

Human Resources

Fund 10 • Division 55 • Department 30 • Program 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	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Budget
Personnel Services	\$897,537	\$632,461	\$749,077	\$827,555
Materials and Services	111,417	111,949	140,775	165,200
Total Expenditures	\$1,008,954	\$744,410	\$889,852	\$992,755

PERSONNEL SUMMARY

Position	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	0.00	0.00	0.00
Sr. Benefits Administrator	0.00	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	0.50	0.50
Behavioral Health Specialist	0.50	0.50	0.50	0.50
Human Resources Assistant	0.00	1.00	1.00	1.00
Lead Administrative Assistant	1.00	0.00	0.00	0.00
Administrative Assistant	5.50	0.00	0.00	0.00
Total Full-Time Equivalents (FTE)	11.50	6.00	6.00	6.00

2008-09 SIGNIFICANT CHANGES

Union overtime in account 5120 provides for position coverage for on-duty firefighters when personnel are placed on administrative leave pending investigations or other special circumstances.

Within Materials and Services, \$20,000 is budgeted for legal fees associated with collective bargaining. Account 5414, Other Professional Services, accounts for background checks, evaluations, and compensation consulting. An additional \$20,000 is budgeted in 2008-09 Professional Services for professional research to assist in minority outreach and another \$5,000 is budgeted for diversity acceptance of sexual orientation geared toward the fire service. Account 5473 includes the costs of awards provided at the Meritorious Awards ceremony, retirement awards, years of service pins, and other recognition. Advertising costs are budgeted in account 5572 to cover ad placement including Internet-based ads for recruitment.

Human Resources, continued

2007-08 SERVICE MEASURES (PREVIOUSLY SERVICE LEVEL OBJECTIVES)

	FY 04-05	FY 05-06	FY 06-07	FY 07-08 estimated	FY 08-09 projected
HR FTE	4.0	11.5.0	6.0	6.0	6.0
Total number of employees	395	397	396	416	417
Union	305	303	301	317	314
Non-union	90	94	95	99	103
Total number of volunteers	115	83	92	88	90
Number of employees hired	25	30	24	42	20
Volunteers hired	38	21	34	15	20
Number of employee separations	15	12	14	14	13
Number of volunteer separations	36	33	25	19	18
Number of employee retirements	10	16	11	8	6
Workers' Compensation (calendar year)	2004	2005	2006	2007	2008
Total number of cases	69	61	56	56	55
Total number of days away from work	754	537	377	650	500
Total number of days working with restrictions	573	340	275	230	200
Leave share donations (per year)	4	4	2	2	2
Leave donated hours	1,337	1,315	1,663	1,695	3,000
Leave hours used	555	1,067	968	544	950
Average number of union employees on STD (short term disability) per week	n/a	n/a	3.5	6	9
Average duration of weeks on STD per employee	n/a	n/a	9	9	9.5
Average weekly number of line personnel off-duty for injury or illness both work and non-work related	n/a	n/a	12.26	11	11

2007-08 SERVICE MEASURES (PREVIOUSLY SERVICE LEVEL OBJECTIVES)

- **Revise the processes for employees separating from TVF&R.** This will include creating an SOG, communicating requirements with separating employees, conducting exit interviews, turning in District property, etc.

Goal: VI
Service Type: Core, Essential
Measured By: Creation of an SOG and processes to ensure process is thorough.
Status or Outcome: This project is virtually complete. The SOG is in review, new separation forms have been created, and employee separations are much more organized.

2007-08 SERVICE MEASURES (PREVIOUSLY SERVICE LEVEL OBJECTIVES), CONTINUED

- **Increase training for new managers to enhance managerial skills and promote excellence throughout the organization.**

Goal: VI
Service Type: Essential
Measured By: Increased training activity throughout the fiscal year, paired with an increase in managerial knowledge and skills demonstrated by managers.
Status or Outcome: Throughout the year, several manager "brown bag" training lunches have been scheduled. In addition, through partnership with the IEC Group, a two-day manager training program has been held.

- **Create a new Standard Operating Guideline for behavioral health and the chaplain's program.**
The SOG would include general responsibilities, program guidelines, and compensation for chaplains.

Goal: VI
Service Type: Essential
Measured By: Completion of SOGs
Status or Outcome: In progress. The Behavioral Health Specialist and Operations are working jointly to complete this SOG.

- **Review employee health and welfare programs, making changes and updates where necessary to vendors and services.**

Goal: VI
Service Type: Essential
Measured By: Complete review of employee benefits programs, making changes where necessary to ensure the best services at the most cost effective price.
Status or Outcome: Minor changes were made to employee benefit packages this year. Changes from last year (EAP and Agent of Record) are being reviewed to ensure this service measure is met.

- **Implement new labor contract, effective July 1, 2007.**

Goal: VIII, VI
Service Type: Essential
Measured By: A new labor contract will be negotiated in the spring of 2007. Provisions of that contract will need to be implemented during the fiscal year.
Status or Outcome: Completed

2007-08 CHANGE STRATEGIES

- **Analyze and benchmark outreach efforts.**

Primary Goal: V
Budget Impact: Resource Neutral
Key Tasks: Complete an analysis of the history of District diversity and hiring practices including, where possible, outreach efforts. Review demographics of TVF&R service area to target areas for outreach. Research other possible methods of outreach both within and locally outside of the TVF&R service area. Develop an outreach strategy based on the outcome of the various research and analysis.
Status or Outcome: This change strategy is complete. TVF&R's hiring history has been analyzed and demographic data of the District's service area has been received. Staff has several strategies to make progress in outreach efforts in the next fiscal year.

2007-08 CHANGE STRATEGIES, CONTINUED

- **Increase employee resilience to stress**

Primary Goal: IV
Budget Impact: Resource Neutral
Key Tasks: Respond to results of 2006 Human Services Survey to measure and evaluate work-related issues that create stress and methods to reduce that stress. Ongoing pre-incident education in all recruit academies to include education on self-care, care of co-workers, and use of available resources. Create resource availability for all employees to assist in dealing with life/work stressors. This will include education regarding the EAP and web links for various issues that create stress. Summer 2007 - conduct another set of "Communication Success for Couples" classes. Summer 2007 - create a back-up system for Peer Support members. Provide education to District Managers at monthly District Managers meetings to help promote understanding of what creates stress and tools to help create a positive work environment.
Status or Outcome: The District's Behavioral Health Specialist owns this change strategy. He has completed all requirements listed, responding to survey results, working with the new EAP, conducting classes, and providing District-wide education and assistance to employees.

- **Implement Second Language Incentive policy**

Primary Goal: V
Budget Impact: Resource Neutral
Key Tasks: Work with District personnel who speak a second language and appropriate language experts to test for language fluency utilizing job-related language tests. Review and approve District employees who have successfully passed the language fluency test. Review demographic information regarding non-English speaking communities within the TVF&R service area for gaps in the ability to support them with staff fluent in specific languages.
Status or Outcome: Completed

2007-08 ADDITIONAL ACCOMPLISHMENTS

- With the creation of a new medical and science magnet high school in Beaverton, the HR department is working with them to help educate students on careers in the fire service. During the summer, TVF&R partnered with Training and Operations and participated in two summer camp programs with the high school students. Staff continues to explore other opportunities to work with this diverse group of students.
- Staff is working with a San Francisco based organization to develop a training program targeting sexual orientation issues in the fire service. By helping them to develop training specific for the fire service, a significantly discounted fee will be realized when the training occurs next fiscal year.
- Another Operations Division Chief spent the past year working in Human Resources. While this is a mutually beneficial relationship, staff considers it an accomplishment to have another Division Chief knowledgeable about HR functions.
- In a joint effort between the Finance Division and Human Resources, the self service component of Ceridian was implemented. This allows employees to review their pay and benefit information on line, as well as make changes to personal data such as changes in residential address.
- Overall outreach efforts have increased, creating a charter for the committee, holding regular meetings and attending outreach events within the community.

2008-09 SERVICE MEASURES

- **Create and implement a Telecommuting SOG based on public sector analysis and best practices.**

Goal: VII
Service Type: Management
Measured By: Successful completion of the SOG and implementation of the telecommuting policy by July 30, 2008.

- **Provide training to non-line supervisors and managers on writing and delivering effective performance evaluations.**

Goal: VI
Service Type: Essential
Measured By: The implementation of a new performance management system and related training will help managers more effectively measure performance and outcomes. New process identified and will be implemented in summer 2008, with related training to immediately follow.

- **Update District job descriptions**

Goal: VI
Service Type: Essential
Measured By: While many job descriptions have been created and revised over time, there has been no comprehensive review and revision of the District's job descriptions in some time. Projected completion by December 2008.

- **Negotiate labor contract for the period after July 1, 2009, prior to the expiration of the current contract.**

Goal(s): VIII
Service Type(s): Essential
Measured By: New contract ratified prior to July 1, 2009.

2008-09 CHANGE STRATEGIES:

- **Addictive Behavior Program.** Coordinate efforts of a peer contact group comprised of line and management staff to identify ways to deal with issues of addiction and substance abuse in the workplace. How to identify issues (potential or existing) sooner and how to handle them differently, in order to help employees be successful in their work and family lives.

Goal(s): IV
Budget Impact: Resource Neutral
Duration: Year 1 of 1
Budget Description: There may be occasional overtime costs for firefighters in a peer contact group as they are trained by the Behavioral Health Specialist.
Partner(s): Operations, Fire Prevention, Training, and Administrative Departments.

- **Diversity Recruitment.** Based on the demographic study completed by PSU, work with research firm to create focus groups of minority citizens who live in TVF&R's service area to identify barriers to employment, particularly as firefighters.

Goal(s): V
Budget Impact: Increase Required
Duration: Year 2 of 5
Budget Description: With the demographic data of the District's service area, the focus groups will help clearly identify the barriers to employment for women and minority citizens.
Partner(s): Operations

2008-09 CHANGE STRATEGIES, CONTINUED

- **Acceptance Training.** Educate employees on issues and biases related to sexual orientation. Staff is currently working with a San Francisco-based organization that provides training and education nationally on the topic of sexual orientation. During the fiscal year, the training will be presented to both line and management staff.

Goal(s): V
Budget Impact: Increase Required
Duration: Year 1 of 1
Budget Description: Travel and training expenses for outside consultant.
Partner(s): All personnel

- **Increase Employee Resilience to Stress.** Help employees recognize and mitigate stress with ongoing pre-incident education, education on self-care, care of co-workers, and use of available resources.

Goal(s): IV
Budget Impact: Resource Neutral
Duration: Year 2 of 2
Budget Description: Primarily staff time of the Behavioral Health Specialist.
Partner(s): All personnel

Human Resources

	Actual Prior FY 2006	Actual Prior FY 2007	Budget Prior FY 2008	Budget Proposed FY 2009	Budget Approved FY 2009	Budget Adopted FY 2009
10304 General Fund						
5001 Salaries & Wages Union			37,934	42,324	42,324	42,324
5002 Salaries & Wages Nonunion	531,787	379,258	374,230	410,558	410,558	410,558
5003 Vacation Taken Union			3,752	4,186	4,186	4,186
5004 Vacation Taken Nonunion	22,458	20,901	36,822	40,605	40,605	40,605
5006 Sick Taken Nonunion	13,060	6,720				
5008 Personal Leave Taken Nonunion	2,116	780				
5010 Comp Taken Nonunion	2,834	207				
5015 Vacation Sold	3,607	17,142	8,670	9,571	9,571	9,571
5016 Vacation Sold at Retirement		1,371				
5017 PEHP Vac Sold at Retirement			26,100			
5018 Comp Time Sold	607					
5020 Deferred Comp Match Union	984	610	625	1,356	1,356	1,356
5021 Deferred Comp Match Nonunion	2,920	3,482	3,977	11,448	11,448	11,448
5054 Other/FTO Premium			7,200	9,600	9,600	9,600
5120 Overtime Union	11,400	7,110	10,000	10,000	10,000	10,000
5121 Overtime Nonunion	2,334	616	4,102	4,500	4,500	4,500
5201 PERS Taxes	106,718	73,969	71,310	104,537	104,537	104,537
5203 FICA/MEDI	43,505	32,565	39,717	42,179	42,179	42,179
5206 Worker's Comp	12,340	7,818	11,162	10,503	10,503	10,503
5207 TriMet/Wilsonville Tax	3,635	2,749	3,375	3,649	3,649	3,649
5208 OR Worker's Benefit Fund Tax	316	178	364	212	212	212
5210 Medical Ins Union			5,904	6,990	6,990	6,990
5211 Medical Ins Nonunion	85,402	44,424	51,016	62,438	62,438	62,438
5220 Post Retire Ins Union	212	125	300	300	300	300
5221 Post Retire Ins Nonunion	3,485	2,200	3,000	4,500	4,500	4,500
5230 Dental Ins Nonunion	13,961	9,076	10,162	9,119	9,119	9,119
5240 Life/Disability Insurance	5,630	2,892	3,275	5,000	5,000	5,000
5250 Unemployment Insurance	7,749	343	15,000	15,000	15,000	15,000
5260 Employee Assist Insurance	15,153	12,146	12,870	10,720	10,720	10,720
5270 Uniform Allowance	34	19	450	500	500	500
5290 Employee Tuition Reimburse	250		2,000	2,000	2,000	2,000
5295 Vehicle/Technology Allowance	5,040	5,760	5,760	5,760	5,760	5,760
Total Personnel Services	897,537	632,461	749,077	827,555	827,555	827,555
5300 Office Supplies	1,880	1,265	2,000	2,000	2,000	2,000
5301 Special Department Supplies	2,939	2,945	6,875	6,850	6,850	6,850
5302 Training Supplies	2,101	31	2,000	2,000	2,000	2,000
5330 Noncapital Furniture & Equip	2,073	1,850	4,825	1,350	1,350	1,350
5350 Apparatus Fuel/Lubricants	276	350	1,000	1,000	1,000	1,000
5367 M&R Office Equip	537	1,592	1,500	2,400	2,400	2,400
5410 General Legal				5,000	5,000	5,000
5411 Collective Bargaining	20,467	36,923	25,000	20,000	20,000	20,000
5414 Other Professional Services	46,450	27,390	32,250	58,000	58,000	58,000
5415 Printing	146	110	1,000	250	250	250
5417 Temporary Services	7,667	1,222	5,000	5,700	5,700	5,700
5450 Rental of Equip			1,250	1,250	1,250	1,250
5461 External Training	2,987	4,773	10,000	11,000	11,000	11,000
5462 Travel and Per Diem	3,485	3,903	7,000	6,500	6,500	6,500

Human Resources

	Actual Prior FY 2006	Actual Prior FY 2007	Budget Prior FY 2008	Budget Proposed FY 2009	Budget Approved FY 2009	Budget Adopted FY 2009
5471 Citizen Awards		21				
5472 Employee Recog & Awards	7,728	11,962	16,650	17,575	17,575	17,575
5484 Postage, UPS & Shipping	70	19	250	250	250	250
5500 Dues & Subscrip	2,327	1,665	3,175	3,075	3,075	3,075
5570 Misc Business Exp	4,255	2,306	7,000	7,000	7,000	7,000
5571 Planning Retreat Expense	683	169	1,000	1,000	1,000	1,000
5572 Advertis/Public Notice	5,346	13,453	13,000	13,000	13,000	13,000
Total Materials and Services	111,417	111,949	140,775	165,200	165,200	165,200
Total General Fund	1,008,954	744,410	889,852	992,755	992,755	992,755

Civil Service Commission

Fund 10 • Division 55 • Department 11 • Program 110

PROGRAM DESCRIPTION

This activity accounts for the Fire District employee civil service program. The budget supports the employment application process, testing, job description review, and hearings processes, all of which are handled by a Civil Service examiner and a five person Civil Service Committee, as appointed by the Board of Directors.

BUDGET SUMMARY

Expenditures	2005-06 Actual	2006-07 Actual	2007-08 Budget	2008-09 Budget
Personnel Services	\$56,001	\$75,682	\$85,251	\$92,475
Materials and Services	47,877	37,998	62,900	62,000
Total Expenditures	\$103,878	\$113,680	\$148,151	\$154,475

2008-09 SIGNIFICANT CHANGES

The 2008-09 budget proposes funding for interviewing and hiring new firefighters for one academy as well as overtime for other promotional interviews. Highlights within Materials and Services represent funding of \$23,300 in Other Professional Services for the contract with the Chief Examiner of \$9,300, Ergometrics fee of \$4,000, and application and scoring fees of \$10,000. Special Department Supplies of \$5,000 are for firefighter candidate physical testing equipment and supplies, and \$10,500 in Public Notices accounts for advertising costs for Civil Service meetings and job announcements.

2007-08 SERVICE MEASURES (PREVIOUSLY SERVICE LEVEL OBJECTIVES)

- **Successfully hire firefighters to fulfill Emergency Operations needs for staffing.** A fall 2007 academy will help meet existing needs and a second firefighter academy in spring 2008, would fill planned vacancies at that time. Staff currently estimates that approximately thirty-six firefighters will be hired during the fiscal year.

Goal(s): I
Service Type(s): Core
Measured By: Successful hiring for fall 2007 and spring 2008 firefighter academies.
Status or Outcome: The hiring of twenty-nine firefighters into a fall 2007 academy was successful. After a careful evaluation of staffing resources it was decided that a spring 2008 academy was unnecessary.

- **Following Civil Service rules, successfully hire and promote represented personnel to fill Emergency Operations and Fire Prevention Division needs.** For Emergency Operations, this could include establishing lists for Apparatus Operator, Captain (list expires 11/22/08), Battalion Chief (list expires 12/17/07), Division Chief (list expired 4/28/07), and Lieutenant (list expires 2/25/09). Other Training or EMS Officer tests may also need to be conducted, although there are none currently planned during the 2007-08 fiscal year. In Fire Prevention, a Deputy Fire Marshal Academy is planned. HR will also manage Chief's interview processes for all Emergency Operations and Fire Prevention positions.

Goals(s): VI
Service Type(s): Core
Measured By: Successful hiring and promotion processes for all Civil Service represented positions.
Status or Outcome: In Operations, new lists were established for Apparatus Operator, Captain, Battalion Chief and Lieutenant. In Fire Prevention, new lists were established for Inspector and Deputy Fire Marshal. HR managed a number of promotion processes that occurred during the fiscal year.

2007-08 CHANGE STRATEGIES

- **Review and improve firefighter hiring process.**

Primary Goal: VI
Budget Impact: Resource Neutral
Key Tasks: By the beginning of the 2007/08 fiscal year, initial research will be completed regarding issues with the current firefighter hiring process and an outline of the parameters and limitations to making improvements will be performed.
Status or Outcome: Staff has explored and researched an "open and continuous" testing model for firefighters. To change the way firefighters are hired means changes to the Civil Service rules. The open and continuous testing model appears to be the wave of the future and staff will continue to work towards that goal.

2007-08 ADDITIONAL ACCOMPLISHMENTS

- Signed a new two-year agreement with the Civil Service Chief Examiner.
- Created new civil service language related to how employees move across promotion lists when a list expires with qualified candidates still active on the list.

2008-09 SERVICE MEASURES

- **Update Civil Service job descriptions, review with Local 1660 representatives, and present to the Civil Service Commission.**

Goal(s): VI
Service Type(s): Mandatory
Measured By: Successfully create and receive approval for new and revised Civil Service job descriptions.

- **Successfully hire firefighters to fulfill Emergency Operations staffing needs.**

Goal(s): I
Service Type(s): Mandatory
Measured By: When requested by the Operations Division, HR will recruit and provide candidates for Operations to hire the necessary number of personnel to fulfill their needs.

- **Following Civil Service rules, successfully hire and promote represented personnel to fill Operations and Fire Prevention Division needs.**

Goal(s): I, VI
Service Type(s): Mandatory
Measured By: Successful hiring and promotion processes for all Civil Service represented positions. This includes establishing hiring lists as needed and managing recruitment.

2008-09 CHANGE STRATEGIES

- **Open and Continuous ("Live") Firefighter Hiring List.** Continue to develop an open and continuous ("live") firefighter hiring list.

Goal(s): VI
Budget Impact: Increase Required
Duration: Year 2 of 5
Budget Description: Increase required to implement the new program start-up only (i.e., fees for test booklets, test proctors, site rental fees, etc.).
Partner(s): Operations

- **Civil Service Rules Update.** Revise Civil Service rules to reflect changes in hiring methods.

Goal(s): VI
Budget Impact: Resource Neutral
Duration: Year 2 of 2
Budget Description: No budget impact is expected.
Partner(s): Operations

- **Civil Service Commission Testing.** Partner with line staff to continue to educate and familiarize the Civil Service Commissioners with District services.

Goal(s): VI
Budget Impact: Resource Neutral
Duration: Year 2 of 5
Budget Description: No budget impact is expected.
Partner(s): Operations, Fire Prevention

Civil Service Commission

	Actual Prior FY 2006	Actual Prior FY 2007	Budget Prior FY 2008	Budget Proposed FY 2009	Budget Approved FY 2009	Budget Adopted FY 2009
10110 General Fund						
5002 Salaries & Wages Nonunion		358				
5102 Duty Chief Relief			3,400	4,335	4,335	4,335
5120 Overtime Union	42,812	55,917	60,477	63,850	63,850	63,850
5121 Overtime Nonunion	121	937	2,000	2,000	2,000	2,000
5201 PERS Taxes	9,679	12,506	12,490	13,307	13,307	13,307
5203 FICA/MEDI	3,100	4,350	5,040	5,369	5,369	5,369
5206 Worker's Comp		1,234	1,416	2,386	2,386	2,386
5207 TriMet/Wilsonville Tax	272	359	428	463	463	463
5208 OR Worker's Benefit Fund Tax	17	21				
5221 Post Retire Ins Nonunion				765	765	765
Total Personnel Services	56,001	75,682	85,251	92,475	92,475	92,475
5300 Office Supplies		358	500	500	500	500
5301 Special Department Supplies	357	6,817	5,000	5,000	5,000	5,000
5302 Training Supplies	8,464		2,000	6,500	6,500	6,500
5323 Food Service	2,146		2,500	2,500	2,500	2,500
5410 General Legal	11,307					
5414 Other Professional Services	16,102	11,398	29,700	23,300	23,300	23,300
5415 Printing		895	1,500	2,500	2,500	2,500
5433 Electricity		450				
5445 Rent/Lease of Building		3,750		4,500	4,500	4,500
5450 Rental of Equip	215	4,161	4,000	2,000	2,000	2,000
5462 Travel and Per Diem	346	151	3,000	3,000	3,000	3,000
5471 Citizen Awards	210	60	450	450	450	450
5484 Postage, UPS & Shipping	39	451	1,000	500	500	500
5500 Dues & Subscrip	110					
5570 Misc Business Exp	5,035	3,499	2,750	750	750	750
5572 Advertis/Public Notice	3,546	6,008	10,500	10,500	10,500	10,500
Total Materials and Services	47,877	37,998	62,900	62,000	62,000	62,000
Total General Fund	103,878	113,680	148,151	154,475	154,475	154,475