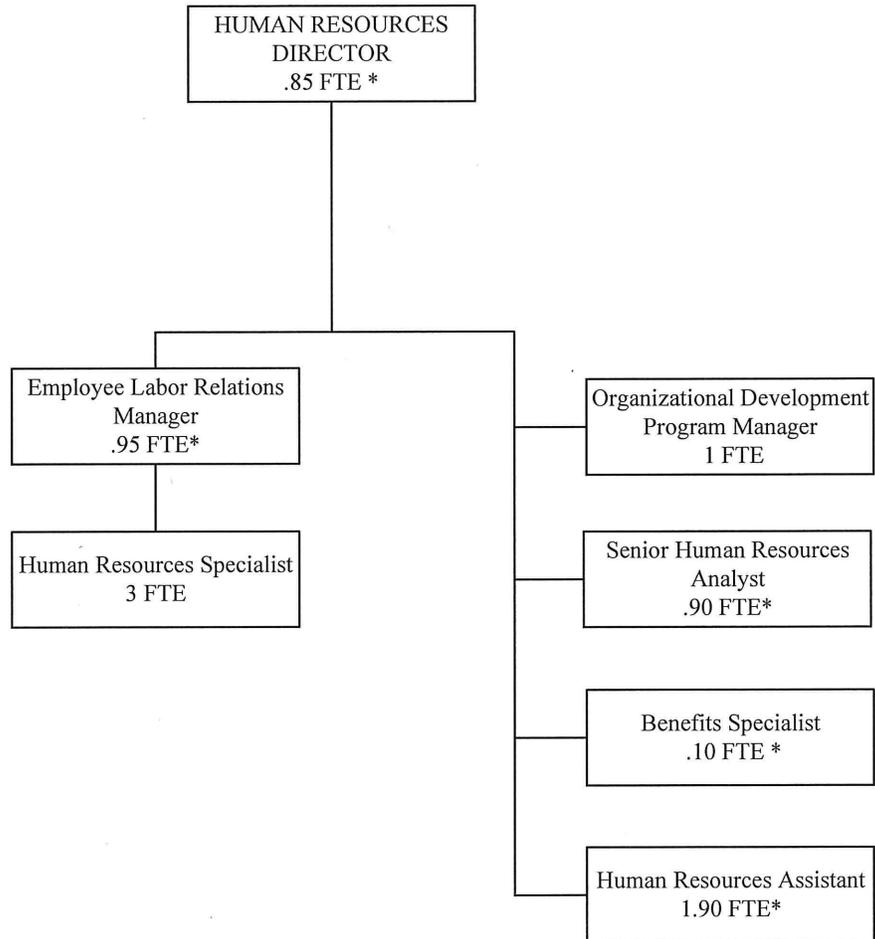


HUMAN RESOURCES

- Management & Employee Services
- Organizational Development

Human Resources Department

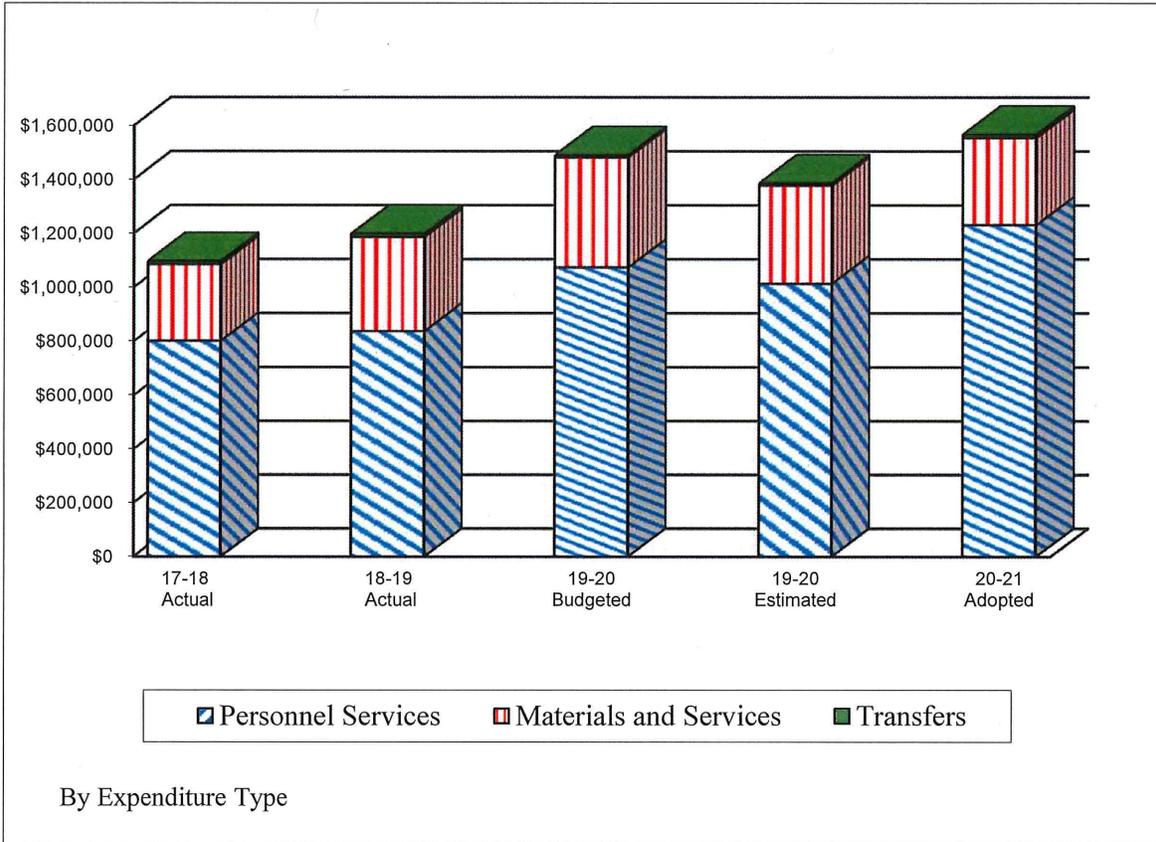
FY 2020-21 BUDGETED POSITIONS



* Partially funded in Insurance Agency Fund

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2020-21 BUDGET

GENERAL FUND
HUMAN RESOURCES DEPARTMENT
ADOPTED FY 2020-21



CITY OF BEAVERTON, OREGON
FISCAL YEAR 2020-21 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 and labor relations, staffing, Equal Employment Opportunity (EEO), compensation, administration of leave laws, ADA accommodation, benefits administration, and employee training.

REQUIREMENTS	FY 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 BUDGETED	FY 2020-21 PROPOSED	FY 2020-21 ADOPTED
POSITION	5.15	5.15	5.49	5.85	5.85
PERSONNEL SERVICES	\$571,278	\$612,506	\$796,844	\$841,046	\$841,046
MATERIALS & SERVICES	183,203	238,263	264,719	178,957	178,957
CAPITAL OUTLAY					
TRANSFERS	9,173	9,708	7,156	9,872	9,872
TOTAL	\$763,654	\$860,477	\$1,068,719	\$1,029,875	\$1,029,875

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. Partnering with community-based organizations such as Portland Community College Future Connect, INCIGHT, Regional Public Works organizations, hosted City of Beaverton Public Works Job Fair, and attended college and diversity focused job fairs. These activities support 2019 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*, and DEI CP1.1 through 1.4 and 1.6 on *Reflective workforce*, PE2.2 and 2.3 on *Outreach and Engagement*, and PS1.1 and 1.2 on *Reflective Police force*.

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. Moving forward, 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*, as well as Community Vision: *Foster a dynamic, comprehensive workforce development system through promotion of participation in internships, apprenticeship programs, and Promote and facilitate healthy lifestyles through hosting health and wellness fairs, training and activity*.

To lead the city in labor negotiations with the Beaverton Police Association (BPA) and Service Employees International Union (SEIU) 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*, as well as Community Vision: *Foster a dynamic, comprehensive workforce development system through promotion of participation in internships, apprenticeship programs*, and DEI CP1.4, CP3.2 and 3.3, as well as PS2.1 regarding diversity, equity, inclusion, bias awareness, trauma-informed care and cultural responsiveness training.

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2020-21 BUDGET
CURRENT LEVEL OF SERVICES

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

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 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* as well as DEI CP1.4, CP3.1 through 3.3, and PS2.1 through 2.2 regarding diversity, equity, inclusion, bias awareness, trauma-informed care and cultural responsiveness training, and promotion of bilingual pay.

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.*

To lower barriers to employment, Human Resources offers eligible employees access to TriMet passes. This activity supports the Community Vision: *Enhance regional and local transit options through promotion of transit discounts to seniors, students and employees.*

Progress On Fiscal Year 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. *Human Resources hosted a Career Fair with INCIGHT at the City of Beaverton on July 30, 2019. The turnout was in the hundreds.*
- Partner with Cultural Inclusion and Mayor's office to attract members of underutilized job groups to achieve broad outreach and recruiting efforts. *The group helped with job posting outreach to diverse groups of people. Human Resources also received samples of diversity and inclusion questions to utilize in interviews and worked closely with the Diversity Advisory Board and the Human Rights Advisory Commission in the recruitments for the Public Works Director and the Police Chief.*
- Host a "Dress for Success" event for locals. *Due to staffing resources, Human Resources was unable to host a "Dress for Success" event this fiscal year.*
- 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. *Human Resources chose to delay the implementation of the Onboard module of NeoGov, as it was announced in October of 2018 that NeoGov has purchased the vendor who supplies our Human Resources system, High Line. Human Resources wishes to wait and evaluate what that merger will produce before moving forward.*
- Partner with the Marketing division to reach more diverse applicants through social media. *To reach applicants through social media, Human Resources launched the City of Beaverton LinkedIn account and Facebook Jobs Section. There were 83 applicants in 2019 who indicated that they found the job posting via social media.*
- Complete the pay equity analysis and make corrections as found to be needed. *Completed the analysis of classifications using a third-party purchased tool. Analysis of both new or updated classifications, such as the Support Specialist levelling project, as well as an audit on an employee level, need to continue and processes created.*

Additional progress made

- Worked with the City Attorney's Office to revise the background check ordinance in order to reduce barriers for city employment. Implemented an electronic Criminal History Check for non-CJIS positions.
- Developed and implemented executive and personal leave procedures for employees
- Developed and implemented a performance review process for all employees, including employees who report to Council.
- Worked with consultant to review Mayor's compensation and report results to Council.

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2020-21 BUDGET
CURRENT LEVEL OF SERVICES

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

Recruitment and Retention Performance Measures	FY 2017-18 Actual	FY 2018-19 Actual	FY 2019-20 Budgeted/Revised	FY 2020-21 Adopted
% of employees retained at the end of probation	91%	90%	90% / 90%	90%
% improvement in workforce diversity (ethnicity and gender identity), year over year (actual %)	1.4% (13.8%)	1.5% (15.3%)	1% / 1.5%	1%
% of voluntary, non-retirement turnover (actual #s)	4.9% (38)	3.7% (21)	<5% / 4.8%	<5%
% of employees separated from the workforce with less than 3-years tenure	2.4%	1.2%	<2% / 2.2%	<2%

Percentage of Candidates By Ethnicity

January 01, 2019 - December 31, 2019

Ethnicity	Applied	Eligible	Referred	Interviewed	Offered	Hired
White - not of Hispanic origin	4,251	292	291	194	91	91
Hispanic	914	76	76	53	16	15
Asian or Pacific Islander	574	30	30	21	5	5
Two or more races	507	27	26	22	6	6
Decline to state	402	25	25	12	4	4
Black - not of Hispanic origin	309	31	31	27	3	3
Not Answered	114	9	9	4	1	1
American Indian or Alaskan Native	46	1	1	1	0	0

Fiscal Year 2020-21 Action Plan

- Search for an Electronic Service Provider (ESP) that would encompass needs of various departments in order to streamline and enhance onboarding, payroll, HRIS and training processes.
- Re-evaluate the city's compensation policy and develop a class-comp strategy.
- Set up internal pay equity audit practice.
- Develop job descriptions from classification specifications.
- Review and change recruitment practices to remove barriers to employment and achieve appropriate benchmarks in outreach and activities prior to applicant placement, ensuring a DEI lens is woven throughout city policies and practices.
- Engage in more effective outreach activities to schools and community.
- Educate the workforce on issues that impact the community, such as mental health, prevention of sexual assault and domestic violence, and prevention of biases.
- Work with department heads to develop succession plans.

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.

CITY OF BEAVERTON, OREGON
 FISCAL YEAR 2020-21 BUDGET
 CURRENT LEVEL OF SERVICES

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

Of our recruitments to date in Fiscal Year 2019-2020, 60% of vacancies have been filled by hires new to the City of Beaverton; 2% of vacancies have been filled by rehiring previous employees; and 38% have been filled through internal promotions, of which 16% 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, posting opportunities to 89 different sites. 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 2020, 16.3% of our workforce identified as members of a minority group, and 14% of the new hires in the fiscal year identified as veterans.

The city continues to see significant retirements as shown in the statistics below, both anticipated retirements and those choosing to retire under Senate Bill 1049. Nineteen 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; with the passage of Senate Bill 1049, 13.6% of the entire employee population is eligible to retire by December of 2020. In 2019-2020, there have been eleven retirements to date of which six were under Senate Bill 1049, with an additional five retirements anticipated by the end of the fiscal year.

As the city faces the pending 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 (SEIU and BPA) 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 Human Resources Director, and the Employee and Labor Relations Manager. A measure of success will be the identification and resolution of problems before they escalate to grievances. 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. Creation of a Labor Management Committee in the Municipal Court is underway. 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, and a four-year successor contract with the BPA that extends through June 30, 2022.

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2020-21 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 2017-18 ACTUAL	FY 2018-19 ACTUAL	FY 2019-20 BUDGETED	FY 2020-21 PROPOSED	FY 2020-21 ADOPTED
POSITION	1.60	1.60	1.73	2.85	2.85
PERSONNEL SERVICES	\$231,279	\$225,645	\$277,809	\$391,288	\$391,288
MATERIALS & SERVICES	100,064	110,790	142,529	143,847	143,847
CAPITAL OUTLAY					
TRANSFERS	2,371	2,277	1,651	2,322	2,322
TOTAL	\$333,714	\$338,712	\$421,989	\$537,457	\$537,457

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*, as well as Community Vision: *Foster a dynamic, comprehensive workforce development system through promotion of participation in internships, apprenticeship programs*, and DEI CP1.4, CP3.2 and 3.3, as well as PS2.1 regarding diversity, equity, inclusion, bias awareness, trauma-informed care and cultural responsiveness training.

Progress on Fiscal Year 2019-20 Action Plan

- Implement a holistic approach to employee engagement throughout employment lifecycle. *Enhanced employee onboarding process to include regular feedback conversations during their probationary periods and throughout their first year of service. Implemented Stay Conversations as a proactive tool to identify and address issues that could drive employees away before they make the decision to leave.*
- Conduct second annual employee engagement survey to measure progress made since the baseline survey. *Conducted second annual engagement survey in September 2019. Overall engagement levels across the organization increased by eight percentage points. Human Resources continues to work with managers and supervisors on sustaining their action plans based on the survey results.*
- Research and implement a performance management system that meets the current goals of the organization. *Began piloting new performance assessment process with employees reporting to City Council, in January. As the process is evaluated and fine-tuned, Human Resources expects to be fully operating under the new system by fiscal year end.*
- Collaborate with senior leadership to identify high-potential leaders for leadership development program opportunities. *Sent five employees to external leadership development programs, with an additional three to four in the queue this fiscal year. Actively identifying candidates for advanced leadership programming opportunities next fiscal year.*
- Improve succession and replacement planning. *In progress. The combination of increasing employee engagement, implementing new performance assessment process, and building the bench with thoughtful decisions on which employees attend leadership development programming improved the city's position relating to succession and replacement planning. By fiscal year end, Human Resources expects at least 50% of departments to have a viable succession and replacement plan.*

CITY OF BEAVERTON, OREGON
FISCAL YEAR 2020-21 BUDGET
CURRENT LEVEL OF SERVICES

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

Organizational Development Performance Measurements	FY 2018-19 Actual	FY 2019-20 Budgeted/Revised	FY 2020-21 Adopted
% Increase in Engaged Employees	Baseline Set	2% / 8%	2%
% of Employees Trained in Performance Management System/Process	New for FY 19/20	100% / 100%	100%
% of Departments with Succession and Replacement Plans	New for FY 19/20	50% / 50%	100%
% of Supervisors/Leads Who Participated in Leadership Development Programming	New for FY 19/20	25% / 25%	25%

Fiscal Year 2020-21 Action Plan

- Enhance approach to employee engagement throughout employment lifecycle, by implementation and continuation of activities such as stay interviews, intervention strategies, and relevant wellness initiatives.
- Conduct third annual employee engagement survey to measure progress made year over year.
- Collaborate with senior leadership to identify high-potential leaders for leadership development program opportunities.
- Ensure all departments have a current succession and replacement plan.

Performance Outcomes and Program Trends

In Fiscal Year 2020-2021, employee engagement will remain at the center of Human Resources’ 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. Realizing significant gains on the Fiscal Year 2019-20 employee engagement survey, Human Resources will continue its efforts to engage employees through meaningful conversations and developmental opportunities. This effort will include another employee engagement survey as a means to compare progress year over year.

Human Resources aims to equip at least half of the city’s eight departments with a succession/replacement plan by end of Fiscal Year 2019-20 and the remainder equipped with succession/replacement plans by the end of Fiscal Year 2020-21. Succession and replacement planning involve 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, Human Resources asks the employee to provide a long-term development plan for their career at the city. For Fiscal Year 2018-19, ten employees requested tuition reimbursement, requesting 85% of the total budget, and to date for Fiscal Year 2019-20, twelve individuals have requested tuition reimbursement, reflecting 96% of the total budget request.