



HUMAN RESOURCES COMMITTEE MEETING

**October 10, 2018
5:00PM – 6:30PM**

Conference Center at Highland Care Pavilion
1411 East 31st Street Oakland, CA 94602
Ronna Jojola Gonsalves, Clerk of the Board
(510) 535-7515

LOCATION:

Open Session: HCP Conference Center

MEMBERS

Tracy Jensen, *Chair*
Joe DeVries
Maria G. Hernandez

MINUTES

THE MEETING WAS CALLED TO ORDER AT: 5:02

ROLL CALL WAS TAKEN AND THE FOLLOWING TRUSTEES WERE PRESENT:

Joe DeVries (arrived 5:20pm), Maria Hernandez, Tracy Jensen

ABSENT: None

A quorum was established.

Ann Schuyler, SEIU, spoke regarding the RIF processes. She said they signed agreements so that no one would be unwillingly released. Fairmont was a challenge. Grievances were moving to arbitration and they would file for unfair labor practices. The process for the employees at the Skilled Nursing Facility was also a challenge.

A. ACTION: Approval of Minutes of the July 11, 2018 Human Resources Committee Meeting

ACTION: A motion was made and seconded to approve the minutes of the October 10, 2018 Human Resources Committee Meeting. The motion passed.

AYES: Trustees Hernandez and Jensen

NAYS: None

ABSTENTION: None

B. INFORMATION/DISCUSSION: Human Resources Dashboard Review
Tony Redmond, Chief Human Resources Officer

Mr. Redmond discussed the presentation beginning on agenda packet page 10.

Trustee Hernandez asked if they should set a target number for how many employees should be local. Mr. Redmond said it was a good statistic to track, but setting targets became a challenge as it affected existing employees who often must move out of the area due to the high cost of living locally. He said focusing on hiring locally was worth consideration.

Trustee Jensen said that some companies hire using a point system and award points for local candidates. She asked if there was a place on Alameda Health System's (AHS) application for candidates to identify where they are from. Mr. Redmond said candidates did list their home address for demographic purposes, but the information was not used in the candidate selection process. Trustee Jensen asked about stratifying the data by position. Mr. Redmond said he'd look at options.

Trustee Hernandez asked if AHS used interview panels. Mr. Redmond said they did for some positions. Human Resources (HR) had a role in screening applicants, but the level of participation also varied by position. He added that the goal was to have the HR team act as consultants rather than just pushing through candidates for consideration.

Trustee Hernandez suggested they look more at the diversity of management to improve long term inclusion statistics. Mr. Redmond shared concerns regarding disparity in hiring and terminating employees. He said they were working with managers in a variety of ways to address the issue.

Trustee DeVries arrived at 5:20 pm.

Trustee Jensen asked about the diversity of new hires in management positions. Mr. Redmond said it was relatively racially diverse, though they needed to work on gender diversity. Trustee Hernandez said it was helpful to know where AHS was in regard to the gender and racial diversity goals. She said it was important to identify any specific areas that were lacking in diversity, so they could address them.

C. INFORMATION/DISCUSSION: Employee Separation Data Review

(Continued from 7/11/18)

1) Probationary Release Data

Tony Redmond, Chief Human Resources Officer

2) Exit Interview Data

Tony Redmond, Chief Human Resources Officer

Mr. Redmond reviewed the presentation beginning on page 14 of the agenda packet.

Trustee Hernandez pointed out that the employees who left the organization because of shift/schedule were disproportionately African American.

Trustee Jensen asked how probationary terminations typically happened and how involved HR was. Mr. Redmond said that employees on the probationary period were not subject to disciplinary measures. Managers should to work with employees before terminating as it's beneficial for both sides to have the employee successfully pass probation, but that wasn't always the best option. HR worked with managers as needed through the entire process. The goal, however, was to do more work on the hiring side to improve the probationary release data.

D. DISCUSSION: Review of Alameda Health System Employment Model

Tony Redmond, Chief Human Resources Officer

Mr. Redmond discussed the presentation beginning on page 28 of the agenda packet.

Trustee DeVries discussed the cost of ACERA. Mr. Redmond agreed that the plan was not sustainable. He said ACERA held the position that the overfunding was the natural outcome of a multi-employer plan. Trustee DeVries said that 12-15 million dollars a year that was being overpaid could be invested across the organization and provide more job security.

Trustee Jensen asked if, as part of the County, AHS needed to have ACERA as the retirement plan since it was the plan the County used, versus CalPERS. Mr. Redmond said the plan would continue to be under funded but having that discussion at some point would be prudent.

Trustee Hernandez discussed the optics of holding these conversations given the recent EPIC purchase. She asked about putting all the bargaining units in one room with a fixed amount of dollars for how these plans get distributed to see if they could come to a resolution. She believed if there was more transparency regarding the cost of an employee and the intent to keep jobs the bargaining units would be willing to discuss. Mr. Redmond said they had to bargain with each union independently. He said that a union would find it difficult to give up five days of holiday pay, so another union's members could get those same five days.

The committee discussed the challenges of having staff with different plans, particularly as it related to the varied PTO plans. Trustee Hernandez said there was a way to find parody, it could happen. She wanted to commit to a process. She wanted all the units to see the big picture. Trustee Jensen agreed that they would have to address the issues.

E. INFORMATION: Report of the Retirement Plans Investment Committee
Chair, Retirement Plans Investment Committee

Mr. Moye described the purview, structure, and meeting schedule of the Retirement Plans Investment Committee. He said the plans were performing well. The number of employees who were using self-directing tools rather than just letting the plan determine the investments had increased. The costs of the plans were about 62 basis points which was well below the average of 85. There were no significant issues raised at the last meeting.

Mr. Moye updated the committee on the status of the termination of the ECHO plan. He said there was a handful of employees in the plan and it would be less expensive to terminate the plan than to maintain the plan. It would take about a year to complete the process with the distributions being released in 2020. The full Board of Trustees would have to approve the termination.

F. DISCUSSION: Agendizing a Planning Calendar Item on Human Resources Committee Agendas
Tracy Jensen, Chair


TRUSTEE REMARKS: None

ADJOURNMENT: 6:53 pm

This is to certify that the foregoing is a true and correct copy of the minutes of the regular meeting of October 10, 2018 as approved by the Human Resources Committee on January 9, 2019:


Ronna Jojola Gonsalves
Clerk of the Board

APPROVED AS TO FORM:

Reviewed by: 
M.D. Moye
General Counsel