

Human Resources

Fund 10 • Directorate 02 • Division 30 • Department 304

PROGRAM DESCRIPTION

The Human Resources function encompasses several programs and services designed to support the District and its employees and volunteers in the achievement of its mission and objectives. Human Resources oversees areas pertaining to the people, personnel practices, and leadership aspects of the District. Included in these areas are staffing, performance management, salary administration, health and wellness, workers' compensation, light duty, employee relations (including labor relations), Civil Service, personnel policy maintenance, and other areas essential to the management of the District's human resources.

BUDGET SUMMARY

Expenditures	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Personnel Services	\$799,868	\$717,214	\$829,522	\$804,030
Materials and Services	140,097	131,011	129,205	114,865
Total Expenditures	\$939,965	\$848,225	\$958,727	\$918,895

PERSONNEL SUMMARY

Position	2008-09 Actual	2009-10 Actual	2010-11 Budget	2011-12 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	0.00	0.00	1.00	1.00
Sr. Benefits Administrator	1.00	1.00	1.00	1.00
Human Resources Data Analyst	1.00	1.00	1.00	1.00
Sr. Employment Coordinator	1.00	1.00	1.00	1.00
Labor Relations Manager	0.50	0.50	0.00	0.00
Behavioral Health Specialist	0.50	0.50	0.00	0.00
Human Resources Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	6.00

2011-12 SIGNIFICANT CHANGES

The reduction in Personnel Services reflects the change in prior budgeting practice from budgeting at maximum in the non-Union range of salaries, and from maximum benefit levels to the practice of budgeting based upon current employees' seniority and insurance status. Union overtime in 5120 provides for relief shift funding for line positions during investigation leaves.

Within Materials and Services, account 5411, Collective Bargaining, \$25,000 is budgeted, reflecting that the District expects to begin negotiations for the labor contract post-2012. Other Professional Services, for \$41,250, reflects \$10,000 for a consultant to help develop a strategic multi-year outreach plan to broaden the District's diversity, \$5,000 for drug and alcohol testing for pre-employment, and other fees for background checks, supervisory training, and other matters. Temporary Services is reduced due to the completion of the ERP transition. Account 5570, Miscellaneous Expenses, includes \$2,250 for job fair entry fees, \$2,000 for the District Day event, and \$1,000 for awards and promotion ceremonies.

Human Resources, continued

STATUS OF 2010-11 SERVICE MEASURES

- **Gather data on injured workers who return to light duty and submit to SAIF for reimbursement.**

Goal(s): VII
Service Type(s): Essential
Measured By: Periodic review and submission of injured worker/light duty data to SAIF in order to qualify for reimbursement.
Status or Outcome: By mid-fiscal year, fifteen reimbursements were submitted and \$40,221.85 received in reimbursement funds. End of year statistics are not yet available.

- **Successfully attract, select, retain, and promote qualified personnel** to fill non-Civil Service positions.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Timely recruitments, well-organized with coordinated interview and testing processes. A voluntary hiring manager's survey, which HR requests to be completed after each recruitment process.
Status or Outcome: Based on manager feedback, non-Civil Service recruitment processes are very successful. The transition to a new Sr. Employment Coordinator this year has not changed the timeliness or efficiency of these recruitment efforts and outcomes.

- **Administer a District-wide performance evaluation program** in order to provide ongoing feedback to employees, as well as justification for annual merit pay increases for non-Union staff.

Goal(s): VI
Service Type(s): Essential
Measured By: Timely completion of annual performance evaluations for all District employees, and processing of merit pay increases for non-Union staff.
Status or Outcome: Performance evaluations completed and follow-ups completed on late reviews to assure completion of merit pay increases were within budget.

STATUS OF 2010-11 CHANGE STRATEGIES

- **Develop a multi-year diversity outreach plan**, complete with benchmarks, staff resources, and needs analysis. Include cost and budget impact.

Goal(s): V
Budget Impact: Could be significant based on plan developed
Duration: Year 1 of 5
Budget Description: With an outreach plan, the District can systematically work towards increasing the diversity of its workforce, enabling improvement of diversity statistics and more closely reflect the community.
Partner(s): Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief
Status or Outcome: Year one was dedicated to creating the multi-year strategy focused on building a welcoming internal culture, understanding the needs of the citizens the District serves, and forming a multi-layered outreach and recruitment strategy. The Fire Chief selected employees to participate in a strategic committee with responsibility to increase the core plan. Year two will begin the execution of the plan.

STATUS OF 2010-11 CHANGE STRATEGIES, CONTINUED

- Applicant tracking system.

Goal(s): VI, V
Budget Impact: Part of Enterprise Resource Plan (ERP) project
Duration: Year 2 of 2
Budget Description: The applicant tracking system will greatly improve interacting with applicants and job candidates. It will also reduce staff time to input applicant data into an independent database, and will integrate with the larger Human Resource Information System.
Partner(s): Information Technology
Status or Outcome: Complete. The applicant tracking system was implemented in the spring of 2011.

- Human Resources Information System (HRIS) replacement.

Goal(s): VI, VIII
Budget Impact: Part of ERP project
Duration: Year 2 of 2
Budget Description: This phase of the ERP implementation replaces the current HRIS system with the compatible Tyler-MUNIS application. The HRIS contains all employee records, history, and current job and pay information. Information contained in the HRIS feeds the payroll system for the semi-monthly payroll.
Partner(s): Information Technology, Finance
Status or Outcome: Complete. The Tyler-MUNIS application was implemented in January 2011.

2010-11 ADDITIONAL ACCOMPLISHMENTS

- Successfully filled the new HR Manager position with an internal promotion, followed by a successful recruitment for a new Sr. Employment Coordinator.
- Partnered with Occupational Health and Wellness to develop a smoother and faster return-to-work process for employees returning from illness or injury.
- Migrated a vast amount of information from the HR website to the new SharePoint site. Organized the data to make it user friendly and easy to navigate.
- Completed a five-week advanced supervisor training program utilizing a variety of internal and external instructors.
- Developed a new process for recognizing promotions and swearing in promoted employees.

Human Resources, continued

2011-12 SERVICE MEASURES

- **Gather data on injured workers** who return to light duty and submit to SAIF for reimbursement.

Goal(s): VII
Service Type(s): Essential
Measured By: Periodic review and submission of injured worker/light duty data to SAIF in order to qualify for reimbursement.

- **Successfully attract, select, retain, and promote qualified personnel** to fill non-Civil Service positions.

Goal(s): VI
Service Type(s): Mandatory
Measured By: Timely recruitment, well-organized and coordinated interview and testing processes, and a voluntary hiring manager's survey, which HR requests to be completed after each recruitment process.

- **Conduct job analysis on new and changing jobs** in order to maintain up-to-date job descriptions, while ensuring jobs are appropriately slotted into the non-represented salary grade chart.

Goal(s): VI, VIII
Service Type(s): Essential
Measured By: Ongoing analysis of positions, for both content and cost, to ensure the right work is being done and positions are correctly assigned into the appropriate salary grade.

- **Process annual employee performance evaluations** for the District. Review for content, timeliness, and quality, ensuring that merit pay requests match performance levels as outlined in the budget document.

Goal(s): VI, VIII
Service Type(s): Essential
Measured By: Continued efforts towards 100% compliance by supervisors and managers for completion of well-written, timely evaluations.



2011-12 SERVICE MEASURES, CONTINUED

	FY 07-08	FY 08-09	FY 09-10	FY 10-11 estimated	FY 11-12 projected
HR FTE	6	6	6	6	6
Total number of employees	410	416	431	444	454
Union	314	310	318	328	338
Non-Union	98	106	113	116	116
Total number of volunteers	64	71	66	65	80
Number of employees hired	40	25	28	26	23
Volunteers onboarded	12	13	15	13	12
Number of employee separations	16	10	9	6	8
Number of volunteer separations	40	6	20	14	10
Number of employee retirements	10	10	4	7	5
Workers' Compensation (calendar year)	2007	2008	2009	2010	2011
Total number of cases	65	63	59	60	61
Total number of days away from work	1733	1022	402	484	475
Total number of days working with restrictions	230	250	457	328	400
Leave share donations (per year)	3	2	1	3	2
Leave donated hours	2,709	2,000	904	1,616	1,500
Leave hours used	1,282	1,500	904	1,308	1,250
Average number of Union employees on STD (short term disability) per week	4.0	3.3	3.2	3.5	3.5
Average duration of weeks on STD per employee	7.4	9.8	10.5	9.8	9.5
Average weekly number of line personnel off-duty for injury or illness both work and non-work related	12.21	12.5	14.3	12.5	12.9
Number of selection processes completed (Total)	29	21	20	19	10
Civil Service	11	9	5	9	5
Non-Civil Service	18	12	15	10	5
Personnel Actions processed	N/A	N/A	603	642	650
Turnover percentage (<i>not including retirements</i>)	N/A	N/A	2.1%	2.3%	2.0%
Turnover percentage (<i>including retirements</i>)	N/A	N/A	3.7%	4.0%	3.5%

2011-12 CHANGE STRATEGIES

- **Support the development and implementation of a multi-year diversity outreach plan**, complete with benchmarks, staff resources, and needs analysis. Include cost and budget impact.

Goal(s)/Call(s) for Action: V/A
Budget Impact: Could be significant based on recommendations of steering committee
Duration: Year 2 of 5
Budget Description: With a diversity/outreach plan, the District can systematically work towards educating employees on the importance of a diverse workforce, increasing the diversity, and enabling improvement of diversity statistics to more closely reflect the community.
Partner(s): Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief

Human Resources, continued

2011-12 CHANGE STRATEGIES, CONTINUED

- **Develop a competency based model for organizational advancement**, to be used in job descriptions, employee selection, professional development, performance evaluations, and succession planning.

Goal(s)/Call(s) for Action: V, VI/C and D
Budget Impact: Some budget impact is expected during the training and implementation phase
Duration: Year 1 of 3
Budget Description: Years 1 and 2 will require training of staff in the competency based model of employee development.
Partner(s): Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief

- **Develop a sustainable supervisor/manager/leadership training program** for line and non-line employees.

Goal(s)/Call(s) for Action: VI/C and D
Budget Impact: Budget as necessary for delivery of an ongoing training program focused on development of employees as supervisors and managers.
Duration: Year 1 of 2
Budget Description: The first step will be to evaluate various training/tracking methods. Once a delivery system is selected, work with identified vendor to build a sustainable supervisory development program.
Partner(s): Training, Integrated Operations, Fire Chief's Office.

- **Go out for bid on third party administrator for applicable employee benefits.**

Goal(s)/Call(s) for Action: IV, VIII
Budget Impact: Resource neutral
Duration: Year 1 of 1
Budget Description: The District's third party administrator manages the Health Reimbursement Account (HRA) and Flexible Spending Account (FSA) programs for District employees.
Partner(s): Finance

Human Resources

	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10304 General Fund						
5001 Salaries & Wages Union	24,095					
5002 Salaries & Wages Nonunion	429,263	444,171	443,024	447,629	447,629	443,312
5003 Vacation Taken Union	1,928					
5004 Vacation Taken Nonunion	16,773	19,699	43,816	44,023	44,023	43,596
5006 Sick Taken Nonunion	10,438	8,069				
5007 Personal Leave Taken Union	1,109					
5008 Personal Leave Taken Nonunion	1,653	1,045				
5010 Comp Taken Nonunion	1,221	671				
5015 Vacation Sold	2,025		7,022	7,055	7,055	6,987
5016 Vacation Sold at Retirement	10,538					
5021 Deferred Comp Match Nonunion	4,389	4,878	13,388	6,966	6,966	16,954
5041 Severance Pay	6,667					
5120 Overtime Union	14,077	9,684	15,000	10,000	10,000	10,000
5121 Overtime Nonunion	449	127	750	400	400	400
5201 PERS Taxes	92,546	74,419	105,540	104,158	104,158	101,807
5203 FICA/MEDI	38,776	36,371	40,450	39,920	39,920	40,316
5206 Worker's Comp	8,203	6,460	7,429	9,393	9,393	13,715
5207 TriMet/Wilsonville Tax	3,441	3,258	3,605	3,610	3,610	3,646
5208 OR Worker's Benefit Fund Tax	166	155	212	212	212	212
5211 Medical Ins Nonunion	62,975	65,038	87,343	66,270	66,270	66,270
5221 Post Retire Ins Nonunion	5,700	4,875	5,400	4,500	4,500	4,500
5230 Dental Ins Nonunion	10,106	10,639	12,338	11,394	11,394	11,394
5240 Life/Disability Insurance	4,202	4,435	6,000	5,491	5,491	5,491
5250 Unemployment Insurance	36,099	5,320	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	7,268	12,134	11,070	11,670	11,670	11,670
5270 Uniform Allowance		6				
5290 Employee Tuition Reimburse			3,375			
5295 Vehicle Allowance	5,760	5,760	5,760	5,760	5,760	5,760
Total Personnel Services	799,868	717,214	829,522	796,451	796,451	804,030
5300 Office Supplies	1,051	871	1,000	1,000	1,000	1,000
5301 Special Department Supplies	964	529	1,875	1,975	1,975	1,975
5302 Training Supplies	699	54	500	450	450	450
5321 Fire Fighting Supplies	18					
5330 Noncapital Furniture & Equip	990					
5350 Apparatus Fuel/Lubricants	278					
5367 M&R Office Equip	1,797	1,705	2,400	3,000	3,000	3,000
5410 General Legal	750					
5411 Collective Bargaining	22,111	14,127	30,000	25,000	25,000	25,000
5414 Other Professional Services	32,864	34,283	40,375	41,250	41,250	41,250
5415 Printing	151	30	500	500	500	500
5417 Temporary Services	49,083	57,605	18,720			
5461 External Training	2,270	2,613	3,600	12,660	12,660	12,660
5462 Travel and Per Diem	2,882	3,461	3,200	3,900	3,900	3,900
5472 Employee Recog & Awards	13,943	8,016	12,100	12,250	12,250	12,250
5484 Postage UPS & Shipping	38	259	100	100	100	100

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	Actual Prior FY 2009	Actual Prior FY 2010	Budget Prior FY 2011	Budget Proposed FY 2012	Budget Approved FY 2012	Budget Adopted FY 2012
10304 General Fund						
5500 Dues & Subscriptions	1,377	783	1,935	3,180	3,180	3,180
5570 Misc Business Exp	3,419	2,003	6,800	6,600	6,600	6,600
5571 Planning Retreat Expense	496	629	500	500	500	500
5572 Advertis/Public Notice	4,915	4,044	5,600	2,500	2,500	2,500
Total Materials & Services	140,097	131,011	129,205	114,865	114,865	114,865
Total General Fund	939,965	848,225	958,727	911,316	911,316	918,895