

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, integrated talent management, 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	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Adopted Budget
Personnel Services	\$ 820,427	\$ 884,724	\$ 1,053,079	\$ 1,057,579
Materials & Services	68,983	127,381	123,599	188,034
Total Expenditure	\$ 889,410	\$ 1,012,105	\$ 1,176,678	\$ 1,245,613

Personnel Summary

Position	2012-13 Actual	2013-14 Actual	2014-15 Budget	2015-16 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	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
Human Resources Generalist	0.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	7.00	7.00	7.00

2015-16 Significant Changes

Union overtime in 5120 provides for relief shift funding for union personnel to participate in Integrated Talent Management and Diversity outreach initiatives, as well for relief shift funding for line positions during investigation leaves in the amount of \$10,000.

Within Materials and Services, account 5410, General Legal, for \$10,000; and account 5411, Collective Bargaining, \$15,000 are budgeted for ongoing labor and employment issues. Other Professional Services for \$78,270, reflects \$10,000 for a consultant to help develop a strategic multi-year outreach plan to broaden the District's diversity; \$10,000 for development of a TVFR recruitment brand; \$10,000 for post conditional offer psychological evaluations; \$29,300 for leadership and management assessment, development, and training; \$9,500 for drug and alcohol testing for pre-employment, and fees for background checks; and other matters, including HR consulting services for \$6,000.

Human Resources, continued

2015-16 Significant Changes, continued

Account 5472 includes funding of \$6,000 for retirement recognition and \$6,000 for the Meritorious Awards Ceremony, in addition to Employee of the Quarter recognition and Length of Service Awards. Account 5461, External Training, for \$11,683, including \$7,394 for web-based supervisor training. Account 5570, Miscellaneous Expenses, includes \$2,925 for job fair entry and sponsorship fees, and \$1,100 for awards and promotional ceremonies among other items.

Status of 2014-15 Service Measures

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

Goal(s)/Call(s) for Action: IV/1
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: [\\$25,566 collected in Employee-At-Injury Program \(EAIP\) funds since May 1, 2014.](#)

- Successfully attract, select, retain, and promote qualified personnel for all District positions. It is anticipated that the higher volume of employment activity experienced during the current fiscal year will continue at the same level, driving the need for additional resources in HR to support the employment function. The quality of the staffing outcomes remains critical to the success of the District.

Goal(s)/Call(s) for Action: VII/F
Service Type(s): Mandatory
Measured By: The data collected in the hiring manager satisfaction survey ratings completed after each selection process (non-Civil Service), the low rate of voluntary turnover, analysis of exit interview feedback, and overall success in trial service of personnel newly hired or newly promoted; all reflect overall success in employment actions.
Status or Outcome: [Hiring manager satisfaction ratings continue to be very high, voluntary turnover remains very low, and the District continues to have new hires successfully complete trial service periods.](#)

- Ongoing analysis of positions to ensure jobs are appropriately described and classified within the District's salary structure. Job descriptions serve as the anchor for recruitment and selection, performance management, and learning and development.

Goal(s)/Call(s) for Action: VII
Service Type(s): Essential
Measured By: Ongoing review of new and existing positions in order to ensure that the correct work is being performed for any given position, and that positions are correctly placed in the District's salary structure as compared to both the external market and other positions internal to the organization.
Status or Outcome: [Position, reclassification and compensation analyses were performed throughout the year, resulting in salary grade and/or pay adjustments. The District continues to respond to adhoc surveys and participates in two formal salary surveys to ensure classifications are appropriately graded in the salary structure.](#)

Status of 2014-15 Service Measures, continued

- Administration of the annual performance evaluation process to include written appraisals, as well as ongoing feedback to employees in regard to their work performance.

Goal(s)/Call(s) for Action: VII/4
 Service Type(s): Essential
 Measured By: 100% compliance for all employees to receive a written performance evaluation annually on July 1st, delivered during a face-to-face meeting with the employee's manager. Additionally, new or promoted employees will receive a minimum of three written quarterly evaluations prior to the annual evaluation, each delivered in a meeting with the employee in order to discuss both positive and negative feedback.

Status or Outcome: The Human Resources Division continues to invest significant effort towards supporting compliance and quality of performance evaluations. For non-line employees, 85% compliance was achieved for this performance cycle. Performance evaluations were completed for 98% of the line employees. Compliance with quarterly trial service evaluations remains significantly less than 100%. The Human Resources Division recognizes the need for a software solution to support performance management processes (change strategy for next fiscal year).

- Accurately process personnel actions, with actions entered into Munis reflecting intentions of the authorizing manager.

Goal(s)/Call(s) for Action: VII
 Service Type(s): Mandatory
 Measured By: The number of payroll or benefits transactions entered accurately reflecting the intentions of the authorizing manager.

Status or Outcome: The accurate processing of personnel actions has been supported by additional auditing steps as well as by the addition of the HR Generalist role, one of whose primary duties is to support data entry and auditing.

- Coordinate employee recognition programs that support employee engagement and relationship building.

Goal(s)/Call(s) for Action: IV
 Service Type(s): Essential
 Measured By: Successful coordination of key recognition events, including the annual Meritorious Awards Ceremony, Employee-of-the-Quarter, promotional ceremonies, and other all personnel events that support relationship building among employees and volunteers (e.g., summer all-staff picnic).

Status or Outcome: Employee recognition events were successfully coordinated with strong employee attendance. Employees participated in the following events: 29 employees were recognized at several promotional ceremonies; 35 Employee-of-the-Quarter nominations were received and 5 employees were given awards; 36 employees were recognized at the annual Meritorious Awards and Recognition Ceremony. A new recognition program was implemented in which the Fire Chief can directly recognize outstanding employees extemporaneously.

Human Resources, continued

Status of 2014-15 Service Measures, continued

- Implement the Human Resource side of the current labor contract. Interpret and adapt policies and procedures that reflect the current contract language.

Goal(s)/Call(s) for Action: VII/2
Service Type(s): Essential
Measured By: All terms of employment addressed in the collective bargaining agreement are consistent with policies and procedures for affected employees.
Status or Outcome: Human Resources is implementing changes associated with the labor contract effective July 1, 2012 through June 30, 2015. This includes updating salary schedules and administering other contract provisions. In January 2015, the Board of Directors ratified the July 1, 2015 through June 30, 2018 labor contract and settled the Battalion Chief's inclusion into the existing Local 1660 labor agreement.



Status of 2014-15 Change Strategies

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

Goal(s)/Call(s) for Action:	V/A, B, C, 1, 2, 3, and 4
Budget Impact:	Could be significant based on recommendations of steering committee
Duration:	Year 5 of 5
Budget Description:	In order to develop and enhance a workforce that understands and respects individual and group differences, the District will continue to work toward increasing employee awareness of the benefits of a diverse workforce, increase overall cultural competency in order to more effectively serve the citizens of the District, and increase organizational diversity to reflect the communities served.
Partner(s):	Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief's Office
Status or Outcome:	HR staff continued to work on implementing strategies to increase employee awareness on the benefits of a diverse workforce, increase cultural competency and increase organizational diversity. Training was delivered at Company Officer In-service meetings to increase awareness surrounding stereotypes through the "Ouch! That Stereotype Hurts", video and discussion. In October 2014, TVF&R participated as a sponsor of the NW Public Employees Diversity Conference and 11 employees participated in various break-out sessions. The Fire Chief's Office and Local 1660 used various avenues to communicate with employees on the topics of a diverse and inclusive workplace.

- Develop the framework for an integrated talent management system that aligns all HR functions (job descriptions, employee selection, professional development, performance evaluations, and succession planning) with one another and connects business objectives to talent management strategies, outcomes, and Calls to Action.

Goal(s)/Call(s) for Action:	VII/F, 3, and 4
Budget Impact:	Significant budget impact related to costs associated with project team leadership and member participation, staff training, materials, assessment tools, and software.
Duration:	Year 4 of 5
Budget Description:	The objective of this integrative approach to HR functions is talent assets that drive business outcomes and sustain the business. Competencies serve as the currency of the approach and provide the foundation of integration.
Partner(s):	All organizational units
Status or Outcome:	Competency modeling has continued, with core and managerial competencies having been identified. Work has also begun on identifying technical/functional competencies associated with company officer roles.

Software solutions have been identified to support the talent management initiative, and one solution has been implemented (NEOGOV).

Classes to support professional development training have been deployed, as have formal developmental assessment tools (e.g., 360-degree feedback tools).

Additional 2014-15 Accomplishments

- Successfully implemented changes in non-represented employee benefits plan designs, which included self-insuring dental, one medical plan option for active employees and retirees, partnering with Finance to establish an HRA/VEBA plan, and transitioned to a new vendor to administer the HRA/VEBA and FSA accounts for non-represented employees.
- Partnered with Health and Science High School in the Beaverton School District to pilot a Career Explorer Program which introduces students to the fire service and TVF&R. Twenty-five students participate throughout the school year in monthly workshops showcasing different aspects of the fire service.
- Implemented Human Resources side of labor contract, including updates to salary schedules, salary increases, moving from 52-hour to 51-hour work week, and adding Battalion Chiefs into the labor agreement.
- Developed and implemented a four month project plan to provide mandatory Sexual Harassment training to all employees through the online Target Solutions software. The training focused on the following objectives; 1) to define sexual harassment, 2) identify the different types of sexual harassment, 3) explain the impact of sexual harassment in the workplace, 4) recognize the employer's and the employee's role in providing a harassment-free work environment, 5) describe what to do if you are a victim of sexual harassment at work.



2015-16 Service Measures

Service Measure	2011-12 Actual	2012-13 Actual	2013-14 Actual	2014-15 Projected	2015-16 Estimated
HR FTE	6.0	6.0	6.0	7	7
Total number of employees	447	452	463	484	495
Union	330	340	349	376	383
Non-Union	117	112	114	108	112
Total number of volunteers	58	52	57	55	63
Number of employees hired	20	24	26	39	28
Volunteers on-boarded	11	15	15	0	12
Number of employee separations	5	6	7	7	7
Number of volunteer separations	9	21	10	2	4
Number of employee retirements	9	14	8	11	10
Average number of Union employees on STD (short term disability) per week	3.3	2.3	1.0	1.6	2.0
Average duration of weeks on STD per employee	10.1	12.5	12.0	9.3	11.0
Average weekly number of line personnel off- duty for injury or illness both work and non-work related	10.2	5.4	5.6	5.8	6.0
Number of selection processes completed (Total)	17	28	40	40	40
Civil Service	6	19	15	18	15
Non-Civil Service	11	9	25	22	25
Turnover (<i>not including retirements</i>)	.9%	1.6%	1.7%	1.5%	1.5%
Turnover (<i>including retirements</i>)	2.7%	4.7%	3.3%	3.8%	3.8%
Number of applications processed*	473	605	500	600*	600

*Beginning in fiscal year 2014-15, this service measure will be limited to non-Civil Service positions (applications for Civil Service positions will be tracked separately in the 10110 budget).

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

Goal(s)/Call(s) for Action: IV/3

Service Type(s): Essential

Measured By: Periodic review and submission of injured worker/light duty data to SAIF in order to qualify for reimbursement.

Human Resources, continued

2015-16 Service Measures, continued

- Successfully attract, select, retain, and promote qualified personnel for all District positions. The quality of the staffing outcomes remains critical to the success of the District.

Goal(s)/Call(s) for Action: VII/F and 4; V/5
Service Type(s): Mandatory
Measured By: The data collected in the hiring manager satisfaction survey ratings completed after each selection process (non-Civil Service), the low rate of voluntary turnover, analysis of exit interview feedback, and overall success in trial service of personnel newly hired or newly promoted; all reflect overall success in employment actions.

- Ongoing analysis of positions to ensure jobs are appropriately described and classified within the District's salary structure. Job descriptions serve as the foundation for recruitment and selection, performance management, and learning and development.

Goal(s)/Call(s) for Action: VII
Service Type(s): Essential
Measured By: Ongoing review of new and existing positions in order to ensure that the correct work is being performed for any given position, and that positions are correctly placed in the District's salary structure as compared to both the external market and internal equity.

- Support the District's performance management system, including administration of the annual performance evaluation process as well as ongoing feedback to employees in regard to their work performance.

Goal(s)/Call(s) for Action: VII/4
Service Type(s): Essential
Measured By: Compliance rate for all employees to receive a written performance evaluation annually on July 1st, delivered during a face-to-face meeting with the employee's manager. Additionally, new or promoted employees will receive a minimum of three written quarterly evaluations prior to the annual evaluation, each delivered in a meeting with the employee in order to discuss both positive and negative feedback.

- Effectively manage all human resources records and data, including document files as well as data transactions.

Goal(s)/Call(s) for Action: VII
Service Type(s): Mandatory
Measured By: Reliability of personnel-related data and records in designated repositories, including Munis, hardcopy personnel file folders, and electronic filing systems.

2015-16 Service Measures, continued

- Coordinate employee recognition programs that support employee engagement and relationship building.

Goal(s)/Call(s) for Action: IV
 Service Type(s): Essential
 Measured By: Successful coordination of key recognition events, including the annual Meritorious Awards Ceremony, Employee-of-the-Quarter, promotional ceremonies, individual recognition by the Fire Chief, retirement celebrations, and other all personnel events that support employee engagement and relationship building among employees and volunteers (e.g., summer picnics).

- Implement the Human Resource side of the current labor contract. Interpret and adapt policies and procedures that reflect the current contract language.

Goal(s)/Call(s) for Action: VII/2
 Service Type(s): Essential
 Measured By: All terms of employment addressed in the collective bargaining agreement are consistent with policies and procedures for affected employees.

2015-16 Change Strategies

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

Goal(s)/Call(s) for Action: V/A, B, C, and 1-5
 Budget Impact: Increase; materials and services, personnel time
 Duration: Year 1 of 5
 Budget description: In order to develop and enhance a workforce that understands and respects individual and group differences, the District will continue to work toward increasing employee awareness of the benefits of a diverse workforce, increase overall cultural competency in order to more effectively serve the citizens of the District, and increase organization diversity to reflect the communities served.
 Partner(s): Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief's Office

- As part of a multi-year strategy to provide infrastructure to the District's integrated talent management initiative, procure and implement software solution components, which will support competency profiles, job descriptions, and performance/workforce/succession management components. Update job descriptions to align functions and requirements, while incorporating competency profiles.

Goal(s)/Call(s) for Action: VII/F and 4
 Budget Impact: Increase
 Duration: Year 1 of 3
 Budget Description: While initial phased costs, software procurement, and first year subscription are anticipated to have been incurred during FY 2014-15, annual subscription costs and new implementation costs will impact FY 2015-16 and beyond.
 Partner(s): All work groups

Human Resources, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
10304 General Fund						
5002 Salaries & Wages Nonunion	\$ 457,205	\$ 479,175	\$ 543,523	\$ 558,832	\$ 558,832	\$ 558,832
5004 Vacation Taken Nonunion	26,322	30,042	41,814	42,990	42,990	42,990
5006 Sick Taken Nonunion	7,210	7,453	8,364	8,601	8,601	8,601
5008 Personal Leave Taken Nonunion	465	1,827	3,587	3,688	3,688	3,688
5010 Comp Taken Nonunion	1,718	1,858				
5015 Vacation Sold	8,014	1,553	14,358	14,763	14,763	14,763
5016 Vacation Sold at Retirement						
5017 PEHP Vac Sold at Retirement		51,687				
5019 Comp Time Sold Nonunion		871				
5020 Deferred Comp Match Union						
5021 Deferred Comp Match Nonunion	19,640	22,130	29,866	37,197	37,197	37,197
5120 Overtime Union	5,806	4,244	31,216	34,548	34,548	34,548
5121 Overtime Nonunion	331	2,560	750	750	750	750
5201 PERS Taxes	99,249	91,163	135,819	113,786	113,786	113,786
5203 FICA/MEDI	36,561	39,232	52,058	51,346	51,346	51,346
5206 Worker's Comp	7,901	7,540	12,248	12,751	12,751	12,751
5207 TriMet/Wilsonville Tax	3,513	3,751	4,997	5,131	5,131	5,131
5208 OR Worker's Benefit Fund Tax	168	192	313	318	318	318
5211 Medical Ins Nonunion	86,802	90,081	108,715	110,628	110,628	110,628
5221 Post Retire Ins Nonunion	5,483	5,250	6,300	6,300	6,300	6,300
5230 Dental Ins Nonunion	11,431	11,722	14,299	10,681	10,681	10,681
5240 Life/Disability Insurance	4,697	4,803	8,012	8,429	8,429	8,429
5250 Unemployment Insurance	19,619	6,184	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	11,583	11,880	11,880	11,880	11,880	11,880
5270 Uniform Allowance		27				
5290 Employee Tuition Reimburse		2,062				
5295 Vehicle/Cell Allowance	6,710	7,440	6,960	6,960	6,960	6,960
Total Personnel Services	820,427	884,724	1,053,079	1,057,579	1,057,579	1,057,579
5300 Office Supplies	236	483	700	500	500	500
5301 Special Department Supplies	139	762	500	500	500	500
5302 Training Supplies	2,612	3,966	2,750	1,750	1,750	1,750
5330 Noncapital Furniture & Equip		844		6,500	6,500	6,500
5367 M&R Office Equip	2,301	2,208	2,520			
5410 General Legal	10,460	4,422	10,000	10,000	10,000	10,000
5411 Collective Bargaining	2,791	53,419	15,000	15,000	15,000	15,000
5414 Other Professional Services	17,981	10,810	47,210	78,270	78,270	78,270
5415 Printing	874	19	400	400	400	400
5417 Temporary Services	4,478	13,577				
5461 External Training	8,210	9,772	11,683	8,409	8,409	8,409
5462 Travel and Per Diem	3,958	3,235	4,700	7,600	7,600	7,600
5472 Employee Recog & Awards	8,201	13,876	14,600	18,315	18,315	18,315
5484 Postage UPS & Shipping	30	27	100	100	100	100
5500 Dues & Subscriptions	2,985	2,426	3,531	5,015	5,015	5,015
5570 Misc Business Exp	2,898	4,769	4,505	10,775	10,775	10,775

Human Resources, continued

	2012-13 Actual	2013-14 Actual	2014-15 Revised Budget	2015-16 Proposed Budget	2015-16 Approved Budget	2015-16 Adopted Budget
5571 Planning Retreat Expense	145	52	400	400	400	400
5572 Advertis/Public Notice	684	2,715	5,000	24,500	24,500	24,500
Total Materials & Services	68,983	127,381	123,599	188,034	188,034	188,034
Total General Fund	\$ 889,410	\$ 1,012,105	\$ 1,176,678	\$ 1,245,613	\$ 1,245,613	\$ 1,245,613

