

Department of Human Resources

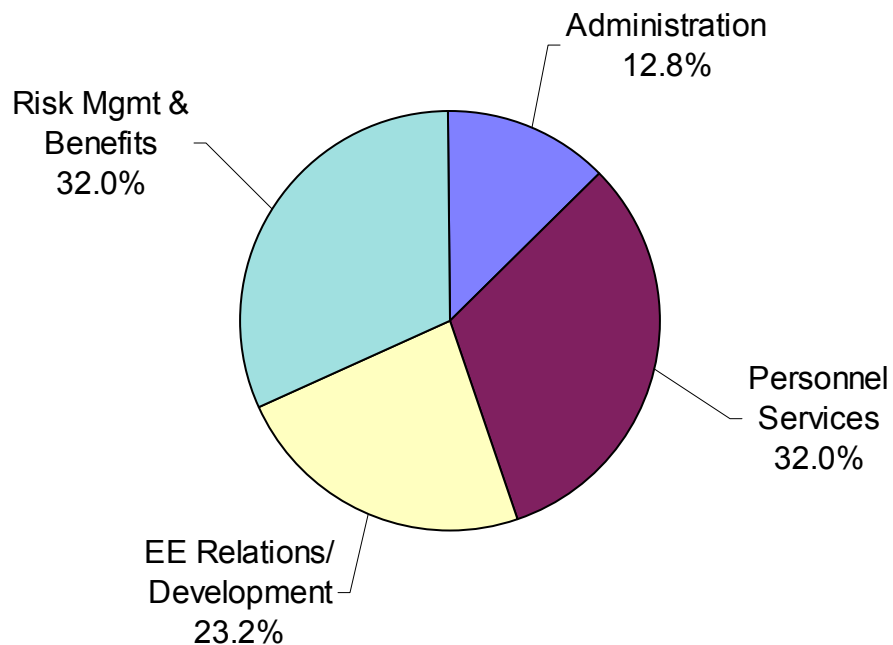
Department Purpose

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.

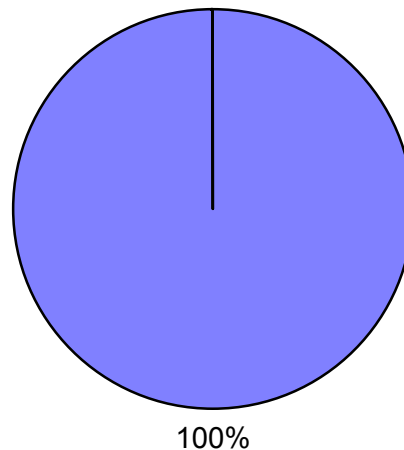
Total Expenditures

\$1,872,734

FY 07-08 Expenditures by Division



FY 07-08 Budget by Fund

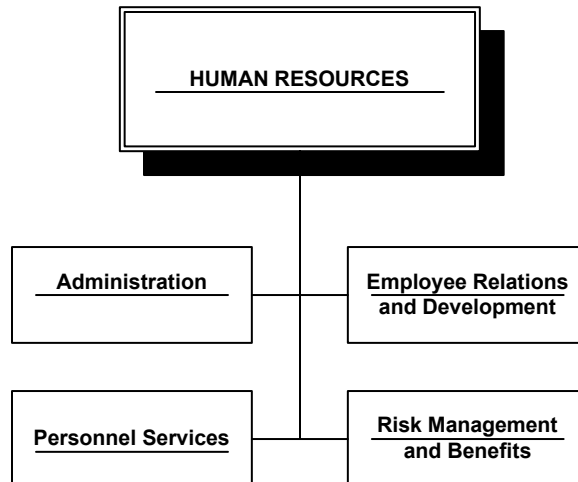


Greta Utecht, Director
Human Resources
682-3689

Human Resources

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 and Workforce Diversity laws and plans 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 to comply 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

Strategic Goals & Objectives

- Develop mandatory training curriculum that addresses leadership development, performance management, diversity & cultural competency, conflict resolution, personnel rules, labor contract administration and continuous improvement;
- Develop a workforce enhancement plan to address career paths, mentoring, succession planning and performance accountability;
- Increase use of information technology to augment human resource processes and reduce countywide support costs;
- Support management's flexibility to address operational and cost issues through collective bargaining;
- Provide consultation services to partner departments on ways to limit risk exposures associated with property loss, general liability claims and Workers' Compensation; and
- Investigate options to benefit plan design in order to meet Lane County goals in reducing the rate of cost increases.

Changes, Challenges & Opportunities

Containing costs and protecting the County's resources are the drivers that shape Human Resource's strategy, particularly in light of the potential reductions the County is facing in the discretionary general fund and the road fund. These reductions, if implemented, will result in the lay off of at least 200 employees, and coordinating that process with our client departments, the affected employees and their bargaining units is very resource intensive for Human Resource staff.

Simultaneously, the County is expanding services in other areas (particularly associated with health and medical care and our community health centers) and this drives the need for active, creative strategies to attract and retain high quality employees. With the state's economy improving, our candidate pools are getting smaller since candidates have many employment options. Coupled with the very public discussion regarding the County's negative financial outlook, we are having considerable difficulty filling our professional, technical and managerial positions.

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:

- Our budget this year recognizes the need to maintain our focus on the last two goals in particular. During times of organizational change and stress, Workers' compensation claims, absenteeism for non-occupational injuries, and employee grievances escalate, which has happened.
- 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;
- Creating classification and compensation plans that reflect current workforce functions and that meet both internal equity and external market pressures; and
- Deliver more on-demand training geared to the specific needs of Lane County departments.
- The five support service department directors met and identified cuts to be made by looking at our departments as a sum total. Because of the need to keep Human Resources as whole as possible in order to manage the reductions for other County departments, we were asked to take only minimal reductions. To that end, we have reduced one (1) Human Resource Analyst 2 position to a Human Resource Analyst 1 position in this year's budget to create career development opportunities and to

Human Resources

plan and train for upcoming retirements within our Risk & Benefits division. Other programs and divisions have remained stable.

- Human Resources Department delivers only one direct service, which is support to the County's Human Rights Advisory Committee (LCHRAC). As a result of the County's management team service prioritization work, the resources for the LCHRAC were placed very low on the priority list, because the directors assumed that if the County has to cut \$20 million from its discretionary general fund, which could also mean the elimination, suspension, or reduction of non-mandated advisory committees. Simultaneously, a task force convened to review the entire scope of the LCHRAC has made recommendations to move the committee to a more visible department, specifically County Administration. Therefore, funding for that .5 FTE position will be transferred from Human Resources and its future will be determined by further discussions by the Board and Budget Committee. If the position is cut entirely, this will have a negative impact on the community because our ability to respond to human rights complaints will be negligible.
- Recently our Performance Development & Diversity Coordinator of eight (8) years left the County to explore other career options. We have filled this position, but in order to enhance both program areas performed by this position, analysts in other program areas will be assisting the new coordinator in supporting the training functions and incorporating diversity throughout all of our activities as well as taking on more employee relations.
- In addition, we have reduced a Human Resource Analyst 2 position and the Labor & Employee Relations Manager position to lower level classifications.

Key Accomplishments

- Have completed a major project to renovate our outdated classification and compensation plans for non-represented staff. We have reduced gone from more than 90 classifications to 15, making our system more effective in providing career development ladders and less costly to administer. In addition, the Board of Commissioners adopted a new compensation plan that is designed to be an "at market" plan, supporting our recruitment and retaining efforts. That plan is effective July 2007.
- Provided staffing to the Human Rights Task Force –a group convened to review the full scope of the human rights program for Lane County. A recommendation from that group will be forwarded to the Board of Commissioners in August or September of 2007.
- Provided consultation and training resources to departments in managing the emotional impacts of the pending layoffs.
- We have made progress in cross-training our employees so that a Human Resource Analyst in Personnel can help with other programs areas, such as Benefits, Labor Relations, or Performance Development.

Department Performance Management

After working with the performance measures initially selected last year, we have identified some that needed to be changed in order to provide meaningful information. Costs of each program have been identified, major changes in work flow, systems (e.g., PeopleSoft upgrade) and services (e.g., health benefits plans, emergency response training, and workplace safety committee support) have been completed, and as data collection methods are developed, we are compiling the numbers for our key indicators, which are identified as part of the narrative for the Personnel Services Division and the Employee Relations & Development Division.

Human Resources

DEPARTMENT FINANCIAL SUMMARY						
	FY 04-05	FY 05-06	FY 06-07	FY 07-08	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fees and Charges	23,058	44,568	15,000	15,000	0	0.00%
Administrative Charges	1,447,708	1,418,681	1,529,739	1,704,247	174,508	11.41%
Total Revenue	1,470,766	1,463,249	1,544,739	1,719,247	174,508	11.30%
Fund Transfers In	33,661	0	0	0	0	0.00%
TOTAL RESOURCES	1,504,427	1,463,248	1,544,739	1,719,247	174,508	11.30%
EXPENDITURES:						
Personnel Services	1,301,721	1,407,606	1,645,101	1,636,124	(8,977)	-0.55%
Materials and Services	212,238	204,728	234,167	236,610	2,443	1.04%
Capital Expenses	0	15,616	0	0	0	0.00%
TOTAL EXPENDITURES	1,513,958	1,627,951	1,879,268	1,872,734	(6,534)	-0.35%
Total FTE	16.00	16.00	17.50	17.50	0.00	0.00%
EXPENDITURES BY FUND						
General Fund	1,513,959	1,627,951	1,879,268	1,872,734	(6,534)	-0.35%
Funds Total	1,513,959	1,627,951	1,879,268	1,872,734	(6,534)	-0.35%

Human Resources

DEPARTMENT POSITION LISTING

Administration

- 1.00 Human Resources Director
- 1.00 Human Resources Assistant
- 2.00 Division FTE Total**

Personnel Services

- 1.00 Personnel Services Manager
- 1.00 Human Resources Assistant
- 1.00 Sr Administrative Analyst
- 2.00 Human Resources Analyst 2
- 2.00 Human Resources Technician
- 7.00 Division FTE Total**

Employee Relations and Development

- 0.50 Office Assistant 2
- 1.00 Labor/Employee Relations Mgr
- 1.00 Performance & Development Coordinator
- 2.50 Division FTE Total**

Risk Management & Benefits

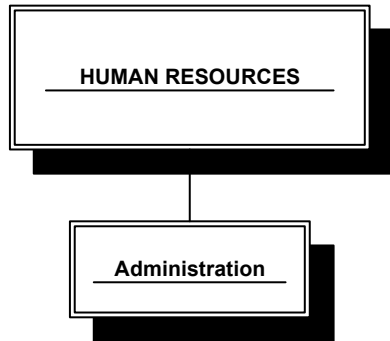
- 1.00 Risk & Benefits Manager
- 2.00 Human Resources Analyst 1
- 1.00 Human Resources Assistant
- 2.00 Human Resources Analyst 2
- 6.00 Division FTE Total**

17.50 Department FTE Total

Human Resources: Administration

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

Administration ↙
*Personnel Programs Services
Employee Relations &
Development
Benefits & Risk Management*

Human Resources: Administration

DIVISION FINANCIAL SUMMARY						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCES:						
Administrative Charges	0	0	95,608	194,772	99,164	103.72%
Total Revenue	0	0	95,608	194,772	99,164	103.72%
Other Financing	0	0	0	0	0	0.00%
TOTAL RESOURCES	0	0	95,608	194,772	99,164	103.72%
EXPENDITURES:						
Personnel Services	0	0	219,233	221,600	2,367	1.08%
Materials and Services	0	0	17,743	18,303	560	3.16%
TOTAL EXPENDITURES	0	0	236,976	239,903	2,927	1.24%
Total FTE	0.00	0.00	2.00	2.00	0.00	0.00%
EXPENDITURES BY FUND						
General Fund	0	0	236,976	239,903	2,927	1.24%
Funds Total	0	0	236,976	239,903	2,927	1.24%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Programs						
Administration	0	0	236,976	239,903	2,927	1.24%
Total Expenditures	0	0	236,976	239,903	2,927	1.24%

Human Resources: Administration

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 coordinates intranet and internet information, documentation of labor contracts and 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 other directors and high level managers regarding sensitive human resource problems and situations.

Division Objectives for FY07-08

- 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.

Changes, Challenges & Opportunities

A primary focus for Administration this year will be 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.

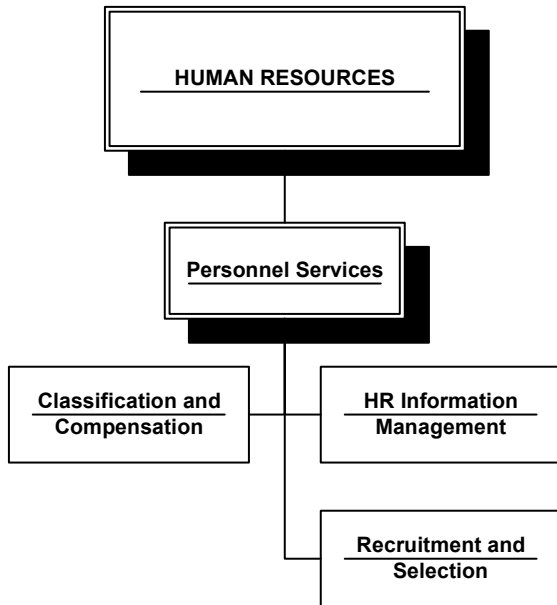
Key Accomplishments

- Recommended that the County move to a more market-based pay system; new plan was approved by the Board of County Commissioners and will be implemented July 2007;
- Completed the transition from being a division to becoming a department.

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

Administration

Personnel Services ◀

Employee Relations &

Development

Benefits & Risk Management

Human Resources: Personnel Services

DIVISION FINANCIAL SUMMARY						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCES:						
Administrative Charges	633,372	620,673	669,260	584,312	(84,948)	-12.69%
Total Revenue	633,372	620,673	669,260	584,312	(84,948)	-12.69%
Other Financing	0	0	0	0	0	0.00%
TOTAL RESOURCES	633,372	620,673	669,260	584,312	(84,948)	-12.69%
EXPENDITURES:						
Personnel Services	509,334	526,250	506,310	508,446	2,136	0.42%
Materials and Services	67,573	82,273	95,391	91,009	(4,382)	-4.59%
Capital Expenses	0	15,616	0	0	0	0.00%
TOTAL EXPENDITURES	576,907	624,139	601,701	599,455	(2,246)	-0.37%
Total FTE	6.75	6.70	6.00	6.00	0.00	0.00%
EXPENDITURES BY FUND						
General Fund	576,907	624,139	601,701	599,455	(2,246)	-0.37%
Funds Total	576,907	624,139	601,701	599,455	(2,246)	-0.37%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Programs						
Class & Comp	156,105	174,839	161,477	158,808	(2,669)	-1.65%
HR Info Management	215,897	237,393	243,246	222,954	(20,292)	-8.34%
Recruitment & Selection	204,905	211,907	196,978	217,693	20,715	10.52%
Total Expenditures	576,907	624,139	601,701	599,455	(2,246)	-0.37%

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

Human Resources: Personnel Services

online forms and guidelines to our employees and client departments, and will continue to address the need to do so.

Division Objectives for FY07-08

- 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;
- Review potential for e-recruitment: automating 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.

Changes, Challenges & Opportunities

Recruiting and retention of highly effective employees will become more difficult in an improving economy due to our outdated compensation and classification systems. The division will continue to focus attention on providing our client departments the services best suited to streamlining the 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.

Another challenge is to provide enhanced training and support to hiring supervisors regarding effective and legal recruitment and selection processes that will result in a diverse, culturally competent workforce. Finally, even in good economic times, cut backs are a reality and this division offers support to departments and employees through the processes of reorganization which can result in layoffs. 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.

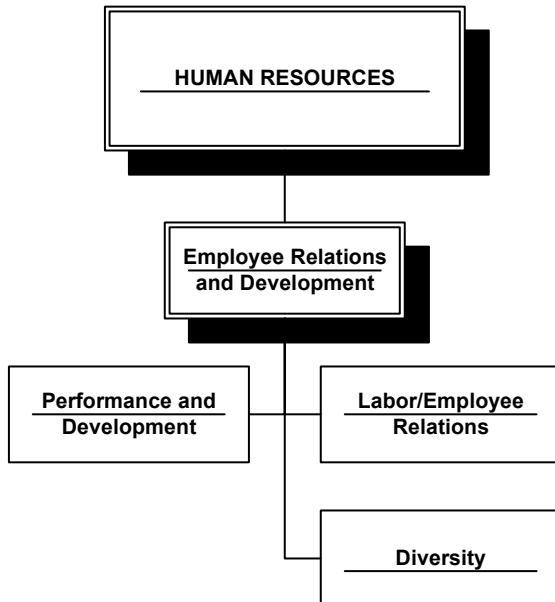
Key Accomplishments

- Continued to significantly increase the provision of online forms and guidelines available to employees and client departments;
- 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;
- Completed a study to decrease the number of classifications held by supervisors and managers, thereby simplifying the administration of the classification plan.

Division 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;
- Reduction in number of position reclassification requests; and
- Reduction in number of new hires being appointed above mid-grade.

Human Resources: Employee Relations & Development



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

Administration
Personnel Programs Services
Employee Relations & Development ←
Benefits & Risk Management

Human Resources: Employee Relations & Development

DIVISION FINANCIAL SUMMARY						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCES:						
Fees and Charges	23,058	44,568	15,000	15,000	0	0.00%
Administrative Charges	452,409	357,460	286,828	331,111	44,283	15.44%
Total Revenue	475,467	402,028	301,828	346,111	44,283	14.67%
Other Financing	0	0	0	0	0	0.00%
TOTAL RESOURCES	475,467	402,027	301,828	346,111	44,283	14.67%
EXPENDITURES:						
Personnel Services	385,501	434,902	361,666	356,114	(5,552)	-1.54%
Materials and Services	130,738	91,815	75,483	77,871	2,388	3.16%
TOTAL EXPENDITURES	516,238	526,717	437,149	433,985	(3,164)	-0.72%
Total FTE	4.50	4.20	3.40	3.40	0.00	0.00%
EXPENDITURES BY FUND						
General Fund	516,238	526,717	437,149	433,985	(3,164)	-0.72%
Funds Total	516,238	526,717	437,149	433,985	(3,164)	-0.72%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Programs						
Diversity	0	0	146,688	105,130	(41,558)	-28.33%
Labor Employee Relations	301,758	267,472	186,531	181,739	(4,792)	-2.57%
Performance & Development	214,481	259,244	103,930	147,116	43,186	41.55%
Total Expenditures	516,238	526,716	437,149	433,985	(3,164)	-0.72%

Human Resources: Employee Relations & Development

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 FY07-08

- Continue updating performance evaluation system throughout County departments;
- Update all Human Resource Administrative Procedures;
- Oversee implementation of Diversity Action Plan;
- Meet EEO compliance requirements (see above).

Changes, Challenges & Opportunities

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 redesign of the performance evaluation system and tool. Work will also continue to further 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, but with limited resources allocated in this area, the division will by necessity have to deliver even more on-demand training geared to the specific needs of Lane County departments.

Key Accomplishments

- Conducted and coordinated supervisory trainings in labor relations, workers compensation, diversity, hazardous materials, benefits, performance management, recruitment & selection, computer applications, harassment, Spanish and sign language, ADA, management and leadership skills;
- Held a major training on protected leave law, invited and had attendees from all over our region;

Human Resources: Employee Relations & Development

- Implemented PeopleSoft module in order to expand and facilitate tracking of training and development classes and implemented it countywide;
- Conducted climate survey with all County employees;
- Continued to participate in interagency diversity efforts, one result of which was the creation and implementation of “Understanding Institutionalized Privilege” training, attended by many County directors and managers; and

Division Performance Management

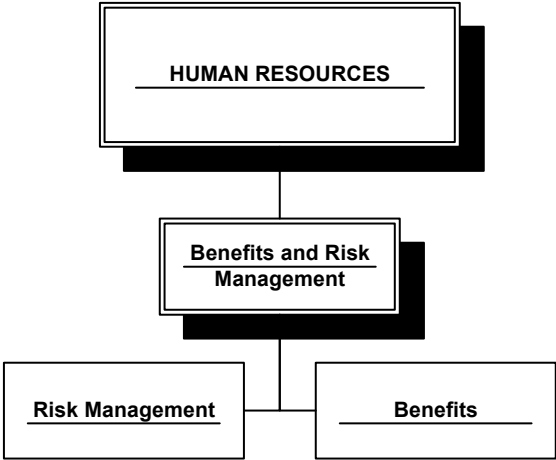
Work has begun on developing the following measures for this division:

- Percent of voluntary agreements reached in settlement discussions;
- Reduction in number of grievances;
- Reduction in number of arbitrations;
- Customer satisfaction and use of service pro-actively;
- Decrease in harassment, hostile work environment and BOLI, EEO and civil rights complaints
- Increase in workforce diversity; and
- Increase in attendance in training sessions and positive attendee evaluations.

Human Resources: Benefits & Risk Management

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

*Administration
Personnel Programs Services
Employee Relations &
Development*
**Benefits & Risk
Management** ↙

Human Resources: Benefits & Risk Management

DIVISION FINANCIAL SUMMARY						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
RESOURCES:						
Administrative Charges	361,927	440,548	478,043	594,052	116,009	24.27%
Total Revenue	361,927	440,548	478,043	594,052	116,009	24.27%
Fund Transfers In	33,661	0	0	0	0	0.00%
Other Financing	0	0	0	0	0	0.00%
TOTAL RESOURCES	395,588	440,548	478,043	594,052	116,009	24.27%
EXPENDITURES:						
Personnel Services	406,886	446,454	557,892	549,964	(7,928)	-1.42%
Materials and Services	13,927	30,640	45,550	49,427	3,877	8.51%
TOTAL EXPENDITURES	420,813	477,095	603,442	599,391	(4,051)	-0.67%
Total FTE	4.75	5.10	6.10	6.10	0	0.00%
EXPENDITURES BY FUND						
General Fund	420,813	477,095	603,442	599,391	(4,051)	-0.67%
Funds Total	420,813	477,095	603,442	599,391	(4,051)	-0.67%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Programs						
Benefits	191,454	210,408	352,513	296,720	(55,793)	-15.83%
Risk	229,359	266,687	250,929	302,671	51,742	20.62%
Total Expenditures	420,813	477,095	603,442	599,391	(4,051)	-0.67%

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 provide 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 Programs Services division in working with departments on complex benefit and leave situations.

Division Objectives for FY07-08

- 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.

Human Resources: Benefits & Risk Management

Changes, Challenges & Opportunities

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 thus far, 2007 numbers are keeping pace. 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, 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 advocate for those changes that will continue to reduce rates paid by Lane County and other public employers to support the PERS/OPSRP system.

Major changes in the PERS/OPSRP program are putting retirement planning back into employees' management, providing deferred compensation benefits in lieu of or as an augmentation of salary is one strategy that meets Lane County's fiduciary responsibility and provides a benefit that will attract and retain the employees necessary to meet all the County's financial and operational challenges. This past year the County completed an evaluation of the services of third party administrators for these benefit plans, and based on the returns on investments offered to employees and the expenses charged to the individual accounts, we have selected and moved to a different administrator.

Key Accomplishments

- Continued Emergency Response Team training for Lane County;
- Implemented County contribution to Deferred Compensation for participating bargaining groups and non-represented employees. Over 1,450 employees were educated about the County's new deferred compensation benefit and their options under section 457 deferred compensation rules.

Human Resources

DEPARTMENT REVENUE SUMMARY						
Revenue Accounts	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Miscellaneous Svc Charges	15,798	85	0	0	0	0.00%
Refunds & Reimbursements	40	0	0	0	0	0.00%
Training Revenues	7,220	44,483	15,000	15,000	0	0.00%
FEES AND CHARGES	23,058	44,568	15,000	15,000	0	0.00%
County Administrative Charges	1,447,708	1,418,681	1,529,739	1,704,247	174,508	11.41%
ADMINISTRATIVE CHARGES	1,447,708	1,418,681	1,529,739	1,704,247	174,508	11.41%
Transfer Fr Int Svc Fnds (600)	33,661	0	0	0	0	0.00%
FISCAL TRANSACTIONS	33,661	0	0	0	0	0.00%
TOTAL RESOURCES	1,504,427	1,463,249	1,544,739	1,719,247	174,508	11.30%

Human Resources

DEPARTMENT EXPENSE SUMMARY						
Expenditure Accounts	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Permanent Operating Salaries	843,651	877,724	951,076	948,164	(2,912)	-0.31%
Extra Help	13,529	9,743	21,000	21,000	0	0.00%
Unclassified Temporary	(144)	3,630	0	0	0	0.00%
Reduction Unfunded Vac Liab	9,207	16,112	26,792	25,976	(816)	-3.05%
Compensatory Time	3,141	736	0	0	0	0.00%
Employee Benefits	431,779	499,516	646,087	0	(646,087)	-100.00%
Risk Management Benefits	559	145	146	231	85	58.22%
Social Security Expense	0	0	0	61,708	61,708	100.00%
Medicare Insurance Expense	0	0	0	14,424	14,424	100.00%
Unemployment Insurance (State)	0	0	0	7,727	7,727	100.00%
Workers Comp	0	0	0	4,976	4,976	100.00%
Disability Insurance - Long-term	0	0	0	9,601	9,601	100.00%
PERS - OPSRP Employer rate	0	0	0	113,339	113,339	100.00%
PERS Bond	0	0	0	58,025	58,025	100.00%
PERS - 6% Pickup	0	0	0	58,459	58,459	100.00%
Health Insurance	0	0	0	224,496	224,496	100.00%
Dental Insurance	0	0	0	21,000	21,000	100.00%
Vision Insurance	0	0	0	4,536	4,536	100.00%
EE Assistance Pgm - IBH	0	0	0	1,296	1,296	100.00%
Life Insurance	0	0	0	3,360	3,360	100.00%
Flexible Spending	0	0	0	216	216	100.00%
Disability Insurance - Short Term	0	0	0	432	432	100.00%
Deferred Comp Employer Contribution	0	0	0	9,756	9,756	100.00%
Retiree Medical	0	0	0	47,402	47,402	100.00%
Annual Adjustment	0	0	0	0	0	0.00%
Salary Offset	0	0	0	0	0	0.00%
Audit Adjustment - Personnel	0	0	0	0	0	0.00%
PERSONNEL SERVICES	1,301,721	1,407,606	1,645,101	1,636,124	(8,977)	-0.55%
Professional & Consulting	6,304	9,547	13,000	13,000	0	0.00%
Telephone Services	7,915	7,309	8,399	8,400	1	0.01%
Purchased Insurance	2,453	2,588	3,124	4,361	1,237	39.60%
Maintenance of Structures	387	647	400	400	0	0.00%
Fleet Services Rentals	183	172	200	200	0	0.00%
Copier Charges	8,038	8,238	8,100	8,100	0	0.00%
Mail Room Charges	5,670	6,773	6,470	6,470	0	0.00%
Direct/Information Services	72,771	66,197	80,563	78,449	(2,114)	-2.62%
Dept Support/Direct	1,559	0	0	0	0	0.00%
PC Replacement Services	10,110	7,821	7,821	11,140	3,319	42.44%
Office Supplies & Expense	7,076	2,008	12,459	12,459	0	0.00%
Educational Materials	3	0	0	0	0	0.00%
Membrshp/Professional Licenses	4,504	1,841	2,450	2,450	0	0.00%
Printing & Binding	4,684	3,458	8,485	8,485	0	0.00%
Advertising & Publicity	35,662	21,008	37,700	37,700	0	0.00%

Human Resources

DEPARTMENT EXPENSE SUMMARY						
Expenditure Accounts	FY 04-05 Actual	FY 05-06 Actual	FY 06-07 Curr Bgt	FY 07-08 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
Postage	9	45	0	0	0	0.00%
DP Equipment	473	0	0	0	0	0.00%
Furniture, Equipment & Tools	0	10,571	0	0	0	0.00%
Food	828	442	1,046	1,046	0	0.00%
Special Supplies	0	0	500	500	0	0.00%
Business Expense & Travel	898	194	1,200	1,200	0	0.00%
Committee Stipends & Expense	5,505	5,225	7,500	7,500	0	0.00%
Outside Education & Travel	6,233	4,934	17,500	17,500	0	0.00%
County Training Classes	14,092	1,148	2,250	2,250	0	0.00%
Training Services & Materials	16,880	44,549	15,000	15,000	0	0.00%
Miscellaneous Payments	0	13	0	0	0	0.00%
MATERIALS & SERVICES	212,238	204,729	234,167	236,610	2,443	1.04%
Improvements	0	15,616	0	0	0	0.00%
CAPITAL PROJECTS	0	15,616	0	0	0	0.00%
TOTAL EXPENDITURES	1,513,959	1,627,951	1,879,268	1,872,734	(6,534)	-0.35%