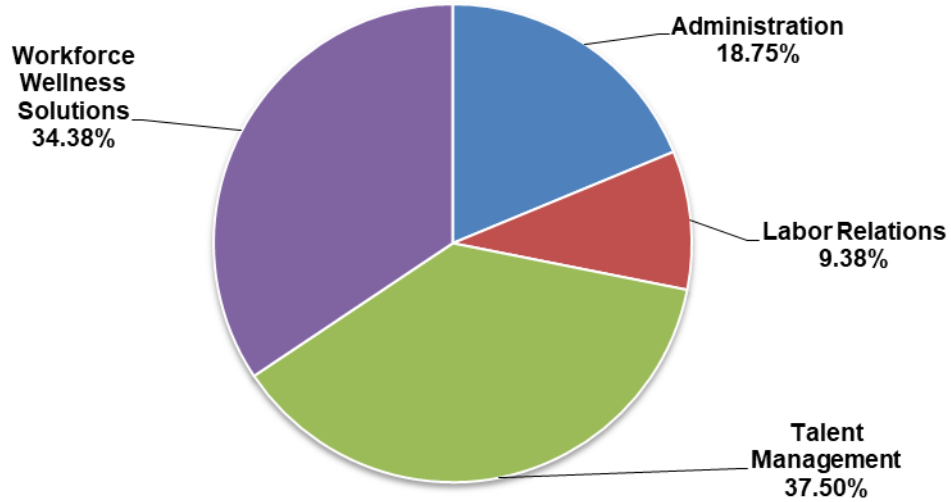


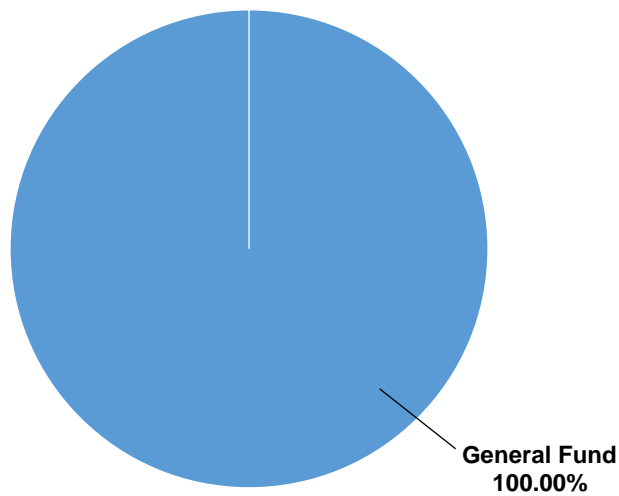
Department of Human Resources

FY 20-21 Adopted Expenditures: \$3,236,328

FY 20-21 Expenditures by Division



FY 20-21 Expenditures by Fund



Alana Holmes
Human Resources Director
541-682-3689

Human Resources

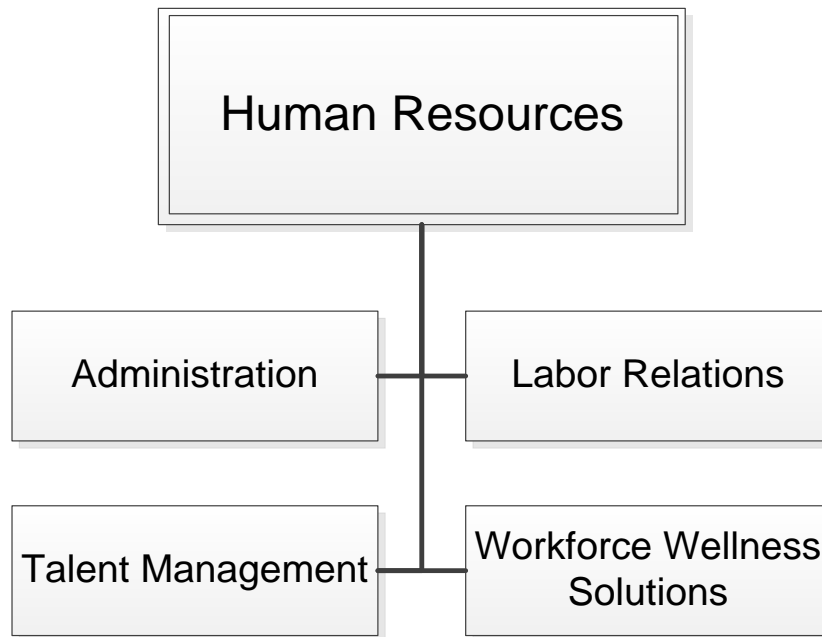
Department Purpose & Overview

Human Resources (HR), a strategic partner with Lane County’s leadership, drives a culture of excellence and innovation at the County by attracting, developing, and retaining a talented, engaged, and diverse workforce committed to our community. HR is comprised of four divisions: Administration, Workforce Wellness Solutions, Labor Relations, and Talent Management.

HR administers a variety of programs that include Talent Acquisition, Onboarding, and Development, Classification and Compensation, Diversity, Employee Relations, Human Resources Information Management (HRIM), Labor Relations, and Safety. In addition, the department develops and manages a comprehensive and cost-effective employee benefit package including health, dental, and vision insurance, employee assistance, retirement savings plans, and other benefits driving total employee well-being.

The department is responsible for negotiating and administering eight collective bargaining agreements and ensuring compliance with Federal and State employment laws and County policies.

HR is responsible for the following elements of the County’s strategic plan: Vibrant Communities – enhance equity and access in service delivery and representation in governance; Our People and Partnerships – including key initiatives to pursue strategies to enhance fiscal resilience and operational effectiveness and enhance employee engagement and resilience.



Human Resources

Department Goals & Strategic Planning

The department is responsible for leading multiple strategic planning initiatives under the County’s strategic priorities: Vibrant Communities and Our People and Partnerships. Priorities include:

- Process review of Talent Acquisition related practices
- Workforce forecasting and planning
- Creation of strategic data analytics to inform and drive decision making
- Continued partnership on Equity 2.0 initiatives

Strategic Priority:	Our People and Partnerships		
Key Strategic Initiative:	Activity Area:		
Revised New Employee Orientation Program	Implementation of the new program occurred in phases June - August 2020.		
Inputs: <i>To accomplish our goals, we may need the following resources:</i>			
Time for the resources involved, assistance from departments for pilot participants, funding for the purchase of the NeoGov platform, feedback from key stakeholders.			
Outputs: <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Implementation of the NeoGov Onboarding Platform, release of the program components (online modules, support materials, decrease of manual entry and increase of time available for other tasks.			
Intended Outcomes:			
Streamlined new employee experience with faster and better mobile engagement. Increased opportunities for the new employee to build relationships with their supervisor and team. Flexibility in completing new employee training.			
Comments:			
Program fully implemented from the new hire/supervisor standpoint on August 31st. Data feed that automates the employee profile creation to be implemented by the end of September.			
Related Metric: Employee Satisfaction and Engagement - Measured by New Hire Experience Survey			
Year	18-19	19-20	20-21
Where are we now:			Working on gathering data
Target:			
Notes:			

Human Resources

Strategic Priority:	Our People and Partnerships		
Key Strategic Initiative:			Activity Area:
Stay Interviews			Stay interviews are a conversation between a supervisor and their employee to learn about what motivates their employees, why they love to come to work and what we can do better to engage and retain them.
Inputs: <i>To accomplish our goals, we may need the following resources:</i>			
Time, participation of supervisors/managers and their employees, support of the Directors, trust of employees.			
Outputs: <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Important information supervisors can use to improve an employee's experience. Data on actions the County can take to improve retention.			
Intended Outcomes:			
Build a stronger relationship between an employee and their supervisor. Learn about improvements we can make to engage and retain our employees.			
Comments:			
<u>Pilot:</u> Pilot underway in 3 areas through Labor Day.			
<u>Evaluate:</u> September - evaluate pilot results, update materials based on feedback.			
<u>Rollout:</u> Rollout in October to all groups. 30 minute informal trainings will be offered for supervisors and managers.			
Related Metric: Implement Stay Interviews			
Year	18-19	19-20	20-21
Where are we now:			
Target:			
Notes:			2021 Employee Engagement Survey

Human Resources

Strategic Priority:	Our People and Partnerships		
Key Strategic Initiative:			Activity Area:
Implement opportunities to promote a positive workplace culture and improve workforce health.			Increase Behavioral Health Counselor hours and add Physical Therapist provider to the Live Well Center.
Inputs: <i>To accomplish our goals, we may need the following resources:</i>			
Budget increase for added Marathon Health resources and the time for approval internally and Marathon's implementation timing.			
Outputs: <i>Accomplishing these projects will result in the following evidence of progress:</i>			
Employee engagement measured by Marathon health reporting through their provided CAT as well as cost savings for musculoskeletal claims which will be representative by Pacific Source claim data.			
Intended Outcomes:			
Meeting behavioral health needs of our employees who are utilizing the LWC for their counseling services. Provide employees with cost effective and timely physical therapy services tending to musculoskeletal conditions by helping them manage pain, possibly avoid surgery, improve mobility and movement, recover from injury/trauma or stroke/paralysis, prevent falls and injuries, and regain function & return to work when injury occurs.			
Comments:			
Budget approval for increase to behavioral health counselor hours; looking for approval internally and scheduling increase via Live Well Center. Info gathering for Physical Therapist add, with budget and internal approval next.			
Related Metric: Clinical Activity and Trends + Pacific Source Dashboard			
Year	18-19	19-20	20-21
Where are we now:			Approval and Implementation
Target:			Fall 2020 for BH Counselor Spring 2021 for Physical Therapist
Notes:			Target is dependent on Marathon timelines as well.

Partnerships

HR maintains relationships with comparator counties and other public entities for active information sharing, innovative solutions and shared training opportunities. A sampling of partners includes: Equity Community Consortium, Regional HRIM Users Group, Eugene/Springfield Risk Professionals, Lane County Human Resources Association, Wellness Council of America, Society for Human Resources Management, International Personnel Management Association – HR, and State/National Public Employees Labor Relations Association. These partnerships help Human Resources in determining best practices as well as streamlining policies, process and procedure.

Human Resources

DEPARTMENT FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fees And Charges	31,997	26,512	57,000	47,650	(9,350)	-16.40%
Administrative Charges	2,373,943	2,383,622	2,489,087	2,655,871	166,784	6.70%
Fund Transfers	0	0	56,250	212,622	156,372	277.99%
TOTAL RESOURCES	2,405,940	2,410,134	2,602,337	2,916,143	313,806	12.06%
EXPENDITURES:						
Personnel Services	1,966,652	2,078,388	2,587,488	2,874,306	286,818	11.08%
Materials & Services	345,737	288,245	377,167	362,022	(15,145)	-4.02%
Capital Expenses	0	25,855	0	0	0	0.00%
TOTAL EXPENDITURES	2,312,388	2,392,487	2,964,655	3,236,328	271,673	9.16%

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	2,312,388	2,392,487	2,964,655	3,236,328	271,673	9.16%
TOTAL	2,312,388	2,392,487	2,964,655	3,236,328	271,673	9.16%

DEPARTMENT FINANCIAL SUMMARY BY DIVISION						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
DIVISIONS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	966,091	947,459	592,523	602,593	10,070	1.70%
Labor Relations	779,759	835,311	333,331	319,958	(13,373)	-4.01%
Talent Management	35,434	16,957	1,135,283	1,186,569	51,286	4.52%
Workforce Wellness Sol.	531,105	592,760	903,518	1,127,208	223,690	24.76%
TOTAL EXPENDITURES	2,312,388	2,392,487	2,964,655	3,236,328	271,673	9.16%

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	17.00	18.50	22.50	22.50	0.00	0.00%

Human Resources

DEPARTMENT POSITION LISTING

Administration

1.00 Administrative Support Spec
1.00 Dept Director (TS, HR, OPs)
1.00 Sr. Management Analyst

3.00 Division FTE Total

Labor Relations

1.00 Program Manager
1.00 Program Specialist

2.00 Division FTE Total

Talent Management

1.00 Program Manager
1.00 Program Specialist
6.00 Sr. Management Analyst

8.00 Division FTE Total

Workforce Wellness Solutions

0.50 Administrative Support Assist
2.00 Administrative Support Tech
1.00 Management Analyst
1.00 Program Manager
3.00 Program Specialist
1.00 Program Supervisor
1.00 Sr. Management Analyst

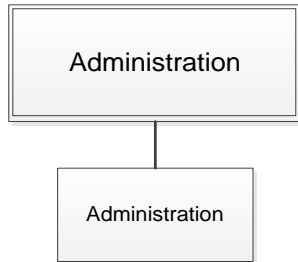
9.50 Division FTE Total

22.50 Department FTE Total

Human Resources: Administration

Division Purpose Statement

Provides leadership and administrative support for the divisions of the Human Resources department so they can provide effective services to our partner departments and to the public.



Division Locator

Human Resources

*Administration ◀
Labor Relations
Talent Management
Workforce Wellness Solutions*

Human Resources: Administration

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fees And Charges	1,200	51	0	0	0	0.00%
Administrative Charges	1,282,000	1,024,440	270,446	388,665	118,219	43.71%
TOTAL RESOURCES	1,283,200	1,024,491	270,446	388,665	118,219	43.71%
EXPENDITURES:						
Personnel Services	762,887	771,327	468,898	496,483	27,585	5.88%
Materials & Services	203,204	150,277	123,625	106,110	(17,515)	-14.17%
Capital Expenses	0	25,855	0	0	0	0.00%
TOTAL EXPENDITURES	966,091	947,459	592,523	602,593	10,070	1.70%

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	966,091	947,459	592,523	602,593	10,070	1.70%
TOTAL	966,091	947,459	592,523	602,593	10,070	1.70%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Administration	966,091	947,459	592,523	602,593	10,070	1.70%
TOTAL EXPENDITURES	966,091	947,459	592,523	602,593	10,070	1.70%

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	8.00	8.50	3.00	3.00	0.00	0.00%

Human Resources: Administration

Division Overview

Human Resources Administration supports the strategic direction of the County in the application of HR programs, systems, and innovative solutions. HR Administration provides leadership and administrative support for the divisions of the Human Resources department in order to provide effective services to our partner departments and the communities we serve. The division includes both general department support services and direct service to partner departments. The division plans and directs the services and activities of Human Resources and provides functional support to all department programs. HR Administration includes executive management, which is responsible for overall leadership, strategic planning and support, problem solving, and budget administration. In addition, the division organizes the Lane County Elected Officials Compensation Board. The Chief Human Resources Officer also serves as an organizational consultant to the Board of Commissioners, other County directors, and high level managers regarding strategic, and/or sensitive human resources issues.

Division Goals & Strategic Planning

- Assist the organization in working through the rapid changes needed due to COVID-19 related issues. This includes, temporary policies, analysis and implementation of new federal law, new/updated workflow and other support as needed.
- Lead, implement, and monitor initiatives to develop a robust employee engagement toolkit for departments in support of the strategic plan, such as a new Mentorship Program, stay interviews, career development tools, and supervisory training
- Policy updates, as needed, to reflect County-wide priorities and initiatives

Major Accomplishments & Achievements in FY 19-20

- Successful restructure of the department to realign workflow to maximize resources in support of the County's strategic priorities and ongoing needs.
- Recruitment and selection of new Lane County Sheriff.
- Project team lead on creation and implementation of the Lane County Employees' Code of Professional Conduct.
- HR Department response to the Performance Auditor's Recruitment and Retention Audit.
- A member of the Lane County Government Alliance on Race and Equity cohort.
- New performance evaluation process created for employees who report to the Board of Commissioners.

Anticipated Service & Budget Changes for FY 20-21

None anticipated.

Current & Future Service Challenges

- As we submit this text, our professional world is at a new and unforeseen crossroads. We are experiencing a new paradigm for work and must be able to pivot and support the changes necessary as we redefine our workplace norms, culture and continue to meet the needs of our organization and community.
- Continue to align available advances in technology with strategic initiatives to effectively advance the work of the department and strategic plan.

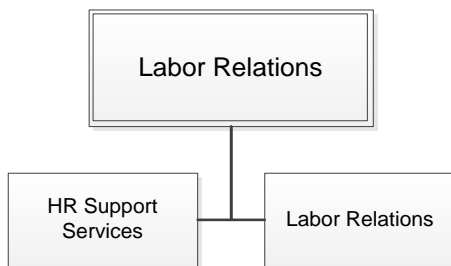
Capital Projects – Planned and Known Needs

There are no anticipated capital expenses.

Human Resources: Labor Relations

Division Purpose Statement

To facilitate fair, respectful and collaborative relationships with Lane County's represented, non-represented and management employee groups.



Division Locator

Human Resources

*Administration
Labor Relations ✦
Talent Management
Workforce Wellness Solutions*

Human Resources: Labor Relations

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fees And Charges	61	0	0	0	0	0.00%
Administrative Charges	667,436	716,479	309,464	259,109	(50,355)	-16.27%
TOTAL RESOURCES	667,497	716,479	309,464	259,109	(50,355)	-16.27%
EXPENDITURES:						
Personnel Services	719,707	767,145	266,032	277,521	11,489	4.32%
Materials & Services	60,052	68,166	67,299	42,437	(24,862)	-36.94%
TOTAL EXPENDITURES	779,759	835,311	333,331	319,958	(13,373)	-4.01%

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	779,759	835,311	333,331	319,958	(13,373)	-4.01%
TOTAL	779,759	835,311	333,331	319,958	(13,373)	-4.01%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
HR Support Services	26	3,616	0	0	0	0.00%
Labor Relations	779,734	831,696	333,331	319,958	(13,373)	-4.01%
TOTAL EXPENDITURES	779,759	835,311	333,331	319,958	(13,373)	-4.01%

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	5.00	5.00	2.00	2.00	0.00	0.00%

Human Resources: Labor Relations

Division Overview

Labor Relations leads the County's collective bargaining contract negotiations and grievance resolution processes. The division works closely with departments and employees to administer and interpret eight collective bargaining agreements. Assists Talent Management Division and departments with investigations and complaints, provides supervisor/manager coaching and assists in processing any claims by employees or the public. Mitigates potential litigation by providing training and advice to managers and supervisors in responding to employee complaints and grievances. Assists and advises on the classification and compensation systems for the County with regard to collective bargaining agreements. Labor Relations provides support to the departments and the other divisions within Human Resources on matters related to contract negotiations, policy change and employment law.

Division Goals & Strategic Planning

- Complete bargaining with the AFSCME General Unit and Nurses Unit.
- Begin bargaining with the Federation of Parole and Probation Officers (FOPPO) and the Lane County Prosecuting Attorneys Association (PAA).
- Continue to utilize Interest Based Bargaining whenever possible to successfully negotiate collective bargaining agreements.
- Update County Policies and Procedures to comply with legislative changes.
- Develop a SharePoint site and migrate the Human Resources intranet to SharePoint.
- Continue presenting frontline supervisor trainings in conjunction with County Counsel and the Talent Management Division.
- Assist in and provide recommendations surrounding compliance with the Equal Pay Act.
- Launch and Continue Joint Labor Management meetings with the AFSCME General Unit and Nurses Unit.
- Continue to work with Labor Unions on initiatives for health savings and employee wellness.

Major Accomplishments & Achievements in FY 19-20

- Completed the first Interest Based Bargaining with Lane County Association Local 626 (626).
- Successfully negotiated collective bargaining agreements with Lane County Police Officers Association (LCPOA), Administrative-Professionals Association of Lane County (Admin-Pro), Inc. and American Federation of State, County and Municipal Employees (AFSCME)-Physicians Unit.
- Presented frontline supervisor trainings with County Counsel and the Talent Management Division, including implementation of recommendations from the strategic plan employee engagement team.
- Presented Labor Relations training to Emerging Leaders and Leadership Certification courses.

Anticipated Service & Budget Changes for FY 20-21

- Monitor potential changes in Federal and State employment law and adapt/adopt processes as necessary.
- Complete negotiations with AFSCME-Nurses and General Unit.

Human Resources: Labor Relations

Current & Future Service Challenges

- Administrative support for electronically continuing project of archiving labor relations records.
- Impact bargaining resulting from County-wide policy changes.
- Impact bargaining resulting from Federal and State legal mandates.

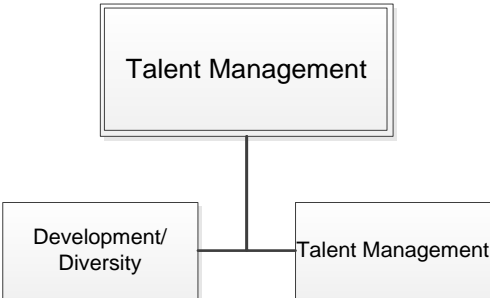
Capital Projects – Planned and Known Needs

There are no anticipated capital expenses.

Human Resources: Talent Management

Division Purpose Statement

To attract, develop and retain a workforce that will ensure the success of Lane County's strategic goals, priorities and objectives.



Division Locator

Human Resources

- Administration*
- Labor Relations*
- Talent Management* ←
- Workforce Wellness Solutions*

Human Resources: Talent Management

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Fees And Charges	30,736	26,461	57,000	47,650	(9,350)	-16.40%
Administrative Charges	15,000	15,000	931,645	1,036,437	104,792	11.25%
TOTAL RESOURCES	45,736	41,461	988,645	1,084,087	95,442	9.65%
EXPENDITURES:						
Personnel Services	0	0	1,029,560	1,041,166	11,606	1.13%
Materials & Services	35,434	16,957	105,723	145,403	39,680	37.53%
TOTAL EXPENDITURES	35,434	16,957	1,135,283	1,186,569	51,286	4.52%

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	35,434	16,957	1,135,283	1,186,569	51,286	4.52%
TOTAL	35,434	16,957	1,135,283	1,186,569	51,286	4.52%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Development/Diversity	35,434	16,957	72,800	67,650	(5,150)	-7.07%
Talent Management	0	0	1,062,483	1,118,919	56,436	5.31%
TOTAL EXPENDITURES	35,434	16,957	1,135,283	1,186,569	51,286	4.52%

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	0.00	0.00	8.00	8.00	0.00	0.00%

Human Resources: Talent Management

Division Overview

Talent Management is dedicated to operational efficiency and promoting a positive, equitable and diverse work environment by providing guidance and support to management and employees throughout the organization.

The Talent Acquisition and Development team supports all county departments with recruitment processes and organizational development. Talent Acquisition services include outreach and recruitment functions such as job postings, applicant screening, and assistance with the interview, hiring and onboarding processes. Talent Development services include coordinating and administering high quality training opportunities, customized team training solutions, equity and diversity training and other employee engagement initiatives.

The Talent Resources team provides exceptional support to all county departments with workforce planning, executive level counsel, manager and supervisor coaching, employee relations, administration of classification and compensation structures, ADAA administration, investigations and compliance with applicable laws, regulations and collective bargaining agreements.

Division Goals & Strategic Planning

Continued implementation and oversight of employee engagement initiatives and support to potential recommendations resulting from the pay equity study will be key focuses for this fiscal year. Specifically, stay interviews and a formal mentoring program will be rolled out County wide in the coming FY 20-21. Additionally, the division is currently conducting a review of recruitment processes and will finalize that work and begin implementation of any changes in FY 20-21.

Major Accomplishments & Achievements in FY 19-20

The division was established in FY 19-20, hiring the Division Manager (Talent Manager) position and updating working titles for all employees in the division. The division developed a new support model for Health and Human Services (HHS) to ensure depth and coverage of Human Resources functions and worked with HHS staff to develop process maps and implement efficiencies. The division also streamlined the New Employee Orientation and onboarding process, moving to an online and integrated process. The division also graduated 1 Emerging Leaders cohort, 2 Leadership cohorts, and documented over 25,000 hours of training in LEAP.

Anticipated Service & Budget Changes for FY 20-21

None.

Current & Future Service Challenges

Continued pressure points will be in the large body of classification/compensation projects, new laws requiring specific notifications and follow-ups with employees, and continued increase in demand for employee training and development.

Continued growth in the County's workforce along with increasingly complex legislative requirements on employers will continue to strain Talent Management's ability to provide timely customer service to employees and supervisors.

Capital Projects – Planned and Known Needs

There are no anticipated capital expenses.

Human Resources: Workforce Wellness Solutions

Division Purpose Statement

To develop and manage the employee benefits and wellness programs to meet the varied needs of employees and support the County's recruitment and retention goals in a fiscally responsible manner.



Division Locator

Human Resources

*Administration
Labor Relations
Talent Management
Workforce Wellness Solutions ◀*

Human Resources: Workforce Wellness Solutions

DIVISION FINANCIAL SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCES:						
Administrative Charges	409,507	627,703	977,532	971,660	(5,872)	-0.60%
Fund Transfers	0	0	56,250	212,622	156,372	277.99%
TOTAL RESOURCES	409,507	627,703	1,033,782	1,184,282	150,500	14.56%
EXPENDITURES:						
Personnel Services	484,058	539,915	822,998	1,059,136	236,138	28.69%
Materials & Services	47,047	52,845	80,520	68,072	(12,448)	-15.46%
TOTAL EXPENDITURES	531,105	592,760	903,518	1,127,208	223,690	24.76%

EXPENDITURES BY FUND						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
FUNDS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
General Fund	531,105	592,760	903,518	1,127,208	223,690	24.76%
TOTAL	531,105	592,760	903,518	1,127,208	223,690	24.76%

DIVISION FINANCIAL SUMMARY BY PROGRAM						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
PROGRAMS	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Workforce Wellness Solution	531,105	592,760	903,518	1,127,208	223,690	24.76%
TOTAL EXPENDITURES	531,105	592,760	903,518	1,127,208	223,690	24.76%

FTE SUMMARY						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
Total FTE	4.00	5.00	9.50	9.50	0.00	0.00%

Human Resources: Workforce Wellness Solutions

Division Overview

Workforce Wellness Solutions develops and manages multiple workforce programs with a \$55 million budget to meet the diverse needs of employees and support the County's strategic priorities of a safe and healthy work environment, and engaging our people and partnerships. The division portfolio includes contract and vendor management, budget and cost control for the Employee Benefits Fund (614), the Retiree Benefit Trust Fund (714), and the Self Insurance Sub-Fund (610). The division also provides data analysis, targeted wellness interventions, proactive safety training, bargaining strategy, compliance with federal and state regulations, customer support, and administration of disability and other leaves under the Family and Medical Leave Act (FMLA) and the Oregon Family Leave Act (OFLA). The division partners with Technology Services on PeopleSoft upgrades and enhancements, system process improvements, and development of data analytics to support organizational wellness projects and analysis. The division partners with Finance and Payroll on contract language changes, compensation and benefits administration, leaves and disability records, onboarding, and off-boarding.

Division Goals & Strategic Planning

The division's goal is to support the County's strategic priorities by designing and administering workforce wellness solutions, while responsibly managing the multimillion dollar costs of services and program to our 1,600 employees, their 2,200 dependents and 800 eligible retirees.

- Self-funded Medical Program
 - Increase employee enrollment in High Deductible Health Plan through education and promotion of the Health Reimbursement Arrangement option.
 - Research and plan innovative solutions to rising prescription drug costs.
- Wellness Program
 - Participate in planning committees for Blue Zones Project, using an equity lens.
 - Enhance employee engagement with the Live Well Center to 70% from 60% through streamlined Live Well Credit process, and refer a friend program.
 - Research and plan addition of physical therapy services to Live Well Center.
- Employee Benefits Program
 - Transition to ICMA-RC from TIAA for deferred compensation plan.
 - Hire and train Sr. Leaves Analyst and HR Technician to coordinate current and future leaves programs (e.g., Oregon Paid Family Medical Leave.), and in response to Employee Engagement survey results.
- Safety Program
 - Participate in planning committees to reduce risk of personal injury at upcoming community track events.
- Retiree Medical Program
 - Research and propose enhancements to County sponsored Medicare supplement and related reimbursement process.
- HRIM solutions Programs
 - Automate mid-year enrollments with BenAdmin.
 - Visualization and integrity of Workforce Wellness Data Metrics via Tableau software and data governance.

Major Accomplishments & Achievements in FY 19-20

- Enrollment in High Deductible Health Plan increased by 12% through online benefits advisor (Alex) and addition of a Health Reimbursement Arrangement option, and projected savings are \$225,000+.
- Expanded workforce health analytics and benchmarking with PacificSource, The Hartford and Marathon to identify appropriate interventions (e.g., Plan physical therapy at Live Well Clinic to control and manage the high rate of musculoskeletal injuries.).

Human Resources: Workforce Wellness Solutions

- Live Well Center engagement is 60% of employees, 45% of spouses and 10% of children, and satisfaction ratings are near 100%.
- Expanded mindfulness practice opportunities for public safety staff to prevent burnout.
- RFP process led to selection of ICMA-RC to replace TIAA for deferred compensation plan with funds valued at a new high of \$120 million+.
- Participated in County-wide safety committees to reduce risk of personal injury and property damage.
- Attended national training for surviving an active shooter (ALICE).
- Enhanced County-sponsored Medicare Supplement by adding zero premium option with prescription benefit.
- Finalized open enrollment in record time, and streamlined benefits section of new employee orientation, cutting staff time in half.
- Recognized as a Healthiest Employer in Oregon, and 100 Healthiest Workplaces in America. Invited to present success story at National Public Employer Labor Relations Association Conference in Austin, TX.
- Infants in the Workplace program was launched, coos and cries projected!
- Coordinated telephony change for County reception and administrative offices.
- Healthiest 100 Employers (40th); Healthiest Employer of Oregon (3rd for large organizations.); Three Lane County plan members' pictures featured in USA Today's March 22, 2019 issue for Marathon's Healthy Like Me award.
- Employee Benefits Program improved services cut costs.
 - Transition to The Hartford for administration of life insurance and disability and leaves programs.
 - Live Well Committee successfully implement a tobacco-free campus.
- Safety Program.
 - Provided ALICE (Active Shooter Training) trainings for 4 work groups.
 - Ergonomic Assessment of 35 employee workstations.
- Retiree Medical Program.
 - Negotiated no rate increase for Regence plan.

Anticipated Service & Budget Changes for FY 20-21

Moving the HRIM team (3.5 FTE) from the Administration division to the Workforce Wellness Solutions division in FY 20-21 will formally combine the already collaborative teams. The integrated team will enhance innovation and effectiveness of programs through technology management. The resulting division will provide expanded service and systems capabilities needed to affect solutions prescribed in Lane County's strategic plan.

Current & Future Service Challenges

The division continues its strategic focus on controlling costs and improving workforce wellness. It will strive to balance competing service needs through job redesign and by optimizing limited resources through technology and co-sourcing partnerships.

Capital Projects – Planned and Known Needs

There are no anticipated capital expenses.

Human Resources

DEPARTMENT RESOURCE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
RESOURCE ACCOUNTS						
Miscellaneous Svc Charges	11	0	0	0	0	0.00%
Report Fees	50	0	0	0	0	0.00%
Refunds & Reimbursements	1,200	51	0	0	0	0.00%
Training Revenues	30,736	26,461	57,000	47,650	(9,350)	-16.40%
FEES AND CHARGES	31,997	26,512	57,000	47,650	(9,350)	-16.40%
County Indirect Revenue	2,373,943	2,383,622	2,489,087	2,655,871	166,784	6.70%
ADMINISTRATIVE CHARGES	2,373,943	2,383,622	2,489,087	2,655,871	166,784	6.70%
Transfer Fr Int Svc Fnds (600)	0	0	56,250	212,622	156,372	277.99%
FUND TRANSFERS	0	0	56,250	212,622	156,372	277.99%
DEPARTMENT RESOURCES	2,405,940	2,410,134	2,602,337	2,916,143	313,806	12.06%

Human Resources

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
EXPENDITURE ACCOUNTS						
Regular Operating Wages	1,161,661	1,254,441	1,516,630	1,708,472	191,842	12.65%
Extra Help	9,148	13,897	15,000	15,000	0	0.00%
Unclassified Temporary	33,853	0	0	0	0	0.00%
Overtime	2,251	189	0	0	0	0.00%
Reduction Unfunded Vac Liab	10,475	11,017	23,273	36,701	13,428	57.70%
Compensatory Time	3,407	2,310	0	0	0	0.00%
Risk Management Benefits	2,073	2,024	1,519	621	(898)	-59.12%
Social Security Expense	74,309	76,572	96,333	109,024	12,691	13.17%
Medicare Insurance Expense	17,405	18,140	22,517	25,472	2,955	13.12%
Unemployment Insurance (State)	1,708	1,780	2,129	2,340	211	9.91%
Workers Comp	4,016	4,242	4,647	5,272	625	13.45%
Disability Insurance - Long-term	5,849	7,861	10,933	12,386	1,453	13.29%
PERS - OPSRP Employer rate	131,811	148,615	234,570	264,249	29,679	12.65%
PERS Bond	83,990	89,492	111,597	130,817	19,220	17.22%
PERS - 6% Pickup	69,767	75,109	89,252	104,617	15,365	17.22%
Health Insurance	266,368	281,395	345,427	344,346	(1,081)	-0.31%
Dental Insurance	22,267	22,790	28,067	27,522	(545)	-1.94%
EE Assistance Pgm	275	284	491	524	33	6.72%
Life Insurance	5,375	2,959	7,587	8,126	539	7.10%
Flexible Spending Admin	251	259	251	524	273	108.76%
Disability Insurance - Short Term	579	596	731	780	49	6.70%
Deferred Comp Employer Contrib	23,537	25,360	30,774	34,858	4,084	13.27%
Retiree Medical	35,826	38,595	45,004	42,131	(2,873)	-6.38%
FMLA Administration	451	463	756	524	(232)	-30.69%
PERSONNEL SERVICES	1,966,652	2,078,388	2,587,488	2,874,306	286,818	11.08%
Professional & Consulting	66,940	21,241	65,471	65,471	0	0.00%
Subscriptions	0	223	175	175	0	0.00%
Telephone Services	6,837	14,948	14,506	16,812	2,306	15.90%
General Liability	7,142	11,503	19,964	24,016	4,052	20.30%
Maintenance of Structures	2,272	0	0	0	0	0.00%
Maintenance Agreements	0	1,105	0	2,000	2,000	100.00%
External Equipment Rental	58	51	200	200	0	0.00%
Fleet Services Rentals	516	289	300	300	0	0.00%
Copier Charges	9,280	8,818	8,500	8,300	(200)	-2.35%
Mail Room Charges	879	626	2,500	2,010	(490)	-19.60%
License Replacement	0	0	4,819	5,636	817	16.95%
Indirect/Technology Serv	110,479	109,554	118,083	147,310	29,227	24.75%
Infrastructure Replacement	0	0	4,025	4,375	350	8.70%
Direct/Technology Serv	41,147	41,850	0	(41,850)	(41,850)	100.00%
PC Replacement Services	5,400	5,550	6,770	5,400	(1,370)	-20.24%
Office Supplies & Expense	16,133	6,705	24,345	13,945	(10,400)	-42.72%
Educational Materials	250	791	800	800	0	0.00%
Professional Licenses	3,569	3,411	5,009	1,670	(3,339)	-66.66%
Dues & Memberships	0	0	0	3,639	3,639	100.00%
Printing & Binding	3,429	2,582	3,200	3,200	0	0.00%
Advertising & Publicity	8,093	9,190	10,000	20,168	10,168	101.68%
DP Supplies And Access	665	39	0	0	0	0.00%
Printer & Copier Expenses	0	200	0	0	0	0.00%
Food	1,037	3,920	1,000	1,000	0	0.00%
Safety Supplies	161	1,503	1,500	1,500	0	0.00%
Business Expense & Travel	3,484	1,832	2,500	2,500	0	0.00%
Outside Education & Travel	26,219	23,558	29,300	25,220	(4,080)	-13.92%

Human Resources

DEPARTMENT EXPENDITURE DETAIL						
	FY 17-18	FY 18-19	FY 19-20	FY 20-21	\$ Chng	% Chng
	Actual	Actual	Curr Bgt	Adopted	Fr Curr	Fr Curr
County Training Classes	2,249	1,354	3,200	3,475	275	8.59%
Training Services & Materials	29,500	17,403	51,000	44,750	(6,250)	-12.25%
MATERIALS & SERVICES	345,737	288,245	377,167	362,022	(15,145)	-4.02%
Improvements	0	25,855	0	0	0	0.00%
CAPITAL PROJECTS	0	25,855	0	0	0	0.00%
DEPARTMENT EXPENDITURES	2,312,390	2,392,490	2,964,655	3,236,328	271,673	9.16%

Human Resources

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