

# Department of Human Resources

---

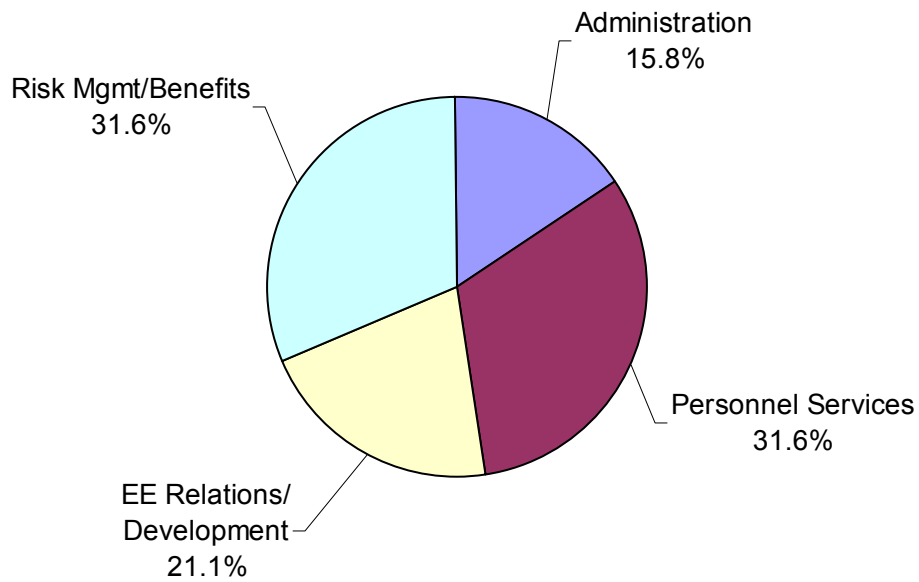
## Department Purpose

As an active partner with Lane County's leadership, we support the County's commitment to excellence and innovation by attracting, developing and retaining a responsive, talented and diverse workforce committed to meeting the public's needs.

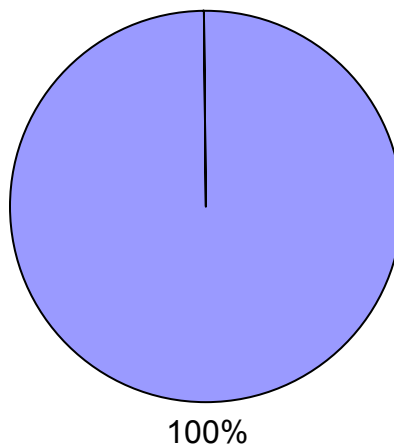
## Total Expenditures

\$1,920,325

### FY 08-09 Expenditures by Division



### FY 08-09 Budget by Fund



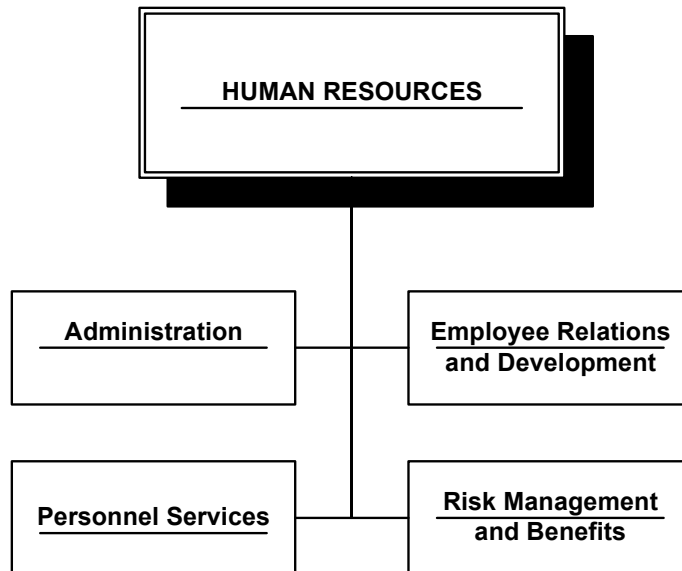
Greta Utecht, Director  
Human Resources  
682-3689

# Human Resources

---

## Department Overview

The Human Resources Department serves as a strategic partner with all County departments while providing the majority of all major personnel-related services for the County. Comprised of four divisions (Administration, Personnel Services, Employee Relations & Development, and Risk Management & Benefits), the department is responsible for implementing the Equal Employment Opportunity Plan and employment laws and policies through a variety of programs that include Recruitment & Selection, Compensation & Classification, Human Resource Information Management, Labor & Employee Relations, and Performance Development and Diversity. In addition, the Employee Benefits program is responsible for developing and managing a comprehensive and cost-effective package of health insurance, employee assistance, retirement and other benefits as required to comply with federal and state laws, bargaining agreements, and the recruitment and retention goals of Lane County. The Risk Management program strives to maximize the effectiveness of Lane County's self-insurance program by promoting a safe environment at County facilities in order to protect the resources of Lane County from loss and damage by identifying the County's exposure and associated costs to property damage, liability and workers' compensation losses and implementing strategies to reduce those costs. The Human Resources Department is also responsible for the implementation of the Human Resources Strategic Plan and the County's Diversity Action Plan, which are key components in the County's long-range strategic plan.



# Human Resources

---

## **Department Goals & Objectives**

- Develop mandatory supervisory training curriculum that addresses performance accountability & management, diversity & cultural competency, conflict resolution, personnel rules & practices, labor contract administration and continuous improvement to reduce County's employee related costs;
- Develop a workforce development plan to address leadership development, career paths, mentoring, and succession planning;
- Increase use of information technology to augment processes and reduce countywide support costs;
- Investigate options to benefit plan design in order to meet Lane County goals in reducing the rate of cost increases;
- Provide consultation services to partner departments on ways to limit risk exposures associated with property loss, general liability claims and Workers' Compensation;
- Provide consultation services to employees and managers in handling highly complex medical and protected leave issues;
- Provide mediation and conciliation process services to address employee/employer relationship problems during periods of stress and uncertainty;
- Support management's flexibility to address operational and cost issues through collective bargaining; and
- Support and guide employees and departments during major organizational changes, especially when layoffs result.

## **Key Accomplishments in FY 07-08**

- Reduced the number of time-loss claims filed under Workers Compensation.
- Provided direct support to Board of County Commissioners in recruitment & selection of new County Administrator without using outside recruiter.
- Supported client departments in recruiting for and filling several hard-to-fill positions such as Mental Health Medical Officer, Public Works Director and Intergovernmental Relations Manager.
- Orchestrated major reduction-in-force and layoff; provided consultation resources to departments and employees in managing the impacts of the layoffs.
- Implemented Employee Self-Service, enabling employees' instant access to their personnel records.

## **Changes, Challenges & Opportunities for FY 08-09**

Containing costs and protecting the County's resources are the drivers that shape Human Resource's strategy, particularly in light of the reductions made in FY 07-08 and the potential reductions the County again faces this year. This continued fear of future layoffs contributes to an unstable workforce and is evidenced in a rise in medical leaves, stress claims, conflicts between employees, complaints and litigation. Coordinating the layoff process with our client departments, the affected employees and their bargaining units is very resource intensive for Human Resource staff.

At a time when many of our professional, technical and managerial employees are retiring, the County is simultaneously expanding services in other areas (particularly associated with health and medical care) and this drives the need for active, creative strategies to attract and retain high quality employees. However, market forces are working against us when we compete for applicants with computer, engineering or medical expertise, since workers with these skills are in great demand and have many employment options. Coupled with the very public discussion regarding the County's negative financial outlook, we are having considerable difficulty filling our professional, technical and managerial positions.

As elsewhere in the County, analytical strength is the key factor for meeting our objectives, and we continue to work with our advisory committee (Human Resources Advisory Group) to address county-wide employee-related issues, including:

## Human Resources

- Our budget this year recognizes the need to maintain our focus on the last three goals in particular. During times of organizational change and stress, Workers' compensation claims, absenteeism for non-occupational injuries, and employee grievances escalate, which has happened.
- Containment of benefit costs particularly with regards to developing long term strategies, (e.g., wellness programs);
- Partnering with departments in the redesign of the Performance Evaluation system and tool;
- Diversifying our workforce through the use of more innovative recruitment strategies, and helping our partner departments provide a supportive environment for employees of all backgrounds;
- Creating classification and compensation plans that reflect current workforce functions and that meet both internal equity and external market pressures; and

### **Department Performance Management**

Department wide performance measures listed below are the primary activity indicators that determine Human Resources' work load and the resources needed to maintain an effective level of service. Number of active employees and number of employee groups directly impacts all divisions. These measures are new and no targets were established for FY 07-08. In lieu of a performance index, the director has commented on the results.

During the first four months of 2007, the organization braced itself for the possible loss of Secure Rural Schools (SRS) funding and the loss scores of positions in General Fund departments. During that period, the number of active employees dropped to 1936, due in part to the following:

- Vacancies were held open until May 2007 when a one year renewal of SRS moved the Budget Committee to approve a budget with otherwise minor reductions.
- There was a cluster of retirements and resignations at the end of 2006 and beginning of 2007. Some of these were expected and others prompted, at least in part, by the uncertainty in the County's General Fund.

This period of increased vacancies was followed by a period of increased postings, new hires, and a growth in the number of active employees as the FY 07-08 Adopted Budget provided another year of services at roughly the same level as FY 06-07.

Again at the beginning of 2008, the organization was immersed in preparation of the FY 08-09 Budget, with the prospect of significant cuts in the General Fund. The numbers of active employees, applications, and postings for FY 07-08 are all high, reflecting the surge in the months following the adoption of the FY 07-08 budget and a transitional shift to using temporary and extra help staffing. This shift is anticipated to continue through the first half of FY 08-09 as General Fund services reorganize after the reduction of 125 FTE. Human Resources anticipates this trend to level off by the end of the fiscal year, thus the targets for # of active employees and # of postings are lower than FY 07-08 actuals.

<b>DEPARTMENT PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2005-06 Actual</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2007-08 Target</b>	<b>Comment</b>	<b>2008-09 Target</b>
Average # active employees		1953	1994	n/a	Exceeded Expectation	1925
# of job postings	174	140	194	n/a	Exceeded Expectation	160
# of job applications	4592	3151	4554	n/a	On Target	4500
# employee groups	9	9	9	n/a	n/a	No change anticipated

## Human Resources

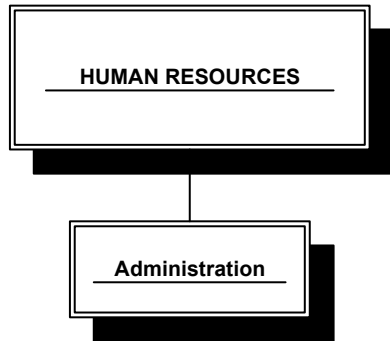
<b>DEPARTMENT FINANCIAL SUMMARY</b>						
	<b>FY 05-06</b>	<b>FY 06-07</b>	<b>FY 07-08</b>	<b>FY 08-09</b>	<b>\$ Chng</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Actual</b>	<b>Curr Bgt</b>	<b>Adopted</b>	<b>Fr Curr</b>	<b>Fr Curr</b>
<b>RESOURCES:</b>						
Fees and Charges	44,568	19,559	15,000	15,000	0	0.00%
Administrative Charges	1,418,681	1,529,738	1,704,247	1,865,206	160,959	9.44%
<b>Total Revenue</b>	<b>1,463,249</b>	<b>1,549,297</b>	<b>1,719,247</b>	<b>1,880,206</b>	<b>160,959</b>	<b>9.36%</b>
Other Financing	0	0	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>1,463,248</b>	<b>1,549,297</b>	<b>1,719,247</b>	<b>1,880,206</b>	<b>160,959</b>	<b>9.36%</b>
<b>EXPENDITURES:</b>						
Personnel Services	1,407,606	1,492,817	1,625,408	1,686,765	61,357	3.77%
Materials and Services	204,728	336,926	236,610	233,560	(3,050)	-1.29%
Capital Expenses	15,616	0	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	<b>1,627,951</b>	<b>1,829,742</b>	<b>1,862,018</b>	<b>1,920,325</b>	<b>58,307</b>	<b>3.13%</b>
<b>Total FTE</b>	<b>16.00</b>	<b>17.51</b>	<b>17.50</b>	<b>17.00</b>	<b>(0.50)</b>	<b>-2.86%</b>
<b>EXPENDITURES BY FUND</b>						
General Fund	1,627,951	1,829,742	1,862,018	1,920,325	58,307	3.13%
<b>Funds Total</b>	<b>1,627,951</b>	<b>1,829,742</b>	<b>1,862,018</b>	<b>1,920,325</b>	<b>58,307</b>	<b>3.13%</b>

# Human Resources: Administration

---

## **Division Purpose Statement**

*The purpose of the Administration division is to provide leadership and administrative support to department divisions so they can provide effective human resource services to our partner departments and to the public.*



## **Division Locator**

**Administration** ↙  
*Personnel Programs Services  
Employee Relations &  
Development  
Benefits & Risk Management*

## Human Resources: Administration

DIVISION FINANCIAL SUMMARY						
	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Curr Bgt	FY 08-09 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Fees and Charges	0	35	0	0	0	0.00%
Administrative Charges	0	95,608	194,772	219,436	24,664	12.66%
<b>Total Revenue</b>	<b>0</b>	<b>95,643</b>	<b>194,772</b>	<b>219,436</b>	<b>24,664</b>	<b>12.66%</b>
Other Financing	0	0	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	<b>0</b>	<b>95,643</b>	<b>194,772</b>	<b>219,436</b>	<b>24,664</b>	<b>12.66%</b>
<b>EXPENDITURES:</b>						
Personnel Services	0	228,593	220,376	235,302	14,926	6.77%
Materials and Services	0	105,879	18,303	18,460	157	0.86%
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>334,472</b>	<b>238,679</b>	<b>253,762</b>	<b>15,083</b>	<b>6.32%</b>
<b>Total FTE</b>	<b>0.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>0.0</b>	<b>0.00%</b>
<b>EXPENDITURES BY FUND</b>						
General Fund	0	334,472	238,679	253,762	15,083	6.32%
<b>Funds Total</b>	<b>0</b>	<b>334,472</b>	<b>238,679</b>	<b>253,762</b>	<b>15,083</b>	<b>6.32%</b>

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Curr Bgt	FY 08-09 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>Programs</b>						
Administration	0	334,472	238,679	253,762	15,083	6.32%
<b>Total Expenditures</b>	<b>0</b>	<b>334,472</b>	<b>238,679</b>	<b>253,762</b>	<b>15,083</b>	<b>6.32%</b>

# Human Resources: Administration

---

## **Division Overview**

The Administration Division includes both general department support services and direct service to partner departments. This division plans and directs the services and activities of the department, and provides operational support to all department programs. This division includes executive management, which is responsible for overall leadership, problem solving, and budget administration, and administrative support which includes intranet and internet information and documentation of administrative procedures. In addition, this division is responsible for staffing the Lane County Elected Officials Compensation Board, and convenes the Human Resources Advisory Group, which acts as an oversight and steering committee for human resource issues. The Human Resources director also serves as an organizational consultant to the Board of Commissioners, other directors and high level managers regarding sensitive human resource problems and situations.

## **Division Objectives for FY08-09**

- Measure program performance through data analysis and customer satisfaction surveys.
- Continue to support use of automation, especially with regard to provision of employee information in order to reallocate resources.

## **Key Accomplishments in FY 07-08**

- Provided direct support to Board of Commissioners in hiring and orienting new Administrator;
- Completed space upgrade for ergonomic benefits..

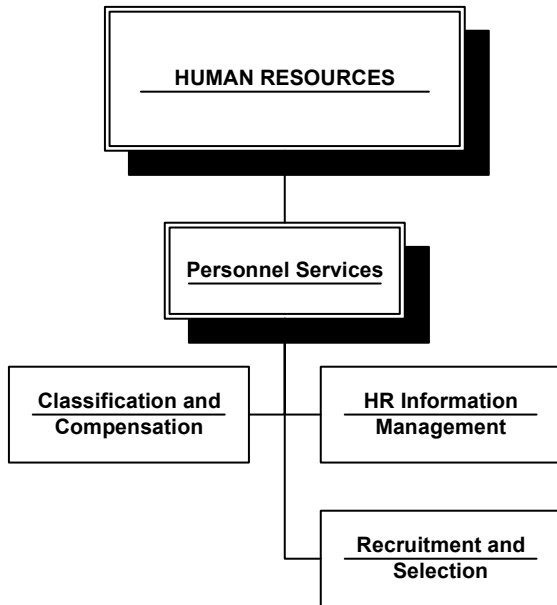
## **Changes, Challenges & Opportunities for FY 08-09**

A primary focus for Administration this year will be to support client departments in reorganization efforts as they either reduce or expand operations and to continue to support the County's efforts in providing ongoing information to our employees and our citizens. As a department, Human Resources will be presented with new opportunities to represent employee issues in more visible and decision-making venues.

# Human Resources: Personnel Services

## Division Purpose Statement

To assist our client departments in recruiting and selecting a qualified, diverse workforce and to develop fair and equitable systems and practices in order to compensate, reward and encourage high performance by Lane County employees to ensure the best service to the public.



## Division Locator

*Administration*

***Personnel Services*** ◀

*Employee Relations &*

*Development*

*Benefits & Risk Management*

## Human Resources: Personnel Services

DIVISION FINANCIAL SUMMARY						
	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Curr Bgt	FY 08-09 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Administrative Charges	620,673	669,260	584,312	658,308	73,996	12.66%
<b>Total Revenue</b>	620,673	669,260	584,312	658,308	73,996	12.66%
Other Financing	0	0	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	620,673	669,260	584,312	658,308	73,996	12.66%
<b>EXPENDITURES:</b>						
Personnel Services	526,250	495,580	504,726	535,867	31,141	6.17%
Materials and Services	82,273	86,922	91,009	96,528	5,519	6.06%
Capital Expenses	15,616	0	0	0	0	0.00%
<b>TOTAL EXPENDITURES</b>	624,139	582,502	595,735	632,395	36,660	6.15%
<b>Total FTE</b>	6.70	6.00	6.00	6.00	0.00	0.00%
<b>EXPENDITURES BY FUND</b>						
General Fund	624,139	582,502	595,735	632,395	36,660	6.15%
<b>Funds Total</b>	624,139	582,502	595,735	632,395	36,660	6.15%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Curr Bgt	FY 08-09 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>Programs</b>						
Class & Comp	174,839	172,544	157,776	172,622	14,846	9.41%
HR Info Management	237,393	220,027	221,430	239,463	18,033	8.14%
Recruitment & Selection	211,907	189,931	216,529	220,310	3,781	1.75%
<b>Total Expenditures</b>	624,139	582,502	595,735	632,395	36,660	6.15%

# Human Resources: Personnel Services

---

## **Division Overview**

The Personnel Services division is responsible for three program areas: recruitment and selection, classification and compensation, and human resource information management. The recruitment of a qualified workforce able to provide a high level of customer service to the public is very important to the achievement of the County's strategic goals and objectives and this division has primary responsibility for coordinating the County's recruitment and selection processes in a legally compliant manner.

A major portion of the division's workload is focused on ensuring that the County's classification and compensation system is flexible and responsive to the changing needs of the organization and able to support career development, succession planning, and recruitment and retention goals. We provide consultation to employees in this regard, and actively look for opportunities to build "bridges" to higher level classifications when possible. Looking at innovative compensation alternatives is important in providing a meaningful compensation system.

In a time when identity theft is of concern to many organizations and individuals, this division's human resource information management program strives to safeguard employee information. Ensuring that the County's personnel records are secure and accurate, while increasing our utilization of technology to improve the timely access of information in our organization is also a key work program objective. We have addressed this issue by partnering with Information Services Department to provide additional online forms and guidelines to our employees and client departments, and will continue to address the need to do so.

## **Division Objectives for FY08-09**

- Continue to create classification and compensation plans that reflect current workforce functions and that meet both internal equity and external market pressures;
- Continue to streamline record keeping and transaction processes in order to reallocate resources;
- Implement e-recruitment which will automate the job application process to allow for screening and provide better applicant tracking and options;
- Continue looking for ways of diversifying our workforce through the use of more innovative recruitment strategies; continue training and coaching supervisors and managers in most effective and legal selection methods; and
- Continue to maintain the integrity of the County's employee records and to increase the accessibility of employee information.

## **Key Accomplishments in FY 07-08**

- Continued to significantly increased the provision of online forms and guidelines available to employees and client departments;
- Implemented a new e-orientation for new employees in order to acclimate new employees to online resources and to avoid duplication of record maintenance.
- Achieved a reduction in the average cycle time on recruitments from date of posting to when applications finished our initial review processes and are forwarded to departments;
- Increased our flexibility in recruitment approaches with client departments.

## **Changes, Challenges & Opportunities for FY 08-09**

Recruiting and retention of highly effective employees continues to be difficult given our outdated compensation schedule for technical positions and the uncertainty of County resources. The division will continue to focus attention on providing our client departments the services best suited to streamlining the hiring process: in an increasingly competitive market we must be timely and innovative in addressing the

## Human Resources: Personnel Services

---

recruitment needs of the organization. This will involve approaches that may not have been utilized in the past at Lane County.

Finally, cut backs are a reality and this division offers support to departments and employees through the processes of reorganization which can result in layoffs. It is essential that we conduct these activities with sensitivity, recognizing the value of the staff members being laid off and others still remaining in the workforce.

### **Performance Management**

Performance measures for Personnel Services that are most significant from this division include:

- Ability to attract diverse, qualified applicant pool;
- Cycle time from day of vacancy posting to creation of list of qualified candidates to departments.

The numbers of active employees, applications, and postings for FY 07-08 are all high, reflecting a surge in the months following the adoption of the FY 07-08 budget and, starting in the late spring of 2008, a shift to using temporary and extra help staffing. This shift is a part of the County's transition as General Fund services reorganize after the reduction of 125 FTE. Human Resources anticipates this trend to level off by the end of the fiscal year, thus the targets for # of active employees and # of postings are lower than FY 07-08 actuals.

Despite the anticipated drop in number of postings, the target number of job applications for FY 08-09 remains at 4,500 as the department expects an increase in number of applications per posting for clerical and administrative positions due to the lagging economy.

After a change in recruitment practices at the beginning of FY 05-06, the percent of self reporting diverse job applicants increased from 11% to 14-15%.

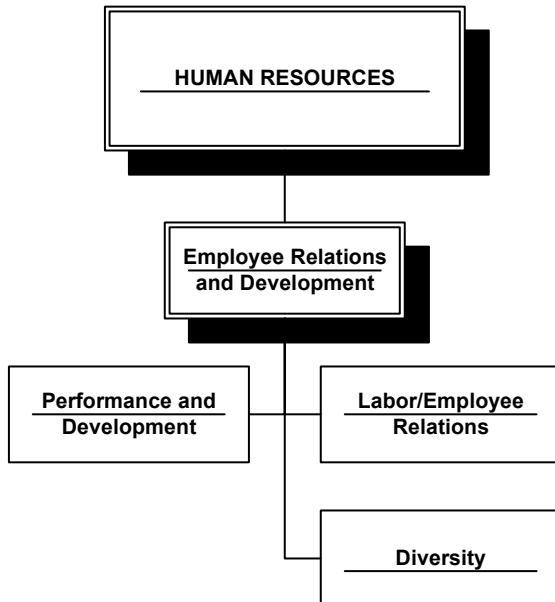
The most ambitious performance goal for the department is a reduction in the percent of budgeted job postings advertised through multiple mediums, and posted for 22 days or more. While there are many applicants for clerical and support positions across the organization, recruitment for specialized or highly technical positions continues to be a challenge.

These measures are new and no targets were established for FY 07-08. In lieu of a performance index, the director has commented on the results.

<b>DIVISION PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2005-06 Actual</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2007-08 Target</b>	<b>Comments</b>	<b>2008-09 Target</b>
# of job applications	4592	3151	4554	n/a	On Target	4500
# of job postings	174	140	194	n/a	Exceeded Expectation	160
% of diverse applicants	15%	14%	14%	n/a	On Target	15%
% postings open 22+ days	n/a	14%	13%	n/a	Off Target	11%

# Human Resources: Employee Relations & Development

---



## Division Purpose Statement

To facilitate fair, respectful and collaborative relationships with Lane County's represented, non-represented and management employees and to provide high quality, relevant training and development opportunities for Lane County employees in order to meet the County's human resource needs while creating a diverse and culturally competent workforce.

## Division Locator

*Administration*  
*Personnel Programs Services*  
**Employee Relations & Development** ←  
*Benefits & Risk Management*

## Human Resources: Employee Relations & Development

DIVISION FINANCIAL SUMMARY						
	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Curr Bgt	FY 08-09 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Fees and Charges	44,568	19,524	15,000	15,000	0	0.00%
Administrative Charges	357,460	286,827	331,111	318,182	(12,929)	-3.90%
<b>Total Revenue</b>	402,028	306,351	346,111	333,182	(12,929)	-3.74%
Other Financing	0	0	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	402,027	306,351	346,111	333,182	(12,929)	-3.74%
<b>EXPENDITURES:</b>						
Personnel Services	434,902	328,602	354,062	331,294	(22,768)	-6.43%
Materials and Services	91,815	99,866	77,871	66,521	(11,350)	-14.58%
<b>TOTAL EXPENDITURES</b>	526,717	428,467	431,933	397,815	(34,118)	-7.90%
<b>Total FTE</b>	4.20	3.50	3.40	2.90	-0.50	-14.71%
<b>EXPENDITURES BY FUND</b>						
General Fund	526,717	428,467	431,933	397,815	(34,118)	-7.90%
<b>Funds Total</b>	526,717	428,467	431,933	397,815	(34,118)	-7.90%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Curr Bgt	FY 08-09 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>Programs</b>						
Performance & Development	259,244	129,751	146,552	149,561	3,009	2.05%
Labor Employee Relations	267,472	222,954	180,875	183,949	3,074	1.70%
Diversity	0	75,762	104,506	64,305	(40,201)	-38.47%
<b>Total Expenditures</b>	526,716	428,467	431,933	397,815	(34,118)	-7.90%

# **Human Resources: Employee Relations & Development**

---

## **Division Overview**

The Employee Relations & Development division is the lead County entity in bargaining unit contract negotiations, grievance settlements and establishing positive working relationships with all of Lane County's employee groups. Training and development is a major focus in the County's Strategic Plan and in the Human Resources Strategic Plan and this division has lead responsibility for coordinating and providing high quality, relevant training and development opportunities for Lane County employees. Employee Relations & Development also is charged with the oversight of the County's Diversity Action Plan, which calls for the creation of a far more diverse and culturally competent workforce. As a part of the Diversity Program, this division represents the County in the Diversity & Human Rights Consortium and serves on the Interagency Diversity & Equity Coalition as part of our commitment to partnering with other public sector employers to support and increase workforce diversity. As the division most responsible for administering the civil rights laws and rules of the federal Equal Employment Opportunity Act, it also takes lead on filing biennial EEO reports and compiling the EEO plan for the County.

## **Division Objectives for FY08-09**

- Take lead in creating supervisor training curriculum to address increased personnel claims and costs;
- Continue to update all Human Resource Administrative Procedures;
- Successfully negotiate contract with largest bargaining unit;
- Meet EEO compliance requirements (see above).

## **Key Accomplishments in FY 07-08**

- Successfully negotiated two labor contracts for strike-prohibited units in accordance with the County's fiscal constraints without having to go to interest arbitration.
- Conducted and coordinated trainings in diversity, hazardous materials, performance management, computer applications, harassment, Spanish and sign language, management and leadership skills;
- Continued to participate in interagency diversity & cultural competency efforts.

## **Changes, Challenges & Opportunities for FY 08-09**

The division will continue to build on strategic partnerships with department clients through the Human Resources Advisory Group and will be partnering with departments in the design of a supervisor and manager training curriculum. Work will also continue on performance evaluation processes, and on furthering the development of the extra help program in order to increase the number of extra help and intern opportunities available to those from diverse backgrounds.

Diversifying our workforce through the use of more innovative recruitment strategies, and helping our partner departments provide a supportive environment for employees of all backgrounds continues to be a major challenge. As more retirement-age Lane County employees exercise their early retirement options, the vacancies that result present both opportunities for diversification and challenges as we try to make up for the years of experience leaving the organization. As health benefits and retirement program costs increase and revenues fail to keep pace, the County is forced to do more with less, which will put even more pressure on us to maximize the skills and effectiveness of our employees, and retain our most valuable people.

Our performance development and diversity programs continue to be pushed to provide more service to the organization, with negligible resources. When asked, employees and managers cite the need for more training as a major strategic objective. In order to maximize current training resources, we will focus on integrating diversity and cultural competency throughout all projects and programs instead of making diversity a separate initiative.

## Human Resources: Employee Relations & Development

---

### **Performance Management**

Eighty-eight percent (88%) of Lane County’s permanent workforce is represented by a bargaining unit or union, who are covered by a contract. The number of employee groups includes the group of non-represented employees. Key measures reflect overall workload associated with negotiating, interpreting and administering contracts, and managing disciplinary and performance issues captured by the filing of grievances at step three. Step one and two grievances are handled within the department where they are initiated. The workload and results for this division are not expected to change in FY 08-09.

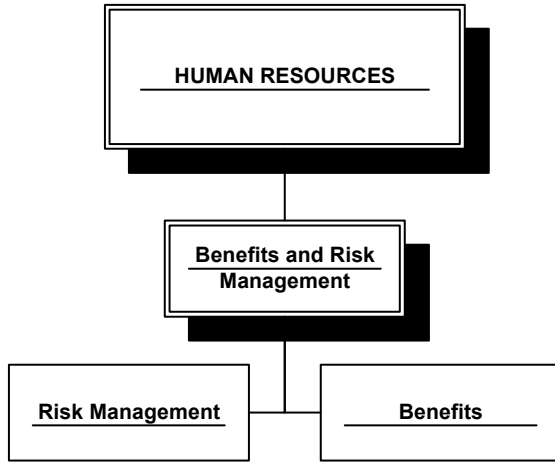
<b>DIVISION PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2005-06 Actual</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2007-08 Target</b>	<b>2007-08 Perf. Index</b>	<b>2008-09 Target</b>
% employees represented		88%	88%	n/a	n/a	No change anticipated
# employee groups	9	9	9	n/a	n/a	No change anticipated
# grievances filed @ step 3	7	13	11	n/a	n/a	10

# Human Resources: Benefits & Risk Management

---

## Division Purpose Statement

To develop and manage a benefit program that meets the varied needs of employees and supports the recruitment and retention goals of Lane County and to promote a safe environment at County facilities to protect the resources of Lane County from loss and damage in a fiscally responsible manner.



## Division Locator

*Administration  
Personnel Programs Services  
Employee Relations &  
Development*

**Benefits & Risk  
Management** ↙

## Human Resources: Benefits & Risk Management

DIVISION FINANCIAL SUMMARY						
	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Curr Bgt	FY 08-09 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>RESOURCES:</b>						
Administrative Charges	440,548	478,043	594,052	669,280	75,228	12.66%
<b>Total Revenue</b>	440,548	478,043	594,052	669,280	75,228	12.66%
Other Financing	0	0	0	0	0	0.00%
<b>TOTAL RESOURCES</b>	440,548	478,043	594,052	669,280	75,228	12.66%
<b>EXPENDITURES:</b>						
Personnel Services	446,454	440,042	546,244	584,302	38,058	6.97%
Materials and Services	30,640	44,259	49,427	52,051	2,624	5.31%
<b>TOTAL EXPENDITURES</b>	477,095	484,301	595,671	636,353	40,682	6.83%
<b>Total FTE</b>	5.10	6.00	6.10	6.10	0.00	0.00%
<b>EXPENDITURES BY FUND</b>						
General Fund	477,095	484,301	595,671	636,353	40,682	6.83%
<b>Funds Total</b>	477,095	484,301	595,671	636,353	40,682	6.83%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 05-06 Actual	FY 06-07 Actual	FY 07-08 Curr Bgt	FY 08-09 Adopted	\$ Chng Fr Curr	% Chng Fr Curr
<b>Programs</b>						
Risk Management	266,687	186,928	300,703	283,367	(17,336)	-5.77%
Benefits	210,408	297,374	294,968	352,986	58,018	19.67%
<b>Total Expenditures</b>	477,095	484,301	595,671	636,353	40,682	6.83%

# Human Resources: Benefits & Risk Management

---

## **Division Overview**

The Benefits & Risk Management division provides strategies, coordination and accounting control for employee benefit programs and purchased and self-insured programs for the County organization in order to facilitate evaluation and cost containment. Staff provides counseling services to employees and retirees in the understanding and utilization of their benefits, as well as support to departments in processing non-occupational and workers compensation claims. This division also provides support to the Employee Relations & Development division during collective bargaining and grievance settlements, as well as the Personnel Services division in working with departments on complex benefit and leave situations.

## **Division Objectives for FY08-09**

- Continue to develop and implement strategies for evaluating and containing costs of benefit programs for both active and retired employees;
- Explore new and different purchased benefit programs in an effort to contain costs; and
- Evaluate loss potential and design risk-control procedures to minimize loss by both the number and cost of claims.

## **Key Accomplishments in FY 07-08**

- Continued Emergency Response Team training for Lane County;
- Processed 268 medical/protected leave applications (includes FMLA & OFLA), which translates to 20% of our workforce;
- Processed changes in medicare supplement insurance coverage options for 110 retirees between 65 and 95 years old, including explaining changes and options, terminating them from one plan and enrolling them in a new plan.

## **Changes, Challenges & Opportunities for FY 08-09**

There continues to be added focus on containing health benefit costs particularly with regards to developing long term strategies (e.g., wellness programs). Continuing increases in health care costs due to nationwide inflation of prescription drug and medical care costs, and to increased usage by employees, dependents, and retirees who qualify for County-paid medical benefits without revenue changes or employee cost sharing will force the County to decrease services.

We anticipate that complex medical, disability and workers compensation claim submittals will remain at historically high levels. In calendar year 2005, the division processed and managed 110 applications for short-term disability claims. Calendar year 2006 figures were comparable, and 2007 came in at 114. So far, 2008 numbers are well in advance of past years. Many claims are not isolated to a single condition or incident, and require considerable care and analysis to ensure that we are providing the employee with all the rights and benefits to which they are entitled. Oregon Family Medical Leave and Family Medical Leave requests have also increased (see above key accomplishment), as well as requests for accommodations under the Americans with Disabilities Act. Expansion of employer responsibilities under USERRA and COBRA rules has also increased. Managing the full array of benefits and regulations protecting our employees will continue to be a major challenge with static or reduced resources. More employee benefit information is now, and will continue to be, available on the County's intranet.

The State Court decisions and 2003 legislative changes to PERS (Public Employees Retirement System) and the establishment of OPSRP (Oregon Public Service Retirement Program) have required the PERS organization to make a multitude of process and reporting changes. As PERS continues to work to meet

## Human Resources: Benefits & Risk Management

---

its mandates, Lane County needs to stay involved in the process as a concerned stakeholder in order to advocate for those changes that will continue to reduce rates paid by Lane County and other public employers to support the PERS/OPSRP system.

### **Performance Management**

Health insurance benefits for retirees are no longer provided to anyone who was not employed by Lane County before 1991. However, for those who are eligible, the County provides full coverage until the retiree is covered by Medicare, then supplemental health insurance until death. The number of benefited eligible retirees will continue to increase for many years. We do not anticipate the number of retirees who receive this benefit to level off for 20-25 more years.

The Workers Compensation Experience Modification rate is calculated by the State of Oregon, based upon the prior three fiscal year's payroll and the amount paid for workers compensation claims during that same period. The rate is used in the calculation of Lane County's quarterly workers compensation assessment. Maintaining a lower rate results in a lower payment to the State, thereby saving the County money. Beyond the cost savings, Lane County is able to see how it compares with other large public and private employers who are self-insured for workers compensation. The State has determined that a rate of 1.0 is the mean rate among these employers. Lane County's goal is to maintain a rate that is below that mean rate.

<b>DIVISION PERFORMANCE MEASURES</b>						
<b>Performance Measures</b>	<b>2005-06 Actual</b>	<b>2006-07 Actual</b>	<b>2007-08 Actual</b>	<b>2007-08 Target</b>	<b>2007-08 Perf. Index</b>	<b>2008-09 Target</b>
# benefited retirees	637	661	683	n/a	n/a	705
Workers' compensation rating	.86	.78	.79	.77	Exceeds Target	1.00 or below

## Human Resources

<b>DEPARTMENT REVENUE SUMMARY</b>						
<b>Revenue Accounts</b>	<b>FY 05-06 Actual</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Curr Bgt</b>	<b>FY 08-09 Adopted</b>	<b>\$ Chng Fr Curr</b>	<b>% Chng Fr Curr</b>
Miscellaneous Svc Charges	85	0	0	0	0	0.00%
Refunds & Reimbursements	0	35	0	0	0	0.00%
Training Revenues	44,483	19,524	15,000	15,000	0	0.00%
<b>FEES AND CHARGES</b>	<b>44,568</b>	<b>19,559</b>	<b>15,000</b>	<b>15,000</b>	<b>0</b>	<b>0.00%</b>
County Administrative Charges	1,418,681	1,529,738	1,704,247	1,865,206	160,959	9.44%
<b>ADMINISTRATIVE CHARGES</b>	<b>1,418,681</b>	<b>1,529,738</b>	<b>1,704,247</b>	<b>1,865,206</b>	<b>160,959</b>	<b>9.44%</b>
<b>TOTAL RESOURCES</b>	<b>1,463,249</b>	<b>1,549,297</b>	<b>1,719,247</b>	<b>1,880,206</b>	<b>160,959</b>	<b>9.36%</b>

## Human Resources

<b>DEPARTMENT EXPENSE SUMMARY</b>						
<b>Expenditure Accounts</b>	<b>FY 05-06 Actual</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Curr Bgt</b>	<b>FY 08-09 Adopted</b>	<b>\$ Chng Fr Curr</b>	<b>% Chng Fr Curr</b>
Permanent Operating Salaries	877,724	872,342	948,164	982,926	34,762	3.67%
Extra Help	9,743	8,742	21,000	21,000	0	0.00%
Unclassified Temporary	3,630	6,600	0	0	0	0.00%
Overtime	0	35	0	0	0	0.00%
Reduction Unfunded Vac Liab	16,112	28,916	25,976	26,866	890	3.43%
Compensatory Time	736	0	0	0	0	0.00%
Employee Benefits	499,516	518,919	0	0	0	0.00%
Risk Management Benefits	145	146	231	220	(11)	-4.76%
Social Security Expense	0	0	61,708	63,900	2,192	3.55%
Medicare Insurance Expense	0	0	14,424	14,948	524	3.63%
Unemployment Insurance (State)	0	0	7,727	8,139	412	5.33%
Fed. Unemployment Insurance	0	0	0	0	0	0.00%
Lane Transit District	0	0	0	0	0	0.00%
Workers Comp	0	0	4,976	3,081	(1,895)	-38.08%
Disability Insurance - Long-term	0	0	9,601	10,125	524	5.46%
PERS - OPSRP Employer rate	0	0	113,339	120,651	7,312	6.45%
PERS Bond	0	57,117	58,025	52,004	(6,021)	-10.38%
PERS - 6% Pickup	0	0	58,459	60,594	2,135	3.65%
Optional ER IAP	0	0	0	0	0	0.00%
Health Insurance	0	0	215,256	232,101	16,845	7.83%
Dental Insurance	0	0	19,956	21,437	1,481	7.42%
Vision Insurance	0	0	4,104	4,250	146	3.56%
EE Assistance Pgm - IBH	0	0	1,296	1,032	(264)	-20.37%
Life Insurance	0	0	3,360	3,264	(96)	-2.86%
Flexible Spending	0	0	216	204	(12)	-5.56%
Disability Insurance - Short Term	0	0	432	408	(24)	-5.56%
Defer. Comp Employer Contrib.	0	0	9,756	10,125	369	3.78%
Retiree Medical	0	0	47,402	49,490	2,088	4.40%
<b>PERSONNEL SERVICES</b>	<b>1,407,606</b>	<b>1,492,817</b>	<b>1,625,408</b>	<b>1,686,765</b>	<b>61,357</b>	<b>3.77%</b>
Professional & Consulting	9,547	53,550	13,000	13,000	0	0.00%
Telephone Services	7,309	7,508	8,400	8,940	540	6.43%
Purchased Insurance	2,588	3,124	4,361	4,518	157	3.60%
Maintenance of Structures	647	0	400	400	0	0.00%
Fleet Services Rentals	172	79	200	500	300	150.00%
Copier Charges	8,238	7,657	8,100	8,100	0	0.00%
Mail Room Charges	6,773	6,388	6,470	6,470	0	0.00%
Direct/Information Services	66,197	84,712	78,449	82,372	3,923	5.00%
PC Replacement Services	7,821	7,821	11,140	10,670	(470)	-4.22%
Office Supplies & Expense	2,008	7,339	12,459	12,459	0	0.00%
Membrshp/Professional Licenses	1,841	4,341	2,450	2,450	0	0.00%
Printing & Binding	3,458	4,247	8,485	8,485	0	0.00%
Advertising & Publicity	21,008	27,029	37,700	37,700	0	0.00%
Postage	45	0	0	0	0	0.00%

## Human Resources

<b>DEPARTMENT EXPENSE SUMMARY</b>						
<b>Expenditure Accounts</b>	<b>FY 05-06 Actual</b>	<b>FY 06-07 Actual</b>	<b>FY 07-08 Curr Bgt</b>	<b>FY 08-09 Adopted</b>	<b>\$ Chng Fr Curr</b>	<b>% Chng Fr Curr</b>
Furniture, Equipment & Tools	10,571	73,107	0	0	0	0.00%
Food	442	663	1,046	1,046	0	0.00%
Special Supplies	0	0	500	500	0	0.00%
Business Expense & Travel	194	1,259	1,200	1,200	0	0.00%
Committee Stipends & Expense	5,225	4,858	7,500	0	(7,500)	-100.00%
Outside Education & Travel	4,934	26,255	17,500	17,500	0	0.00%
County Training Classes	1,148	515	2,250	2,250	0	0.00%
Training Services & Materials	44,549	16,473	15,000	15,000	0	0.00%
Miscellaneous Payments	13	0	0	0	0	0.00%
<b>MATERIALS &amp; SERVICES</b>	<b>204,729</b>	<b>336,925</b>	<b>236,610</b>	<b>233,560</b>	<b>(3,050)</b>	<b>-1.29%</b>
Improvements	15,616	0	0	0	0	0.00%
<b>CAPITAL PROJECTS</b>	<b>15,616</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.00%</b>
<b>TOTAL EXPENDITURES</b>	<b>1,627,951</b>	<b>1,829,742</b>	<b>1,862,018</b>	<b>1,920,325</b>	<b>58,307</b>	<b>3.13%</b>

THIS PAGE INTENTIONALLY LEFT BLANK