

**RESPONSE TO GRAND JURY REPORT**



Report Title: CUSTODY, CORRECTIONS AND OTHER COUNTY FACILITIES

Report Date: July 7, 2022

Response by: County of Humboldt – Human Resources

**FINDINGS**

The county partially agrees with the findings numbered F29.

**RECOMMENDATIONS**

Recommendation numbered R24 is in the process of being implemented.

Date: \_\_\_\_\_ Signed: \_\_\_\_\_

Number of pages attached: 2



# COUNTY OF HUMBOLDT

## HUMAN RESOURCES

825 5<sup>th</sup> Street Eureka, CA 95501, Room 100

Telephone (707)476-2349 zohanen2@co.humboldt.ca.us

---

### INTEROFFICE MEMORANDUM

---

**TO:** COUNTY ADMINISTRATIVE OFFICE, BOARD OF SUPERVISORS  
**FROM:** ZACHARY O'HANEN, INTERIM DIRECTOR OF HUMAN RESOURCES  
**SUBJECT:** RESPONSE TO 2021-2022 GRAND JURY REPORT "CUSTODY, CORRECTIONS AND OTHER COUNTY FACILITIES"  
**DATE:** JULY 22, 2022

In the Grand Jury Report, "*CUSTODY, CORRECTIONS AND OTHER COUNTY FACILITIES*", the Grand Jury has requested that Human Resources respond to Finding F29 and Recommendation R24. I am proposing the following response as detailed below.

---

### FINDINGS

Finding F29: *Salary ranges and ceilings for County positions do not provide incentive to recruit and retain dedicated and qualified staff. Positions remain unfilled and require upgraded salary incentives.*

**Partially Agree.** The Human Resources department partially agrees with these findings. Compensation is a component to attracting and retaining qualified and dedicated staff; however, it is not the only component. This is routinely raised as the main issue related to staffing and it is not always the case. The Board of Supervisors provided very generous compensation increases to all of the employees at the County of Humboldt in the last round of labor negotiations. This did not necessarily remedy all areas that have staffing issues, but this action did increase recruitment, retention, and staff morale in many areas.

Other components that must be considered when determining effective recruitment and retention can include management and leadership style, physical working environment, cultural working environment, and work life balance flexibility. In some cases, employees are willing to take less compensation based upon these other factors. Human Resources agrees that there are still areas that need to be addressed from a compensation perspective, but to look at it only from a compensation perspective would be short sighted; thus, the reasoning for a partial agreement.

---

### RECOMMENDATIONS

Recommendation R24: *The Humboldt County Civil Grand Jury recommends that Humboldt County Human*

*Resources identify and review salary ranges and ceilings for County staff on an ongoing basis beginning November 30, 2022.*

**This recommendation is in the process of being implemented.**

The County of Humboldt has contracted with an expert Human Resources Consultant, Municipal Resources Group (MRG), to provide recommendations for implementation of the Countywide Classification & Compensation Study completed and delivered by Koff & Associates in January 2021. MRG will be assisting the county in creating a comprehensive Classification Plan document, minimum wage impacts analysis, and supervisor tier compaction analysis.

- **Classification Plan:** The Comprehensive Compensation Plan will provide clear definitions and methods that will modernize and standardize the way that the County of Humboldt classifies employees. This will ultimately lead to accurate compensation analysis.
- **Minimum Wage Impacts Analysis:** MRG will identify issues in the County of Humboldt's compensation schedule related to compaction and internal alignment created by the State of California increase in minimum wage to \$15 per hour in January 2022 and the anticipated increase to \$15.50 per hour in January 2023. County of Humboldt Human Resources believes that this analysis of the minimum wage impacts will be vital in increasing the recruitment and retention of personnel in impacted positions. These positions are among those that have the most difficulty with recruitment and retention. MRG will recommend the priority by which the county should address these issues.
- **Supervisory Tier Analysis:** MRG will identify compaction/differential issues between classification families and department hierarchies. MRG will recommend the priority by which the county should address these issues.

After this analysis is complete, Human Resources will work the County Administrative Office to determine the priority order for addressing these issues based upon the County of Humboldt's financial capacity to do so.

---