

**Lead Agency:** County Management

**Program Contact:** Travis Graves

**Program Offer Type:** Existing Operating

**Related Programs:**

**Program Characteristics:**

**Executive Summary**

Labor Relations provides leadership to ensure effective labor-management relationships, appropriate work conditions and legal compliance that balance the rights of employees with the business needs of the County. This program manages 10 labor contracts, representing 85% of the County workforce.

**Program Description**

Contract negotiations present one of the most significant opportunities to forge partnerships with labor unions that serve the needs of both the County and its employees. Labor Relations was successful during the last round of negotiations in achieving staggered dates for contract renewals, which provides the County a better opportunity to strategically plan and time proposals for contract changes. While this approach means contract negotiations have become a year round workload it allows Labor Relations and department management staff to focus and prepare for each labor agreement separately.

Forums such as Employee Relations Committee and Employee Benefits Team along with tools such as negotiated memoranda create the foundation of open communication, clear and accessible decision making, and collaborative problem solving needed to achieve uniform labor/management practices throughout the County.

Labor Relations key responsibilities include:

- Lead collective bargaining activities, including contract negotiations, interim negotiations, labor contract administration and interpretation;
- Guide development of employee relations programs to create and promote a positive organizational culture and advocate for fair, respectful treatment of employees;
- Ensure consistent application and enforcement of collective bargaining agreements, work rules, grievance and discipline policies;
- Provide internal expertise for dispute resolution, grievance handling, and cooperative problem-solving;
- Maintain and develop personnel rules and administer the county's drug and alcohol testing process;
- Coordinate countywide layoff activities and the merit council appeals process;
- Manage the Unemployment Claims process;
- Ensure compliance with federal, state, local laws, rules, regulations and labor agreements, and communicate, train, and coach supervisors, managers, and department human resources units on these requirements.

**Performance Measures**

Measure Type	Primary Measure	Previous Year Actual (FY08-09)	Current Year Purchased (FY09-10)	Current Year Estimate (FY09-10)	Next Year Offer (FY10-11)
Output	Number of labor disputes.	193	175	208	200
Outcome	Percentage of labor disputes settled cooperatively.	96.0%	90.0%	98.0%	95.0%

**Performance Measure - Description**

Disputes include formal and informal disagreements about the interpretation or application of labor contracts, Personnel Rules, practices or policies. The resolution of labor disputes collaboratively means all involved parties have agreed to the resolution without going to arbitration. The alternative is an external arbitrator imposing a decision binding on all parties.

## Legal/Contractual Obligation

Ten labor agreements necessitate contract compliance regarding rates of pay, hours of work, fringe benefits, and other matters pertaining to employment. Federal, State, local laws, rules, and regulations covering wage and hour, discrimination, harassment, labor relations, privacy, employment at will, hiring, defamation, Uniformed Service Employment and Reemployment Rights Act, Health Insurance Portability & Accountability Act and other employment related issues.

## Revenue/Expense Detail

	Proposed General Fund	Proposed Other Funds	Proposed General Fund	Proposed Other Funds
Program Expenses	2010	2010	2011	2011
Personnel	\$650,409	\$0	\$777,053	\$38,108
Contracts	\$20,000	\$0	\$20,000	\$0
Materials & Supplies	\$18,500	\$0	\$11,500	\$0
Internal Services	\$137,694	\$0	\$155,808	\$0
Total GF/non-GF:	<b>\$826,603</b>	<b>\$0</b>	<b>\$964,361</b>	<b>\$38,108</b>
Program Total:	<b>\$826,603</b>		<b>\$1,002,469</b>	
Program FTE	4.85	0.00	5.60	0.25
Program Revenues				
Indirect for dep't Admin	\$0	\$0	\$0	\$0
Fees, Permits & Charges	\$0	\$0	\$0	\$38,108
<b>Total Revenue:</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$38,108</b>

## Explanation of Revenues

### Significant Program Changes

✔ Significantly Changed

**Last year this program was:** #72058, Central Human Resources Division - Labor Relations

The FY11 Labor Relations program offer changes from the previous year with the addition of a permanent 1.0 FTE Human Resources Manager 1 within department constraint. LR originally established a limited duration position in FY10 to gauge the increased workload. The FTE is funded within the DCM General Fund constraint. The additional FTE will respond to a significant workload increase due to:

- Passage of SB400 added safety and staffing issues to mandatory subjects of bargaining impacting MCCDA, MCDSA, FOPPO, JCSS and, effective January 1, 2010, the Prosecuting Attorneys Association.
- Dissolution of the Employee Benefits Board means negotiations occur with each Union individually. The complexity of benefits issues makes this area particularly critical and time consuming.
- Increased concerns from Chair's Office, elected officials and senior leaders to address overtime costs and sick leave usage.
- Number of memoranda of agreement, understanding, or exception negotiated doubled, from 22 in calendar year 2008 to 44 in calendar year 2009. In the past eighteen months, LR has received 25 demands to bargain over County initiated changes or proposals.
- Increases in layoff and bumping, which also drive increased employee grievances and disciplinary actions. Between 2007 and late 2009, the number of grievances increased from 90 to 140; the number of disciplinary actions from 73 to 107; and the number of unemployment claims from 364 to 798.