



COUNTY OF LOS ANGELES DEPARTMENT OF HUMAN RESOURCES

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February 13, 2015

To: Mayor Michael D. Antonovich
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Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Don Knabe

From: Lisa M. Garrett
Director of Personnel

FEASIBILITY OF CREATING A COUNTY OF LOS ANGELES TEMPORARY SERVICES REGISTRY

BACKGROUND

On December 16, 2014, your Board instructed the Director of Personnel to consult with the Director of the Department of Community and Senior Services, the Interim Director of the Chief Executive Office, and Director of the Department of Public and Social Services to analyze the feasibility of creating a County temporary services registry (Registry), to be used by all County departments for secretarial/clerical and accounting services. The Board motion requests the utilization of Workforce Investment Board participants, community college students, and GAIN and GROW participants in the establishment of the Registry. Your Board requested a report back in 45 days and said report is attached containing our preliminary assessment and recommendations.

ASSESSMENT

As the largest regional employer, the County is well positioned to create and operate a Registry that targets Workforce Investment Board participants, community college students, and GAIN and GROW participants. The Registry can be utilized by all County departments to meet their temporary secretarial, clerical and accounting service needs. The Department of Human Resources is the central County agency responsible for Human

Resources operations and should be required to develop and manage the Registry. The expectation for the Registry would be to provide a comparable level of service to that which currently exists through contract agencies, thereby reducing the reliance on temporary agency contracts.

To develop a proposed County model that would provide a comparable level of service as the existing temporary agency contracts, the Department of Human Resources has:

- Evaluated the current temporary agency utilization, with a focus on the Intermediate Typist Clerk Classification.
- Reviewed the current classification and compensation structure to identify County positions and pay statuses that could be used in a County Registry.
- Projected associated costs of assuming employer responsibilities for the temporary staff.
- Reviewed current County programs that utilize temporary workers not provided by the temporary agencies.
- Obtained information from other county agencies that operate internal temporary registries.

FINDINGS

Our preliminary assessment, based on available data for 697 placements, determined that the County has the ability to create and operate an internal temporary registry that targets the referenced populations. The cost to establish and manage such a Registry must include the County's expenses. Specifically, the projected cost of a County-administered Registry, which includes salary and benefits for the administration of the program and salary for temporary employees at the level of Intermediate Typist Clerk, is approximately \$6.2 million. Based on our assessment, the creation of a new County classification/employment status that is aligned with the intended temporary work will provide an opportunity to manage employer costs.

This cost of a County-administered Registry can be compared to the estimated temporary agency costs ranging from \$5.1 million to \$6.1 million based on a similar pay rate and 90-day placements. These costs include specialized HR functions currently handled by the temporary agencies, such as recruiting, screening and hiring, being transferred to the County. In assuming the role of employer, the County would also absorb all associated financial responsibilities, such as compensation, benefits, and Worker's Compensation.

The Department of Human Resources also identified ways to enhance workforce development and increase outreach to the target populations by:

- Modifying existing temporary agency contracts to require that they partner with the Workforce Investment Board, community colleges, and GAIN/GROW program to increase employment opportunities for the target populations; and
- Creating a Countywide Workforce Development Strategy for the purpose of developing innovative public sector workforce development initiatives, facilitating stronger partnerships between County programs and departments, assuming central responsibility for planning, coordination, and data collection.

RECOMMENDATIONS

Our preliminary research indicates that the County is well positioned to develop and maintain an internal Registry for the identified targeted populations in the Board's motion. The Registry can serve as a springboard for these populations to attain gainful employment at the County or with other local employers. This initiative will enable constituents to attain needed job skills and to begin rewarding careers.

The creation of an internal Registry will require the County to establish the necessary infrastructure dedicated to the management and oversight of the Registry. To this end, we submit the following:

Recommendation No. 1

Approve and fund a one-year pilot project for implementation of a Temporary Services Registry by the Director of Personnel. The pilot project shall include the development a Countywide Temporary Services Registry, identification of County department(s) to participate in the pilot, development of policies, processes and/or procedures for use of the registry, and a report from the Director of Personnel to the Board of Supervisors with findings and additional recommendations based on the one-year pilot project for a full implementation of a Countywide Temporary Services Registry.

Additionally, to further build the skills and employability of the targeted populations, we recommend your Board:

Recommendation No. 2

Assign the appropriate County departments to explore the feasibility of modifying existing temporary agency contracts to collaborate with the Los Angeles County Workforce Investment Board, community colleges and the GAIN and GROW programs to ensure active outreach and engagement of these populations.

Recommendation No. 3

Direct the appropriate County departments to establish a comprehensive Countywide

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Workforce Development Strategy. The strategy would focus on developing innovative public sector workforce development initiatives and facilitating partnerships between County departments, the seven Los Angeles County Workforce Investment Boards, community colleges, universities and other partners.

The Director of Personnel, in collaboration with appropriate County departments, will report back to this Board in six months on the status of the County Temporary Registry. We expect to have continued dialogue with local representatives from the American Staffing Association and review any industry research that it submits for our consideration. Further, input will be sought from each Board office and the Chief Executive Office in defining the parameters of the Registry and the resources necessary to start up and sustain the program.

Should you have any questions, please contact me at (213) 974-2406, or your staff may contact Epifanio Peinado, Chief Deputy, at (213) 974-2451.

LMG:EP:JAWT

Attachments

- c: Interim Chief Executive Officer
- County Counsel
- Acting Executive Officer, Board of Supervisors
- Department of Public Social Services
- Department of Community and Senior Services



COUNTY OF LOS ANGELES
DEPARTMENT OF HUMAN RESOURCES

COUNTY OF LOS ANGELES

TEMPORARY SERVICES REGISTRY

FEASIBILITY STUDY

D | H | R

Department of Human Resources
County of Los Angeles

February 13, 2015

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BACKGROUND

On December 16, 2014, the Board of Supervisors directed the Director of Personnel to consult with the Director of the Department of Community and Senior Services, the Director of the Department of Public and Social Services, and the Interim Director of the Chief Executive Office, to analyze the feasibility of creating a temporary services registry (Registry). The Registry would be used by all County departments to meet their temporary secretarial, clerical, and accounting service needs. The creation of the Registry is intended to utilize Workforce Investment Board participants, community college students, and GAIN/GROW participants. The study was to be completed in 45 days.

The following preliminary analysis compares the existing temporary agency contract structure and utilization statistics to a proposed County model that would provide the same or comparable level of service as the existing contracts and utilize the populations identified in the December 16, 2014 motion. The intent behind the creation of the Registry is to reinvest in constituents who are working to improve themselves and simultaneously build the pool of potential future permanent County employees. Implicitly, temporary work provides valuable experience and may provide a pathway to regular employment in the County or elsewhere. Therefore, the report also explores alternative solutions to engage the desired populations beyond the replacement of existing temporary contracts with a County-run Registry.

This report is reflective of our preliminary analysis and research. Contained herein are specific recommendations regarding the feasibility of establishing an internal Registry, and action items for a report back in six months.

EXISTING TEMPORARY AGENCY CONTRACTS

The Board of Supervisors is authorized under California Government Code Section 31000.4 to obtain temporary help to assist County agencies and departments during times of peak workload, temporary absence, or emergency. Use of temporary help under this Government Code section is limited to a period not to exceed ninety (90) days for any single peak workload, temporary absence, or emergency event. This allows the County to enter in service contracts with agencies that provide qualified temporary workers to assist in meeting emergent or unanticipated needs when existing employees are unavailable or cannot be transferred from other locations.

The County currently has contracts with 68 companies that provide qualified temporary workers, upon request, typically within 24 hours of the request. The workers are employees of the temporary agency and the agency assumes responsibility and any associated liability for recruiting, screening, hiring, and paying the workers. The existing temporary agency contracts are primarily used to fill warehouse worker, professional librarian assistant, and various accounting, medical, scientific, analytical, and management positions.

The benefits of utilizing temporary employment workers to provide short-term help rests in the agency's ability to (1) provide qualified people quickly and (2) manage and oversee the employment of the temporary workers. Once the contract is in place, workers are requisitioned from the company by a phone call and the County's needs are immediately met. Currently, the Executive Office of the Board of Supervisors (Executive Office) has memorandums of understanding with thirteen County departments¹ to provide temporary staffing services. The County departments that do not utilize the Executive Office contracts deal directly with the temporary agencies to procure temporary workers.

In fiscal year 2013-2014, the County spent over \$5.1 million to utilize temporary agency workers. The County used temporary agency workers to fill at least 697 assignments Countywide and maintained approximately 250 assignments filled at any one time.² Of the reported assignments filled in the fiscal year, 437 (or 63%) were classified as clerical and represented by four entry-level clerical positions³ with the Intermediate Typist Clerk position used most frequently. Our preliminary research shows the County utilized temporary workers against 28 different classifications (Attachment I).

Temporary agencies charge the County a flat billing rate. Embedded in the rate is the wage paid to the temporary worker, overhead costs, and the profit margin of the agency. According to the contract monitor for the thirteen Executive Office contracts, the existing contracts do not delineate the actual wage paid to the worker. The rate charged by agencies for the same level of service varies depending on the agency. For example, the County is charged between \$14 and \$17 per hour for a temporary employee who performs clerical work at the level of an Intermediate Typist Clerk. The actual wage paid to the worker is likely less than the billing rate to the County (and it is unknown what benefits the agencies provide to their employees except for those that are mandated by law). By comparison, the County currently pays an entry-level full-time Intermediate Typist Clerk employee \$13.85 per hour plus full County benefits.

¹ Agricultural Commission, Animal Control, Auditor-Controller, Chief Executive Office, Chief Information Office, Consumer Affairs, Medical Examiner/Coroner, County Counsel, Human Resources, Military and Veteran Affairs, Museum of Art, Museum of Natural History, and Regional Planning are clients of the Executive Office.

² The County utilization statistics do not include the Department of Health Services and the Department of Public Health. This data is forthcoming.

³ The positions include Intermediate Typist Clerk, Intermediate Clerk, Senior Typist Clerk, and Clerk. There are several jobs described in the quarterly temporary agency reporting that do not align with County classifications, but a review of those titles suggests that the work performed is consistent with these four entry level clerical classifications.

FEASIBILITY OF A LOS ANGELES COUNTY TEMPORARY REGISTRY

As the largest regional employer, the County is well-positioned to create and operate a Registry that targets Workforce Investment Board participants, community college students and GAIN and GROW participants. The Registry can be utilized by all County departments to meet their temporary secretarial, clerical and accounting service needs. The Department of Human Resources is the central County agency responsible for Human Resources operations and should develop and manage the Registry. The expectation for the Registry would be to provide a comparable level of service to that which currently exists through contract agencies, thereby reducing the reliance on temporary agency contracts.

It is important to note that by starting its own Registry, the County would assume the role of employer.

Establishing a Registry

To create a registry, consideration must be given to recruitment and outreach strategies, as well as pay and benefit policies.

Recruitment efforts to target the desired populations would be facilitated by a partnership between the Department of Human Resources, the Department of Community and Senior Services, the Department of Public Social Services, the Los Angeles County Workforce Investment Board, and community colleges. This partnership will provide awareness of the Registry to the targeted population and fulfill the Board's goal.

Through partnerships with the Department of Community and Senior Services, their Contractors (i.e., America's Job Centers of California) can provide assistance with:

- Outreach and recruitment of candidates for the County clerical-related classified items
- Pre-screening of applicants.
- Assessment of skill levels including literacy, numeracy, and English language proficiency; aptitudes and abilities and supportive services needs through no cost workshops.
- No cost workshops to prepare targeted populations (i.e., TANF, GROW, Veterans, college students, and transitional-age youth) with assistance in completing applications for permanent employment.
- Analogous testing to suit County requirements.
- Career counseling relative to in-demand industry sectors and occupations with emphasis on the Public Sector.
- Enhanced career and vocational training services for those applicants who require further testing preparation or skills development.
- Applicant interviews on-site with County recruiting departments.
- Providing additional examination locations and proctoring assistance.

Another consideration in establishing a Registry is the category of staff used to deliver the services. In examining classification options available, we find that the use of County temporary employees would be best suited to staff the Registry. We note that benefits extended to the County's current temporary employees include:

- Mandated participation in the Pension Savings Plan
- Short-term and long-term military leave
- Injury leave
- Civil Service exam leave
- Shift differential bonus
- Bilingual bonus
- Health insurance after establishing eligibility

Currently, temporary employees are paid at the same hourly rate as permanent employees. The establishment of a Registry allows the opportunity to reexamine these policies.

Labor Relations

The creation of a Registry run by the County that places temporary workers in positions held by full-time represented employees will require consultation, and possible negotiations with the appropriate union, currently SEIU Local 721.

Projected Program Costs

A hypothetical staffing model was created based on reported fiscal year 2013-14 utilization numbers and other successful public sector temporary registry models. To project the costs of running a full-scale program and to facilitate comparison of a County-run program to the existing temporary agency contracts, certain assumptions were necessary. Reported utilization statistics show that the work performed was at varying levels, both higher and lower than the Intermediate Typist Clerk positions; however, because 65% of the utilization fell within the scope of responsibilities for the Intermediate Typist Clerk position, that position was used to project the cost of cash compensation. Actual costs will vary depending on future utilization. It should be noted that this analysis is based on the current County pay structure and does not account for potential modifications to the structure, such as creating new classifications, which could lower costs. Those opportunities are discussed later in this report.

To project the costs of the temporary labor, 90-day assignments were used as that is the current maximum duration of temporary assignments. The projected costs reflect 697 clerical-related assignments, which is based upon the reported fiscal year 2013-14 temporary agency worker utilization, referenced earlier in this report. Note that employee benefit costs are not included in our preliminary projections. The cost of healthcare, the most significant employee benefit expense, will vary by employee based on hours worked and County policy decisions. To project additional labor costs such as Live Scan, it was assumed that in order to have an adequate pool

of available workers to meet the demand for services, an estimated 750 temporary employees should be on the Registry.

ESTIMATED PROGRAM ADMINISTRATION EXPENSES			
Program Administration Staffing			
Position	Salary and Benefits ⁴	Budgeted Positions	Estimated Totals
Human Resources Analyst IV	\$163,264	1	\$163,264
Human Resources Analyst III	\$138,751	6	\$832,507
Senior Personnel Assistant	\$93,295	1	\$93,295
Intermediate Typist Clerk	\$57,696	1	\$57,696
			\$1,146,762
Temporary Employment Assignments			
Position	Compensation Per Employee [90 Day Assignment] ⁵	Number of Assignments Per Year	Estimated Total
Intermediate Typist Clerk	\$7,227	697	\$5,037,219
Other Temporary Employment Costs			
	Cost of Service	Positions Required to Fill Pool	Estimated Total
Pre-employment Live Scan	\$49	750	\$36,750
Pre-employment Medical			Varies depending on assignment, but generally not performed for clerical assignments
Workers Compensation			Unknown
		Estimated Costs	\$6,220,731

⁴ The cost of benefits for regular County employees is calculated at 48.682% of salary.

⁵ Rate is based on monthly salary at the first step of the Intermediate Typist Clerk position (\$2,409/month - \$13.85/hour) for 3 months (90 days). Employee benefit costs are not included. Eligibility for healthcare will vary by employee based on hours worked and County policy decisions.

The above \$6.2 million estimated cost of a County Registry can be compared to estimated temporary agency annual costs ranging from \$5.1 million to \$6.1 million, based on 697 90-day assignments and Intermediate Typist Clerk hourly rates of \$14 - \$17. Note that the reported fiscal year 2013-2014 temporary agency actual costs of \$5.1 million reflect assignments of varying length.

Creation of a New County Classification or Employment Status

The existing classification structure delineates the parameters by which employees are hired into the County and each classification is tied to a pre-established salary and benefit structure. To facilitate the County development of a Registry, collaboration with the Chief Executive Office is needed to create new classifications that align with the intended temporary work of a new County Registry. These classifications would be specific to the Registry and the job duties and minimum requirements set accordingly. In addition, the County also has the ability to create a new employment status that would permit the payment of a different wage for temporary work and specifically define the benefits offerings for this purpose. This would provide more flexibility in the creation of a County Registry and help minimize costs.

The current compensation structure requires that the County pay permanent and temporary employees at the same rate, based upon classification. As stated, the creation of new County classifications specifically designed for the Registry provides the opportunity to review and establish an appropriate pay and benefit structure.⁶ The table below provides an example of how program costs could be impacted if temporary employee pay rates are bifurcated from permanent employee pay rates.

Temporary Labor Wage Rates			
Position	Compensation Per Employee [90 Day Assignment]	Number of Assignments	Estimated Total
Intermediate Typist Clerk at current wage rate of \$13.85/hour	\$7,227	697	\$5,037,219
New Temporary Classification at current living wage rate of \$11.84/hour	\$5,894	697	\$4,108,118

⁶ The creation of new items is subject to the County's obligation to negotiate the salary, working conditions, etc. of the new classification.

A comprehensive review by the Chief Executive Office's Classification and Compensation Division is required to determine the appropriate compensation levels for the County Registry temporary labor and program staff.

EXISTING TEMPORARY REGISTRY MODELS

The concept of a County-run Registry is not unprecedented and there are models of successful programs in other public sector jurisdictions. For example, Riverside County has a Temporary Assignment Program (Attachment III) that is part of its Human Resources Department. A Division Chief, Human Resources Manager, and 22 analysts and technicians run the program. The unit recruits and hires temporary employees on an ongoing basis and fills approximately 1,800 temporary assignments a year.

The Riverside County program provides temporary staffing for all County departments upon request and places temporary workers in a variety of assignments ranging from clerical support to nursing. The program also recruits and hires temporary staff for seasonal needs, such as election workers and labor for the annual County Fair and National Date Festival. Its fiscal year 2014-2015 budget reflects anticipated expenditures of \$4.1 million. In the Riverside County program, temporary workers are paid 5.5% less than permanent workers. (Attachment IV)

The County of Alameda also runs a Temporary Assignment Program, which was established in 2003 as a pilot. The primary goal of the program is to provide immediate staffing support services to all Alameda County departments. Currently, staffing services are limited to clerical and secretarial support; work assignments vary in duration, ranging from one day to eighteen months. Employees of this program are provisionally appointed as Human Resources employees and are classified as "Services-As-Needed." Alameda County reported that in 2014, approximately 300-400 temporary employees were on its payroll. The pool of temporary staff is placed on payroll and remains on a "no pay" status until they are placed on assignment. The program is administered by a Departmental Personnel Officer and a support team of HR staff. The annual cost of salary and benefits for these positions is approximately \$530,273.

ENHANCEMENT OF EMPLOYMENT OPPORTUNITIES

The following considerations may also be taken into account to enhance employment opportunities for the targeted populations in the Board's motion.

Modification of Existing Contracts

The County should consider the feasibility of modifying existing contracts to require temporary agencies to collaborate with the Los Angeles County Workforce Investment Board, community colleges and the GAIN and GROW programs to ensure they actively reach out and engage these populations. The temporary agencies' commitment to the partnership can be established by including language in the contract statement of work to recommend or require that a certain percentage of the temporary workers utilized must come from the target populations. In

addition, the Department of Community and Senior Services can also play a role in this effort by utilizing their existing partnerships with the Workforce Investments Boards, GAIN and GROW programs, and community college districts to assist its participants to connect with these agencies with the intent of transitioning these targeted populations into the County workforce.

Development of a Comprehensive Countywide Workforce Development Strategy

There are a number of existing programs that successfully engage the targeted populations (Attachment II). However, these programs are run by individual departments with their own specific operational goals and objectives. The County would benefit from the creation of an overarching Workforce Development Strategy to establish a comprehensive job development initiative for the County. The strategy would focus on developing innovative public sector workforce development initiatives and facilitating new and stronger partnerships between County departments, the seven Los Angeles County Workforce Investment Boards, community colleges, universities and other partners.

Presently, in response to the Workforce Innovation and Opportunities Act signed July 1, 2014, the Department of Community and Senior Services, in collaboration with the Workforce Investment Board, is in the process of redesigning the County's Workforce Investment Act workforce services. As part of these efforts, a cross-regional Public Sector workforce development partnership is being established to facilitate the coordination of, and access to workforce development services for employers and potential employees in this sector. A partnership with the Department of Community and Senior Services and other County departments in developing a Countywide Workforce Development Strategy would be essential to these efforts.

RECOMMENDATIONS

Our preliminary research indicates that the County is well positioned to develop and maintain an internal Registry for the identified targeted populations in the Board's motion. The Registry can serve as a springboard for these populations to attain gainful employment at the County or with other local employers. This initiative will enable constituents to attain needed job skills and to begin rewarding careers.

The creation of an internal Registry will require the County to establish the necessary infrastructure dedicated to the management and oversight of the Registry. To this end, we submit the following:

Recommendation No. 1

Approve and fund a one-year pilot project for implementation of a Temporary Services Registry by the Director of Personnel. The pilot project shall include the development a Countywide Temporary Services Registry, identification of County department(s) to participate in the pilot, development of policies, processes and/or procedures for use of the Registry, and a report from

the Director of Personnel to the Board of Supervisors with findings and additional recommendations based on the one-year pilot project for a full implementation of a Countywide Temporary Services Registry.

Additionally, to further build the skills and employability of the targeted populations, we recommend your Board:

Recommendation No. 2

Assign the appropriate County departments to explore the feasibility of modifying existing temporary agency contracts to collaborate with the Los Angeles County Workforce Investment Board, community colleges and the GAIN and GROW programs to ensure active outreach and engagement of these populations.

Recommendation No. 3

Direct the appropriate County departments to establish a comprehensive Countywide Workforce Development Strategy. The strategy would focus on developing innovative public sector workforce development initiatives and facilitating partnerships between County departments, the seven Los Angeles County Workforce Investment Boards, community colleges, universities and other partners.

The Director of Personnel, in collaboration with appropriate County departments, will report back to this Board in six months on the status of the County Temporary Registry. We expect to have continued dialogue with local representatives from the American Staffing Association and review any industry research that it submits for our consideration. Further, input will be sought from each Board office and the Chief Executive Office in defining the parameters of the Registry and the resources necessary to start up and sustain the program.

Analysis of Temporary Agency Staff by Classification FY 2013-2014 ¹		
Classifications	Number of Assignments	Hours
Intermediate Typist Clerk	#REF!	#REF!
Intermediate Clerk	#REF!	#REF!
Senior Typist Clerk	#REF!	#REF!
Clerk	#REF!	#REF!
Data Control Clerk	#REF!	#REF!
Receptionist Typist Clerk	#REF!	#REF!
Payroll Service	#REF!	#REF!
Exception Mail Clerk	#REF!	#REF!
Librarian	#REF!	#REF!
Staff Accountant	#REF!	#REF!
Cashier	#REF!	#REF!
Secretary	#REF!	#REF!
Administrative Assistant	#REF!	#REF!
Accounting Clerk	#REF!	#REF!
Warehouse Worker I	#REF!	#REF!
Secretary III	#REF!	#REF!
Legal Secretary	#REF!	#REF!
Account Clerk II	#REF!	#REF!
Administrative Analyst III	#REF!	#REF!
Procurement Aid	#REF!	#REF!
Receptionist	#REF!	#REF!
Staff Assistant III	#REF!	#REF!
Accountant II	#REF!	#REF!
Senior Secretary III	#REF!	#REF!
Staff Assistant	#REF!	#REF!
Word Processing Secretary	#REF!	#REF!
Administrative Analyst	#REF!	#REF!
Bookkeeper	#REF!	#REF!
Library Assistant	#REF!	#REF!
Mediation Coach	#REF!	#REF!
Typist Clerk	#REF!	#REF!
Administrative Assistant III	#REF!	#REF!
Administrative Support	#REF!	#REF!
Dietitian	#REF!	#REF!
General Secretary	#REF!	#REF!
Information Technology Aide	#REF!	#REF!
Lab Technician	#REF!	#REF!
Senior Secretary II	#REF!	#REF!
Accounting Technician	#REF!	#REF!
Administrative Assistant II	#REF!	#REF!
Brown Mail Clerk	#REF!	#REF!
Community Services Liaison	#REF!	#REF!

Analysis of Temporary Agency Staff by Classification FY 2013-2014 ¹		
Classifications	Number of Assignments	Hours
Conflict Resolution Coach	#REF!	#REF!
Dispute Resolution Trainer	#REF!	#REF!
Mediator	#REF!	#REF!
Secretary II	#REF!	#REF!
Senior Word Processor	#REF!	#REF!
Supervisor's Assistant	#REF!	#REF!
Procurement Assistant I	#REF!	#REF!
Total	#REF!	#REF!

Notes:

- 1) In order to be equivalent to one year of activity, assignments that began in FY 2012-2013 and extended to FY 2013-2014 were included but assignments that began in FY 2013-2014 and extended into FY 2014-2015 were excluded.
- 2) In contrast to the way data is reported in quarterly temporary staff reports, when the same employee works multiple assignments, each temporary assignment **IS** counted separately.
- 3) In contrast to previously reported data, when an assignment extends into two quarters, the assignment is **NOT** counted once in each quarter.
- 4) We are currently awaiting data from DHS and DPH.

Temporary Staff Reported Actual Cost - 2013-2014					
Department	Cost Q1 13-14	Cost Q2 13-14	Cost Q3 13-14	Cost Q4 13-14	Total FY 13-14 Cost
Agricultural Commission	\$32,177.23	\$20,280.10	\$27,275.36	\$24,086.42	\$103,819.11
Alternate Public Defender	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Animal Control	\$0.00	\$0.00	\$7,541.13	\$4,529.25	\$12,070.38
Assessor	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Auditor-Controller	\$48,813.75	\$46,593.90	\$25,640.88	\$54,243.11	\$175,291.64
Beaches and Harbor	\$43,120.05	\$62,269.70	\$70,507.44	\$52,000.05	\$227,897.24
BOS-Executive Office	\$242,695.00	\$283,260.49	\$295,844.15	\$316,265.04	\$1,138,064.68
Chief Executive Office	\$15,612.05	\$13,615.26	\$8,997.19	\$15,073.75	\$53,298.25
Chief Information Office	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Child Support Services	\$39,955.23	\$16,543.56	\$70,478.99	\$5,557.44	\$132,535.22
Children & Family Services	\$6,072.30	\$0.00	\$0.00	\$0.00	\$6,072.30
Community & Sr. Services	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Consumer Affairs	\$28,518.81	\$45,567.61	\$69,077.08	\$77,210.77	\$220,374.27
County Counsel	\$40,383.42	\$51,251.56	\$31,774.22	\$18,064.50	\$141,473.70
District Attorney	\$6,405.04	\$8,477.87	\$19,509.88	\$20,091.95	\$54,484.74
Fire	\$120,596.75	\$174,560.62	\$187,580.44	\$139,731.31	\$622,469.12
Health Services ¹					
Health Services BOS ²	\$63,944.02	\$103,047.04	\$106,815.84	\$71,084.08	\$344,890.98
Human Resources	\$17,319.37	\$11,387.23	\$18,263.41	\$33,051.42	\$80,021.43
Internal Services	\$62,498.16	\$50,287.47	\$23,078.68	\$31,462.83	\$167,327.14
Medical Examiner/Coroner	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Mental Health	\$29,165.98	\$22,434.01	\$52,993.41	\$163,742.45	\$268,335.85
Military & Veterans Affairs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Museum of Art	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Museum of Natural History	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Parks & Recreation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Probation	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Public Defender	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Public Health ¹					
Public Library	\$155,684.10	\$112,916.92	\$97,554.22	\$56,044.54	\$422,199.78
Public Social Services (BOS) ²	\$112,765.24	\$109,694.45	\$86,865.19	\$56,353.88	\$365,678.76
Public Social Services	\$121,629.24	\$71,172.73	\$148,629.71	\$66,149.03	\$407,580.71
Public Works	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Regional Planning	\$4,439.48	\$8,765.67	\$0.00	\$2,333.76	\$15,538.91
Registrar Recorder	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Sheriff	\$25,550.05	\$29,118.78	\$14,725.88	\$2,742.04	\$72,136.75
Treasurer & Tax Collector	\$14,669.56	\$83,621.38	\$15,859.98	\$37,518.62	\$151,669.54
	\$1,232,014.83	\$1,324,866.35	\$1,379,013.08	\$1,247,336.24	\$5,183,230.50

Notes:

1. Awaiting data from department
2. DPSS and DHS receive temporary staff from the BOS contract and separate departmental contracts

CURRENT COUNTY PROGRAMS THAT ENGAGE TARGETED POPULATIONS

In an effort to understand how best to engage Workforce Investment Board participants, community college students, and GAIN/GROW participants, the current County programs that utilize the targeted populations were reviewed. It was found that there are a number of existing County programs that utilize temporary workers that are not provided by temporary employment agencies. Many of these programs are designed to target the populations identified in the December 16, 2014 motion. These programs are summarized in brief below. Where available, data on the number of participants that either accessed job preparedness programs or gained employment are also provided for the most current time period available.

Department of Public Social Services

Greater Avenues for Independence (GAIN) Program

The GAIN Program is the County's highly successful California Work Opportunity and Responsibility to Kids (CalWORKs) Welfare-to-Work program for families receiving Temporary Assistance to Needy Families (TANF). The program assists CalWORKs participants find employment which will ultimately lead to self-sufficiency. A number of services are offered, including but not limited to, job search, vocational assessment, education, training, subsidized employment, and various mental health services.

General Relief Opportunities for Work (GROW)

The GROW program provides employment and training related services to General Relief participants to help them find employment, stay employed, and move to higher paying jobs to achieve self-sufficiency and independence. The program assigns participants to various work activities that provide job-readiness and education/training opportunities that result in employment outcomes. Employable General Relief participants (participants without documented physical or mental disabilities) are mandated to participate in GROW.

DPSS Programs that Promote Hiring of GAIN/GROW participants

DPSS has implemented a variety of programs to facilitate the hiring of GAIN and GROW participants. Some of these are highlighted below.

- Eligibility Worker I Exam: In June 2013, DPSS posted the Eligibility Worker I exam. Selection requirements were as follows: Completion of 60 semester or 90 quarter units of work in an accredited college and enrolled in GAIN/GROW Program for three months during December 1, 2012 to May 30, 2013, or two years of clerical experience and enrollment in GAIN/GROW program for three months during December 1, 2012 – May 1, 2013. A total of 219 GAIN/GROW participants were hired as of October 30, 2013.

- GAIN/GROW Hires by County Contractors: As of August 2014, Board of Supervisor's Policy 5.050 requires County contractors (required of new contractors and incorporated into contracts when being amended) to consider GAIN/GROW participants for hire by submitting job openings and associated job requirements to DPSS via email. As of December 31, 2014, DPSS received job opening information from three contractors. Additionally, DPSS, in collaboration with the Auditor-Controller, produces a quarterly report identifying the number of GAIN/GROW participants hired by County Contractors. A report for the period of January through September 2014, identified 527 GAIN/GROW participants employed by County contractors.
- Job Readiness and Career Planning Services Program: Orientation/Job Club/Vocational Training Program assists GAIN participants with job preparation, job search and/or an educational/training plan with the ultimate goal of obtaining, securing and/or promoting to living wage employment. DPSS reported that in fiscal year 2013-14, there were 11,623 Job Club participants. The number of Job Club participants who were employed because of the program was 4,810 for the same period. The GROW Program assigns participants to various job-readiness activities and education/graining opportunities that are designed to prepare them for employment. DPSS reported that in fiscal year 2013-14, there were 57,580 enrollments and 21,638 placements.

CalWORKs Transitional Subsidized Employment Program (TSE Program)

This program is offered to eligible CalWORKs participants who are unemployed and provides them the opportunity to temporarily earn minimum wage while developing or enhancing skills that will assist them to become self-sufficient. During fiscal year 2014-15, the County received \$38.6 million in State funding for the expansion of the TSE Program throughout Los Angeles County. In an effort to maximize on resources, DPSS partnered with the South Bay Workforce Investment Board (SBWIB) to increase the number of TSE placements. Through SBWIB, the County has access to One-Stops/Work Source Centers located throughout Los Angeles County.

DPSS provides participants two options through the TSE Program, 1) Paid Work Experience, or 2) On-the-job Training Design. Each option is designed to provide participants gainful work experience to prepare them with the skills to attain unsubsidized employment.

1. Paid Work Experience (Employer Non-contribution):
 - a. Participants are placed in government or non-profit agencies;
 - b. SBWIB is the employer-of-record;
 - c. DPSS pays 100% of the costs;
 - d. Participants are paid minimum wage (\$9.00/hr.); and
 - e. Placements are limited to 8 months (effective 11/20/14).
2. On-the-Job Training Design (Employer Contribution):

- a. Job-ready participants are placed based on employer's needs (participant meets all job requirements);
- b. Participants are placed in private for-profit or non-profit agencies;
- c. Participants may work up to six months, and are paid at least the minimum wage (\$9.00/hr.) or employer selected wage;
- d. DPSS covers 100% of costs for the first three months;
- e. SBWIB is the employer-of-record;
- f. Workers' Compensation Included;
- g. Employing agency covers employee wages, Worker's Compensation and FICA for the remaining five months;
- h. For participants working 30-29 hrs./week, the employing agency will be reimbursed \$350 per month, per employee (approximately 50% of minimum wage for a 20 hour workweek); and
- i. For participants working 30 or more hours/week, the employing agency will be reimbursed \$550 per month, per employee.

As part of this program, participants may be assigned to a DPSS office to gain work experience. DPSS reports that currently, 189 participants are placed in their offices.

On December 8, 2014, DPSS distributed a memo to all Departments soliciting their participation in the program. Specifically, they were asked to participate in the program for Paid Work Experience (Employer Non-Contribution), to provide TSE participants with an opportunity to gain work experience within their department for a period of six months. Eight departments are currently participating in the program with additional departments making inquiries. DPSS reports that currently, 264 participants are placed in County offices (other than DPSS), and an additional 59 at the Los Angeles County Office of Education.

Department of Community and Senior Services

The Department of Community and Senior Services, in collaboration with the Los Angeles County Workforce Investment Board, functions as the County's administrative agency to provide workforce services to 58 of the 88 cities that are part of the County, as well as its 151 unincorporated areas. The Los Angeles County workforce system is comprised of seven Workforce Investment Boards that coordinate services Countywide. These services are under the oversight of the Los Angeles County Workforce Investment Board, the second largest of the seven.

America's Job Centers of California (AJCC), Los Angeles County provides business and job seekers access to employment and training opportunities that result in qualified individuals for the current job market. Their programs are designed to assist older-youth and adults with occupational development, upward mobility, and development of new careers within high-growth business sectors. There are 18 contracted AJCC agencies that maintain partnerships with businesses and other workforce-related agencies, including the State Employment Development Department, Department of Rehabilitation, local community colleges and adult schools, and other

workforce agencies. With the implementation of the Workforce Innovation and Opportunities Act in July 1, 2015, the AJCCs will begin a partnership with DPSS' Temporary Assistance to Needy Families participants.

The Los Angeles County workforce system, administered by CSS, is operated by contracted agencies at 18 AJCCs and partner older-youth sites located strategically throughout the County for access of the communities that represent the 58 cities and 151 unincorporated areas of the Los Angeles County WIB.

In fiscal Year 2013-14, 228,712 individuals utilized the AJCC self-services such as registration for unemployment insurance, internet access to jobs, labor market information, and resume preparation. In addition, 9,200 individuals participated in the long-term employment and training services through classroom instruction and on-the-job training.

Department of Human Resources

Student Worker Program

The Student Worker Program targets numerous populations including community college students. The Student Worker Program was launched in 2010 and is designed to provide participants with on-the-job training/experience while participants obtain their educational degree or professional certification. The program is also intended to assist participants with developing strong work ethics and an understanding of business practices necessary for full-time professional work. In addition, students are expected to develop and maintain a deliberate plan to achieve measurable academic progress while pursuing a degree in a declared field.

The minimum requirements for the Student Worker classification is current enrollment in an accredited college, community college, or business college, having academic standing equivalent to at least a freshman in college – OR – current enrollment as a junior or senior in high school. Applicants must also be at least 16 years of age. The exam consists of an evaluation of education and experience weighted 100%. Departments hire student workers based on the number of ordinance positions approved by the Board of Supervisors. Student workers are hired as hourly, temporary employees ("F" status) and work hours are determined by the department, not to exceed 30 hours per week. Student workers are also prohibited from engaging in more than six years of continuous work; however, student workers may be able to extend their work hours under specified circumstances.

Upon completion of their education, student workers are encouraged to compete for permanent positions with the County of Los Angeles. During fiscal year 2013-14, 98 Student Workers were hired Countywide.

Career Development Intern Program

The mission of the Countywide Career Development Intern Program is to expose youth to career opportunities within the County and assist them in gaining the skills and knowledge necessary to compete for full-time budgeted positions. The program target emancipated foster youth and is intended to provide them with work experience necessary to become career County employees.

Career Development Interns assist experienced journey-level workers in a variety of training assignments of typically 12 to 24 months varying in duration based on individual training requirements, and department financial capabilities. Career Development Interns receive technical job training in office support/clerical work, informational technology support, skilled crafts support, or operational support. Career Development Interns are placed on monthly training positions and receive medical and dental benefits.

On January 7, 2014, the Board directed all Department Heads to identify and fill at least one budgeted, vacant position that may be practicably filled with a Career Development Intern. Each department has a Career Intern Program Coordinator to track the intern's progress, collect performance assessment forms, and provide orientation on the specifics of the Career Development Intern Program. Career Development Interns are able to apply for permanent County positions at the conclusion of the Program.

During fiscal year 2013-14, 23 Career Development Interns were hired Countywide.

Veterans Intern Program

The Veterans Intern Program is a paid internship designed to provide members of the Armed Forces who have been honorably released or discharged with on-the-job training and work experience. The program, launched in May 2007, is coordinated by DHR. County departments were directed to hire veterans in a 12 to 24 month trainee capacity. The examination consists of an evaluation of training and experience at the time of application filing. Qualified veterans are placed on an eligible register for six months; veterans who have not been selected or assigned by a department are encouraged to reapply every six months to remain active on the register. The existing Veteran Intern classifications are:

- Veteran Intern, Administrative Support
- Veteran Intern, Crafts Support
- Veteran Intern, Heavy Maintenance and Operational Support
- Veteran Intern, Office and Clerical Support
- Veteran Intern, Technical Support

Hired veterans are placed on monthly training positions, receive medical and dental benefits and are qualified to compete for permanent County employment at the end of the Program.

As of January 2015, 230 Veteran Interns are on various County assignments.

Union Hiring Hall

[Rule 8](#) of the Los Angeles County Civil Service Rules covers temporary appointments made by Union Hiring Halls. The rule establishes the standards for Noncompetitive Examinations and Labor Appointments. The Union Hiring Hall is a result of a January 25, 1991 agreement between the Board of Supervisors and the Los Angeles County Building and Construction Trades Council, and is used for to employ temporary building trades and skilled craftsmen.

The [MOU for Union Hiring Halls](#) establishes the criteria for temporary labor appointments for Building and Trades Craftsmen. The following guidelines are specific to the hiring and selection process.

- The department directly contacts the specific Union that is responsible for the craft's area of expertise
- The Building Trades Council shall furnish to the requesting department updated addresses, telephone numbers and referral procedures for each individual craft
- The department shall have the right to reject any applicant for labor appointment
- All applicants shall have no less than the minimum requirements as set forth in the County classification specification
- Employees shall be compensated on an hourly basis
- Temporary appointments shall be for the duration of the temporary work
- The Union shall maintain a register of applicants. Neither the Union hiring referral system, in referring, nor the County in appointing, shall discriminate against an applicant because of race, color, sex, age, national origin, political or religious opinions or affiliations
- The Union's hiring referral system shall be administered by each respective Union and the cost of operating this system shall be borne by the Union
- The County shall have the right to request an individual by name unless the Union's referral procedure specifically prohibits this method of selection
- Temporary employees covered under this Agreement shall be appointed under the authority of Civil Service Rule No. 8

All rules and requirements of the County's hiring process shall also apply, i.e., background and medical clearance, and on-boarding. Employees are issued an employee number. An outgoing process will also be required once the temporary assignment is complete.

Department of Health Services

Nurse Registry

In approximately October 2013, the Department of Health Services, implemented a pilot program to establish an internal registry for the classification of Relief Nurse (Nurse Registry). Currently, the Nurse Registry is utilized by DHS LAC+USC Medical Center with plans to expand its use to other DHS hospitals.

DHS established the Nurse Registry by administering an open competitive examination to include a rating from record testing component weighted at 100%. Live Scan and medical screening is conducted of qualified applicants. Once complete, candidates attend employee orientation, and an employment record is established onto e-HR. The candidate is added to the Nurse Registry to include their shift availability and specialty information. Completing all pre-employment requirements and establishing an employment record in e-HR enables the Department to immediately deploy a Relief Nurse as the need arises (provide same day coverage). Currently, DHS utilizes 50 ordinance Relief Nurse positions for its Nurse Registry pool.



County of Los Angeles
Department of Public Social Services



Sheryl L. Spiller
Director

Phil Ansell
Chief Deputy

**GREATER AVENUES FOR INDEPENDENCE (GAIN) FACT SHEET
JANUARY 2015**

PROGRAM OVERVIEW

The Greater Avenues for Independence (GAIN) Program is Los Angeles County's highly successful California Work Opportunity and Responsibility to Kids (CalWORKs) Welfare-to-Work (WtW) program for families receiving Temporary Assistance to Needy Families (TANF).

PROGRAM DESIGN

The GAIN Program is designed to help CalWORKs participants find employment which will ultimately lead to self-sufficiency. Services include:

- Appraisal, Orientation and Motivation;
- Job Search, Vocational Assessment, Education and Training;
- Work Experience, Subsidized Employment, Community Services;
- Family Stabilization Services; and
- Mental Health, Domestic Violence, and Substance Use Disorder recovery services, as needed.

The program pays for transportation, child care and work-related expenses to enable participants to attend assigned activities to facilitate positive outcomes. After participants find employment, Post-Employment Services are available to assist employed participants retain their jobs, and/or obtain higher paying jobs. Mandatory participants can utilize WtW Services for up to 48 months.

The WtW 24-Month Time Clock (within the CalWORKs 48-month time limit clock) allows participants to participate in WtW activities, which will help them remove barriers to employment without meeting federal requirements. Once they reach their WtW 24-Month Time Clock limit, if they have time remaining on their CalWORKs 48-month time limit, they are

required to meet federal work participation requirements in order for the

adult(s) to continue receiving cash aid.

In order to maximize the flexibility of the WTW 24-Month Time Clock, the passage of Assembly Bill (AB) 74 allows up to six months of additional time to address destabilizing situations/barriers under the new Family Stabilization (FS) WtW activity. FS provides intensive case management and services to participants and their families who are experiencing an identified barrier that is destabilizing the family and interfering with the participant's ability to participate in WtW activities. Destabilizing situations can include but are not limited to:

- Homelessness or imminent risk of homelessness;
- Lack of safety due to domestic violence;
- Untreated or undertreated behavioral needs, including mental health or substance abuse related needs; and/or
- Other non-medical needs.

Exempt participants may volunteer to participate in GAIN. Although not required, participation in GAIN is mandatory for all CalWORKs participants unless they are exempt. Exemptions required documentation, verification, and the approval of a GAIN Services Worker. However, once a participant volunteers to enter program, he/she must adhere to the same rules and regulations as mandatory participant do.

The GAIN Program has embraced the philosophy, "GAIN: The Bridge to Independence" a practical and powerful message. Participants are shown how employment will greatly benefit their family, and prepare parents to secure self-sustaining jobs, which will eventually lead to long-term economic self-sufficiency.

The GAIN Program is the largest Welfare-to-Work program in the nation and is focused on activities that rapidly move people into employment. Currently, we are serving **61,739** mandatory Welfare-to-Work Participants.

Sheryl L. Spiller
Director

Phil Ansell
Chief Deputy

GENERAL RELIEF OPPORTUNITIES FOR WORK (GROW) FACT SHEET

GROW PROGRAM OVERVIEW

The GROW program provides employment and training related services to General Relief participants to help them find employment, stay employed, and move to higher paying jobs to help them achieve self-sufficiency and independence.

Individuals are given information on the GROW program when they apply for GR. On the same day, applicants without documented physical or mental disabilities and determined to be Employable are referred to GROW. Participation is mandatory for all Employable GR recipients. They meet one-on-one with an Employment Specialist (Eligibility Worker) who conducts an Employment Needs Evaluation to gather information regarding their education and job skills, as well as any potential barriers to employment that may affect their participation in the program. The Employment Specialist describes the program and explains that participation in GROW is mandatory as a condition of receiving GR. The applicant is then scheduled for an Orientation appointment. Following Orientation, the Case Manager evaluates participants for job readiness and assigns them to activities based on each individual's situation.

GROW COMPONENTS

The GROW Program assigns participants to various activities that are designed to prepare them for employment. Activities that provide job-readiness and education/training opportunities that result in employment outcomes include:

A. Self-Initiated Program (SIP)

- Attendance at education or training programs may be approved in lieu of attending a Job Readiness Training activity if the participant was enrolled prior to Orientation.
- SIP can be approved if it:
 - involves a minimum of 20 hours activity per week,
 - is likely to lead to employment in a demand occupation, and
 - can be completed within the remaining time on aid.

B. Job Readiness Training (JRT)

- A three-week job readiness/job search activity designed to help participants acquire the skills needed to find and obtain employment.
- The first week is dedicated to a job skills workshop which includes motivation/self-esteem building, goal setting, strategies for seeking employment, completing job applications, preparing resumes, interviewing techniques, and job retention skills.
- The second and third week provides supervised job search activities under the guidance of the contracted provider. These activities include developing job leads, searching and applying for jobs in-person or on-line, job interviews, accessing the phone banks/Resource Center, attending employer recruitments and job fairs, etc.

C. Job Readiness Training for Youth (JRY)

- This three-week job search/job readiness activity component is designed specifically for Transition Age Youth (TAY) participants, ages 18-24 years old.
- The component consist of a one-week job skills workshop and two weeks of directed and intense job search activities designed to help TAY participants acquire the skills needed to find and obtain employment, and achieve self-sufficiency.
- The JRY workshops teach youth leadership, responsibility, self-confidence, conflict resolution, financial planning and other work readiness skills.

D. **Career Opportunities Resources and Employment (CORE)**

- A four-week component designed to increase participant's job readiness and career motivation by reducing potential barriers to employment.
- CORE specifically targets participants with more challenging barriers to employment including those who are chronically homeless, those who have previously been in GROW, and those age 50 and older.

E. **Pathways to Success (PTS)**

- This four-week job services component provides GROW TAY participants with employment barriers with pre-employment and life skills training and support.
- The class teaches participants work-readiness, financial planning, job retention, time management and critical thinking skills.
- TAY participants in PTS are given the opportunity to explore career and/or educational advancement needed to help them succeed in a career of their choice and in life, in general.
- Representatives from local community partners and agencies make presentations on available resources for the youth.

F. **Computer Application Class (CAC)**

- A computer class training component designed to provide GROW TAY participants with knowledge and understanding of industry-standard software and hands-on computer experience needed for entry-level positions in today's labor market.
- CAC is a 20 hours per week, 12-week training program, where participants learn word processing, development of spreadsheets, and databases, as well as how to design quality images, documents, and presentations, such as newsletters, posters, brochures, and flyers.
- CAC is offered Monday through Friday, from 1:00 p.m. to 5:00 p.m., at the Metro Special GROW site, located at 2615 South Grand Avenue, 4th Fl., Los Angeles, CA 90007.

G. **Intensive Case Management (ICM)**

- This component consists of intensive job searching activities under the guidance of the job developer and/or Case Manager. ICM services are provided as follows:
 - During any down-time in-between components.
 - Concurrently with any other activities which combined add up to 20 hours per week.
 - Once all other required components have been completed and until time limits expire.

H. **Short-Term Training (STT)**

- This is a training activity that can be completed within a period of no more than sixty days.
- This activity is recommended for participants who need to learn or enhance skills needed to realize their employment goals.
- Participants receive referrals to training programs that can be completed within sixty days.
- There is no requirement for Vocational Assessment in order to participate in this component.

I. **Office Occupations (OPS)**

- This is an open entry, open exit course designed for participants who express an interest in working in an office environment.
- During this course, participants acquire hands-on experience with computers and use of office-related software programs.
- This class is offered Monday through Friday, from 8:00 a.m. to 12:00 p.m., at the Metro Special GROW site, located at 2615 South Grand Avenue, 4th Fl., Los Angeles, CA 90007.

J. **Security Officer Training (SOT)**

- A comprehensive training that includes 60 hours of industry-related instruction and 15 hours of soft skills, including job preparation workshops. The training also includes guard card preparation and testing.
- The training provides a series of workshops that prepare participants to obtain jobs in this field.

K. **Education/Training (EDU)**

- These are courses offered by local/community schools and other institutions with potential to result in employment opportunities for GROW participants.
- Participants are referred to education/training classes provided by local/community schools and other institutions.
- Referrals to education/training classes are made based upon the participant's skills and interest as determined by the Case Manager, Job Developer, or the Vocational Assessor.

L. One-Stop/WorkSource (OST)

- This component is available to participants who may benefit from services provided by the WorkSource centers.
- Activities include occupational training with institution/classroom programs delivered by public and private schools, and work-based programs, including customized training, on-the job training (OJT), and subsidized employment programs.
- Collaborations have been established with various WorkSource Centers which offer case management, training, and other job-readiness components, along with employment opportunities to our GROW participants.

M. GROW Youth Employment Program (GYEP)

- The GYEP is a three-month subsidized employment program that provides Paid Work Experience to 100 job ready participants between the ages of 18 to 24.
- The program is offered at the South Special, Metro Special, and Lancaster GROW sites.
- The goal of this program is to provide participants with valuable work experience that may lead to permanent employment and self-sufficiency.
- Participants are placed in actual jobs in the private and public sector and work 20-hours a week.
- The GYEP is a collaborative effort between the Department of Public Social Services and the Community Senior Services Department.

N. GROW Transition-Age Youth (TAY) Employment Program (GTEP)

- The GTEP is a six-month subsidized employment program that provides Paid Work Experience to participants between the ages of 18 to 24 and gives priority enrollment to former foster care youth and former probationers.
- The goal of this program is to provide participants with valuable work experience that may lead to permanent employment and self-sufficiency.
- Participants are placed in actual jobs in the private and public sector and work 20-hours a week.
- The GTEP is a collaboration effort between the Department of Public Social Services and South Bay Workforce Investment Board.

EDUCATION/TRAINING PROGRAMS

In addition to Education/training, Short-term training and Self-Initiated Programs, the GROW Program is able to offer customized training programs, through our contract with Los Angeles County Office of Education (LACOE), that includes Apprenticeship training, Technology and Logistics, Culinary Arts and other cohort training programs with the community colleges.

The Culinary Arts Fundamentals program is a cohort, 6 to 16 weeks in length. LACOE recently completed a pilot program in partnership with Cerritos Community College which included GAIN and GROW participants. The training started with 14 participants and 11 successfully completed the program with a 60% job placement rate. Cerritos Community College has committed to LACOE in offering at least two trainings per year. LACOE is also working with other colleges, such as the L.A. Mission College, Harbor College, Pasadena College, and L.A. Trade Tech to offer the Culinary Arts program.

JOB PLACEMENTS

The GROW Program has been successful in placing participants into employment based on referrals and participation in various GROW activities. The following are the placement rates in 2014 for the GROW components that have been successful in placing participants in employment:

<i>Computer Application Class</i>	<i>90%</i>	<i>Job Readiness Training for Youth</i>	<i>44%</i>
<i>Pathways to Success</i>	<i>63%</i>	<i>Job Readiness Training</i>	<i>43%</i>
<i>Security Officer Training</i>	<i>60%</i>	<i>Office Occupations</i>	<i>42%</i>
<i>Education/Training</i>	<i>50%</i>	<i>CORE</i>	<i>40%</i>
<i>Intensive Case Management</i>	<i>45%</i>	<i>Self-Initiated Program</i>	<i>35%</i>
<i>One-stop</i>	<i>42%</i>	<i>Short-term Training</i>	<i>26%</i>

The GTEP and GYEP subsidized employment programs have a 100% placement rate.



County of Los Angeles
Department of Public Social Services

CalWORKs TRANSITIONAL SUBSIDIZED EMPLOYMENT (TSE)

BACKGROUND/PROGRAM DESIGN

Los Angeles County Department of Social Services (LADPSS) Transitional Subsidized Employment (TSE) is a post-assessment activity for participants who remain unemployed. These services are arranged through a contract the Department has with the South Bay Workforce Investment Board (SBWIB), who in turn sub-contracts with One-Stops/Work Source Centers located throughout the County. LADPSS operates two models:

➤ Paid Work Experience:

- Participants are placed in government or non-profit agencies;
- SBWIB is the employer-of-record;
- DPSS pays 100% of the costs;
- Participants are paid minimum wage (\$9 an hour); and
- Placements are 8 months in duration (effective 11/20/14)

➤ On-the-Job Training Design (Employer Contribution)

- Participants are matched to the needs of the employer and are expected to be fully work ready;
- Participants are placed in private for-profit, or non-profit agencies;
- Participants may work up to six months, earning at least \$9.00/hour or employer-selected wage;
- First three months, DPSS pays 100% of the wages with SBWIB as the employer of record, including coverage of Workers' Compensation;
- Next five months, agency pays the employee wages, Workers' Compensation and FICA and will be reimbursed as follows:
 - For participants working 20 to 29 hours per week, the employer is reimbursed \$350 per month, per employee (\$350 = approximately 50% of minimum wage for 20 hours/week)
 - For participants working 30 or more hours per week, the employer is reimbursed \$550 per month, per employee

PROJECT FUNDING:

The funding source is CalWORKs Single Allocation and employer contributions for OJT, which allows participants to be placed in subsidized employment that will lead to self-sufficiency. Starting in fiscal year 13/14, the State became an additional funding source for the Expanded Subsidized Employment (ESE). ESE funding will continue to be available at least through fiscal year 15/16.



County of Los Angeles
Department of Public Social Services



SHERYL L. SPILLER
Director

ORIENTATION/JOB CLUB/VOCATIONAL ASSESSMENT (JCO) FACT SHEET

PROGRAM OVERVIEW

The GAIN program provides a one-day GAIN Orientation and four-week Job Readiness & Career Planning Services Program known as Orientation/Job Club/Vocational Assessment (JCO) to assist participants with job preparation, job search and/or an educational/training plan with the ultimate goal of obtaining, securing and/or promoting to living wage employment. The Job Readiness & Career Planning Preparation program is for English, Spanish and Non-English-Spanish speaking participants.

Job Club has been modified to meet the needs of participants who are unemployed with extensive work skills and or degrees, as well as those participants with no employment history. The changes include more use of technology in the classroom allowing participants to apply for jobs on-line.

JCO provides a seamless transition between GAIN Orientation, Job Club and Vocational Assessment. The **Orientation/Job Club/Vocational Training (JCO)** program incorporates the following activities:

Orientation

Orientation is the first activity conducted on Monday of the first week of JCO. The one-day orientation and motivational activity is designed to motivate participants and assist them in recognizing strengths, skills and abilities that are transferable to the workplace. During Orientation the participants are given information on the program benefits as well as the participants' rights and responsibilities.

At the end of Orientation participants are divided in two groups, Track A, and Track B. Track A is for participants who are job ready, recently unemployed and for participants who have attended Job Club previously. Track B is for new participants who need more direction from the Job Club facilitator on how to search for employment and for participants who previously attended Job Club.

Track A, Week 1

Track A services participants who are identified as "Advanced Prep". Participants in the "Advanced Prep" begin supervised Job Search activities in the Workforce Center/Computer Lab. Advanced Prep requires participants to dress appropriately for job search, have a current professional resume, demonstrate an urgency to obtain employment, the ability to effectively communicate their skills and work experience, the ability to complete on-line applications and the ability to e-mail and upload resumes. Track A participant's primary focus is to create an individualized Job Search Plan and to focus on fine-tuning pre-employment skills.

Track A, Week 2-4

Job Club for Advanced Prep participants consist of a group session followed by individualized job search activities in the classroom Workforce Development Center (WDC) focusing on identifying job leads, identifying potential employers, and preparing for job interviews. Participants participate in "Hot Jobs" job placement session(s) daily and one-on-one meetings with the facilitator for participants to receive individualized job search support and guidance. Sessions are conducted in the computer lab and job leads are projected via power point for participants to discuss. During week four, Advance Prep participants who have not obtained employment will complete Vocational Assessment.

Track B, Week 1

Track B participants are GAIN/REP participants who are participating in Job Club for the first time or returning participants who need additional job readiness assistance. This group of participants follows the regular job club flow which includes interviewing techniques, dress for success, goal-setting, practice on-line applications, complete resume, online data storage, money management skills and soft skills leading to job retention and promotion.

Participants practice mock interviews, as well as work independently to practice and update computer skills. Participants have daily one-on-one meetings with the facilitators to identify and maximize job readiness and potential job leads. Job Search documentation are monitored and reviewed daily.

This four-week component focuses on essential pre-employment skills, preparing participants to enter or re-enter the workforce with the flexibility to pursue various Workforce Development Center activities that are appropriate to each individual.

Participants are required to treat JCO as if it were an actual job. They are expected to dress appropriately, report on time, and participate actively in the workshops. The curriculum presented in the first week of the Job Club is vital to the participant's success in obtaining employment.

Track B, Weeks 2-4

During the second through fourth week of JCO, job search is focused on classroom activities combined with job search activities. The activities during these weeks are designed to teach GAIN/REP participants various job finding skills to enable them to find work through their own efforts and enhance their chances of finding employment.

During JCO, participants secure job interviews by submitting on-line job applications to prospective employers using the computer labs that are available at the Job Services sites. The goal is to complete on-line applications and secure job interviews. Each participant maintains a job search progress report to guide and monitor their search, which is reviewed regularly by the Job Club instructor. Participants who have not found employment by the beginning of the fourth week proceed to Vocational Assessment at the end of the week to develop an employment plan.



County of Los Angeles
DEPARTMENT OF PUBLIC SOCIAL SERVICES

12860 CROSSROADS PARKWAY SOUTH · CITY OF INDUSTRY, CALIFORNIA 91746
 Tel (562) 908-8400 · Fax (562) 695-4801



SHERYL L. SPILLER
 Director

PHIL ANSELL
 Chief Deputy

Board of Supervisors
 HILDA L. SOLIS
 First District

MARK RIDLEY-THOMAS
 Second District


SHEILA KUEHL
 Third District

DON KNABE
 Fourth District

MICHAEL D. ANTONOVICH
 Fifth District

December 8, 2014

TO: All Department Heads

FROM: 
 Sheryl L. Spiller, Director

SUBJECT: TRANSITIONAL SUBSIDIZED EMPLOYMENT JOBS IN COUNTY DEPARTMENTS

Los Angeles County has received a funding allocation amount of \$38.6 million for Fiscal Year (FY) 2014-2015 from the State for the expansion of the CalWORKs Subsidized Employment Program. The Department of Public Social Services (DPSS) implemented the Expanded Transitional Subsidized Employment (TSE) Program in March 2014 and is working jointly with the contractor, South Bay Workforce Investment Board (SBWIB), to maximize the number of TSE placements in FY 2014-2015.

To aid in this effort, we are asking Department Heads to commit to providing CalWORKs participants with an opportunity to gain experience working in a County department as part of the Expanded TSE Program. CalWORKs is a time-limited program that provides financial assistance to eligible needy families with children to help pay for housing, utilities, clothing and other necessities. The Expanded TSE Program will allow CalWORKs participants to temporarily earn minimum wage while they develop or enhance skills which could increase their chances of attaining unsubsidized employment.

Listed below are a few facts about the Expanded TSE Program:

- The participant's TSE assignment duration is six months at no cost to County departments. DPSS covers 100 percent of the costs.
- Although participants will gain work experience in County departments, they will not be County employees. Their employer of record will be SBWIB.
- Departments will be responsible for the completion of the candidates' Livescan and associated costs.

RECEIVED

"To Enrich Lives Through Effective And Caring Service"

DEC 18 2014

DIRECTOR'S OFFICE

All Department Heads
December 8, 2014
Page 2

- The TSE Program cannot be utilized to fill behind laid off employees, displaced current employees, or impede promotional opportunities of current employees.

Participants in the program have a wide range of experience and skill levels, from entry level, one year or less of work experience, to eight years or more. TSE positions typically consist of clerical/office work, customer service, stockroom, maintenance, and child care. Many of the participants have computer skills and can quickly learn your programs and procedures. In addition, participants are open to learning and performing jobs outside of the list above. Participants will be screened to match your needs and you will get to interview all potential candidates.

While some County departments are already participating in the Expanded TSE Program, this is an opportunity to inform and remind all County departments of its continued availability. To initiate a request for TSE participant placements in your department, please have your staff send the enclosed, completed Worksite Information Sheet via email to Silvia Dueñas, Administrative Services Manager I, at SilviaDuenas@dpss.lacounty.gov. An electronic copy of the form may also be requested at this email address. Ms. Dueñas may be reached at (562) 908-5738 for any questions or for more information about the Expanded TSE Program.

SLS:sd

Enclosure

SOUTH BAY WORKFORCE INVESTMENT BOARD

TRANSITIONAL SUBSIDIZED EMPLOYMENT

County Department Liaison and Contact Information

Name of County Department: _____

Department Liaison: _____ Phone Number: _____

Liaison's Email Address: _____

Total Number of Positions Available in the Department: _____ (all worksites)

Worksite #1

Name of Worksite: _____

Worksite Address: _____

Title of Position: _____ Number of Positions: _____

Position Duties: _____

Worksite Supervisor/Title: _____ Phone Number: _____

Worksite Supervisor's Email Address: _____

Title of Position: _____ Number of Positions: _____

Position Duties: _____

Worksite Supervisor/Title: _____ Phone Number: _____

Worksite Supervisor's Email Address: _____

Title of Position: _____ Number of Positions: _____

Position Duties: _____

Worksite Supervisor/Title: _____ Phone Number: _____

Worksite Supervisor's Email Address: _____

Please provide the address for your department's LiveScan location:

If your department has more than one worksite, please use the additional worksheet provided, which can be replicated for your convenience.

This form is to be emailed to Silvia Dueñas, Administrative Services Manager I, at SilviaDuenas@dpss.lacounty.gov. Ms. Dueñas can be reached at (562) 908-5738.

MEMORANDUM OF UNDERSTANDING
FOR JOINT SUBMISSION
TO BOARD OF SUPERVISORS
REGARDING THE
USE OF UNION HIRING HALLS
FOR EMPLOYING TEMPORARY
BUILDING TRADES AND SKILLED CRAFTSMEN

THIS MEMORANDUM OF UNDERSTANDING made and entered into this
day of

BY AND BETWEEN

Authorized Management
Representatives (herein-
after referred to as
"Management") of the County
of Los Angeles (hereinafter
referred to as "County")

AND

LOS ANGELES COUNTY BUILDING
AND CONSTRUCTION TRADES
COUNCIL (hereinafter referred
to as "Council" or "Union").

ARTICLE 1 IMPLEMENTATION

This Memorandum of Understanding constitutes a mutual recommendation to be jointly submitted to County's Board of Supervisors. It is agreed that this Memorandum of Understanding shall not be binding upon the parties either in whole or in part unless and until said Board of Supervisors:

- A. Acts, by majority vote, formally to approve said Memorandum of Understanding;
- B. Enacts necessary amendments to all County ordinances, including the County Code required to implement the full provisions of articles; and
- C. Acts to appropriate the necessary funds required to implement the full provision of this Memorandum of Understanding which require funding.

Implementation shall be effective as of the date approved by the Board of Supervisors.

ARTICLE 2 Temporary Employees

The parties mutually agree to the following procedures for making Temporary labor appointments directly from the Council's local Unions:

1. It is agreed that each participating County Department will make requests for appointing temporary Building Trades Craftsmen directly to each signatory Union that is responsible for the craft's expertise.
2. Building Trades Council shall furnish to Management updated Union addresses, telephone numbers and referral procedures for each individual craft.
3. Management shall have the right to reject any applicant for labor appointment.
4. It is understood that all rules and requirements of the County of Los Angeles shall prevail on all work.
5. All applicants shall have no less than minimum requirements as set forth in the County of Los Angeles job classification requirements.
6. The Los Angeles County pay schedule for Building Trades employees appointed under this Agreement shall be 85% of the Los Angeles area-wide prevailing basic wage for each private sector negotiated basic wage and 100% of applicable Building Crafts fringe benefits for each individual Building Trades Craft, (Attachments 1-A through 1-T). Applicable fringe benefits shall be limited to health and welfare, vacation, apprenticeship contributions and retirement. (Health and Welfare is limited to the health, dental, pharmacy and life insurance rates negotiated for each craft). The Building Trades Council will submit all updated basic wage information to the County Chief Administrative Officer who shall be responsible to notify the appropriate County agency. Questions concerning applicable fringe benefits shall be determined by the County's Chief Administrative Office in conjunction with the Building Trades Council. Employees appointed under this Agreement shall be compensated on an hourly basis.
7. Temporary appointments pursuant to this Agreement shall only be for the duration of the temporary work.
8. Temporary craftsmen appointed pursuant to this Agreement shall not receive fringe benefits from the County.

- 2 -

9. A separate trust fringe benefits Subscription Agreement for each craft will be signed by the County's Chief Administrative Officer and the Local Trust Funds listed on attachment #2, subsequent to Board approval of this MOU and the attached referenced trust fringes agreements (attachments 3-A through 3-S). The County will modify any contribution in the Agreement in the next appropriate pay period following receipt of verified change and shall not be responsible for retroactive payments caused by any delay on the part of the Unions.
10. All fringe benefits to employees covered by this Agreement shall be distributed directly by the appropriate Building Craft Trust Fund.
11. Any grievance filed by employees under this proposal shall be limited to wages and/or fringe benefits.
12. Unions shall maintain a register of applicants. Neither the Union hiring referral system, in referring, nor the County in appointing, shall discriminate against an applicant because of membership or non-membership in the Union and/or because of race, color, sex, age, national origin, political or religious opinions or affiliations.
13. The Union's hiring referral system shall be administered by each respective Union and the costs of operating this system shall be borne by the Union.
14. Management shall make an effort to ensure that temporary employees released for whatever reason shall receive final total pay on the pay day for the County pay period covering the period of time worked by the employee.
15. Temporary labor appointees covered by this Agreement shall only be entitled to such Workers' Compensation benefits as are mandated by Division 4 (commencing with Section 3201 of the Labor Code).
16. The County shall have the right to request an individual by name unless the Union's referral procedure specifically prohibits this method of selection.
17. Overtime will be paid at the rate of time and one-half for all hours worked in excess of forty (40) hours in the employees work week.
18. Temporary employees covered under this Agreement shall be appointed under the authority of Los Angeles County Civil Service Commission Rule #8.

#bldgrd/tempempl

SYN# 78 OF FEB 12 1991

1536

This Memorandum of Understanding shall be effective upon implementation of County's Board of Supervisors and shall continue until cancelled. Either party to this agreement may give ninety (90) days notice of desire to cancel.

IN WITNESS WHEREOF, the parties hereto have caused their duly authorized representatives to execute this Memorandum of Understanding the day, month and year first above written.

LOS ANGELES BUILDING AND
CONSTRUCTION TRADES COUNCIL

COUNTY OF LOS ANGELES
AUTHORIZED MANAGEMENT
REPRESENTATIVES

BY Ronald T. Kennedy
Executive Secretary

BY [Signature]
Chief Administrative Officer

BY [Signature]
Business Representative

BY [Signature]

BY Martin Tremouth

BY [Signature]

BY [Signature]

BY Calvin Emery

BY [Signature]

LOS ANGELES BUILDING AND
CONSTRUCTION TRADES COUNCIL - Cont.

By Gene R. Anderson

By Charles W. Anderson

By Ray Anderson

By Robert Anderson

By R. M. Anderson

By Carl Anderson

By _____

By _____

TO BE JOINTLY SUBMITTED TO COUNTY'S BOARD OF SUPERVISORS



MINUTES OF THE BOARD OF SUPERVISORS
COUNTY OF LOS ANGELES, STATE OF CALIFORNIA

Larry J. Montalhi, Executive Officer
Clerk of the Board of Supervisors
383 Hall of Administration
Los Angeles, California 90012

78

The following matter was called up for consideration:

Chief Administrative Officer's recommendation to approve Memorandum of Understanding for Building Trades and Skilled Craftsmen (Unit 411), to provide procedures to expedite departmental hiring of temporary craftsmen from the union referral system.

On motion of Supervisor Hahn, seconded by Supervisor Antonovich, duly carried by the following vote: Ayes: Supervisors Hahn, Edelman, Dana and Antonovich; Noes: None; Abstention: Supervisor Schabarum, the Board approved the Chief Administrative Officer's attached recommendation.

On motion of Supervisor Hahn, seconded by Supervisor Antonovich, unanimously carried, the Board waived the reading of the attached ordinance. On motion of Supervisor Hahn, seconded by Supervisor Antonovich, duly carried by the following vote: Ayes: Supervisor Hahn, Edelman, Dana and Antonovich; Noes: None; Abstention: Supervisor Schabarum, the Board introduced and ordered placed on the agenda for adoption the attached ordinance entitled, "An ordinance amending the Los Angeles County Code relating to Title 6 - Salaries."

20212-4.min

Attachments



COUNTY OF LOS ANGELES
CHIEF ADMINISTRATIVE OFFICE

713 HALL OF ADMINISTRATION, LOS ANGELES, CALIFORNIA 90012

MEMBERS OF THE BOARD
PETER F. SCHARADUM
KENNETH HARRN
EDMUND D. EDELMAN
DEANE DANA
MICHAEL D. ANTONOVICH

HARD B. DIXON
CHIEF ADMINISTRATIVE OFFICER

January 25, 1991

Executive Summary

MEMORANDUM OF UNDERSTANDING
(3-VOTES)

(MOU)

REQUEST

Approve Memorandum of Understanding for Building Trades and Skilled Craftsmen ✓
(Unit 411).

FISCAL IMPACT

Compensation for temporary employees can be achieved within each affected ✓
department's budget.

Departmental recruitment costs will be reduced because the union referral system costs
are to be borne by affected unions.

ISSUES

New Memorandum provides procedures to expedite departmental hiring of temporary
craftsmen from the union referral system.



COUNTY OF LOS ANGELES
CHIEF ADMINISTRATIVE OFFICE

712 HALL OF ADMINISTRATION (LOS ANGELES, CALIFORNIA 90012)
9241161

MEMBERS OF THE BOARD:

PETER F. SCHABERUM
KEENE T. HARRIS
EDMUND D. EDELMAN
DEANE DANA
MICHAEL D. ANTONOVICH

CHARLES B. DIXON
CHIEF ADMINISTRATIVE OFFICER

January 25, 1991

The Honorable Board of Supervisors
County of Los Angeles
383 Hall of Administration
500 West Temple Street
Los Angeles, CA 90012

Dear Supervisors:

MEMORANDUM OF UNDERSTANDING
(3-VOTES)

A Memorandum of Understanding for Building Trades and Skilled Craftsmen (Unit 411) has been agreed to by the employee organization and is being submitted to your Board for approval.

The Memorandum of Understanding provides for procedures to permit County departments to hire temporary craftsmen directly from the union hiring halls. This process will improve the efficiency of hiring temporary skilled craftsmen because the unions will maintain an ongoing register of qualified applicants. On any day, County departments will be able to hire from this list to perform crafts work, thereby, saving the time and cost of exam administration. The process will also expedite releasing temporary employees to more closely fit day-to-day work needs. The increased efficiency which will result can offset increases in the compensation package to be paid for the temporary employees hired from the union halls. In addition, departments will be able to more expeditiously complete necessary projects required to provide priority public service. This practice is consistent with the philosophy of providing County departments effective tools to manage line operations.

The union hiring referral system will be administered by each union that is responsible for the craft's expertise and the costs of operating the system will be borne by the unions. The unions have agreed that all applicants will meet the County job requirements and all County rules and requirements will prevail on all work.

The Honorable Board of Supervisors
January 25, 1991
Page 2

The necessary amendment to the County Code has been prepared and approved as to form by the County Counsel.

THEREFORE, IT IS RECOMMENDED THAT YOUR BOARD:

Approve the accompanying Memorandum of Understanding for Building Trades and Skilled Craftsmen (Unit 411).

Respectfully submitted,



RICHARD B. DIXON
Chief Administrative Officer

RBD:DRD
BAC:REB:rs2

Attachments

c: Executive Officer, Board of Supervisors
County Counsel
Auditor-Controller

Welcome to TAP

Temporary Assignment Program Employee Handbook

County of Riverside Human Resources
Temporary Assignment Program
1111 Spruce Street
Riverside, CA 92507
(951) 955-9178
(951) 955-1525 (Fax)

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WELCOME TO THE TEMPORARY ASSIGNMENT PROGRAM

About the Program

The Temporary Assignment Program (TAP) is an innovative and award-winning program run by the County's Human Resources Department (HR) that functions similar to a temporary employment agency in the private sector. TAP is operated by HR staff to hire and manage temporary personnel who can be placed on temporary assignments throughout the County to meet staffing needs.

This packet is designed to help TAP employees understand their employment experience with the Temporary Assignment Program. The packet provides a summary of information concerning TAP personnel policies and practices, and explains employee responsibilities, benefits, and other terms of employment.

Please read this document and keep it accessible for reference while you are employed by TAP.

The Temporary Assignment Program strives to meet the staffing needs of the County departments it services, while providing a quality employment experience for the temporary staff it employs.

Temporary staff employed by TAP work on an at will basis.

THE RECRUITING AND HIRING PROCESS

Recruiting

TAP recruiters seek qualified candidates on a continuous basis. The Human Resources Department utilizes applicant tracking software that enables candidates to apply online for a variety of jobs by submitting a resume to the system. Candidates are encouraged to submit resumes even when no position is posted as vacant because recruiters search resumes received within a one-year timeframe. Candidates should visit www.rc-hr.com to submit their resume.

The Hiring Process

TAP hires Temporary Assistants for departments requesting temporary staff, and for anticipated requests for temporary staff. When hiring Temporary Assistants for department requests, TAP works to quickly get candidates hired due to an open request awaiting the arrival of a temporary placement. TAP also hires into a pool of ready and available temporary workers for positions in which TAP regularly receives requests, such as Office Assistants and Accounting Assistants. For these positions, candidates may be hired by TAP without a known assignment. Pool candidates can be employed by TAP without an assignment for up to 90 days. Temporary Assistants employed by TAP receive no wages or pay from TAP while waiting for assignments.

Prior to Assignment

After selection of a candidate for hire into TAP, and before placement on assignment, it is mandatory that TAP employees pass a physical examination and drug/alcohol screening, pass a background check which includes fingerprinting and may include a credit check, and attend TAP New Hire Orientation. Employment with TAP is contingent on candidates' ability to pass the physical examination and background screening for assignments.

Temporary Assistants who are sent on assignments with law enforcement departments (Sheriff, Probation, Public Defender, etc.) may be subject to an extensive background check by the department, including polygraph examination. This is in addition to the TAP-required background check.

Tested Positions

The County of Riverside conducts pre-employment testing to assess candidate qualifications for certain positions and TAP assignments. For positions and assignments that have an associated pre-employment test, valid test scores are required of all candidates.

Some tests are available to take from candidates' home computers in an un-proctored environment, while other tests are administered in an appointment-only, proctored environment. Candidates who take un-proctored tests may be required to take a score-confirming test in a

proctored environment. Candidates should read job announcements carefully to understand testing requirements, if any, for positions of interest. More information can be found on the Human Resources Department's website at www.rc-hr.com.

Equal Opportunity Employer

The County of Riverside is an equal opportunity employer. The County values diversity in the workplace. Men and women of all ages, cultural and ethnic backgrounds, religious and political affiliations, national origins and persons with disabilities are encouraged to apply.

EMPLOYMENT WITH TAP

Most TAP employees are classified as Temporary Assistants in the County of Riverside payroll system. Classification titles are used primarily to establish pay rates. TAP employees are temporary, **at-will employees** and their assignments can be terminated at any time, with or without cause.

As a TAP employee, any general employment questions or concerns regarding your assignment should be directed to your TAP recruiter. Make sure that you have his/her name and phone number as well as that of your assignment supervisor. Specific questions relevant to your assignment duties should be directed to the assignment supervisor to whom you report on a daily basis.

Hiring with TAP

TAP employees are employed by the Human Resources Department and are sent on assignments to more than 40 departments and agencies throughout Riverside County. TAP hires employees to deploy on Job Orders it receives, but also hires employees for Job Orders that may be received in the future. TAP recruiters communicate the details of Job Orders to candidates, and can provide specifics on the work required of each assignment. Upon assignment, TAP employees should remain in contact with the TAP office regarding questions about their employment with TAP. Work and task related questions should be directed to your assignment supervisor.

TAP employees can remain on the Human Resources Department's payroll for up to 90 days without an assignment before they are terminated.

Employment At-Will

TAP employees are temporary, at-will employees and their assignments can be terminated at any time, with or without cause.

TAP Assignments

TAP assignments vary in length but can last up to six months. Employees are expected to complete the duration of the assignment. Work hours also vary by assignment. Specific work hour requirements for assignments are provided by TAP recruiters. Upon successful completion of an assignment, TAP employees may be eligible for reassignment but there is no guarantee of continued work.

Be sure to **communicate with the TAP office** if you experience the following situations:

- If your assignment responsibilities change.
- If your assignment supervisor changes.
- If you are injured while on an assignment.

- If your contact information changes, such as home address/telephone number.

Authorization to Drive

TAP employees who are or may be required to drive on County business must meet all vehicle and safety requirements before authorization is given to operate a County or personal vehicle while on County business. TAP employees must submit a completed **General Form #30, “Authorization to Drive a Riverside County Vehicle or Private Car for County Business”** and have a valid driver’s license and proof of insurance. TAP employees who are required to drive on County business must take the County’s Drivers’ Training class. This class is available in a classroom format or online. TAP employees should consult their assignment supervisor for more details.

Mileage Pay

If you are authorized and required to drive your personal vehicle as part of your assignment, submit your mileage report along with your time sheet each pay period. Mileage reimbursement is paid at current IRS reimbursement rates. You can access General Form 14 on the Auditor Controller’s website at www.auditorcontroller.org by accessing the Forms and Schedules link.

PeopleSoft Employee Self Service

The County of Riverside utilizes PeopleSoft software for its human resources management system. PeopleSoft allows county employees to access important employment-related information through their Employee Self Service account.

In Employee Self Service, employees can:

- Access pay advices for current and past pay periods
- Change direct deposit information
- Change/update W-4 withholding rates
- Elect to receive their W-2 electronically

Upon hire, TAP employees may access their Employee Self Service account by utilizing their employee identification number and the default ESS and password. To access Employee Self Service, employees should visit www.workforceexchange.net, and use the link for Employee Self Service. New employees can access with the following credentials:

- Employee Self Service Account ID: ESS + your employee number (for example ESS123456)
- Password: ESS + Your six-digit County employee number + \$ + the last four digits of your Social Security Number (for example ESS999999\$1234)

Employees should change their password during their first log in to Employee Self Service.

For problems accessing Employee Self Service, or questions on your account, please contact the OASIS Help Desk at (951)358-6100 (micro 8-6100).

Attendance and Punctuality

Regular and punctual attendance is a requirement of every job in the County of Riverside. Absences and tardiness should be reported to your assignment supervisor. Upon assignment, employees should communicate with their assignment supervisor regarding the absence/tardiness reporting requirements of the department where they are assigned.

Failure to adhere to work schedules may subject TAP employees to removal from assignments and could affect their eligibility for future re-assignments with TAP.

County Equipment

Some TAP assignments may require the use and issuance of equipment such as cell phones, tools, uniforms, keys, or badges. These items are the property of the County of Riverside and should only be used for work-related activities.

Inspections of County Property

All premises, facilities, equipment, furnishings and other property provided by the County for employee use are "County Property," including, without limitation, filing cabinets, desks, lockers, storage devices, computers, computer hardware and software, Internet and intranet access, email systems, telephones and voicemail systems. The County reserves the right to access, inspect and monitor all County Property, and all property and information contained therein, at any time, without advance notice to, or consent from, TAP employees.

TAP employees may not use the County's computers or any other County Property for any improper purpose, which includes working on behalf of any employer other than the County, either during or after work hours.

You should have no expectation that any data entered on County computers – including personal information unrelated to the County's business – is, or will remain, private.

Email, Voicemail and Internet

The County may provide you with access to its electronic mail ("email") system, voicemail system and/or Internet system (collectively, "County Systems") for the purpose of conducting County-related business. Your use of County Systems is subject to the following rules.

1. Ownership and Monitoring. All records created by you through any County System are the property of the County. The County reserves the right to monitor the use and

operation of County Systems, to access all records within them and to retain or dispose of such records as it deems necessary or desirable in its sole and exclusive discretion. This expressly includes the County's right to override any password, encryption or other process or device intended to prevent access to information. In connection with its monitoring of the Internet system, the County also expressly reserves the right to monitor the frequency and duration of your Internet usage and the sites you have visited.

2. **Message Content.** County Systems must not be used to send any message that does not comport with the County's ordinary standards of courtesy and professionalism.
3. **Confidentiality.** Never send or disclose messages containing confidential or proprietary information to anyone who does not have a right to, and need for, such information. Also, never access the files or communications of others unless you have a legitimate business purpose and authorization to do so.
4. **Compliance with County Policies.** Always comply with County policies when using County Systems. Voicemail, email or Internet use that violates any of the County's policies, including those prohibiting discrimination and harassment, will not be tolerated.
5. **No Solicitations.** Do not use County Systems for religious, political, charitable, or personal solicitations, or for advertising any personal enterprise.
6. **Inappropriate Material.** Do not access or forward material that is offensive or otherwise inappropriate for the workplace.
7. **Security.** When communicating confidential information, be aware of security issues. Conversations over cordless telephones and messages sent over the Internet from a wireless "hot spot" are particularly susceptible to interception.
8. **Deleting Messages.** County Systems are backed up at regular intervals. Never assume that an email message or a voicemail message you have deleted is deleted for all purposes. A message deleted from your "in-box" may be available elsewhere on the network. Voicemail messages and email messages sent outside of the County may remain on the recipient's system indefinitely.
9. **Logging Off.** Always log off the network when you are not using your computer. An unattended computer can be accessed by unauthorized persons.
10. **Password Security.** Never divulge your network login ID or password. If a request appears asking for your network login ID or password (or any other personal information), do not release the information. Notify your supervisor immediately of any such request.
11. **Installation of Software and Downloading.** Never install any software on a County System without first obtaining consent from your TAP recruiting supervisor.

12. Copyright Infringement and Other Unlawful Activity. Use of the County's Systems for any unlawful activity is strictly prohibited. Never use a County System to convey material or information that is defamatory or that violates copyright laws or any licensing agreement.
13. Be Aware of County Representations. Only authorized employees may communicate on the Internet on behalf of the County.

Confidentiality

While on temporary assignment with the County of Riverside, you are required to uphold confidentiality at all times. Do not discuss personal information or records you may have read such as personnel files, patient charts, or other sensitive material. The County of Riverside is in strict compliance with the “Health Insurance Portability and Accountability Act of 1996 (HIPAA)”. This is a privacy law that protects individuals’ medical records and personal health information, gives patients greater control over their information, and sets boundaries on the use and release of records. This law also establishes safeguards that health-care providers and others must achieve to protect the privacy of health information. Violators of the HIPAA rule could be accountable for up to \$250,000 (cash) in Civil Penalties, and up to 10 years in Criminal Penalties (jail time).

End of Assignment(s)

When an assignment ends, or if a TAP employee is released from an assignment, all County issued items, such as cell phones, tools, uniforms, keys, or badges should be returned to the assignment supervisor or TAP recruiter. Employees are held accountable and billed for the cost of any items not returned.

Any personal items (such as photos or coffee cups) taken to the work area must be removed at the end of each assignment.

TAP employees who are released from an assignment and have questions regarding the release should contact the TAP office and refrain from contacting or visiting the department supervisor.

Termination of Temporary Employment

Temporary employees in good standing remain active in the County payroll system but do not receive pay for up to 90 days so they may be considered for reassignment, if TAP determines that reassignment is appropriate to the Temporary Assistants skills, abilities, and past performance on assignment. If you choose to terminate your employment with the County of Riverside for any reason prior to 90 days of not working, please submit a letter of resignation so that your termination is documented and can be recorded on your requested resignation date. If a letter of resignation is not received, your employment will be automatically terminated after 90 days of not working with TAP.

- February 12th Lincoln's Birthday
- Third Monday in February Washington's Birthday
- Last Monday in May Memorial Day
- July 4th Independence Day
- First Monday in September Labor Day
- Second Monday in October Columbus Day
- November 11 Veteran's Day
- Fourth Thursday in November Thanksgiving
- Friday following Thanksgiving Thanksgiving
- December 25 Christmas Day

Sick Leave/Vacation Pay

TAP employees are not eligible for Sick Leave pay or Vacation Pay, or other forms of paid leave. TAP employees are only paid for time worked.

Jury Duty Pay

If you receive a summons for jury duty while you are employed by TAP, you should immediately notify your TAP supervisor of your status. TAP cannot hold your current assignment open but will attempt to re-assign you once your jury service is complete. The TAP office will not request an excuse or deferment of your jury service on your behalf. TAP employees do not receive pay from the County for jury service.

Bilingual Pay

Some temporary assignments require bilingual skills of candidates performing the work. Generally the positions require that an employee perform bilingual translation as a part of their job function and regular duties at least 50% of the time. Temporary Assistants assigned to positions requiring bilingual skills are eligible to receive bilingual pay. Compensation for bilingual pay varies according to usage of the second language requirements of the job.

Prior to an employee receiving bilingual pay, the assignment supervisor must submit a **Request for Bilingual Designation of Position** form to TAP for approval **and** the employee must pass an assessment test that confirms their bilingual skills.

Employees who receive bilingual pay for an assignment designated as requiring bilingual skills and are later placed on a new assignment that is not designated as requiring bilingual skills, will not continue to receive bilingual pay.

Direct Deposit

TAP employees are encouraged to sign up for direct deposit. To sign up, attach a voided or canceled check (not a deposit slip) to the **Electronic Deposit Authorization** form. You will receive a paycheck by mail while your request is being processed, for approximately two pay periods. Once automatic deposit begins, you must obtain your statements (Pay Advice) of your earnings by accessing your Employee Self Service account.

Special Pay Card

The County of Riverside offers employees free pre-paid VISA debit cards which allow employees to elect up to 100% of their paychecks to be deposited to the card. Enrollment forms and additional information regarding the card are provided in TAP orientation, or can be obtained at the Auditor Controller's website by navigating to the Payroll Division.

Your First Pay Day

TAP employees who are hired close to the end of a pay period may receive their first pay check late. County of Riverside pay date cutoff times may cause first pay checks to require that some days of pay be paid in the next pay cycle. For example, the first paycheck may include 15 days of work (one day carried over from the prior pay period) for employees who started on the 14th day of the pay period when initially starting employment. TAP recruiters and department payroll representatives will be able to provide more information to employees regarding whether the first pay check will be delayed to the next pay cycle.

Year End W-2s

Active employees can elect to receive an electronic W-2 via their Employee Self Service account. Prior year W-2s will also be available in Employee Self Service accounts.

Upon termination, Employee Self Service accounts are disabled. Please refer to the *When Your Employment Ends* section of this handbook for more information about your Employee Self Service Account after termination of your employment with TAP.

Federal and State Taxes

Employee's elections on the form W-4 (Employee Withholding Allowance Certificate) determine both federal and state withholdings. Employees who prefer state withholding amounts other than those specified on Form W-4, must complete a DE-4 form.

New employees submit an initial W-4 (and DE-4 as applicable) during TAP Orientation. Employees who need to change W-4 withholding amounts after TAP Orientation, may make changes through their Employee Self Service Account.

Welcome to TAP

Employees who need to change DE-4 withholding amounts after TAP Orientation, may obtain the form on the Auditor Controller's website at www.auditorcontroller.org, by navigating to the Payroll Division. DE-4 forms should be sent to the Auditor Controller Payroll Division.

UNDERSTANDING YOUR PAY & TIMEKEEPING PROCEDURES

Timekeeping and Timesheets

Temporary employees sent on assignment are required to keep a record of hours worked on assignment for timekeeping purposes. Employees will not be paid without supervisory approval of their time worked on an assignment each pay period.

Timesheets

The Temporary Assignment Program publishes a timesheet template on the HR Department's website. Temporaries may access this document at the Workforce Exchange website (Workforce Exchange >> HR Toolbox >> Recruitment and Selection >> TAP):

<http://workforceexchange.net/HRToolbox/RecruitmentSelection/TAP/tabid/1121/Default.aspx>.

Temporary Assistants employed by TAP must use this timesheet template for all hours worked on assignment.

Timesheets for Temporary Assistants must be submitted to assignment supervisors for approval. Assignment supervisors submit timesheets to the department payroll representatives in the departments in which they are employed for entry in the County's payroll system. Temporary Assistants with questions on their paycheck related to timekeeping while on assignment should contact the department payroll representative in the department where they were/are assigned. All other inquiries related to pay rates, eligibility for bilingual pay, dates of employment, etc., should be directed to the TAP office.

At the end of an assignment, timesheets accounting for all work performed to the end of the assignment must be submitted to the supervisor of the temporary worker's assignment for signature.

Shift Differentials

Temporary Assistants on assignment with departments that work beyond normal business hours are eligible for shift differential. TAP employees are eligible for the following differentials only:

- Shift differential Z01 for hours worked from 6:00 pm until 11:00 pm; **or** if starting work after 1:00 pm, shift differential Z01 for hours worked from 3:00 pm until 11:00 pm
- Shift differential Z02 for hours worked from 11:00 pm to 7:00 am.

The eligibility criteria and reporting procedures are described on the timesheet document.

Payroll Calendar

The County of Riverside has established pay periods of 14 days each, that begin on Thursday and end two weeks later on Wednesday.

Employees of the County of Riverside are paid on a biweekly basis, every other Wednesday, for the pay period that ended 14-days prior. **There is a 14-day delay between the close of the pay period and the payday for that pay period.** The County of Riverside’s payroll calendar can be found on the Auditor/Controller’s website (payroll tab) at: www.auditorcontroller.org.

Timesheet Due Date

Timesheets are due **immediately** following the close of the pay period on the Wednesday in which the pay period closes. Earlier dates may be required during pay periods where County-observed holidays occur. It is important to submit timesheets on time each pay period. Missing or late timesheets will result in missed or delayed paychecks. Employees who are away from work on the date the pay period ends must make arrangements with assignment supervisors to submit their reported time during absences. It is every employee’s responsibility to ensure timesheets are submitted on time each pay period.

Timesheets will not be processed for payment without the signature of an authorized assignment supervisor.

Timesheet Errors

If a timesheet needs to be changed after it has been submitted, employees should submit a corrected timesheet clearly marked “REVISED TIMESHEET” for the pay period where the correction is required. Employees should submit the corrected timesheet to their department payroll representative. Revised timesheets also require the signature of an authorized assignment supervisor in order to be processed for payment.

RETIREMENT: SOCIAL SECURITY, THE TEMPORARY/PART-TIME EMPLOYEES' RETIREMENT PLAN, AND CALPERS

Deductions/contributions for Social Security, the Temporary/Part-Time Employees' Retirement Plan, and the California Public Employee Retirement System (CalPERS) generally depend on the number of hours a Temporary Assistant works in the fiscal year.

For the first 1,000 hours of work in a fiscal year, the employee is enrolled in and contributes to the County Temporary/Part-Time Employees' Retirement Plan, which is a 401(a) defined benefit pension plan. The County also contributes to the 401(a) on behalf of the employee. During this time, neither the employee nor the County pays into Social Security, and the employee is not enrolled in CalPERS. After 1,000 hours of work in any fiscal year, the employee and County stop contributing to the 401(a) and begin to pay into Social Security. The employee is also enrolled in CalPERS and begins to make contributions. For the percentage of pay contributed/deducted, see the table below.

Retirement Contributions/Deductions (Percentage of Pay)		
	1000 Hours or Less Worked	More Than 1000 Hours Worked
401(a)	3.75%	N/A
CalPERS	N/A	8.00%
Social Security	N/A	6.2% (4.2% for 2011)
Medicare	1.45%	1.45%
Total	5.2%	15.65% (13.2% for 2011)

** These deductions are in addition to state and federal withholding (per your W-4 and DE-4).*

Employees who previously became members of CalPERS—whether through previous employment with TAP, the County, or another CalPERS agency—pay into CalPERS and Social Security from the first day of their employment. Employees filling an assignment that is planned to exceed 1,000 hours also pay into CalPERS and Social Security from the first day of employment. Employees who are retired with CalPERS and drawing a pension do not pay into Social Security, CalPERS, or the 401(a), but these retirees cannot work more than 960 hours in a fiscal year.

OTHER IMPORTANT BENEFITS INFORMATION

Credit Union

TAP employees are eligible for membership in the Altura Credit Union. For more information and a listing of Altura Credit Union locations throughout Riverside County, please visit the Credit Union's website at www.alturacu.com or call (888) 883-7228.

Rideshare

All County of Riverside employees are encouraged to participate in Rideshare. Rideshare offers a variety of services such as vanpools and carpool matching. Preferred parking is available at some facilities for those who carpool. Additional information is available through the Rideshare office by calling (951) 955-1181.

Medical Benefits

TAP employees are not eligible to enroll in any of the County's benefit plans (medical, dental, vision, etc.). However, TAP employees who work on a "temporary" basis may enroll their eligible dependents up to age 26 in the Exclusive Care EPO at no cost. TAP employees interested in this coverage must enroll within 60 days of their first day of employment and may obtain enrollment forms from the TAP office.

Questions regarding claims, authorization, appeals, or other concerns should be directed to Exclusive Care by calling (800) 962-1133 or visiting their website at: www.exclusivecare.com

State Disability Insurance

The County of Riverside does not pay in to State Disability Insurance (SDI), and therefore its employees are not eligible to receive SDI benefits. If you should become disabled while working for TAP, you may have eligibility for SDI based on work you performed with another employer. You should consult with SDI to obtain further information on filing a claim and determining your eligibility for benefits if you become disabled.

Work Related Injury or Illness

If you should be injured on the job while on an assignment, you should **immediately** notify your assignment supervisor or a member of management in the department in which you are assigned **and** the TAP office. If you are disabled by an occupational injury, the TAP office will work to identify possible assignments where you may work within your work restrictions, if applicable.

If your injury or illness developed gradually (like tendinitis or hearing loss), report it as soon as you learn or believe it was caused by your job. Reporting promptly helps avoid problems and

delays in receiving benefits, including medical care. If the County of Riverside does not learn about your injury within 30 days, you could lose your right to receive workers' compensation benefits.

Employees may contact the Workers' Compensation Division of the Human Resources Department for questions or information regarding a previously reported injury. The Workers' Compensation Division can be reached at: (951) 955-5864

Disability Accommodations

The County of Riverside does not discriminate on the basis of disability in admission to, access to, or operations of its programs, services or activities. It is committed to ensuring that its programs, services, and activities are fully accessible to and usable by people with disabilities. If you should need accommodations for a disability, please contact your TAP recruiter to discuss options for accommodations.

Pregnancy Disability

TAP employees who become disabled by pregnancy should contact their TAP recruiter to discuss options for accommodations.

Leaves of Absence

TAP employees who need to take a leave of absence for personal reasons or medical reasons related to their own health condition or the health condition of a family member should contact their TAP recruiter to discuss options and obtain information on how to apply for a leave of absence.

Discounts

Employee discounts are offered to County of Riverside employees via the terms set by the companies offering the discount. Generally vendors ask for "employee" status without differentiating whether employees are temporary/regular/seasonal/per diem with the County. TAP employees are encouraged to inquire with the vendor directly.

Employees may access information about current discounts at: www.workforceexchange.net.

Employee Assistance Services (EAS)

The County of Riverside realizes that problems at work or in employees' personal lives can become difficult to manage from time to time, causing emotional stress. Since 1983, Riverside County has offered the support of the Employee Assistance Services (EAS) to help its employees and their families' live happier, more productive lives.

Welcome to TAP

The EAS is a free, confidential service that provides individual counseling on a variety of issues. TAP employees and their dependents (up to age 23) are eligible for up to six sessions with EAS per calendar year. The EAS is completely confidential. As part of your confidentiality rights, employers cannot be told of any visits without your written permission.

To reach an EAS office, contact:

Greater Riverside
3600 Lime Street
Bldg. 3, Ste. 314
Riverside, CA
Phone: (951) 778-3970

Desert Region
68-625 Perez Rd.
Suite 10-A
Cathedral City, CA
Phone: (760) 328-6863

SPECIAL RULES FOR CALPERS RETIREES

Retirement/California Public Employees Retirement System

Many retired County employees return to temporary work through TAP. Retirees who work more than 960 hours in a fiscal year (July 1 – June 30) will jeopardize their CalPERS retirement benefits. TAP monitors employee hours and will notify retirees and assignment supervisors when hours worked approaches 960. Retirees are also obligated to monitor their own hours of work to ensure they are not working more than 960 hours in a fiscal year.

At TAP's discretion, pre-employment testing may be waived for retirees returning to work in temporary assignments similar to classifications held during the course of their employment with the County of Riverside.

Please refer to CalPERS Publication 33, "Employment After Retirement," for more information about restrictions on CalPERS retirees. A copy of this document is available on the CalPERS website.

For additional questions regarding CalPERS, call (888) 225-7377, or visit their web site at www.calpers.ca.gov

For other questions regarding County of Riverside retirement-related concerns, please call the Benefits information line at (951)955-4981.

SPECIAL PROVISIONS FOR COMMISSION AND ADVISORY GROUP MEMBERS APPOINTED BY THE BOARD OF SUPERVISORS

The Board of Supervisors of the County of Riverside has the authority to appoint members of the public to serve on commissions and advisory groups related to a variety of matters in the county. Commission and Advisory Group Members are appointed without competition by the appointing authority, and employed through the Temporary Assignment Program. **Employment is at-will to the appointing authority and the Temporary Assignment Program.**

Compensation

Commission and Advisory Group Members employed by TAP receive no hourly compensation, but may be eligible for stipends or other payments as established by their appointing commission or advisory group. These stipends and other payments are subject to withholding taxes and employment taxes as required by the Internal Revenue Service.

Forms

Claims for stipends and or other eligible expenses must be submitted on General Form 14 for Commission and Advisory Group Members. Commission and Advisory Group Members should obtain this form from the TAP website.

Pre-Employment

The Human Resources Director of the County of Riverside has waived the customary TAP requirement for pre-employment physical examinations for Commission and Advisory Group Members employed by TAP.

Commission and Advisory Group Members are required to submit to a pre-employment LiveScan background check as required by Board Policy C-33, Background Check Policy.

CalPERS Exemption

The Commission and Advisory Group Members are exempt from California Public Employees Retirement System (CalPERS) membership for employment related to their commission or advisory group membership.

401(a) Part-Time & Temporary Employees' Retirement Plan

Commission and Advisory Group Members contribute to the County's 401(a) Part-Time & Temporary Employees' Retirement Plan. The 401(a) is a defined benefit pension plan in lieu of Social Security. Employees contribute to the 401(a) plan and the County contributes to the plan

on behalf of the employees. Please refer to the section describing the County's 401(a) plan in this handbook.

Benefits

Commission and Advisory Group Members are not eligible for health, dental, vision, or other benefits related to their employment with the Temporary Assignment Program.

Commission and Advisory Group Members are not eligible for the Board of Supervisors dependent-only Exclusive Care plan provided to Temporary Assistants employed through TAP.

SPECIAL PROVISIONS FOR STUDENT INTERNS

Student Interns

The County of Riverside employs student interns for a variety of internship opportunities throughout the county. The Temporary Assignment Program (TAP) manages the employment of interns, who are able to be placed on assignments with departments. The Human Resources Department's Educational Support Program (ESP) and recruiters seek qualified students for placement with departments consistent with the student's area of study.

The primary purpose of the Professional Student Intern Program is to encourage students who are in the process of completing their education to become interested in employment with the County of Riverside. Professional Student Interns (PSI) are encouraged to apply for positions that are related to their areas of study in school, and are in the fields where they would work if employed as permanent County employees.

Benefits

Professional Student Interns are not eligible for health, dental, vision, or other benefits related to their employment with the Temporary Assignment Program.

Professional Student Interns are not eligible for the Board of Supervisors dependent-only Exclusive Care plan provided to Temporary Assistants employed through TAP.

Professional Student Interns should consult the Professional Student Interns Program Guidelines for more information regarding their employment with TAP.

OTHER COUNTY INFORMATION

Applying for Jobs with County of Riverside

The Human Resources Department utilizes applicant tracking software that enables candidates to apply online for a variety of jobs by submitting a resume to the system. Candidates are encouraged to submit resumes even when no position is posted as vacant, because recruiters search resumes received within a one-year timeframe.

TAP employees are encouraged to update their resume on file with the County after each assignment. When revising your resume, identify yourself as a TAP employee and include the department you were assigned to (i.e. Office Assistant II - TAP Mental Health). Be specific and very detailed in describing your job duties.

To submit an updated resume, or to obtain more information about how to apply for County employment visit: www.rc-hr.com

PARKING

Parking is available at all County of Riverside facilities but spaces may be limited at some locations. Some facilities provide for unrestricted parking of employees and the public. Certain facilities require placards or employee parking stickers on vehicles to park in designated areas. Your TAP recruiter will advise you if a parking permit is required at the location of your assignment.

Temporary Parking Placard/Employee Parking Stickers

Temporary Parking Placards are available until employees are issued an employee number. Upon receipt of an employee number, employees can obtain an Employee Parking Stickers from the Economic Development Agency's Facilities Management Division.

Please be aware that parking placards and employee parking stickers must be placed on the dashboard of your car, making sure the placard/sticker is visible to parking patrol.

Temporary Parking Placards are issued on a monthly basis and the color and expiration dates of these permits change every month. Be aware that you must get a new Temporary Parking Placard at the end of the month.

Do not park in public parking once you have received an Employee Parking Sticker, or you will receive a ticket.

Stickers issued to employees of the County of Riverside must be surrendered upon termination of your employment from the County of Riverside.

Parking Tickets

TAP cannot reverse or reimburse any charges for parking tickets. Please park your vehicle in accordance with parking regulations. Parking tickets incurred in county vehicles driven by TAP employees are the responsibility of the employee to which the vehicle was assigned, and will not be paid by TAP.

IMPORTANT COUNTY OF RIVERSIDE POLICIES

County of Riverside Policies

TAP employees are expected to review, understand, and comply with all policies set by the Board of Supervisors. These policies include:

- Board Policy A-49 Customer Satisfaction
- Board Policy A-50 Electronic Media Use
- Board Policy A-58 Information Security
- Board Policy B-23 Health Privacy and Security
- Board Policy C-10 Alcohol and Drug Abuse
- Board Policy C-25 Harassment Policy and Complaint Procedure
- Board Policy C-27 Workplace Violence, Threats and Securities
- Board Policy C-35 Standards of Ethical Conduct to Address Fraud, Waste, and Abuse
- Code of Ethics

Please review each of these policies by accessing them on the Workforce Exchange website (Workforce Exchange >> HR Toolbox >> Recruitment and Selection >> TAP):

<http://workforceexchange.net/HRToolbox/RecruitmentSelection/TAP/tabid/1121/Default.aspx>

Department/Agency Policies

The Board of Supervisors sets County-wide policies that pertain to all employees. Departments and Agencies have authority to establish policies on a department or agency-wide basis. Upon assignment, Temporary Assistants are encouraged to discuss with their assignment supervisors any department-level policies that will impact their work.

Smoking

Smoking in County facilities is prohibited by law. Employees should reference Board Policy A-23, Non-Smoking Policy, for more information. Smoking is permitted in designated outdoor areas only during your break or lunch period.

DRESS CODE

The County of Riverside does not adhere to a single standardized dress code, but instead dress codes are set in the departments where employees work. Most employees of the County interact with the public seeking service or are visible to the public in the jobs they perform; therefore employees should always strive to reflect professionalism in the clothes that they wear to work. Certain departments have dress codes designed to protect the health and safety of employees, and therefore must be adhered to by staff. The Human Resources Department's Temporary Assignment Program requires that its employees dress appropriately and in a manner that is suited to the nature of the work being performed in the department of assignment.

Uniforms

Some departments in the County require uniforms. If you are assigned to a department where uniforms are worn, contact your assignment supervisor for further instructions on obtaining a uniform. Uniforms are property of the County and must be returned upon completion of an assignment in a department requiring a uniform.

Summer Dress Code

During summer months, typically between the Memorial Day and Labor Day holidays, some departments relax formal dress code standards to provide flexibility during hot summer weather. Adoption of summer dress programs vary in departments throughout the County, and further information should be obtained from the departments where assigned.

For more information, temporary staff should consult with their assignment supervisor regarding the standards in place or uniform requirements in the department in which they are assigned.

Temporary Assistants employed by TAP are representatives of the Human Resources Department. As such, the Human Resources Department sets standards for temporary employees such that temporary staff must wear attire that is clean and modest, and practice proper personal hygiene and grooming. Temporary staff must display **no visible tattoos or multiple piercings, and must not wear t-shirts/sweatshirts with inappropriate advertisements, logos or sayings.**

Employees on assignment may be sent home without pay to comply with dress code standards of the assignment in which they are employed.

WHEN YOUR EMPLOYMENT WITH TAP ENDS

Reassignment

The Temporary Assignment Program recruits for a variety of positions to meet the needs of more than 40 departments and agencies in the County of Riverside. Candidates who are interested and available to continue working after an assignment ends should contact TAP recruiting staff to inquire about availability of assignments. TAP employees should keep their resume on file with the County up to date as they gain additional work experience through assignments. TAP makes no guarantees or commitments of providing continuous work and eligibility for subsequent assignments is contingent on satisfactory performance of past assignments.

Temporary Assistants who remain on the TAP payroll in an unpaid status for 90 days without an assignment will be terminated. No wages or other compensation is paid to TAP employees when they are on the payroll without an assignment.

Final Paycheck

As a local government entity, the County of Riverside is **exempt from Section 201 of the California Labor Code**, which requires immediate payment of final wages upon termination. Your final paycheck will be issued on the scheduled pay date closest to your release or assignment end date.

Verification of Employment

The County of Riverside has joined The Work Number to provide verification of employment and income for current and former employees. The Work Number can be used any time, anywhere, and is available 24 hours a day, seven days a week. Contact The Work Number at (800) 367-2884 or www.theworknumber.com for more details.

The County of Riverside's Employer Code is 12421.

New TAP employees requiring confirmation of employment which cannot be obtained from The Work Number should contact the Temporary Assignment Program at (951) 955-9178 for further directions on how to obtain an immediate verification.

CalPERS

For more information regarding your CalPERS retirement account (if applicable to your TAP employment) after termination of your TAP employment, please contact the Benefits Information Line at (951) 955-9481. You may also contact CalPERS (www.calpers.ca.gov) for more information.

401(a) Part-Time & Temporary Employees' Retirement Plan

If you terminate employment with the County of Riverside, and the present value of your accrued retirement benefit (this is not your contribution amount) is less than \$5,000.00, you can either receive a lump sum payment of or roll over into another retirement account the current value of your retirement benefit. Current retirement value is generally 2% of your total base compensation earned during participation in the plan.

If the amount of your accrued retirement benefit is over \$5,000, you will receive a monthly benefit at age 65.

If you die before your retirement benefits begin, your beneficiary will be entitled to receive a lump sum payment of your employee contributions plus any accumulated interest.

For any questions, or additional information regarding this retirement plan please contact the Benefits Hotline at (951)955-4981.

Unemployment Insurance

After completion of an assignment with any temporary service employer, temporary employees may wish to file for unemployment insurance (UI) benefits. Eligibility for unemployment insurance benefits is determined by the Employment Development Department (EDD) and therefore former TAP employees with questions regarding a UI claim should contact EDD. Please visit the EDD website at: www.edd.ca.gov.

Employee Self Service

Upon termination of County of Riverside employment, Employee Self Service accounts are inactivated. You will not be able to access your account following the effective date of your termination from TAP. After termination, copies of past pay advices and W-2 forms must be obtained from the Auditor/Controller's office. Please visit the Auditor Controller's website at: www.auditorcontroller.org

W-2s

Upon termination, employees who have elected to receive electronic W-2 documents in their Employee Self Service Accounts will receive their W-2 documents by mail. If you do not receive a W-2, please contact the Auditor Controller's office to obtain copies.

Update Your Mailing Address with TAP

Following termination of your employment from TAP, it is important to keep your address up to date so you will receive correspondence and W-2 documents in a timely manner.

IMPORTANT TELEPHONE NUMBERS, ADDRESSES, AND WEBSITES

Riverside County Human Resources Department

Riverside County Human Resources Department
4080 Lemon Street
PO Box 1569
Riverside, CA 92502-1569
Telephone: (951) 955-3500
Website: www.rc-hr.com

Temporary Assignment Program

Riverside County Human Resources Department
Temporary Assignment Program
1111 Spruce Street
Riverside, CA 92507
Telephone: (951) 955-9178
Fax: (951) 955-1525
Payroll Fax: (951) 955-9153
Email: TAP@rc-hr.com
Website: www.rc-hr.com/Employment/TemporaryMedicalAssignmentProgramsTAPMAP/tabid/393/Default.aspx
<http://workforceexchange.net/HRTtoolbox/RecruitmentSelection/TAP/tabid/1121/Default.aspx>

Benefits Division (401(a) Information)

County of Riverside Human Resources Department
Benefits Division
4080 Lemon Street, 1st Floor
Riverside, CA 92502
Website <http://benefits.rc-hr.com/>
Email: Benefits@rc-hr.com

Occupational Health Offices

County of Riverside Human Resources Department
Occupational Health
14375 Nason Street, Suite 101
Moreno Valley, CA 92555

Telephone: (951) 486-4546
Fax: (951) 486-4295

Workers Compensation Division

Riverside County Human Resources Department
Workers Compensation Division
Email: workcomp@rc-hr.com
Telephone: (800) 981-4613 to report a claim

Workforce Exchange

The County's tool for thought exchange, resource exchange, event exchange, and much more.
Website: www.workforceexchange.net

Auditor - Controller - Payroll Division

Physical Address:

County Administrative Center
4080 Lemon St. 3rd Floor, Rm. 144
Riverside, CA 92502

Mailing Address:

Riverside County Auditor-Controller
Attn: Payroll Division
PO Box 1326
Riverside, CA 92502-1326

Main Phone: (951) 955-3810

Fax: (951) 955-3814

Garnishment Line: (951) 955-3818

W-2 Line: (951) 955-3815

Email: aco_payroll@co.riverside.ca.us

Website: www.auditorcontroller.org

California Public Employees Retirement System (CalPERS)

Website: www.calpers.ca.gov

Telephone: (888) CalPERS or 1-888-225-7377



County of Riverside – Adopted Budget

Fiscal Year
2014/15

Temporary Assistance Pool

Description of Major Services

The Temporary Assignment Program (TAP) provides temporary staffing for all county departments upon request. TAP, through its Medical Assignment Program (MAP) also provides medical personnel that work on a per diem basis. TAP also recruits and hires temporary staff for seasonal needs, such as election workers and labor for the annual County Fair and National Date Festival. HR continues to streamline program administration to assist departments in meeting temporary employment and special project needs in a cost effective manner.

Expenditures	\$ 4,110,616
<i>Less Revenue</i>	\$ 4,910,616
<i>Less Contributions In/(Out)</i>	\$ (800,000)
= Net Use of Fund Balance	\$ -
Total Staff Requested	3,039

Budget Changes and Operational Impact

In order to maintain services at an acceptable level while minimizing charges to department, Human Resources Temporary Assistance Pool operated with a budgeted structural deficit during Fiscal Years 12/13 and 13/14. Consequently, any surplus value in net assets has been depleted. The FY 14/15 reflects a budget that is consistent with full cost recovery as required by the State Controller's uniform accounting procedures for counties.

Unemployment Insurance

Description of Major Services

Unemployment Insurance (UI) is a self-funded benefit program required by the State of California. UI rates are charged to each county department budget based on departments' specific UI experience and headcount.

Budget Changes and Operational Impact

There are no significant budget changes with operational impacts for this fiscal year.

Expenditures	\$ 5,300,000
<i>Less Revenue</i>	\$ 2,391,653
<i>Less Contributions In/(Out)</i>	\$ -
= Net Use of Fund Balance	\$ 2,908,347

Wellness Program

Description of Major Services

The Wellness Program is an integrated benefits program that encourages employees, their covered spouse or registered domestic partner, and retirees to work with a team of health and wellness professionals to design a customized plan to improve their health and well-being. The program provides support by engaging the participant in their own "path" towards optimal health and wellness by providing a variety of resources and an integrated medical management model.

Budget Changes and Operational Impact

The Wellness Program was previously included in the Occupational Health and Wellness Program budget unit. In order to accurately track revenues and expenditures for the two separate programs, the wellness program has established its own budget unit.

Expenditures	\$ 2,132,350
<i>Less Revenue</i>	\$ 1,635,000
<i>Less Contributions In/(Out)</i>	\$ 500,000
= Net Use of Fund Balance	\$ 2,650
Total Staff Requested	4