Multi-Departmental HR Update

Contra Costa Regional Medical Center and Health Centers

Joint Conference Committee
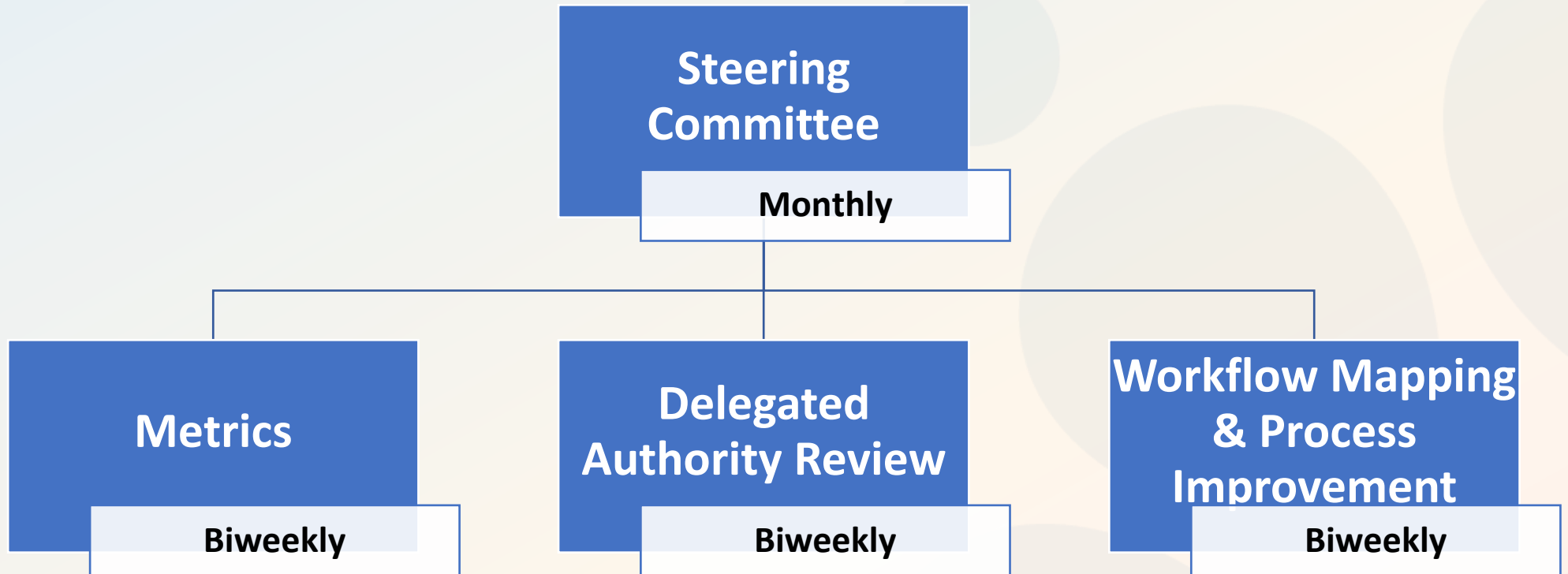
April 25, 2024

CONTRA COSTA HEALTH

Initiative Objectives

1. Establish shared hiring timeline goals and operational Key Performance Indicators (KPIs).

2. Review Additional Delegated Authority Provisions proposed by CCH.

3. Form a working group to review current state processes and identify recommendations and opportunities for continuous improvement.

Workgroup Structure

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                    │       Steering       │
                    │      Committee       │
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                    │  │    Monthly     │  │
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  ┌───────────────┐   ┌───────────────┐   ┌───────────────────┐
  │               │   │               │   │ Workflow Mapping  │
  │    Metrics    │   │   Delegated   │   │    & Process      │
  │               │   │ Authority     │   │   Improvement     │
  │ ┌───────────┐ │   │ Review        │   │ ┌───────────────┐ │
  │ │ Biweekly  │ │   │ ┌───────────┐ │   │ │   Biweekly    │ │
  └─┴───────────┴─┘   │ │ Biweekly  │ │   └─┴───────────────┴─┘
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Subgroups

Hiring Process Priority Measures

Measure	Details
Total Time-to-Hire	Average time taken to fill job vacancies from need identification to new hire start date
Length of Posting	How long the position is typically posted for
Length of Appeals	Number of days held for appeals process
Length of Eligible List Creation	Number of days to review applications and create a list
Length of interview process	Number of days to schedule and complete interviews
Length of Pre-Employment Process	Number of days for all pre-employment activities: background check, I-9, reference checks
Start Date Delays	Length of time from when pre-employment activities are complete to employee start date
Job Classification Review Cycle	Average time between reviews of job classifications.
Offer Acceptance Rate	Percentage of job offers accepted by candidates.

Total Time to Hire Baseline (2023):
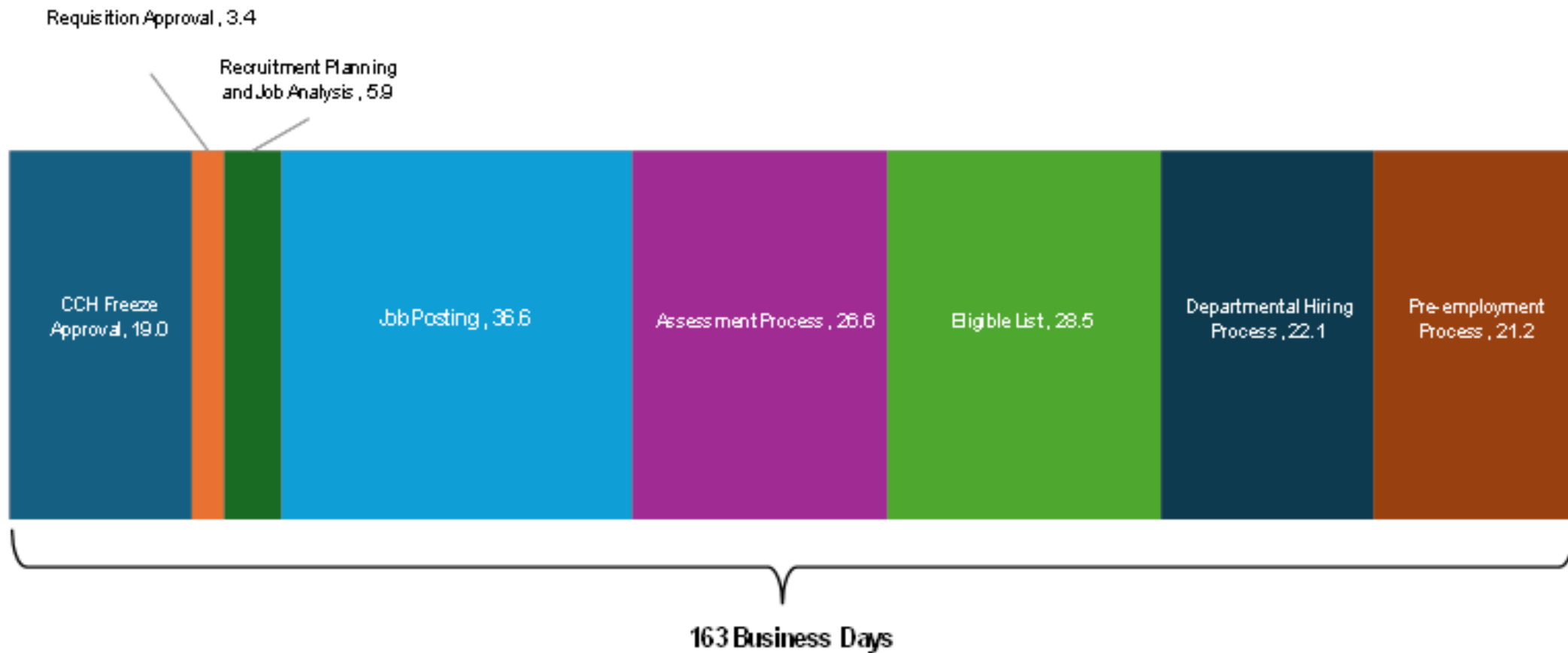163 days; 32.6 weeks non-continuous recruitment

Pre-employment Onboarding Baseline (2023):
32 days; 4.6 weeks

2023 Baseline Data Hiring Process

TOTAL TIME TO HIRE DAYS (DOES NOT INCLUDE WEEKENDS)

Legend: CCH Freeze Approval • Requisition Approval • Recruitment Planning and Job Analysis • Job Posting • Assessment Process • Eligible List • Departmental Hiring Process • Pre-employment Process

Requisition Approval, 3.4

Recruitment Planning and Job Analysis, 5.9

CCH Freeze Approval, 19.0

Job Posting, 36.6

Assessment Process, 26.6

Eligible List, 28.5

Departmental Hiring Process, 22.1

Pre-employment Process, 21.2

163 Business Days

Measurement Progress to Date

- Reviewed all requested Delegated Authority expansion elements, identifying additional data and information needed to understand each item further.

- Collected pre-employment timeliness data for 2023 new hires.

- Developed CCH departmental procedure for new hire salary appointment above Step 1.

- Received annual PeopleSoft payroll lockout dates and developed calendar to complete assessment of impact to CCH hiring schedules.

- CCRMC hiring managers began tracking departmental hiring steps.

- Identified unique scenarios and outcomes desired with proposed bid and rule of list changes.

Workflow Mapping Progress to Date

- Reviewed historical workflow maps from both CCH and HR departments.

- Developed new recruitment workflow maps from initial departmental freeze approval to new hire start date, incorporating both CCH and HR activities.

- Currently identifying issues, waste and opportunities for improvement within each workflow.

Next Steps

- Metrics
  - Establish ongoing measurement and reporting plan

- Delegated Authority
  - Research of secure data sharing options for I-9 e-verification.
  - Finalize labor MOU change requests - classifications to transition to Rule of List, bid posting variances to align, and HSD-specific classifications to revise bid process.
  - Identify new hire activities dependent on an assigned employee number to share with Auditor.
  - Review EHSD I-9 processing times since Q4 2023 to assess impact of processing internally.

- Mapping
  - Complete workflow mapping and prioritize opportunities for improvement.