

# Department of Human Resources

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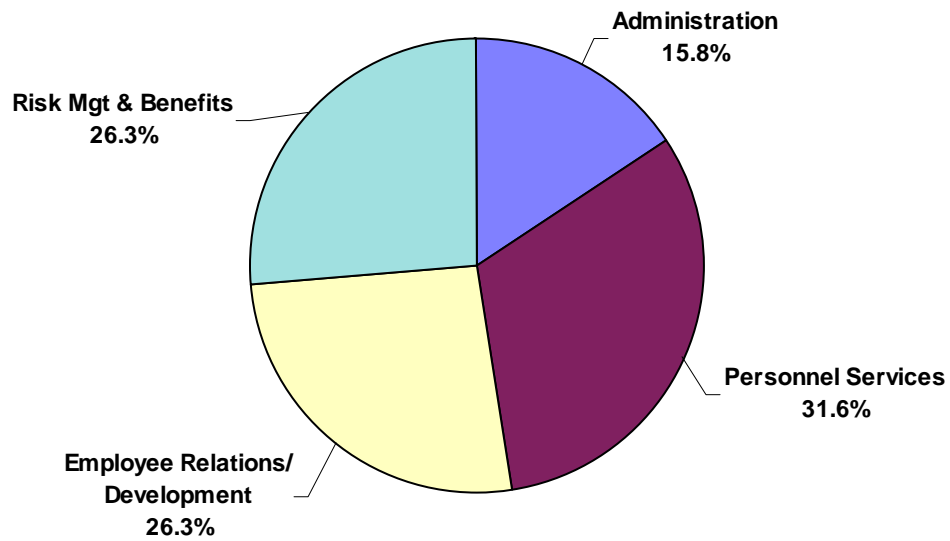
## Department Purpose

As an active partner with Lane County's leadership, we support the County's commitment to excellence and innovation by attracting, developing and retaining a responsive, talented and diverse workforce committed to meeting the public's needs.

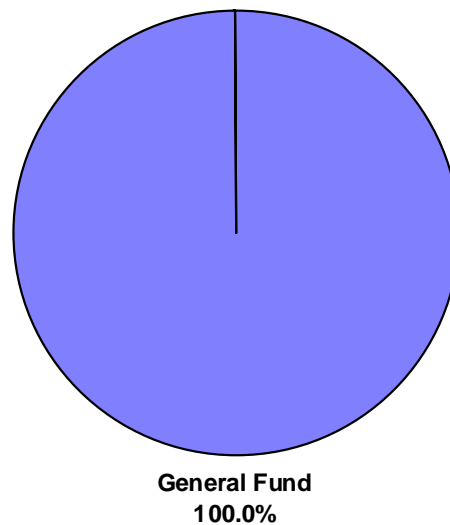
## Total Expenditures

\$1,920,660

### FY 09-10 Expenditures by Division



### FY 09-10 Budget by Fund



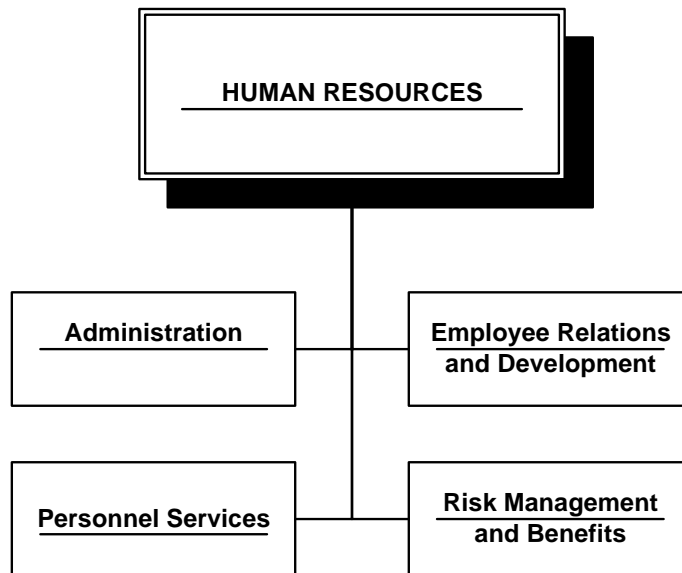
Greta Utecht, Director  
Human Resources  
682-3689

# Human Resources

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## Department Overview

The Human Resources Department serves as a strategic partner with all County departments while providing the majority of all major personnel-related services for the County. Comprised of four divisions (Administration, Personnel Services, Employee Relations & Development, and Risk Management & Benefits), the department is responsible for implementing the Equal Employment Opportunity Plan and employment laws and policies through a variety of programs that include Recruitment & Selection, Compensation & Classification, Human Resource Information Management, Labor & Employee Relations, and Performance Development and Diversity. In addition, the Employee Benefits program is responsible for developing and managing a comprehensive and cost-effective package of health insurance, employee assistance, retirement and other benefits as required, complying with federal and state laws, bargaining agreements, and the recruitment and retention goals of Lane County. The Risk Management program strives to maximize the effectiveness of Lane County's self-insurance program by promoting a safe environment at County facilities in order to protect the resources of Lane County from loss and damage by identifying the County's exposure and associated costs to property damage, liability and workers' compensation losses and implementing strategies to reduce those costs. The Human Resources Department is also responsible for the implementation of the Human Resources Strategic Plan and the County's Diversity Action Plan, which are key components in the County's long-range strategic plan.



# Human Resources

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## **Department Goals & Objectives**

- Continue to develop mandatory supervisory training curriculum that addresses performance accountability & management, diversity & cultural competency, conflict resolution, personnel rules & practices, labor contract administration and continuous improvement to reduce County's employee related costs;
- Develop a workforce development plan to address leadership development, career paths, mentoring, and succession planning;
- Increase use of information technology to augment processes and reduce countywide support costs;
- Investigate options to benefit plan design in order to meet Lane County goals in reducing the rate of cost increases;
- Provide consultation services to partner departments on ways to limit risk exposures associated with property loss, general liability claims and Workers' Compensation;
- Provide consultation services to employees and managers in handling highly complex medical and protected leave issues;
- Provide mediation and conciliation process services to address employee/employer relationship problems during periods of stress and uncertainty;
- Support management's flexibility to address operational and cost issues through collective bargaining; and
- Support and guide employees and departments during major organizational changes, especially when layoffs result.

## **Key Accomplishments in FY 08-09**

- Implemented first phase of mandatory supervisor training curriculum and increased revenue generation of training program.
- Provided direct support to County Administrator in recruiting and selecting Lane Events Center Director without using outside recruiter.
- Orchestrated major reduction-in-force and layoff; provided consultation resources to departments and employees in managing the impacts of the layoffs.
- Implemented E-recruitment, automating recruitment and selection processes in order to decrease turnaround time from posting to fill.
- Negotiated seven bargaining unit contracts.

## **Changes, Challenges & Opportunities for FY 09-10**

Containing costs and protecting the County's resources are the drivers that shape Human Resource's strategy, particularly in light of the reductions made in FY 07-08 and FY 08-09. State and national economic forces continue to intensify this continued fear of future layoffs and results in an unstable workforce. That instability is evidenced in a rise in medical leaves, stress claims, conflicts between employees, complaints and litigation. Coordinating the layoff process with our client departments, the affected employees and their bargaining units is very resource intensive for Human Resource staff.

At a time when many of our professional, technical and managerial employees are retiring, the County is simultaneously expanding services in other areas (particularly associated with health and medical care) and this drives the need for active, creative strategies to attract and retain high quality employees. This year, unlike the recent past, we are seeing fewer employees leave Lane County for other jobs because of the very bleak employment market. However, once the economy improves, we need to be able to compete for applicants with computer, engineering or medical expertise, since workers with these skills will be the first to have employment options coming out of the recession.

## Human Resources

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As elsewhere in the County, analytical strength is the key factor for meeting our objectives, and we continue to work with our advisory committee (Human Resources Advisory Group) to address county-wide employee-related issues, including:

- Creating classification and compensation plans that reflect current workforce functions and that meet both internal equity and prepare us to be competitive in the external market;
- Managing the impacts of severe organizational change and stress, such as workers' compensation claims, absenteeism for non-occupational injuries, and employee grievances and complaints;
- Containment of benefit costs particularly with regards to developing long term strategies, (e.g., wellness programs);
- Partnering with departments in the redesign of the Performance Evaluation system and tool;
- Diversifying our workforce through the use of more innovative recruitment strategies, and helping our partner departments provide a supportive environment for employees of all backgrounds; and
- Continuing to rely on automation and innovation to manage our HR records and processes.

### **Department Performance Management**

Department wide performance measures listed below are the primary activity indicators that determine Human Resources' work load and the resources needed to maintain an effective level of service. Number of active employees and number of employee groups directly impacts all divisions.

At the beginning of 2008, the organization was immersed in preparation of the FY 08-09 Budget, with the prospect of significant cuts in the General Fund due to the loss of federal funding. Despite the last-minute receipt of those funds, layoffs and position eliminations have continued due to the lagging economy and accompanying decline in development and construction activity. The number of regular positions being posted is down considerably but because of the high unemployment rate throughout the county, the number of applications per posting has increased dramatically.

The number of active employees is high, reflecting the use of extra help and temporary employees as interim measures as the organization downsized after the reduction of 125 FTE in May 2008. Human Resources anticipates this trend to level off by the end of the fiscal year, thus the target for # of active employees is lower than FY 08-09 actuals. We anticipate that the number of applications will remain very high until the overall economy improves.

<b>DEPARTMENT PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2008-09 Target</b>	<b>Comment</b>	<b>2009-10 Target</b>
Average # active employees	1953	1994	2028	1925	On Target	1925
# of job postings	134	194	125	160	Below Target	125
# of job applications	3151	4554	4887	4500	On Target	5000
# employee groups	9	9	9	No change anticipated		

## Human Resources

DEPARTMENT FINANCIAL SUMMARY						
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
<b>RESOURCES:</b>						
Fees and Charges	19,559	36,090	15,000	25,000	10,000	66.67%
Administrative Charges	1,529,738	1,704,247	1,865,206	1,863,790	(1,416)	-0.08%
<b>Total Revenue</b>	<b>1,549,297</b>	<b>1,740,337</b>	<b>1,880,206</b>	<b>1,888,790</b>	<b>8,584</b>	<b>0.46%</b>
<b>TOTAL RESOURCES</b>	<b>1,549,297</b>	<b>1,740,337</b>	<b>1,880,206</b>	<b>1,888,790</b>	<b>8,584</b>	<b>0.46%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,492,817	1,445,718	1,713,554	1,674,040	(39,514)	-2.31%
Materials and Services	336,926	256,574	236,346	246,620	10,274	4.35%
<b>TOTAL EXPENDITURES</b>	<b>1,829,742</b>	<b>1,702,293</b>	<b>1,949,900</b>	<b>1,920,660</b>	<b>(29,240)</b>	<b>-1.50%</b>
<b>Total FTE</b>	<b>17.51</b>	<b>17.50</b>	<b>17.50</b>	<b>17.50</b>	<b>0.00</b>	<b>0.00%</b>
<b>EXPENDITURES BY FUND</b>						
General Fund	1,829,742	1,702,293	1,949,900	1,920,660	(29,240)	-1.50%
<b>TOTAL FUNDS</b>	<b>1,829,742</b>	<b>1,702,293</b>	<b>1,949,900</b>	<b>1,920,660</b>	<b>(29,240)</b>	<b>-1.50%</b>

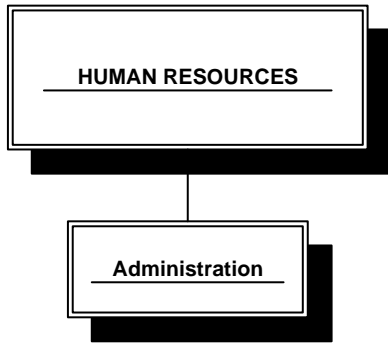
DEPARTMENT POSITION LISTING
<b>Administration</b>
1.00 Administrative Support Tech
1.00 Dept Director (YS & HR)
<b>2.00 Division FTE Total</b>
<b>Personnel Services</b>
2.00 Administrative Support Tech
1.00 Program Specialist
3.00 Sr. Management Analyst
1.00 Sr. Program Specialist
<b>7.00 Division FTE Total</b>
<b>Employee Relations &amp; Development</b>
1.50 Program Specialist
2.00 Program Supervisor
<b>3.50 Division FTE Total</b>
<b>Risk &amp; Benefits</b>
1.00 Program Manager
1.00 Program Specialist
2.00 Sr. Management Analyst
1.00 Sr. Program Specialist
<b>5.00 Division FTE Total</b>
<b>17.50 Department FTE Total</b>

# Human Resources: Administration

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## Division Purpose Statement

*The purpose of the Administration division is to provide leadership and administrative support to department divisions so they can provide effective human resource services to our partner departments and to the public.*



## Division Locator

### **Human Resources**

#### ***Administration*** ↙

*Benefits & Risk Management*

*Employee Relations &*

*Development*

*Personnel Programs Services*

## Human Resources: Administration

DIVISION FINANCIAL SUMMARY						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Fees and Charges	35	10	0	0	0	0.00%
Administrative Charges	95,608	194,772	219,436	223,655	4,219	1.92%
<b>Total Revenue</b>	95,643	194,782	219,436	223,655	4,219	1.92%
<b>TOTAL RESOURCES</b>	95,643	194,782	219,436	223,655	4,219	1.92%
<b>EXPENDITURES:</b>						
Personnel Services	228,593	228,012	239,662	232,460	(7,202)	-3.01%
Materials and Services	105,879	17,208	17,734	21,691	3,957	22.31%
<b>TOTAL EXPENDITURES</b>	334,472	245,220	257,396	254,151	(3,245)	-1.26%
<b>Total FTE</b>	2.00	2.00	2.00	2.00	0.00	0.00%
<b>EXPENDITURES BY FUND</b>						
General Fund	334,472	245,220	257,396	254,151	(3,245)	-1.26%
<b>TOTAL FUNDS</b>	334,472	245,220	257,396	254,151	(3,245)	-1.26%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
PROGRAMS	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Administration	334,472	245,220	257,396	254,151	(3,245)	-1.26%
<b>TOTAL EXPENDITURES</b>	334,472	245,220	257,396	254,151	(3,245)	-1.26%

# Human Resources: Administration

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## **Division Overview**

The Administration Division includes both general department support services and direct service to partner departments. This division plans and directs the services and activities of the department, and provides operational support to all department programs. This division includes executive management, which is responsible for overall leadership, problem solving, and budget administration, and administrative support which includes intranet and internet information and documentation of administrative procedures. In addition, this division is responsible for staffing the Lane County Elected Officials Compensation Board, and convenes the Human Resources Advisory Group, which acts as an oversight and steering committee for human resource issues. The Human Resources director also serves as an organizational consultant to the Board of Commissioners, other directors and high level managers regarding sensitive human resource problems and situations.

## **Division Objectives for FY 09-10**

- Measure program performance through data analysis and customer satisfaction surveys.
- Continue to support use of automation, especially with regard to provision of employee information in order to reallocate resources.

## **Key Accomplishments in FY 08-09**

- Provided direct support to departments and Board of Commissioners during layoffs.
- Reorganized department as a result of retirements in order to increase services in training and diversity.

## **Changes, Challenges & Opportunities for FY 09-10**

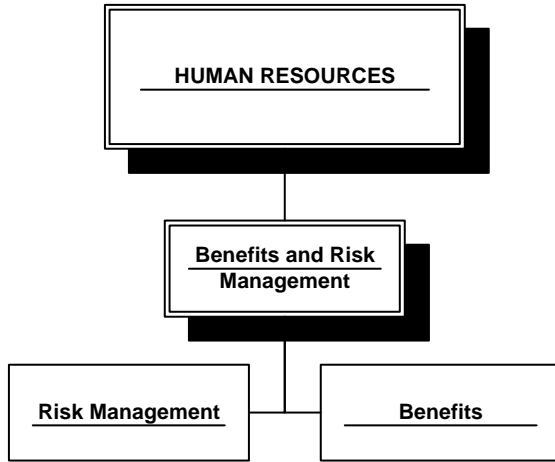
A primary focus for Administration this year will be to continue to support client departments in reorganization efforts as they either reduce or expand operations and to continue to support the County's efforts in providing ongoing information to our employees and our citizens. As a department, Human Resources will be presented with new opportunities to represent employee issues in more visible and decision-making venues.

# Human Resources: Benefits and Risk Management

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## Division Purpose Statement

To develop and manage a benefit program that meets the varied needs of employees and supports the recruitment and retention goals of Lane County and to promote a safe environment at County facilities to protect the resources of Lane County from loss and damage in a fiscally responsible manner.



## Division Locator

### Human Resources

*Administration*

***Benefits & Risk Management*** ↙

*Employee Relations & Development*

*Personnel Programs Services*

## Human Resources: Benefits and Risk Management

<b>DIVISION FINANCIAL SUMMARY</b>						
	<b>FY 06-07</b>	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>\$ Chng</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Actual</b>	<b>Curr Bgt</b>	<b>Adopted</b>	<b>Fr Curr</b>	<b>Fr Curr</b>
<b>RESOURCES:</b>						
Administrative Charges	478,043	594,052	669,280	521,860	(147,420)	-22.03%
<b>Total Revenue</b>	478,043	594,052	669,280	521,860	(147,420)	-22.03%
<b>TOTAL RESOURCES</b>	478,043	594,052	669,280	521,860	(147,420)	-22.03%
<b>EXPENDITURES:</b>						
Personnel Services	440,042	424,844	591,191	480,554	(110,637)	-18.71%
Materials and Services	44,259	46,592	49,608	59,286	9,678	19.51%
<b>TOTAL EXPENDITURES</b>	484,301	471,436	640,799	539,840	(100,959)	-15.76%
<b>Total FTE</b>	6.00	6.10	6.10	5.10	(1.00)	-16.39%
<b>EXPENDITURES BY FUND</b>						
General Fund	484,301	471,436	640,799	539,840	(100,959)	-15.76%
<b>TOTAL FUNDS</b>	484,301	471,436	640,799	539,840	(100,959)	-15.76%

<b>DIVISION FINANCIAL SUMMARY BY PROGRAM</b>						
	<b>FY 06-07</b>	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>FY 09-10</b>	<b>\$ Chng</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Actual</b>	<b>Curr Bgt</b>	<b>Adopted</b>	<b>Fr Curr</b>	<b>Fr Curr</b>
<b>PROGRAMS</b>						
Benefits	297,374	245,222	354,321	247,209	(107,112)	-30.23%
Risk	186,928	226,214	286,478	292,631	6,153	2.15%
<b>TOTAL EXPENDITURES</b>	484,301	471,436	640,799	539,840	(100,959)	-15.76%

# Human Resources: Benefits and Risk Management

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## **Division Overview**

The Benefits & Risk Management division provides strategies, coordination and accounting control for employee benefit programs and purchased and self-insured programs for the County organization in order to facilitate evaluation and cost containment. Staff provides counseling services to employees and retirees in the understanding and utilization of their benefits, as well as support to departments in processing non-occupational and workers compensation claims. This division also provides support to the Employee Relations & Development division during collective bargaining and grievance settlements, as well as the Personnel Services division in working with departments on complex benefit and leave situations.

## **Division Objectives for FY 09-10**

- Continue to develop and implement strategies for evaluating and containing costs of benefit programs for both active and retired employees;
- Explore new and different purchased benefit programs in an effort to contain costs; and
- Evaluate loss potential and design risk-control procedures to minimize loss by both the number and cost of claims.

## **Key Accomplishments in FY 08-09**

- Continued Emergency Response Team training for Lane County;
- Processed 243 medical/protected leave applications (includes FMLA & OFLA and Workers Compensation), which translates to 18% of our workforce;
- Implemented Federal government-mandated retroactive changes in COBRA administration which involved contact with over 100 current and former employees.

## **Changes, Challenges & Opportunities for FY 09-10**

There continues to be added focus on containing health benefit costs particularly with regards to developing long term strategies (e.g., wellness programs). Continuing increases in health care costs due to nationwide inflation of prescription drug and medical care costs and to increased usage by employees, dependents, and retirees who qualify for County-paid medical benefits without revenue changes or employee cost sharing will force the County to decrease services.

We anticipate that complex medical, disability and workers compensation claim submittals will remain at historically high levels. In calendar year 2005, the division processed and managed 110 applications for short-term disability claims. Calendar year 2006 figures were comparable, and 2007 came in at 114. However, 145 claims were processed in 2008, and by mid-year 2009, numbers are comparable with 2008. Many claims are not isolated to a single condition or incident, and require considerable care and analysis to ensure that we are providing the employee with all the rights and benefits to which they are entitled. Oregon Family Medical Leave and Family Medical Leave requests have also increased (see above key accomplishment), as well as requests for accommodations under the Americans with Disabilities Act. Expansion of employer responsibilities under USERRA and COBRA rules has also increased. Managing the full array of benefits and regulations protecting our employees will continue to be a major challenge with static or reduced resources. More employee benefit information is now, and will continue to be, available on the County's intranet.

The State Court decisions and 2003 legislative changes to PERS (Public Employees Retirement System) and the establishment of OPSRP (Oregon Public Service Retirement Program) have required the PERS organization to make a multitude of process and reporting changes. As PERS continues to work to meet its mandates, Lane County needs to stay involved in the process as a concerned stakeholder in order to

## Human Resources: Benefits and Risk Management

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advocate for those changes that will continue to reduce rates paid by Lane County and other public employers to support the PERS/OPSRP system.

### **Performance Management**

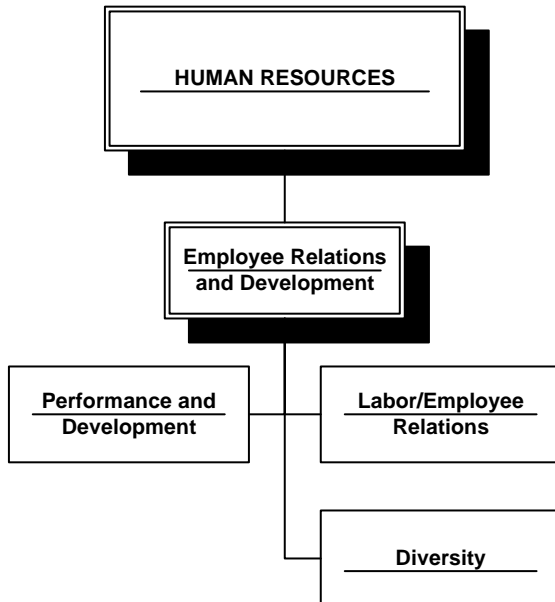
Health insurance benefits for retirees are no longer provided to anyone who was not employed by Lane County before 1991. However, for those who are eligible, the County provides full coverage until the retiree is covered by Medicare, then supplemental health insurance until death. The number of benefited eligible retirees will continue to increase for many years. We do not anticipate the number of retirees who receive this benefit to level off for 20-25 more years.

The Workers Compensation Experience Modification rate is calculated by the State of Oregon, based upon the prior three fiscal year's payroll and the amount paid for workers compensation claims during that same period. The rate is used in the calculation of Lane County's quarterly workers compensation assessment. Maintaining a lower rate results in a lower payment to the State, thereby saving the County money. Beyond the cost savings, Lane County is able to see how it compares with other large public and private employers who are self-insured for workers compensation. The State has determined that a rate of 1.0 is the mean rate among these employers. Lane County's goal is to maintain a rate that is below that mean rate.

<b>DIVISION PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2008-09 Target</b>	<b>Comment</b>	<b>2009-10 Target</b>
# benefited retirees	661	683	681	705	On Target	705
Workers' compensation rating	.78	.79	.77	1.00 or below	Exceeds Target	1.0

# Human Resources: Employee Relations and Development

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## Division Purpose Statement

To facilitate fair, respectful and collaborative relationships with Lane County's represented, non-represented and management employees and to provide high quality, relevant training and development opportunities for Lane County employees in order to meet the County's human resource needs while creating a diverse and culturally competent workforce.

## Division Locator

### **Human Resources**

*Administration*

*Benefits & Risk Management*

***Employee Relations & Development*** ↙

*Personnel Programs Services*

## Human Resources: Employee Relations and Development

DIVISION FINANCIAL SUMMARY						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Fees and Charges	19,524	36,080	15,000	25,000	10,000	66.67%
Administrative Charges	286,827	331,111	318,182	465,948	147,766	46.44%
<b>Total Revenue</b>	306,351	367,191	333,182	490,948	157,766	47.35%
<b>TOTAL RESOURCES</b>	306,351	367,191	333,182	490,948	157,766	47.35%
<b>EXPENDITURES:</b>						
Personnel Services	328,602	297,153	337,097	431,253	94,156	27.93%
Materials and Services	99,866	73,980	70,174	73,176	3,002	4.28%
<b>TOTAL EXPENDITURES</b>	428,467	371,134	407,271	504,429	97,158	23.86%
<b>Total FTE</b>	3.51	3.40	3.40	4.40	1.00	29.41%
<b>EXPENDITURES BY FUND</b>						
General Fund	428,467	371,134	407,271	504,429	97,158	23.86%
<b>TOTAL FUNDS</b>	428,467	371,134	407,271	504,429	97,158	23.86%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>PROGRAMS</b>						
Diversity	75,762	58,041	66,122	68,455	2,333	3.53%
Labor Employee Relations	222,954	165,181	185,561	255,034	69,473	37.44%
Performance & Development	129,751	147,912	155,588	180,940	25,352	16.29%
<b>TOTAL EXPENDITURES</b>	428,467	371,134	407,271	504,429	97,158	23.86%

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# Human Resources: Employee Relations and Development

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## **Division Overview**

The Employee Relations & Development division is the lead County entity in bargaining unit contract negotiations, grievance settlements and establishing positive working relationships with all of Lane County's employee groups. Training and development is a major focus in the County's Strategic Plan and in the Human Resources Strategic Plan and this division has lead responsibility for coordinating and providing high quality, relevant training and development opportunities for Lane County employees. Employee Relations & Development also is charged with the oversight of the County's Diversity Action Plan, which calls for the creation of a far more diverse and culturally competent workforce. As a part of the Diversity Program, this division represents the County in the Diversity & Human Rights Consortium and serves on the Interagency Diversity & Equity Coalition as part of our commitment to partnering with other public sector employers to support and increase workforce diversity. As the division most responsible for administering the civil rights laws and rules of the federal Equal Employment Opportunity Act, it also takes lead on filing biennial EEO reports and compiling the EEO plan for the County.

## **Division Objectives for FY 09-10**

- Take lead in creating supervisor training curriculum to address increased personnel claims and costs;
- Continue to update all Human Resource Administrative Procedures;
- Reduce number of grievances and arbitrations with largest bargaining unit;
- Meet EEO compliance requirements (see above).

## **Key Accomplishments in FY 08-09**

- Successfully negotiated two labor contracts for strike-prohibited units in accordance with the County's fiscal constraints without having to go to interest arbitration.
- Conducted and coordinated trainings in diversity, hazardous materials, performance management, computer applications, harassment, Spanish and sign language, management and leadership skills;
- Continued to participate in interagency diversity & cultural competency efforts.

## **Changes, Challenges & Opportunities for FY 09-10**

The division will continue to build on strategic partnerships with department clients through the Human Resources Advisory Group and will be partnering with departments in the design of a supervisor and manager training curriculum. Work will also continue on performance evaluation processes, and on furthering the development of the extra help program in order to increase the number of extra help and intern opportunities available to those from diverse backgrounds.

Diversifying our workforce through the use of more innovative recruitment strategies, and helping our partner departments provide a supportive environment for employees of all backgrounds continues to be a major challenge. As more retirement-age Lane County employees exercise their early retirement options, the vacancies that result present both opportunities for diversification and challenges as we try to make up for the years of experience leaving the organization. As health benefits and retirement program costs increase and revenues fail to keep pace, the County is forced to do more with less, which will put even more pressure on us to maximize the skills and effectiveness of our employees, and retain our most valuable people.

Our performance development and diversity programs continue to be pushed to provide more service to the organization, with negligible resources. When asked, employees and managers cite the need for more training as a major strategic objective. In order to maximize current training resources, we will focus on integrating diversity and cultural competency throughout all projects and programs instead of making diversity a separate initiative.

## Human Resources: Employee Relations and Development

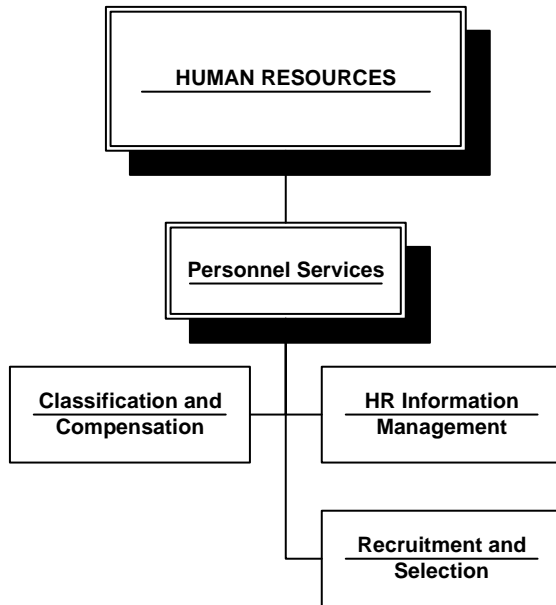
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### **Performance Management**

Eighty-eight percent (88%) of Lane County's permanent workforce is represented by a bargaining unit or union, who are covered by a contract. The number of employee groups includes the group of non-represented employees. Key measures reflect overall workload associated with negotiating, interpreting and administering contracts, and managing disciplinary and performance issues captured by the filing of grievances at step three. Step one and two grievances are handled within the department where they are initiated. The workload and results for this division are not expected to change in FY 09-10.

<b>DIVISION PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2008-09 Target</b>	<b>Comment</b>	<b>2009-10 Target</b>
% employees represented	87%	88%	85%	88%	On Target	88%
# employee groups	9	9	9	No change anticipated	On Target	9
# grievances filed @ step 3	13	11	21	10	Attention	15

# Human Resources: Personnel Services



## Division Purpose Statement

To assist our client departments in recruiting and selecting a qualified, diverse workforce and to develop fair and equitable systems and practices in order to compensate, reward and encourage high performance by Lane County employees to ensure the best service to the public.

## Division Locator

### Human Resources

*Administration*

*Benefits & Risk Management*

*Employee Relations &*

*Development*

***Personnel Services*** ↖

## Human Resources: Personnel Services

DIVISION FINANCIAL SUMMARY						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Administrative Charges	669,260	584,312	658,308	652,327	(5,981)	-0.91%
<b>Total Revenue</b>	669,260	584,312	658,308	652,327	(5,981)	-0.91%
<b>TOTAL RESOURCES</b>	669,260	584,312	658,308	652,327	(5,981)	-0.91%
<b>EXPENDITURES:</b>						
Personnel Services	495,580	495,709	545,604	529,773	(15,831)	-2.90%
Materials and Services	86,922	118,794	98,830	92,467	(6,363)	-6.44%
<b>TOTAL EXPENDITURES</b>	582,502	614,503	644,434	622,240	(22,194)	-3.44%
<b>Total FTE</b>	6.00	6.00	6.00	6.00	0.00	0.00%
<b>EXPENDITURES BY FUND</b>						
General Fund	582,502	614,503	644,434	622,240	(22,194)	-3.44%
<b>TOTAL FUNDS</b>	582,502	614,503	644,434	622,240	(22,194)	-3.44%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>PROGRAMS</b>						
Classification and Compensation	172,544	188,675	176,013	163,397	(12,616)	-7.17%
HR Info Management	220,027	225,345	243,573	250,950	7,377	3.03%
Recruitment & Selection	189,931	200,483	224,848	207,893	(16,955)	-7.54%
<b>TOTAL EXPENDITURES</b>	582,502	614,503	644,434	622,240	(22,194)	-3.44%

# Human Resources: Personnel Services

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## **Division Overview**

The Personnel Services division is responsible for three program areas: recruitment and selection, classification and compensation, and human resource information management. The recruitment of a qualified workforce able to provide a high level of customer service to the public is very important to the achievement of the County's strategic goals and objectives and this division has primary responsibility for coordinating the County's recruitment and selection processes in a legally compliant manner.

A major portion of the division's workload is focused on ensuring that the County's classification and compensation system is flexible and responsive to the changing needs of the organization and able to support career development, succession planning, and recruitment and retention goals. We provide consultation to employees in this regard, and actively look for opportunities to build "bridges" to higher level classifications when possible. Looking at innovative compensation alternatives is important in providing a meaningful compensation system.

In a time when identity theft is of concern to many organizations and individuals, this division's human resource information management program strives to safeguard employee information. Ensuring that the County's personnel records are secure and accurate, while increasing our utilization of technology to improve the timely access of information in our organization is also a key work program objective. We have addressed this issue by partnering with Information Services Department to provide additional online forms and guidelines to our employees and client departments, and will continue to address the need to do so.

## **Division Objectives for FY 09-10**

- Continue to create classification and compensation plans that reflect current workforce functions and that meet both internal equity and external market pressures;
- Continue to streamline record keeping and transaction processes in order to reallocate resources;
- Implement e-recruitment which will automate the job application process to allow for screening and provide better applicant tracking and options;
- Continue looking for ways of diversifying our workforce through the use of more innovative recruitment strategies; continue training and coaching supervisors and managers in most effective and legal selection methods; and
- Continue to maintain the integrity of the County's employee records and to increase the accessibility of employee information.

## **Key Accomplishments in FY 08-09**

- Began comprehensive classification and compensation review of professional, engineering and information technology positions;
- Implemented a new e-orientation for new employees in order to acclimate new employees to online resources and to avoid duplication of record maintenance.
- Achieved a reduction in the average cycle time on recruitments from date of posting to when applications finished our initial review processes and are forwarded to departments;
- Implemented a new e-recruit applicant system that interfaces more smoothly with our other online systems, thereby reducing duplication of data entry dramatically.

## **Changes, Challenges & Opportunities for FY 09-10**

Recruiting and retention of highly effective employees continues to be difficult given our outdated compensation schedule for technical positions and the uncertainty of County resources. The division will continue to focus attention on providing our client departments the services best suited to streamlining the

## Human Resources: Personnel Services

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hiring process: in an increasingly competitive market we must be timely and innovative in addressing the recruitment needs of the organization. This will involve approaches that may not have been utilized in the past at Lane County.

Finally, cut backs are a reality and this division offers support to departments and employees through the processes of reorganization which are often the results of layoffs and retirements. It is essential that we conduct these activities with sensitivity, recognizing the value of the staff members being laid off and others still remaining in the workforce.

### **Performance Management**

Performance measures for Personnel Services that are most significant from this division include:

- Ability to attract diverse, qualified applicant pool;
- Cycle time from day of vacancy posting to creation of list of qualified candidates to departments.

The numbers of active employees, applications, and postings for FY 08-09 continues to be high, reflecting a shift to using temporary and extra help staffing. This shift is a part of the County's transition after the significant layoffs in FY07-08 and 08-09.

Despite the anticipated drop in number of postings, the target number of job applications for FY 09-10 remains at 4,500 as the department expects an increase in number of applications per posting for clerical and administrative positions due to the lagging economy.

The most ambitious performance goal for the department is a reduction in the percent of budgeted job postings advertised through multiple mediums, and posted for 22 days or more. While there are many applicants for clerical and support positions across the organization, recruitment for specialized or highly technical positions continues to be a challenge.

<b>DIVISION PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2008-09 Actual</b>	<b>2008-09 Target</b>	<b>Comments</b>	<b>2009-10 Target</b>
# of job applications	3151	4554	4887	4500	On Target	5000
# of job postings	134	194	125	160	Below Target	125
% of diverse applicants	14%	14%	14%	15%	On Target	17%
% postings open 22+ days	14%	13%	8%	10%	Exceeds Target	10%

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<b>DEPARTMENT REVENUE SUMMARY</b>						
REVENUE ACCOUNTS	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Refunds & Reimbursements	35	10	0	0	0	0.00%
Training Revenues	19,524	36,080	15,000	25,000	10,000	66.67%
<b>FEES AND CHARGES</b>	<b>19,559</b>	<b>36,090</b>	<b>15,000</b>	<b>25,000</b>	<b>10,000</b>	<b>66.67%</b>
County Administrative Charges	1,529,738	1,704,247	1,865,206	1,863,790	(1,416)	-0.08%
<b>ADMINISTRATIVE CHARGES</b>	<b>1,529,738</b>	<b>1,704,247</b>	<b>1,865,206</b>	<b>1,863,790</b>	<b>(1,416)</b>	<b>-0.08%</b>
<b>TOTAL RESOURCES</b>	<b>1,549,297</b>	<b>1,740,337</b>	<b>1,880,206</b>	<b>1,888,790</b>	<b>8,584</b>	<b>0.46%</b>

<b>DEPARTMENT EXPENSE SUMMARY</b>						
EXPENDITURE ACCOUNTS	FY 06-07 Actual	FY 07-08 Actual	FY 08-09 Curr Bgt	FY 09-10 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Permanent Operating Salaries	872,342	870,672	999,905	967,681	(32,224)	-3.22%
Extra Help	8,742	4,233	21,000	9,996	(11,004)	-52.40%
Unclassified Temporary	6,600	0	0	0	0	0.00%
Overtime	35	56	0	0	0	0.00%
Reduction Unfunded Vac Liab	28,916	7,041	27,244	17,512	(9,732)	-35.72%
Compensatory Time	0	1,509	0	0	0	0.00%
Employee Benefits	518,919	0	0	0	0	0.00%
Risk Management Benefits	146	231	220	277	57	25.91%
Social Security Expense	0	55,854	64,981	61,547	(3,434)	-5.28%
Medicare Insurance Expense	0	13,063	15,213	14,436	(777)	-5.11%
Unemployment Insurance (State)	0	7,597	8,124	8,190	66	0.81%
Workers Comp	0	3,077	3,149	2,976	(173)	-5.49%
Disability Insurance - Long-term	0	6,174	10,283	9,869	(414)	-4.03%
PERS - OPSRP Employer rate	0	101,257	122,752	94,763	(27,989)	-22.80%
PERS Bond	57,117	58,025	52,004	73,889	21,885	42.08%
PERS - 6% Pickup	0	51,708	61,636	59,716	(1,920)	-3.12%
Health Insurance	0	187,786	235,841	251,473	15,632	6.63%
Dental Insurance	0	17,559	20,502	21,964	1,462	7.13%
Vision Insurance	0	3,462	5,185	5,658	473	9.12%
EE Assistance Pgm - IBH	0	998	1,032	1,080	48	4.65%
Life Insurance	0	2,844	3,264	3,360	96	2.94%
Flexible Spending	0	145	204	216	12	5.88%
Disability Insurance - Short Term	0	380	408	432	24	5.88%
Defer. Comp Employer Contrib.	0	8,793	10,283	20,134	9,851	95.80%
Retiree Medical	0	43,258	50,324	48,871	(1,453)	-2.89%
<b>PERSONNEL SERVICES</b>	<b>1,492,817</b>	<b>1,445,718</b>	<b>1,713,554</b>	<b>1,674,040</b>	<b>(39,514)</b>	<b>-2.31%</b>
Professional & Consulting	53,550	5,635	13,000	10,000	(3,000)	-23.08%
Telephone Services	7,508	9,617	8,940	9,131	191	2.14%
Purchased Insurance	3,124	4,361	4,518	4,595	77	1.70%

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<b>DEPARTMENT EXPENSE SUMMARY</b>						
<b>EXPENDITURE ACCOUNTS</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Actual</b>	<b>FY 08-09 Curr Bgt</b>	<b>FY 09-10 Adopted</b>	<b>\$ Chng Fr Curr</b>	<b>% Chng Fr Curr</b>
Maintenance of Structures	0	351	400	400	0	0.00%
Real Estate & Space Rentals	0	125	0	0	0	0.00%
Fleet Services Rentals	79	359	500	500	0	0.00%
Copier Charges	7,657	7,456	8,100	9,766	1,666	20.57%
Mail Room Charges	6,388	8,306	6,470	9,386	2,916	45.07%
Direct/Information Services	84,712	78,449	85,158	102,221	17,063	20.04%
Dept Support/Direct	0	25,372	0	0	0	0.00%
PC Replacement Services	7,821	11,140	10,670	9,845	(825)	-7.73%
Office Supplies & Expense	7,339	8,452	12,459	8,500	(3,959)	-31.78%
Membrshp/Professional Licenses	4,341	1,799	2,450	2,450	0	0.00%
Printing & Binding	4,247	2,947	8,485	4,000	(4,485)	-52.86%
Advertising & Publicity	27,029	29,976	37,700	32,000	(5,700)	-15.12%
Furniture, Equipment & Tools	73,107	13,352	0	0	0	0.00%
Food	663	1,250	1,046	2,045	999	95.51%
Special Supplies	0	132	500	500	0	0.00%
Business Expense & Travel	1,259	297	1,200	1,330	130	10.83%
Committee Stipends & Expense	4,858	2,728	0	0	0	0.00%
Awards & Recognition	0	104	0	0	0	0.00%
Outside Education & Travel	26,255	5,157	17,500	17,501	1	0.01%
County Training Classes	515	2,046	2,250	2,450	200	8.89%
Training Services & Materials	16,473	37,165	15,000	20,000	5,000	33.33%
<b>MATERIALS &amp; SERVICES</b>	<b>336,925</b>	<b>256,574</b>	<b>236,346</b>	<b>246,620</b>	<b>10,274</b>	<b>4.35%</b>
<b>TOTAL EXPENDITURES</b>	<b>1,829,742</b>	<b>1,702,293</b>	<b>1,949,900</b>	<b>1,920,660</b>	<b>(29,240)</b>	<b>-1.50%</b>