

Departmental Strategic Plan

Human Resources Department

For the Period 2006 – 2010

Dated July 25, 2005

Reviewed: _____ Date _____

Approved: _____ Date _____
Mayor Mike McKinnon

Submitted to Council _____ Date _____

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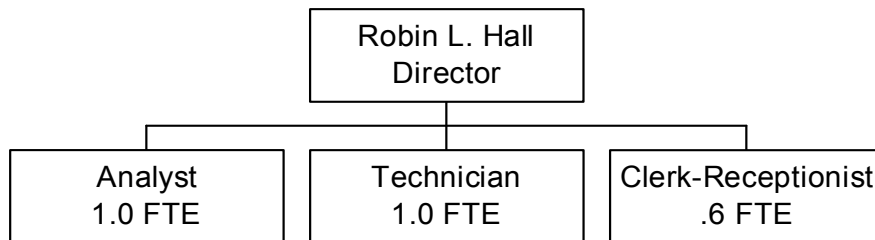
Department Mission

The Human Resources Department serves as a leader and strategic partner with City Departments in attracting and retaining quality and diverse professional staff as a key to providing effective service to the citizens of the City of Lynnwood.

Department Organization

As of July 1, 2005

Human Resources



Discussion –

The department is organized very traditionally with each person having distinct areas of responsibility. In 2006, the department proposes to a Clerk II position for 15 hours per week and to reclassify the Technician and Clerk-Receptionist positions to add additional responsibility.

Personnel

As of 2005

	2005 Actual	2005 Budget	2006 Forecast	2007 Forecast	2008 Forecast	2009 Forecast	2010 Forecast
Director	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Analyst	1.0	1.0	1.0	1.0	2.0	2.0	2.0
Technician/Benefits Specialist	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Clerk-Receptionist/Office Assistant	.6	.6	.6	.6	.6	.6	.6
Clerk II			.4	.4	.4	.4	.4
Total	<u>3.6</u>	<u>3.6</u>	<u>4.0</u>	<u>4.0</u>	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>

Future Needs and Trends

Currently, the department operates with one clerical support position at 25 hours per week. The workload is sufficient to justify a full-time support position. The Department would like to try hiring a 15-hour per week part-time clerical position as a budget savings measure for the immediate future.

With the addition of a new labor union, which has already expressed interest in expanding, as well as anticipated growth in staff, an additional human resources analyst will likely be needed in 2008. This additional position would ensure HR staff is able to keep up with the demands placed on the department for service to other departments.

Description of Major Functions and Operations

The Human Resources Department provides services to the Mayor, City Council, and City departments in the following areas:

- Recruitment and Selection
- Civil Service Administration
- Performance Management
- Benefits Administration
- Classification and Compensation Administration
- Employee Relations
- Safety Coordination
- Training and Development
- Contract Negotiations Assistance and Interpretation
- Legal Compliance
- Unemployment Compensation
- Workers Compensation
- Special Projects

Previous Strategic Goals Completion Highlights

The Human Resources Department successfully implemented three new optional, employee-paid benefits for non-represented staff: a supplemental life insurance program, a retiree health savings account program, and a long-term care insurance program. These programs have now since been negotiated in several of the City's union contracts.

The Department also successfully reestablished the employee newsletter. The newsletter is created online with a few copies printed for those employees without computers. A newsletter committee solicits articles, which are then edited by Human Resources staff. The newsletter is a welcome addition to employee communication at the City.

The Department has sponsored 4 quarterly supervisory briefings. The briefings have been very well-received and are attended by approximately half of the City's 70+ supervisors. Presentations have included updates on the budget and strategic planning processes, introduction of new supervisory employees, discussions on new policies, and other topics of interest to Lynnwood supervisors.

The Human Resources Department successfully offered an online training class on workplace harassment, which was also very well-received. The Department will continue to look for other ways to offer online training during the life of this strategic plan.

Department Goals, Objectives and Outcomes

These goals, objectives and outcomes are specifically related to the direction provided by the City Council. A one-word phrase, in parentheses after each goal, correlates to the citywide goals.

Goal #1 – Offer a competitive wage and benefits package (City Goal – Workforce)

Objective #1 – Restructure the City's vision plan to eliminate the need for reimbursement involvement by Human Resources and Administrative Services staff by December 31, 2006.

Objective #2 – Complete analysis and review of the City's vacation program for non-represented staff to ensure it is competitive with other area cities by December 31, 2006.

Objective #3 – Review the City's part-time pay schedule to ensure it is still appropriate by December 31, 2008.

Objective #4 – Work with the Council Compensation Committee and a compensation consultant to conduct a systematic review of current non-represented regular positions with the review to be completed and implemented by June 30, 2007.

Objective #5 – Develop a systematic approach to regularly reviewing non-represented positions, designating certain departments for review each year, over a 3-year cycle by June 30, 2006.

Objective #6 – Work with the Association of Washington Cities Benefits Trust to ensure the City is fully compliant with the Trust's underwriting rules by June 30, 2007.

Objective #7 – Continue to evaluate the City's compensation systems for non-represented staff and for collective bargaining groups as appropriate and recommend adjustments accordingly (ongoing).

Outcomes – The City will provide competitive wages and benefits to staff.

Goal #2 – Communicate effectively with employees regarding their employment at the City of Lynnwood. (City Goal – Workforce)

Objective #1– Develop or revise and implement personnel policies and procedures on:

- Employee Recognition by June 30, 2006
- Progressive Discipline by December 31, 2006
- Employee Physicals by August 31, 2006
- Other policies as needed

Objective #2 – Work with the Mayor to prepare a calendar for regular employee group discussions as a communication tool by March 31, 2006.

Objective #3 – Explore the possibility of using an online survey tool to conduct an employee survey about the City as an employer and implement any appropriate recommendations by December 31, 2007.

Objective #4 – Establish criteria for sending “All-User” e-mails by June 30, 2006.

Outcomes – Employees will better understand their benefits and the expectations for employment.

Goal #3 – Attract and retain well-qualified employees to comprise the City’s workforce. (City Goal – Workforce)

Objective #1 – Revise the City’s employee recognition program to include additional ways to recognize employees by December 31, 2006.

Objective #2 – Create a tuition reimbursement fund, administered by the Human Resources Department, which is funded through the budget process and covers tuition reimbursement for all employees, except Police and Fire employees by January 1, 2007.

Outcomes – City managers and supervisors will have additional tools for attracting well-qualified candidates.

Goal #4 – Attract and retain a diverse workforce, reflective of the community. (City Goal – Workforce)

Objective #1 – Work with PublicSafetyTesting.com and member cities to focus on increasing the number of ethnic minority applicants by December 31, 2006.

Objective #2 – Experiment with various community-based newspapers with high ethnic minority readership as job advertisement sources and track the number of applications received by June 30, 2007.

Objective #3 – Continue to explore additional sources for use in attracting more ethnic minority applicants for City vacancies (ongoing).

Outcomes – Citizens will receive services from employees, who share similar backgrounds and cultures.

Goal #5 – Improve the productivity of the City's workforce by ensuring each employee is adequately trained to perform efficiently and effectively. (City Goal – Workforce)

Objective #1 – Develop a program to educate employees on HR-related topics on a periodic basis by March 31, 2006.

Objective #2 – Building on the success of the online computer training class conducted in 2004, explore other online classes for possible implementation by December 31, 2008.

Objective #3 – Develop an advance schedule for compliance training and provide to supervisors annually by March 31, 2006.

Objective #4 – Develop an ongoing supervisory training program for City supervisors by December 31, 2007.

Objective #5 – Select one significant ICMA Performance Measurement area for citywide focus and develop a campaign to improve the City's statistics by March 31, 2008.

Outcomes – Well-trained employees will provide service to the citizens of Lynnwood in a satisfactory manner

Goal #6 – Provide a safe workplace, fully complying with all federal and state safety regulations. (City Goal – Workforce)

Objective #1 – Develop a systematic plan for reviewing all City safety programs for currency by December 31, 2006.

Objective #2 – Complete the evaluation of the AWC Retro Pool program for Workers Compensation Administration and make a recommendation to the Mayor and Council by September 30, 2006.

Objective #3 – Partner with the Information Services Division to explore the possibility of using photo IDs in place of key fobs by June 30, 2006.

Outcomes – The City will be in full compliance with state and federal regulations regarding safety and health.

Goal #7 – Revise internal department operations to ensure staff is working efficiently and effectively. (City Goal – Workforce)

Objective #1 – Create a part-time Clerk II position at 15 hours per week to provide the Department full-time clerical support by January 1, 2006.

Objective #2 – Add additional responsibilities to the Clerk-Receptionist position when the Clerk II position is added, resulting in a reclassification of that position to an Office Assistant by January 1, 2006.

Objective #3 – Create a Human Resources Department Standard Operating Procedures manual for all internal department processes to include:

- GEMS Inputting Process by December 31, 2006
- Other Department Processes by December 31, 2007.

Objective #4 – Reclassify the Human Resources Technician position to a Benefits and Training Specialist position by January 1, 2006.

Objective #5 – Continue working with the Administrative Services Department to review process flow for GEMS processes to insure that staff is working efficiently. (ongoing)

Outcomes – The Department will operate more efficiently.

Goal #8 – Revise internal department technological operations to ensure staff is working efficiently and effectively. (City Goal – Workforce)

Objective #1 – Partner with the Information Services Division to create an online benefits enrollment process by December 31, 2006.

Objective #2 – Partner with the Information Services Division to allow supervisor access to certain employment data on the GEMS HR/Payroll system by December 31, 2006.

Objective #3 – Partner with the Information Services Division to implement the GEMS Employee Self-Service Portal by December 31, 2007.

Objective #4 – Partner with the Information Services Division to create an online employment application process by December 31, 2007.

Objective #5 – Fully implement the GEMS application tracking process and evaluate its effectiveness by December 31, 2007.

Objective #6 – Partner with the Information Services Division to create online forms completion processes for Lynnwood supervisors by December 31, 2007.

Objective #7 – Explore the possibility of creating an application tracking system to inform City applicants where their applications are in the City's processes by June 30, 2008.

Outcomes – City supervisors, employees, and applicants will have access to more information.

Goal #9– Provide fair and timely Civil Service Administration. (City Goal – Workforce)

Objective #1 – Work with Police and Fire Department Administrations to develop a reasonable schedule for Civil Service testing that ensures only one Civil Service testing process at any given time by June 30, 2006.

Objective #2 – Complete adoption of the revised Civil Service Rules by June 30, 2006.

Outcomes – The Civil Service process will function more efficiently

Evaluations of Programs and Services

Performance Targets

Measure	2004 Actual	2005 Target	2006 Target	2007 Target	2008 Target	2009 Target	2010 Target
Average # Working Days for External Recruitment	26	25	25	25	25	25	25
Customer Satisfaction (1 – 5)	NA	3.51	NA	4.0	NA	4.25	NA
Training Program Satisfaction	NA	4.0	NA	4.25	NA	4.5	NA
# of Supervisory Training Sessions Offered	2	3	3	3	3	3	3
# of General Training Sessions Offered	19	20	20	20	20	20	20
% of Evaluations Completed On Time	19%	30%	65%	70%	75%	80%	85%

Data Methodology

In 1998, 2001, and again in 2005 Human Resource staff used an online survey tool to conduct a citywide survey. The survey requested feedback on the department's services. The survey data analysis was used to evaluate the availability and responsiveness of staff as well as requested information on how department tasks could be done more effectively. The Department plans to administer this survey periodically to assess how things are going and what can be improved.

The Department will also consider other types of effectiveness measures. The Department would like to use more focus groups to gather information and feedback and staff will consider how this technique might be used during the life of this plan.

Analysis

The Department will also continue to look for effective ways of maintaining the data tracked in the ICMA performance measurements program. This data gives the Department a clear way to compare its efforts with those from other cities. The Department will consider ways to better utilize the results of the comparisons during the life of this plan.

Explanatory Information

None

Departmental Strategy

General Organizational Changes:

External Issues

The rebound in the nation's economy can now be felt here in the Pacific Northwest. Turnover in City positions has increased in certain areas, while other areas remain stable.

An increasing ethnic minority presence in Lynnwood underscores the ongoing need for a diverse workforce, reflective of the City's population. Public safety positions have been typically hard for recruiting ethnic minorities. Human Resources staff will continue to seek qualified minority applicants for consideration for all vacant positions.

Changes in the legal environment are expected. In 2005, a bill to require paid family leave received significant support in the Washington State Legislature, but ultimately did not pass. This bill is likely to reappear in 2006. Final regulations for the federal Family and Medical Leave Act are expected to be released for public comment in the coming months and likely to be finalized during the life of this plan. Ongoing court case law as well as cases before the Public Employment Relations Commission (PERC) continue to affect human resources administration. Continued changes in safety law, such as the increasing focus on homeland security at the federal level, ensure a continuing emphasis on employee safety at work.

The rising cost of health care continues to be of major concern to employers all over. In addition, the rising costs for workers compensation also cause concern. Human Resources staff will continue to work with the Mayor, City Council and Department Directors to look for ways to manage these rising costs.

Internal Issues

The implementation of the GEMS financial system, with its human resources/payroll components, has now been completed. HR staff continues to seek new ways to better utilize the system. We will continue to partner with Administrative Services staff to use this tool more efficiently and effectively.

Completion of the collective bargaining agreement for the City's newest labor union for professional, technical, and clerical employees has been completed. Processes for dealing with ongoing employee issues are shaking out now as a result of the new contract. Human Resources staff continues to provide assistance to supervisors faced with a new way of dealing with their employees. It is possible that the new union will approach other non-union employees about union membership as their agreement matures during the life of this plan.

In an effort to be an employer of choice in an active labor market, the Department plans to use an online survey tool to conduct an employee opinion survey. The information gained can then be used to further focus the City's efforts as an employer.

The rapid pace of change continues to affect all City employees. Human Resources staff will continue to provide assistance to employees and supervisors in dealing with such change whenever possible. By maintaining competitive benefits, attracting and retaining "best fit" employees, and looking for constant ways to improve, the Department will continue to move forward in fulfilling its mission.

Human Resources staff is aware of the continuing need to control costs and to manage the Department's budget responsibly and frugally. Staff will continue to look for ways to use technology more efficiently, including the GEMS HR/Payroll system, as well as conserving other City resources where possible. This commitment has resulted in the addition of a new technology goal in this strategic plan. Nevertheless, the department seeks to add additional staff hours and to reclassify current staff to meet the continuing demand for its services and to fulfill the goals of this strategic plan.

Summary of Funding Requests

Page Ref.	\$ Requested	Description
13	11,000	Part-Time Clerk II Position for 15 hours per week (\$58,710 over 5 years)
14	55,500	Compensation Study for Non-Represented Employees (\$55,500 for 2006)
15	3,390	Reclassification of HR Technician (\$18,805 over 5 years)
16	3,092	Reclassification of Clerk-Receptionist (\$16,873 over 5 years)
17		New Human Resources Analyst Position (\$211,967 over 3 years)
Total	72,982	Additional Budget Appropriation Requested

Program and Service Level Changes

Department: Human Resources

Program Description: New Position of Clerk II for 15 Hours per Week

City Goal that Addresses Request: Workforce

Short Name: New Position **One-Time** **On-Going** X

Program Description:

Add a new Clerk II position for fifteen hours in addition to the Clerk-Receptionist position, providing the department with full-time clerical support.

Program/Service Measures (Outcome/Output):

Having full-time clerical support will provide additional clerical support to department staff, freeing them up to focus on other tasks

(attach separate sheets if necessary)

Revenue Sources:	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>

Department: Human Resources

Program Description: Compensation Study

City Goal that Addresses Request: Workforce

Short Name: _____ **One-Time** **On-Going** _____

Program Description:

Hiring a compensation consultant to review the 73 non-represented staff positions to ensure they are adequately compensated

Program/Service Measures (Outcome/Output):

Paying competitive wages and benefits will enable the City to maintain an attractive work environment

(attach separate sheets if necessary)

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Revenue Sources:						

	\$ -	\$ -	\$ -	\$ -	\$ -	

Changes by Category:

Salaries and Wages	\$ -	\$ -				
Personnel Benefits:						
Supplies:						
Other Services and Charges:		55,500				
Intergovernmental Services:						
Capital Outlay:						
Interfund Services:						
Total Changes:	\$ -	\$ 55,500	\$ -	\$ -	\$ -	
Net Surplus (Cost)	\$ -	\$ (55,500)	\$ -	\$ -	\$ -	

Program Description: Reclassifying Human Resources Technician to Benefits & Training

City Goal that Addresses Request: Workforce

Short Name: _____ **One-Time** _____ **On-Going**

Program Description:

Reclassify the HR Technician position to a Benefits & Training Specialist position.

Program/Service Measures (Outcome/Output):

The HR Technician position has assumed more responsibility for benefits and training. The reclassification recognizes that this position is now providing more service than simply technical support.

Revenue Sources:	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
	\$ -	\$ -	\$ -	\$ -	\$ -

Changes by Category:

Salaries and Wages					
Personnel Benefits:	\$ 3,000	3100	3224	\$ 3,355	3,594
Supplies:	390	435	500	575	632
Other Services and Charges:					
Intergovernmental Services:					
Capital Outlay:					
Interfund Services:					
Total Changes:	\$ 3,390	\$ 3,535	\$ 3,724	\$ 3,930	\$ 4,226
Net Surplus (Cost)	\$ (3,390)	\$ (3,535)	\$ (3,724)	\$ (3,930)	\$ (4,226)

Department: Human Resources

Program Description: Reclassifying Clerk-Receptionist to Office Assistant

City Goal that Addresses Request: Workforce

Short Name: _____ **One-Time** _____ **On-Going**

Program Description:

Reclassify the Clerk-Receptionist position to an Office Assistant position, based on additional duties added when an additional clerical support position is added.

Program/Service Measures (Outcome/Output):

Adding some additional duties to this position and delegating the more basic functions of this position will provide additional clerical support to department staff. This will free them up to focus on other tasks. The addition of these duties will result in increased responsibility, justifying a higher pay grade.

(attach separate sheets if necessary)

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Revenue Sources:					
	\$ -	\$ -	\$ -	\$ -	\$ -

Changes by Category:

Salaries and Wages	\$ 2,889	\$ 3,005	\$ 3,125	\$ 3,250	\$ 3,348
Personnel Benefits:	203	225	250	275	303
Supplies:					
Other Services and Charges:					
Intergovernmental Services:					
Capital Outlay:					
Interfund Services:					
Total Changes:	\$ 3,092	\$ 3,230	\$ 3,375	\$ 3,525	\$ 3,651
Net Surplus (Cost)	\$ (3,092)	\$ (3,230)	\$ (3,375)	\$ (3,525)	\$ (3,651)

Department: Human Resources

Program Description: New Human Resources Analyst Position

City Goal that Addresses Request: Workforce

Short Name: _____ **One-Time** _____ **On-Going** X

Program Description:

Establish a new Human Resources Analyst position in 2008.

Program/Service Measures (Outcome/Output):

Continuing demands placed on the Human Resources Department will result in the need for an additional Human Resources Analyst position.

(attach separate sheets if necessary)

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Revenue Sources:					

	\$ -	\$ -	\$ -	\$ -	\$ -

Changes by Category:

Salaries and Wages	\$ -		\$ 57,000	\$ 61,060	\$ 65,407
Personnel Benefits:			8,550	9,500	\$ 10,450
Supplies:					
Other Services and Charges:					
Intergovernmental Services:					
Capital Outlay:					
Interfund Services:					
Total Changes:	\$ -	\$ -	\$ 65,550	\$ 70,560	\$ 75,857
Net Surplus (Cost)	\$ -	\$ -	\$ (65,550)	\$ (70,560)	\$ (75,857)

Strategic Budget

	2004 Actual	2005 Budget	2006 Budget	2007 Forecast	2008 Forecast	2009 Forecast	2010 Forecast
Administration							
Personnel	261,576	272,332	322,240	357,626	438,936	457,511	471,236
(overtime)	3,514	7,500	7,500	8,000	8,500	9,500	9,785
Operations	166,552	168,809	202,526	148,008	152,448	158,550	163,307
Capital	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-
Total	431,642	448,641	532,266	513,634	599,884	625,561	644,328
Assumptions:							
CPI (90%)							
FTE's	3.625	3.625	4	4	5	5	5

2006 Strategic Budget based on proposed budget amendments; does not reflect current authorized budget

Comments: This strategic budget through 2008 reflects an increase in staffing to include a part-time clerk. It also reflects a reclassification of the part-time clerk-receptionist, based on additional responsibilities added and the human resources technician. In 2008, a human resources analyst position is added. Finally, the strategic budget includes the costs of a compensation study for non-represented staff and an employee survey.