

## HUMAN RESOURCE AND RISK SERVICES

### Service Description

Human Resource and Risk Services support the City in providing a qualified and productive workforce that, in turn, delivers effective and efficient services.

To support the organization, the Human Resource and Risk Services teams:

- administers centralized hiring
- manages pay and benefit processes
- manages the City's work policies and labor contracts
- provides consultation and training to enhance individual, service, and organization performance
- manages organizational risk

The operating principles of the City are central to the kind of organization the City is, how it delivers service, and its relationship with its employees. Human Resource and Risk Services staffs help to articulate these principles and champion them: customer service, equitable treatment, diversity outreach, employee and organizational creativity and productivity, teamwork, a results-oriented focus, and effective communication.

The Human Resource and Risk Services team also stays abreast of trends and legal changes regarding management to ensure legal compliance and organizational responsiveness.

The Human Resource and Risk Services staff team comprises 27 full-time equivalent (FTE) staff. Services are delivered for the entire City organization of approximately 1,555 regular FTE (both full- and part-time) and approximately 400-700 temporary employees depending on the season. The FY09 budget for this service is \$29.8 million. The majority of the budget comprises health and risk insurance claims and premiums.

### Historic Perspective

- 1966 International Association of Firefighters first labor contract
- 1971 Eugene Police Employees Association first labor contract
- 1972 American Federation of State, County and Municipal Employees (AFSCME) first labor contract
- 1975 First Affirmative Action plan adopted
- 1978 Risk Management program created
- 1979 Workers' Compensation & General Liability coverage self-insured
- 1981 Health and Wellness Program initiated
- 1983 International Alliance of Theatrical Stage Employees first labor contract
- 1985 Self-insured health benefits plan created
- 1986 Public sector employers regulated by Fair Labor Standards Act

- 1987 Coordinated Training program created
- 1998 Diversity program created
- 2002 Emergency Management program created
- 2003 Human Resource Advisory Board created
- 2007 Human Resource and Risk Services established as separate Divisions in Central Services

### Citizen Involvement

The Human Rights Commission provides feedback during its annual review of workforce statistics and the Affirmative Action Plan and Department Diversity Work Plans. Human Resources staff participates in an annual informal gathering with community representatives to review diversity work plans and to listen to feedback on the organization's progress in this area. Additionally, community representatives are frequently included in interview processes for key City leadership positions.

### Customer Input

Direct customers of the Human Resource and Risk Services team include the executive management team, City supervisors and managers, all City employees, work teams, the City Council and members of the public.

The Executive Management Team regularly interacts with Human Resource and Risk Services staff when responding to legal, technological, environmental, strategic decisions, and social changes that impact the organization.

Human Resource and Risk Services staff obtains input from periodic meetings with division management teams to assess service satisfaction. Staff also conduct surveys of customers of many program services including: 1) supervisors at the end of the recruitment and selection process, 2) workers' compensation claimants and supervisors, 3) participants of training classes, 4) supervisors at the end of the classification process, 5) general liability internal supervisory customers, 6) employee benefits recipients, 7) wellness program participants and, 8) recipients of safety and loss control services.

Human Resource and Risk Services receive customer input on employee benefits from the members of the Benefits Study Group. This group is composed of members of each of the City's employee units. The group is responsible for reviewing city benefits and has a primary focus on health insurance benefits. Human Resources and Risk Services staffs gather input

from the departments in preparation for the start of negotiations with each of the City's bargaining units.

### **Mission**

Provide City departments the information and support needed to hire and develop qualified employees who model organizational values; maintain employer-employee relationships which are legal, equitable, productive and positive; and protect the City's employees, property, and finances from avoidable loss.

### **Outcomes**

- Partnerships with departments in delivering service to the organization
- Employees, supervisors and managers who value the services provided to them by Human Resources and Risk Services
- Equitable treatment of applicants, claimants, employees, and retirees
- Qualified, productive, and diverse workforce
- Partners in maintaining a legally compliant and ethical organization
- City employees who are prepared to meet direct customer service/stakeholder needs
- A healthy, respectful and safe work environment
- Minimized organizational costs
- Competitive, market-based pay and benefits
- An organization that is prepared for large scale emergencies

### **Operating Principles**

- We believe all people should be treated fairly and with respect
- We develop effective working relationships with our customers in order to understand and meet their needs.
- We are timely in meeting the needs of our customers
- We coach, mentor and guide others to exemplify and support the City's values and operating principles
- We strive to be cost-effective in the services we provide and in the policies and programs we develop and administer

### **Current Operating Environment**

#### External Trends

#### **Alternative Service Delivery**

With a six-year financial forecast indicating a significant deficit of revenues and resources, there will be an increase in demand by taxpayers to ensure that services are delivered in the most cost effective manner possible. It will be necessary to explore opportunities to form partnerships with private providers and alternative cost effective service delivery methods.

### **Advances in Technology**

Technological advances and increased access to information by staff and the public are making it more efficient to provide services to external and internal customers through the use of the Internet, the City's Intranet, on-line learning, and videoconferencing. These advances have made it possible for employees to update and monitor personnel, payroll, and training records, and to participate in learning activities without traveling and for individuals to apply for a City job on-line, and

### **Job Applicant Characteristics**

Job applicants continue to reflect the available population, bringing different skills, cultural perspectives, expectations, and styles to the workforce. Economic trends will influence all aspects of applicant characteristics including education, experience, and those beginning, expanding or extending careers past retirement age. The community and the broader labor markets continue to diversify, with the Hispanic population showing the largest gains.

### **Insurance and Benefits Trends**

Actuarial projections for health insurance premiums show an annual 9% cost increase over the next five years. The City will continue to work with its bargaining units on cost reduction and cost sharing strategies in the employee benefits area.

### **Legal Environment**

Updates to federal and state laws and regulations such as Fair Labor Standards Act (FLSA), the Federal Family and Medical Leave Act (FMLA), the Oregon Family Leave Act (OFLA), the Oregon Tort Claims, HIPPA, USSERA, OR-OSHA, the Americans with Disabilities Act, local, state and federal environmental regulations, and state and federal identity theft protection laws continue to impact the organization.

### Internal Conditions

#### **Workforce Characteristics**

Workforce characteristics continue to shift, reflecting the overall demographic of younger workers who are technologically skilled. Shifting economic conditions may result in postponed retirements and, increased use of technology. Even so, the trend toward an aging workforce has begun to reverse as eligible employees pursue retirement. The loss of more experienced employees through retirement creates the need for robust succession planning.

## Organization Leadership

The City Manager has encouraged innovation and involvement from staff at all levels of authority across the organization. Supervision and leadership growth will continue to be a top priority for organization-wide training over the next few years.

## Policies and Organizational Support

The organization has well-developed systems, business processes and policy frameworks that support the organization. Human Resources and Risk Services staff manage many of these systems, working with department staff to meet changing business, policy and organizational needs. The organization has successfully built a respectful work environment for all city employees and will continue this work.

## Budget Priorities

Reduction in resources and revenues will challenge us to continually reassess the services we provide to the organization as well as how services are provided.

## Performance Measures

### Core Processes

#### Manage Pay and Benefits

- Total compensation compared to comparable jurisdictions.
- Cost of health insurance compared to comparable organizations.

#### Administer Hiring Processes

- Percent of individual classification and recruitment requests completed by Human Resource by the target date.
- Percent of employees passing probation.
- Average satisfaction rating by department managers regarding quality of hire.
- Percent of applications received online.

#### Manage Work and Employment Agreements.

- Percent of supervisors and managers surveyed who agree Human Resource and Risk Services staffs are knowledgeable in their program areas and give sound advice.
- Percent of grievances filed and resolved without arbitration process.

#### Enhance Organization Development and Performance

- Percent of employees who have received performance reviews annually. (ICMA/HR #32)
- Percentage of internal career training opportunity (AIC/Career Development)
- Percent of employees who have completed required training.

## Manage Organizational Risks

- Traffic accidents per 100,000 miles driven (ICMA/Risk Q53f).
- Number of Workers' Compensation Claims per 100 FTEs (ICMA/Risk Q79c).
- Liability claims per 10,000 population served (ICMA/Risk Q. 41e)

## Total System

### Effectiveness

- Percent of regular employees leaving the organization for reasons other than retirement or death.
- Percent of exit interviewees who say they would recommend the City of Eugene to others as an employer.
- Percent of total employees of color, women in non-traditional roles, and employees with disabilities in the workforce.

### Efficiency

- Ratio of FTE to total City FTEs. (ICMA/HR #15)

### Financial

- Workers' Compensation experience modifier.
- Workers' Compensation expenditures per full time equivalent employee.(ICMA/Risk #79b)
- Expenditures for liability claims per capita (ICMA/Risk Q 70a)

### Customer Satisfaction

- Percent of direct customers surveyed who rate Human Resources and Risk Services as good or excellent. (ICMA/HR #40 and RS/#91)

**Strategy 1: Use technology to improve service delivery and access to information while reducing environmental impact.**

Objectives: 100% of all Material Safety Data Sheets are accessible online.

100% of modified work assignments are available online.

100% of all essential job function analyses are available online.

100% of job applications submitted online.

### Work Activities

- Develop an essential job function analysis for each job classification
- Implement on-line systems (MSDS & Essential Job Functions)
- Train users on systems implemented.

**Strategy 2: Use the Wellness Initiative and Wellness Center as mechanism to deliver health and wellness programs to City Employees.**

Objective: 80% of City employees surveyed rate the health and wellness services as good or excellent.

Work Activities

- Offer a variety of health and wellness related trainings and classes
- Promote the use of wellness services and fitness facilities

**Strategy 3: Use technology to improve access to education opportunities in a sustainable and cost-effective manner.**

Objective: 30% of required classes are available through workstation or online access.

Work Activities

- Implement online learning management system (LMS).
- Use LMS to provide key employment information to new employees.
- Utilize employee survey data on supervisor behaviors to drive priority areas for staff training in the Coordinated Training Program.
- Expand and enhance supervisor/manager development activities.
- Utilize systems to track supervisor competencies for assessments in development discussions with supervisors/managers.
- Assist departments in using supervisor/manager development activities as criteria in annual performance appraisal and development discussions.

