

PERFORMANCE CLACKAMAS

Department of Human Resources



AUGUST 29, 2024
CLACKAMAS COUNTY

2051 Kaen Rd. Ste 310 – Oregon City OR 97045

DEPARTMENT OF HUMAN RESOURCES

PERFORMANCE CLACKAMAS: Revised Strategic Business Plan

August 29, 2024

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INTRODUCTION

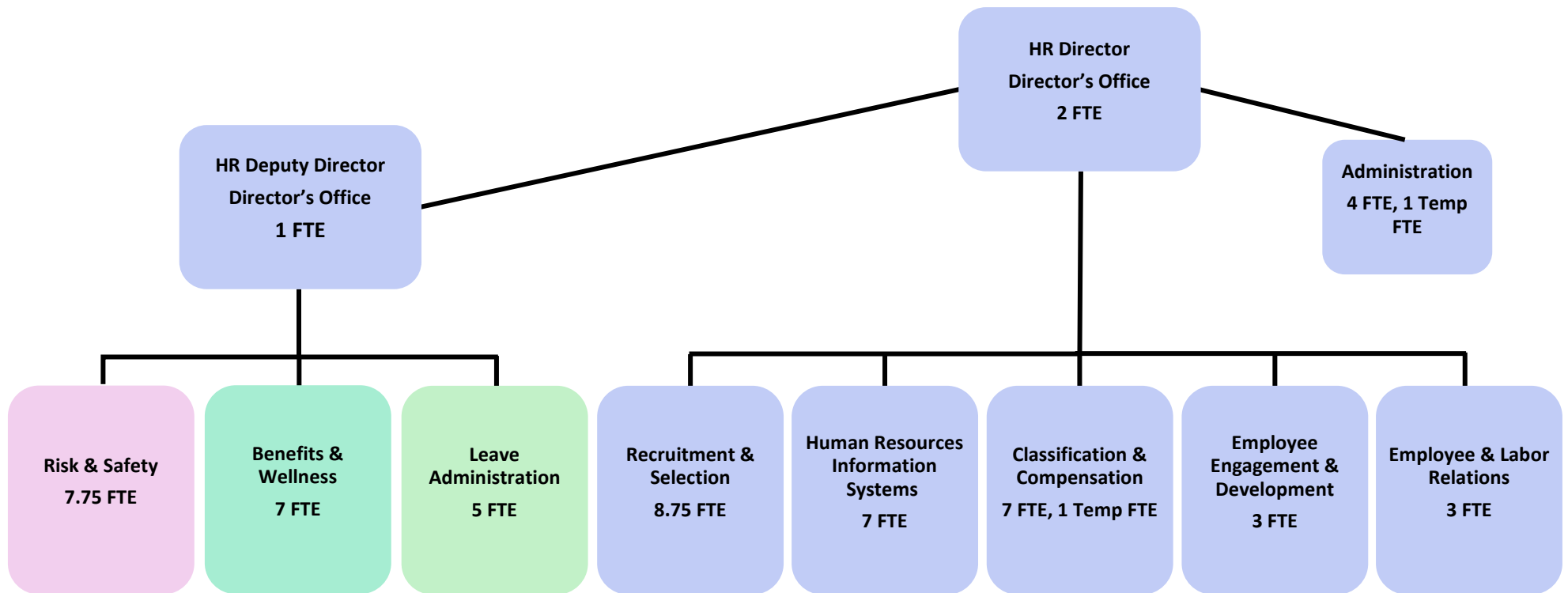
As an internal service department, we provide consultative services and the infrastructure that sustains our department customers. We provide comprehensive, timely, and progressive employment practices and services to support the department's missions, which are carried out by our employees. It is our job to act as a strategic partner with our customers to understand and collaborate so that they can achieve their strategic results. The intent of this plan is to increase the efficiency and effectiveness of the services Human Resources offers to the County, and to ensure that Human Resources continues to add value to the programs and services it supports.

MISSION STATEMENT

The Mission of the Department of Human Resources (HR) is to provide employment, benefits and wellness, risk management and organizational development services to the County, County departments and employees so they can have the resources they need to provide high quality services and achieve their strategic results.

ORGANIZATIONAL STRUCTURE

Risk & Safety Benefits and Leave Administration Director's Office



ISSUE STATEMENTS

1. Failure to update existing and implement new technology systems to support Human Resources' processes, if not addressed, will result in:
 - Decreased employee satisfaction
 - Decreased efficiency
 - Increased workload burden
 - Increased financial, labor, and legal liability
 - Increased challenges filling vacancies
2. Without continued development and education of Human Resources' systems, policies, processes and resources, it will result in:
 - An inability to comply with employment laws and regulations
 - Unsupported and inconsistent classification and compensation decisions
 - Customers not using available resources needed to conduct their businesses
 - An increased risk of workplace safety and security issues
 - Inefficient, inconsistent and time-consuming workflows
 - HR being viewed as an impediment rather than a strategic partner
3. Lack of a comprehensive talent management system, if not addressed, will result in:
 - Inability to plan for future staffing needs and create comprehensive workforce strategies
 - Lack of consistent employee/manager/supervisor development and performance management
 - Potential liability of adverse actions related to inconsistent employment practices, e.g. grievances, complaints, lawsuits & claims
 - Inability to capture and utilize workforce analytics to align HR strategy with business outcomes
4. Lack of comprehensive wellness and robust return to work programs, will result in:
 - Increased personnel costs
 - Increased absenteeism
 - Decreased productivity and engagement
 - Difficulty attracting and retaining talent

OVERARCHING STRATEGIC GOALS

Overarching Department-Wide Strategic Goals:

Goal 1: Establish core data and metrics needed for decision-making and comprehensive improvements in organizational effectiveness driven by data utilization.

- HR Annual Report – formalize data to share & metrics we’re using
 - Intake requests
 - Able to demonstrate sustainability and what we provide departments
- Aligning with Performance Clackamas
- Translate our data – via HR Annual Report
- Use customer satisfaction rating

Goal 2: Continue to develop and maintain efficiencies through continued process improvement of Human Resources operations. Yearly review of gains using and leveraging technology, which can contribute to improving responsiveness by streamlining processes and reducing manual tasks.

- Improvement process review & key workflows in major areas to improve – continuous.

Goal 3: Continue to explore ways to improve communication infrastructure to enhance effective customer service to County departments, timely and appropriate responses, set expectations, and improve information flow, ensuring effective exchanges of information.

- Set expectations about where to find information
- More connection between internal functions

Department-Wide Key Results:

Maintain a 90% customer satisfaction rating.

Respond to all requests within two business days.

ADMINISTRATION

Purpose: The purpose of the **ADMINISTRATION** line of business is to provide **HUMAN RESOURCES DIRECTION, EXECUTIVE CONSULTATION AND POLICY DECISION, and WORKFORCE DATA** services to **COUNTY ADMINISTRATION, COUNTY DEPARTMENTS AND EMPLOYEES** so they can **HAVE A BUSINESS PARTNER TO ACHIEVE STRATEGIC AND OPERATIONAL RESULTS.**

Program(s): Director's Office and Human Resources Information Systems (HRIS)

DIRECTOR'S OFFICE SERVICES:

- Internal Complaint investigations
- Employment Appeal Final Decisions
- Policy development and compliance decisions
- Employee Recognition events
- Vendor contract and policy administration

HUMAN RESOURCES INFORMATION SYSTEMS SERVICES:

- HR transaction consultations/resolutions and trainings
- Employee transactions processing (Personnel Actions)
- HR systems & business processes enhancements and updates
- ESS/MSS and PS HR Support
- Personnel File maintenance
- Compliance and data integrity assurance
- Data and analytics

Key Results:

By 2025, all Employment Policies and Practices will be reviewed.

By 2025, at least three (3) manual processes/tasks will be evaluated for increased efficiency.

By 2025, the employee recognition program will be fully evaluated, and recommendations will be presented.

By the end of each fiscal year, two (2) Human resources initiatives will have been supported by the Human Resources Information Systems (HRIS) program.

Director's Office

The purpose of the **Director's Office** program is to provide **HR direction, executive consultation and policy decision** services to **the Board of County Commissioners, County Administrator, County Departments and Employees** so they can **have a strategic partner to achieve their strategic and operational goals**.

BCC PRIORITY AREA

Build Trust Through Good Government

Goal 1: Assess current processes to identify inefficiencies and areas for improvement. Create and maintain efficiencies through continued process improvement.

Objective: To reduce manual processes/tasks by 20% each year, perform at least 3 Plan, Do, Study, Act (PDSA) events on at least 3 tasks to gain and monitor efficiency. Implement a continuous improvement culture by encouraging feedback and suggestions from all team members.

Monitoring and Timeframes:

Year 1 – Map all manual processes and conduct LEAN environmental scan.

- Utilize data analysis to measure process performance and identify patterns or trends that indicate potential areas for enhancement.
- Develop and prioritize a list of targeted process improvements based on potential impact and feasibility.
- Design and test process changes using pilot programs or small-scale rollouts before full implementation.
- Provide training and support to ensure all team members understand new processes and technologies.

Year 2 – Monitor the effects of process changes and make adjustments as necessary to ensure desired outcomes are achieved.

Year 3 – Re-evaluate and update processes as needed. Perform the check/ACT on processes put in place and re-evaluate.

- Regularly review and update processes to adapt to changing business needs or to incorporate new best practices.

Goal 2: Restructure, improve performance, and support the delivery of the employee recognition program, to provide a meaningful sense of recognition that will encourage employee engagement and participation in the program.

Objective: Increase employee participation in the recognition program by 30%. This will be accomplished through meaningful planning and engagement from partners in the Leadership academy and County Administration office. Using data collected from employee surveys conducted previously and future surveys. In an effort to provide more insight into employee recognition questions could be incorporated as part of the exit interview process.

Monitoring and Timeframes:

Year 1 – Assessment of current program and identify what county departments are doing around their employees’ recognition.

- Develop and administer a survey for department leaders regarding what departments are currently doing to recognize their employees’ Years of Service and Achievements.
 - Start regular meetings with Leadership Academy Group to address low employee participation in the recognition program. Provide data from the department surveys to the group.
 - Track attendance, participation rates, and key issues discussed during the meetings.
- Include questions regarding employee recognition in the exit interview questionnaire.
 - Collect and analyze responses from exit interviews to gather initial insights on employee recognition.
- Present options to County Admin.
 - Document feedback and decisions made by County Administration and the Board of County Commissioners.
- Develop a detailed communication plan for program changes.
 - Review and approve the communication plan.
- Begin implementing program changes based on the communication plan.
 - Track the implementation progress and address any issues promptly.

Year 2 – Monitor the effects of the recognition program changes and make adjustments as necessary to ensure desired outcomes are achieved.

- Conduct survey of employee recognition program satisfaction and continue survey annually.
- Continue regular meetings with the Leadership Academy team and management sponsors.

Year 3 – Re-evaluate and update employee recognition program as needed.

- Review feedback from surveys and exit interviews to assess the impact of the changes.
 - Analyze data and identify trends.
- Implement any necessary adjustments based on the feedback and data analysis.
 - Monitor the effectiveness of these adjustments.
- Conduct another survey on employee recognition program satisfaction.
 - Compare results with the previous survey to measure progress.

Goal 3: Maintain a customer service satisfaction level of 90% or higher in the support of HR Lines of Business.

Objective: This will be accomplished by centralizing administrative support functions within the Administration team, responding to program requests, contracts request processing, invoice processing, and conducting thorough policy reviews in a timely and efficient manner.

Monitoring and Timeframes:

Year 1 – Conduct a Customer Survey to establish a baseline.

- Establish a clear structure within the Administration team to handle different types of requests and provide direct support to identified programs.
- Establish a shared email account for the administrative team.
 - Implement a system where all incoming requests are directed to this centralized mailbox
 - Set up an organized method for tracking and assigning tasks to ensure efficient response times.
 - Provide access to all team members for equal opportunity to manage and respond to requests.
 - Utilize the centralized mailbox as a tool for cross-training staff on different types of requests and procedures.
 - Designate backup responders to maintain workflow during peak times or staff absences.
- Implement a standardized process for program and contract request processing to ensure consistency.
- Utilize a tracking system for invoice processing to maintain timely payments and financial accuracy.
- Provide training for the Administration team on new procedures to ensure a smooth transition.

- Regularly review the processes to identify areas for improvement and make necessary adjustments.

Year 2 – Conduct a customer survey (annually) to evaluate and monitor the effects of changes and make adjustments as necessary to ensure desired outcomes are achieved.

Year 3 – Re-evaluate and update processes as needed.

RESULTS:

By the end of 2025 all Employment Policies and Practices will be reviewed.

By 2025, at least three (3) manual processes/tasks will be evaluated for increased efficiency.

By 2025, the employee recognition program will be fully evaluated, and recommendations will be presented.

CUSTOMER SERVICE:

90% of HR Lines of Business managers who report they “strongly agree” or “agree” that Human Resources Administrative Services within the Director’s Office helps their line of business achieve their strategic business results.

OUTPUTS:

Reviewed policies

Internal complaints investigated per FY

of recognition events and employees attended/invited

Human Resources Information Systems

The purpose of the **Human Resources Information Systems** program is to provide **systems management, reports and analysis, education services** to **HR, county departments and agencies** so they can **understand and use HR systems and data to make informed decisions and achieve their strategic results.**

BCC PRIORITY AREA

Build Trust Through Good Government

Goal 1: Increase efficiency for personnel transactions processing and reporting through technological enhancements.

Objective: Eliminate manual processes for personnel transactions by 100% by the end of FY 26/27.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Complete the PeopleSoft update to the current version.

Year 2 (FY 25/26) – Begin implementation of ApplicationXtender replacement. Begin implementation of PeopleSoft fluid approval. Reduce manual processes by 50%.

Year 3 (FY 26/27) – Reduce manual processes by 100%.

Goal 2: Enhance efficiency in addressing reporting needs and data requests by standardizing HR data reporting processes and delivering analytics.

Objective: Standardize HR data reporting and analytics.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Update query security. Survey feedback to assess the highest needs. Create up to five queries that satisfy the highest needs.

Year 2 (FY 25/26) – Survey feedback to assess effectiveness of queries and gaps in reporting needs. Create up to five queries based on stakeholder feedback.

Year 3 (FY 26/27) – Continue to survey feedback to assess effectiveness of queries and gaps. Create additional queries as needed.

RESULT:

Support 2 HR initiatives per fiscal year

CUSTOMER SERVICE:

90% Satisfaction Rate: Percentage of HR managers and PA Processors who rate HRIS services as “satisfactory” or higher in annual surveys.

OUTPUTS:

Data Transactions provided

HR business process improvements and system enhancements implemented

of queries revised or developed

EMPLOYEE AND LABOR RELATIONS ADMINISTRATION

Purpose: The purpose of the **EMPLOYEE and LABOR RELATIONS ADMINISTRATION** line of business is to provide **COLLECTIVE BARGAINING AND LABOR CONTRACT ADMINISTRATION SERVICES** to **BCC, COUNTY ADMINISTRATION, AND DEPARTMENTS** so they can **DEFINE, UNDERSTAND, AND ADMINISTER EMPLOYEE RELATIONS, LABOR RELATIONS AND DISCIPLINE OF EMPLOYMENT AND DISPUTE RESOLUTION.**

Program(s): Employee and Labor Relations (ELR)

EMPLOYEE AND LABOR RELATIONS SERVICES:

- Successor and interim bargaining that results in ratified Collective Bargaining Agreements and Memorandums of Agreement (MOA/MOU)
- Contract and policy administration
- Employee and Labor Relations training development and instruction
- Grievance coordination and response
- Employee performance and behavior management consultation
- Workplace investigations (non-EEO)
- Information requests responses
- Policy development, interpretation, and administration

Key Results:

95% of corrective actions involving written reprimands, suspensions, demotions and employee terminations will have been vetted with ELR before imposing

By 2025, ensure all grievances are accurately recorded in our systems, have needed documentation, and are resolved in a timely manner.

By 2025, 90% of all managers/supervisors who have represented employees and are past six months of employment as a supervisor will have completed all introductory ELR courses.

By 2025, evaluate all ELR courses and determine which needs to be updated and where there is the opportunity to create additional courses to better support our customers.

By 2025, biannual ELR Customer Service Survey results average 90% satisfactory or above results.

By the end of 2025, ELR will have implemented technologies which will streamline communication and organize information and documentation to promote improved response times, improve our ability to adapt to change, decrease inefficiencies, and overall promote a higher quality of service.

Employee and Labor Relations Program

The purpose of the **Employee and Labor Relations (ELR)** program is to provide **collective bargaining, labor contract and policy administration** services to **the Board of County Commissioners (BCC), County Administration, and all county departments.**

BCC PRIORITY AREA

Build Trust Through Good Government

Goal 1: Organize and Streamline Communications: Organize and streamline both internal and external communications to enhance the efficiency and effectiveness of the Employee and Labor Relations (ELR) team.

Objective:

- **Internal Communication:** Implement structured communication protocols within the ELR team to ensure timely and consistent sharing of information.
- **External Communication:** Develop and maintain clear channels for communication with external stakeholders to facilitate better collaboration and understanding.
- **Documentation and Tracking:** Establish a centralized system for tracking communication and decisions to ensure transparency and accountability.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Develop and implement internal communication protocols. Identify external communication needs and explore centralized tracking systems.

- **Measurement:** Initial protocol drafted and piloted; external needs assessed; tracking system options reviewed.

Year 2 (FY 25/26) – Finalize internal communication tools. Launch external stakeholder communication channels and tracking platform.

- **Measurement:** Percentage of internal users following new protocols; percentage of stakeholders using new channels.

Year 3 (FY 26/27) – Evaluate and refine communication strategies. Ensure full adoption and system optimization.

- **Measurement:** Stakeholder engagement scores; accuracy and usefulness of tracked communication data.

Goal 2: Leverage Technology to Improve Workflows: Leverage technology to enhance workflows, streamline processes, and increase transparency in the Employee and Labor Relations (ELR) team.

Objective:

- **Workflow Automation:** Identify and implement technological solutions that automate repetitive tasks to improve efficiency.
- **Process Optimization:** Use technology to analyze and optimize existing processes, reducing bottlenecks and improving overall performance.
- **Transparency and Collaboration:** Deploy tools that enhance visibility into project statuses and foster collaborative efforts within the team and with external partners.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Identify manual workflows suitable to streamline or automate and select appropriate technologies.

- **Measurement:** Number of workflows identified to be streamlined or automated; tools evaluated.

Year 2 (FY 25/26) – Implement selected technologies to automate core workflows. Monitor changes in efficiency.

- **Measurement:** Number of automated and streamlined processes; reduction in average workflow completion time. Team and stakeholder satisfaction (collaboration score).

Year 3 (FY 26/27) – Optimize technology usage and assess user satisfaction. Expand automation to secondary workflows.

- **Measurement:** High team and stakeholder satisfaction (collaboration score); additional processes improved.

Goal 3: Build Trust and Credibility: Build trust, credibility, and strong consultation-based partnerships with internal customers to promote better organizational outcomes.

Objective:

- **Credibility:** Demonstrate consistent and reliable performance to build a reputation for being a dependable, timely, and informative resource.
- **Consultation-Based Partnerships:** Engage in regular consultation sessions with internal customers to understand their needs, challenges, and expectations.
- **Promote Organizational Outcomes:** Align partnership efforts with the overall strategic goals of the organization to ensure that collaboration contributes to broader objectives.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Establish baseline trust and credibility metrics through surveys. Begin initial consultation meetings with key partners.

- **Measurement:** Baseline satisfaction score based on useful information, timelines, and dependability; number of initial consultations conducted.

Year 2 (FY 25/26) – Expand regular consultation efforts and incorporate feedback to improve relationships.

- **Measurement:** Increased satisfaction scores based on information usefulness, timelines, and dependability; increased number of advanced consultations and fewer basic consultations.

Year 3 (FY 26/27) – Institutionalize consultation practices; align engagement with organizational goals.

- **Measurement:** High and sustained satisfaction; increased number of advanced consultations.

Goal 4: Improve Internal Alignment: Improve internal alignment by simplifying the management of policies and certified bargaining agreements (CBAs) through alignment and integration where possible.

Objective:

- **Policy and CBA Review:** Conduct a comprehensive review of existing policies and CBAs to identify areas of overlap and misalignment. Identify opportunities to align policies and the CBA where feasible.
- **Streamline Processes:** Develop streamlined processes to ensure consistency and reduce administrative complexity.
- **Training and Communication:** Provide training for HR staff and managers on the updated policies and CBAs. Communicate changes clearly and effectively to all employees to ensure understanding and adherence.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Conduct review of current policies and CBAs for alignment opportunities. Begin developing training framework.

- **Measurement:** Percentage of documents reviewed; training plan drafted.

Year 2 (FY 25/26) – Implement updates to policies and CBAs based on Year 1 findings. Launch training for HR and managers.

- **Measurement:** Updated policy count; training participation rates.

Year 3 (FY 26/27) – Evaluate alignment effectiveness and adjust as needed. Continue training and reinforce communications.

- **Measurement:** Policy compliance rate; feedback from HR and management.

Goal 5: Promote a Growth Mindset: Promote an environment and culture that expects ELR employees to continuously grow and learn internally and encourages our leadership customers to embrace a growth mindset externally, positively impacting the internal operating environment of Clackamas County.

Objective:

- **Internal Development and Continuous Learning:** Foster a culture where ELR employees are encouraged and expected to pursue ongoing professional development opportunities.
- **Collaborative Learning Opportunities:** Create opportunities for leaders to engage in collaborative learning experiences, such as workshops and peer-to-peer learning sessions.
- **Positive Operating Environment:** By promoting a growth mindset culture both internally and externally, aim to create a positive operating environment that encourages innovation, resilience, and high performance.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Establish expectations for professional development. Create initial internal and leadership learning plans.

- **Measurement:** Number of training opportunities attended by ELR staff; learning plans developed/adjusted.

Year 2 (FY 25/26) – Implement collaborative learning sessions for leaders. Monitor engagement and cultural feedback.

- **Measurement:** Participation rate in sessions; culture survey feedback.

Year 3 (FY 26/27) – Evaluate outcomes and institutionalize growth mindset initiatives.

- **Measurement:** Sustained training participation; improvements in culture and performance indicators.

RESULT:

By the end of 2025, ELR will have implemented technologies which will streamline communication and organize information and documentation to promote improved response times, improve our ability to adapt to change, decrease inefficiencies, and overall promote a higher quality of service.

CUSTOMER SERVICE:

90% Satisfaction Rate: Percentage of internal customers (managers, HR staff, union representatives) who rate ELR services as "satisfactory" or higher in annual surveys.

OUTPUTS:

of Grievances Resolved: Total number of employee grievances successfully resolved each year.

of Training Sessions Conducted: Number of labor and performance management training sessions provided annually.

of Process Improvements Implemented: Number of manual processes that have been evaluated and improved over the course of the year.

of Consultations Held: Number of consultation sessions conducted with internal customers annually and amount of time spent performing consultations.

of new/improved self-help resources available on the ELR intranet site.

WORKFORCE DESIGN

Purpose: The purpose of the **WORKFORCE DESIGN** line of business is to provide **EMPLOYEE ENGAGEMENT AND DEVELOPMENT, CLASSIFICATION AND COMPENSATION, AND RECRUITMENT AND SELECTION SERVICES** to **COUNTY DEPARTMENTS** so they can **PLAN FOR, ATTRACT AND RETAIN THE QUALIFIED AND DIVERSE WORKFORCE THEY NEED TO ACHIEVE THEIR STRATEGIC RESULTS.**

Program(s): Employee Engagement and Development, Classification and Compensation, and Recruitment and Selection

CLASSIFICATION AND COMPENSATION SERVICES:

- Organizational consultations
- Workforce Development solutions (i.e., promotional and/or training and development plans)
- New and revised classification specifications
- Collective bargaining support
- Staff support for Compensation Board for Elected Officials
- Market studies
- Position recommendations and determinations
- Salary grade recommendations
- Salary survey responses
- Work out of classification assignment reviews
- Triennial Equal Pay Analysis
- Equal Pay Compliance recommendations (including Salary Placement Approvals)

RECRUITMENT AND SELECTION SERVICES:

- Recruitment consultations
- Job posting creation and talent sourcing strategy consultations
- Recruitment outreach events
- Applicant inquiry responses and recruitment status updates
- Applicant evaluations and selections
- Applicant reference checks
- Equal Employment Opportunity compliance and reports
- Applicant complaint investigations and responses
- Job offers analysis
- Employment offer letters

EMPLOYEE ENGAGEMENT AND DEVELOPMENT SERVICES:

- Learning and development events and opportunities
- Supervisor and Management development framework
- Onboarding events
- Team development consultations and facilitations
- Compliance training requirements
- County's Clarify, Converse, and Capture (C3) employee performance management program consultations, tools and resources
- Employee engagement surveys
- Employee engagement events
- Leadership Academies
- Exit interviews

Key Results:

By the end of 2025, annual countywide employee engagement surveys will be implemented.

By the end of 2025, 100% of County policies and collective bargaining agreement language will be aligned in support of pay equity and in compliance with the Oregon Equal Pay Act.

By the end of 2025, review, revise and implement updated recruitment policies that will help to reduce internal barriers within the county's recruitment process.

Classification and Compensation

The purpose of the **Classification and Compensation** program is to provide **pay plan and job classification administration and work in partnership with County Departments to provide strategies and solutions to achieve their operational and strategic results** so they can **structure their organizations in a way that attracts, retains and equitably compensates employees**.

BCC PRIORITY AREA

Build Trust Through Good Government

Goal 1: Collaborate with County Finance to develop a business process to support the department's efforts to budget for necessary salary grade changes and wage adjustments.

Objective: Ensure all departments can attract and retain employees, as well as ensure Human Resources' success in achieving key Performance Clackamas goals. This will be accomplished by working with County departments to develop a plan and process so that 100% of departments can plan for the budget impact of salary grade changes and wage adjustments.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Define the problem, identify remedies, and gain support for a business process.

- **Measurement:** Develop partnership with Finance; communications shared with 100% of departments; establish baseline of number of departments who feel they have what they need to plan for salary grade changes and wage adjustments.

Year 2 (FY 25/26) – Develop survey to track what is working well and what is not; establishing and communicating confirmed classification/market reviews for 25/26; confirming priorities for 26/27; and collecting feedback for FY 27/28.

- **Measurement:** Continued partnership with Finance; survey feedback to establish baseline of manager/supervisor's awareness/satisfaction with communications.

Year 3 (FY 26/27) – Implement improvements as needed from prior FY 25/26. Communicate confirmed classification/market reviews for 26/27; confirm priorities for 27/28 and begin collecting feedback for FY 28/29.

- **Measurement:** Continued partnership with Finance; survey feedback reflects increased awareness/satisfaction with communications.

Goal 2: Develop guidelines for managers on assigning work to employees, considering budgetary and opportunity impacts.

Objective: Increase communication between C&C and departments prior to assigning work out of classification or new work assignments. This will be accomplished by developing guidelines and resources 100% of Clackamas County managers can use when planning for new or changed business needs which may lead to work out of class or reclassifications.

- Establish a baseline of how many manager/supervisors currently use resources.
- Monitor annual changes in the percentage of management who use those resources for organizational and budget planning.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Prepare for the implementation of the new Classification and Compensation Policies and determine necessary process and procedure changes. Establish training, workflows, and department communications.

- **Measurement:** Determine current utilization as baseline.

Year 2 (FY 25/26) – Improve upon previous FY’s lessons learned. Begin targeted training and communications for departments. Obtain feedback from departments.

- **Measurement:** Increased % of managers/supervisors who utilize resources.

Year 3 (FY 26/27) – Report on and implement stakeholder feedback from previous FY. Identify and report continued issues, to include reports on trends to HR Director, Department Directors, and County Administration as needed.

- **Measurement:** Increased % of managers/supervisors who utilize resources.

RESULT:

By July 2026, new classification and pay administration policies will be established.

CUSTOMER SERVICE:

90% of Departments agree that the County’s classifications align with business needs.

80% of Departments agree that the County’s pay plans align with business needs.

OUTPUTS:

Market studies conducted
(individual classifications and
job families)
New classifications
Revised classifications

Archived Classifications
Salary placements
Vacant/new position reviews
Incumbent position review

Recruitment and Selection

The purpose of the **Recruitment and Selection** program is to provide **consultation, outreach, evaluation, and selection** services to **County Departments** so they can **hire and retain the qualified, diverse workforce they need to achieve their strategic results**.

BCC PRIORITY AREA

Build Trust Through Good Government

Goal 1: Design and implement learning resources for recruitment and selection to help clarify and educate on best practices and process overview.

Objective: Analyze and identify current learning resources to determine learning gaps for those involved in the recruitment and selection process. At least two new learning resources will be developed throughout the duration of the HR Strategic Plan.

Monitoring and Tracking:

Year 1 – In the first year, the focus will be on tracking and highlighting all new learning resources in the HR Annual Report. Feedback will be gathered from various departments and the HR Partners Group to assess the effectiveness of these resources and identify any gaps. The goal is to use this feedback to develop at least one new learning resource by the end of the first year. Track and highlight new learning resources in the HR Annual Report.

- Gather feedback from departments and the HR Partners Group.
- Develop at least one new learning resource based on feedback.

Year 2 – In the second year, the practice of tracking and highlighting new learning resources in the HR Annual Report will continue. Regular feedback sessions with departments and the HR Partners Group will be conducted to collect insights and suggestions for improvement. Based on this feedback, an additional new learning resource will be developed and implemented. Revisions and updates to existing resources will also be documented in the annual report.

- Continue tracking and highlighting new learning resources in the HR Annual Report.
- Conduct regular feedback sessions with departments and the HR Partners Group.
- Develop and implement one additional learning resource.
- Document revisions and updates to existing resources.

Year 3 – In the third year, the systematic tracking and documentation of all learning resources in the HR Annual Report will be maintained. Comprehensive evaluations of the resources introduced in the previous years will be conducted, utilizing feedback from departments and the HR Partners Group to measure their impact and effectiveness. At least two more learning resources will be developed to address any identified needs or gaps. The overall progress and achievements will be summarized in the HR Annual Report, highlighting continuous improvement efforts and the successful implementation of new resources throughout the HR Strategic Plan.

- Maintain systematic tracking and documentation of all learning resources in the HR Annual Report.
- Conduct comprehensive evaluations of resources introduced in previous years.
- Develop and introduce at least two more learning resources.
- Summarize overall progress and achievements in the HR Annual Report.

Goal 2: Identify and leverage available resources to create efficiencies in the recruitment and the selection process to reduce risks and manual processes while establishing specific roles and responsibilities.

Objectives: Examine current resources and where opportunities exist to enhance the recruitment and selection business process. At least two new process improvements will be developed through the duration of the HR Strategic Plan.

Monitoring and Tracking:

Year 1 – In the first year, the focus will be on tracking the number of enhancements leveraged by resources for recruitment and selection. This will help strengthen the process by reducing risk and manual processes. Throughout the year, feedback will be gathered from various departments to assess the effectiveness of the enhancements. Based on this feedback, the goal is to develop at least one new process improvement by the end of the first year.

- Track the number of enhancements leveraged by resources for recruitment and selection.
- Gather feedback from departments to assess effectiveness.
- Develop at least one new process improvement based on feedback.

Year 2 – In the second year, the practice of tracking the number of enhancements leveraged by resources will continue. Regular feedback sessions with departments will be conducted to collect insights and suggestions for further improvement. Based on this feedback, an additional new process improvement will be developed and implemented. Ensure that any revisions or updates to existing enhancements are also documented.

- Continue tracking the number of enhancements leveraged by resources.

- Conduct regular feedback sessions with departments.
- Develop and implement one additional process improvement.
- Document revisions and updates to existing enhancements.

Year 3 – In the third year, the systematic tracking and documentation of enhancements leveraged by resources will be maintained. Comprehensive evaluations of the enhancements introduced in the previous years will be conducted, utilizing feedback from departments to measure their impact and effectiveness. At least two more process improvements will be developed to address any identified needs or gaps. Summarize the overall progress and achievements, highlighting continuous improvement efforts and the successful implementation of new enhancements throughout the HR Strategic Plan.

- Maintain systematic tracking and documentation of enhancements leveraged by resources.
- Conduct comprehensive evaluations of enhancements introduced in previous years.
- Develop and introduce at least two more process improvements.
- Summarize overall progress and achievements.

RESULT:

By the end of 2025, review, revise and implement updated recruitment policies that will help to reduce internal barriers within the county's recruitment process.

CUSTOMER SERVICE:

90% of participants "agree" or "strongly agree" that they are satisfied with the services provided by the Recruitment and Selection Program. (Result from HR annual survey)

OUTPUTS:

- # of hires (Including temps & Seasonal)
- # of hires who identify as a Person of Color
- # of recruitment request received per year

Employee Engagement and Development

The purpose of the **Employee Engagement and Development Program** is to **empower supervisors and enhance organizational capabilities by delivering comprehensive learning and development services**. This program is designed to equip **County departments** with the tools and resources necessary **to proactively address both current and future development needs leading to increased engagement**.

BCC PRIORITY AREA

Build Trust Through Good Government

Goal 1: Align program's purpose, services, and resources to customer needs that directly enhance the work experience for all county employees.

Objective: Refresh and revise resources and initiatives to positively impact employee retention, with a focus on engagement, learning and development, and wellness education. Assess through analysis of available data: HR assessments, surveys, recent feedback.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Organize and analyze data to provide insights on customer needs.

- **Measurement:** Survey for Baseline.

Year 2 (FY 25/26) – Identify key services – define the work and reasons for the work of the program.

- **Measurement:** Measure demand for services and outputs via survey.

Goal 2: Influence our organizational culture to value and encourage ongoing learning and development for our leaders of people (executives, managers, and supervisors).

Objective: With guidance from a cross-organizational steering committee, implement core expectations for supervisors, managers, and executives with services and resources aligned to support success in these critical roles. Clarity of expectations will support individual development and coaching, enhance recruitment efforts, alleviate anxiety, build transparency.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Publish defined competencies for all in roles that supervise other employees (Done – October 2024).

- Define onboarding development journey for new supervisors, managers, and executives.
- **Measurement:** Deliverables 100% available.

Year 2 (FY 25/26) – Build learning and development resources to directly align with competency expectations.

- **Measurement:** 50% of expected competencies directly supported with specific learning & development resources

Year 3 (FY 26/27) – Create learning journeys and resources specific to three main levels of leadership: frontline supervisor, middle manager, executive leader.

- **Measurement:** Work complete. Measure % of supervisory employees engaging in stated # of hours of development in FY 2026/27.
- **Measurement:** 90% of expected competencies directly supported with specific learning & development resources.

Goal 3: Provide employee wellness services and resources that positively influence employee well-being and retention.

Objective: Support Benefits and Wellness program’s revitalization of the county’s wellness program, by coordinating valuable activities and resources.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Identify intentions of the program through outreach to employees, review of past iterations, and best practices in other organizations.

- **Measurement:** Implementation Plan Created.

Year 2 (FY 25/26) – Identify and provide key wellness education services.

- **Measurement:** Utilization & Survey.

Year 3 (FY 25/26) – Monitor the effects of program changes and make adjustments as necessary to ensure desired outcomes are achieved.

- **Measurement:** Measure demand for services and output.

Goal 4: Automate workflow for performance summaries.

Objective: In partnership with TS and the HRIS program, leverage technology to simplify and improve transparency and accuracy in the employee performance summary process.

- The current state for performance summaries relies heavily on manual processes for HR and our customers. This leads to delays, errors, and confusion.

Monitoring and Timeframes:

Year 1 (FY 24/25) – Coordinate initiative timelines with TS and HR HRIS.

- **Measurement:** Included in TS/HRIS work priorities plan

Year 2 (FY 25/26) – Update / finalize workflows and processes.

- Provide clear and timely communications and training for managers and PA processors.
- **Measurement:** New Workflows Created

RESULT:

By 2028 100% of regular employees will participate in voluntary learning and development opportunities each fiscal year

CUSTOMER SERVICE:

90% of Learning and Development Participants “agree” or “strongly agree” that Learning & Development events were a valuable investment of their time

OUTPUT:

Learning and development events

RISK AND SAFETY MANAGEMENT

Purpose: The purpose of the **RISK and SAFETY MANAGEMENT** line of business is to provide **COMPREHENSIVE LOSS PREVENTION AND CONTROL, RISK MANAGEMENT EDUCATION AND CONSULTATION** services to **COUNTY DEPARTMENTS AND EMPLOYEES**, so they can **CREATE A WORKPLACE CULTURE COMMITTED TO PRACTICES THAT IDENTIFY AND REDUCE RISK, SUSTAIN A HEALTHY AND PRODUCTIVE WORKFORCE AND PRESERVE FINANCIAL RESOURCES**.

Program(s): Risk Administration, Casualty/Liability, Workers' Compensation and Unemployment

RISK ADMINISTRATION SERVICES:

- Department safety plans and training courses
- Drug tests
- Ergonomic assessments & recommendations
- Loss exposure assessments & recommendations
- Physical capacity tests
- Risk exposure analyses
- Safety and Loss reports
- Driving records checks
- OSHA compliance
- Safety Committee consultation
- Contract risk language reviews
- Workplace violence prevention

CASUALTY/LIABILITY SERVICES:

- Casualty/Liability self-insured claims funding
- Casualty/Liability claims management
- Liability (excess), cyber, public officials, volunteer and property insurance coverage
- Contract risk language reviews

WORKERS' COMPENSATION SERVICES:

- Workers' Compensation self-insured claims funding
- Workers' Compensation claims management
- Excess Workers' Compensation insurance coverage

- State of Oregon self-insured Workers' Compensation annual reporting compliance and quarterly premium payment.

UNEMPLOYMENT SERVICES:

- Unemployment claims processing and payment
- Department level inter-fund billing of unemployment expenses

Key Results:

Clackamas County will maintain a workers' compensation rating below the state's industry average.

Clackamas County's yearly paid liability claims losses are transparent and within budget.

Clackamas County and its various departments will only pay what is owed for unemployment costs each year.

Risk Administration

The purpose of the **Risk Administration** program is to provide **risk and safety management** services to **County departments and employees** so they can **create a workplace culture committed to practices that reduce risk, sustain a healthy workforce and preserve financial resources**.

BCC PRIORITY AREA

Build Trust Through Good Government

Goal 1: Process Improvement: In an effort to increase Risk and Safety division efficiency, while ultimately improving customer satisfaction and service, optimizing selected workflows and/or processes in the Risk and Safety program areas

Objective: Identify and choose one or two main workflows and/or processes in each Risk and Safety program area (safety and loss control, workers' compensation, driving/unemployment, Origami/liability claims). Use a process improvement method, or a combination of methods, to systematically identify, analyze, and implement process improvements within those workflows/processes to achieve better performance, efficiency and quality outcomes.

Monitoring and Timeframes:

Year 1 – Research, evaluate, and educate on known and effective process improvement methodologies (ex. Kaizen, Lean, Six Sigma, Agile, TQM, PDCA, etc.). Decide on method, or combination of methods, to be used in the process enhancement work. Identify and prioritize workflows and processes that will be focused on. Decide on workflows or processes to be improved on.

Year 2 – Improve selected workflows/processes using chosen methods. Track progress with defined metrics. Gather feedback. Document successful improvements.

Year 3 – Further optimize and streamline improved workflows/processes. Establish ongoing review cycles and improvement audits. Foster a culture of continuous improvement.

Goal 2: Resilience: Enhance Risk and Safety division resilience in an effort to eliminate single points of failure in processes and workflows, allowing for smoother operations and a continued high level of performance and customer service, during times of heavy workload, reduced staff or crisis.

Objective: Division resilience will be enhanced through cross-training staff on workflows and processes across different programs of the division, including both general exposure and specific skills development. Will additionally focus training and education on resilience keys of preparedness, adaptability, collaboration, trust and responsibility.

Monitoring and Timeframes:

Year 1 – HR Assistant to take workers’ compensation course. Introducing the HR Deputy Director to the Risk Management process, procedures and budgeting over the next fiscal year. Other division staff become members of a cross-program team for process improvement (the other Risk and Safety strategic goal)

Year 2 – Assess initial trainings and general status, looking for continued areas of vulnerability. Focus education and training on the five resilience keys of preparedness, adaptability, collaboration, trust and responsibility. This might include online or in-person education.

Year 3 – Test Risk and Safety division resilience with a table-top exercise. Assess and determine the status of division resilience based on the outcome of exercise.

RESULT:

Continue to drive Workers’ Comp experience rates and OSHA incident rates to be better than industry/peer average, which translates to better risk and safety outcomes across the organization.

CUSTOMER SERVICE:

90% of Departments agree that general risk and safety management services met their expectations for reducing risk, sustain a healthy workforce and preserve financial resources.

OUTPUTS:

- # Ergonomic Assessments
- # Driving Checks
- # Real Time Risk Management Data Reporting
- # Department Safety and Loss Control Consulting

Casualty/Liability

The purpose of the **Casualty/Liability** program is to provide **funding, insurance coverage, claims management and risk consultation to County departments** in an effort to **effectively manage costs and resolve matters of liability against the County**.

RESULT:

Clackamas County's yearly paid liability claims losses are transparent and within budget

CUSTOMER SERVICE:

90% of Departments agree that the liability and claims management program is efficient and effective in resolving County liability matters.

OUTPUTS:

- # Liability Claims
- # Annual Casualty/Liability Allocation

Workers' Compensation

The purpose of the **Workers' Compensation** program is to provide **funding, workers' compensation coverage, claims management and risk consultation to County departments**, in an effort to **effectively manage costs and resolve matters involving employees injured while in the course and scope of employment at the County**.

RESULT:

Clackamas County will maintain a yearly workers' compensation rating below the state's industry average.

CUSTOMER SERVICE:

90% of Departments agree that the Workers' Compensation program efficiently and effectively resolves matters involving workforce injury claims.

OUTPUTS:

- # Workers' Compensation Claims
- # Annual Workers' Compensation Allocation

Unemployment

The purpose of the **Unemployment** program is to assess and respond to **unemployment claims**, **reimburse the State for paid amounts**, and **bill County departments for their share of unemployment costs**.

RESULT:

Clackamas County and its various departments will only pay what is owed for unemployment costs each year.

CUSTOMER SERVICE:

90% of Departments agree that their share of unemployment costs are accurate and billed timely.

OUTPUTS:

- # Unemployment Claims
- # Annual Unemployment Budget

BENEFITS AND LEAVE MANAGEMENT

Purpose: The purpose of the **BENEFITS, WELLNESS, AND LEAVE MANAGEMENT** line of business is to provide **COMPREHENSIVE BENEFITS, DISABILITY MANAGEMENT, PLANNING, EDUCATION AND CONSULTATION** services to **COUNTY DEPARTMENTS, AND EMPLOYEES** to **CREATE A WORKPLACE CULTURE COMMITTED TO PRACTICES THAT SUSTAIN A HEALTHY AND PRODUCTIVE WORKFORCE AND PRESERVE FINANCIAL RESOURCES.**

Program(s): Benefits Administration, Medical Insurance, Dental Insurance, Disability Insurance, EAP/Wellness, Deferred Compensation, and Leave Administration

BENEFITS ADMINISTRATION SERVICES:

- Medical Insurance/Vision Insurance
- Dental Insurance
- Life Insurance
- Disability Insurance
- Flexible Spending Accounts
- HRA/VEBA
- Employee Assistance Program (EAP)
- Deferred Compensation
- Voluntary Benefits
- Benefits Committees (BRC and DC)

MEDICAL INSURANCE SERVICES:

- Medical benefit plans
- Administration of medical plans
- Participant consultations
- Preventive care resources and services

DENTAL INSURANCE SERVICES:

- Dental benefit plans
- Administration of medical plans
- Participant consultations
- Preventive care resources and services

DISABILITY INSURANCE SERVICES:

- Disability leave administration
- Participant consultations

EAP/WELLNESS SERVICES:

- Participant consultations
- Education
- Preventive care resources and services

DEFERRED COMPENSATION SERVICES:

- Retirement plan
- Administration of retirement plan
- Education
- Participant consultations

LEAVE ADMINISTRATION SERVICES:

- ADA administration
- Leave of Absence administration
- Participant consultations
- Education

Key Results:

By 2025 utilization and productivity measures will be established for all programs and will be reviewed annually to align with workforce needs.

By the end of 2025, Leave Administration will develop resources for the Leave Administration team such as templates, process flows and guides.

By the end of 2025, Leave Administration or its agent will develop customer resources for training employees and managers consistent with internal resources.

By the end of 2025 Leave Administration or its agent will conduct three (3) employee

Benefits Administration

The purpose of the **Benefits Administration and Wellness Services** program is to provide **health and retirement plan** services to **County departments and employees** so they can **achieve their results through a productive workforce**.

BCC PRIORITY AREA

Build Trust Through Good Government

Goal 1: Enhance Benefits and Wellness division resilience to eliminate single points of failure in processes and workflows, allowing for smoother operations, enhanced employee experience.

Objective: Division resilience will be enhanced through cross-training staff on end-to-end benefits administration workflows and processes across all activities of the division.

Monitoring and Timeframes:

Year 1 – Onboard new Benefits Coordinator. Develop end-to-end process documentation for administration of benefits. Establish a baseline call/email volume using a sample week snapshot during open enrollment. (Mid-year survey?)

Year 2 – Develop focused education for Benefits staff on compliance and process improvement. Continue to review and improve processes. Continue collecting call/email information during open enrollment sample week.

Year 3 – Continue to address all areas of benefits administration to mitigate risk due to knowledge/training gaps. Continue collecting call/email information during open enrollment sample week.

Goal 2: Based on data collected in year one, develop plans to enhance employee understanding and awareness of County benefits plans through education initiatives.

Objective: Develop a comprehensive benefits education program. Create an easy-to-understand, multi-faceted benefits education program that covers all aspects of our benefits plans, including healthcare, retirement, and other benefit offerings.

Monitoring and Timeframes:

Year 1 – Conduct a needs assessment to identify the current understanding and gaps in employee benefits knowledge. Establish a baseline call/email volume using a sample week snapshot during open enrollment.

Year 2 – Based on data collected in year one, design and implement a comprehensive benefits education program that addresses the identified gaps in employee knowledge. Create engaging and informative content using various formats such as videos, presentations, infographics, and written materials. Continue collecting call/email information during open enrollment sample week.

Year 3 – Monitor employee participation and engagement in benefit and vendor program. Conduct assessments and surveys to measure the program's impact on employee understanding and satisfaction with benefits plans. Continuously gather feedback and make improvements to the program to ensure its ongoing effectiveness. Continue collecting call/email information during open enrollment sample week.

Goal 3: Leverage Technology to support process improvement

Objective: Update benefits administration platform to enhance system automation and reduce manual processes and paperwork and improve efficiency in managing employee benefits.

Monitoring and Timeframes:

Year 1 – Implement available PeopleSoft system enhancements; update business processes to include implementation of vendor file transfer and educate staff on system utilization.

Year 2 – Optimize document management system to support benefits administration.

Year 3 – Reconfigure and reimplement PeopleSoft Benefits Administration module; update business processes and educate staff on system utilization.

RESULT:

Annual alignment of wellness programs with workforce needs.

CUSTOMER SERVICE:

80% of Departments “agree” or “strongly agree” that employee benefit plans are effective in maintaining a productive workforce.

OUTPUTS:

- # of employees enrolled in Benefits
- # Wellness program class participants
- # of people participating in the Wellness Fair
- # of people participating in Benefits Webinars

Medical Insurance

The purpose of the **Medical Insurance** program is to provide **medical plan benefit** services to **County departments and employees** so they can **achieve their results through a productive workforce**.

RESULT:

Annual alignment of medical plans and costs to organization and workforce needs.

CUSTOMER SERVICE:

80% of Departments “agree” or “strongly agree” that employee medical plans are effective in attracting and maintaining a productive workforce.

OUTPUTS:

of subscribers

of total covered lives

Dental Insurance

The purpose of the **Dental Insurance** program is to provide **Dental plan benefit** services to **County departments and employees** so they can **achieve their results through a productive workforce**.

RESULT:

Annual alignment of dental plans and costs to organization and workforce needs

CUSTOMER SERVICE:

80% of Departments “agree” or “strongly agree” that employee dental plans are effective in attracting and maintaining a productive workforce.

OUTPUTS:

of subscribers

of total covered lives

Disability Insurance

The purpose of the **Disability Insurance** program is to provide **disability benefit** services to **County departments and employees** so they can **achieve their results through a productive workforce**.

RESULT:

Annual alignment of disability services and costs to organization and workforce needs

CUSTOMER SERVICE:

80% of Departments “agree” or “strongly agree” that employee disability plans and services are effective in attracting and maintaining a productive workforce.

OUTPUTS:

of covered employees

EAP/Wellness

The purpose of the **EAP/Wellness** program is to provide **EAP/Wellness benefit** services to **County departments and employees** so they can **achieve their results through a productive workforce**.

RESULT:

Annual alignment of EAP and wellness plans and costs to organization and workforce needs

CUSTOMER SERVICE:

80% of Departments “agree” or “strongly agree” that employee EAP and wellness benefits are effective in attracting and maintaining a productive workforce.

OUTPUTS:

- # of participants
- # of service utilization
- # of activities

Deferred Compensation

The purpose of the **Deferred Compensation** program is to provide **retirement plan benefit** services to **County departments and employees** so they can **achieve their results through a productive workforce**.

RESULT:

Annual alignment of retirement plan and costs to organization and workforce needs

CUSTOMER SERVICE:

80% of Departments “agree” or “strongly agree” that employee retirement plans are effective in attracting and maintaining a productive workforce.

OUTPUTS:

- # of participants
- \$ of participant deferrals
- \$ of employer contributions

Leave Administration

The purpose of the **Leave Administration** program is to deliver **comprehensive leave management and disability support** to **County departments and employees**. Our goal is to foster a healthy work-life balance, enabling employees to effectively navigate their leave options while ensuring organizational continuity and a resilient workforce.

BCC PRIORITY AREA

Build Trust Through Good Government

Goal 1: Enhance customer experience.

Objective: Deliver an employee absence and disability management program that supports workforce and business requirements leading to improvements in retention, morale, absenteeism and productivity. This will be accomplished by establishing and monitoring service delivery success measures, developing communications and education plans and content, leveraging vendor resources, evaluating customer feedback, and developing end-to-end process documentation to eliminate service gaps.

Monitoring and Timeframes:

Year 1 – Evaluate team performance on a monthly basis for response times and will run task overdue report monthly.

- Develop leave-related resources for leave team, such as templates, process-flows and guides.
- Monitor monthly Leave Administration service delivery.
 - Evaluate Leave Administration team performance against predetermined criteria
- Develop communications and education plans and content.
 - Update the Leave Administration website to improve communication and educational resources.
- Customer feedback
 - Obtain, evaluate and respond to customer feedback from supervisors and managers about employee leaves.
 - Obtain, evaluate and respond to customer feedback from employees about leave resources.

- Develop end-to-end process documentation.
- Process flows and guides

Year 2 – Partner with contractor to develop leave-related resources and trainings for employees and managers.

- Conduct manager/supervisor survey to obtain feedback on leave of absence issues.

Year 3 – Conduct employee survey regarding protected employee leave.

- Conduct three employee and manager trainings on leave issues.

Goal 2: Instill consistent vendor management practices.

Objective: Manage vendor relationships to ensure the best performance, mitigate risk and establish mutually beneficial collaboration. This will be accomplished by evaluating performance against predetermined criteria, monitoring and mitigating risk, and fostering clear and open communication channels.

Monitoring and Timeframes:

Year 1 – Review monthly performance reports from vendor (The Standard) and meet to ensure vendor compliance with contractual obligations.

Year 2 – Monitor vendor performance for compliance.

Year 3 – Continue to evaluate vendor performance to maintain positive customer service.

Goal 3: Develop plan sponsor best practices.

Objective: Create and maintain practices that lead to gains in accuracy, risk mitigation, customer experience and vendor Return on investment. This will be accomplished by measuring and benchmarking absence and disability management programs including utilization, costs, and market trends, developing an audit and compliance calendar, utilizing vendor scorecards, and reviewing and maintaining contracts and other plan documents.

Monitoring and Timeframes:

Year 1 – Review vendor contract and plan documents to ensure meeting County needs.

Year 2 – Develop annual measures and benchmarks for absence and disability management programs including utilization, costs, and market trends.

Year 3 – Develop vendor scorecards to communicate and strategize on vendor successes and areas of improvement.

RESULTS:

80% of employees return to work within 90 days of initial non-occupational short-term disability.

By the end of 2025, Leave Administration will develop resources for the Leave Administration team such as templates, process flows and guides.

By the end of 2025, Leave Administration or its agent will develop customer resources for training employees and managers consistent with internal resources.

By the end of 2025 Leave Administration or its agent will conduct three (3) employee and manager trainings on leave issues.

CUSTOMER SERVICE:

90% of supervisors and managers acknowledge that they “agree” or “strongly agree” that they have timely and accurate information about their employees’ protected leaves and disability.

80% of Departments “agree” or “strongly agree” that employee leave and disability services are effective in maintaining a productive workforce.

80% of supervisors and managers acknowledge that they “agree” or “strongly agree” with having adequate resources to support protected employee leave.

OUTPUTS:

of continuous leave requests

intermittent leave requests

of accommodation requests received

GLOSSARY OF TERMS

To help participants and observers better understand this work program, definitions of a number of key words and phrases used throughout the process are listed below.

Benefits: A program or a process adopted by the organization to design, implement, manage and control the benefits to be provided to its employees.

Business: This refers the business functions and services of a customer as it relates to utilization of technology in the support and delivery of those business services.

Business Strategic Partner: Works with line managers to develop effective solutions to organizational and individual performance problems. Explores a wide range of management and HR strategies.

Classification: Positions within the same occupational family are grouped together according to organizational structure and the responsibility and difficulty of tasks assigned to the positions.

Collective Bargaining: The process by which management and union representatives negotiate employment conditions for a particular bargaining unit for County employees.

Compensation: The monetary benefit, which is given to an employee or worker giving their services to an organization. Compensation includes components like salary, wages, bonuses etc. The compensation provided helps in motivating the employees, build their career and ensure that they are committed in achieving the organization's goals.

Contract Negotiations: The goal of contract negotiations between the union and management is to arrive at an effective contract that is mutually acceptable to both the union and the organization.

Corrective Action: Appointing authority deems to reflect discredit upon the County, or is a hindrance to the effective performance of the County functions, shall be considered cause for disciplinary action.

Customer: An individual or group of individuals whose best interests are served by, or who receives or uses, the services that the department delivers and who experiences the intended benefit.

Employee and Labor Relations:

Employee Relations: is the relationship shared by an employee with their manager and other colleagues. Organizations recognize the need to maintain healthy employee relationships as it directly affects the performance and motivation of employees.

Labor Relations: is the ongoing relationship between management and labor, especially with respect to the maintenance of agreements, collective bargaining, and terms and conditions of employment.

Employee Engagement and Development: Provides learning opportunities for County employees in order to increase productivity, employee engagement, support Clackamas County business strategies, and improve performance deficiencies.

Grievances: Process provides an orderly way to resolve the differences of opinion in regard to the contract that develop during the life of the agreement.

Human Resources Information Systems: Provides systems and business process to support County departments and Human Resource's line of businesses and the County employee's data and official record.

Issue Statements: A statement that summarizes the issues and trends that will have a major impact on the customers served by the department over the next 2-5 years. The statement has two parts: 1) describes the issue or trend and how it is increasing, decreasing or continuing, and 2) describes how that trend, if the status quo continues unabated, is projected to impact customers and the department over the next 2-5 years.

Issues: A circumstance that will have a major impact on the customers served by the department.

Key Result Measures: A set of performance measures contained within each line of business comprised of one result measure from each of the programs in that line of business.

Leave Administration: State and federal law of United States of America that instructs employers to provide employers paid leaves in case of health and family emergencies and make sure that such leaves do not affect the employees career prospects.

Lines of Business (LOB): A set of programs that have a common purpose or result. LOBs create the business profile of the department; they express in terms of broad result areas the particular mix of services that the organization is offering to the public in order to achieve its mission.

Mission Statement: A clear, concise statement of purpose for the entire department, focused on the broad, yet distinct, results the department will achieve for its customers.

Pay Equity: Under the law, differences in compensation for employees performing comparable work may only be based on differences in their job-related education, seniority, experience, training, merit, travel or work location or a combination of these 'bona fide factors'. In other words, pay equity is a means of eliminating the potential for discrimination in setting employee wages.

Performance Measures: A balanced "family of measures" that includes at least one of the following:

Result: measures the degree to which customers experience the expected benefit, as a consequence of having received the services that the department delivers.

Output: measures the amount of service provided or number of units produced or processed.

Demand: total units of a service expected to be demanded, requested or required by the customer.

Efficiency: expenditure/cost per output or result.

Program: A set of services that have a common purpose or result.

Program Purpose Statement: Clear, concise and results-oriented statement bringing together the name, the service provided the customer and the result customers are expected to experience.

Recruitment and Selection: The process of identifying potential applicants and encouraging them to apply for job vacancies with Clackamas County. The goal is to attract a qualified and diverse applicant pool.

Risk and Safety: Provide loss prevention and control, liability and workers' compensation claims administration, consultations and analysis services to County departments and employees so they can create a workplace culture committed to practices that reduce risk, sustain a healthy and productive workforce and preserve financial resources.

Services: Tangible and intangible "things" or deliverables that the program provides to customers.

Strategic Result: The significant results the department must accomplish over the next 2-5 years to proactively respond to the critical trends, issues and challenges on the horizon.

Talent Management: Refers to the systematic process of attracting, developing, retaining, and optimizing an organization's workforce. It encompasses a range of practices aimed at ensuring that the right people are in the right roles and are effectively engaged to contribute to the organization's goals.

Wellness: Aim to promote and celebrate physical wellness and fitness in an organization. Taking the overall care of physical, emotional and financial health of the employees is a part of the County's wellness programs.