

W. G. B.

Memorandum Date: December 5<sup>th</sup>, 2005  
Agenda Date: December 14<sup>th</sup>, 2005

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**TO:** Board of County Commissioners  
**DEPARTMENT:** County Administration  
**PRESENTED BY:** Jennifer Inman, Management Analyst

**AGENDA ITEM TITLE:** IN THE MATTER OF CREATING THE CLASSIFICATION AND SALARY RANGE FOR HUMAN RESOURCE DEPARTMENT DIRECTOR AND PROVIDING DIRECTION TO STAFF TO CREATE THE NEW DEPARTMENT TO BE EFFECTIVE JULY 1, 2006.

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**I. MOTION**

MOVE APPROVAL OF ORDER IN THE MATTER OF CREATING THE CLASSIFICATION AND SALARY RANGE FOR HUMAN RESOURCE DEPARTMENT DIRECTOR AND PROVIDING DIRECTION TO STAFF TO CREATE THE NEW DEPARTMENT TO BE EFFECTIVE JULY 1, 2006

**II. AGENDA ITEM SUMMARY**

The Board is being asked to approve the transition plan for the creation of the Department of Human Resources effective July 1, 2006 and to approve the classification and salary range for Human Resources Director.

**III. BACKGROUND/IMPLICATIONS OF ACTION**

**A. Board Action and Other History**

On May 4, 2005, the Board discussed the possible reassignment of the functions of the Management Services department. The discussion included consideration of the creation of a Department of Human Resources. At that time, the Board decided to maintain the status quo, but requested a more in-depth analysis of the issues related to the creation of an Assistant County Administrator.

On August 24, 2005, the Board considered various options for the creation of an Assistant County Administrator. The analysis and discussion again included consideration the creation of the Department of Human Resources. In a four-one vote, the Board opted to add an Assistant County Administrator, create the position of Capital Improvements Manager, and create the Department of Human Resources. County Administration was directed to develop a transition plan and return to the Board for further action.

This discussion and recommended motion relates to the Human Resources Department only. The discussion of the creation the position of Capital Improvements Manager is not included in this memo as more work is needed on the Capital Improvements Manager options. Similarly, further development of the Assistant County Administrator model will be needed before the Board considers action on the matter. The Human Resources Department transition plan, however, is ready for consideration.

**B. Financial and/or Resource Considerations**

The Human Resources Director classification recommended here (Grade 50) creates no immediate

fiscal impact as the Human Resources Manager is classified at the same grade and salary range as a small department director.

No immediate expenses are anticipated in the establishment of the Department of Human Resources. The HR and Budget Managers recommend the changes take place at the turn of the fiscal year, providing an opportunity for the Management Services Department, Human Resources, and all other impacted programs to plan appropriately for the reorganization. The reorganization will likely increase the scrutiny of Human Resources budget as it emerges from the Management Services budget.

**C. Analysis**

Human Resources related issues are prominent in the Strategic Plan, Priority Strategic Objectives, and County Goals. Approximately 80% of the County's operational cost is in personnel. Promoting the division to department status is an opportunity to provide greater organizational focus and oversight to this critical County function by creating a Human Resources Department.

The attached transition plan provides a list of the administrative changes required. The Budget Manager recommends and all those involved in the development of the plan agree that timing the establishment of the new department should fall on the change of the fiscal year, effective July 1, 2006. If approved by the Board, Lane Manual changes will be drafted and presented to the Board in the coming months.

The establishment of the Department of Human Resources will require changes to the Lane Manual following Board action on this item.

**D. Alternatives/Options**

1. Approve the classification of Human Resources Director and the Transition Plan for the Department of Human Resources.
2. Send classification and transition plan back to staff for alternation or further development as directed by the Board.
3. Other action as identified by the Board.

**VI. RECOMMENDATION**

Option one is the recommendation of Budget Manager and Management Analysts, County Administrator, and Human Resources Manager and reflected in the prepared Order.

**VII. FOLLOW-UP**

Staff in Finance, Budget & Planning, County Administration, County Counsel, Public Works Fleet, Information Services, Management Services Administration, and Human Resources will take necessary steps to establish Human Resources as a department as described in the attached "Transition Plan for the Department of Human Resources."

**VII. ATTACHMENTS**

Board Order  
Transition Plan for Human Resources  
Human Resources Director Classification

**IN THE BOARD OF COUNTY COMMISSIONERS OF LANE COUNTY, OREGON**

**ORDER NO. 05-12-7-**

**IN THE MATTER OF CREATING THE CLASSIFICATION AND SALARY RANGE FOR HUMAN RESOURCE DEPARTMENT DIRECTOR AND PROVIDING DIRECTION TO STAFF TO CREATE THE NEW DEPARTMENT TO BE EFFECTIVE JULY 1, 2006**

**WHEREAS**, the Board of Commissioners has determined it is timely to provide greater organizational focus and oversight to the critical County functions of Human Resources;

**WHEREAS**, changes to the classification and compensation plan require board approval; now therefore

**IT IS HEREBY ORDERED** that there be created the new classification of Human Resources Director

Human Resources Director                      Grade 050: \$64,293 – \$89,149 / annually

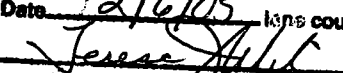
**AND IT IS FURTHER ORDERED** that staff begin implementation of the Transition Plan for the Department of Human Resources in order to have the new Human Resources Department in place effective July 1, 2006.

**DATED:** December 14, 2005.

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Anna Morrison, Chair  
Lane County Board of Commissioners

**IN THE MATTER OF CREATING THE CLASSIFICATION AND SALARY RANGE FOR HUMAN RESOURCE DEPARTMENT DIRECTOR AND PROVIDING DIRECTION TO STAFF TO CREATE THE NEW DEPARTMENT TO BE EFFECTIVE JULY 1, 2006**

APPROVED AS TO FORM  
Date 12/16/05 Lane County  
  
OFFICE OF LEGAL COUNSEL

# Transition Plan for Department of Human Resources

## **Changes Required as follows:**

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PeopleSoft Financials - DeptID, Chart of Accounts, accounting and reporting, routing approvals, signature cards, etc.

PeopleSoft HR - Dept ID, reporting relationships, Appointing authority, etc.

Timecard System - get new dept/program accounts set up.

BRASS - need Board Order to move current budget to new appropriations

SBFS - Update position home org and allocation codes

### Lane Manual Changes

Chap. 2 Admin. - all sections 2.220-2.422 dealing with personnel rules - unions

Includes the following from the Dept. of Mgmt Services Lane Manual 3.080-3.084

All Human Resource services 3.084(1)

Risk Management functions 3.084(2)

Amend Management Services Chap. 3.082(5) and 3.084 (1) & (2)

Create new section to establish the department and its functions

Human Rights Advisory Committee - change staffing assignment

### APM Updates

#### IS Dept.

Modify Bird report, etc. to recognize sep. department accounts

PC Replacement Fund - identify and separate out funding for HR portion

Website - create new HR webpage and modify Mgmt Services pages

### New Department Setup

Need to designate BRASS/SBFS person - make sure they are trained to take over that responsibility for dept.

Review/establish Dept. Org Chart

Who will be the telephone contact for the dept?

Review space considerations

Create new copier codes

Postage codes

Courier changes

Review Signage for changes

PW Fleet - are any changes required (signature cards, etc?)

### Indirect Considerations

Space allocation

Revenue implications

### **Create NEW:**

Job Description for Human Resources Dept. Director

**Need Board Order to Approve new classification and compenstion**  
**Letterhead**  
**Business Cards**  
**New ID Cards**

## **HUMAN RESOURCES DIRECTOR**

### **DEFINITION**

To plan, organize, direct and manage the operation of the Human Resources Department, to assist in the formulation and enforcement of county personnel policies, rules and regulations; to develop and implement department goals, objectives, policies and priorities; and to perform related duties as assigned.

### **SUPERVISION RECEIVED AND EXERCISED**

Receives administrative direction from the County Administrator.

Exercises direct supervision over assigned clerical, technical, professional and management personnel.

### **EXAMPLES OF DUTIES** - Duties may include, but are not limited to the following:

Develops, plans and implements new and revised department goals and objectives; sets and administers policies and procedures.

Manages, directs and organizes all human resource services including; classification and compensation, human resource information management, recruitment and selection, risk and benefits, labor and employee relations, and performance development and diversity.

Identifies opportunities for improving service delivery; promotes and coordinates department activities with those of other County departments and various agencies and organizations; provides staff assistance to the County Administrator, elected Board of County Commissioners, and department directors on human resources issues and projects; prepares and presents reports and other necessary correspondence.

Ensures provision of Human Resource services is in compliance with Federal and State statutes, rules, regulations, collective bargaining agreements, and County policies; evaluates and responds to complaints from employees, citizens and other government agencies.

Directs and participates in the development of the department work plan; establishes priorities, assigns work activities, projects and programs; monitors work flow; reviews and evaluates performance standards, work methods and procedures.

Directs and assists County management in human resources management, including investigations

LANE COUNTY  
Human Resources Director (Continued)

related to employee discipline and grievances, and the administration of labor contracts; provides information and advice to management and employees regarding personnel policies, practices and procedures.

Coordinates the development of County-wide policies and procedures, and interprets these policies to the administrative staff, employees and the community; assesses the priority and impact of proposed policies.

Monitors relative legislative and administrative actions affecting the County, provides advice to the County Administrator and advises administration of significant trends.

Supervises and participates in the development and administration of the Human Resource department budget; directs the forecasting of additional funds needed for staffing, equipment, materials and supplies; monitors and approves expenditures; implements mid-year adjustments.

Selects, trains, motivates and evaluates personnel; provides for staff training and professional development; works with employees to correct performance deficiencies; assumes responsibility for grievance resolution; authorizes the redistribution of available resources to meet changing needs.

Advises and consults with subordinate managers regarding employee performance management and other human resource issues; facilitates the resolution of conflicts.

Provide leadership in facilitation, consensus building and collaboration on a broad range of complex human resource issues with a variety of participants and stakeholders.

Serve on department-level management team; actively participate in major planning activities.

Prepares and/or reviews and analyzes various reports, correspondence and memos; conducts and attends meetings and conferences.

MINIMUM QUALIFICATIONS

Knowledge of:

Principles, practices, theories and techniques and trends of human resource management, including those related to classification and compensation, human resource information management, recruitment and selection, risk and benefits, labor and employee relations, and performance development and diversity.

Federal, state and local statutes, rules and regulations applicable to all aspects of human resources, including those related to civil rights, age discrimination, disability discrimination, employment, compensation administration, benefits administration, fair employment practices, collective bargaining, labor relations and all other applicable laws.

Principles, practices and trends related to diversity implementation.

Techniques of mediation, negotiation, and public relations.

Organizational and management practices as applied to the analysis and evaluation of programs, policies and operational needs.

Principles and practices of public organization, administration, and personnel management.

Principles and practices of budget preparation and administration.

Principles and practices of policy development.

Principles of supervision, training and performance evaluation.

Ability to:

Develop and implement complex operational and administrative policies and procedures.

Conceptualize, plan, organize and direct a variety of comprehensive human resource activities.

Incorporate team participation in decision making and effectively respond to changes desired by citizens and county staff.

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

Interpret, apply and explain laws, rules and regulations, case law and County policies, procedures.

Prepare and administer a budget.



Establish and maintain effective working relationships with those contacted in the course of work; exhibit cross-cultural sensitivity.

Communicate clearly and concisely, both orally and in writing.

Demonstrate effective leadership and team building skills.

Prepare and deliver oral presentations to public and private groups.

Supervise, train, evaluate and develop assigned management, professional and technical staff.

Experience and Training

Training:

Master's degree from an accredited college or university with major course work in Human Resources Management, Organizational Development, Public or Business Administration, or a related field.

Experience:

Five years of increasingly responsible experience in human resources management, including two years of administrative and supervisory responsibility in the public sector.

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