

Human Resources Department Overview

Presented to: Public Utility Board

Presented by: HR Leadership Team

June 8, 2022

Agenda

- Introductions
- Overview of HR Functions
- HR Divisions and Workgroups
 - Services
 - Areas of Focus

Human Resources Department Leadership Team



Shelby Fritz
Human Resources Director



Cheryl Bidleman
Assistant Human Resources
Director – Talent Solutions



Wendy Hobson
Office Manager



Kari Louie
Assistant Human Resources
Director – Compensation
and Benefits

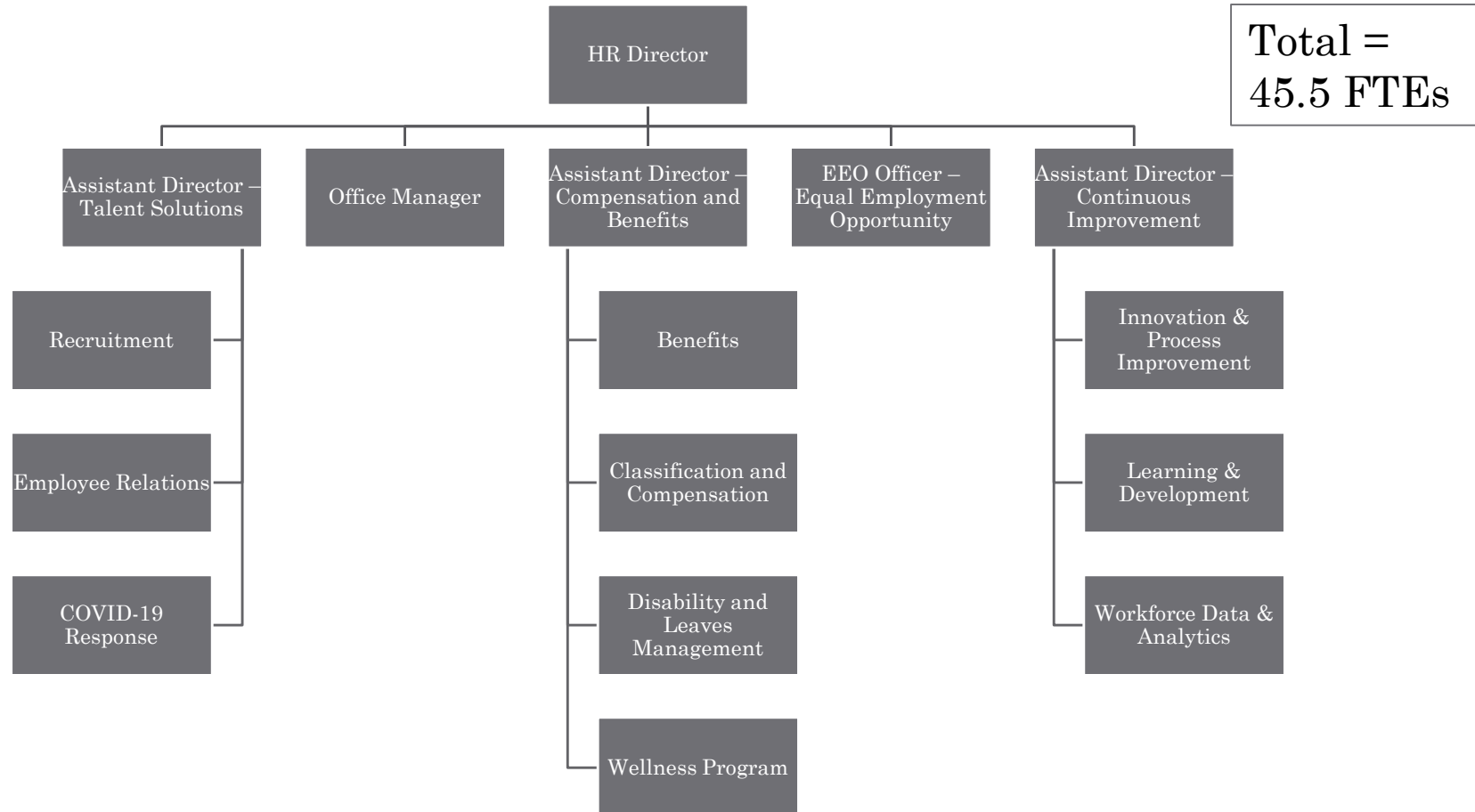


Ben Thurgood
Assistant Human Resources
Director – Continuous
Improvement



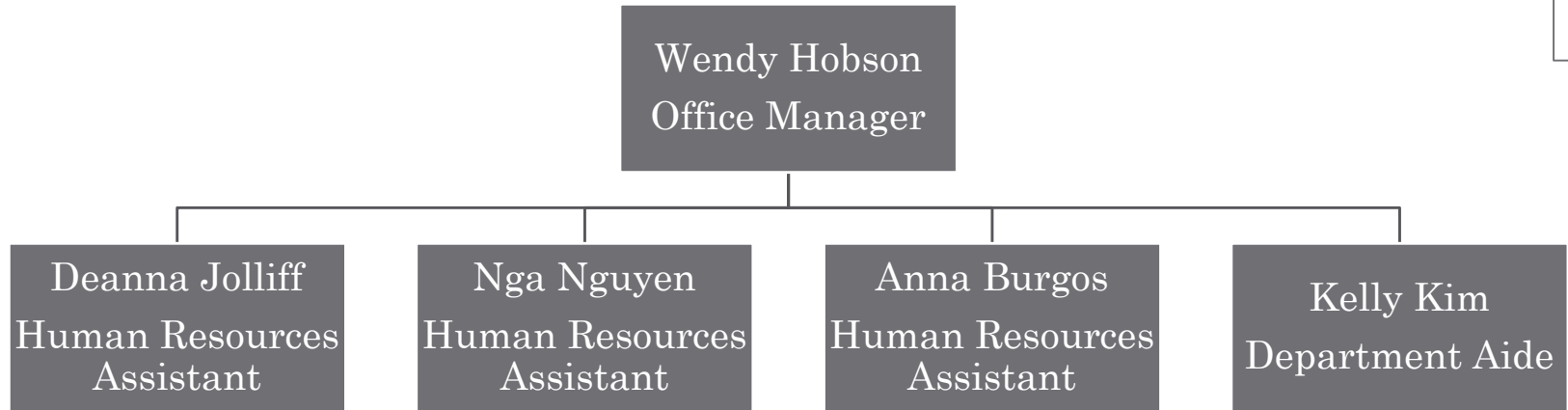
Olivia Polynice
Equal Employment
Opportunity Officer – Equal
Employment Opportunity

Human Resources Department Functional Organization Chart



HR Administrative Team

Total =
4.5 FTEs



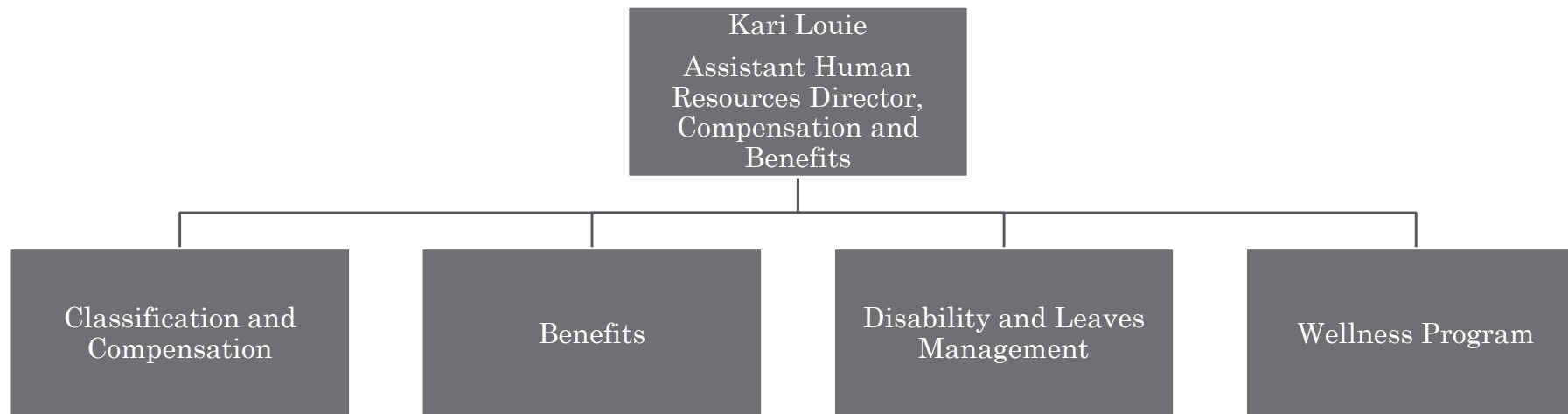
HR Administrative Team Services Overview

- **Support for HR Divisions, including:**
 - Procurement and contracts
 - General administrative support

- **Support for departments, boards, employees, and job candidates, including:**
 - Employment verifications
 - New Employee Orientation / Onboarding support
 - Helpdesk for application and employee questions
 - Employee service awards
 - Management of personnel records
 - Civil Service Board

Compensation and Benefits Division

Total =
13 FTEs



Compensation and Benefits Division Services Overview

- **Classification and Compensation**

- Development and maintenance of job classifications and compensation structure
- Position management (e.g., classification of new positions, classification and reclassification reviews)
- Provide labor market data to Labor Relations for collective bargaining
- Annual Executive Compensation Review support (e.g., City Manager, Utilities Director, Library Director)
- Support for Citizens Commission on Elected Salaries

- **Benefits**

- Administration of City's health and welfare benefits (e.g., medical, dental, life/disability, EAP, flexible spending, deferred compensation, supplemental pensions, VEBA, commute trip reduction program, unemployment insurance, etc.)
- Support the Deferred Compensation Committee

Compensation and Benefits Division Services Overview

- **Disability and Leaves Management**

- Administration of federal, state, local, and City leaves of absence entitlement/programs (e.g., Family Medical Leave (FMLA), Paid Family Medical Leave (PFML), domestic violence, etc.)
- Administration of reasonable accommodations under the American with Disabilities Act (ADA)
- Administration of the City's shared leave program

- **Wellness Program**

- Administration, training and promotion of the Virgin Pulse wellbeing platform
- Planning, development and promotion of wellness education newsletters, materials and trainings, events (e.g., onsite health fairs, flu shots, retirement seminars)
- Administration of the Employee Wellness Centers and equipment for outlier locations
- Support for the Wellness Committee

Compensation and Benefits Division Areas of Focus

- **Class & Compensation:**

- Implemented a new Total Rewards Compensation Philosophy
- Addition of 1 new FTE in Class and Comp workgroup

- **Benefits:**

- Life/Disability RFP – premium savings/ enhanced services/ special open enrollment
- Deferred Compensation Plan Administrator RFP – provided fee savings participants/enhanced customer service support
- Voluntary Long Term Care product with Trustmark assist employees with opting out of the State LTC program
- Changes to the annual PTO Cash Out Process
- Implementation of VEBA for Non-Reps at Retirement
- Compliance/Policy Development/Communications COVID (e.g., Emergency Sick Leave, Health & Welfare Benefits)

Compensation and Benefits Division Areas of Focus

- **Disability & Leaves Management:**

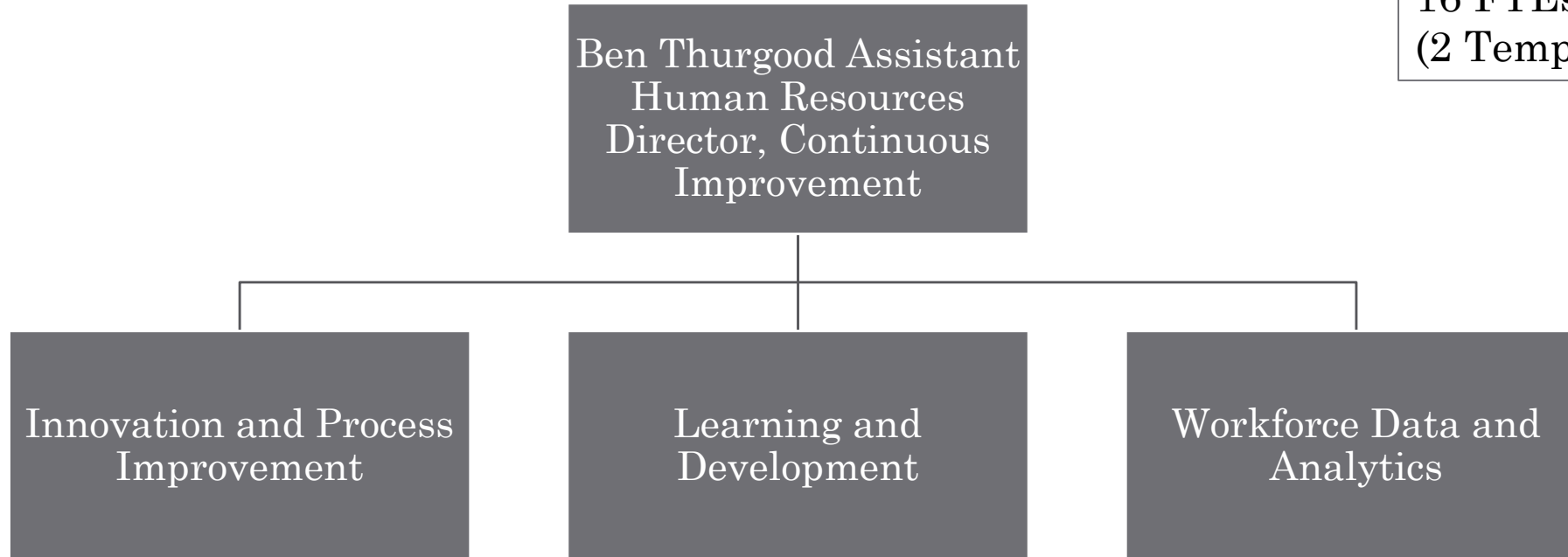
- Compliance/Policy Development/Communications State Paid Family Medical Leave
- Compliance/Policy Development/Communications COVID (e.g., Paid Family Leave (FMLA), Emergency Donated Leave, HELSA)

- **Wellness Program:**

- Development and implementation of an enhanced wellbeing platform through Virgin Pulse

Continuous Improvement Division

Total =
16 FTEs
(2 Temp)



Continuous Improvement Division Services Overview

- **Innovation and Process Improvement**
 - Business process improvements and efficiency gains
 - New program development and launch support
 - Consultant recommendation implementation and operationalization
 - Program Management (e.g. AHAS, Anti-Racist Transformation, TPD Transformation)
 - Ad hoc facilitation (requirements gathering, stakeholder input)
 - CI Advocate Program
- **Learning and Development**
 - Support for SME-offered trainings
 - Content development & distribution (TacomaU & LinkedIn Learning)
 - Leadership development, coaching, and support (including Core Conversations, Employee Survey, and LPAT)
 - Citywide Trainings
 - Project Launch Trainings

Continuous Improvement Division Services Overview

- **Workforce Data and Analytics**

- HRMS (org data, position data, and personnel data) requests and changes
- People Analytics (Organizational dashboards; people-data related analyses & reports)

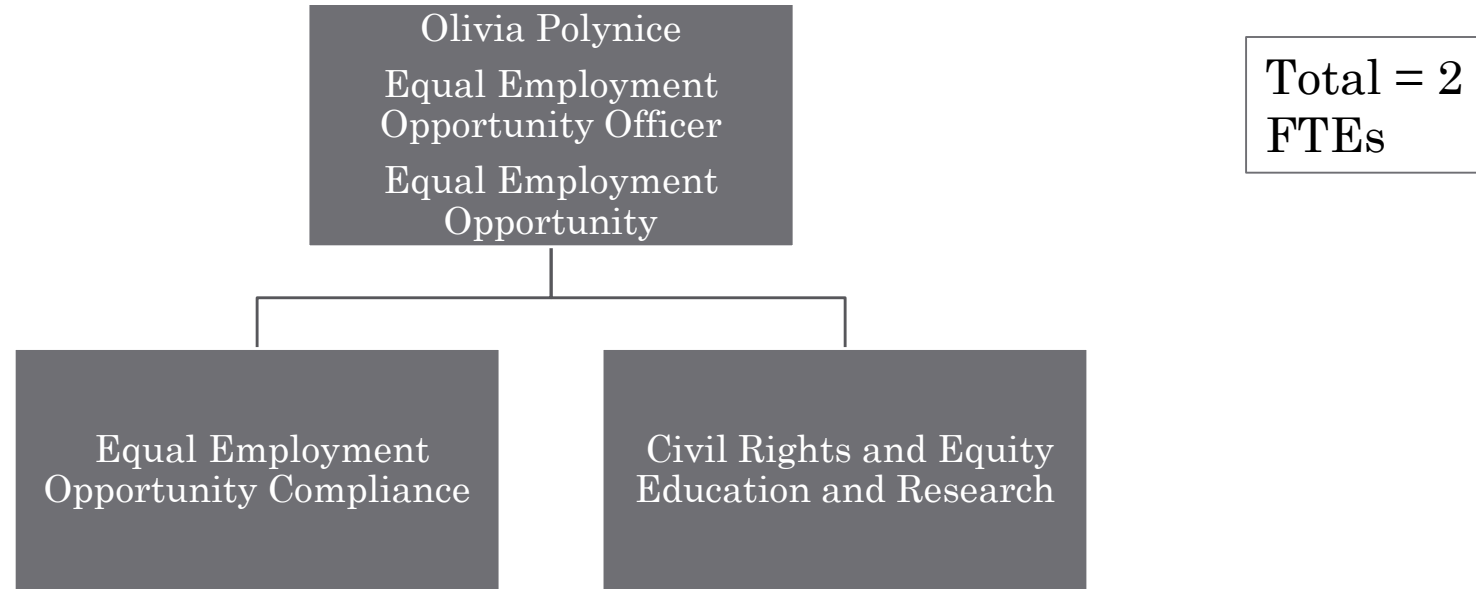
CI Division Areas of Focus

- **Leadership Tools and Connecting Citywide Leaders**
 - Senior Leader Connect
 - Core Conversations Launch
 - Centralized Citywide Employee Survey Admin
 - Virtual New Employee Orientation
- **Process Improvement, Analytics, and Decision-Making Support**
 - Workforce Data & Analytics Workgroup Creation
 - People Data Dashboard
 - CI Project Intake and Customer Request Management (IDEA, Collaborative Project Management, Ticketing)

CI Division Areas of Focus

- **Updated Trainings and Modern Learning Resources**
 - LinkedIn Learning
 - TacomaU
 - Virtual CI Advocate Program & Enhanced Participant Workbook
 - Learning Tracks: Innovation, Project Management, Leadership, EEO
- **Customer and Community Facing Projects**
 - Transformation Communications: Monthly Council Updates; Interactive Timeline; TPD Projects Visualization
 - IT Project Support: Hanalytics, Managed Payroll Lessons Learned
 - TPD Projects: Body Worn Cameras, Hiring, Dashboard Cameras, Kumu
 - Alternative Response
 - AHAS Support: Home in Tacoma, MFTE, Precarity Index
 - CIA Round 10 w/ 15 Advocate Projects
 - Streets Initiative Dashboard

Equal Employment Opportunity Division



Equal Employment Opportunity Services Overview

- **Equal Employment Opportunity Compliance**

- Oversees complaints, regulations and investigations related to employment discrimination under Title VII of the Civil Rights Act of 1964 and other applicable federal, state and local laws.
- Responds to charges filed against the City of Tacoma by the Equal Employment Opportunity Commission and Washington State Human Rights Commission.
- Monitors trends from the federal and state government regarding Civil Rights compliance for integration into Human Resources policies, practices or procedures.

- **Supports the Development of an Equitable Work Environment**

- Offers support to executive leaders, managers and supervisors by providing coaching and guidance related the creation of a diverse workforce that supports equity and belonging.
- Prepares consultations to supervisors and managers whose employees may be experiencing discrimination through a trauma-informed, emotionally intelligent lens.
- Partners with Talent Solutions Team to help departmental stakeholders find resolution for the employee's concerns within and outside the legal framework for EEO.
- Provides strategic direction and insight regarding retention for historically underrepresented communities.

Equal Employment Opportunity Services Overview

- **Civil Rights and Equity Education**
 - Provides Civil Rights and Equal Employment Opportunity education that supports and prioritizes best practices for anti-racism and anti-discrimination in the workplace.

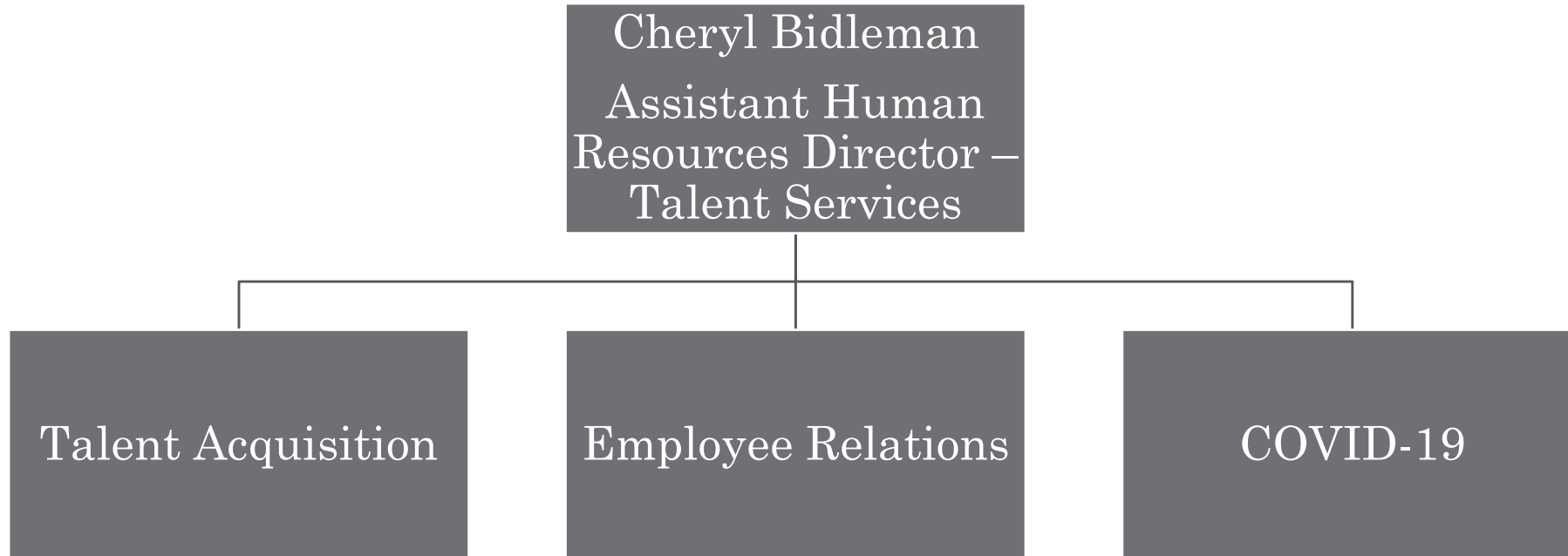
Equal Employment Opportunity Areas of Focus

- **Completed Programs**

- Developing Robust EEO Curriculum Offerings (EEO LinkedIn Learning Program)
- Streamlined EEO Complaint/Reporting Structure
- Creation of expansive EEO Complaint Form
- Creation of the EEO Snacks and Chats Program
- Proactive Equity Education Curriculum
- Retention Strategies Partnership between EEO and OEHR

Talent Solutions Division

Total =
18 FTEs



Talent Solutions Division Services Overview

Attract and Retain a highly competent workforce that reflects the community we serve:

- Talent Acquisition
- Leadership Guidance
- COVID Response

Talent Solutions Division Areas of Focus

- **Division Restructure**
 - Citywide Talent Solutions
 - Addition of two HR Managers
- **Talent Acquisition**
 - Equitable Recruiting and Selection Program
 - 314 Recruitments in 2021, similar pace in 2022
 - Guidance for Recruiting in Challenging Times
 - Community Outreach
- **Leadership Guidance**
 - Conflict Resolution
 - Performance Management
 - Discipline
- **COVID Support**
 - Oversee employee quarantines
 - Overall program support

What's Next

- Continue to add tools and resources to support and develop City leaders
- Expand our use of technology to become more efficient
- Add capacity and expertise to critical areas
- Expand EEO and Civil Rights education and programming
- Explore and develop new programs to support employee behavioral health

Questions?