

# Strategy for Updating HR Policies

## HR Values

**Customer Focused - Continuous  
Learner - Trusted Advisor**



# Agenda

## March 14, 2023



Why the need for a paradigm shift



Impediments to success



What we say we do



HR current status



The request to the Board

# Seeking a Complete Paradigm Shift in the Way We Conduct HR Business

- Processes and Procedures embedded throughout organization that are antiquated and reflect a different type of organization.
- Much work has been done to create “work arounds” for these antiquated policies.
- We say we are operating under a competitive service agenda but have been operating as a hybrid.

# What is Competitive Service?

The **competitive service** is a part of the [United States federal government civil service](#). Applicants for jobs in the competitive civil service must compete with other applicants in open competition under the merit system administered by the [Office of Personnel Management](#), unlike applicants in the [excepted service](#) and [Senior Executive Service](#). There are several hiring authorities for the competitive service, including "traditional" competitive examining, as well as expedited procedures such as Direct Hire Authority and the Veterans Employment Opportunities Act. Notably, the procedures for firing and demoting a member of the competitive service are considerable in order to protect the employment rights of the member, yet to provide the employer (the US government) a fair and incremental method to manage employees. A written notice of thirty days, a statement of reasons for dismissal, and a right to a hearing must be granted. – Wikipedia

***Legal counsel has instructed us that we are not required to follow this methodology.***

# Why Change - Drivers of Paradigm Shift

- Workforce composition – hiring talent will not be easy for foreseeable future
- Industry and speed of changes, shifts in types of program needs at LARPD
- Diversity Equity and Inclusion components
- District's constituent base has grown
- Labor laws have expanded, and compliance is a large part of HR world
- Expectations of public, candidates and employees have increased
- The organization structure of the District in 1990 utilized volunteers

# HR Disciplines Scorecard

A = Acceptable  
 O = Optimized  
 WIP = Work in process

HR Discipline	Sub Discipline	Status	HR Discipline	Sub Discipline	Status
Employee Relations			Recruitment and Selection		
	Investigations	A		Recruitment Platform	A
	Employee Trouble shooting	O		Recruitment Process	A
Training and Development				Recruitment Data	WIP
	Academic	WIP	Compliance and Reporting		
	Professional	A		EEO/ACA/1095/Harassment	O
	General	A		Reporting for HR/Finance/Supervisors	A
	Learning Management System	WIP	Benefit Administration		
Performance Management				Open Enrollment	O
	Goal Setting	WIP		Communications	O
	Performance Reviews	A		Trouble Shooting	O
	Discipline Process	WIP		Plan Changes	WIP
	Succession Planning	WIP	Health and Safety		
	Career Development	WIP		Safety Committee	A
	Competency Model	WIP		Workers Compensation	A
Total Compensation			Leaves Management		
	Salary Ranges	A		Tracking	A
	Just in time salary tweaks	O		Counseling and Communications	O
	Market Review 2-3 years	A	Job Structures		
	Health Benefit Philosophy	O		Job Families	A
	Retirement	A		Job Titles	A
				Job Descriptions	A
				Salary Ranges and Steps	A

# HR Goals for 2023

Create a total compensation philosophy that will drive decisions over the next few years as it relates to wage increases, health costs share and other fringe benefits.

Staff positions in dynamic talent market.

Further build upon the solid LARPD culture.

Document (and as necessary) create HR processes with a focus on automation to ensure compliance and develop insights.

Review and refresh LARPD policies.

Create an HR program and calendar that is sustainable, repeatable and predictable.

Foster a learning environment with informal and formal training opportunities for employees.

# Board Involvement – Current State Vs. What is Desired


HR Functions	Y/N	Current involvement	Proposed involvement
Employee Relations	Y	investigations, complaints, discipline	Apprise of any potential litigation
Training and Development	N		Apprise of trends
Job Structures	Y	job classes, new titles, pay ranges	Apprise if outside of budget scope
Performance Management	Y	GM goals, discipline	GM goals, Apprise if surprises
Total Compensation	Y	salary grades, benefit approval	Approve strategy and COLA, Apprise sweeping markets adjustments
Recruitment and Selection	Y	competitive service selection	Apprise total headcount, turnover
Compliance and Reporting	N		Apprise concerns and gaps
Benefit Administration	N		Apprise of concerns and gaps
Health and Safety	N		Apprise concerns and gaps
Leaves Management	N	increased HR requirements	Apprise concerns and gaps



# What We Say We Do

BOD	Overall direction of District policy AND tactical amendments
Personnel Commission	Review of disciplinary actions Overall HR guidance
Personnel Committee	Policy AND tactical amendments
GM	Direction of Organization
Personnel Leader	Working with Committee/ /Commission/Board via competitive service

# Desired State

BOD	Strategic Plan – 5-7 years
	
Personnel Committee	Policy review for Mission alignment
GM	Direction of Organization
HR Officer	Direction of Human Resources within the Organization

# Disciplinary Appeals

**Current Process** says that a competitive service employee can avail themselves of two avenues.

- A. Ask the Personnel Commission to appoint a third-party ombudsperson
- B. Appeal directly to the Personnel Commission for review

## **Desired Process**

A third-party ombudsperson can be utilized by **any** non probationary employee if disciplinary action would result in a reduction in pay, demotion, or termination.

The ombudsperson could be utilized for whistleblowing process for all non probationary employees (except GM.)

# The Request of the Board

Dissolve the Personnel Commission and remove competitive service from the framework.

Replace the gap left in the Personnel Commission by a third-party ombudsperson external to the organization.

Permit HR to sunset current policies and replace.

Policies will be reviewed yearly and revamped every three years.

# Policy List

Accommodations for Disability	Communications Policy Internet, Email and Communications
Demotion Policy	Compensation & Benefits Policy
Disciplinary Action Policy	Authorized Leave Policy
Driver Training and Record Review Policy	Bereavement Leave Policy
Drug and Alcohol Testing Policy For Cause	Compensation Policy
Employee Information/Emergency Data Policy	Educational Assistance Policy
Employee Promotion Policy	Family and Medical Leave Policy
Employee Records Policy	California Family Rights Act Leave Policy
Employee Status Policy	Holidays Policy including Floating Holidays
Equal Opportunity Policy	Jury Duty Policy
Grievance Procedure Policy	Leave for Crime Victims and Family Members Policy
Hours of Work and Overtime Policy	Military Leave Policy
Nepotism Policy	Pregnancy Disability Leave Policy
Payroll Deductions for Salaried Employees Policy	Rest & Meal Periods Policy
Performance Evaluation Policy	Sick Leave Policy
Recruitment and Hiring Policy	Time Keeping/Time Records Policy
Separation from District Employment Policy	Time off for Children – School Activities Policy
Temporary Reclassifications Policy	Time off to Vote Policy
Unlawful Harassment Policy	Unauthorized Voluntary Absence Policy
Inclusive Workplace Policy	Use of Makeup Time Policy
Whistleblowing Policy	Vacations Policy
Flexible work arrangement policy	Workers' Compensation Leave Policy
Lactation Accommodation Policy	Reimbursement Section
Termination Section	Health, Safety & Security Policy
Standards of Conduct Policy	Emergency Situations Policy
Dress Code and Personal Standards Policy	Health and Welfare Benefits Policy
Housekeeping Policy	Illness and Injury Prevention Program Policy
Outside Employment Policy	Smoke-free Workplace Policy
Receipt of Gifts Policy	Substance Abuse Policy
Uniforms and Protective Clothing Section	Workplace Violence Prevention
Social Media Policy	