

# Human Resources



Led by the City’s core values and through established partnerships, Human Resources (HR) supports the City in meeting its goals through its most valuable resource—our PEOPLE!

### WHO WE ARE:

The HR team consists of six (6) full-time employees and one (1) part-time employee. The positions are Director of HR, Senior HR Analyst, HR Analyst, HR Technician, Safety & Worker’s Compensation Coordinator, Executive Assistant and Safety Assistant.



### WHAT WE DO:

#### Recruitment & Staffing

HR strives to ensure our recruitments result in the City having the right people in the right place. Our aim is to attract and promote applicants with the right skills, knowledge, behaviors and experience to meet the needs of all our vacancies. We do this through attending job fairs, creating on-line postings, networking, cold-calling and contacting industry specific job boards. In the last one and a half year period, we hired 78 full-time and 159 part-time employees as a result of 142 recruitments where at times a single recruitment is designed to yield multiple hires. All employees and volunteers go through a criminal background check initiated by HR as a part of this process; in addition; we initiated 267 volunteer background checks. We hire on the basis of merit and without discrimination and strive to create a workplace reflective of the City we serve, where everyone feels empowered to bring their full, authentic selves to work.



#### Compensation & Benefits

We offer and administer a full range of benefits including medical, dental, and vision, an employee assistance program, life and voluntary insurances. HR is responsible for managing the compensation and classification plans for nine (9) employee groups within a highly structured environment for both union and non-represented employees. We strive to maintain an attractive combination of benefits and pay for an overall competitive total compensation plan to retain and attract a talented workforce.

We are responsible to ensure compliance for State & Federal leave laws such as administration of Family Medical Leave Act, Oregon Family Leave Act, Military leave and several other types of leave available to employees.



### Labor & Employee Relations

Building and maintaining positive Employee and Labor Relations is vital to the success of our organization. HR is responsible for bargaining, maintaining and administering the City's seven (7) union contracts. We also maintain and administer the two (2) non-represented employee group manuals which outline the compensation and policies for this segment of employees. We continuously endeavor to have an environment where employees feel valued for their contribution and intelligence, in which we are committed to their interests and working together. When employees exhibit behaviors or performance that is out of line

with policy or job requirements, or a complaint is received where someone is engaging in inappropriate conduct; we work with our managers to conduct workplace investigations. We follow a progressive discipline process and serve as the City's labor representatives for grievances, arbitrations or mediation. It is our continued goal to work in partnership with our unions in bargaining and discipline matters to achieve positive outcomes for both the City and the workforce.

### Wellness Program

Our team works to educate, support, and empower employees to improve and maintain their overall health and well-being. We strive to inspire individuals to take responsibility for their own health through HR wellness initiatives and activities to increase awareness of factors and resources contributing to well-being. The City has an in-house gym available to employees 24/7. We coordinate the flu shot clinics at multiple city locations. The investment the City is continuing to make in wellness is beginning to yield positive results for our employees in reduced blood pressure, triglycerides and cholesterol measurements. Over half of all full-time employees participated in preventative care programs ultimately resulting in a direct reduction of health care claims and medication expenses. Projecting forward, HR is currently in the design phase of a more robust wellness program in an effort to garner even more participation.



### Safety & Worker's Compensation

We partner with our departments to ensure all City operations and facilities safely function in a manner that protects the health and safety of our employees, contractors and the public. We assist in ensuring compliance with all health and safety rules and consistently look for ways to improve workplace health and safety by developing and monitoring programs aimed at the prevention and reduction of accidents. The HR Safety and Wellness Coordinator personally calls each worker's compensation claimant at the start of their claim to introduce herself and explain the process. Periodic contact is made to each claimant throughout the life of the claim. This personal outreach provides support with the goal to get employees back to work sooner.



In order to reduce injuries, worker’s compensation claims and our modification rate the HR Safety and Wellness Coordinator actively participates in six (6) safety committees throughout the City. The committees’ work is to identify and take action towards workplace hazards and risks. The HR Safety and Wellness Coordinator also performs claim reviews, worksite audits for safety deficiencies, ensures compliance with OSHA requirements and creates safety policies and procedures. The combined effort of these committees, along with a robust Wellness Program, will assist the City of Medford in achieving a workplace that is safer and healthier.

### Training & Development



HR develops training curriculum for both employees and supervisors on a variety of subjects. The intent of the training is to increase knowledge, strengthen skills, develop and grow employees for future performance. Training may also be focused on legal compliance in an effort to minimize risk for the City, due to numerous laws and regulations surrounding workplace discrimination, harassment, safety, retaliation, etc.

Today’s workforce has choices in which company they choose to work for and how long they may stay. Many employees are looking for career development opportunities. The City has a good philosophy in promoting from within when possible. We empower our employees by supporting education, training and fostering their growth and development. HR will continue to offer training and seek outside training opportunities for our employees.

When an employee joins the City; they are provided a new employee orientation put on by HR. This is an opportunity for the new employee to learn about the City, what benefits are available to them, the workplace policies that govern the City and work expectations.

### Performance Management



HR provides continued guidance to supervisory leadership in support of employee performance management for quarterly and annual evaluations. HR created the “quick chat” format to track and encourage supervisors to have regular communication with their staff for on-going, timely and relevant feedback of performance. The program is well received and has been a good tool for improved communication with staff. In 2018, there were 986 quick chats completed. We assist and advise management on navigating through the disciplinary process in adherence with labor agreements. Additionally, HR provides support

to our management team in developing performance improvement plans, coaching and counseling of employees.

### Employee Recognition & Activities

HR is the administrator of the service award program. We want to recognize every five-year milestone an employee reaches in their service with the City! For this program, we track all employee's service anniversary dates, order recognition awards, create award certificates and recognize employees who have served over 20 years during City Council meetings. We also recognize all of our employees who are retiring and take that opportunity to thank them formally for their service!

Value added service is a commitment HR promises each City employee. HR sends every new employee, both full-time and part-time; a personalized card to welcome them to the City.



Coordination of the Take Your Sons/Daughter's To Work Day is the responsibility of the Human Resources team. We organize all phases of this event to include creation of activities that are both fun and learning opportunities, provide lunch, and partner with the different departments included in the program.

## ACCOMPLISHMENTS

### HR Technology

This biennium a focus for HR was on replacing manual and paper HR processes with technology. We successfully created an electronic, web-based requisition and hire form to be utilized by hiring managers in the recruiting and selection process. This streamlined the approval process by accommodating electronic signatures and the ability to access this process from any internet location. This new process increases efficiencies by creating candidate offer letters in the system itself and not in a separate step. Additionally, the criminal background check was aligned so the web based applicant tracking system could "talk" to the third-party background check vendor directly reducing steps to begin the background check process.

Working in conjunction with Innovation and Technology, we implemented a new Human Resources Information System (HRIS). This was a very big project which required system mapping, data validation,

testing, and behind the scenes set-up, requiring many, many hours of staff time. The system now provides us with the ability to report on all personnel data and maintain information in one place specific to HR. This reduced the use of multiple and manual systems to track employee information.

The system capabilities were further utilized by creating an Employee On-Line feature. This empowered the employee to access their own personal information, their specific benefits, paycheck stubs and W-2 and 1095-C forms on-line. To achieve this functionality, it again required system mapping, data validation, testing and working diligently with the vendor and our own Innovation and division. With these new abilities in place it enabled Human Resources to use this on-line feature for employee's to change, add or end their benefits during the open enrollment period and then interface with the payroll system for singular entry.



HR added three computer kiosks within the department to provide self-service access for employees who do not have computer access elsewhere or who would like assistance from the HR team.

## Collective Bargaining

We successfully bargained six (6) labor agreements:

- Medford Police Officers Association (MPOA)
- International Association of Fire Fighters (IAFF)
- American Federation of State, Counties and Municipal Employees (AFSCME)
- Teamsters
  - Parks, Maintenance and Facilities Management
  - Medford Municipal Mechanics
  - Water Reclamation Division

## Training & Development

HR began a training series in the fall of 2018 for City of Medford Supervisors. Training for our supervisors in HR policy and procedure lessens exposure to law suits, can make employees more productive and improves employee retention and the cost of employee turnover. This series will feature on-going training on subjects such as Recruitment, Hiring & Selection, Onboarding Employees, Discrimination and Harassment Free Workplace, Diversity, FMLA/OFLA leave, Conflict Resolution, Employee and Labor Relations and more. Two trainings have been held and others are scheduled for the first half of 2019 and in to the next biennium.

All City employees attended a mandatory training on Diversity, Discrimination and Harassment. Human Resources built the program. We firmly believe it is critical in today's environment to raise awareness as to what is appropriate and inappropriate in the workplace. The curriculum covers what constitutes workplace harassment, sexual harassment, discrimination and diversity and micro aggressions and the procedures for reporting.

With the new electronic process for requisitioning the recruitment of a new employee, HR dedicated themselves to provide one-on-one training to every hiring manager and/or their team. This allowed the hiring managers to ask questions specific to their process and their work dynamics.

When Employee On-Line was launched, HR held seventeen (17) employee meetings over a two-week period to demonstrate the new system and provide training. These meetings were held at various locations throughout the City and at a variety of hours (several held outside of normal business hours) to meet the employee's schedules.

### Recruitment & Selection

HR successfully recruited and subsequently filled the vacancies of several key positions in the organization. In this biennium we filled the positions of Chief Financial Officer, Human Resources Director, Technology Director, Deputy City Manager and Medford Urban Renewal Agency Director. During the three (3) month period of March through May, the busiest time of year for seasonal recruitments, HR recruited for 21 seasonal positions and hired 65 employees (multiple employees per position) for the seasonal influx of temporary assignments. These seasonal employees were successfully recruited, hired and orientated within the quick three (3) month timeframe along with other regular full-time recruitments.

### Compensation & Benefits

#### **Pay Equity Law**

Oregon law has long prohibited employers from discriminating between "the sexes" in the payment of wages for work of comparable character. House Bill 2005, enacted by the 2017 Oregon Legislative Assembly, amended the current law. Effective January 1, 2019 the law made it an unlawful employment practice to discriminate in any manner between employees on the basis of an employee's status as a member of a protected class, in the payment of wages or other compensation for work of comparable character. The law restricts an employer from paying wages or other compensation to any employee at a rate greater than that at which the employer pays wages or other compensation to employees of a protected class for work of comparable character.



To ensure compliance with the new law, HR created a tool to be used for analyzing the current jobs and for all jobs to be filled in the future. HR then analyzed all jobs within the City to determine work of comparable character and analyzed salary and total compensation data of what each employee is paid to determine if there were inequities and if so, correct them. This was a long arduous process, and required partnering with managers and employees to successfully accomplish this.

#### **Health Benefits**

Open enrollment for health benefits was rolled out on the new Employee On-Line this year. Again, HR held seventeen (17) employee meetings however these were done within a one-week period to train employees on the enrollment process. These meetings were held at various locations throughout the City and at a variety of hours (several held outside of normal business hours) to meet the employee's schedules. Additionally, HR put in for and received temporary computer stations at Public Works for employees to enroll in benefits. HR made themselves available to the employees at Public Works and

provided one-on-one assistance to those employees who needed additional help. Additionally, a comprehensive 50 page benefits guide was developed and made available on Employee On-Line that encompasses all employee benefit options (City provided and voluntary) to further promote employees' awareness of the vast benefits available to them.



HR worked diligently with our Agent of Record to minimize the increase in medical and dental benefits. This has become more challenging as medical costs continue to rise. We were able to work with our agent to achieve a 13.8% increase rather than a 15.4% increase. HR organized multiple insurance committee meetings to promote transparency on cost increases and gather feedback through participation in surveys on potential benefit changes. Along with the Agent of Record, HR researched the benefits and cost savings of the City going self-insured for health benefits. The insurance committee was kept informed of this development and a presentation was provided before the City Council. Although it was decided not to move forward with self-insurance in this biennium, the initial research and beginning conversations with employees will add value if this opportunity presents itself again.

We also added a new voluntary benefit option for employees with the addition of Accidental Death & Dismemberment Insurance.

### **Wellness Program**



Through HR's Health Promotion Program, we held a variety of health activity events including both group and individual challenges. We had two lunch and learn sessions, flu shot clinics, biometric screening clinic, enhanced the gym and held an employee health fair. At the health fair which was held in May of 2018, 184 employees attended. In the last year, over 70% of all employees, participated in one or more health promotion events.

### **Safety and Worker's Compensation**

HR implemented a risk management incident tracking program, to track incidents and injuries, with potential to expand as a master tracking of staff safety training. This program will continue to create efficiencies and streamline processes for future data input and tracking.

HR staff coordinated the completion of 32 Quarterly Inspections between July 1, 2017 and June 30, 2018. Because of these inspections, 127 hazards were identified and corrected, reducing risk of injury.

Four Safety Committees met the strict standard requirements to be recognized each year at the Southern Oregon Occupational Health and Safety Conference by receiving Safety Committee Recognition Awards in honor of Frank J Bertak for making significant contributions toward their organization’s overall success. This award was received by the following Safety Committees: Parks/Rec and Facilities, Public Works, City Wide and WRD.



The Safety Coordinator helped to keep the Water Reclamation Division (WRD) in excellent standing in Safety & Health Achievement Recognition Program (SHARP) through continued support, planning and consultation. This program recognizes small business employers who have used OSHA's On-Site Consultation Program services and operate an exemplary safety and health programs.

### FUND DESCRIPTION

Human Resources is funded through the General Fund.

### ORGANIZATION



The Human Resources (HR) Department is comprised of a staff of six employees, currently one of those positions is vacant.



The department is led by the **Director of HR** who is responsible for the efficient operation of the City’s human resources unit. Responsibilities include supervision of the HR team, providing consultation to management on staffing, compensation, benefits, training and development, employee and labor relations. This position is the Chief Spokesperson for all union contract bargaining



The **Sr. HR Analyst** is responsible for benefits administration, labor and employee relations, and supervising the recruitment process, training and the oversight of the personnel records management system. This position is the Human Resource Information System point person and technology department liaison.



The **HR Analyst** is responsible for new full-time employee orientations, Federal & State leave management, personnel record entry, benefit data entry, Department of Transportation reporting and tracking of Commercial Driver License holders for the City. This position also performs related research projects.

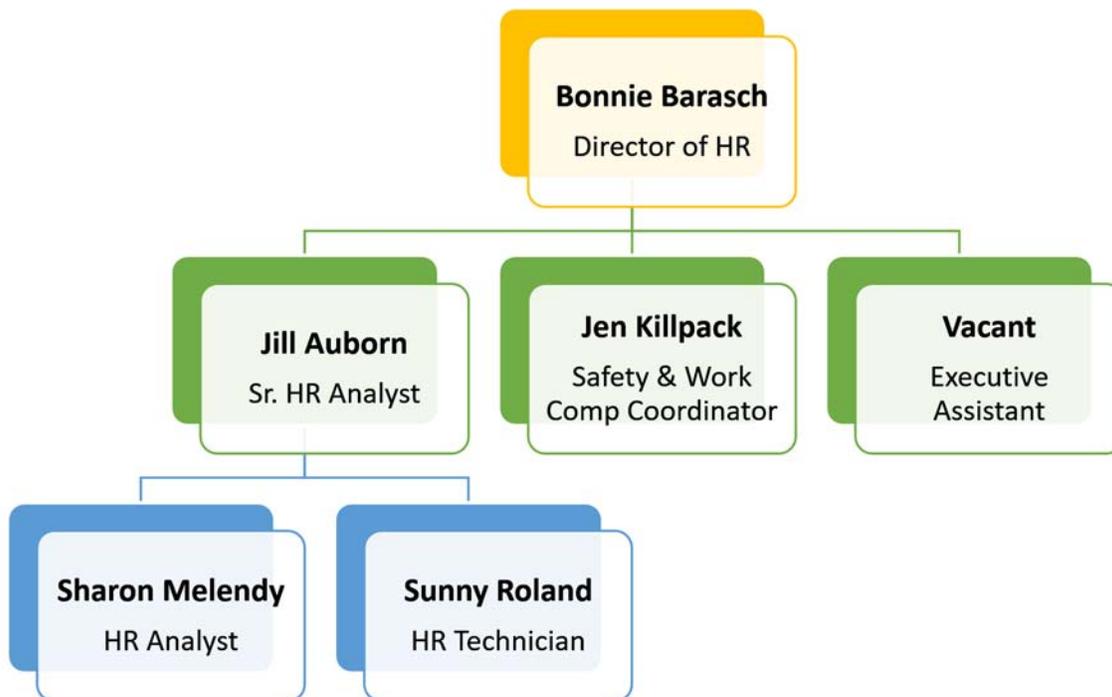


The **HR Technician** is the primary recruiter for the City. This position is responsible for creating job postings, resourcing candidates, attending career fairs and working with managers through the selection and hire process. This role also performs all background check verifications for both employees and volunteers. Additional duties are to do part-time employees orientations and personnel record entry and serves as the back-up for the Executive Assistant position.



The **Safety & Worker's Compensation Coordinator** duties include all tracking of workplace accidents and injuries, ensuring compliance with OSHA requirements and is the employer representative between the employee and the worker's compensation carrier. Responsible for worker's compensation claim management through the life of the claim. This position writes policy and procedures related to safe operations, hazard identification and minimizing risk. This position conducts safety audits and coordinates training and activities of all safety committees. This role is also the wellness coordinator and creates wellness events to promote healthy lifestyles for our employees. As the coordinator this position tracks all employee participation in each event.

The **Executive Assistant** supports the HR department team and answers phones, performs clerical tasks, filing and is the receptionist for the division. Additional responsibilities are to perform payroll entry and processing of payables for the department. This position is responsible for administering employee security badges. Another area of responsibility is the employee recognition program which includes ordering of service awards, retirement gifts, creation of certificates and scheduling attendance at recognition events. This role is also responsible for planning and implementation of special events such as the Take Your Child to Work Day.



**Position Listing**

| Position                               | 13-15<br>Biennium<br>Actual | 15-17<br>Biennium<br>Actual | 17-19<br>Adjusted<br>Budget | 19-20<br>City Mgr<br>Proposed | 20-21<br>City Mgr<br>Proposed | 19-21<br>City Mgr<br>Proposed |
|--|-----------------------------|-----------------------------|-----------------------------|-------------------------------|-------------------------------|-------------------------------|
| 113 Director of HR                     | 1                           | 1                           | 1                           | 1                             | 1                             | 1                             |
| 325 Sr. HR Analyst                     | 1                           | 1                           | 1                           | 1                             | 1                             | 1                             |
| 200 HR Analyst                         | 1                           | 1                           | 1                           | 1                             | 1                             | 1                             |
| 211 HR Technician                      | 1                           | 1                           | 1                           | 1                             | 1                             | 1                             |
| 395 Safety & Worker's Comp Coordinator | 0                           | 0                           | 1                           | 1                             | 1                             | 1                             |
| 181 Executive Assistant                | 2                           | 2                           | 1                           | 1                             | 1                             | 1                             |
|  |                             |                             |                             |                               |                               |                               |
|  |                             |                             |                             |                               |                               |                               |
|  |                             |                             |                             |                               |                               |                               |
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|  |                             |                             |                             |                               |                               |                               |
|  |                             |                             |                             |                               |                               |                               |

**OBJECTIVES AND PERFORMANCE MEASURES**

Key Objectives

1. Implement training and education programs for the development of City employees
2. Enhance customer service levels of Human Resources
3. Broaden scope of recruitment to increase diversity of applicants
4. Continue to expand employee wellness programs
5. Create a culture of safety
6. Research viability of alternative insurance programs across all bargaining and employee groups
7. Provide managers improved techniques for performance management

The following measures will be reported to assess progress in achieving key departmental objectives.

Performance Measures

| Performance Measures   | Actual 2017-18 | Actual 2018-19 | Target 2019-20  | Target 2020-21  |
|--|----------------|----------------|---|---|
| Schedule and conduct supervisor trainings and all employee trainings annually  |                |                | Four (4) supervisor trainings held<br>Two (2) all employee trainings held       | Four (4) supervisor trainings held<br>Two (2) all employee trainings held       |
| Survey employees annually to gauge employee satisfaction   |                |                | Receive a rating of 85% or above  | Receive a rating of 90% or above  |
| Participate in job fairs aimed at minorities. Participate in a community Diversity & Inclusion group to increase applicant pool of minorities. |                |                | Increase in minority applicants   | Increase in minority applicants   |
| Offer additional wellness events to increase participation for individual events   |                |                | Numbers of participants per event increases over prior year                     | Numbers of participants per event increases over prior year                     |
| Reduced injuries and incidents   |                |                | Numbers show reduced worker's compensation claims and incidents from prior year | Numbers show reduced worker's compensation claims and incidents from prior year |
| Insurance options are explored   |                |                | Options are provided to City Manager and Council for consideration              | Implementation of one or more of the options                                    |
| Implementation of manager round tables to address performance issues and provide consultation  |                |                | Round tables are scheduled each quarter   | Provide performance management training to management team                      |

Equipment Purchases (Capital Outlay)

- None

Capital Improvement Projects

- None

**BUDGET SUMMARY – HUMAN RESOURCES**

**HUMAN RESOURCES (14)**

**DEPARTMENT-WIDE - ALL FUNDS**

| EXPENSE DESCRIPTION  | 13-15               | 15-17               | 17-19               | 19-21                | 19-21                | 19-21               |
|----------------------|---------------------|---------------------|---------------------|----------------------|----------------------|---------------------|
|                      | BIENNIUM<br>ACTUAL  | BIENNIUM<br>ACTUAL  | ADJUSTED<br>BUDGET  | CITY MGR<br>PROPOSED | BUD COMM<br>APPROVED | COUNCIL<br>ADOPTED  |
| PERSONNEL SERVICES   | 1,326,304           | 1,527,136           | 1,768,500           | 1,560,070            | 1,560,070            | 1,560,070           |
| MATERIALS & SERVICES | 2,277,187           | 3,001,227           | 3,224,900           | 1,482,600            | 1,482,600            | 1,482,600           |
| CAPITAL OUTLAY       | -                   | -                   | -                   | -                    | -                    | -                   |
| CAPITAL IMPROVEMENT  | -                   | -                   | -                   | -                    | -                    | -                   |
| <b>Grand Total</b>   | <b>\$ 3,603,491</b> | <b>\$ 4,528,362</b> | <b>\$ 4,993,400</b> | <b>\$ 3,042,670</b>  | <b>\$ 3,042,670</b>  | <b>\$ 3,042,670</b> |

**GENERAL FUND (100)**

| EXPENSE DESCRIPTION  | 13-15               | 15-17               | 17-19               | 19-21                | 19-21                | 19-21               |
|----------------------|---------------------|---------------------|---------------------|----------------------|----------------------|---------------------|
|                      | BIENNIUM<br>ACTUAL  | BIENNIUM<br>ACTUAL  | ADJUSTED<br>BUDGET  | CITY MGR<br>PROPOSED | BUD COMM<br>APPROVED | COUNCIL<br>ADOPTED  |
| PERSONNEL SERVICES   | 1,054,837           | 1,123,463           | 1,277,400           | 1,305,970            | 1,305,970            | 1,305,970           |
| MATERIALS & SERVICES | 181,685             | 203,219             | 331,520             | 330,200              | 330,200              | 330,200             |
| CAPITAL OUTLAY       | -                   | -                   | -                   | -                    | -                    | -                   |
| CAPITAL IMPROVEMENT  | -                   | -                   | -                   | -                    | -                    | -                   |
| <b>Grand Total</b>   | <b>\$ 1,236,522</b> | <b>\$ 1,326,681</b> | <b>\$ 1,608,920</b> | <b>\$ 1,636,170</b>  | <b>\$ 1,636,170</b>  | <b>\$ 1,636,170</b> |

**RISK MANAGEMENT FUND (700)**

| EXPENSE DESCRIPTION  | 13-15               | 15-17               | 17-19               | 19-21                | 19-21                | 19-21               |
|----------------------|---------------------|---------------------|---------------------|----------------------|----------------------|---------------------|
|                      | BIENNIUM<br>ACTUAL  | BIENNIUM<br>ACTUAL  | ADJUSTED<br>BUDGET  | CITY MGR<br>PROPOSED | BUD COMM<br>APPROVED | COUNCIL<br>ADOPTED  |
| PERSONNEL SERVICES   | 271,467             | 403,673             | 491,100             | 254,100              | 254,100              | 254,100             |
| MATERIALS & SERVICES | 2,095,502           | 2,798,008           | 2,893,380           | 1,152,400            | 1,152,400            | 1,152,400           |
| CAPITAL OUTLAY       | -                   | -                   | -                   | -                    | -                    | -                   |
| CAPITAL IMPROVEMENT  | -                   | -                   | -                   | -                    | -                    | -                   |
| <b>Grand Total</b>   | <b>\$ 2,366,969</b> | <b>\$ 3,201,681</b> | <b>\$ 3,384,480</b> | <b>\$ 1,406,500</b>  | <b>\$ 1,406,500</b>  | <b>\$ 1,406,500</b> |

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