Approval
AGENDA ITEM	RECOMMENDATION

<p><b>III. PUBLIC COMMENT</b> Supervisor Gioia</p> <p><i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to two minutes or less. Under State law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration.</i></p>	Inform
<p><b>IV. ADMINISTRATIVE UPDATE</b> Samir B. Shah, M.D., Chief Executive Officer/Chief Medical Officer; Jaspreet Benepal RN, Chief Nursing Officer CCRMC/HC; Sergio Urcuyo MD, Hospital Medical Director; Lisa Schilling RN, Chief Quality Officer</p> <p>A. <u>Time to fill positions</u>                      <u>Memo</u></p> <p><u>Attachment 1</u>                      <u>Attachment 2</u>                      <u>Attachment 3</u></p> <p><u>Attachment 4</u>                      <u>Attachment 5</u></p>	Approve
<p><b>VIII. ADJOURN</b></p>	Inform
<p><b>IX. NEXT MEETING:</b> November 13, 2023</p>	

*Joint Conference Committee observes Ralph M. Brown Act open meeting law procedures. Reasonable accommodations will be provided for persons with disabilities planning to attend. Contact the staff person listed below at least 72 hours before the meeting. Any disclosable public records related to an open session item on a regular meeting agenda and distributed by the County to a majority of members of the Joint Conference Committee prior to that meeting are available for public inspection at 2500 Alhambra Avenue during normal business hours. Public comment may also be submitted via electronic mail at least one full workday prior to the published meeting time. For information contact Lisa Schilling [Lisa.Schilling@cchealth.org](mailto:Lisa.Schilling@cchealth.org) 925-839-3348.*

### **ZOOM WEBINAR-Instructions**

You are invited to a Zoom webinar.  
When: Oct 23, 2023 01:00 PM Pacific Time (US and Canada)  
Topic: JCC

Please click the link below to join the webinar:  
<https://cchealth.zoom.us/j/96793456342> [[cchealth.zoom.us](https://cchealth.zoom.us)]  
Or One tap mobile :  
+16465189805,,96793456342# US (New York)  
Or Telephone:  
Dial(for higher quality, dial a number based on your current location):  
+1 646 518 9805 US (New York)  
Webinar ID: 967 9345 6342  
International numbers available: <https://cchealth.zoom.us/u/aqjyq9Xu3> [[cchealth.zoom.us](https://cchealth.zoom.us)]

# Welcome

**Contra Costa Regional Medical Center and Health Centers  
Joint Conference Committee**

**October 23, 2023**



**CONTRA COSTA  
HEALTH**

# Agenda



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 Webinar ID: 967 9345 6342  
 International numbers available: <https://cchealth.zoom.us/j/96793456342> [cchealth.zoom.us]

# Minutes for Approval



## JOINT CONFERENCE COMMITTEE MINUTES

September 11<sup>th</sup>, 2023, from 1:00 – 2:00 PM  
Contra Costa Regional Medical Center



VOTING MEMBERS PRESENT: Supervisor John Gioia, District I; Supervisor Federal Glover, District V; Dayana Carcamo-Molina MD; Tarun Bhandari MD; NON-VOTING MEMBERS PRESENT: Samir Shah MD, Chief Executive Officer/Chief Medical Officer; Anna Roth RN, Health Services Director; Sara McNeil MD, Medical Staff President; Jaspreet Benepal RN, Chief Nursing Officer; Lisa Schilling RN, Chief Quality Officer; GUESTS PRESENT: Sergio Urcuyo MD, Hospital Medical Director; Courtney Beach MD, Associate Medical Director of Quality; Andrea Sandler MD, Associate Ambulatory Care Medical Director, Director of Ambulatory Nursing Operations GUESTS ABSENT: Gabriela Sullivan MD, Ambulatory and Specialty Medical Director; Kristin Moeller MD, past-medical staff president

# Public Comment

**Contra Costa Regional Medical Center and Health Centers  
Joint Conference Committee**

**October 23, 2023**



**CONTRA COSTA  
HEALTH**



# CCRMC/CCH Hiring Process Optimization

CONTRA COSTA  
**HEALTH**



[cchealth.org](http://cchealth.org)

October 23, 2023



## Context

- 1/10/23 Contra Costa Health (CCH) sent request for expanded Delegated Authority to the CAO's office
- On 9/11/23, the CCRMC JCC directed CCRMC and CCH to establish a list of changes to hiring procedures to reduce time to hire clinical and near clinical employees
- 9/25/23 CCH received HR response to Delegated Authority proposal
- 10/10/23 CCRMC & CCH leadership met with the CAO, labor relations and HR leadership
- The focus of today's discussion is to provide a follow-up report and plan to the CCRMC JCC

## Overview

- **The goal is to meet the national healthcare average of 50 days (post-to-onboard timing)**
- CCRMC and CCH leadership met with CAO/HR and labor relations leadership on 10/10/23 to discuss issues and opportunities to address timelines to hire and onboard personnel
- The group agreed to identify prioritized lists of change based on what was presented during discussion and to form a working group to implement changes
- A list of changes have been identified by CCRMC and CCH to be completed along with a proposed implementation timeline to be presented to CCRMC JCC

## Recommendations

- Members of CCRMC JCC review, discuss and approve a plan to address changes necessary to achieve an average hiring and onboarding timeline of  $\leq 50$  days



# Summary of 10/10/2023 Discussion with CAO/HR and CCH

## **Shared goal to decrease the time to hire for CCH roles to $\leq 50$ days.**

- Supervisor Gioia noted that county managed health systems can face hiring challenges and asked the group to be innovative and improve the process to facilitate hiring timelines to be more aligned with other delivery systems.
- Requested changes to focus on expanding the CCH personnel procedures delegated authority and modify PMR's and engage with union partners to address MOU language to support hiring timelines.

## **Group Agreements**

- Prioritize changes focusing first on those that are easier and can be made directly through the CAO authority, then those that will require meet and confer or negotiations with the affected unions.
- CCRMC/CCH and CAO/HR to review the requested list of changes and prioritize opportunities.
- A working group will be formed to review the prioritized lists, create a plan including measures to monitor to track impact of changes.

# Priority #1 Group - first 30 days

- These steps only require updated delegated authority documentation and set up of oversight procedures
- Time savings estimate of 20 days

## CCH and CAO/HR Team Workgroup

- Form a small working group to meet regularly to address changes and review progress
- Establish operational KPIs with CAO/HR to track recruiting to onboarding procedures
  - *Believe that NeoGov system should be able to be utilized for KPI development*
- Review and address CAO/HR procedures that delay hiring efficiency for CCH
- *P300, position review, market analysis, job description review timing and timely completion*
- Review and address internal CCH procedures that delay hiring efficiency

## Implement Expansion of existing CCH Delegated Authority – estimated save 20 days

1. Delegate New Hire Salary Appointment to CCH Hiring Manager and CCH Personnel
2. Delegate Authority to CCH personnel to conduct pre-employment I-9 process (*previously utilized by CCH*)
3. Allow CCH Personnel to utilize E-Verify for I-9 verification procedures, including transitioning part 2 verification to a live video verification process
4. Delegate Authority to CCH personnel to conduct pre-employment Fingerprinting process (*previously utilized by CCH*)
5. Allow CCH Personnel to utilize the “Waiver Conviction History Form” while awaiting DOJ / FBI Clearance (*previously utilized by CCH*)

## Priority #2 Group - first 90 days

- Changes require modifications to PMR, Labor MOU agreements, and/or coordination with Auditor's Office
- Time savings estimate of 30 days
- Will require more time and effort to complete however work can begin now

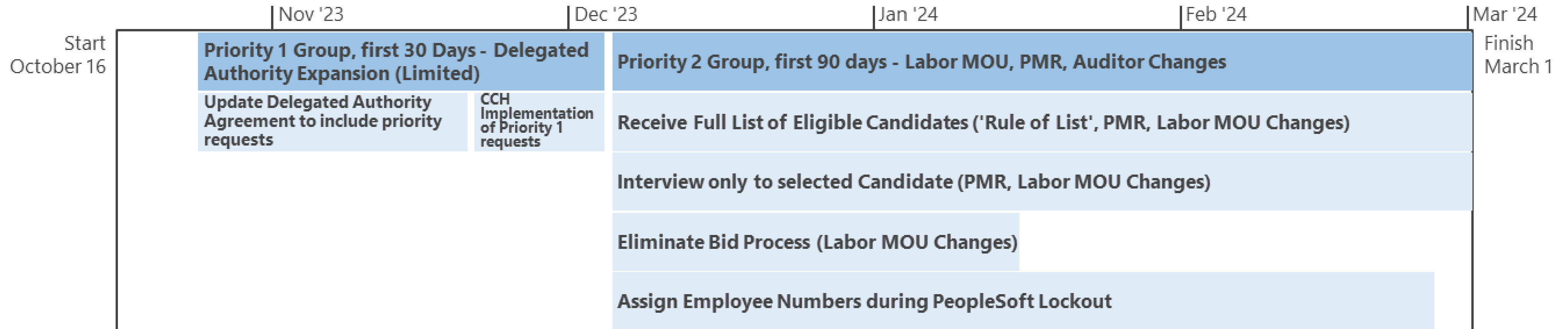
### Collaboration with Partner Groups to discuss requested changes

- HR Meet with Labor Unions to Discuss Proposed Changes to MOUs
  - *Previously successful with utilizing side letters for MOU modifications focused on select Labor Unions with limited CCH department scope*
- CAO/HR Update PMR and Obtain Board Approval
- HR Meet with Auditor to Discuss PeopleSoft Employee Assignment Workflow Changes

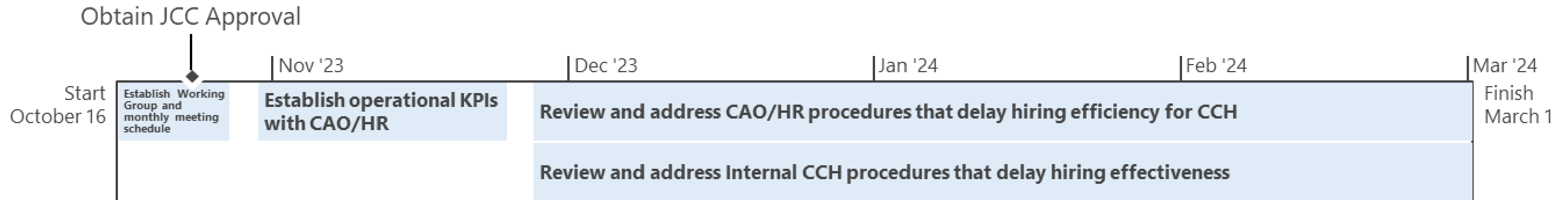
### Requested Changes – estimated save 30 days

6. Apply PMR Section 711 'Rule of List' instead of 'Rule of 10' to certification lists to allow hiring managers to receive full list of eligible candidates
7. Apply PMR Section 711 'Rule of List' to allow CCH Hiring Manager to interview up to the selected candidate only versus offering interview to everyone on the certified list.
8. Eliminate the bid process for Teamsters and CNA positions and apply PMR Section 11 Rule of List
9. Develop process to assign employee numbers to new hires during PeopleSoft lockout period each month

# Proposed Timeline



Priority Changes Requested



CAO/HR & CCH Collaboration



# Appendix

1. 2023 CCH Delegated Authority Expansion Proposal and County HR Response
2. Side Letter Agreement - teamsters
3. Peoplesoft lockout dates 2023
4. P-300 change process memo
5. Proposed change workplan and timeline

# Priority #1 Group - first 30 days

- These steps only require updated delegated authority documentation and set up of oversight procedures
- Time savings estimate of 20 days

#	Opportunity	Source	Next Steps
1	<b>Delegate New Hire Salary Appointment to CCH Hiring Manager and CCH Personnel</b>	<ul style="list-style-type: none"> <li>- Salary Regulations Section 2.1 General Administration</li> <li>- *Update 10/11/23 – HR has confirmed this delegation already permitted</li> </ul>	<ul style="list-style-type: none"> <li>- Update Delegated Authority Agreement to clarify delegation of salary appointment up to top step permitted</li> </ul>
2	<b>Delegate Authority to CCH personnel to conduct pre-employment I-9 process</b>	County Administrative Bulletin #415 - Preemployment Screening PMR Sections 520.5,.6,.7	<ul style="list-style-type: none"> <li>- Update Delegated Authority Agreement to clarify delegation of all pre-employment steps including I-9 process</li> </ul>
3	<b>Allow CCH Personnel to utilize E-Verify for I-9 verification procedures, including transitioning part 2 verification to a live video verification process</b>	<ul style="list-style-type: none"> <li>- CAO / HR procedure</li> <li>- Dept of Homeland Security (I-9)</li> </ul>	<ul style="list-style-type: none"> <li>- Update Delegated Authority Agreement to clarify ability to use E-Verify for full I-9 verification process.</li> </ul>
4	<b>Delegate Authority to CCH personnel to conduct pre-employment Fingerprinting process</b>	<ul style="list-style-type: none"> <li>- CAO / HR procedure</li> <li>- PMR</li> <li>- CCH Policies</li> </ul>	<ul style="list-style-type: none"> <li>- Update Delegated Authority Agreement to clarify delegation of all pre-employment steps including Fingerprinting process.</li> </ul>
5	<b>Allow CCH Personnel to utilize the “Waiver Conviction History Form” while awaiting DOJ / FBI Clearance</b>	<ul style="list-style-type: none"> <li>- CAO / HR procedure</li> </ul>	<ul style="list-style-type: none"> <li>- Update Delegated Authority Agreement to clarify ability of CCH Personnel to utilize the “Waiver Conviction History Form” for all CCH hires while awaiting clearance</li> </ul>
10*	<b>Monthly meetings between CCH and CAO/HR to review changes and progress reporting</b>	<ul style="list-style-type: none"> <li>• CAO/HR &amp; CCH Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Establish monthly meeting cadence to review progress of changes identified and remove barriers to implementation</li> </ul>
11*	<b>Establish operational KPIs with CAO/HR recruiting to onboarding procedures</b>	<ul style="list-style-type: none"> <li>• CAO/HR &amp; CCH Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Develop key performance metrics together to track on an ongoing basis to measure performance of full hiring and recruitment practices</li> </ul>
12*	<b>Review and address CAO/HR and CCH procedures that delay hiring efficiency for CCH</b>	<ul style="list-style-type: none"> <li>• CAO/HR &amp; CCH Collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Identify comprehensive list of ‘difficult to recruit and retain’ positions and establish proactive job description and salary review processes to ensure market competitiveness and filling of essential positions.</li> <li>• Address timing and decision- making challenges to address related to CAO/HR procedures and approvals (i.e. P300 approvals twice annually)</li> </ul>

## Priority #2 Group - first 90 days

- Changes require modifications to PMR, Labor MOU agreements, and/or coordination with Auditor's Office
- Time savings estimate of 30 days
- Will require more time and effort to complete however work can begin now

#	Opportunity	Source	Next Steps
6	<b>Apply PMR Section 711 'Rule of List' instead of 'Rule of 10' to certification lists to allow hiring managers to receive full list of eligible candidates</b>	<ul style="list-style-type: none"> <li>- Personnel Management Regulations (PMR): Section 706.1 open employment lists-rule of ten</li> <li>- Select Labor MOU Agreements</li> </ul>	<ul style="list-style-type: none"> <li>- CAO, Labor Relations, HR: discuss changes with Labor Unions re: removal of Rule of 10 (teamsters, CNA) and update PMR</li> </ul>
7	<b>Apply PMR Section 711 'Rule of List' to allow CCH Hiring Manager to interview up to the selected candidate only versus offering interview to everyone on the certified list.</b>	<ul style="list-style-type: none"> <li>- PMR Section 801</li> <li>- *potentially included in select Labor MOU Agreements</li> </ul>	<ul style="list-style-type: none"> <li>- CAO, Labor Relations, HR: discuss changes with Labor Unions re: removal of requirement to interview all candidates and only interview until qualified candidate selected and update PMR</li> </ul>
8	<b>Eliminate the bid process for Teamsters and CNA positions and apply PMR Section 11 Rule of List</b>	<ul style="list-style-type: none"> <li>- Labor MOU Agreements: Teamsters 22.3, CNA Section 21.3</li> </ul>	<ul style="list-style-type: none"> <li>- CAO, Labor Relations, HR: discuss changes with Labor Unions re: eliminating the bid process for Teamsters and CNA positions to apply PMR Section 11 Rule of List.</li> </ul>
9	<b>Develop process to assign employee numbers to new hires during PeopleSoft lockout time period each month</b>	<ul style="list-style-type: none"> <li>- Auditor Controller pay processing period</li> </ul>	<ul style="list-style-type: none"> <li>- CAO, HR: Open discussions with Auditor regarding developing a process for CCH Personnel to assign Employee ID numbers during PeopleSoft lockout period to avoid employee start delays.</li> </ul>





## JOINT CONFERENCE COMMITTEE MINUTES

**September 11<sup>th</sup>, 2023, from 1:00 – 2:00 PM**  
**Contra Costa Regional Medical Center**

<p>VOTING MEMBERS PRESENT: Supervisor John Gioia, District I; Supervisor Federal Glover, District V; Dayana Carcamo-Molina MD; Tarun Bhandari MD; NON-VOTING MEMBERS PRESENT: Samir Shah MD, Chief Executive Officer/Chief Medical Officer; Anna Roth RN, Health Services Director; Sara McNeil MD, Medical Staff President; Jaspreet Benepal RN, Chief Nursing Officer; Lisa Schilling RN, Chief Quality Officer; GUESTS PRESENT: Sergio Urcuyo MD, Hospital Medical Director; Courtney Beach MD, Associate Medical Director of Quality; Andrea Sandler MD, Associate Ambulatory Care Medical Director, Director of Ambulatory Nursing Operations GUESTS ABSENT: Gabriela Sullivan MD, Ambulatory and Specialty Medical Director; Kristin Moeller MD, past-medical staff president</p>	
AGENDA ITEM	RECOMMENDATION
<p><b>I. CALL TO ORDER AND INTRODUCTIONS</b> Meeting Chair – Supervisor John Gioia, District I</p> <ul style="list-style-type: none"> <li>• Meeting called to order at <b>1:06 PM</b> by Supervisor Gioia</li> <li>• Location of meeting at two locations under the Brown Act: CCRMC Building 1 Conference Room; Supervisor Glover’s office in Pittsburg; Public may also attend meeting remotely VIA Zoom Webinar or Call In.</li> <li>• Agenda has been posted outside Supervisors’ offices and CCRMC. Public is invited to attend publicly or remotely.</li> </ul>	<p><i>Inform</i></p>
<p><b>II. APPROVAL OF MINUTES – May 8<sup>th</sup>, 2023</b> Supervisor Gioia</p> <p><i>In open session, voting members of Contra Costa Regional Medical Center Joint Conference Committee voted to accept the May 8<sup>th</sup>, 2023, Joint Conference Committee minutes.</i></p> <p>No public comment.</p>	<p><b><u>Motion:</u></b> <b><u>By: Gioia</u></b> <b><u>Seconded by Glover</u></b></p> <p><b><u>Ayes: Gioia, Glover, Carcamo-Molina</u></b></p> <p><b><u>Abstain: None</u></b></p>
<p><b>III. PUBLIC COMMENT</b> Supervisor Gioia</p> <p><i>At this time, members of the public may comment on any item not appearing on the agenda. It is recommended that you keep your comments to two minutes or less. Under State law, matters presented under this item cannot be discussed or acted upon by the Board at this time. For items appearing on the agenda, the public will be invited to make comments at the time the item comes up for Board consideration.</i></p> <p>No public comment.</p>	<p><i>Inform</i></p>
<p><b>IV. GOVERNANCE</b> Sarah McNeil, M.D., Medical Staff President</p>	<p><i>Inform/Approval</i></p>

<p>Elect New Voting Member: Tarun Bhandari, M.D.</p> <ul style="list-style-type: none"> <li>• Approved by all three voting members, Voted in at 1:10 PM.</li> </ul> <p>Governing Authority Bylaws Approval</p> <ul style="list-style-type: none"> <li>• Presented slide packet</li> <li>• Asked one change on bylaws <ul style="list-style-type: none"> <li>○ <i>Article III Joint Conference Committee Section 1. 3b moved to Article V PAC Section 1d. due to 1157 protected nature of data.</i></li> </ul> </li> </ul> <p>No further committee comments. No public comment.</p>	<p><b><u>Motion:</u></b> <b><i>By: Gioia</i></b> <b><i>Seconded by Glover</i></b></p> <p><b><u>Ayes:</u></b> <i>Gioia, Glover, Carcamo-Molina, Bhandari</i></p> <p><b><u>Abstain:</u></b> <i>None</i></p>
<p><b>IV. ADMINISTRATIVE UPDATE</b></p> <p>Samir B. Shah, MD, Chief Executive Officer/Chief Medical Officer; Jaspreet Benepal, Chief Nursing Officer CCRMC/HC; Sergio Urcuyo, M.D, Medical Director Operations, CCRMC</p> <p>Moment of Silence for Remembrance of 911.</p> <p>A. Measure X Update</p> <ul style="list-style-type: none"> <li>• 80 million dollars has been granted to improve clinical services</li> <li>• A four-phase facilities master plan was presented for a 10-year view of the campus including: <ul style="list-style-type: none"> <li>○ Psychiatric Emergency Services Expansion</li> <li>○ Psychiatric beds</li> <li>○ Medical Clinic and Office Building</li> <li>○ Interventional Radiology Suite</li> <li>○ Public Health Lab</li> <li>○ Parking Structure</li> <li>○ The assessment was based on predicted volumes and needs of community as well as other priorities such as seismic compliance by 2030</li> <li>○ Measure X priorities considered as part of overall master plan</li> <li>○ PES is in need of expansion and renovation</li> </ul> </li> </ul> <p><i>Supervisor Gioia: most important for the Board of Supervisors is \$80M allocation for projects. It would be helpful to focus on status of the projects and whether there is enough funding, the status of work far and the overall time frame for the work.</i></p> <ul style="list-style-type: none"> <li>• Four options were explored for the main campus that include the measure X priorities and other seismic upgrade requirements. The cafeteria is not up to date with seismic compliance and needs to be included in the overall plan</li> <li>• Some bracing of pipes and electrical in the hospital will also be required for seismic upgrade requirements by 2030.</li> </ul> <p><i>Supervisor Glover: When did we last do cafeteria restructure?</i> <i>S Shah: 10 years ago but not to improve size or seismic compliance.</i></p>	<p><b>Inform</b></p>

*Supervisor Gioia: Are we otherwise seismically compliant outside of these two needs?*

*S Shah: yes. The seismic requirements are an issue we need to address since they were not part of the measure X funds.*

*Supervisor Glover: And are we landlocked with no opportunity for a new footprint?*

*S Shah: yes, we plan to add on to buildings and move to additional levels.*

*A Roth: We need to understand the takeaways before our November session. Since this is bigger than measure X, we need your guidance to plan funding and receive feedback form the community.*

*Supervisor Gioia: Will there be other asks made for measure X funding?*

*S Shah: No we will keep our ask at the current level.*

**B. CCRMC Hiring process**

- Recruiting is competitive; other organizations giving bonuses difficult hiring process with some steps that are unnecessary and could shorten our hiring timeline by 6-9 months Often lose good candidates due to length of recruiting and hiring time. Managers have no input on candidate salary level and other issues make our hiring process less than ideal

*Supervisor Gioia: Who's rules are theses? What would be the benefit of making these changes? What improvements need to be made? We can meet sooner than November regarding the hiring process; we need additional information. Let's schedule an October JCC meeting, no need for PAC.*

*S McNeil MD: I was an observer at the last meeting where discussion focused on the loss of call pay for clinical administrators. It seems they are each doing two jobs and not properly compensated for just one of the roles. We need them to be retained as well and I would like to ask that we get a report back on the progress of evaluating their compensation with HR at a subsequent meeting.*

- No public comment.
- Finance Update
  - Slides presented 11 pages, a lot of reference material
  - Average daily census progressed over the last couple of years
  - Fiscal vs annual year (page 2 break down system)

**Action**

- Currently no red flags

No further committee comments.

No public comments.

**V. MEDICAL STAFF UPDATE**

Sarah McNeil, M.D., Medical Staff President

Consent: Patient Care Policies for CCRMC/HCs

**Approval**

**Motion:**

**By: Gioia**

**Seconded by Glover**

<ul style="list-style-type: none"> <li>• Lisa Schilling and her team are going through policies, figuring which ones need to be retired and/or changed.</li> <li>• October 1<sup>st</sup> 2023, new process for physicians to work with IT Chart Completion Protocol</li> </ul> <p>MEC Updates: New Committee Chairs; Heather Cedermaz, Chair IPC and Division Head: Trang Lehman, Lead Physician Concord Health Center</p> <p>No public comments.</p>	<p><b><i>Ayes: Gioia, Glover, Carcamo-Molina, Bhandari</i></b></p> <p><b><i>Absent: None</i></b></p>
<p><b>VI. SAFETY AND QUALITY UPDATES</b></p> <p>Lisa Schilling, RN, Chief Quality Officer Courtney Beach, M.D., Associate Medical Director</p> <ul style="list-style-type: none"> <li>• Consent Infection Prevention and Control Plan – request for vote to approve.</li> <li>• Quality Update: External Accountability Performance, Regulatory Activity: Leapfrog grade A in spring due to improved data submission. Still need to work on CLABSI, SSI and MRSA counts – just one patient impacts organizational performance so our focus is on every patient every day. We remain CMS 4 stars.</li> <li>• PSPIC Update: This month is sepsis awareness month. Our performance has dropped a bit so we are focusing on a campaign to raise awareness and adherence to sepsis screening and follow-up. We will also go back to point of care testing in the ED for serum lactate levels to speed up diagnosis timing.</li> </ul> <p>No public comments.</p>	<p><b><i>Motion:</i></b> <b><i>By: Gioia</i></b> <b><i>Seconded by Glover</i></b></p> <p><b><i>Ayes: Gioia, Glover, Carcamo-Molina, Bhandari</i></b></p> <p><b><i>Absent: None</i></b></p>
<p><b>VII. Adjourn at 2:38 PM</b></p>	<p>Inform</p>
<p><b>VIII. NEXT MEETING:</b> November 13<sup>th</sup>, 2023</p>	
<p><b>Minutes approved by Chair: Supervisor John Gioia, District I</b></p> <hr/> <p style="text-align: center;"><b>Supervisor John Gioia</b></p> <hr/> <p style="text-align: right;"><b>Date</b></p> <p style="text-align: right;"><b>Minutes by Corticha Flucus</b></p>	





## Memorandum

**To:** Contra Costa Regional Medical Center (CCRMC) Joint Conference Committee (JCC) Members

**From:** Anna Roth, RN, MS, MPH, Contra Costa Health CEO

Samir Shah, MD, CEO, Contra Costa Regional Medical Center & Health Centers

**Subject:** Request to approve County Administrator's Office (CAO)/Human Resources (HR) procedure changes for Contra Costa Health (CCH) recruitment and onboarding

**Date:** October 23, 2023

CCH has requested changes to the County HR process to enable more timely and efficient recruiting, hiring, and onboarding processes for Contra Costa Health with a goal of meeting the United States healthcare average. These changes are essential to assure we can provide the quality and safety of care and services for our community, particularly the most vulnerable members.

An initial analysis of CCH and CCRMC hiring over the past 1-2 years identified a range of time to hire individuals well over the 50-day goal. An estimated cost impact of shortening time to hire by 40 days for open positions (i.e., filled with agency staff or overtime paid to existing staff) demonstrated potential cost reduction in hundreds of thousands of dollars. Additionally, evidence-based literature findings that the use of overtime and having open positions can cause fatigue and burnout in staff and providers leading to an increase in medical errors and patient complaints and grievances.

**Our goal is to reduce the time to recruit and hire CCH personnel to the national healthcare average of 50 days or less.** To achieve this, CCH and CAO/HR have discussed a list of opportunities for change that, put together, may reduce the current hiring timeline by as much as 40-50 days allowing CCH to reach the national healthcare average. Progress reports including specific measures of performance towards our goal will be made routinely in CCRMC JCC and to the Board of Supervisors as requested. The requested changes are outlined below with recommended timelines for completion of each priority group of interventions.

**Within 30 days,** initiate expanded delegated authority and launch working group with aim to reduce hiring timelines by at least 20 days by:

- Delegating New Hire Salary Appointment to CCH Manager and CCH Personnel
- Delegating Authority to CCH Personnel to conduct pre-employment I-9 process
- Allowing CCH Personnel Utilize E-Verify for I-9 verification procedures, including transitioning part 2 verification to a live video verification process
- Delegating Authority to CCH personnel to conduct pre-employment Fingerprinting process



- Allowing CCH Personnel to utilize the “Wavier Conviction History Form” while awaiting Department Of Justice/Federal Bureau of Investigation Clearance
- Establishing monthly meetings between CCH and CAO/HR to review changes and progress reporting
- Developing operational Key Performance Indicators (KPIs) with CAO/HR to monitor improvement in recruiting to onboarding procedures (i.e. P-300 requisition to posting time, interview to office timing, candidate satisfaction with onboarding, % post-to-hire within 50 days) and ensure CCH designees have appropriate access to and training for related IT systems.
- Review and address CAO/HR procedures that delay hiring efficiency for CCH (i.e. P-300 timing, timely position review and salary benchmarking)

**Within 90 days**, initiate changes to the Personnel Management Regulations (PMR) and Memorandum of Understanding (MOU) agreements with an aim to reduce hiring timelines an additional 20-30 days by:

- Applying PMR Section 711 ‘Rule of List’ instead of ‘Rule of 10’ to certification lists to allow hiring managers to receive full list of eligible candidates
- Applying PMR Section 711 ‘Rule of List’ to allow CCH Hiring Manager to interview up to the selected candidate only versus offering interview to everyone on the certified list.
- Engaging unions to discuss the bid process for associated labor positions and apply PMR Section 11 Rule of List
- Developing process to assign employee numbers to new hires during PeopleSoft lockout period each month, engaging Auditor-Controller in change procedure

An **appendix** to this memorandum includes companion documents that outline:

1. January 2023 CCH request for expanded delegation with County HR response. (Note: the delegated authority changes identified for priority intervention by CCRMC are a subset of the full request submitted in January 2023)
2. Previous universal side letter with Labor Union regarding voluntary reassignment and rule of list procedures to adjust from original MOU agreements
3. Q4 2023 PeopleSoft lockout date calendar
4. March 2023 P-300 memo outlining new process introducing further constraints on management ability to complete timely adjustments to operations in response to patient needs and market conditions. Modifications such as position adjustments, new position requests, title changes, and hourly adjustments are now limited to **five months each year** with limited exceptions.
5. A proposed timeline for completion of changes is attached to this memorandum.



# Contra Costa Health Services Personnel

Request to Expand Delegated Authority

January 2023

## Background

Health Services (HS) Personnel has had delegated authority appointed by the Director of Human Resources for a few decades to administer continuous recruitments for HS specific classifications with oversight provided by Human Resources (HR). For instance, HS Personnel has conducted the continuous recruitments for Registered Nurse and Licensed Vocational Nurse for greater than 20 years. In or about November 2012, the HS department received expanded delegated authority and further expanded delegated authority in January 2013 from the Director of Human Resources.

HS Personnel was given authority to do the following:

- Administer recruitments for all HS classifications
- Promulgate eligible lists
- Administer pre-employment bilingual testing
- Authorize above Step 1 appointments for a select number of HS specific classifications
- Approve deep class reassignments within the guidelines of applicable Deep Class Resolutions & MOUs for a select number of HS specific classifications
- Process Position Adjustment Requests (P-300) to Add/Cancel, Increase/Decrease position hours



## Background continued...

The delegated authority agreement between HR and HS Personnel was last amended in or about June of 2015 due to changes in County/HR practices and procedures as well as changes in leadership within HR.

Over the years, we voiced concerns regarding the current Delegated Authority agreement. Although HS Personnel was given authority to administer HS specific recruitments, the Department is subject to HR review of all recruitment plans and relevant documentation and examination steps. From the Department's perspective, this is not fully delegated as HR must approve the exam plan before a recruitment can open. This review process has no timelines which causes delays.

There are other key processes/workflows that are not delegated (e.g., the onboarding process) and there are processes that are duplicated between HR and HS Personnel resulting in more delays (e.g., salary surveys, desk audits). Duplicative processes and procedures result in errors, and failure to follow required steps thereby adding to the delays in reviewing and approving requests.

The reality is both HR and HS Personnel have experienced continuous turnover of human resources professionals and have struggled with maintaining continuity. In the last 10 years, HR leadership has changed approximately four (4) times. Practices, policies, priorities, strategic plans, and philosophies have evolved.

HS Personnel is committed to continued review of processes and workflows within our control to ensure we stay competitive with other healthcare organizations.

CCHS Comment	HR Notes
<p>HR reviews all recruitment plans and documents – review process has no timelines and causes delays</p>	<p>Central HR maintains oversight of all recruitment processes for CCC. This maintains consistency, application and procedural standards for the County. This includes departments with delegated authority. Central HR has trained and instructed CCHS staff on the requirements for submission of recruitment plans with attached documents in NeoGov for review. Turnaround time is 3 business days.</p> <p>Note: At times Central HR receives recruitment plans that need to be opened in less than 3 business days, and has consistently meets the needs of the department to get them open without delay. Since filling the DHRS position, CCHS has added a step to this routing process. The DHRS now reviews it before it comes to Central HR for review.</p>
<p>Duplicated processes (salary surveys and desk audits)</p>	<p>There are no County departments that have delegated authority to conduct compensation and classification studies. Central HR creates and maintains the classification and salary tables countywide, which creates consistency in the process across all classifications. If a single department made their own classification and salary reviews/adjustments it would cause inconsistencies and also leaves the County open to potential legal liability for inconsistent and potentially unfair labor practices. Desk audits should be submitted to Central HR as classification studies, not requests to reclassify employees. Internal classification and salary audit information provided by a department cannot be used by Central HR and can lead to unnecessarily encumbering staff time, prolonging processes and the potential of frustration for both parties.</p>
<p>Turnover and Continuity Issues</p>	<p>Alycia Leach has been the Principal HR Analyst working with CCHS for 4 years. There has been continuity and clarification of roles during this time, as well as numerous training opportunities provided to CCHS staff.</p>



## Why are we requesting more delegated authority?

The Contra Costa Health Services Department (CCHS) is responsible for providing 8 distinct lines of healthcare services that all work together to meet the needs of Contra Costa County residents. While each county department provides a distinctive service, there are over 350 CCHS specific classifications that are unique to the healthcare industry. The reality is the department does not always compete with other counties or other public municipalities to recruit and retain seasoned healthcare professionals. Our primary competition comes from other healthcare and health services related institutions. The county's practice is to look only at specific bay area counties as comparators when conducting class/comp studies, but these public agencies are often not our competition because many of them do not have a county hospital system.

In order to effectively hire and retain staff, it is imperative that HS have more delegated authority in areas of recruitment and examination processes, classification and compensation studies, onboarding, and personnel transactions. There must be greater flexibility to identify proper testing and evaluation methods that best align with recruiting staff in the healthcare industry whether they be nurses or doctors or institutional services workers. State and Federal regulations and grant deliverables dictate how quickly staff must be hired and the number of staff needed to maintain funding to keep operations open and to meet deliverables for continued funding.

Continued.....

HS Request to Expand Delegated Authority

4

CCHS Comments	HR Notes
<p>Must be greater flexibility to identify proper testing and evaluation methods</p>	<p>CCHS has the ability to identify the testing methods they deem appropriate for CCHS specific classes, and currently do so. Central HR reviews the final determination prior to the recruitment opening and has very rarely disagreed with the selection plan – aside from possibly adjusting the competencies assessed based on the job analysis data and appropriateness for the type of test they want to use.</p> <p>CCHS has a special agreement to conduct Training and Experience Evaluations for all licensed and certified staff. This is a survey included on the application that expedites the selection process. Most positions in CCHS do not need a formal assessment.</p>

## Why are we requesting more delegated authority?

For example, incumbents classified as Institutional Services Worker assigned to the Contra Costa Regional Medical Center may perform custodial duties such as emptying trash receptacles, cleaning hospital rooms and replacing toilet paper while some assist in preparing and delivering meals to hospitalized patients and others sterilize operating rooms in between surgical procedures. These are all distinctive job duties encompassed in one classification. Having the flexibility to conduct targeted recruitments that focus on the various needs of the department, as well as using a more centralized workflow for onboarding, is critical to hiring staff to meet various mandates and guidelines. There are parts of the hiring process that are redundant and at times confusing to the applicant who must communicate with central HR as well as HS Personnel during the selection and hiring process.

CCHS has over 4,700 permanent and temporary employees in various classifications most of whom are represented by one of at least seven unions. The current applicant tracking system (NeoGov) and the county's Human Resources Information System (HRIS) PeopleSoft have limitations that make it difficult to manage such a large workforce. There are numerous different pay practices negotiated with each union and there is no countywide automated time keeping system to help ensure employees are paid correctly in accordance with their respective MOU. Even with the most diligent competent staff, manually processing 4,700 timesheets twice per month along with 500-800+ timesheet correction forms is bound to result in errors each pay period.

Continued....

CCHS Comments	HR Notes
Institutional Services Worker (ISW)	CCHS currently has a targeted, continuous recruitment for ISW open. Central HR also recently finalized the creation of the Food Service Worker class and that recruitment is now active.
PeopleSoft and NeoGov transactions	A recommendation from Central HR is that CCHS partner with their hiring managers and personnel staff to streamline transaction processing and approvals for their department. Suggestions include reminders coming from their internal Personnel team to hiring managers and others involved in their internal processes. PeopleSoft and NeoGov are used by all County departments for close to 11,000 employees with minimal issues. (Payroll processes are not determined by Central HR.)



## Why are we requesting more delegated authority?

Also, only managers are allowed to make PeopleSoft entries to process certain transactions associated with their direct reports. A Nursing Program Manager typically has 80-100 direct reports; PeopleSoft transaction entries is an administrative task that must be performed but it is difficult to keep up when the manager is required to provide direction to nursing staff that may be providing direct patient care. Prior to the PeopleSoft upgrade, HS Personnel Transaction Clerks were responsible for processing the various transactions associated with an employee (i.e.- transfer, merit increase, separation). Now managers are entering transactions which may be **delayed** due to not selecting the correct system action/reason due to infrequent entries. These are then denied by HR, which results in **incorrect** pay. HS Personnel Transaction Clerks routinely step in to help managers enter transactions timely and correctly. Many of these transactions are governed by language in the PMRs or MOUs. It is part of HS Personnel's responsibility to know how to process transactions in accordance with the PMRs and MOUs, this is not a manager's expertise.

At any given time, there are 600-900 employees approved for various leaves (i.e.-FML, Baby Bonding, and Worker's Comp). Some of these leaves may result in the need to temporarily upgrade another employee without a lengthy delay to fulfill the duties of an assignment linked to a grant or a mandated service that cannot be paused while the employee is off. Someone must continue to perform the work.

Continued....

HS Request to Expand Delegated Authority

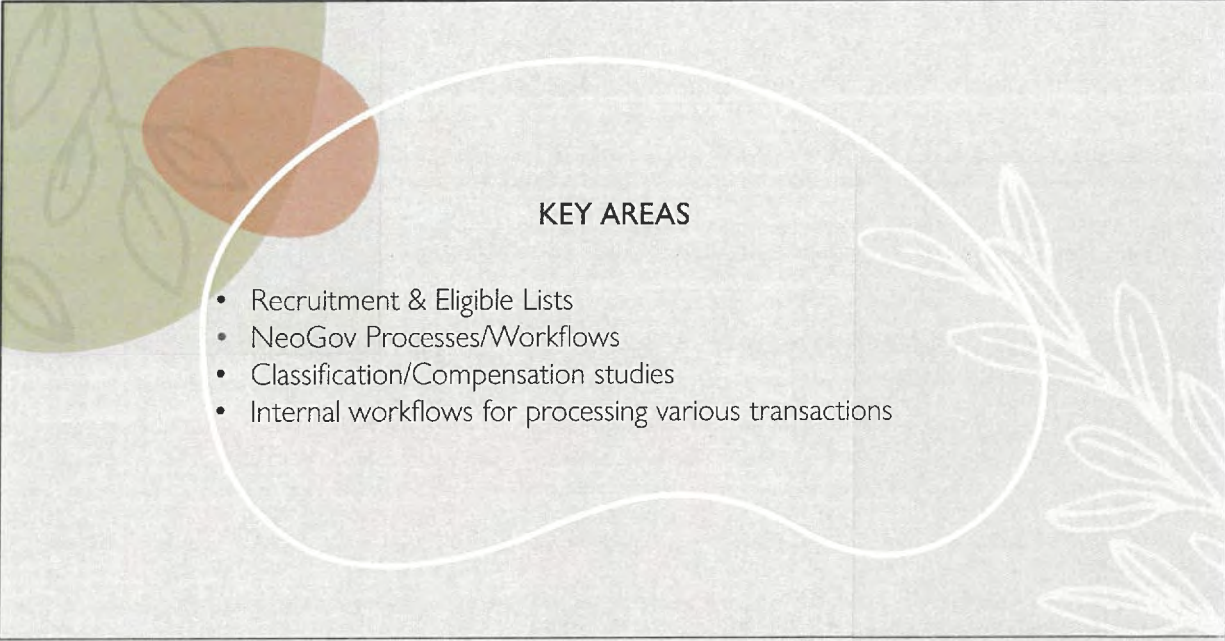
6

CCHS Comments	HR Notes
Nursing Managers spending time on PS Transactions such as merit reviews	Central HR recently developed a new automated merit step review process for nurses based on the guaranteed step approval language in the CNA MOU. Nursing Program Managers and other Nursing supervisory roles no longer need to process merit step reviews which have historically been high volume transactions.
Temporary Upgrade Transactions	NeoGov Requisitions and Personnel Action Forms (PAF) for Temporary Upgrade have fewer approval steps than recruitments, most of which are at the department level.

## Why are we requesting more delegated authority?

CCHS is an intricate department employing thousands of employees in various classifications represented by at least seven unions that provide services many of which are either mandated or governed by the State of California, Federal government, and/or linked to special grant funding. The request for additional delegated authority and flexibility to recruit, hire, onboard, and manage transactions is all about trying to mitigate negative consequences to the residents of Contra Costa County. If these mandates and guidelines are not followed, we risk the very real possibility of having services interrupted.

Lastly, it must be stated that the department understands the importance of adhering to the merit system rules, PMRs, county administrative bulletins and agreements negotiated between the county and various unions. Working in collaboration with Human Resources, the County Administrator's Office, Labor Relations, and Risk Management is also important to ensuring no rules, regulations or agreements are intentionally violated or circumvented. This document contains specific items and transactions we believe are critical to delegate to the department.



## KEY AREAS

- Recruitment & Eligible Lists
- NeoGov Processes/Workflows
- Classification/Compensation studies
- Internal workflows for processing various transactions



# Recruitments & Eligible Lists HS Classifications

## Desired State

### Authorize HS Personnel to:

- Fully administer examinations including determining if a full job analysis is appropriate based on previous recruitments.
- Determine the appropriate test steps & screening process.
- Secure a contract with an outside testing agency for written tests.
- Fully oversee eligible lists to cancel, extend, and remove candidates from list.

**\*HR would provide guidance and consultancy. The overall goal is to decrease duplicate steps and delays in the recruitment / examination process. HS Personnel Analysts currently receive extensive training from HR in areas of exam planning, testing & screening methods.**

## Current State

- Exam plans for HS specific recruitments must be reviewed and approved by HR before recruitment can open.
- HR has full authority and final approval of the testing & screening process for HS specific recruitments.
- HR has full authority to approve or deny promulgation, extension or cancellation of eligible lists for HS specific recruitments.

CCHS Comments	HR Notes
<p>HR has full authority to approve or deny promulgation, extension or cancellation of eligible lists for HS Specific recruitments</p>	<p>CCHS promulgates their own CCHS specific eligible lists. Central HR reviews requests to extend/cancel eligible lists. This processes establishes consistency across the County in processes and reasoning for actions taken. The requests to extend/cancel lists are reviewed and processed in no more than three business days.</p>

# NeoGov Process & Workflows

## Desired State

Authorize HS Personnel Technicians to:

- Process temporary upgrades (TU) for all classifications including county-wide.
- Process “Not From Eligible List” (TNFL) applications for all classifications including countywide.

**\* HR would provide guidance and consultancy when needed. HS Technicians are trained to perform the same job tasks in NeoGov as HR Technicians.**

## Current State

- HR Technician process all county-wide requisitions in NeoGov at the request of HS Personnel. TU extension workflow requires duplicate steps of the initial TU process.
- HR Technicians process TNFLs at the request of HS Personnel.

**\*HS Personnel Clerk sends requests to HR Technician to perform tasks that HS Personnel Technician is already trained to perform.**

### CCHS Comments

TU extension workflow requires duplicate steps of the initial TU process

### HR Notes

Central HR has removed the duplication of submitting a new application. HR Technicians are associating the requisition with the previously submitted application so candidates do not need to reapply. However, the Temporary Upgrade process requires “recertification” if extended past 6 months and these requisitions still require the review and approval of CAO.



# Transaction Review & Approval

## Desired State

Expand HS Personnel's authority to:

- Determine step appointments for ALL new hires in HS specific and countywide classifications.
- *Evaluate and approve reassignment/flexible upgrade requests including countywide classifications.*

**\* HR would provide guidance and consultancy. The goal is to reduce redundant practices and delays.**

## Current State

- HS Personnel already has delegated authority to determine step appointments for some HS classifications while approval for step appointments in other HS specific classifications must be reviewed and approved by HR. All step appointments above step 1 for countywide classifications must be approved by HR.
- HS Personnel already has delegated authority to evaluate and approve reassignment requests for some HSD classifications while review and approval of other HS specific and countywide classifications must be reviewed and approved by Central HR.

**\*HS Personnel already evaluates and approves step appointments and reassignments within the guidelines of applicable MOUs, the PMRs, and Deep Class Resolutions.**

### CCHS Comments

All step appointments above step 1 for countywide classifications must be approved by HR

### HR Notes

Central HR has been allowing all departments to make decisions on above step 1 appointments for approximately 4 years. There is guidance, and Central HR conducts audits to ensure consistency and that fair processes are being employed. Central HR does not need to approve each request.

# Onboarding & Certifying all Eligible Lists

## Desired State

Authorize HS Personnel to:

- Process all appointments: I-9 verification, Fingerprinting, COVID Vaccination, and all pre-employment steps for HS classifications OR all new hires.
- Access to county-wide eligible lists to certify names.

**\*Prior to 2018, HS Personnel processed all appointments including I-9 verification and fingerprinting. HS Personnel maintains COVID vaccination information in addition to HR due to regulations dictated by the California Department of Public Health. The overall goal is to decrease duplicate steps and delays in the interview/selection and onboarding process.**

## Current State

- HR processes all I-9 verification and fingerprinting.
- HR processes all county-wide certifications

CCHS Comments	HR Notes
I-9 & covid vaccination verification	<ul style="list-style-type: none"> <li>• Now that the countywide vaccination mandate has been rescinded, any further requirements are handled by CCHS staff.</li> <li>• Central HR is currently reviewing a process in which departments may be authorized to process I-9's. More information to come on this.</li> </ul>
Fingerprinting	<ul style="list-style-type: none"> <li>• For consistent and confidential processing, DOJ results are reviewed by Central HR countywide.</li> </ul>



# Class/Comp Studies

## Desired State

### HR Shall:

- Conduct ALL classification/compensation studies & surveys at the request of HS Personnel with CAO approval.
- Set Timelines to review and discuss findings with HS Personnel.
- Agree to true comparators for HS specific classifications that may not be the standard Bay Area counties.

**\*The overall goal is to decrease duplication, delays and set standards that align with recruiting in the healthcare industry.**

## Current State

- HS Personnel conducts class/comp studies and sends written requests/recommendations to HR to review and approve or deny.
- HR conducts its own class/comp study or external survey to determine if HS Personnel's findings are the same before making a final determination.

### CCHS Comments

Current State – HS Personnel conducts class/comp studies and sends written requests/recommendations to HR to review and approve or deny

HR shall set timelines to review and respond to HS Personnel

### HR Notes

No County department has not been delegated authority to conduct classification and compensation studies. CCHS Personnel has been instructed on the process to request classification and compensation studies. Central HR does not request or use information compiled by departments to conduct classification and compensation studies and has instructed departments not spend time producing this information.

Compensation study timelines are set due to workloads and complexity of the study (# of positions involved, series involvement, etc.) Departments following Central HR guidelines for studies (submittal, information needed, responsiveness to questions from Central HR and availability of staff to discuss) can generally expect a 90 days turnaround on requests. This however, is dependent on all of the internal factors listed above being met.



# Expand Administrative Approvals

## Desired State

- Delegate HS Personnel Transaction Clerks to initiate and/or approve all PeopleSoft transactions on behalf of managers. Supervisors will continue to enter transactions; access 'EDIT' functionality to eliminate back/forth denials.
- Automate merit steps for employees represented by the California Nurses Association in accordance with Section 5.7 of the MOU.

**\*The overall goal is to decrease delays that affect pay.**

## Current State

- Supervisors are responsible for initiating transactions in PeopleSoft. If entries are incorrect, the transaction is denied and sent back to the supervisor to resubmit. Transactions may sit or not be initiated because the manager is not at their desk or may have forgotten to delegate their transactions to another manager while out of the office for an extended period which results in payroll issues.
- Nurse Managers are responsible for initiating merit increases in PeopleSoft for all staff represented by C.N.A. per the MOU. Nurse Managers have 80-100 direct reports and may not be able to initiate this type of transaction timely for all direct reports causing delays and retroactive payments involving the Auditor Controller, and Labor Relations.

CCHS Comments	HR Notes
Automate merit steps for employees represented by CNA	Central HR developed a new automated merit step increase process for nurses based on the guaranteed issue language in the CNA MOU. Nursing Managers no longer need to process merit step reviews which are the highest volume transaction.

# Key Areas of Expanded Authority

- Full administration of recruitments, examinations, and eligible lists
  - Determine job analysis, test steps, and rating criteria, including waiver of competition
  - Conduct recruitments for county-wide classes for HS vacancies
  - Cancel or extend eligible list, then re-announce recruitments
  - Determine the hiring steps (up to top step) of new hires from eligible lists
  - Process TNFL (Not from Eligible Lists) hires and Temporary Upgrades in Neogov
- Full administration of HS onboarding process including I-9, Fingerprint, and other pre-employment steps
  - Flexibility to allow Conviction History Forms while going through FP process
  - Conduct I-9 Verifications
- Authorize HS Personnel to approve PeopleSoft Transactions
  - Supervisor will enter transaction
  - Remove the Manager approver
- Discontinue duplicative efforts in classification/compensation /position studies and establish timelines
  - HS Personnel to review/decide flexibly staff promotions and Deep Class Reassignments
  - HS Personnel will review internal classification relations
  - HR to continue conducting external surveys to make final determination
  - HR to fully conduct position studies (reclassifications)

HR provides training, consultancy and guidance as necessary and performs random checks on a periodic basis.

CCHS Comments	HR Notes
Conduct recruitment for Countywide classes for HS vacancies	To retain consistency, fairness and adherence to all County policies, and MOUs, it is necessary for Central HR to process recruitments and materials for countywide positions.
Cancel or extend eligible lists	CCHS promulgates their own CCHS specific eligible lists. Central HR reviews requests to extend/cancel eligible lists. This processes establishes consistency across the County in processes and reasoning for actions taken. The requests to extend/cancel lists are reviewed and processed in no more than three business days.
Determine the hiring steps (up to top step) of new hires from eligible lists	CCHS already has the ability to determine pay steps for all competitive recruitment processes.
Process TNFL and TU	To retain consistency, fairness, and program compliance throughout the process, TU appointments are routed through CAO and Central HR, including “recertifications” if extended past 6 months. (Response to other TNFLs below – flex and deep class)
CCHS review/decide flex staff and deep class reassignments	CCHS currently has authority to initiate these transactions, which route through departmental and Central HR for approval
CCHS personnel review internal classification relations	To retain countywide consistency and adherence to rules and polices, Central HR is responsible for responding to any requests to realign positions.





**Agreement between Health Services and Teamsters 856  
Re: Laboratory Technician II  
Work Schedule/Assignment Selection & Rule of List**

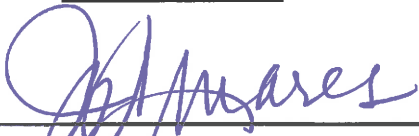
The Health Services Department, Teamsters 856, and Labor Relations met and conferred regarding offering current permanent Laboratory Technician II's an opportunity to select a "set" work schedule based on seniority. It is important to note that the Department must retain some "variable and floating" schedules in order to meet operational and staffing needs. In addition, the department has five (5) vacant Laboratory Technician II positions that need to be filled. The Union has agreed to waive Section 22.3 – Voluntary Reassignment (Bidding) Procedure, of the MOU between Contra Costa County and Teamsters 856, and has agreed to utilize the "Rule of List" when interviewing for the vacant Laboratory Technician II positions.

This temporary waiver of Section 22.3 and the utilization of the "Rule of List" is effective upon signature by all parties and will remain in effect until the work schedule assignments have been completed and all five (5) vacant Laboratory Technician II positions have been filled.

In an effort to accomplish the conversion of schedules and expedite the hiring of permanent Laboratory Technician II's, the parties have agreed to follow the timeline below:

- March 1, 2017 – Schedules will be made available to employees for preview.
- March 6, 2017 – Health Services and Teamsters will jointly obtain selected schedules from employees based on seniority; a copy of the available schedules and work assignments will be provided
- March 30, 2017 - Management and union will meet for final review of set schedules
- May 1, 2017 – Effective date of new schedules

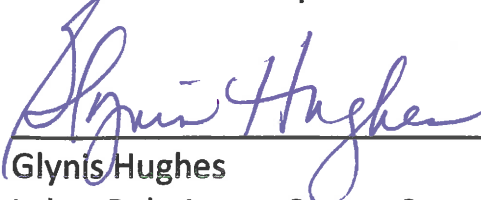
Date: March 1, 2017



Jo-Anne Linares  
Health Services Department



Richard Andazola  
Teamsters, Local 856



Glynis Hughes  
Labor Relations – Contra Costa County



# Payroll Cut-Off Dates

*As of Saturday, October 14, 2023 - 10:03:34 AM*

## October 15 Pay Period --- Pay Date 10/25/2023

All WORKERS COMP CLEARANCES due from Risk Mgmt.	<b>NOON Tuesday, October 17, 2023 (3 days left)</b>
All <b>NON-TIME ENTRY Transactions*</b> submitted to Central Payroll	<b>5:00 PM Tuesday, October 17, 2023 (3 days left)</b>
Departments' PEOPLESOFT CUT-OFF: NO DEPARTMENTAL UPDATES until after pay process is complete (10/23/2023)	<b>5:00 PM Tuesday, October 17, 2023 (3 days left)</b>
KRONOS TIME ENTRY cutoff for Departments	<b>6:00 PM Wednesday, October 18, 2023 (4 days left)</b>
Departments can RESUME UPDATES TO PEOPLESOFT	7:00 AM Monday, October 23, 2023

## October 31 Pay Period --- Pay Date 11/9/2023

All WORKERS COMP CLEARANCES due from Risk Mgmt.	NOON Wednesday, November 1, 2023
All <b>NON-TIME ENTRY Transactions*</b> submitted to Central Payroll	5:00 PM Wednesday, November 1, 2023
Departments' PEOPLESOFT CUT-OFF: NO DEPARTMENTAL UPDATES until after pay process is complete (11/7/2023)	5:00 PM Wednesday, November 1, 2023
KRONOS TIME ENTRY cutoff for Departments	6:00 PM Thursday, November 2, 2023
Departments can RESUME UPDATES TO PEOPLESOFT	10:00 AM Tuesday, November 7, 2023

## November 15 Pay Period --- Pay Date 11/22/2023

**Note: November 10 (Friday) is a County Holiday - Veteran's Day**

All WORKERS COMP CLEARANCES due from Risk Mgmt.	NOON Wednesday, November 15, 2023
All <b>NON-TIME ENTRY Transactions*</b> submitted to Central Payroll	5:00 PM Wednesday, November 15, 2023
Departments' PEOPLESOFT CUT-OFF: NO DEPARTMENTAL UPDATES until after pay process is complete (11/21/2023)	5:00 PM Wednesday, November 15, 2023
KRONOS TIME ENTRY cutoff for Departments	6:00 PM Thursday, November 16, 2023
Departments can RESUME UPDATES TO PEOPLESOFT	7:00 AM Tuesday, November 21, 2023

## November 30 Pay Period --- Pay Date 12/8/2023

**Note: November 23 (Thur) and 24 (Fri) are County Holidays - Thanksgiving Day**

All WORKERS COMP CLEARANCES due from Risk Mgmt.	NOON Thursday, November 30, 2023
All NON-TIME ENTRY Transactions* submitted to Central Payroll	5:00 PM Thursday, November 30, 2023
Departments' PEOPLESOFT CUT-OFF: NO DEPARTMENTAL UPDATES until after pay process is complete (12/6/2023)	5:00 PM Thursday, November 30, 2023
KRONOS TIME ENTRY cutoff for Departments	1:00 PM Sunday, December 3, 2023
Departments can RESUME UPDATES TO PEOPLESOFT	10:00 AM Wednesday, December 6, 2023

**December 15 Pay Period --- Pay Date 12/22/2023**

**Note: December 25 (Monday) is a County Holiday - Christmas Day**

All WORKERS COMP CLEARANCES due from Risk Mgmt.	NOON Friday, December 15, 2023
All NON-TIME ENTRY Transactions* submitted to Central Payroll	5:00 PM Friday, December 15, 2023
Departments' PEOPLESOFT CUT-OFF: NO DEPARTMENTAL UPDATES until after pay process is complete (12/20/2023)	5:00 PM Friday, December 15, 2023
KRONOS TIME ENTRY cutoff for Departments	1:00 PM Sunday, December 17, 2023
Departments can RESUME UPDATES TO PEOPLESOFT	7:00 AM Wednesday, December 20, 2023


**\* Non-Time Entry Transactions Include:**

- ▶ Adds, changes and deletes for employees'
  - ▶ Advance set up
  - ▶ Direct Deposit set up
  - ▶ Federal and State Tax Data
  - ▶ Other Voluntary Deductions
  - ▶ Earnings Differentials and Allowances set up as Additional Pay
  
- ▶ Adjustment Requests
  - ▶ Accruals
  - ▶ Comp Time
  - ▶ Earnings

**County of Contra Costa**  
**OFFICE OF THE COUNTY ADMINISTRATOR**  
**MEMORANDUM**

DATE: MARCH 13, 2023

TO: DEPARTMENT HEADS

FROM: MONICA NINO, County Administrator 

SUBJECT: **NEW PROCEDURES FOR PROCESSING OF POSITION ADJUSTMENT RESOLUTIONS (P300s)**

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In preparation for the FY 2023/24 budget hearings, we are placing a hold on the submission of Position Adjustment Resolutions (P300s) effective immediately through June 30, 2023. P300s that have already been submitted to and approved by the County Administrator's Office and are being processed by the Human Resources Department will continue to be listed on the Board's agenda for consideration through the April 4, 2023 meeting date.

**Deletion of Unfunded Positions in Peoplesoft**

Most departments have worked with the County Administrator's Office to reconcile funded vs. unfunded position counts during this year's budget development process and factored the results into what will become the FY 2023/24 Recommended Budget. As part of budget adoption this year, we intend to cancel all unfunded, vacant positions to ensure that the position counts authorized by the Board of Supervisors, by department, align with the authorized positions in PeopleSoft. No funded or filled positions will be cancelled.

This will allow the County to begin FY 2023/24 with an accurate accounting of the authorized and funded staffing complement, which better positions us to address anticipated financial challenges in the FY 2024/25 budget year.

**Updated Position Adjustment Resolution (P300) Processing Procedures**

*New P300 Review Procedures - Effective July 1, 2023*

Effective July 1, 2023, the County Administrator's Office will recommence reviewing P300 requests from departments. The procedure will remain consistent with current practice; however, departments are expected to only submit requests to address specific needs throughout the year. Going forward, any material changes to organizational structure of departments or divisions, including job classifications, compensation or benefits is reserved for the annual budget development process.

Examples of P300s that will be considered outside of the annual budget development process are:

- To add or modify staffing levels upon receipt of new, unbudgeted revenue (such as from grants). These requests must be accompanied by an Appropriations and Revenue Adjustment (Form TC-27/24) to recognize the new revenue in department operating budgets;
- To implement position changes to reflect the outcome of labor agreements;
- To address disaster response operations; or,
- Unanticipated retirement requiring a change in position or ongoing failed recruitments requiring a classification change;
- To address emergent issues as determined by the County Administrator's Office.

*New Annual Budget Development Process – Effective December 1, 2023*

Beginning with the FY 2024/25 budget development process, all P300 submissions will be frozen beginning December 1st – June 30<sup>th</sup> of the following year. During that time, departments will work with the County Administrator's Office and the Human Resources Department to identify any organizational changes requiring position adjustment modifications to be incorporated into the Recommended Budget. Any position modifications required to implement the budget as proposed will be made consistent with the adoption of the budget by the Board of Supervisors.

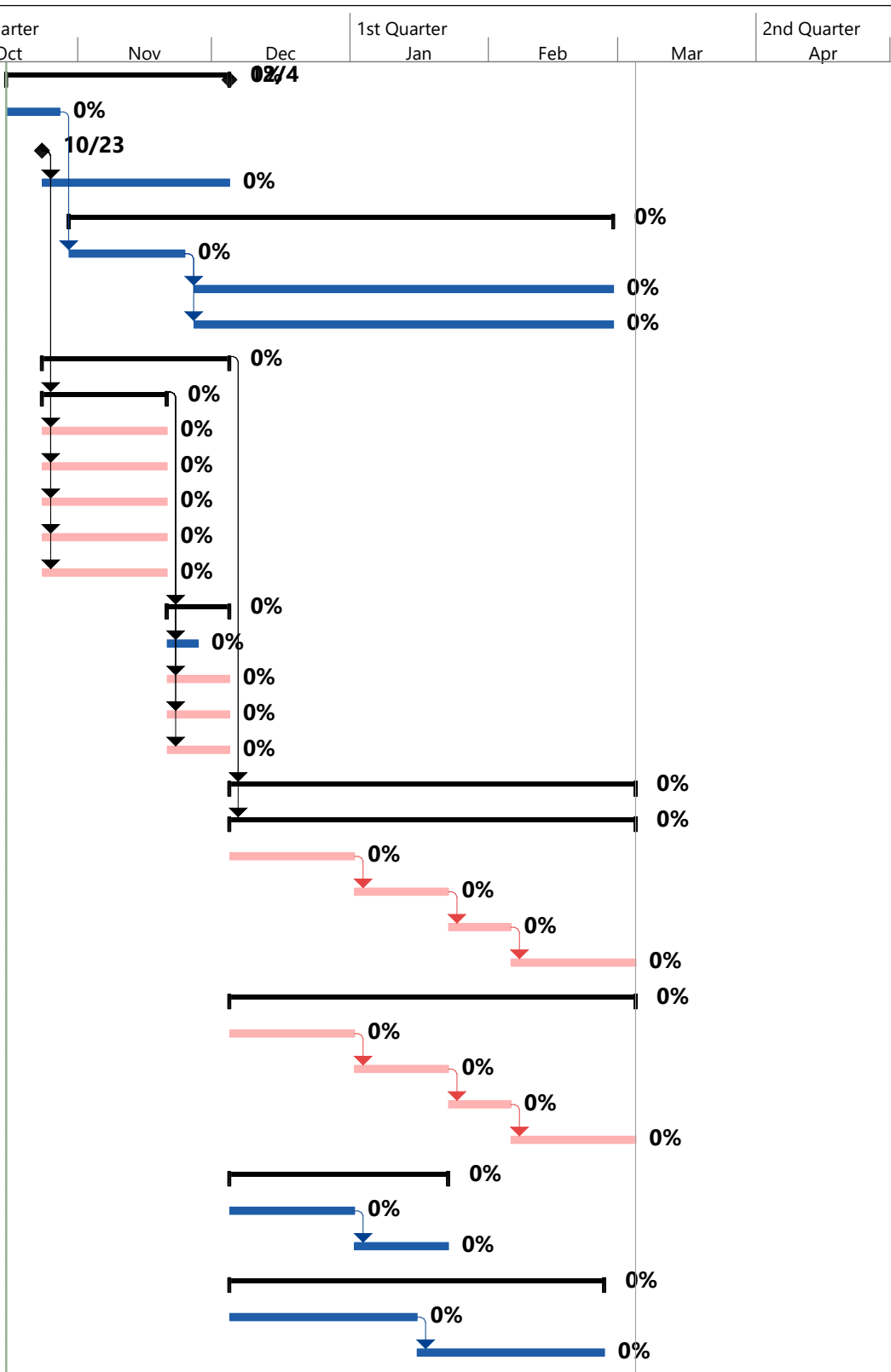
Thank you.

cc:    *CAO General Administration*  
      *CAO Labor Relations*  
      *Human Resources Department*



JCC Hiring Improvement Timeline\_10.13

ID	Task Name	Duration	Start	Finish	Sep	4th Quarter	Nov	Dec	1st Quarter	Feb	Mar	2nd Quarter
						Oct			Jan			Apr
1	<b>1 Project Formation</b>	<b>36 days</b>	<b>Mon 10/16/23</b>	<b>Mon 12/4/23</b>				<b>02/4</b>				
2	1.1 Establish Working Group and monthly meeting schedule	10 days	Mon 10/16/23	Fri 10/27/23								
3	1.2 Obtain JCC Approval	1 day	Mon 10/23/23	Mon 10/23/23								
4	1.3 Communication and Approval to the Board of Supervisors	30 days	Tue 10/24/23	Mon 12/4/23								
5	<b>2 Establish Operational KPIs and Identify Workflow Improvements</b>	<b>88 days</b>	<b>Mon 10/30/23</b>	<b>Wed 2/28/24</b>								
6	2.1 Establish operational KPIs with CAO/HR	20 days	Mon 10/30/23	Fri 11/24/23								
7	2.2 Review and address CAO/HR procedures that delay hiring efficiency for CCH	68 days	Mon 11/27/23	Wed 2/28/24								
8	2.3 Review and address Internal CCH procedures that delay hiring effectiveness	68 days	Mon 11/27/23	Wed 2/28/24								
9	<b>3 Priority 1 Improvements - Delegated Authority Expansion (Limited)</b>	<b>30 days</b>	<b>Tue 10/24/23</b>	<b>Mon 12/4/23</b>								
10	<b>3.1 Update Delegated Authority Agreement to include priority requests</b>	<b>20 days</b>	<b>Tue 10/24/23</b>	<b>Mon 11/20/23</b>								
11	3.1.1 CCH Hiring Manager and CCH Personnel to select New Hire Salary Appointment	20 days	Tue 10/24/23	Mon 11/20/23								
12	3.1.2 CCH personnel to conduct pre-employment I-9 process	20 days	Tue 10/24/23	Mon 11/20/23								
13	3.1.3 CCH Personnel to utilize E-Verify for I-9 verification procedures	20 days	Tue 10/24/23	Mon 11/20/23								
14	3.1.4 CCH personnel to conduct pre-employment Fingerprinting process	20 days	Tue 10/24/23	Mon 11/20/23								
15	3.1.5 CCH Personnel to utilize the "Waiver Conviction History Form"	20 days	Tue 10/24/23	Mon 11/20/23								
16	<b>3.2 CCH Implementation of Priority 1 requests</b>	<b>10 days</b>	<b>Tue 11/21/23</b>	<b>Mon 12/4/23</b>								
17	3.2.1 Communication of changes in New Hire Salary Appointment	5 days	Tue 11/21/23	Mon 11/27/23								
18	3.2.2 CCH to implement 1-9 Verification Processes	10 days	Tue 11/21/23	Mon 12/4/23								
19	3.2.3 CCH to implement Waiver Conviction History Form	10 days	Tue 11/21/23	Mon 12/4/23								
20	3.2.4 CCH to implement Pre-Employment Fingerprinting Process	10 days	Tue 11/21/23	Mon 12/4/23								
21	<b>4 Priority 2 Improvements - Labor MOU, PMR, Auditor Changes</b>	<b>65 days</b>	<b>Tue 12/5/23</b>	<b>Mon 3/4/24</b>								
22	<b>4.1 Receive Full List of Eligible Candidates ('Rule of List', PMR, Labor MOU Changes)</b>	<b>65 days</b>	<b>Tue 12/5/23</b>	<b>Mon 3/4/24</b>								
23	4.1.1 Discuss Change with Labor Unions	20 days	Tue 12/5/23	Mon 1/1/24								
24	4.1.2 Receive Labor Union approval	15 days	Tue 1/2/24	Mon 1/22/24								
25	4.1.3 Update PMR	10 days	Tue 1/23/24	Mon 2/5/24								
26	4.1.4 BoS to approve PMR Changes	20 days	Tue 2/6/24	Mon 3/4/24								
27	<b>4.2 Interview only to selected Candidate (PMR, Labor MOU Changes)</b>	<b>65 days</b>	<b>Tue 12/5/23</b>	<b>Mon 3/4/24</b>								
28	4.2.1 Discuss Change with Labor Unions	20 days	Tue 12/5/23	Mon 1/1/24								
29	4.2.2 Receive Labor Union approval	15 days	Tue 1/2/24	Mon 1/22/24								
30	4.2.3 Update PMR	10 days	Tue 1/23/24	Mon 2/5/24								
31	4.2.4 BoS to approve PMR Changes	20 days	Tue 2/6/24	Mon 3/4/24								
32	<b>4.3 Eliminate Bid Process (Labor MOU Changes)</b>	<b>35 days</b>	<b>Tue 12/5/23</b>	<b>Mon 1/22/24</b>								
33	4.3.1 Discuss Change with Labor Unions	20 days	Tue 12/5/23	Mon 1/1/24								
34	4.3.2 Receive Labor Union approval	15 days	Tue 1/2/24	Mon 1/22/24								
35	<b>4.4 Assign Employee Numbers during PeopleSoft Lockout</b>	<b>60 days</b>	<b>Tue 12/5/23</b>	<b>Mon 2/26/24</b>								
36	4.4.1 Discuss Changes Requested with Auditor Controller	30 days	Tue 12/5/23	Mon 1/15/24								
37	4.4.2 Implement Requested Changes	30 days	Tue 1/16/24	Mon 2/26/24								



Critical		Split		Finish-only		Baseline Milestone		Manual Summary		Inactive Task	
Critical Split		Task Progress		Duration-only		Milestone		Project Summary		Inactive Milestone	
Critical Progress		Manual Task		Baseline		Summary Progress		External Tasks		Inactive Summary	
Task		Start-only		Baseline Split		Summary		External Milestone		Deadline	