

T7a

AGENDA COVER MEMO

Agenda Date: April 8, 2003
To: Board of County Commissioners
Department: Management Services/Human Resources
Presented By: Greta Utecht, Human Resources Manager
Agenda Item Title: **IN THE MATTER OF ADJUSTING THE
SALARY RANGE FOR LABOR & EMPLOYEE
RELATIONS MANAGER IN THE MANAGEMENT
SERVICES DEPARTMENT**

I. MOTION

**MOVE TO APPROVE ORDER NO. _____/IN THE MATTER OF
ADJUSTING THE SALARY RANGE FOR THE LABOR & EMPLOYEE
RELATIONS MANAGER IN THE MANAGEMENT SERVICES
DEPARTMENT**

II. ISSUE OR PROBLEM

The Labor & Employee Relations Manager has been out on short-term disability since January 6 of this year, and will not be returning. The County last posted for this position in the summer of 2001, after the former Labor & Employee Relations Manager relocated to the Portland area. At that time there were several candidates, none having public sector experience. Public sector experience was not a pressing requirement in 2001, since the County's six labor contracts were not up for renegotiation until the spring of 2003, and a new Labor & Employee Relations Manager would have time to learn the complexities and politics of labor relations at Lane County, and the differences between private and public sector labor law.

All of the contracts the County has with its bargaining groups are now within 90 days of expiration and the County has need of a higher level of public sector expertise and experience than it had in 2001. In reviewing the Labor & Employee

Relations Manager classification, Human Resources has identified several differences between the existing position and what is needed today.

III. DISCUSSION

A. Background

Prior to 2001, this position was solely focused on labor relations. Since then, the position's role and functions have increased to include employee relations. Rather than being constrained to those issues dealing solely with the bargaining units, this position now works with directors, managers and supervisors to support them in those areas of personnel performance management dealing with coaching, evaluating, correcting, and discipline. This is a considerable body of work, since our Administrative Procedures establish similar due process rights for non-represented employee to those enjoyed by union employees. And given the role this position plays in the organization, it often has input into personnel decisions that are made at a higher level.

As part of the consulting services this position is expected to provide, the new Labor & Employee Relations Manager will need to design trainings for supervisors, managers, elected officials and all employees that address relevant labor and personnel legislation, contract changes, performance management and organizational development topics.

In addition, the scope of influence of this position has changed since 2001. This position is now part of the County's Management Team, with the expectation that the person in this position will advise County management on bargaining unit issues while establishing a recommended strategy for our labor relations based on management team and leadership team perspectives.

Finally, the financial importance of this position has grown since 2001. Benefits are a major part of our compensation package. The County now provides one of the (if not **the**) most lucrative health benefit package in the state. In combination with PERS and statutory benefits, health benefits now constitute at least 35 percent of salary. In order to effectively bargain with the unions and find ways to decrease the County's costs related to benefits, the County's chief negotiator must be extremely knowledgeable, skilled and experienced. Lane County's financial stability and ability to continue delivering important services may depend on this person's expertise at the negotiating table. This position serves as the County's chief negotiator for all bargaining unit contracts.

B. Analysis

Human Resources Staff performed a point factor analysis of this position and identified three areas where the position's factors have changed. In Human Relationship Skills, the position is now factored higher than before because of the increased scope this position has in working with all employee relations issues. The position now has an increased degree of complexity in dealing with others whose varied interests and views must be reconciled with the views of the organization, and the person in this position faces greater challenges in achieving desired results by working with others in difficult situations, needing both a broader and more diverse set of skills such as conducting or overseeing investigations, mediating disputes, and designing creative solutions for daunting personnel situations.

The position also increased in the Stress factor and the Direction-Control factor, based on the fact that the outcomes needed from this position have a more substantive impact on the County's financial stability.

In addition, the County's two largest bargaining units (AFSCME and LCPOA) are represented by professional agents, in one case a labor attorney. To be successful in bargaining with these professionals, the County's Labor & Employee Relations manager must have more overall negotiating experience (including more public sector experience) than previously called for.

With these changes, the position factors at a grade 45, versus the current grade 43. Grade 45 includes the Assistant Youth Services Director and Sheriff's Office Lieutenant positions. Grade 45 equates to a salary range of \$54,579 to \$75,525. Positions that are factored at grade 46 and 47 are listed below:

- | | |
|-----------|--|
| Grade 46: | Computer Operations Manager
Technical Support Manager
Airs Manager
Computer Services Manager |
| Grade 47: | Intergovernmental Relations Manager
Assistant H&HS Director
Financial Services Manager
Assistant County Counsel 4
Assistant Director of Public Works
Land Management Division Manager |

The difference between the current Labor & Employee Relations Manager salary level and the proposed Labor & Employee Relations Manager

salary level is \$3,889 at step 1 and \$5,363 at step 12. Human Resources Division has sufficient resources budgeted for in our Extra Help line item to cover this increase.

C. Alternatives / Options

1. Adopt the proposed classification and salary range.
2. Reject the motion.

D. Recommendation

It is recommended that the Board of County Commissioners adopt the motion to establish the classification and salary range for the Labor & Employee Relations Manager.

IV. IMPLEMENTATION / FOLLOW-UP

If the Board approves the motion, the Labor Relations & Employee Manager position's salary will be adjusted.

V. ATTACHMENTS

1. Board Order
2. Classification specifications

IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON

ORDER NO.

**) IN THE MATTER OF ADJUSTING THE
) SALARY RANGE FOR THE LABOR &
) EMPLOYEE RELATIONS MANAGER IN THE
) MANAGEMENT SERVICES DEPARTMENT**

WHEREAS, Human Resources has completed a review and point factor of the proposed salary adjustment for the Labor & Employee Relations Manager;

WHEREAS, it is the intent of Lane County to properly classify positions with regard to duties and compensation; and

WHEREAS, changes to the classification and compensation plans require board approval; and

IT IS NOW HEREBY ORDERED that the adjusted salary range of Labor & Employee Relations Manager be approved as follows:

Labor & Employee Relations Manager Range 45: \$54,579 - \$75,525

DATED this ____ day of April, 2003.

Chair, Lane County Board of Commissioners

LANE COUNTY
Labor /Employee Relations Manager (Continued)

Principles and practices of personnel management.

Principles and practices of performance management.

Pertinent local, state and federal laws, rules and regulations.

Ability to:

Organize, manage and implement a comprehensive labor and employee relations program.

Analyze problems, identify alternative solutions and project consequences of proposed actions and implement recommendations in support of goals.

Interpret and apply County policies, procedures, rules and regulations.

Gain cooperation through discussion and persuasion under stressful conditions.

Research and prepare complex position papers and reports; and apply complex information appropriately in various circumstances.

Understand and explain complex policies, rules and laws.

Consistently meet strict timelines.

Establish and maintain effective working relationships with those contacted in the course of work.

Communicate clearly and concisely, both orally and in writing.

Manage, train, mentor, and evaluate assigned staff.

Experience and Training

Training:

Equivalent to a Bachelor's degree from an accredited college or university with major course work in labor relations, human resources management, business administration, public administration, or a related field.

Experience:

LANE COUNTY

Labor /Employee Relations Manager (Continued)

Five years of increasingly responsible experience in Human Resource Management including experience in contract negotiation and administration, at least three years of the five years working in Labor Relations Management with two years negotiation responsibility. Preference given to prior labor relations experience in a public sector.

An equivalent combination of experience and training that will demonstrate the required knowledge and abilities is qualifying.