HUMAN RESOURCE DEVELOPMENT
BUSINESS PLAN

July 1, 2018 – June 30, 2019

TABLE OF CONTENTS

OUR MISSION

The mission of the Human Resource Development Department is to directly contribute to the Town's mission and vision by strengthening the development of human resources, providing quality services to employees and the community, promoting a safe working environment, ensuring financially sustainable compensation and benefits programs, while recognizing and valuing diverse backgrounds and improving operational effectiveness.

FY18 PRIORITIES & ACCOMPLISHMENTS

FY18 Priorities	What was the outcome? What data or performance measure(s) indicate the progress towards this priority?
Restructure responsibilities in Department	Not taken place until early FY 19. Budget constrictions around filling vacancy hampered ability to make move. Staff has been given more developmental opportunities during the past year to increase their skills, knowledge and abilities. This will enhance the success of the restructuring of responsibilities.
Revise and revamp other key HR Functional processes	We rolled out Recruitment & Selection process to Departments in early January. We rolled out Open Enrollment communications early and had over 300 attend the meetings. We have revised the Employee Relations process and are going to roll out to Departments in early October. Recruitments are running more efficiently.
Renovate New Employee Orientation	Still a work in progress. We have surveyed Departments about their needs and what they can contribute to a holistic NEO. We have delegated Program Support NEO's to Parks & Rec in a Pilot program in late Spring to help them meet scheduling conflicts for part time temporary employees. They have done at least 6 sessions so far.
Create a Career Progression Tract in HRD	With the restructuring of the Asst. Director position to an HRD Manager role, the funding is available to create the progression program. This will get rolled out by November of 2018 in FY 19.
Increase monitoring and focus on diversity in the workforce.	We have provided our Departments with information about their demographics. We have worked with Departments to reach out to diverse recruiting sources in their recruitments. Dedicated staff to the Visions Project. Staff members are on planning of Visions Project.
Conduct Workers' Comp, Property, Automobile, Liability Claim review meetings for all department or divisions.	A bi-annual claim review process has been established and implemented for each department which includes a detailed review of data for all open and closed claims related to Workers' Comp, Property, Automobile and Liability. Department Heads and other appropriate leaders are requested to attend each claim review meeting and provided input into such areas as, operational safety, employee occupational health and safety training and loss control efforts.

Implement processes for Post Offer Employee Functional Capacity Testing	The Town engaged the services of Job Ready Services (JRS) and *WorkSTEPS* in 2017 to establish and implement a Functional Capacity Testing (FCT) program for several operational areas and positions. JRS conducted on-site Job Analysis (JA) for various positions within four departments and provided JA's summaries for each position evaluated. Currently, Public Works, Transit, Fire Department, Parks Maintenance and Housing Maintenance are utilizing these JRS in some capacity. These services include, post-offer evaluation for new employees, pre-placement, fit-for-duty or physical agility testing. By all indications, over the past two years this program has directly contributed to a decrease in the number of occupational injuries within the workplace. In 2018 we will continue evaluate this program for its effectiveness and strongly encourage other departments and operational areas to participate in this FCT program.
Provide additional Risk and Safety Management training programs (on-line) and sessions for all employee workplace environments	ORM partners with several departments to offer and conduct town-wide workplace safety training sessions. • Targeted safety programs cover topics of workplace safety and security and involve collaboration with PD, FD, Emergency Management, HRD and ORM. • Town wide programs provide defensive driver training both as instructional workshops and online courses to promote driver safety and accident prevention. Continuing to develop, implement and offer on-line safety training for different work environments. • Occupational Health & Safety Training Programs are also administered at department levels which includes different workplace safety topics in order to comply with various regulatory training requirements. • Some of these workplace safety training programs are specific to the employee's work environment or OSHA's 1910 General Industry Standards. Such training programs are related to: Personal Protective Equipment, Hazardous Communications-Chemical Safety, Blood Borne Pathogens, Back Injury Prevention, and Slips/Trips/Falls Safety Awareness & Prevention. • All new employees are provided information regarding risk management, occupational health and safety as part of their onboarding process. During orientation they are provided an overview of several workplace health and safety training topics.
Work with Technology solutions to obtain email account for all Town employees.	We are still communicating with Technology Solutions on this. The concern is about Non-Exempt employees accessing email on off time creating possible Overtime concerns.
Develop a Supervisor Mentoring program	Continuing to develop the program.
Increase enterprise wide LMS adaptability for users	Budget restrictions have hampered ability to expand licenses as well as the lack of Town email and computer access for all employees.

Other Major FY18 Accomplishments

- 48 Open Enrollment sessions that 304 employees attended. We had increase in Flex Accounts of about 25 new accounts this year.
- Implemented Recruitment & Selection process
- Staff has participated in various Town Task Forces
- Greater collaboration between Departments in hiring process and Vacancy Pool
- Streamlined FMLA process
- Only one Step 2 Grievance during the year. 7 Step 1 Grievances were resolved out of 11 Step 1 Grievances.

FY19 PRIORITIES

FY19 Priorities	What is the desired outcome? What data or performance measure(s) will indicate the success of this priority?	Point-Person (if applicable)
Employee Recognition	Create a Town-wide Task Force to gather recognition efforts and to create opportunities for employee recognition. Measure-Create a Town-wide communication/event to share employee recognition.	HRD Staff
NEO Revision	Continue to launch a day long NEO and conduct it no more than twice a month. Also create an online NEO for Program Support employees. This is to improve the On-Boarding process and continue to reduce time to fill positions. Measure- Create a one day NEO by January.	Tom Clark
Continue HRD restructure	Have made first step in creating HRD Manager roles and moving Herbert and Tom into them. Next step is to move with reclassification of HRD Consultant role and Kelly. Build a career progression program in HR to allow for development and growth. Measure- Have all moves completed by January.	Cliff Turner, Tom Clark , Herbert Griffin
Expand LMS to all Town Employees and email addresses for all employees.	Continue to work with Technology Solutions to find a way to get email addresses for all employees. Work with Operational Departments on how this can be accomplished within their normal work schedule. Measure- Have all employees have a Town email address by beginning of FY 20	Tom Clark Tech Solutions
Develop Basic Computer skills training for employees	Develop a training program for employees on how to use a computer. Measure- Have program (several levels of classes) implemented by Spring 2019.	Tom Clark

HUMAN RESOURCE DEVELOPMENT CORE BUSINESS
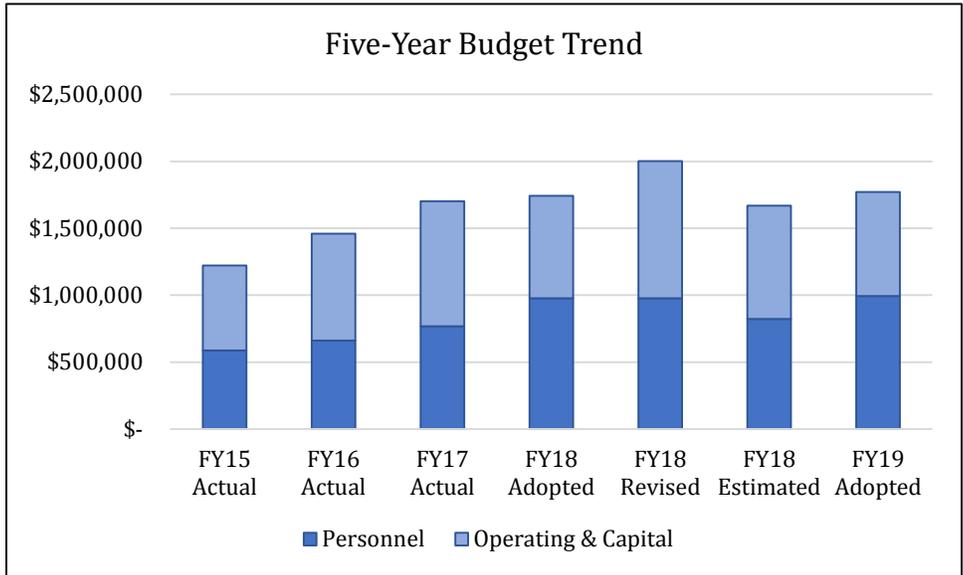
CORE BUSINESS PROGRAMS & SERVICES

Core Business Programs

The programs listed below are the essential services of the Town that are managed by Human Resource Development. Each program has objectives and performance measures designed to help us track the performance of our core services. While a program may support multiple Strategic Goals, the following is emphasized:
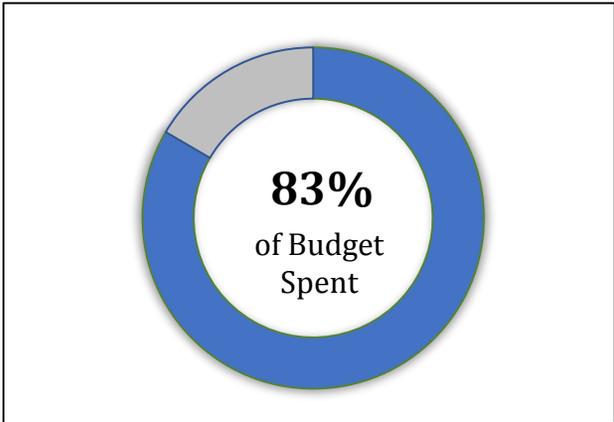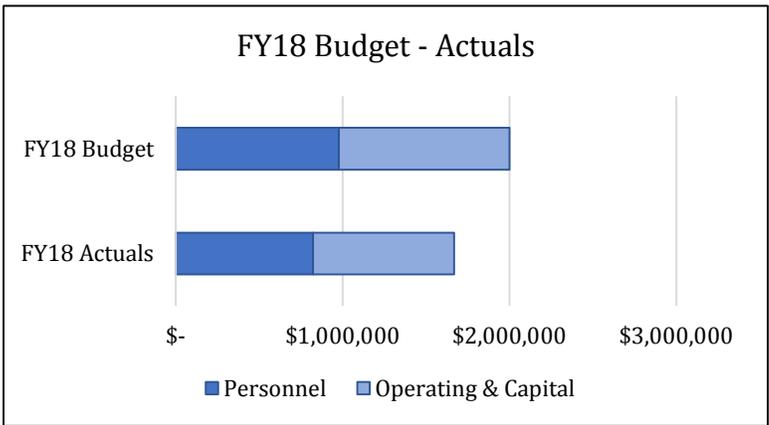
Program	Program Description	FTEs	Cost	Strategic Goal Alignment
Administration	Manage the operations of the department to ensure that programs and systems support the Town's mission. Provide support to the Manager and departments in the development, administration and interpretation of the Town's Policies and Procedures. Manage the employee records program for the Town.	2	$353,791	Collaborative & Innovative Organization
Classification and Compensation	Establish and maintain the Town's position classification system and pay plan through periodic reviews of position requirements and job descriptions and external and internal compensation comparability.	1	$176,895	Collaborative & Innovative Organization
Benefits	Administer all insurance and retirement plans for employees, retirees and COBRA participants and their eligible dependents, including medical, dental, life and retirement and health savings plans. Other benefit programs include Longevity, Employee Assistance and Service Awards.	1	$176,895	Collaborative & Innovative Organization
Employee Relations	Ensure communication and understanding of the Town's Code of Ordinances, Town policies and procedures and State and Federal laws. Assist employees and managers in managing performance issues with the focus of aiding employees to overcome difficulties and be successful in their jobs. Administer the Employee Performance Management and Development System.	2	$353,791	Collaborative & Innovative Organization
Employee Training and Development	Provide programs designed to engage our employees and assist them in reaching their professional potential by building skills and enhancing competencies.	1	$176,895	Collaborative & Innovative Organization
Recruitment Services	Develop, implement and maintain selection procedures in accordance with applicable polices and laws that identify, attract and retain the most qualified applicants for employment while encouraging diverse representation at all levels of the workforce.	1	$176,895	Collaborative & Innovative Organization
Safety and Wellness	Manage the Workers' Compensation, risk management, Occupational Health and Safety and Health and Wellness programs; provide safety training and inspection of our facilities to ensure compliance with state and federal standards. Work closely with Nurse Practitioner to provide ongoing wellness education and activities.	2	$353,791	Collaborative & Innovative Organization
Total		10	$1,768,953	N/A

BUDGET SUMMARY

Five-Year Budget Trend

Five-Year Budget Trend

(Bar chart showing Personnel and Operating & Capital for FY15 Actual, FY16 Actual, FY17 Actual, FY18 Adopted, FY18 Revised, FY18 Estimated, FY19 Adopted. Y-axis from $- to $2,500,000.)

FY18 Budget-Actual Report

FY18 Budget - Actuals

(Horizontal bar chart showing Personnel and Operating & Capital for FY18 Budget and FY18 Actuals. X-axis from $- to $3,000,000.)

83%
of Budget Spent

FY19 Budget Expansions

| Budget Expansion	Cost	What is the desired outcome? What data or performance measure(s) will indicate the success of the expansion?
None	**N/A**	**N/A**

PERSONNEL SUMMARY

Personnel Data (end of fiscal year data)

	FY17	FY18	FY19*
Number of Current FT Employees	10	10	10
Number of FT Vacancies	0	0	-
Number of FT Hires	2	0	-
Number of FT Departures	1	0	-
Number of FT Retirements	1	0	-
Number of FT Promotions	2	0	-
Turnover Rate (FT Only)	11%	0%	-

The number of FT employees in the FY19 column represents the number of employees in the department as of their FY19 Business Plan Submission
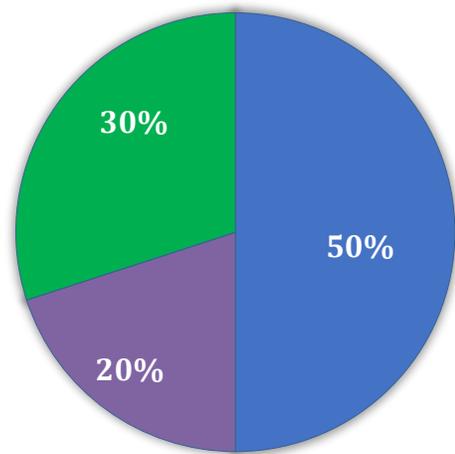
Personnel Demographics (as of FY19 Business Plan Submission)

Gender Breakdown
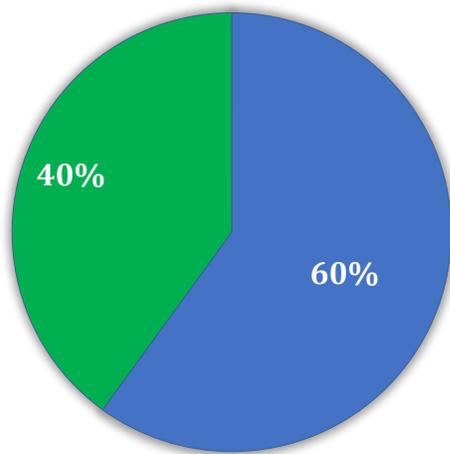
- ● Female
- ● Male

Ethnicity Breakdown

- ● American Indian or Native Alaskan
- ● Asian
- ● Black or African American
- ● Hispanic
- ● Native Hawaiian or Other Pacific Islander
- ● Two or More Races
- ● White

MISSION-LEVEL MEASURES

Mission-Level Measure 1	FY16 Actual	FY17 Actual	FY18 Estimated	FY19 Target
Number of grievances per 100 full-time equivalent (FTE) employees	1	1	1.6	1

Analysis – What are your takeaways from the data?	Initiatives – What actions will you take in response to your takeaways (if any)?
• The process is working to engage collaboratively with employees. The process is allowing us to find more effective ways to navigate the progressive disciplinary process. • Ability to communicate more effectively between employees and management is helping to reduce the number of issues	• Continue to build on communication techniques and collaboration between Departments and employees. • Offer on going and new supervisor trainings to better support them in the processes.

Mission-Level Measure 2	FY16 Actual	FY17 Actual	FY18 Estimated	FY19 Target
Total number of course hours ILT and Virtual	n/a	7662.28	800.00	800.00
Total number of course offerings – ILT	72	59	72	78
Total number of training participants - ILT and Virtual	868	636	700	700

Analysis – What are your takeaways from the data?	Initiatives – What actions will you take in response to your takeaways (if any)?
• The struggle between work and training continues to be an issue. Employee seem to can find time to attend IL training or Virtual training due to work demands. • Class cancellations are up due to lack of employee availability • More leadership training is requested for all levels of the organization. • Employees are requesting more computer skills due to the changing scope of the job.	• Continue to encourage Directors and Managers that training should be seen as a "need to have" versus a "nice to have" for their employee's personal and professional development. • Find innovative times and locations to have IL training • Work with TS to get email and computer access for all Town employees. • Open leadership training to all levels in organization • Develop or find basic computer training for employees

Human Resource Development Strategic Business

STRATEGIC PROJECTS

Strategic Project 1.

Council Strategic Goal
Collaborative & Innovative Organization

Strategic Project	Target Date for Completion	Project Manager
Implement a strategic training and development program that supports the Town's mission	On-going	Tom Clark

Project Description	Partners
Select vendor and implement learning management system that will track training and provide on-demand training	All Town Departments Tech Solutions

Project Resources	Budget (in dollars)	Account Number
Financial Resources:	$25,000	
Technology Needs: additional CSOD Licenses for Fire, Police, Transit, and PW employees that do not have access to CSOD.		

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
1. Number of departments administrators trained to manage the system	20	20
2. Number of participants utilizing the training component of the system	470	500

Other notes/comments on this Strategic Project

After maximizing the total number of Cornerstone licenses, HRD would like to offer the use of LMS for all remaining Town employees that do not have access to Cornerstone OnDemand.
Fire, Police, Transit, PW and some program support employees.

Strategic Project 2.

Council Strategic Goal
Collaborative & Innovative Organization

Strategic Project	Target Date for Completion	Project Manager
Policy Improvement Process	On-going	Anita Badrock

Project Description	Partners
Develop policies and procedures that provide guidance and direction for employees and managers and provides for consistent and fair treatment of all employees. Develop and implement an Adverse Weather Policy that provides guidance in developing department procedures.	All Town Departments Attorney's Office Manager's Office

Project Resources	Budget (in dollars)	Account Number
Financial Resources:	NA	
Technology Needs: [if applicable, describe technology needs here]	NA	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
1. Percent of Town policies revised, implement and distributed	57%	100%
2. Number of departments that have updated their current adverse weather policy to comply with Town revised policy.	Unknown	100%

Other notes/comments on this Strategic Project

In FY 17/18

we updated 22/38 existing HR policies==57% (some had been updated earlier)

We developed 3 new HR policies that were needed
- o **Parental Leave (from WLB design team)**
- o **Health and Wellness**
- o **Policy Development and Review**

We developed 7 new policies in Business Management, Technology Solutions, and CaPA

- **Social Media**
- **Open Data**
- **PCI Compliance**
- **Technology and Data Security**
- **Appropriate Use of Technology**
- **Travel Policy**
- **Use of Unmanned Aircraft**

FY 18/19 Plan
We expect to update the 10   remaining HR policies that need it in FY 18/19
- **Conflicts of Interest**
- **Holiday Pay**
- **EPMDS**
- **Temporary Compensation**
- **Harassment**
- **Violence Prevention**
- **Smoking**
- **Pay Progression (may fold into a more comprehensive pay policy)**
- **Overtime Pay**
- **Adverse Weather**

We expect the following new policies to be developed in HR
- **Flexible Work Arrangements**
- **Compensation Policy**
- **Driving and Accident policy**
- **Recruitment and Selection Policy**

We expect to codify numerous procedures used throughout the Town and to make them easily accessible via the public website.

Strategic Project 3.

Council Strategic Goal	
Collaborative & Innovative Organization	

Strategic Project	Target Date for Completion	Project Manager
Work Life Balance Initiatives	January 2019	Anita Badrock

Project Description	Partners
To develop Work Life Balance Policy and Initiatives for all employees. Implemented Parental Leave Policy. We had 17 employees use it during FY 18. Payout for Parental Leave was $89,624.	Work Life Balance Task Force

Project Resources	Budget (in dollars)	Account Number
Financial Resources:	$89,624	
Technology Needs: [if applicable, describe technology needs here]	NA	

Outcomes & Performance Measures	FY19 Q1 Status	FY19 Q4 Target
Final Draft on Flexible Work Schedule Policy and Procedures	Revising Final Draft for Approval	Completed and Implemented

Other notes/comments on this Strategic Project

The Task force is winding down on finalizing a Policy that will allow for Employees to request and Departments to decide on Flexible Work Schedules.