

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 | 2014-15 Actual | 2015-16 Actual | 2016-17 Revised Budget | 2017-18 Proposed Budget |
|--------------------------|---------------------|---------------------|------------------------------|-------------------------------|
| Personnel Services | \$ 931,009 | \$ 997,247 | \$ 1,187,828 | \$ 1,387,635 |
| Materials & Services | 78,433 | 86,705 | 170,636 | 229,950 |
| Total Expenditure | \$ 1,009,442 | \$ 1,083,952 | \$ 1,358,464 | \$ 1,617,585 |

Personnel Summary

| Position | 2014-15 Actual | 2015-16 Actual | 2016-17 Budget | 2017-18 Budget |
|--|-------------------|-------------------|-------------------|-------------------|
| Human Resources Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Manager | 1.00 | 1.00 | 1.00 | 2.00 |
| Senior Benefits Administrator | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior HRIS Analyst ⁽¹⁾ | 1.00 | 1.00 | 1.00 | 1.00 |
| Employment Recruiter ⁽²⁾ | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Generalist | 1.00 | 1.00 | 2.00 | 1.00 |
| Human Resources Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full-Time Equivalents (FTE) | 7.00 | 7.00 | 8.00 | 8.00 |

⁽¹⁾ Job title change - previously Data Analyst

⁽²⁾ Job title change - previously Senior Employment Coordinator

2017-18 Significant Changes

Within Personnel Services, the planned retirement of a staff member is accounted for in accounts 5016 and 5017. 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. The increase is related to new training for Captains and Battalion Chiefs on inclusion, unconscious bias and cultural competency for approximately \$8,400.

Within Materials and Services, account 5410, General Legal, for \$10,000; and account 5411, Collective Bargaining, \$85,000 are budgeted for ongoing labor and employment issues and negotiations for the following labor contract beginning July 1, 2018. Consultant Fees in 5413, reflects \$10,000 for equity and inclusion training and \$7,000 in consulting services on a number of technical issues. Other Professional Services, account 5414, for \$43,945, reflects \$24,000 for background investigations for Volunteer firefighter candidates, and other amounts for leadership and management assessment, development, and training; \$5,000 for drug and alcohol testing for pre-employment, and fees for online background checks; and other matters. Account 5472, Employee Recognition and Awards for \$25,330, accounts for length of service awards, nominal retirement gifts, and the District's Meritorious Awards Ceremony including medals and the costs of the event.

Status of 2016-17 Division Tactics

- Implement Halogen software suite for performance management and succession planning.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.3, 1.5; Goal 2 – Strategy 2.5, 2.6, 2.7

Timeframe: 12 months

Partner(s): All Departments

Budget Impact: None

Measured By:

- Establish performance evaluation processes through Halogen
- Utilization of Halogen succession planning tools to identify competency gaps, talent pools and developmental strategies.

Status: → Ongoing

Status Report: Fully implemented the Halogen platform for all employee performance management. Succession planning/management tools are available and ready to deploy, but implementation requires competency assessment, performance rating calibration, and talent pool identification. Organizational readiness for this data-driven approach to succession management has not yet been established.

- Based on Operations and HR workforce analysis; hire, develop and promote staff at a rate that keeps pace with District need.

Goal/Strategy: Goal 1 – Strategy 1.3; Goal 3 – Strategy 3.11

Timeframe: 12 months

Partner(s): All Departments

Budget Impact: None

Measured By: Provide the required number of qualified candidates based on the District's timeframe for hiring and promotions.

Status: → Ongoing

Status Report: During this fiscal year, HR staff assisted various departments within the organization to hire qualified candidates. The efforts included recruitment and outreach, along with establishing fair and competitive selection processes to identify the most qualified candidates. Based on feedback from hiring managers, HR is meeting the District's timing needs for hiring and promotions.

Status of 2016-17 Division Tactics, continued

- Research alternative methods of entry and sources for prospective firefighter candidates.

Goal/Strategy: Goal 1 – Strategy 1.3; Goal 3 – Strategy 3.11
 Timeframe: 12 months
 Partner(s): Operations
 Budget Impact: None
 Measured By:

- Complete research on alternative firefighter hiring methods.
- Evaluate alternative approaches to using the ErgoMetrics – FireTEAM test.

Status: → Ongoing

Status Report: HR collected information about alternative firefighter hiring methods. Findings indicated that, while TVF&R could implement various alternative hiring methods, a more cost effective, valid and reliable tool for screening the large quantity of firefighter applications was not identified.

TVF&R initiated participation in the ErgoMetrics – FireTEAM test redevelopment project to determine if the new FireTEAM test will be a relevant and viable screening tool for the District in future years. The project was initiated in April 2016 and is targeted for completion in late Summer 2017. The TVF&R project team includes ten (10) Company Officers and three support staff.



Status of 2016-17 Division Tactics, continued

- Further participation in identified equity and inclusion programs, and develop a plan for additional developmental and program opportunities.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.5; Goal 3 – Strategy 3.9
Timeframe: 12 months
Partner(s): Integrated Operations, Public Affairs
Budget Impact: Increase required
Measured By:

- Participation in programs, such as Career Discovery Program, Metro Fire Camp for Girls and Women in Trades. New partnerships identified.
- Recruitment branding and outreach plan initiated.
- A plan to present additional development opportunities for staff related to inclusion, cultural competency and unconscious bias developed.

Status: → Ongoing

Status Report: HR staff coordinated the Career Discovery Program, coordinated resources and attended the Women in Trades event, and coordinated resources for TVF&R participation in the Metro Fire Camp for Girls. Work continues on identifying new partnerships for outreach and recruitment.

A recruitment and branding outreach plan was initiated. A successful social media campaign was launched and included a TVF&R ad. Collateral material with the new brand and messaging was produced and distributed to promote hiring for Firefighters and Paramedics.

Leadership discussions are in progress to determine the best methods to deliver developmental opportunities on the topics of inclusion, cultural competency and unconscious bias.

Status of 2016-17 Division Tactics, continued

- Update job descriptions to accurately reflect job content and requirements, including individual performance expectations (key performance indicators) and required competencies.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.5, 2.6
 Timeframe: 24 months
 Partner(s): All Departments
 Budget Impact: None
 Measured By:

- Inclusion of competency language and key performance indicators within revised job descriptions.
- Completion of staff job descriptions review and employee acknowledgement.

 Status: → Ongoing
 Status Report: Core, managerial, firefighter and executive competencies have been incorporated into relevant job descriptions. A job description update project is underway, with job descriptions from several departments having been updated with incumbent acknowledgment.

- Develop and begin implementation of managerial training to support individual employee performance, competency development and engagement

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.5, 2.6
 Timeframe: 12 months
 Partner(s): Management level staff members
 Budget Impact: None
 Measured By: Managerial skills as demonstrated in managerial competency ratings.
 Status: ✓ Complete
 Status Report: Non-line supervisors participated in six hours of manager training. Post-training questionnaire responses suggested an increase in managerial skills.

- Provide opportunities for managerial/supervisory staff to attend training sessions related to the technical and compliance aspects of managerial positions.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.7
 Timeframe: 12 months
 Partner(s): Finance, Management level staff members
 Budget Impact: None
 Measured By: At least one opportunity for staff to attend managerial training provided.
 Status: ✓ Complete
 Status Report: Due to the low number of new supervisory personnel, the training was not offered in this fiscal year. It will only be offered in the future if the number of new supervisory staff should warrant as such.

Human Resources, continued

Additional 2016-17 Accomplishments

- Successfully on-boarded D2 and Newberg employees due to the functional consolidation.
- Established new Paramedic only job classification, then conducted recruitment and selection process to hire fourteen (14) Paramedics.
- Coordinated ongoing PERS education sessions for TVF&R employees.
- Completed a large volunteer selection process.
- Implemented an ongoing performance management model (feedback, quarterly evaluations, and dynamic goals) through new Halogen software solution.

2017-18 Activities Summary

| Service Measure | 2013-14 Actual | 2014-15 Actual | 2015-16 Actual | 2016-17 Projected | 2017-18 Estimated |
|--|-------------------|-------------------|-------------------|----------------------|----------------------|
| HR FTE | 6.0 | 7 | 7 | 8 | 8 |
| Total number of employees | 463 | 475 | 496 | 562 | 567 |
| Union | 349 | 371 | 387 | 449 | 454 |
| Non-Union | 114 | 104 | 109 | 113 | 113 |
| Total number of volunteers | 57 | 76 | 45 | 119 | 144 |
| Number of employees hired | 26 | 36 | 32 | 94 | 25 |
| Volunteers on-boarded | 15 | 33 | 0 | 88 | 50 |
| Number of employee separations | 7 | 10 | 7 | 14 | 10 |
| Number of volunteer separations | 10 | 14 | 31 | 14 | 25 |
| Number of employee retirements | 8 | 14 | 4 | 14 | 10 |
| Average number of Union employees on STD (short term disability) per week | 1.0 | 2.9 | 1.8 | 2.0 | 2.3 |
| Average duration of weeks on STD per employee | 12.0 | 11.5 | 8.4 | 9.0 | 9.3 |
| Average weekly number of line personnel off- duty for injury or illness both work and non-work related | 5.6 | 9.71 | 6.4 | 8.5 | 9.0 |
| Number of selection processes completed (total) | 40 | 28 | 30 | 25 | 27 |
| Civil Service | 15 | 12 | 21 | 15 | 15 |
| Non-Civil Service | 25 | 16 | 9 | 10 | 12 |
| Number of recognition events (promotional ceremonies and Meritorious Awards) | 3 | 3 | 3 | 3 | 3 |
| Number of employees recognized | 144 | 154 | 140 | 120 | 130 |
| Number of Employee of the Quarter nominations | 10 | 21 | 9 | 12 | 10 |
| Personnel Actions Processed | 1,354 | 1,544 | 1,671 | 1,750 | 1,800 |
| Turnover rate (<i>not including retirements</i>) | 1.7% | 2.1% | 0.6% | 2.6% | 2.0% |
| Turnover rate (<i>including retirements</i>) | 3.3% | 5.1% | 2.3% | 5.3% | 3.0% |
| Number of applications processed* | 500 | 783* | 486 | 400 | 400 |

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).

2017-18 Division Tactics

- Plan and deliver the bi-annual District Day event for day personnel to encourage employee engagement and awareness.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.2
 Timeframe: 12 months
 Partner(s): All Departments
 Budget Impact: None
 Measured By: Event conducted.

- Implement organizational practices to fully utilize elements of Halogen software suite for performance management and succession management.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.3, 1.5; Goal 2 – Strategy 2.5, 2.6, 2.7
 Timeframe: 12 months
 Partner(s): All Departments
 Budget Impact: None
 Measured By:

- Regular assessment of competencies for all employees.
- Manager use of multi-rater assessment in performance and talent assessments to ensure rating reliability
- Creation of talent pools with key competencies for each pool identified
- Support provided toward system buildout of and organizational readiness for the Halogen succession planning/management function

- Recruit, hire, develop and promote staff at a rate that keeps pace with District need as identified through Integrated Operations and HR workforce analysis.

Goal/Strategy: Goal 1 – Strategy 1.2, 1.3, 1.5; Goal 2 – Strategy 2.5, 2.6, 2.7
 Timeframe: 12 months
 Partner(s): All Departments
 Budget Impact: None
 Measured By: Required number of qualified candidates provided based on the District's timeframe for hiring and promotions

2017-18 Division Tactics, continued

- Participate in selected equity and inclusion programs, and develop a plan for additional developmental and program opportunities.

Goal/Strategy: Goal 1 – Strategy 1.1, 1.5; Goal 3 – Strategy 3.9
Timeframe: 12 months
Partner(s): Integrated Operations, Public Affairs
Budget Impact: Increase required
Measured By:

- Participation in programs, such as Career Discovery Program, Metro Fire Camp for Girls and Women in Trades. Seek and develop new partnerships.
- As part of our outreach effort, one-day Career Day event piloted at TVF&R with targeted participants invited to learn more about Firefighting and Volunteer opportunities at TVF&R.
- Inclusion, cultural competency and unconscious bias development opportunities presented for employees to increase awareness.

- Update job descriptions to accurately reflect job content and requirements, including individual performance expectations (key performance indicators) and required competencies.

Goal/Strategy: Goal 1 – Strategy 1.5; Goal 2 – Strategy 2.5, 2.6
Timeframe: 12 months
Partner(s): All Departments
Budget Impact: None
Measured By:

- Published job descriptions accurately reflecting job content, with consolidation of content, standardized language incorporated, common competencies identified, and exempt/non-exempt classification and salary grade reviewed
- Job descriptions acknowledged in the Halogen system by employees.



Human Resources, continued

| | 2014-15 Actual | 2015-16 Actual | 2016-17 Revised Budget | 2017-18 Proposed Budget | 2017-18 Approved Budget | 2017-18 Adopted Budget |
|------------------------------------|-------------------|-------------------|------------------------------|-------------------------------|-------------------------------|------------------------------|
| 10304 General Fund | | | | | | |
| 5002 Salaries & Wages Nonunion | \$ 567,666 | \$ 575,940 | \$ 627,624 | \$ 677,192 | \$ 677,192 | \$ 687,770 |
| 5004 Vacation Taken Nonunion | 22,045 | 27,888 | 43,022 | 45,620 | 45,620 | 46,575 |
| 5006 Sick Taken Nonunion | 3,973 | 5,241 | 11,430 | 12,120 | 12,120 | 12,374 |
| 5008 Personal Leave Taken Nonunion | 2,320 | 857 | 6,052 | 6,418 | 6,418 | 6,552 |
| 5010 Comp Taken Nonunion | 1,264 | 598 | | | | |
| 5015 Vacation Sold | 6,265 | 4,847 | 16,412 | 16,797 | 16,797 | 17,149 |
| 5016 Vacation Sold at Retirement | | | | 6,500 | 6,500 | 6,552 |
| 5017 PEHP Vac Sold at Retirement | | | | 36,000 | 36,000 | 36,000 |
| 5021 Deferred Comp Match Nonunion | 32,987 | 36,862 | 40,748 | 43,923 | 43,923 | 45,615 |
| 5120 Overtime Union | 826 | 10,803 | 31,180 | 46,948 | 46,948 | 46,948 |
| 5121 Overtime Nonunion | 190 | | 750 | 750 | 750 | 750 |
| 5201 PERS Taxes | 100,653 | 106,184 | 124,038 | 174,862 | 174,862 | 176,497 |
| 5203 FICA/MEDI | 44,069 | 44,840 | 56,878 | 62,983 | 62,983 | 63,742 |
| 5206 Worker's Comp | 8,682 | 9,331 | 9,995 | 11,044 | 11,044 | 11,189 |
| 5207 TriMet/Wilsonville Tax | 4,303 | 4,473 | 6,463 | 6,568 | 6,568 | 6,654 |
| 5208 OR Worker's Benefit Fund Tax | 218 | 220 | 280 | 240 | 240 | 240 |
| 5211 Medical Ins Nonunion | 94,484 | 103,876 | 139,421 | 150,180 | 150,180 | 150,180 |
| 5221 Post Retire Ins Nonunion | 5,550 | 7,200 | 7,200 | 7,200 | 7,200 | 7,200 |
| 5230 Dental Ins Nonunion | 11,002 | 10,445 | 12,225 | 13,409 | 13,409 | 13,409 |
| 5240 Life/Disability Insurance | 5,425 | 5,584 | 9,600 | 9,829 | 9,829 | 8,759 |
| 5250 Unemployment Insurance | 247 | 23,219 | 18,000 | 18,000 | 18,000 | 18,000 |
| 5260 Employee Assist Insurance | 11,880 | 11,880 | 12,830 | 15,120 | 15,120 | 15,120 |
| 5290 Employee Tuition Reimburse | | | 6,720 | 2,800 | 2,800 | 2,800 |
| 5295 Vehicle/Cell Allowance | 6,960 | 6,960 | 6,960 | 7,560 | 7,560 | 7,560 |
| Total Personnel Services | 931,009 | 997,247 | 1,187,828 | 1,372,063 | 1,372,063 | 1,387,635 |
| 5300 Office Supplies | 232 | 578 | 500 | 500 | 500 | 500 |
| 5301 Special Department Supplies | 87 | 428 | 500 | 500 | 500 | 500 |
| 5302 Training Supplies | 1,538 | 1,722 | 1,125 | 375 | 375 | 375 |
| 5330 Noncapital Furniture & Equip | 1,680 | 5,014 | 3,300 | 1,250 | 1,250 | 1,250 |
| 5367 M&R Office Equip | 2,605 | | | | | |
| 5400 Insurance Premium | 335 | 349 | | | | |
| 5410 General Legal | 1,365 | 9,701 | 10,000 | 10,000 | 10,000 | 10,000 |
| 5411 Collective Bargaining | 13,539 | 1,229 | 15,000 | 85,000 | 85,000 | 85,000 |
| 5413 Consultant Fees | | | | 17,000 | 17,000 | 17,000 |
| 5414 Other Professional Services | 17,373 | 23,154 | 79,770 | 43,945 | 43,945 | 43,945 |
| 5415 Printing | 261 | 38 | 400 | 800 | 800 | 800 |
| 5461 External Training | 5,699 | 3,286 | 10,747 | 15,067 | 15,067 | 15,067 |
| 5462 Travel and Per Diem | 6,047 | 3,404 | 8,605 | 7,622 | 7,622 | 7,622 |
| 5472 Employee Recog & Awards | 15,479 | 9,535 | 21,605 | 25,330 | 25,330 | 25,330 |
| 5484 Postage UPS & Shipping | 39 | 59 | 100 | 100 | 100 | 100 |
| 5500 Dues & Subscriptions | 3,630 | 3,920 | 5,445 | 5,570 | 5,570 | 5,570 |
| 5570 Misc Business Exp | 5,011 | 6,766 | 8,639 | 11,991 | 11,991 | 11,991 |

Human Resources, continued

| | 2014-15 Actual | 2015-16 Actual | 2016-17 Revised Budget | 2017-18 Proposed Budget | 2017-18 Approved Budget | 2017-18 Adopted Budget |
|-------------------------------------|---------------------|---------------------|------------------------------|-------------------------------|-------------------------------|------------------------------|
| 5571 Planning Retreat Expense | 432 | | 400 | 400 | 400 | 400 |
| 5572 Advertis/Public Notice | 3,082 | 17,524 | 4,500 | 4,500 | 4,500 | 4,500 |
| Total Materials and Services | 78,433 | 86,705 | 170,636 | 229,950 | 229,950 | 229,950 |
| Total General Fund | \$ 1,009,442 | \$ 1,083,952 | \$ 1,358,464 | \$ 1,602,013 | \$ 1,602,013 | \$ 1,617,585 |