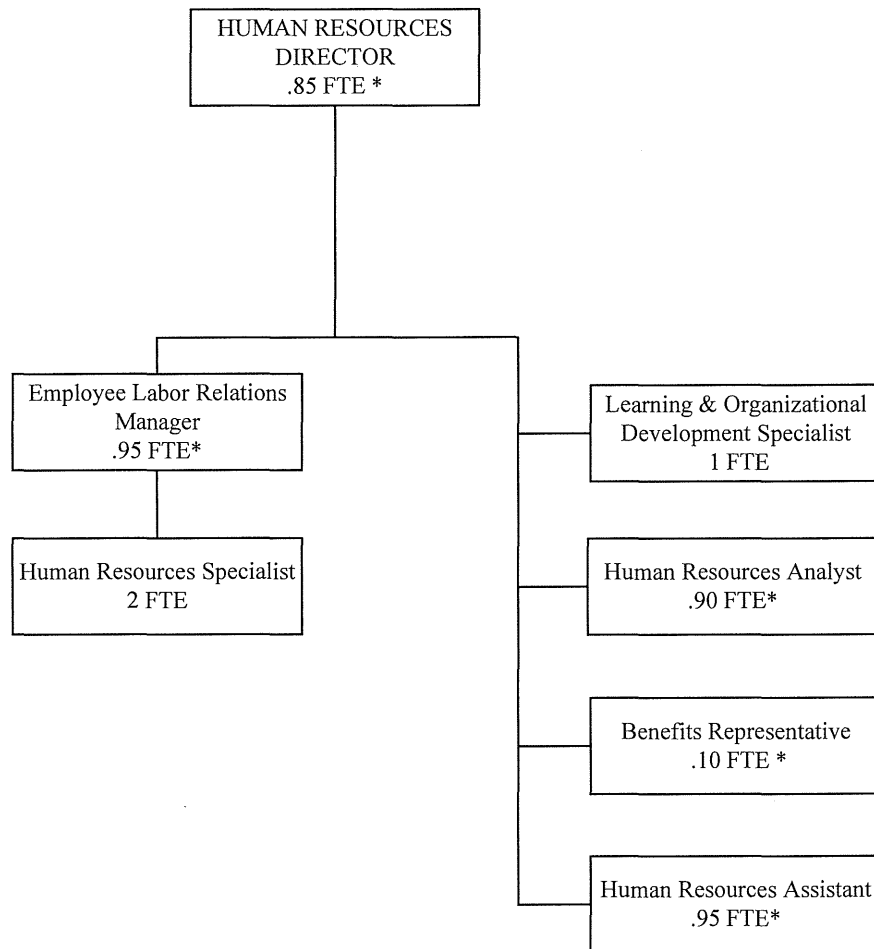


## **HUMAN RESOURCES**

- Management & Employee Services
- Organizational Development

# Human Resources Department

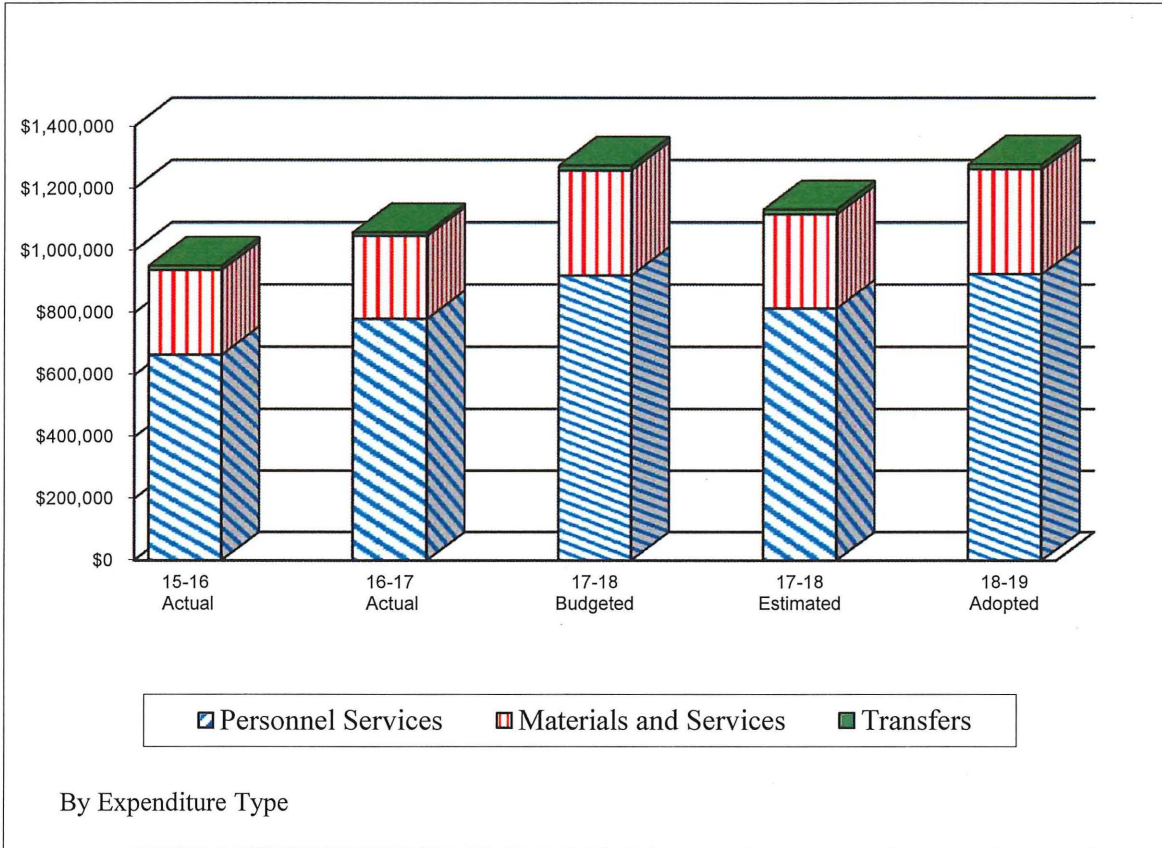
FY 2018-19 BUDGETED POSITIONS



\* Partially funded in Insurance Agency Fund

CITY OF BEAVERTON, OREGON  
FISCAL YEAR 2018-19 BUDGET

**GENERAL FUND**  
HUMAN RESOURCES DEPARTMENT  
ADOPTED FY 2018-19



CITY OF BEAVERTON, OREGON  
FISCAL YEAR 2018-19 BUDGET  
CURRENT LEVEL OF SERVICES

<b>FUND:</b> 001 GENERAL	<b>DEPARTMENT:</b> HUMAN RESOURCES
<b>PROGRAM:</b> 0534 HR MANAGEMENT AND EMPLOYEE SERVICES	<b>DEPARTMENT HEAD (INTERIM):</b> JENNY MARSTON

**Program Goal:**

To develop, implement and coordinate human resource programs and services to optimize the ability of departments to attract and retain qualified employees while ensuring compliance with all applicable laws, rules and regulations. Human Resource Management and Employee Services include employee relations, staffing, Equal Employment Opportunity (EEO), compensation, administration of leave laws, ADA accommodation, benefits administration, and labor relations.

REQUIREMENTS	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 BUDGETED	FY 2018-19 PROPOSED	FY 2018-19 ADOPTED
POSITION	5.25	5.15	5.15	5.15	5.15
PERSONNEL SERVICES	\$515,613	\$606,790	\$665,825	\$667,543	\$667,543
MATERIALS & SERVICES	156,740	154,923	213,272	197,899	197,899
CAPITAL OUTLAY					
TRANSFERS	10,931	8,822	12,110	12,199	12,199
<b>TOTAL</b>	<b>\$683,284</b>	<b>\$770,535</b>	<b>\$891,207</b>	<b>\$877,641</b>	<b>\$877,641</b>

**Program Objective (services provided):**

To provide professional and technical expertise and guidance on employee relations matters, labor contract administration, grievance processes, investigations and resolution of employee complaints, and interpretation and administration of federal, state, and local laws as well as City personnel policies and procedures. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

To guide and coach hiring managers through the recruitment, selection, and onboarding processes to attract diverse, qualified applicants using methods that are legally compliant and follow best practices. *(Council Goal: Provide and support a highly qualified and motivated City work force.)* These activities further support this Council priority: *Support diversity, equity, and inclusion in City programs, activities and services with measureable goals.*

To develop, maintain and administer a total rewards strategy inclusive of compensation, benefits, work-life balance, performance and recognition, and professional development and career advancement opportunities to attract, motivate, reward and retain a workforce that is focused on producing the highest quality results. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

To lead the City in labor negotiations with the Beaverton Police Association and Service Employees International Union and successfully bargain contracts agreeable to management and labor. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

To assess organization development and training needs, offer consultation and recommendations, and engage with departments, work groups, and individuals in implementing appropriate strategies and improvements to support a thriving environment and continuous improvement of organizational performance. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

To conduct employee benefit transactions and maintain personnel records in compliance with applicable laws, rules, regulations and labor contracts and ensure accurate and information is readily available to management and employees. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

To develop and maintain classification specifications reflective of the needs of the organization and a correlating salary structure that enables the City to be fiscally responsible and competitive for talent in the marketplace. *(Council Goals: Provide and support a highly qualified and motivated City work force; and: Use City resources efficiently to ensure long-term financial stability.)*

CITY OF BEAVERTON, OREGON  
FISCAL YEAR 2018-19 BUDGET  
CURRENT LEVEL OF SERVICES

<b>FUND:</b> 001 GENERAL	<b>DEPARTMENT:</b> HUMAN RESOURCES
<b>PROGRAM:</b> 0534 HR MANAGEMENT AND EMPLOYEE SERVICES	<b>DEPARTMENT HEAD (INTERIM):</b> JENNY MARSTON

To assist in developing and administering City policies, performance management and competency processes, and programs that encourage employee engagement to support the organization in achieving its business objectives. Provide coaching and assistance to all employees in order to ensure a work environment which is both respectful and highly productive. *(Council Goals: Provide responsive, cost-effective service to the community; and: Provide and support a highly qualified and motivated City work force.)*

To partner with Information Systems to streamline procedures and continue developing and refining systems to enhance the efficiency and productivity of Human Resources and employee functions. *(Council Goal: Provide responsive, cost-effective service to the community.)*

To partner with the City Attorney’s office in leading the organization in its efforts to meet its obligations under Title II of the Americans with Disabilities Act (ADA). *(Council Goal: Continue to plan for, improve and maintain the City’s infrastructure.)* These activities further support these Council Priorities:

- Incorporate goals and objectives of the Active Transportation Plan into the City’s Capital Improvement Plan, Transportation System Plan, Development Code, and Engineering Design Manual.
- Create a Sidewalk Fund for sidewalk construction programs

**Progress On FY 2017-18 Action Plan:**

- Enhance the City’s internship program by preparing informational materials about the program to distribute with the goal of recruiting a diverse group of students whose academic interests correlate with internship opportunities with the City. *The City’s Human Resources Department attended local college job fairs, actively recruiting for internships in all departments. Students range from first-year college students to PhD candidates. Year to date, the City has hired 7 students to participate in the City’s internship program.*
- Procure pre-employment assessment validation software to provide a uniform process for verifying that any pre-employment test evaluates the necessary skills for the position and is bias-free. Currently, 15-20% of the City’s recruitments include a skills-based assessment. As the number of recruitments continues to increase every year, the staffing team predicts that usage of skills-based assessments with recruitments will also increase. Acquiring a pre-employment validation software program will enable the City to easily develop more skills-based tests to identify the best candidates for an open position. This is also identified as a best employment practice and in a survey conducted by SHRM, 86% of employers with top quartile recruiting practices use a test validation program. *The City’s Human Resources Department has worked with hiring managers to validate pre-employment tests. As a result, the department has elected not to use a third-party vendor’s validation software at this time.*
- Engage in labor negotiations with the Beaverton Police Association (BPA) and Service Employees International Union (SEIU). *The current collective bargaining agreements for both the SEIU and the BPA expire June 30, 2018. With the passage of Oregon’s Sick Time Law, the City and unions reengaged in bargaining in FY 2015-16 to address those elements of the contracts that were impacted by the law, which went into effect January 1, 2016. Fiscal Year 2017-18 has seen the bargaining agreement process begin again. The City is in negotiations with both unions over successor contracts. The City is hopeful that it can reach agreements with both unions that continue to provide competitive wage and benefits packages while providing for cost containment in light of mounting PERS obligations.*
- Begin a citywide self-evaluation survey that identifies the programmatic or physical barriers that may prevent individuals with disabilities from participating in City programs, services and activities, and work with departments to take interim measures to increase the City’s ADA Title II compliance. *We have completed the self-evaluation and are now in the final steps of preparing an ADA Transition Plan which will summarize the results of the self-evaluation and document steps that the City needs to take over the next three years to further increase its level of ADA compliance.*
- Partner with departments in succession planning and workforce development to create plans that ensure a pipeline of internal talent to achieve the goals of the City. *Working with department heads to identify talent and create roadmaps for internal leadership development.*

**CITY OF BEAVERTON, OREGON  
FISCAL YEAR 2018-19 BUDGET  
CURRENT LEVEL OF SERVICES**

<b>FUND:</b> 001 GENERAL	<b>DEPARTMENT:</b> HUMAN RESOURCES
<b>PROGRAM:</b> 0534 HR MANAGEMENT AND EMPLOYEE SERVICES	<b>DEPARTMENT HEAD (INTERIM):</b> JENNY MARSTON

Performance Measures	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Budgeted/Revised	FY 2018-19 Adopted
Percent of regular employees retained at the end of probation: target is > 90%	>91%	91%	>90% / 91%	>90%
Percent improvement in workforce diversity: target is > 2%	>2%	1.1%	>2% / 0.7%	>1%
Recruitments conducted:	90	90	90 / 90	110
Percent of voluntary, non-retirement turnover: target is < 5%	<4%	3%	< 5% / 4.9%	<5%
Percent of employees separated from the workforce with less than 3-years tenure: target is <2%	<2%	<2%	<2% / 2.4%	<2%

**FY 2018-19 Action Plan:**

- Utilize the City’s application tracking system to the fullest extent possible to enhance internal and external customer usage and to create an easier and faster method for applicants to apply for open positions. Reducing the time to hire, as well as onboarding new hires, will be crucial in this demanding market.
- Collaborate with internal staff and external agencies to discuss the possibility of a west-side career exploratory fair for high school students, similar to the annual NW Youth Career Expo at the Portland Convention Center.
- Partner with JobsNow and Insight to host a Career Fair/Live Resume event at the City of Beaverton. Insight provides resources to help people with disabilities realize their potential and seek employment.
- Continue to implement Bias Awareness Training for all employees participating in the interview process.
- Partner with City management team to explore the possibility of creating an apprenticeship development program to assist in attracting candidates to fill positions that have historically been difficult to find qualified candidates.
- To ensure our compliance with the newly adopted Oregon Equal Pay Act, Human Resources intends to conduct a comprehensive evaluation of class specifications to ensure they are up to date, and conduct a pay equity analysis.

**Performance Outcomes and Program Trends:**

The value of an organization’s total rewards strategy is reflected in the number of qualified employees who continue with the organization long term. The target of 90% or greater of the workforce to remain three years or longer and continue to demonstrate their qualifications is a measure of achieving this objective.

The staffing function supports managers and supervisors in locating and recruiting candidates who are, or have the potential to be, the best in their field and aspire to live the Beaverton brand. Staff coordinates each stage of the recruitment process in consultation with the hiring manager. Staff informs and explains legal issues that may arise during hiring, and maintains an open communication with applicants and managers throughout the process.

Of our recruitments to date in FY 2017-18, 43% of vacancies have been filled by hires new to the City of Beaverton; 5% of vacancies have been filled by rehiring previous employees; and 52% have been filled through internal promotions, of which 22% were existing temporary employees applying for and gaining regular positions.

The staffing team will continue its efforts to attract veteran, women and minority candidates through specific job fairs and targeted advertising. Through new initiatives, the team will change how the City finds and connects with diverse, qualified

CITY OF BEAVERTON, OREGON  
 FISCAL YEAR 2018-19 BUDGET  
 CURRENT LEVEL OF SERVICES

<b>FUND:</b> 001 GENERAL	<b>DEPARTMENT:</b> HUMAN RESOURCES
<b>PROGRAM:</b> 0534 HR MANAGEMENT AND EMPLOYEE SERVICES	<b>DEPARTMENT HEAD (INTERIM):</b> JENNY MARSTON

applicant pools to encourage more diversity within the work force to mirror the richness of diversity in the community. The staffing team looks forward to collaborating with the Internal Equity Team in identifying ways to enhance the City's diversity recruiting. As of February of 2018, 13.5% of our workforce identified as members of a minority group.

The City will continue to see significant retirements as shown in the statistics below. Twenty-six percent of the employee population of the City of Beaverton is comprised of baby boomers (born between 1946 and 1964) who are now approaching retirement; forty-eight percent of these baby boomers are currently eligible for full retirement benefits. That approximates 12% of the employee population. In 2017-18, there have been ten retirements, with an additional three anticipated by the end of the 2017-18 fiscal year.

As the City continues to face the loss of institutional memory and tacit knowledge, Human Resources will continue to collaborate with City leaders to capture tenured workers' knowledge as well as identify the new skills and abilities necessary to execute the vision and business strategy. Ongoing workforce analysis will continue to provide information to determine recruiting, retention, and succession planning priorities. The City must be able to identify, develop and sustain the workforce skills it needs to successfully accomplish goals.

The City continues to work with the unions to maintain good lines of communication and engage in creative problem solving. This is being accomplished through the Labor Management Committees -- members of management and union employees meeting to discuss work processes and working conditions to identify and solve problems -- and union leaders meeting with the Mayor, the Chief of Police, the HR Director, and the Employee and Labor Relations Manager. A measure of success will be the identification and resolution of problems before they escalate. Evidence of the success of the goal will be collaborative resolutions of issues, and open lines of communication and feedback supported by well-planned meetings conducted during the year. Labor Management Committee meetings are scheduled quarterly in Public Works and at the Library. Other union and City leadership meetings are monthly.

The previous collective bargaining agreements for both the SEIU and the BPA expired June 30, 2015. The City successfully negotiated three-year successor contracts with the SEIU and BPA that extend through June 30, 2018. With the passage of Oregon's Sick Time Law, the City and unions reengaged in bargaining in FY 2015-16 to address those elements of the contracts that were impacted by the law, which went into effect January 1, 2016. Fiscal Year 2017-18 has seen the bargaining agreement process begin again.

CITY OF BEAVERTON, OREGON  
FISCAL YEAR 2018-19 BUDGET  
CURRENT LEVEL OF SERVICES

<b>FUND:</b> 001 GENERAL	<b>DEPARTMENT:</b> HUMAN RESOURCES
<b>PROGRAM:</b> 0536 HR ORGANIZATION DEVELOPMENT	<b>DEPARTMENT HEAD (INTERIM):</b> JENNY MARSTON

**Program Goal:**

To assess city, department, and individual needs, develop and help implement corresponding organization development and training initiatives and solutions designed to enhance business performance and work group and staff effectiveness, as measured by service satisfaction amongst internal and external customers. To enhance employee effectiveness and engagement to increase the organization's ability to achieve City Council goals.

REQUIREMENTS	FY 2015-16 ACTUAL	FY 2016-17 ACTUAL	FY 2017-18 BUDGETED	FY 2018-19 PROPOSED	FY 2018-19 ADOPTED
POSITION	1.60	1.60	1.60	1.60	1.60
PERSONNEL SERVICES	\$150,064	\$174,769	\$255,115	\$209,523	\$257,883
MATERIALS & SERVICES	115,609	111,456	124,146	138,817	138,817
CAPITAL OUTLAY					
TRANSFERS	2,769	2,112	3,303	3,327	3,327
<b>TOTAL</b>	<b>\$268,442</b>	<b>\$288,337</b>	<b>\$382,564</b>	<b>\$351,667</b>	<b>\$400,027</b>

**Program Objective (services provided):**

To work collaboratively with departmental clients to support continuous improvements of structures, systems and processes that deliver desired service quality and efficiency to citizens. *(Council Goals: Provide responsive, cost-effective service to the community.)*

To design and develop programs that enhance and improve employees' knowledge, skills and abilities to perform their jobs effectively and improve the work system of which their job is a part. *(Council Goal: Provide and support a highly qualified and motivated City work force.)*

**Progress on FY 2017-18 Action Plan:**

- Provide training and continuous improvement of the City's performance management and competency processes. *Performance management and competency processes are under evaluation for ways to enhance effectiveness*
- Engage in assessing organizational effectiveness, developing recommendations and assisting with implementing performance and process improvement strategies. *Human Resource staff researched and recommended the City undertake an Employee Engagement Survey in FY 2018-19, from which action plans will be developed to improve employee engagement and drive performance.*
- Work collaboratively with senior leaders and staff to identify workforce needs. *Human Resources partnered with staff from multiple departments to bring a standardized Project Management course and framework to the City of Beaverton. We have also partnered with staff from multiple departments to provide a Business Writing workshop for City of Beaverton employees.*
- Provide mandatory workplace harassment and whistleblower protections, and substance abuse training. *Mandatory workplace harassment and substance abuse training is complete.*
- Provide City staff training on our obligation under Title I and Title II of the ADA. *Human Resources partnered with Kinetic Technology Solutions to make ADA Web Accessibility Training available to other jurisdictions and continues to support Web Team members receiving the training. Every member of the Human Resources staff has completed an ADA Title I course on employment requirements, including requests for accommodation. HR coordinated an ADA etiquette training for all front-facing city staff and added an ADA training to new employee orientation for all new hires. Additionally, Human Resources has a key staff member on the ADA Coordinating Committee.*



CITY OF BEAVERTON, OREGON  
FISCAL YEAR 2018-19 BUDGET  
CURRENT LEVEL OF SERVICES

<b>FUND:</b> 001 GENERAL	<b>DEPARTMENT:</b> HUMAN RESOURCES
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- Expand learning and development course offerings utilizing City/County Insurance Services (CIS) Online Learning System. *CIS Online Learning System utilization has exploded. Course completions are up 60% over FY 2016-17 completions halfway through the year, and are 700% of FY 2015-16 course completions. CIS continues to expand its course offerings, and the City has made multiple required trainings available via the CIS Learning Center. Additionally, managers and supervisors now have visibility on courses taken by their direct reports and can create learning plans for their teams.*
- Identify and retain quality training and skills development contractors through RFP process. *The City placed 12 professional development training contractors on Retainer Agreement following RFP process. Additionally, an RFP process for Computer Skills Training services is anticipated to be complete by the end of the current fiscal year.*
- Collaborate with senior leadership to identify high-potential leaders for leadership development program opportunities. *Identified multiple employees from several departments for leadership development programming. Sent three employees to Leadership Lab and plan on sending a dozen more over the next year. Also sent four senior leaders to an Advanced Leadership program.*

Performance Measures:	FY 2015-16 Actual	FY 2016-17 Actual	FY 2017-18 Budgeted/Revised	FY 2018-19 Adopted
Learning Event Met Client Expectations	>90%	90%	90% / 90%	90%
% of Training Budget for Tuition Reimbursement	30%	27%	27% / 27%	24%
% of Employees Participating in In-House Training	>30%	100%	100% / 100%	>30%

**FY 2018-19 Action Plan:**

- Work collaboratively with senior leaders and staff to identify workforce needs.
- Collaborate with senior leadership to identify high-potential leaders for leadership development program opportunities.
- Formalize a Leadership Development Program curriculum.
- Provide training and continuous improvement of the City’s performance management and competency processes.
- Assess and analyze employee engagement by partnering with an employee engagement survey provider.
- Develop a holistic approach to employee engagement throughout employment lifecycle.

**Performance Outcomes and Program Trends:**

The focus for FY 2017-18 was to continue developing a workforce planning guide to identify and address critical human resource issues in an organized and integrated way. Working with the Mayor and department heads, Human Resources will delve deeper into steps 1 and 2 of a five-step workforce planning model and have a plan to complete the following steps in alignment with the City’s strategic planning and budgeting process for the following year. This effort will ensure that the City has the right people, in the right job, with the right skills, at the right time, now and in the future.

Training and organization development efforts will continue to focus on developing the skills of current and future leaders. Following great success of the program in FY 2016-17, Human Resources will continue to offer Supervisory Exploration for employees who are considering supervision as a possible career path, and Frontline Supervision for new and current supervisors to cover four of the fundamental tasks of a supervisor: establishing credibility, clarifying performance expectations, communicating effectively, and giving and receiving feedback.

CITY OF BEAVERTON, OREGON  
 FISCAL YEAR 2018-19 BUDGET  
 CURRENT LEVEL OF SERVICES

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The City's tuition reimbursement program is another venue through which employees can seek to develop professionally. Tuition reimbursement opportunities are available through each of the labor contracts and to management employees for education and training that are relevant to an employee's career, with the City. It continues to be a cost-effective way to encourage employees to increase their skills in classes that are taken on the employee's own time. Within this process, we ask the employee to provide a long-term development plan for their career at the City.