

Priority: Accountability
Program Offer Type: Internal Service
Related Programs: 71005, 71006A, 71009
Frameworks:

Lead Agency: County Business
Program Contact: Dave Boyer

Executive Summary

Employee/Labor Relations develops, implements, administers and performs ongoing evaluation of the employer/employee relationship (including collective bargaining and union relations), to balance the County's needs with employees' rights. This program provides ongoing mandated training to ensure standards of conduct.

Program Description

Employee/Labor Relations is delivered through a distributed model, customer-focused, using economies of scale and supporting process standards. Through leadership from Central HR/Labor Relations and partnerships with the Departmental HR Units, Employee/Labor Relations delivers internal service targeted to: 1)Develop and implement employee relations programs for a positive organizational culture. 2)Promote, monitor and evaluate effectiveness of employee relations. 3)Develop and revise County Personnel rules/Department work rules; monitor application and enforcement for fairness and consistency. 4)Ensure compliance with all Federal, state and local laws, rules, regulations, policies and labor agreements to reduce or eliminate liability and costs of unlawful employment actions. 5)Provide training to employees and supervisors on employment practices to ensure understanding and compliance with applicable laws, rules and regulations. 6)Provide guidance and consultation on employee performance, discipline and grievance. 7)Lead and/or participate in collective bargaining activities, including contract negotiation, administration and interpretation.

Program Justification

Multnomah County employs 4,500 employees in 9 departments with varying missions and 335 job classifications and 10 collective bargaining agreements. 28 professional and para-professional human resources staff provide consulting services to staff, supervisors, managers and executives to help create a highly skilled, motivated, effective workforce. Employee/Labor Relations reduces County liability, ensures accountability. HR consultants work closely with customers to design and deliver responsive programs and services, including training and assistance in the areas of leadership, coaching and motivation, and handling performance deficiencies; applying various department, county, state and federal rules and laws governing human resources activities; providing risk prevention activities to minimize costs of litigation.

Performance Measures

1)Grievances: Number filed and number sustained/denied; number arbitrated and number sustained/denied - 2)Discipline: Number of taken and number sustained/denied in grievance or arbitration - 3)Training: Number conducted,total attendance and course evaluation. Customer service is assured through accurate, timely and professional response to grievances and complaints; responding to requests for advice and consultation over email or phone within 24 hours of receipt 90% of the time.

Summary of last year's program results and this year's expected results

Staff in this program are strategic partners with departments.The team approach allows consistency in HR practices. HR staff provide services to employees at all levels of the organization to aide positive employee\labor relations. Department and HR staff negotiated ten labor contracts in 2004. In 2005 nine contracts will re-open for wages and one for full contract negotiations. In FY06 the program will continued performance management, disciplinary and grievance handling consultation and facilitate early resolution of employee/labor relations issues. For FY05 the program has managed 10 grievances at Step 3; none have been advanced to arbitration. In 2004, 44 grievances were filed at Step 3; 43 were resolved through the internal grievance process; one was advanced to arbitration.

Program Mandate: 2 Mandated Program with Funding/Service Level Choice

Yes—ten different collective bargaining agreements; federal, state, county and local employment laws and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, USERRA, HIPAA and other employment related issues. Cuts to this program will result in HR moving to a reactive model and only the most serious HR issues will be addressed, resulting in increased potential for significant and costly litigation. Generally accepted benchmarks for HR:Staff ratios are 1:100 for a maintenance program. Current ratios range from 1:141 to 1:227.

Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
	2005	2005	2006	2006
Program Expenses				
Personnel	\$0	\$2,506,788	\$0	\$2,651,541
Contracts	\$0	\$78,475	\$0	\$70,358
Materials & Supplies	\$0	\$67,670	\$0	\$69,617
Internal Services	\$0	\$609,974	\$0	\$422,396
Subtotal: Direct Exps:	\$0	\$3,262,907	\$0	\$3,213,912
Administration	\$0	\$0	\$0	\$355,180
Program Support	\$0	\$0	\$0	\$0
Subtotal: Other Exps:	\$0	\$0	\$0	\$355,180
Total GF/non-GF:	\$0	\$3,262,907	\$0	\$3,569,092
Program Total:	\$3,262,907		\$3,569,092	
Program FTE	0.00	0.00	0.00	28.86
Program Revenues				
Fees, Permits & Charges	\$0	\$0	\$0	\$3,323,177
Program Revenue for Admin	\$0	\$0	\$0	\$252,525
Total Revenue:	\$0	\$0	\$0	\$3,575,702

Explanation of Revenues

Revenues are received through an allocation methodology based on the number of FTE per department. The FTE data comes from FY04. The cost per department is then allocated back to each department.

Significant Program Changes

In FY 2005 and 2006, HR professionals in departments and in Central HR took over providing training. This activity has not been budgeted, but is expected to occur. Mandatory training is training that is mandated by either a State or Federal Law, i.e. sexual harassment training required by federal law, etc. Developmental training is defined as training required by the County and deemed to be an "investment" in the employee to insure employment success. Employees that are budgeted under this cost center are not full-time trainers, but rather, full-time practitioners that have training responsibility since the formal abolishment of County-wide training positions/programs in the 2003-2004 adopted budget.