

**APPENDIX 1
HUMAN RESOURCES EFFICIENCY STUDY - STAKEHOLDER FEEDBACK PRIORITIES**

	HR Functions							
Feedback Source	Benefits	Class/Comp/ Position Control	Training	Hiring	Safety	Performance Mgmt	Workforce Planning	Work Study
HR Managers/Directors	X - High Priority	X - High Priority	X - High Priority	X - Low Priority	X - Low Priority			
Personnel Dept.	X		X	X - including Background Checks	X		X	X
City Leadership Institute (CLI) Group Project Recommendations (2005 & 2004)		X		X - Centralize & Coordinate Recruiting Efforts across the City		X		
CLI Mgmt Survey 2004		X		X				
CLI HR Survey 2004		X	X	X - TES		X		
Employee Suggestions	X				X			

Other cost saving ideas that need to be negotiated:

*Change City's Family Medical Leave (FML) policy to be in line with federal/state law and other employers to include paid time off in 90 day FML entitlement. Currently City's 90 day entitlement starts after paid leave is exhausted.

*Workers Comp - reduce lost time ordinance pay from 80% to 60%

**APPENDIX 4
HUMAN RESOURCES EFFICIENCY STUDY- ROLES/RESPONSIBILITIES**

Category/Function	Personnel Dept. Authority	Personnel Department Role/Responsibilities	Department HR staff Role/Responsibilities	Potential for Efficiencies Y or N	Comments
APPRENTICESHIP	4.04.200 ...The (Personnel) Director may establish programs of apprenticeship positions in the City's service. The programs may be established pursuant to RCW Chapter 49.04 at the Director's discretion...	Administer and manage unfunded apprenticeship positions; conduct outreach to community recruitment partners; loan unfunded pockets to departments; Labor Relations has been involved in certain City-wide efforts to review and strengthen the City's apprenticeship program. See Council SLI 2007-08	Recruit and hire apprentices; develop training curriculum; develop and monitor consultant contracts; train in-house trainers; develop and monitor employee evaluation process; ensure compliance with state apprenticeship standards; staff joint labor management apprenticeship committee	Y	Efficiencies may be realized if City Departments with Apprenticeship programs collaborate and work together.
BENEFITS	SMC 4.04.040.B.12 Develop and administer benefit programs, other than retirement benefits administered by the Retirement Board, for City employees. Ord 112516 establishes City Deferred Compensation Program				
•Drives health benefits policy and approach for active & retiree plans		With Labor Relations, is responsible for all employee benefit plan design; chairs and staffs the joint labor-management Health Care Committee; responsible for wellness program strategy; manage retiree medical plans with Retirement Office's input; monitor and analyze industry trends. Identify the benefit, health and wellness needs/issues of City employees, determine eligibility, and design programs; represent the City in the Puget Sound Health Alliance to addresses regional health care issues	No Involvement		
•Program Financing & Budgets		Manage annual evaluation of projected funding requirements by independent actuaries, as well as post-employment liabilities of City for retiree coverage; bill departments for employer contributions; verify that appropriate funds have been received from departments and participants and have been remitted to insurers and administrators; reconcile eligibility and enrollment data	No Involvement		
•Regulatory Compliance		Interact with State Office of Financial Management on reserve adequacy of self-insured medical plan; State Insurance Commissioner on insured plans; maintain interlocal agreement with Seattle Housing Authority; follow federal law (Internal Revenue Code and regulations under US Centers for Medicare & Medicaid Services) regarding tax and benefit issues, including those of national health care reform; raise and address issues with internal and external legal counsel as needed	No Involvement		
•Vendor Selection, Contracting, Management	SMC 4.04.040.B.12 Develop and administer benefit programs, other than retirement benefits administered by the Employee's Retirement Board, for City employees.	Responsible for benefit vendor procurement and contracting for virtually all plans. Negotiate with vendors on claim problem-solving, benefit exceptions, process improvements and correction of errors and omissions	No Involvement		
•Program administration and management		Manage medical, dental, vision, long-term disability, COBRA, employee assistance program, long-term care, flexible spending account, life, accidental death and dismemberment, voluntary employee benefits administration, and wellness programs such as tobacco cessation and weight loss. Includes billing reconciliation and eligibility maintenance. Provide all enrollment, compliance and internal administrative support for COBRA and flexible spending accounts. Manage support of external benefits consultant	No Involvement		
•Deferred compensation (457) program management		Staff and manage quarterly Plan Committee meetings, annual education meeting for Committee and ongoing work of independent investment consultant and record-keeper; resolve employee/retiree problems; interface with City Payroll on participant deferrals, remittances and tax reporting; staff Subcommittee responsible for approving unforeseeable emergency (hardship) withdrawals; maintain plan documents in relation to changing tax law; ensure conformance between processes and written rules; consult with external lawyers and consultants (e.g., auditors) as needed	No Involvement		
*Employee Communications		Promote health and cost-effective ways to use benefits; maintain comprehensive website; addresses employee questions directly, or for Benefit Reps in self-administered departments; contact insurers and administrators; advise and provides written updates for HR & Benefits staff and employees around the City; develop and update benefit guides and forms for new, active and exiting employees; coordinate open enrollment and benefits fairs City-wide; provide benefit orientation for new employees in some departments	Some departments conduct benefit orientations for their new employees while others refer the employees to the Personnel Dept. for benefit orientations. Some departments refer employee benefit questions to the Personnel Dept.; others research and respond to employee questions; contact benefit providers and provide advice and guidance to employees; data entry of hard copy benefit changes; coordinate Flexible Spending Account Enrollments. All distribute Personnel Dept. benefit updates e-mail to department employees. Some departments, i.e. City Light, coordinate open enrollment for remote City Light locations. All departments monitor benefits for employees on leave; some departments collect payment of benefits & some refer collection of payment to Personnel Dept.	Y	Efficiencies may be realized by increasing centralization/shared services across the City
•Unemployment Compensation and Income/Employment Verification	SMC 4.40...The Director of Personnel is authorized and directed to administer the unemployment program...	Manage unemployment claim consultant, correspond with state, and funds to provide unemployment compensation to former employees; Create Citywide reports and project costs.	Manage unemployment claims for department; provide detail information regarding the employee to unemployment consultant (managed by Personnel) for claim management/decision.	N	

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CLASS/COMP	SMC 4.04.040B.5 Develop & administer a system of classification of positions of employment in the City, and a wage and salary plan.			Y	The City's classification/compensation system review and update was completed in the early '90's with a later update of the APEX/SAM, IT and other broadband programs. Customers feel the current system is inflexible and outdated and is no longer serving the City's business needs.
•Classification of Positions		Review PDQ's submitted by departments; determine appropriate classification and prepare Classification Determination reports; create/update classification specifications; coordinate and hold reconsideration hearings; prepare required legislation; maintain position classification records	Provide advice and guidance to appointing authority and management staff regarding classification structure, alignment within organization and necessary changes; provide advice and guidance to management and employees regarding reconsideration hearings and attend hearings; communicate classification changes to department management & employees; implement reclassification/reallocation requests; maintain position classification records	Y	See above
•PDQ Development/initial review		Provide advice and guidance upon request by departments.	Ensure department employees are working within their classification; provide assistance in the development of PDQ's and forward completed PDQ's to Personnel Dept.; track and monitor outstanding reclassification/reallocation requests;	Y	Because of the complexity of the PDQ's, the PDQ's take an inordinate amount of time to complete and employees and supervisors consistently need assistance by dept. HR staff to complete PDQ's. The PDQ process should be streamlined and the forms simplified
•PDQ Review/Classification Structure		Makes determinations on classification, reclassification, and reallocation requests; determine appropriate changes to classes of positions; track & monitor the outstanding reclassification/reallocation requests	Provide feedback to Personnel Dept. as needed		See above under Class/Comp
•Salary Setting - Step Progression Salary Program		Conduct salary surveys when necessary; make decisions on appropriate salary ranges; prepare required legislation; provide salary information during Unions negotiate salaries for represented positions	Request salary reviews where inequities occur (reviews are only conducted where recruiting/retention issues can be documented).	Y	See above under Class/Comp
•Salary Setting - Discretionary Pay Programs	SMC 4.20, subchapters 380-450; SMC 4.21	Conduct salary survey for IT & APEX/SAM positions every two years and/or trend analysis; send results to Departments, legislate structural changes to pay ranges as necessary; provide assistance in setting pay for individual positions when requested by departments; participate in other compensation surveys.	Provide advice and guidance to appointing authority and management staff regarding salary structure and equity issues; conduct regular reviews of program structure within department; make recommendations for initial salary setting and discretionary pay increases; ensures salaries are competitive and can attract top talent; provide information to City Personnel for salary reviews; administer base salaries and pay changes within set pay ranges.	Y	See above under Class/Comp
•Salary Schedule	SMC 4.20.010	Produce annual salary schedule	No Involvement		
COMPLIANCE					
•Affirmative Action	SMC 4.04.040.B. At the Mayor's Direction, develop, implement, and administer a centralized AA program in conjunction with City rights agencies.	Business owner of (CAAMS) equal employment data reporting system; conduct analysis of City-wide EEO data; complete and file bi-annual Federal reports; write and publish annual City-wide Affirmative Action report	Set criteria for AA Availability Rates; prepare AA reports; track and monitor department AA profiles and progress in meeting AA goals; communicate AA goals to dept. management staff	N	
•EEO		Resource for department EEO Officers; conduct quarterly updates for department EEO/ADA coordinators.	Develop and implement strategies to ensure an equitable workplace; conduct complaint intake and evaluate for investigation; conduct EEO investigations, may seek assistance from other City HR Units, or contract with outside investigators; conduct Prevention of Harassment & Discrimination training for management and employees; respond to EEO charges from outside agencies such as SOCR and EEOC.	Y	Training for management and employees on Prevention of Harassment & Discrimination training should be centralized & should be coordinated with SOCR.
•ADA Accommodations		Set standards on administering the accommodation process through the City-wide Disability Resource Guide; manage and update the accommodation module in City's Human Resource Management System (HRIS); conduct City-wide job searches when departments are unable to provide accommodation within their own dept; provide advice and guidance to departments on ADA issues upon request.	Ensure compliance with federal, state and local law; engage the interactive ADA process for dept. employees requesting accommodation; conduct job searches within department for accommodations; evaluate and make recommendations to Appointing Authority regarding appropriate accommodations; work with management/employees to ensure compliance with medical restrictions and enforcement of the accommodation agreement; request assistance from Personnel Dept. for City-wide job searches; appropriately document accommodation process; work with all employees requesting accommodation; appropriately document accommodation process	N	
•Leave Programs		Set standards on administering the leaves within the City's Human Resource Management System (HRIS); provides oversight and auditing function; compliance oversight and monitoring of departmental leave administration; provides guidance and review of the use of leave as a "reasonable accommodation"; audit use of federal, state and City family leave laws	Ensure compliance with leave programs within department; make determinations regarding eligibility for leave programs; provide advice and guidance to management and employees on City's various leave programs; request and evaluate information from medical providers; manage, track, monitor and coordinate employee leave requests; manage sick leave transfer program	Y	Efficiencies may be realized through improving tracking and monitoring capabilities for Family Medical Leaves. The City may want to consider contracting out management of medical leaves to mitigate City liability
DATA MANAGEMENT	SMC 4.04.040 B. 15 Develop and maintain a personnel management information records system for all City employees regardless of category of employment or department to which appointed	Business Owner of the City's Human Resource Management System (HRIS) in the Benefits and HR functional areas; System Administrator for the HRIS System; coordinate and implement all City-wide employee record mass changes; prepare City-wide orders of layoff; provide City-wide reporting needs for Executive Offices, Law and Legislative Departments	Run queries and prepare adhoc reports; conduct analysis and advise management on department demographics, trends, and statistics on workforce metrics; update employee information in EV3 system. Departments may have systems/data bases other than EV3 to track and monitor HR related issues/functions, i.e. performance reviews, leaves, etc.;	Y	The City recently implemented an upgrade of the HRIS system from EV3 to EV5. The full functionality of EV3 and EV3 is not utilized. A strategic plan should be developed to evaluate and appropriately utilize EV5 capabilities on a City-wide basis

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•Position Management		Administer and prepare the City's city-wide adopted budget position list and position control functionality in City's Human Resource Management System (HRIS).	Verify department budget position list and reconcile to EV5	N	
		Audit all City-wide HR & Payroll transactions;			
EMPLOYEE RELATIONS	SMC 4.04.040.B.6 Develop and administer centralized employee relations functions, relating to standard grievance procedures, collective bargaining, employee morale and motivation, and employee discipline and termination	Centralized Citywide functions.	Develop and administer programs to improve employee relations within department; develop and administer department Workplace Expectations; may conduct workplace surveys to monitor workforce issues and trends	Y	Develop and adopt City-wide Workplace Expectations
•Performance Review	SMC 4.04.040.B. 11 Develop and administer a regular system of performance evaluation of City employees	Serve as resource to departments	Develop, administer, and manage performance review programs for department; conduct training as appropriate; enter data in EV5	Y	At present, all City Departments and Offices have developed and are utilizing their own performance review systems. Some departments have purchased software systems to manage their performance reviews while others have not. EV5 has performance management/review capability, but this functionality is not being used. By standardizing performance review systems across the City and automating performance reviews utilizing EV5 or other technology, efficiencies may be gained
•Recognition Programs	SMC 4.04.040.B.6 Develop and administer centralized employee relations functions, relating to ... employee morale and motivation...	Administer and deliver City-wide Service Award program.	Develop and administer employee recognition programs for department; conduct training as appropriate; administer merit leave program; coordinate departmental service award programs	N	
•Performance Management	SMC 4.04.040.B.6 Develop and administer centralized employee relations functions, relating to ... employee discipline and termination.	Developed Personnel Rule on Performance Management; provide some training on supervision and management skill development	Provide advice and guidance to management on performance and disciplinary issues; ensure compliance with Personnel Rules, Collective Bargaining Agreements, and department policies and practices regarding progressive discipline, right to representation and terminations; provide support for fact finding investigations, conduct investigations as needed; develop and conduct training for management staff on performance management skill development	Y	Departments either conduct their own performance management training, send employees to Personnel Department offered training, or hire vendors to do so. Personnel Department classes are not large enough or frequent enough to meet the needs of all City Departments. Efficiencies may be found by standardizing and expanding training offered by the Personnel Department on performance management related topics.
•Alternative Dispute Resolution	SMC 4.04.075 It is the policy of the City to use alternative dispute resolution as a tool to prevent or minimize the escalation of disputes in the workplace. The Personnel Director shall implement and administer the Alternative Dispute Resolution Program substantially in accordance with the Alternative Dispute Resolution Program Management Plan, which is incorporated by this reference...	Provide dispute resolution training and services for City departments and employees, so that they can develop skills and opportunities to prevent, resolve, or manage workplace conflict in a collaborative manner.	Refer and coordinate management and employees for ADR ; HR staff in departments also work with management and employees to resolve conflicts outside of using ADR	N	
HIRING	SMC 4.04.040.B.9 Develop and administer a centralized system and regular procedures for recruitment and selection of City employees.	Manage and administer the City's job application (electronic and paper) process for all regular classified positions; oversee and administer NEOGOV Insight (ATS); responsible for all system administration, access, maintenance and upgrade support; vendor management; user support and training; operate City's Job Information Center which job seekers can visit or call for job application assistance.	Develop and implement department hiring process and procedures; monitor time-to-fill performance measurements		
•Recruiting		City-wide coordination of job fair participation; provide specific position recruitment and selection assistance as needed; facilitate executive recruitment (i.e. HSD Director, Chief of Police)	Prepare recruiting plans and conduct recruiting as needed; represent department at job fairs as needed	Y	Efficiencies may be gained by coordinating recruiting efforts more closely across the City.
•Job Advertisement		Review and approve job advertisements prepared by departments for posting in ATS (NEOGOVI); publish and distribute weekly job posting reports; maintain City's electronic Career Center and web portal.	Prepare job advertisements & enter in Neo Gov-Applicant Tracking System	Y	Efficiency may be gained by centralizing the hiring of similar jobs across the City, i.e. Civil Engineers, IT
•Selection Process		Conduct qualifications review of final candidates; administer vendor contracts for background checks and pre-employment physicals; conduct verification of eligibility for employment through 'E-Verify' program if required by Federal contract.	Develop hiring plans with hiring manager; Conduct job analysis and work with hiring supervisors to develop selection criteria, i.e. resume review criteria, interview questions, written tests; enter extensive info in ATS; coordinate and facilitate selection processes; request background check as necessary through on-line vendor; schedule pre-employment physicals; verify applicable required certifications, i.e. CDL, DL, etc.; ensure new hire paperwork is completed, including I-9, W-4, etc.; maintain hiring process documentation and files	N	
•Background Checks		Implemented City-wide program to accommodate various dept. employment protocols; conduct selection process of background check vendor; provide advice and guidance to departments; conduct background checks and adjudicate findings for large hiring groups (SYEP); review dept. requests to rescind offers of employment based on background check info received; Personnel Director makes the final determination as to whether criminal history disqualifies the external applicant for employment and notifies the department	Determine positions subject to background checks according to City policy criteria; request background checks through on-line system; review background check information and determine whether information disqualifies candidate for hire; submit requests for disqualification review to Personnel Dept.; notifies candidates of background check results	N	

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•New Employee Orientation		Conduct New Employee Orientation for all new City employees on various City related topics including mandatory topics such as ethics, cultural competency, anti-harassment and emergency preparedness. Conduct New Supervisor Orientation that covers supervisory topics.	Schedule new employees for Personnel Dept. New Employee Orientation; develop and conduct departmental new employee orientation	N	
•Contingent Workforce	SMC 4.04.045 The Personnel Director is authorized to develop and implement a temporary employment service to provide temporary workers to City employing units upon request therefor and upon payment by the requesting employment unit of the cost of such service.....	Authorize hiring of all temporary employees; provide centralized contingent workforce staffing services for administrative and laboring types of jobs; recruit, hire and maintain a pool of administrative and laborer type employees; review department requests in HRMS for compliance with Personnel Rules; coordinate annual City-wide review of temporary employees; manage temporary compliance for City through policy, procedure tracking and reporting of temporary workforce per mandated Glaser Settlement; serve as resource to departments in addressing staffing options	Coordinate contingent workforce staffing requests; submit contingent workforce requests via EV3 for Personnel Dept. approval; recruit, screen, select, and hire other contingent workers, i.e. Strategic Advisors, accounting professionals, etc.; monitor to ensure compliance with Personnel Rules; conduct annual review of temporary employees	Y	Departments must recruit their own temps for jobs other than administrative and laboring types of jobs. Efficiencies may be realized by contracting with a temp agency(s) who would provide the recruiting/hiring service for positions other than administrative and laboring types of jobs. The temp gency would be paid a finders fee if the temp is hired by the City.
•Out-of-class Administration		Provide class/comp assistance regarding out-of-class assignments upon request	Review and approve out-of-class requests; ensure compliance with Personnel Rules and Collective Bargaining Agreements; enter in EV3; prepare out-of-class advertisements and coordinate selection processes as appropriate	N	
•Project Hire/Reinstatement	SMC 4.04.220 (d) The Personnel Director is authorized to develop and implement a program to refer laid-off employees to vacant positions and to notify appointing authorities of individuals eligible for consideration for reinstatement	Provide policy/procedure training to department HR staff, provide policy interpretation and maintain resource materials related to Project Hire and reinstatement; provide case management service to Project Hire clients; advocate on behalf of employees for consideration to fill vacant positions; offer training courses to assist employees with job seeking	Provide policy/procedure training to department mangement staff; provide support for departmental employees at risk for lay-off; support re-deployment of staff through facilitation of consideration in department employment processes.	N	
•Student Employment		Manage all aspects of student employment programs; provide advice and guidance to departments; attend college job fairs and actively recruit students for openings, coordinate posting of student employment job announcements, screen and assist in selection of student employees; coordinate placement of students; maintain all employee data related to student employment including personnel file; establish job descriptions and obtain approval from State Board of Higher Education and/or sponsoring schools; coordinate and administer Mayor's Fellow Program.	Coordinate, track and monitor department student employment staffing requests; review draft job descriptions	N	
•Workforce Planning		Lead and facilitate City-wide initiatives related to workforce equity and planning; conduct data analysis and research on issues related to workforce equity and planning.	Develop Workforce Planning program for department; analyze hiring and workforce data; work with dept. management team to identify areas to be addressed and develop strategies and work plans to meet dept. needs	Y	When dept's were asked to begin reporting on Succession/Workforce Planning activities, they were expected to create their own Workforce/Succession Planning programs. There were no City-wide objectives/expectations outlined and no training conducted. Efficiencies may be realized through the development of a City-wide approach to workforce planning
HR ADMINISTRATION/BUDGET		Responsible for city wide adherence to regulatory employment record retention; records custodian for human resource material in accordance with City records requirements; maintain personnel files on separated City employees; respond on behalf of City for information requests related to the City's human resource activities	Develop, oversee and administer HR budget; manage and supervise employees; provide administrative support for the HR function; maintain personnel files and records	N	
HR MANAGEMENT (POLICIES & ORGANIZATIONAL DEVELOPMENT)			Advise senior management and appointing authority on a wide variety of issues concerning how operational decisions and strategies will affect the workforce, current policies, labor contracts and legal regulations. Many HR Directors and Managers serve on the department's executive teams.	N	
•Administration	SMC 4.04.040 There shall be a personnel system for the City administered by the Director of Personnel...	Promote the improvement of City personnel administration, and personnel standards within the City; establish uniform standards of personnel practice; ensure compliance and effectiveness of personnel services through leadership, monitoring, and system/program administration; design and recommend new programs in human resource management for consideration of Mayor; assist Mayor and city departments in the development of strategic planning regarding human resources.	Inform Personnel regarding departmental human resource systems, protocols and action; design implementations plans of new programs for department	N	
•RSJI Workforce Equity		Investigate, discuss, research and recommend programs that support a work environment that reflects the City's commitment to workforce equity. Co-chair City's Workforce Equity and Advisory Committee (WEPAC) to identify actions that improve City's employment practices.	Provide resources and support to Personnel Workforce Equity initiatives. Many department human resource staff are involved with and support departmental RSJI Change Teams and develop and implement workforce equity initiatives and plans for department	N	
		Provide staff support to the Public Safety Civil Service Commission, including staff to assist the Commission in the preparation and administration of entry-level and promotional examinations for the Seattle Police and Fire Departments. Personnel assists the Commission to develop registers based on test scores and service credits.	None	N	
•Supported Employment		Administrative oversight and operational support the City's Supported Employment Program. Primary City resource for employees with developmental disabilities and their managers.	Facilitate communication between management and City Personnel; assist in resolving issues.	N	

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•HR Policies/Rules	SMC 4.04.050 A. Pursuant to the Administrative Code of the City (Ordinance 102228),1 the Personnel Director may promulgate, amend, or rescind rules for the administration of the personnel system of the City generally, as well as specifically for the purpose delineated in this chapter. B. The Mayor shall appoint a committee for the purpose of advising the Personnel Director regarding rules for the administration of the personnel system. The committee shall be comprised of at least five (5) City employees, none of whom may be an employee of the Personnel Division.	Create personnel policies & guidelines for City-wide issues; create/revise Personnel Rules; facilitate collective bargaining for dept. specific HR related policies	Provide strategic recommendations to appointing authority regarding personnel policy development and implementation; create/revise department HR related policies; consult with labor relations, union representatives and labor/management committees regarding new and revised department policies; provide info on impacts to departments of new or revised City-wide Personnel policies rules; prepare written comments to draft/new Personnel Rules; develop implementation plan of new policies/rules and develop any necessary procedures/forms; communicate/train department management and employees on new/revised policies;	Y	Efficiencies may be achieved by reviewing dept specific HR policies and creating more City-wide policies as needed. Union reps have commented this would be their preference rather than negotiating similar policies for different departments. Policies should be flexible to allow departments with specific needs to negotiate additions to City policies as needed.
• Organizational Development		Lead and facilitate City-wide initiatives related to workforce equity and planning; conduct data analysis and research on issues related to workforce equity and planning.	Provide services that enhance the organization's overall performance, i.e. team building, culture development, organizational change services, process improvement, group facilitation, conflict management consultation, RSJI and Diversity Initiative support - offered by some departments who have skills/resources to provide this service, otherwise departments contract-out for these types of services	Y	At one time the Personnel Dept. offered organizational development assistance through the Performance Resource Group (PRG) that was cut from the 2003 budget. It may be worthwhile to research and evaluate how much the City spends on consultants in this area and restore in-house organizational development support.
•Employee Giving & Volunteer	SMC 3.124.040 The City's annual charitable campaign shall be administered by the Personnel Director ...	Design and manage the City's employee giving and volunteer efforts. Market and communicate the campaigns.	Answer questions from employees.	N	
LABOR RELATIONS	SMC 4.04.040.B.6. Develop and administer centralized employee relations functions, relating to standard grievance procedures, collective bargaining...	Centralized City-wide Functions			
•Contract Negotiations	RCW 41.56, SMC 4.04.120, Exec. Order 01-04 and Labor Relations Policy Standard Operating Procedures - December 3, 1990	Negotiate collective bargaining agreements and Memorandums of Understanding for the City	Staff City-wide negotiation teams as needed; provide input on issues subject to negotiation	N	
•Labor Issues/Grievances	RCW 41.56, SMC 4.04.120, Exec. Order 01-04 and Labor Relations Policy Standard Operating Procedures - December 3, 1990	Advise Executive and City Council on City-wide labor issues; investigate and prepare responses at Step 3 and 4 of the grievance process; provide advice and guidance to departments on labor/contract issues as needed.	Maintain relationships with Labor Union reps; advise management on the implementation/interpretation of labor agreements within the department and ensure compliance with collective bargaining agreements; investigate and coordinate grievance and complaint responses; involve Personnel Dept. Labor Negotiator as appropriate; organize, coordinate and participate in department labor/management committees; coordinate response to information requests by unions	N	
PAYROLL	SMC 4.04.040.B.18. Review all City payrolls to ensure that each employee is receiving proper pay.	Personnel is responsible for establishing and defining City pay practices as well as monitor compliance through auditing of payroll records. The Finance and Administrative Services (FAS) Dept. provides payment of payroll and coordinates special payroll allowances providing a separation of duties that supports generally accepted accounting principles.	FAS provides payroll services for some small departments. Other departments have their own payroll staff which may or may not report to HR. Some departments have their own timesheet systems that are different than what the majority of the City uses. Department payroll staff ensure compliance with federal, state, and local wage and hour laws and collective bargaining agreements including breaks, lunches, overtime, premium pay, etc.	N	
SAFETY & WORKERS COMPENSATION	SMC 4.04.040. B. 7. Develop and implement employee safety programs in addition to those which may be provided by departments, and develop safety programs in coordination with departments. WAC 296-800-11035 Establish, supervise, and enforce rules that lead to a safe and healthy work environment that are effective in practice. SMC 4.44.060 Industrial Insurance Sub fund; SMC 4.44.020 City Compensation additional to State Industrial Insurance and Medical Aid; SMC 4.44.080 Eligibility for continued benefits; Title 51 RCW Industrial Insurance; Title 296 WAC 14-23B. WC and Medical Aid Rules.		Ensures compliance to safety and health regulations through managers and line supervisors; develop and implement safety and health prevention methods, policies, procedures and program; establish safety goals; prepare reports; evaluate the effectiveness of the accident prevention program; advise management on safety issues; establish and maintain department safety committees in accordance with State Law; attend monthly City-wide Safety Officers Committee meetings; coordinate floor warden program; participate in emergency preparedness and disaster response planning	N	
•Safety training, i.e. first-aid, proper lifting, defensive driving		Safety orientation of new supervisors and employees (e.g., re workplace Violence Prevention, Fit for Duty situations, Drug-Free Workplace) ; specialized training on DOT CDL drug & alcohol testing requirements re City employees using commercial drivers licenses	Conduct safety training and/or contract separately with vendors to provide safety training, i.e. first aid, proper lifting, defensive driving, etc.	Y	Departments with field workers require more safety training than those with office workers. Efficiencies may be created by centralizing safety related training/resources
•Safety Policies		Establish safety policy templates for deparatment use; develops & administers Citywide safety policies (safe driving, fit for duty, workplace violence prevention & drug free workplace); helps negotiate safety policies with organized labor; consults with Departments on regulatory & other safety issues.	Develops and implements department safety-related policies, following consultation with Central Safety Unit on interpretation and application.	Y	There may be a benefit to establish more City-wide safety policies
•Regulatory compliance		Provide accident and claim data for reporting to the Washington Department of Labor & Industries (L&I); ensuring the City meets State safety standards and all requirements applicable to self-insured employers of workers' compensation programs. Track commercial drivers licenses & medical certifications for approximately 900 employees; manage all City drug & alcohol testing under federal requirements	Implement programs that meet state and federal safety regulations; meet with Washington DOSH (L&I) re: inspections, Department's CDL Coordinator ensure testing conducted correctly and timely, in collaboration with citywide CSL coordinator.	N	

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•Contracts with medical surveillance vendors		Secure and manage occupational medical vendors; arranges for most mandated pre-placement exams, all ongoing monitoring (e.g., respiratory clearance, dive exams, HazMat exams, annual audiometry), & all federally-mandated drug & alcohol testing	Identifies need for surveillance; coordinate scheduling of medical surveillance in employing department	N	
•Ergonomic Assessments		Provide ergonomic assessments as requested and ergonomic consultation on furniture and computer equipment, powered equipment and tools.	Conduct ergonomic assessments; recommend equipment/work station changes, or hire vendor.	Y	It may be worthwhile to research and evaluate how much the City spends on consultants in this area
•Industrial Hygiene Monitoring		Manage all analyses of noise levels, chemical and particulate exposures, etc to ensure a "safe workplace" for all City employees; respond to problem situations such as indoor air quality complaints	Identify problem areas in department that need monitoring to identify noise levels, or other hazards; develop and recommends solutions; consults with Personnel Dept. as needed; coordinates activities to address problems areas	N	
•Accident & Exposure Investigations		Establish investigation procedures and forms; consult on investigation approaches; disseminate learnings and best practices for injury prevention throughout the City Safety network	Support supervisors on injury and vehicle collision investigations; conduct investigations, evaluate and analyze safety conditions, accidents and hazards; works with department management on subsequent remedial and preventive actions	N	
•Workers Compensation Claims Management	SMC 4.44.060 Industrial Insurance Subfund; SMC 4.44.020 City Compensation additional to State Industrial Insurance and Medical Aid; SMC 4.44.080 Eligibility for continued benefits; Title 51 RCW Industrial Insurance; Title 296 WAC 14-23B. WC and Medical Aid Rules.	Manage and process all City WC claims, providing benefits to which occupationally injured/ill employees are entitled while limiting City liabilities; determine compensability and ensure compliance with heavily-enforced State law; determine reserving and funding requirements; pursue cost recoveries from responsible third parties and reinsurers; document disabling, preexisting conditions to obtain non-City funding for WC disability pensions	Provide liaison between management and Workers Comp Unit; monitor and track claims; prepare reports	N	
•Industrial Insurance Fund and Workers Comp Claim Payments		Generates Citywide reports and claim and spending trends; manages the Industrial Insurance Funds and determines cost allocations and rates; provides payments on medical and timeloss claims	No involvement	N	
•Return to Work Programs		Facilitate return to work authorizations from treating physicians; Safety Unit consults on ergonomic and other issues concerning the returning worker's ability to work safely	Ensure a Physical Job Demands form is completed for each position so that work exposures and protections are identified; develop potential light duty assignments; coordinate return to work of employees injured on and off the job	N	
•Wellness Program		Coordinate City-wide Wellness Inter-departmental team	Develop and implement department Wellness Program, including coordinating speakers on wellness topics, walking programs, etc.	Y	Many departments have implemented their own Wellness Programs. An inter-departmental team was established to identify areas for potential shared/centralized services in this area
•Workplace Violence		Established City-wide policy and procedure; monitor incidents; provide advice and guidance to departments; prepare reports; develop and coordinate training in partnership with HSD.	Facilitate program, including ensuring compliance with City policy and procedure; develop prevention and response strategies and conduct investigations of policy violations; develop and administer department specific training and information	N	
•Disaster Planning/Emergency Preparedness			Some department HR Units are more involved in disaster planning/emergency preparedness than others. Some HR Units are responsible for preparing the dept. disaster response/emergency planning program for inclusion in the City's Disaster Plan, while others may have less responsibility in this area. All HR Units in departments would have significant roles in the case of an emergency or disaster as outlined in the City's disaster plan; i.e. ensure employee safety, account for employees; communicate & train emergency policies & procedures, etc.	N	
TRAINING	SMC 4.04.040.B.8. Develop, monitor, and /or approve departmental training plans.	Provides training in areas identified as City wide competencies such software proficiency, (i.e. Excel, Word) management and supervisory abilities, professional development (i.e. resume, interviewing) and job skill development (i.e. time management, writing, etc.); manage and support training self-service functions with HRMS; develop and deliver City-wide training to assist managers and supervisors in learning effective leadership and management practices; manage City's career development program (Career Quest)	Provide advice and guidance to appointing authority and management staff on workforce development needs to meet business goals; conduct training needs assessments; develop/conduct training using in-house staff, or hire training vendors for a variety of training needs, i.e. computer related training, (e.g. Excel, Word, etc.); management and supervisory training; skill development training, e.g. time management, writing, etc.; review training requests and provide advice/guidance as to best training solution.	Y	Most City Departments require more training than is offered by the Personnel Department Training Unit. There are waiting lists for some of the training that the Personnel Dept. provides. Efficiencies/improvements could be gained by having more training programs/classes offered on a City-wide basis. A variety of training resources could be offered, including On-line/On-demand training.

APPENDIX 5

HUMAN RESOURCES EFFICIENCY STUDY - HR RATIO COMPARISONS

2010-2011 HR staffing ratio for City of Seattle compared to other Cities, Counties

Revised 10/11/10

Organization	2010			2011 - City of Seattle only			Comments
	HR Ratio	# of HR Staff	# of Employees (2010 Adopted FTE)	HR Ratio	# of HR Staff	# of Employees (2011 Proposed FTE)	
CITY OF SEATTLE							
Total City Staffing	1:42	252	10,805	1:45	142	10,516	Includes Citywide HR staffing and all Personnel Department staff
Total City Staffing - not including safety	1:46	232	10,805	1:50	142	10,516	Includes Citywide HR staffing all Personnel Department staff, not including HR staff in the area of safety
OTHER JURISDICTIONS*							
King County	N/A	N/A	N/A				No response provided by King County
City of Austin, TX	1:52	212	10,945				Centralized and decentralized HR
City of Tacoma (includes Tacoma Public Utilities)	1:77	47	3,600				Centralized HR w/ satellite HR offices
City of Portland	1:80	69	5,500				Centralized HR w/ 3 site teams: public safety, utilities, community service & admin.
City of Fresno (includes Utilities)	1:103	35	3,600				Centralized HR, Includes Risk Mgmt
City of Jacksonville, FL	1:146	70	10,231				Centralized in 2008
City of Riverside, CA(Includes utilities: electric, water, & solid waste)	1:156	17	2,649				
City of Phoenix	1:105	142	14,912				Centralized and decentralized HR
City/County of Denver	1:76	105	7,989				Centralized HR, w/ HR staff assignments to specific departments, i.e. Auditor/Library/Court/Dept. of Safety
City/County of Denver (Auditor/Library/Court/Dept. of Safety)	1:181	22	3,992				
Total City/County of Denver	1:94	127	11,981				

**Source: Data as of August, 2010 based on inquiries made by Cindy Eckholdt to individual cities/counties shown*

Note: City of Seattle HR figures do not include payroll, which is considered to be a financial rather than a human resources function

APPENDIX 5a

HUMAN RESOURCES EFFICIENCY STUDY - HR RATIO COMPARISONS - UTILITIES

2010-2011 HR staffing ratio for SPU & SCL compared to other Utilities

Organization - Utility	2010			2011- City of Seattle only			Comments
	2010 HR Ratio	# of HR 2010 Staff	# of Employees (2010 Adopted FTE)	2011 HR Ratio	# of HR 2011 Staff	# of Employees (2011 Proposed FTE)	
SPU and SCL							
Seattle City Light w/out safety	1:51	36	1,840	1:52	35	1,825	Safety not included
Seattle City Light - including safety	1:36	51	1,840	1:37	50	1,825	Includes Safety Staff in SCL, reported as part of the HR staffing summary provided by SCL
Seattle Public Utilities without safety	1:54	27	1,449	1:59	24	1,419	Safety not included
Seattle Public Utilities - including safety	1:41	35	1,449	1:44	32	1,419	Includes Safety Staff in SPU for comparison purposes, although not included in the HR staffing summary provided by SPU
OTHER JURISDICTIONS*							
Snohomish County PUD	1:64	16	1,028				Centralized HR; safety is separate from HR
Snohomish County PUD with safety	1:54	19	1,028				
Puget Sound Energy	1:97	30	2,900				Centralized HR - includes apprenticeship program; safety is separate from HR
Puget Sound Energy with safety	1:73	40	2,900				
Austin Energy	1:47	34	1589				Includes Safety
Austin Water	1:48	21	1005				Includes Safety
Austin Solid Waste Svcs	1:21	17	350				Includes Safety
JEA (Jacksonville, FL electric & water)	1:166	15	2,500				Safety is separate from HR-does not include safety
City of Phoenix (Utilities)	1:112	13	1450				
Memphis Gas, Light & Water	1:24	117	2781				

**Source: Data as of August, 2010 based on inquiries made by Cindy Eckholdt to individual Utilities shown*

APPENDIX 5a
HUMAN RESOURCES EFFICIENCY STUDY - HR RATIO COMPARISONS - UTILITIES

Note: City of Seattle HR figures do not include payroll, which is considered to be a financial rather than a human resources function