# Multi-Departmental HR Update

Contra Costa Regional Medical Center and Health Centers

Joint Conference Committee

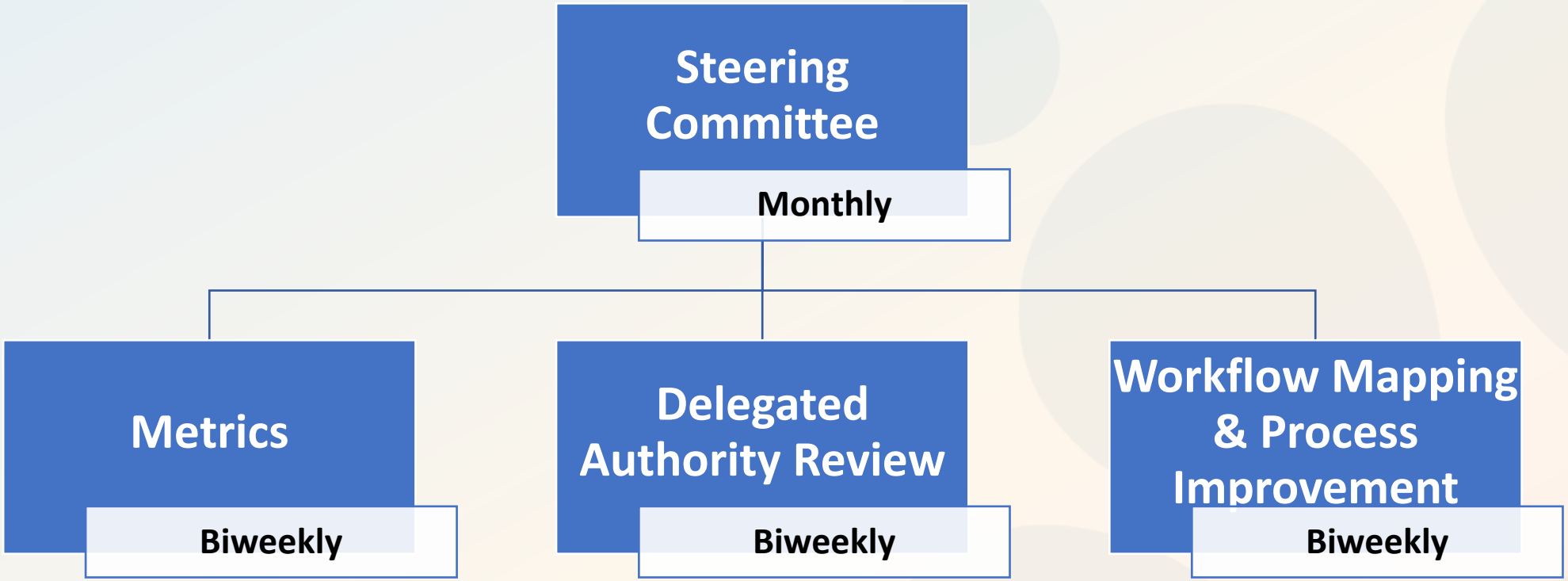
April 25, 2024

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



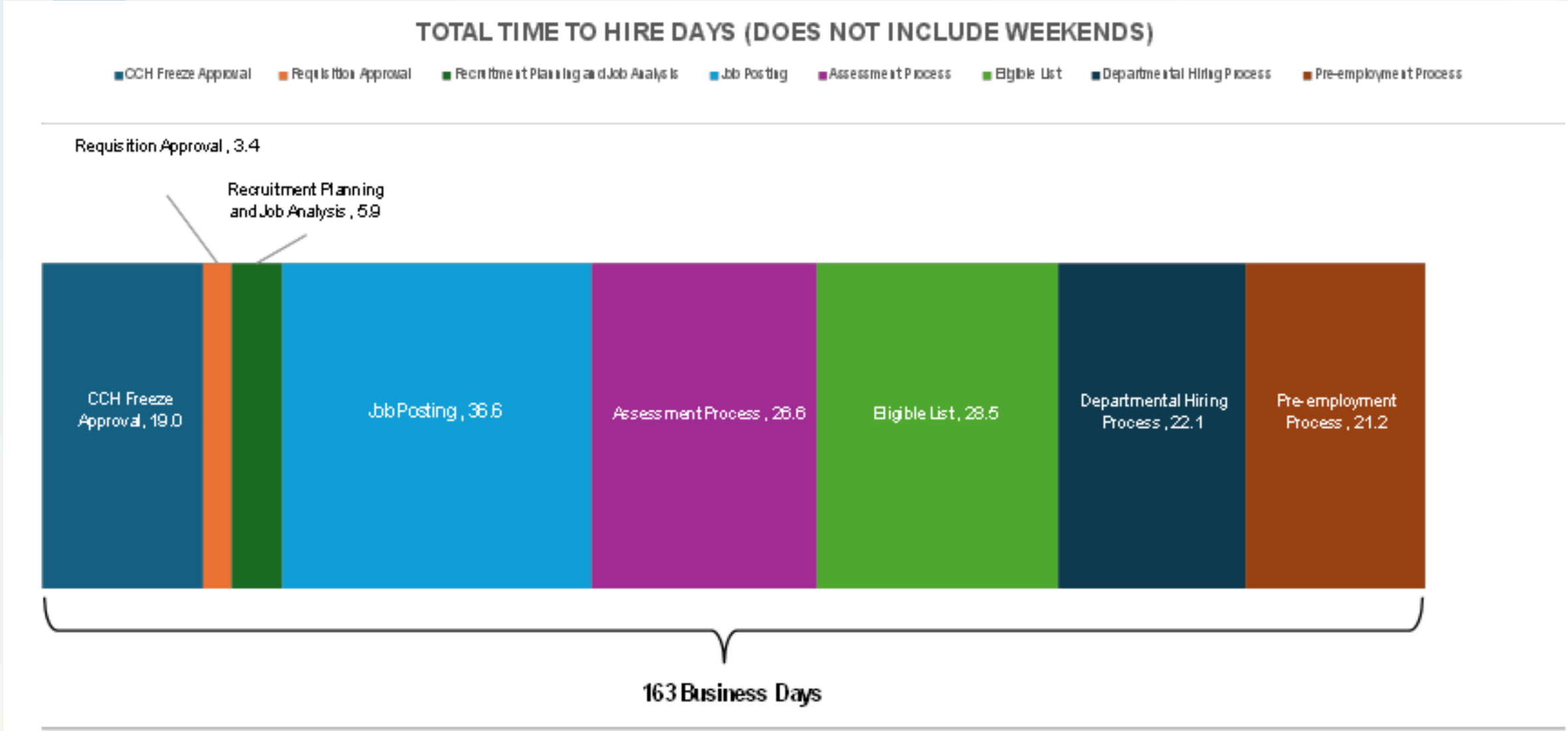
# Hiring Process Priority Measures

| 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



# 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.