

Human Resources

Fund 10 • Division 30 • Department 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	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Personnel Services	\$720,961	\$799,867	\$849,663	\$829,522
Materials and Services	120,841	140,096	179,400	129,205
Total Expenditures	\$841,802	\$939,963	\$1,029,063	\$958,727

PERSONNEL SUMMARY

Position	2007-08 Actual	2008-09 Actual	2009-10 Budget	2010-11 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Manager	0.00	0.00	0.00	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
Labor Relations Manager	0.50	0.50	0.50	0.00
Behavioral Health Specialist	0.50	0.50	0.50	0.00
Human Resources Assistant	1.00	1.00	1.00	1.00
Total Full-Time Equivalents (FTE)	6.00	6.00	6.00	6.00

2010-11 SIGNIFICANT CHANGES

Personnel Services changes reflect the transfer of the .5 Behavioral Health Specialist position to the new EMS/Health/Wellness program and the decrease of the .5 Labor Relations Manager offset by the addition of a new position - the Human Resources Manager. This position is anticipated to add depth to the department in labor relations, compensation and classification, and other areas. Union overtime in 5120 provides for relief shift funding for line positions should there be an investigation of employee actions. Employee Tuition represents placeholder funding for language skill development.

Within Materials and Services, account 5411, Collective Bargaining, was increased \$10,000 to \$30,000, reflecting that the District expects to begin negotiations for the labor contract post 2012. Other Professional Services, for \$40,375 reflects \$10,000 for a consultant to help develop a strategic multi-year outreach plan to broaden the District's diversity; \$5,000 for drug and alcohol testing for pre-employment and other fees for background checks, supervisory training, and other matters. Temporary Services is reduced to cover only limited ERP work for this fiscal year. Account 5570, Miscellaneous Expenses, includes \$2,250 for job fair entry fees, and \$3,000 for the meritorious awards and promotion ceremony.

Human Resources, continued

STATUS OF 2009-10 SERVICE MEASURES

- **Implement new labor agreement.**

Goal(s): VI, VIII
Service Type(s): Mandatory
Measured By: Complete contract negotiations and implement new contract by July 1, 2009. Implement provisions throughout the life of the contract as required.
Status or Outcome: The contract was successfully negotiated and a new three year contract was implemented on July 1, 2009. There are new provisions for each year of the contract that will be addressed and implemented as required.

- **Advanced training for non-line supervisors and managers.**

Goal(s): VI
Service Type(s): Essential
Measured By: Create an advanced supervisor/manager training class. Offer the training to the group of new supervisors and managers, who completed the introductory class during fiscal year 2008-09.
Status or Outcome: A series of five half-day training classes were created and offered to the employees who went through the introductory supervisor training classes last year. The classes were offered in the fall of 2009; they were well attended and received.

STATUS OF 2009-10 CHANGE STRATEGIES

- **Applicant Tracking System.**

Goal(s): VI, V
Budget Impact: Part of Enterprise Resource Plan (ERP) project.
Duration: Year 1 of 2
Budget Description: The applicant tracking system will greatly improve interfacing with applicants and job candidates. It will also reduce staff time to input applicant data into an independent database.
Partner(s): Information Technology
Status or Outcome: The MUNIS Applicant Tracking software was purchased as part of the larger ERP program. The implementation has been slightly delayed; however, work began on the Applicant Tracking application in the second half of the fiscal year.

- **Human Resource Information System (HRIS) replacement.**

Goal(s): VI, VIII
Budget Impact: Part of ERP project
Duration: Year 1 of 2
Budget Description: This phase of the ERP implementation replaces the current HRIS system with the compatible Tyler-Munis application. The HRIS contains all employee records, history, and current job and pay information. Information contained in the HRIS feeds the payroll system for the semi-monthly payroll.
Partner(s): Information Technology, Finance
Status or Outcome: The HRIS transition and implementation is on schedule for the fall of 2010, with a January 2011 implementation.

STATUS OF 2009-10 CHANGE STRATEGIES, CONTINUED

• **Diversity/inclusion training.**

Goal(s):	VI, V
Budget Impact:	Minimal for non-line staff
Duration:	Year 1 of 1
Budget Description:	All employees will receive training on how to successfully hold difficult conversations with their co-workers, particularly when discussing difficult subjects or when they have opposing opinions, and how to build a respectful and safe environment for holding these conversations.
Partner(s):	All Divisions
Status or Outcome:	Classes taught by the District Behavioral Health Specialist on Managing Change, Triangulation, and Unconscious Learning.

2009-10 ADDITIONAL ACCOMPLISHMENTS

- Completed an RFP and went out for bid for the District's Workers' Compensation insurance carrier. The process was successfully completed and SAIF remains the District's Workers' Compensation carrier.
- In partnership with Local 1660, delivered Uniformed Services Employment and Reemployment Rights Act (USERRA) training on District TV in order to educate District employees on the rights, laws, and policies for military personnel.
- Built a ten-year trend on diversity and ethnicity statistics within the organization, and compared to service area population.
- Reviewed and revised the District's new hire orientation process, including obtaining support from Division Managers for the new hire ride-along program. Implemented a checklist for managers to utilize when they hire a new employee.
- Developed a personnel database for management of the District's volunteers, including rosters and tracking headcount. System is fully integrated between HR, Finance, and Operations Divisions.

Human Resources, continued

2010-11 SERVICE MEASURES

	FY 06-07	FY 07-08	FY 08-09	FY 09-10 estimated	FY 10-11 projected
HR FTE	6.0	6.0	6.0	5.5	6.0
Total number of employees	396	410	416	442	457
Union	301	314	310	317	330
Non-union	95	98	106	125	127
Total number of volunteers	92	64	71	79	86
Number of employees hired	24	40	25	26	30
Volunteers hired	34	12	13	16	12
Number of employee separations	14	16	10	3	3
Number of volunteer separations	25	40	6	8	5
Number of employee retirements	11	10	10	2	5
Workers' Compensation (calendar year)	2006	2007	2008	2009	2010
Total number of cases	56	65	63	57	58
Total number of days away from work	938	1733	1022	550	550
Total number of days working with restrictions	275	230	250	375	325
Leave share donations (per year)	2	3	2	4	2
Leave donated hours	1,663	2,709	2,000	2,750	2,000
Leave hours used	968	1,282	1,500	2,500	1,440
Average number of union employees on STD (short term disability) per week	3.5	4.0	3.3	2.9	3.0
Average duration of weeks on STD per employee	9	7.4	9.8	12.5	12
Average weekly number of line personnel off-duty for injury or illness both work and non-work related	12.26	12.21	12.5	16.5	16.5
Number of selection processes completed (Total)	n/a	29	21	16	18
Civil Service	n/a	11	9	3	11
Non-Civil Service	n/a	18	12	13	7
Number of Civil Service examinations (to develop eligible lists)	n/a	7	8	2	9

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

Goal(s): VII
Service Type(s): Essential
Measured By: Periodic review and submission of injured worker/light duty data to SAIF in order to qualify for reimbursement.

- **Successfully attract, select, retain, and promote qualified personnel to fill non-Civil Service positions.**

Goal(s): VI
Service Type(s): Mandatory
Measured By: Timely recruitment, well-organized and coordinated interview and testing processes, and a voluntary hiring manager's survey, which HR requests to be completed after each recruitment process.

2010-11 SERVICE MEASURES, CONTINUED

- **Administer a District-wide performance evaluation program** in order to provide ongoing feedback to employees, as well as justification for annual merit pay increases for non-union staff.

Goal(s): VI
Service Type(s): Essential
Measured By: Timely completion annual performance evaluations for all District employees, and processing of merit pay increases for non-union staff.

2010-11 CHANGE STRATEGIES

- **Develop a multi-year diversity outreach plan**, complete with benchmarks, staff resources, and needs analysis. Include cost and budget impact.

Goal(s): V
Budget Impact: Could be significant based on plan developed.
Duration: Year 1 of 5
Budget Description: With an outreach plan the District can systematically work towards increasing the diversity of its workforce, enabling improvement of diversity statistics and more closely reflect the community.
Partner(s): Integrated Operations, Division Managers, Assistant Chiefs, Fire Chief

- **Applicant Tracking System.**

Goal(s): VI, V
Budget Impact: Part of Enterprise Resource Plan (ERP) project
Duration: Year 2 of 2
Budget Description: The applicant tracking system will greatly improve interfacing with applicants and job candidates. It will also reduce staff time to input applicant data into an independent database, and will integrate with the larger Human Resource Information System.
Partner(s): Information Technology

- **Human Resources Information System (HRIS) replacement.**

Goal(s): VI, VIII
Budget Impact: Part of ERP project
Duration: Year 2 of 2
Budget Description: This phase of the ERP implementation replaces the current HRIS system with the compatible Tyler-MUNIS application. The HRIS contains all employee records, history, and current job and pay information. Information contained in the HRIS feeds the payroll system for the semi-monthly payroll.
Partner(s): Information Technology, Finance

Human Resources, continued

2009-10 CHANGE STRATEGIES, CONTINUED

- Evaluation, analysis and implementation of possible mergers with neighboring fire districts/departments.

Goal(s): VI, VII
Budget Impact: Must meet budget criteria in order to begin any merger process.
Duration: 1 of 2
Budget Description: The budget impact for any merger would generally be outside of the HR department's specific budget and be included in a larger identified plan and cost center.
Partner(s): Finance, Integrated Operations



Human Resources

	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
10304 General Fund						
5001 Salaries & Wages Union	37,556	24,095				
5002 Salaries & Wages Nonunion	384,471	429,263	478,710	443,024	443,024	443,024
5003 Vacation Taken Union	3,222	1,928				
5004 Vacation Taken Nonunion	15,864	16,773	47,345	43,816	43,816	43,816
5005 Sick Leave Taken Union	161					
5006 Sick Taken Nonunion	11,920	10,438				
5007 Personal Leave Taken Union	752	1,109				
5008 Personal Leave Taken Nonunion	2,068	1,653				
5010 Comp Taken Nonunion	442	1,221				
5015 Vacation Sold	3,858	2,025	7,639	7,022	7,022	7,022
5016 Vacation Sold at Retirement		10,538				
5017 PEHP Vac Sold at Retirement	21,116					
5021 Deferred Comp Match Nonunion	4,047	4,389	10,924	13,388	13,388	13,388
5041 Severance Pay		6,667				
5120 Overtime Union	5,367	14,077	10,000	15,000	15,000	15,000
5121 Overtime Nonunion	854	449	750	750	750	750
5201 PERS Taxes	65,991	92,546	106,390	105,540	105,540	105,540
5203 FICA/MEDI	35,220	38,776	42,926	40,450	40,450	40,450
5206 Worker's Comp	8,930	8,203	7,884	7,429	7,429	7,429
5207 TriMet/Wilsonville Tax	3,051	3,441	3,770	3,605	3,605	3,605
5208 OR Worker's Benefit Fund Tax	161	166	212	212	212	212
5210 Medical Ins Union	6,330					
5211 Medical Ins Nonunion	48,719	62,975	77,871	87,343	87,343	87,343
5220 Post Retire Ins Union	300					
5221 Post Retire Ins Nonunion	3,900	5,700	4,500	5,400	5,400	5,400
5230 Dental Ins Nonunion	9,322	10,106	10,312	12,338	12,338	12,338
5240 Life/Disability Insurance	3,794	4,202	5,000	6,000	6,000	6,000
5250 Unemployment Insurance	28,090	36,099	18,000	18,000	18,000	18,000
5260 Employee Assist Insurance	9,695	7,268	11,670	11,070	11,070	11,070
5290 Employee Tuition Reimburse				3,375	3,375	3,375
5295 Vehicle Allowance	5,760	5,760	5,760	5,760	5,760	5,760
Total Personnel Services	720,961	799,867	849,663	829,522	829,522	829,522
5300 Office Supplies	1,011	1,051	1,500	1,000	1,000	1,000
5301 Special Department Supplies	2,850	964	3,250	1,875	1,875	1,875
5302 Training Supplies	1,721	699	500	500	500	500
5321 Fire Fighting Supplies	19	18				
5330 Noncapital Furniture & Equip	2,416	990				
5350 Apparatus Fuel/Lubricants	458	278	1,000			
5367 M&R Office Equip	1,727	1,797	2,400	2,400	2,400	2,400
5410 General Legal		750				
5411 Collective Bargaining	45,338	22,111	20,000	30,000	30,000	30,000
5414 Other Professional Services	32,584	32,864	24,500	40,375	40,375	40,375
5415 Printing	21	151	750	500	500	500
5417 Temporary Services	881	49,083	85,800	18,720	18,720	18,720
5450 Rental of Equip	50					
5461 External Training	3,925	2,270	6,500	3,600	3,600	3,600
5462 Travel and Per Diem	1,186	2,882	5,000	3,200	3,200	3,200
5471 Citizen Awards	97					
5472 Employee Recog & Awards	7,498	13,943	15,000	12,100	12,100	12,100
5484 Postage, UPS & Shipping	22	38	50	100	100	100

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	Actual Prior FY 2008	Actual Prior FY 2009	Budget Prior FY 2010	Budget Proposed FY 2011	Budget Approved FY 2011	Budget Adopted FY 2011
5500 Dues & Subscrip	2,405	1,377	2,650	1,935	1,935	1,935
5570 Misc Business Exp	7,324	3,419	4,000	6,800	6,800	6,800
5571 Planning Retreat Expense	847	496	500	500	500	500
5572 Advertis/Public Notice	8,461	4,915	6,000	5,600	5,600	5,600
Total Materials and Services	120,841	140,096	179,400	129,205	129,205	129,205
Total General Fund	841,802	939,963	1,029,063	958,727	958,727	958,727