

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	2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Adopted Budget
Personnel Services	\$ 1,121,511	\$ 1,235,908	\$ 1,357,801	\$ 1,488,321
Materials and Services	103,573	99,885	231,869	287,199
Total Expenditures	\$ 1,225,084	\$ 1,335,793	\$ 1,589,670	\$ 1,775,520

Personnel Summary

Position	2016-17 Actual	2017-18 Actual	2018-19 Budget	2019-20 Budget
Director of Organizational Health	1.00	1.00	1.00	1.00
Human Resources Manager	1.00	2.00	2.00	2.00
Senior Benefits Administrator	1.00	1.00		
Senior HRIS Analyst	1.00	1.00	1.00	1.00
Employment Recruiter	1.00	1.00	1.00	1.00
Human Resources Generalist	2.00	1.00	1.00	1.00
Human Resources Specialist	1.00	1.00	1.00	1.00
Administrative Assistant			1.00	1.00
Total Full-Time Equivalents (FTE)	8.00	8.00	8.00	8.00

2019-20 Significant Changes

Within Personnel Services, wages and benefits are budgeted as projected for each employee, including PERS costs. 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 continued training for line employees on inclusion, unconscious bias and cultural competency and participation in the Portland Fire Camp for Girls, and other events.

Within Materials and Services, account 5410, General Legal, for \$15,000; and account 5411, Collective Bargaining, \$15,000 are budgeted for ongoing labor and employment issues. Consultant Fees in 5413, reflects \$46,800 for equity and inclusion training, \$41,000 for pay equity consultants and \$20,000 for consulting services for a variety of assistance on issues such as labor, class/compensation, investigations and other areas. Other Professional Services, account 5414, for \$58,724, includes \$22,680 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.

Human Resources, continued

2019-20 Significant Changes, continued

Account 5472, Employee Recognition and Awards for \$30,010, accounts for length of service awards, nominal retirement gifts, and the District's Meritorious Awards Ceremony including medals and the costs of the event. The increased amounts relate to increased numbers of retirement and meritorious award recipients. Miscellaneous Business Expenses, account 5570, for \$23,629 reflects Diversity program sponsorship and outreach program fees, job fair fees, and event support costs, including \$8,175 for District Day event costs.

Status of 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.

Status: → Ongoing

Status Report: Partially drafted the framework for records retention, access and management.

- 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.

Status: ≠ No Longer Relevant

Status Report: Plan drafted; key decisions placed on hold pending direction from FCO.

- 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.

Status: ✓ Complete

Status Report: A set of prioritized organizational learning topics was identified based primarily on a needs analysis survey of all employees. This was provided to executive leadership.

Status of 2018-19 Tactics, continued

- 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.

Status: ≠ No Longer Relevant

Status Report: Human Resources recruited for, and coached members who participate on, the Outreach and Mentor teams. A resource page was added on the SharePoint site for team members to access speaking points, FAQ documents, calendars and more to ensure they have all the tools to feel comfortable and confident in their team member roles. Curriculum for training opportunities specific for each team is being developed to ensure they have all the tools necessary for effective participation

Moving forward, tactics for and activity in this area will be published under the Civil Service Commission budget pages.

- 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.

Status: ≠ No Longer Relevant

Status Report: The District Leadership approved, and Human Resources adopted, updates to the selection processes for entry firefighter. Additional tools and updates will be reviewed and implemented during the upcoming fiscal year.

Moving forward, tactics and activity in this area will be published under the Civil Service Commission budget pages.

Additional Accomplishments

- Partnered with Operations to complete negotiations to establish a new collective bargaining agreement for the Fleet bargaining unit
- Coordinated the delivery of training on inclusion, unconscious bias and diversity for Lieutenants, prospective Lieutenants, Medical Services Officers, Training Officers, and Deputy Fire Marshals. Coordinated the delivery of leadership training on inclusion, equity and diversity.
- Successfully completed three executive-level recruitment and selection processes. Coordinated the Fire Chief selection process. Conducted the Chief Financial Officer recruitment/selection process. Coordinated the Assistant Chief selection process.
- Completed a significant portion of work related to complying with Oregon's equal pay law.
- Developed and managed implementation of non-union pay practice changes (movement to a modified step structure).



Activities Summary

Service Measure	2015-16 Actual	2016-17 Actual	2017-18 Actual	2018-19 Projected	2019-20 Estimated
HR FTE	7	8	8	8	8
Total number of employees	496	555	571	580	584
Union	387	444	459	466	470
Non-Union	109	111	112	114	114
Total number of volunteers	45	105	79	80	75
Number of employees hired	32	89	30	26	20
Volunteers on-boarded		79	9	16	10
Number of employee separations	7	13	8	8	8
Number of volunteer separations	31	19	35	15	15
Number of employee retirements	4	17	6	9	8
Number of Workers' Compensation Claims processed	57	63	87	55	65
Number of Family Medical Leave Requests Processed			39	87	90
Number of selection processes completed (Total)	30	22	26	25	25
Civil Service	21	10	11	13	13
Non-Civil Service	9	12	15	12	12
Number of recognition events (Promotional ceremonies and Meritorious Awards)	3	3	3	3	3
Number of employees recognized (Meritorious Awards, Years of Service Pins, Promotions, Retirement Parties, Employee of the Quarter Awardees)	140	183	109	172	153
Number of Employee of the Quarter nominations	9	7	6	8	7
Personnel Actions Processed	1,671	2,015	1,843	2,400	2,400
Turnover rate (<i>not including retirements</i>)	0.6%	2.5%	1.4%	1.2%	2.0%
Turnover rate (<i>including retirements</i>)	2.3%	5.7%	2.8%	1.7%	3.0%
Number of non- Civil Service applications processed	486	412	585	450	450

2019-20 Tactics

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

Goal/Strategy: Goal 1

Timeframe: 24 months (year 2 of 2)

Partner(s): Business Strategy/Records personnel

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.

- Deliver Inclusion, Unconscious Bias and Diversity training to over 400 line employees, via multi- company training at the Training Center.

Goal/Strategy: Goal 2 – Strategy 2I

Timeframe: 12 months

Partner(s): Training Department

Budget Impact: Increase required

Measured By: Training session delivered. Anticipated increase in employee awareness, skills and motivation to work inclusively, and integrate differences to build inclusive and mindful teams. Anticipated increase in personnel who understand why diversity and inclusion are important to TVF&R and how unconscious bias and culture affect decision-making and learn practical tools to mitigate bias.

- Continue with Oregon Pay Equity analysis for job classifications based on comparable characteristics and analyze each employee pay based on bona fide factors. Update business processes and policies to align with new law.

Goal/Strategy: Goal 2

Timeframe: 12 months

Partner(s): Finance and consulting services

Budget Impact: Increase required

Measured By: Analyses completed. Business process and policies modified. Compliance with Oregon's Pay Equity law. Prevention of discrimination on the basis of an employee's status as a member of a protected class, in the payment of wages or other compensation for work of comparable character.

Human Resources, continued

		2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
10304	General Fund						
5002	Salaries & Wages Nonunion	\$ 625,882	\$ 657,148	\$ 661,761	\$ 700,695	\$ 700,695	\$ 700,695
5004	Vacation Taken Nonunion	35,615	29,704	51,470	56,739	56,739	56,739
5006	Sick Taken Nonunion	24,424	5,497	14,706	16,390	16,390	16,390
5008	Personal Leave Taken Nonunion	4,620	3,504	7,353	6,634	6,634	6,634
5010	Comp Taken Nonunion	1,449	1,723				
5015	Vacation Sold		5,235	17,676	19,413	19,413	19,413
5016	Vacation Sold at Retirement	179	7,679				
5017	PEHP Vac Sold at Retirement		29,151				
5021	Deferred Comp Match Nonunion	39,771	37,657	44,408	46,946	46,946	46,946
5120	Overtime Union	18,123	29,008	65,114	73,985	73,985	73,985
5121	Overtime Nonunion			750	750	750	750
5201	PERS Taxes	119,453	151,531	166,310	219,016	219,016	219,016
5203	FICA/MEDI	50,875	52,298	63,223	71,077	71,077	71,077
5206	Worker's Comp	8,412	8,216	11,103	11,846	11,846	11,846
5207	TriMet/Wilsonville Tax	5,130	5,356	6,567	7,189	7,189	7,189
5208	OR Worker's Benefit Fund Tax	231	234	240	225	225	225
5211	Medical Ins Nonunion	131,493	158,893	175,177	182,116	182,116	182,116
5221	Post Retire Ins Nonunion	6,825	6,600	7,200	7,200	7,200	7,200
5230	Dental Ins Nonunion	11,592	13,638	13,586	16,326	16,326	16,326
5240	Life/Disability Insurance	6,319	6,281	7,353	6,676	6,676	6,676
5250	Unemployment Insurance	11,384	2,780	18,000	18,000	18,000	18,000
5260	Employee Assist Insurance	11,880	14,837	15,444	14,898	14,898	14,898
5290	Employee Tuition Reimburse	444	1,376	2,800	4,640	4,640	4,640
5295	Vehicle/Cell Allowance	7,410	7,560	7,560	7,560	7,560	7,560
Total Personnel Services		1,121,511	1,235,908	1,357,801	1,488,321	1,488,321	1,488,321
5300	Office Supplies	247	433	500	500	500	500
5301	Special Department Supplies	358	272	1,000	500	500	500
5302	Training Supplies	84	364	375	425	425	425
5330	Noncapital Furniture & Equip	3,998	1,003				
5400	Insurance Premium	323	323		350	350	350
5410	General Legal	15,943	8,488	10,000	15,000	15,000	15,000
5411	Collective Bargaining	2,054	13,685	85,000	15,000	15,000	15,000
5413	Consultant Fees		12,990	17,000	66,800	66,800	107,800
5414	Other Professional Services	39,722	17,958	54,705	58,724	58,724	58,724
5415	Printing	908	271	300	500	500	500
5417	Temporary Services		9,043		3,780	3,780	3,780
5461	External Training	6,020	6,531	7,120	10,105	10,105	10,105
5462	Travel and Per Diem	3,658	2,062	5,150	7,000	7,000	7,000
5472	Employee Recog & Awards	16,738	10,352	24,910	30,010	30,010	30,010

Human Resources, continued

		2016-17 Actual	2017-18 Actual	2018-19 Adopted Budget	2019-20 Proposed Budget	2019-20 Approved Budget	2019-20 Adopted Budget
5484	Postage UPS & Shipping	94	37	100	100	100	100
5500	Dues & Subscriptions	5,017	6,335	6,892	9,126	9,126	9,126
5570	Misc Business Exp	4,036	8,055	14,167	23,629	23,629	23,629
5571	Planning Retreat Expense			400	400	400	400
5572	Advertis/Public Notice	4,374	1,682	4,250	4,250	4,250	4,250
Total Materials and Services		103,573	99,885	231,869	246,199	246,199	287,199
Total General Fund		\$ 1,225,084	\$ 1,335,793	\$ 1,589,670	\$ 1,734,520	\$ 1,734,520	\$1,775,520