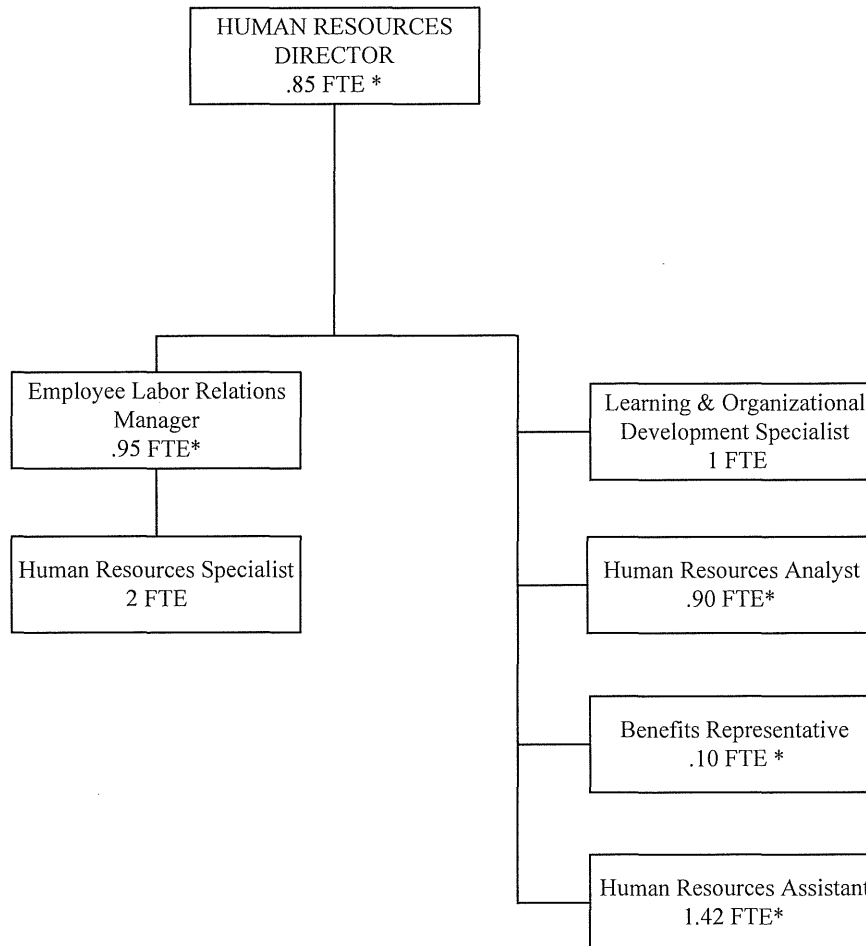


HUMAN RESOURCES

- Management & Employee Services
- Organizational Development

Human Resources Department

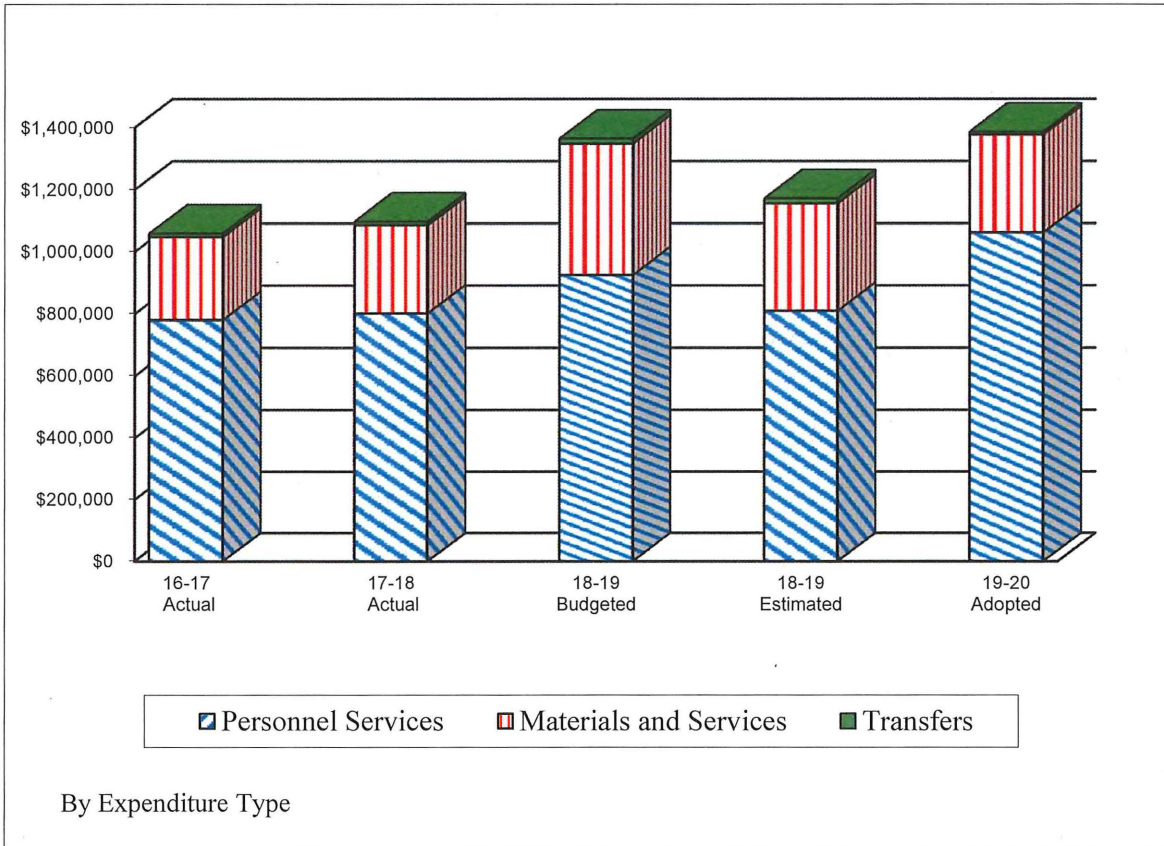
FY 2019-20 BUDGETED POSITIONS



* *Partially funded in Insurance Agency Fund*

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2019-20 BUDGET

GENERAL FUND
HUMAN RESOURCES DEPARTMENT
ADOPTED FY 2019-20



CITY OF BEAVERTON, OREGON
FISCAL YEAR 2019-20 BUDGET
CURRENT LEVEL OF SERVICES

FUND: 001 GENERAL	DEPARTMENT: HUMAN RESOURCES
PROGRAM: 0534 HR MANAGEMENT AND EMPLOYEE SERVICES	DEPARTMENT HEAD: PATRICIA ANDERSON WIECK

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 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 BUDGETED	FY 2019-20 PROPOSED	FY 2019-20 ADOPTED
POSITION	5.15	5.15	5.15	5.49	5.49
PERSONNEL SERVICES	\$606,790	\$571,278	\$667,543	\$780,155	\$780,155
MATERIALS & SERVICES	154,923	183,203	284,099	172,228	172,228
CAPITAL OUTLAY					
TRANSFERS	8,822	9,173	12,199	7,156	7,156
TOTAL	\$770,535	\$763,654	\$963,841	\$959,539	\$959,539

Program Objective

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.

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. These activities support Council priorities: *Recruit and retain a diverse group of police officers; Look at the city's retention and compensation policies; and Offer Internships, workforce training, and other opportunities for people to enter the city workforce*, as well as Community Vision: *Foster and promote a common sense of community identity through increasing city workforce diversity.*

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. These activities support Council priorities: *Look at the city's retention and compensation policies; and Offer Internships, workforce training, and other opportunities for people to enter the city workforce.*

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.

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. These activities support Council priority: *Offer Internships, workforce training, and other opportunities for people to enter the city workforce.*

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.

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. These activities support Council priority: *Look at the city's retention and compensation policies.*

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

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2019-20 BUDGET
CURRENT LEVEL OF SERVICES

FUND: 001 GENERAL	DEPARTMENT: HUMAN RESOURCES
PROGRAM: 0534 HR MANAGEMENT AND EMPLOYEE SERVICES	DEPARTMENT HEAD: PATRICIA ANDERSON WIECK

assistance to all employees in order to ensure a work environment which is both respectful and highly productive. These activities support Council priority: *Look at the city's retention and compensation policies.*

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.

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). These activities support the Community Vision: *Make Beaverton pedestrian and bicycle friendly, through installation or improvement of crosswalks citywide.*

Progress On 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 option positions. Reducing the time to hire, as well as onboarding new hires, will be crucial in this demanding market. *Continued to utilize the city's application tracking system and take advantage of newly released features to create an easier and faster method for application review (internally) and a better user experience (externally). The current average time to hire is 77 days.*
- 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. *The department currently has no plans to host a fair in 2019 to this caliber.*
- Partner with JobsNow and Incight to host a Career Fair/Live Resume event at the City of Beaverton. Incight provides resources to help people with disabilities realize their potential and seek employment. *Human Resources plans on hosting a career fair in partnership with Incight in July at the Beaverton City Library, pending Mayor approval.*
- Continue to implement Bias Awareness Training for all employees participating in the interview process. *Bias awareness trainings and handouts are provided to panel members prior to interviews.*
- 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. *Human Resources is exploring the option of a trainee development program and identifying difficult to fill positions in order to start the process.*
- To ensure our compliance with the newly adopted 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. *With input from employees and departments, Human Resources has reviewed and updated class specifications, and has begun conducting a pay equity analysis.*

Performance Measures	FY 2016-17 Actual	FY 2017-18 Actual	FY 2018-19 Budgeted/Revised	FY 2019-20 Adopted
% of employees retained at the end of probation	91%	91%	>90% / 90%	90%
% improvement in workforce diversity, year over year (actual %)	1.1% (12.4%)	1.4% (13.8%)	>1% / 1%	1%
Recruitments conducted	90	90	110 / 158	160
% of voluntary, non-retirement turnover (actual #s)	3% (31)	4.9% (38)	<5% / 3.7%	<5%
% of employees separated from the workforce with less than 3-years tenure	<2%	2.4%	<2% / 1.2%	<2%

FY 2019-20 Action Plan

- Partner with Incight to host a Career Fair/Live Resume event at the City of Beaverton. Incight provides resources to help people with disabilities realize their potential and seek employment.
- Partner with Cultural Inclusion and Mayor's office to attract members of underutilized job groups to achieve broad outreach and recruiting efforts.

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2019-20 BUDGET
CURRENT LEVEL OF SERVICES

FUND: 001 GENERAL	DEPARTMENT: HUMAN RESOURCES
PROGRAM: 0534 HR MANAGEMENT AND EMPLOYEE SERVICES	DEPARTMENT HEAD: PATRICIA ANDERSON WIECK

- Host a “Dress for Success” event for locals.
- Implement a new onboarding system to help streamline the new hire process and provide the new hire an introduction to the City, through the NeoGov system.
- Partner with the Marketing division to reach more diverse applicants through social media.
- Complete the pay equity analysis and make corrections as found to be needed.

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 2018-2019, 53% of vacancies have been filled by hires new to the City of Beaverton; 7% of vacancies have been filled by rehiring previous employees; and 40% have been filled through internal promotions, of which 7% 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 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 2019, 14.5% 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-two percent of the employee population of the City of Beaverton is comprised of baby boomers (born between 1946 and 1964) who are now approaching traditional retirement age; forty percent of these baby boomers are currently eligible for full retirement benefits. That approximates 11% of the employee population. In 2018-19, there have been eleven retirements to date, with an additional three anticipated by the end of the 2018-19 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, 2018. The City successfully negotiated a three-year successor contract with the SEIU that extends through June 30, 2021. As of this writing, bargaining with the BPA remains ongoing.

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2019-20 BUDGET
CURRENT LEVEL OF SERVICES

FUND: 001 GENERAL	DEPARTMENT: HUMAN RESOURCES
PROGRAM: 0536 HR ORGANIZATION DEVELOPMENT	DEPARTMENT HEAD: PATRICIA ANDERSON WIECK

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 2016-17 ACTUAL	FY 2017-18 ACTUAL	FY 2018-19 BUDGETED	FY 2019-20 PROPOSED	FY 2019-20 ADOPTED
POSITION	1.60	1.60	1.60	1.73	1.73
PERSONNEL SERVICES	\$174,769	\$231,279	\$257,883	\$282,300	\$282,300
MATERIALS & SERVICES	111,456	100,064	138,817	142,329	142,329
CAPITAL OUTLAY					
TRANSFERS	2,112	2,371	3,327	1,651	1,651
TOTAL	\$288,337	\$333,714	\$400,027	\$426,280	\$426,280

Program Objective

To work collaboratively with departmental clients to support continuous improvements of structures, systems and processes that deliver desired service quality and efficiency to citizens.

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. These activities support Council priority: *Offer Internships, workforce training, and other opportunities for people to enter the city workforce*

Progress on FY 2018-19 Action Plan

- Work collaboratively with senior leaders and staff to identify workforce needs. *Human Resources is responsive to senior leader and management requests regarding workforce needs. From a recruiting standpoint, we improved our requisition process to reduce time to hire. From a professional development standpoint, when we receive requests for training or team facilitation, HR researches options, recommends courses of action to senior leaders, and implements the desired training plans.*
- Collaborate with senior leadership to identify high-potential leaders for leadership development program opportunities. *Identified and sent five leaders to Leadership Lab, a five-day experiential leadership development workshop. Identified and sent a four-person cohort to Advanced Leadership, which targets critical organizational leaders, and provides sophisticated tools to support managers in motivating teams and individuals to meet performance goals and operating results.*
- Formalize a Leadership Development Program curriculum. *Launched City of Beaverton University (COBU) in December of 2018 with input from Department Heads and Senior Managers. The Leadership Development Program curriculum provides our leaders with courses and workshops designed to hone their (Knowledge, Skills and Abilities (KSAs) related to the core competencies outlined in the Beaverton Competency Process.*
- Provide training and continuous improvement of the City's performance management and competency process. *This is closely tied to employee engagement (described below) and will be a main area of focus the second half of the fiscal year.*
- Assess and analyze employee engagement by partnering with an employee engagement survey provider. *Partnered with Gallup, Inc., to complete the first employee engagement survey undertaken in six years. Survey provided a new baseline of employee engagement from which to measure future progress.*
- Develop a holistic approach to employee engagement throughout employment lifecycle. *The engagement survey identified areas of organizational strength and opportunities for improvement. Leaders and managers are using this information to tailor their approaches to engagement to their teams. Human Resources is actively working to enhance the hiring and onboarding experience by transitioning new hire paperwork and parts of New Employee Orientation to NeoGov. HR promotes frequent communications with probationary employees and regular check-ins between management and staff. Finally, HR will explore Stay Interviews as a means to identify vulnerable areas of engagement with individual employees before losing them to other organizations.*

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2019-20 BUDGET
CURRENT LEVEL OF SERVICES

FUND: 001 GENERAL	DEPARTMENT: HUMAN RESOURCES
PROGRAM: 0536 HR ORGANIZATION DEVELOPMENT	DEPARTMENT HEAD: PATRICIA ANDERSON WIECK

Performance Measures	FY 2018-19 Budgeted/Revised	FY 2019-20 Adopted
% Increase in Engaged Employees	Baseline Set	2%
% of Employees Trained in Performance Management System/Process	New for FY 19/20	100%
% of Departments with Succession and Replacement Plans	New for FY 19/20	50%
% of Supervisors/Leads Who Participated in Leadership Development Programming	New for FY 19/20	25%

FY 2019-20 Action Plan

- Implement a holistic approach to employee engagement throughout employment lifecycle.
- Conduct second annual employee engagement survey to measure progress made since the baseline survey.
- Research and implement a performance management system that meets the current goals of the organization
- Collaborate with senior leadership to identify high-potential leaders for leadership development program opportunities.
- Improve succession and replacement planning.

Performance Outcomes and Program Trends

Much of FY 2018-19 was spent establishing a baseline level of employee engagement at the City and collaborating with leaders and managers on actions they can take to increase employee engagement. In FY 2019-20, Human Resources will place employee engagement at the center of its strategy to ensure the City recruits, retains, and manages the talent needed as the City continues to grow and retirements of our longest-serving employees increase. This effort will include another employee engagement survey as a means to measure organizational gains since the FY 2018-19 survey.

The FY 2018-19 employee engagement survey highlighted the need for a performance management system that will increase communication between supervisors and employees, with an emphasis on career development and progress. The introduction of any new performance management processes will require training both supervisors and employees and continuous maintenance to maximize and sustain its value to the City.

Human Resources aims to equip at least half of the City's eight departments with a succession/replacement plan by end of FY 2019-20. Succession and replacement planning involves identifying potential leadership successors and ensuring they have the technical knowledge and the leadership ability to be successful. Training and organization development efforts will continue to focus on developing the leadership skills of current and future leaders in order to meet the stated succession and replacement planning goals. Human Resources will continue to offer employees several avenues for professional growth through live COBU workshops, computer skills courses, and hundreds of online developmental courses available on the CIS Learning Center.

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.