

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	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Adopted Budget
Personnel Services	\$ 997,247	\$ 1,121,511	\$ 1,387,635	\$ 1,357,801
Materials and Services	86,705	103,573	229,950	231,869
Total Expenditures	\$ 1,083,952	\$ 1,225,084	\$ 1,617,585	\$ 1,589,670

Personnel Summary

Position	2015-16 Actual	2016-17 Actual	2017-18 Budget	2018-19 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	1.00	2.00	2.00
Senior Benefits Administrator	1.00	1.00	1.00	0.00
Senior HRIS Analyst	1.00	1.00	1.00	1.00
Employment Recruiter	1.00	1.00	1.00	1.00
Human Resources Generalist	1.00	2.00	1.00	1.00
Human Resources Specialist ⁽¹⁾	1.00	1.00	1.00	1.00
Administrative Assistant	0.00	0.00	0.00	1.00
Total Full-Time Equivalents (FTE)	7.00	8.00	8.00	8.00

⁽¹⁾ Previously Human Resources Assistant

2018-19 Significant Changes

Within Personnel Services, the prior year retirement of the Senior Benefits Administrator allowed for the opportunity to reorganize the department and the replacement position. Union overtime in 5120 provides for relief shift funding for union personnel to participate in Inclusion, Unconscious Bias, and Cultural Competency training 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 Lieutenants on inclusion, unconscious bias and cultural competency for approximately \$12,876 and participation in the Portland Fire Camp for Girls.

2018-19 Significant Changes, continued

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. Other Professional Services, account 5414, for \$54,705, includes \$21,960 for broker fees for medical insurance, \$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 \$24,910, accounts for length of service awards, nominal retirement gifts, and the District's Meritorious Awards Ceremony including medals and the costs of the event. Miscellaneous Business Expenses, account 5570, for \$14,167 reflects Diversity program sponsorship and outreach program fees, and event support costs.

Status of 2017-18 Tactics

- 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

Status: → Ongoing
Status Report: Competency assessment was placed on hold due to organizational readiness concerns. Multi-rater assessment for performance evaluation was piloted with Human Resources Division staff. Opted not to roll that out to other Divisions for performance evaluation due to concerns regarding added administrative burden. (Multi-rater may still prove useful for talent assessments.)

Status of 2017-18 Tactics, continued

- 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: Increase required
 Measured By: Required number of qualified candidates provided based on the District’s timeframe for hiring and promotions
 Status: → Ongoing
 Status Report: HR staff partnered with multiple departments within the organization to hire qualified candidates. The collaboration included targeted recruitment and outreach, as well as selection of the most effective and efficient approaches to developing fair and competitive processes to identify the most qualified candidates. Feedback from hiring managers confirms HR is meeting the needs of the District for hiring and promotions.

- 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.

 Status: ✓ Complete
 Status Report: It is anticipated by the end of the current FY that HR will have updated job content, reviewed salary grade, published revised job descriptions and had incumbents acknowledge revisions for approximately 75 non-represented job descriptions.

Status of 2017-18 Tactics, continued

- 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.

Status: ✓ Complete

Status Report: District Day was held on November 3, 2017. The purpose of District Day is for day personnel to learn more about the District, allow employees to ask questions and provide employees with a development opportunity. The event was well attended and feedback from participants about the content was positive.



Status of 2017-18 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.

Status: → Ongoing

Status Report: HR developed and launched a Strategic Outreach Plan, rooted in best practices of workforce diversity recruitment strategies. The fuel of the Strategic Outreach Plan are two internal teams, Outreach and Mentor, which are comprised of uniformed personnel who participate in the various events, programs and partnerships that are a part of the Plan.

HR staff coordinated the Career Discovery Program, and coordinated resources for TVF&R participating in Metro Fire Camp for Girl and Women in Trades. HR also coordinated participation in Student-Athlete Employer Networking event at Oregon State University.

Career Day was successfully piloted with seventeen (17) attendees. HR will monitor the progress of attendees toward an EMS education program, volunteering or recruitment process with TVF&R.

In the Spring 2018, HR offered the voluntary “Inclusion, Unconscious Bias, and Diversity” training opportunity to the Battalion Chiefs and Captains to increase their knowledge and skills on these important topics.

Additional 2017-18 Accomplishments

- Managed a full review and revision to the Civil Service Rules in collaboration with the Civil Service Commission and Local 1660.
- Prepared for and engaged in negotiations with Local 1660 for the July 1, 2018 – June 30, 2021 firefighters' collective bargaining agreement and the newly established bargaining unit for Fleet employees.
- Developed and delivered training to non-represented employees on total compensation and TVF&R compensation structures.
- Competency profile identified for Paramedics and Firefighter/Paramedics, in partnership with the Training Division.

2017-18 Activities Summary

Service Measure	2014-15 Actual	2015-16 Actual	2016-17 Actual	2017-18 Projected	2018-19 Estimated
HR FTE	7	7	8	8	8
Total number of employees	475	496	555	572	576
Union	371	387	444	460	462
Non-Union	104	109	111	112	114
Total number of volunteers	76	45	105	94	114
Number of employees hired	36	32	89	31	20
Volunteers on-boarded	33	0	79	13	40
Number of employee separations	10	7	13	7	8
Number of volunteer separations	14	31	19	24	20
Number of employee retirements	14	4	17	7	8
Number of Workers' Compensation Claims processed	58	57	63	90	70
Number of selection processes completed (total)	28	30	22	23	23
Civil Service	12	21	10	13	13
Non-Civil Service	16	9	12	10	10
Number of recognition events (promotional ceremonies and Meritorious Awards)	3	3	3	3	3
Number of employees recognized	154	140	89	139	125
Number of Employee of the Quarter nominations	21	9	7	8	12
Personnel Actions Processed	1,544	1,671	2,015	2,200	2,400
Turnover rate (<i>not including retirements</i>)	2.1%	0.6%	2.5%	1.3%	2.0%
Turnover rate (<i>including retirements</i>)	5.1%	2.3%	5.7%	2.5%	3.5%
Number of applications processed*	783*	486	412	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).

2018-19 Tactics

- Develop a records management framework for human resources-related records, including defining retention policy, clarifying access, and identifying records management practices for the HR Division.

Goal/Strategy: Goal 1
 Timeframe: 24 months
 Partner(s): Records business unit
 Budget Impact: None
 Measured By: Completion of a comprehensive plan for managing, retaining, and providing access to HR-related records, and all HR records aligned with that plan.

- Develop a plan for integrating organizational strategic planning, strategic workforce planning, and talent management actions. Address alternatives to the Lominger library of competencies, competency modeling aligned with strategic workforce planning, and budget realities.

Goal/Strategy: Goal 2
 Timeframe: 12 months
 Partner(s): Fire Chief's Office
 Budget Impact: None
 Measured By: Plan completed by Summer 2019.

- Identify organizational education topics that add value for workforce skills development; facilitate access to expertise, tools, and training content for those topics. Examples: How to evaluate programs/initiatives, change management best practices, and tools for assessing and developing operational efficiencies (e.g., LEAN).

Goal/Strategy: Goal 2 – Strategy 2H
 Timeframe: 12 months
 Partner(s): All divisions
 Budget Impact: Increase required
 Measured By: Availability of effective training, and tools for selected topic areas.

- Develop the Outreach and Mentor teams to implement the workforce diversity recruitment elements outlined in the Strategic Outreach Plan.

Goal/Strategy: Goal 2
 Timeframe: 12 months
 Partner(s): Integrated Operations, Public Education, Civil Service Commission
 Budget Impact: Increase required
 Measured By: Participation on the Outreach and Mentor Teams by trained, committed, internal uniformed personnel and in activities aligned with the Strategic Outreach Plan.

2018-19 Tactics, continued

- Evaluate candidate selection processes and tools to ensure that identified vacancies for all positions are filled with diverse, qualified candidates and in an efficient and cost-effective manner.

Goal/Strategy: Goal 2
Timeframe: 12 months
Partner(s): All divisions, Civil Service Commission
Budget Impact: None
Measured By: Applicant tracking software enhancements implemented to optimize efficiencies in and evaluation of internal processes. Audits of all outreach, recruitment and selection processes and tools conducted, and need improvements identified.



Human Resources, continued

	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
10304 General Fund						
5002 Salaries & Wages Nonunion	\$ 575,940	\$ 625,882	\$ 687,770	\$ 661,761	\$ 661,761	661,761
5004 Vacation Taken Nonunion	27,888	35,615	46,575	51,470	51,470	51,470
5006 Sick Taken Nonunion	5,241	24,424	12,374	14,706	14,706	14,706
5008 Personal Leave Taken Nonunion	857	4,620	6,552	7,353	7,353	7,353
5010 Comp Taken Nonunion	598	1,449				
5015 Vacation Sold	4,847		17,149	17,676	17,676	17,676
5016 Vacation Sold at Retirement		179	6,552			
5017 PEHP Vac Sold at Retirement			36,000			
5021 Deferred Comp Match Nonunion	36,862	39,771	45,615	44,408	44,408	44,408
5120 Overtime Union	10,803	18,123	46,948	65,114	65,114	65,114
5121 Overtime Nonunion			750	750	750	750
5201 PERS Taxes	106,184	119,453	176,497	166,310	166,310	166,310
5203 FICA/MEDI	44,840	50,875	63,742	63,223	63,223	63,223
5206 Worker's Comp	9,331	8,412	11,189	11,103	11,103	11,103
5207 TriMet/Wilsonville Tax	4,473	5,130	6,654	6,567	6,567	6,567
5208 OR Worker's Benefit Fund Tax	220	231	240	240	240	240
5211 Medical Ins Nonunion	103,876	131,493	150,180	175,177	175,177	175,177
5221 Post Retire Ins Nonunion	7,200	6,825	7,200	7,200	7,200	7,200
5230 Dental Ins Nonunion	10,445	11,592	13,409	13,586	13,586	13,586
5240 Life/Disability Insurance	5,584	6,319	8,759	7,353	7,353	7,353
5250 Unemployment Insurance	23,219	11,384	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	11,880	11,880	15,120	15,444	15,444	15,444
5290 Employee Tuition Reimburse		444	2,800	2,800	2,800	2,800
5295 Vehicle/Cell Allowance	6,960	7,410	7,560	7,560	7,560	7,560
Total Personnel Services	997,247	1,121,511	1,387,635	1,357,801	1,357,801	1,357,801
5300 Office Supplies	578	247	500	500	500	500
5301 Special Department Supplies	428	358	500	1,000	1,000	1,000
5302 Training Supplies	1,722	84	375	375	375	375
5330 Noncapital Furniture & Equip	5,014	3,998	1,250			
5400 Insurance Premium	349	323				
5410 General Legal	9,701	15,943	10,000	10,000	10,000	10,000
5411 Collective Bargaining	1,229	2,054	85,000	85,000	85,000	85,000
5413 Consultant Fees			17,000	17,000	17,000	17,000
5414 Other Professional Services	23,154	39,722	43,945	54,705	54,705	54,705
5415 Printing	38	908	800	300	300	300
5461 External Training	3,286	6,020	15,067	7,120	7,120	7,120
5462 Travel and Per Diem	3,404	3,658	7,622	5,150	5,150	5,150
5472 Employee Recog & Awards	9,535	16,738	25,330	24,910	24,910	24,910

Human Resources, continued

	2015-16 Actual	2016-17 Actual	2017-18 Adopted Budget	2018-19 Proposed Budget	2018-19 Approved Budget	2018-19 Adopted Budget
5484 Postage UPS & Shipping	59	94	100	100	100	100
5500 Dues & Subscriptions	3,920	5,017	5,570	6,892	6,892	6,892
5570 Misc Business Exp	6,766	4,036	11,991	14,167	14,167	14,167
5571 Planning Retreat Expense			400	400	400	400
5572 Advertis/Public Notice	17,524	4,374	4,500	4,250	4,250	4,250
Total Materials and Services	86,705	103,573	229,950	231,869	231,869	231,869
Total General Fund	\$1,083,952	\$1,225,084	\$1,617,585	\$1,589,670	\$1,589,670	\$1,589,670