



Multnomah County Oregon

Board of Commissioners & Agenda

connecting citizens with information and services

BOARD OF COMMISSIONERS

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**ANY QUESTIONS? CALL BOARD
CLERK DEB BOGSTAD @ (503) 988-3277**
Email: deborah.l.bogstad@co.multnomah.or.us

INDIVIDUALS WITH DISABILITIES PLEASE
CALL THE BOARD CLERK AT (503) 988-3277,
OR MULTNOMAH COUNTY TDD PHONE
(503) 988-5040, FOR INFORMATION ON
AVAILABLE SERVICES AND ACCESSIBILITY.

DECEMBER 4 & 6, 2001

BOARD MEETINGS

FASTLOOK AGENDA ITEMS OF INTEREST

Pg 2	9:30 a.m. Tuesday Executive Session
Pg 2	10:00 a.m. Tuesday Briefings: Safety and Loss Control Section Annual Report; and Evaluation of Human Resource Functions Final Report
Pg 3	9:30 a.m. Thursday Regular Board Meeting
Pg 4	10:00 a.m. Thursday Agreement with Portland Regarding Metro's 2040 Functional Plan Compliance Program
Pg 4	10:30 a.m. Thursday Ordinance Adopting a Temporary Moratorium on Expansions of the Howard Canyon Quarry
***	Board and Agenda Web Site: http://www.co.multnomah.or.us/cc/index.html

Thursday meetings of the Multnomah County Board of Commissioners are cable-cast live and taped and may be seen by Cable subscribers in Multnomah County at the following times:

Thursday, 9:30 AM, (LIVE) Channel 30
Friday, 11:00 PM, Channel 30
Saturday, 10:00 AM, Channel 30
(Saturday Playback for East County Only)
Sunday, 11:00 AM, Channel 30

Produced through Multnomah Community
Television

(503) 491-7636, ext. 333 for further info
or: <http://www.mctv.org>

Tuesday, December 4, 2001 - 9:30 AM
Multnomah Building, First Floor Commissioners Conference Room 112
501 SE Hawthorne Boulevard, Portland

EXECUTIVE SESSION

- E-1 The Multnomah County Board of Commissioners Will Meet in Executive Session Pursuant to ORS 192.660(1)(h) for Consultation with Counsel Concerning Current Litigation or Litigation Likely to be Filed. Only Representatives of the News Media and Designated Staff are allowed to Attend. Representatives of the News Media and All Other Attendees are Specifically Directed Not to Disclose Information that is the Subject of the Executive Session. No Final Decision will be made in the Executive Session. Presented by Sandra Duffy, Kathy Busse, Susan Muir and Kim Peoples. 30 MINUTES REQUESTED.
-

Tuesday, December 4, 2001 - 10:00 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

BOARD BRIEFINGS

- B-1 Presentation of the Multnomah County Fiscal Year 2000-2001 Annual Report, Safety & Loss Control Section. Presented by Gail Parnell and Chuck Tilden. 10 MINUTES REQUESTED.
- B-2 Presentation of the Multnomah County Evaluation of Human Resource Functions Final Report. Presented by Gail Parnell and Lonnie Hayhurst. 30 MINUTES REQUESTED.

Thursday, December 6, 2001 - 9:30 AM
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

REGULAR MEETING

CONSENT CALENDAR - 9:30 AM

DEPARTMENT OF SUSTAINABLE COMMUNITY DEVELOPMENT

- C-1 RESOLUTION Authorizing Execution of Deed D021820 for Repurchase of Tax Foreclosed Property to Former Owners, JUDITH S WEIS and WILLIAM M SCHUSTER
- C-2 RESOLUTION Authorizing Execution of Deed D021821 for Repurchase of Tax Foreclosed Property to Former Owner, CAROL ODIN
- C-3 RESOLUTION Authorizing Private Sale of Certain Tax Foreclosed Property to Kathleen Kent as Trustee of the Kathleen Kent Trust, Including Direction to Tax Title for Publication of Notice Pursuant to ORS 275.225
- C-4 RESOLUTION Authorizing Private Sale of Certain Tax Foreclosed Property to Joseph P & Heather B Waldram, Including Direction to Tax Title for Publication of Notice Pursuant to ORS 275.225
- C-5 RESOLUTION Authorizing Execution of a Deed to the City of Portland for the Remaining Parcels of "Raymond Park", Mistakenly Omitted from a Deed Dated December 30, 1993 from Multnomah County to the City of Portland

REGULAR AGENDA - 9:30 AM

PUBLIC COMMENT - 9:30 AM

Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.

SHERIFF'S OFFICE - 9:30 AM

- R-1 NOTICE OF INTENT to Apply to the National Institute of Justice "Solicitation for Research and Evaluation in Corrections" Grant for Funding to Support a Study of the County's Most Frequently Booked Inmate Population

DEPARTMENT OF HEALTH - 9:35 AM

- R-2 NOTICE OF INTENT to Submit an Application for Funding through the American Legacy Foundation's "Priority Populations Initiative" to Support an Anti-Tobacco Media Campaign Directed at Tobacco Use in the African American Community
- R-3 NOTICE OF INTENT to Submit a Proposal to the Susan G. Komen Breast Cancer Foundation for \$40,000 to Provide Training and Technical Assistance to Promotores de Salud (Community Health Workers) Recruited from and serving Spanish-speaking Communities in Multnomah and Surrounding Counties

NON-DEPARTMENTAL - 9:50 AM

- R-4 Budget Modification 02_NOND 02 Requesting a One-Time \$25,000 General Fund Contingency to Cover Costs Associated with Enforcement of the County's Civil Rights Ordinance

DEPARTMENT OF SUSTAINABLE COMMUNITY DEVELOPMENT - 10:00 AM

- R-5 Intergovernmental Agreement 4600002792 with the City of Portland, Providing Planning Services for Properties Located in Unincorporated Multnomah County within the METRO 2040 Functional Plan Compliance Program
- R-6 Public Hearing, First Reading and Possible Adoption of an ORDINANCE Adopting, Under the Authority of ORS 197.520(3)(b), a Temporary Moratorium on Expansions of the Howard Canyon Quarry in Unincorporated Multnomah County Pending the County's Completion of a Reevaluation and Amendment to the Howard Canyon Reconciliation Report Under Statewide Planning Goal 5 and an Evaluation of the Requirements of the Endangered Species Act to Protect Nearby Fish-bearing Streams, Potential Changes in Mining Methods, Use of Rock, Associated Noise from Mining, and Potential Impacts of Mining on Surrounding Farm Uses, and Declaring an Emergency

Thursday, December 6, 2001 - 10:30 AM
(OR IMMEDIATELY FOLLOWING REGULAR MEETING)
Multnomah Building, First Floor Commissioners Boardroom 100
501 SE Hawthorne Boulevard, Portland

BOARD BRIEFING

B-3 Briefing and Board Discussion Regarding County Impact to State of Oregon December Revenue Forecast. Presented by Gina Mattioda and Stephanie Soden. 45 MINUTES REQUESTED.



Diane M. Linn, Multnomah County Chair

MEMORANDUM

TO: Commissioner Maria Rojo de Steffey
Commissioner Serena Cruz
Commissioner Lisa Naito
Commissioner Lonnie Roberts
Board Clerk Deb Bogstad

FROM: Delma Farrell
Administrative Director

DATE: November 28, 2001

RE: Board Briefing/Meeting Excused Absences

Chair Linn will be in Washington DC December 3 and 4 and will miss the Board meeting scheduled for Tuesday December 4, 2001.

cc: Laura Bridges, Executive Assistant

BOARD OF
COUNTY COMMISSIONERS
01 NOV 29 PM 4:25
MULTNOMAH COUNTY
OREGON



MEETING DATE: December 4, 2001
AGENDA NO: B-1
ESTIMATED START TIME: 10:00 AM
LOCATION: Boardroom 100

(Above Space for Board Clerk's use only)

AGENDA PLACEMENT FORM

SUBJECT: Briefing on the Multnomah County Safety Section Annual Report for FY 00-01

BOARD BRIEFING:

DATE REQUESTED: December 4, 2001
REQUESTED BY: Gail Parnell
AMOUNT OF TIME NEEDED: 10 minutes

REGULAR MEETING:

DATE REQUESTED _____
AMOUNT OF TIME NEEDED: _____

DEPARTMENT: Support Services

DIVISION: Human Resources, Safety

CONTACT: Chuck Tilden

TELEPHONE #: (503) 988-3736
BLDG/ROOM #: 503/4th

PERSON(S) MAKING PRESENTATION: Gail Parnell and Chuck Tilden

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUGGESTED AGENDA TITLE:

Briefing / Presentation of the Multnomah County Fiscal Year 2000-2001 Annual Report, Safety & Loss Control Section

SIGNATURES REQUIRED:

ELECTED OFFICIAL: _____
(OR)

DEPARTMENT MANAGER: Gail Parnell

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Board Clerk @ (503) 988-3277 or email
deborah.l.bogstad@co.multnomah.or.us

01 NOV 28 PM 3:15
MULTNOMAH COUNTY
OREGON
CLERK OF BOARD



Department of Support Services
MULTNOMAH COUNTY OREGON

Human Resources/Labor Relations Division
501 SE Hawthorne Boulevard, Fourth Floor
Portland, Oregon 97214
(503) 988-5135 phone
(503) 988-5670 fax

SUPPLEMENTAL STAFF REPORT

TO: Board of County Commissioners
FROM: Department of Support Services, Safety Section
DATE: November 20, 2001
RE: Briefing of the Board of County Commissioners on the Multnomah County Safety Section Annual Report for the FY 00-01.

1. Recommendation/Action Requested:

Update the Board on the activities and goals of the Safety section..

2. Background/Analysis:

This is a presentation of the County's Safety Section Annual report for FY 00-01 to the Board of County Commissioners. This is a summary of activities, accomplishments, and future goals of the County's Safety operation.

Safety Philosophy: The Safety Section promotes and supports the safety, health and wellness of our valued employees. We join with other County organizations to emphasize a team concept of "total health" both on and off the job. Our standard of service is based on regulatory compliance but, it goes far beyond just compliance to the actual cost reduction and elimination of human pain and suffering caused by employee injuries

Proactive safety activities: The Safety Section actively promotes proactive safety with the following programs: Ergonomics, safety training, Indoor Air Quality issues, safety committees, and safety and security audits.

Page 2 - Supplemental Staff Report—Safety Section Briefing for Annual Report

Safety responses: The Safety Section attempts to minimize or eliminate employee injuries by providing quick response to emergencies and Indoor Air Quality issues that occur around the County, and by providing timely investigations to accidents and security issues

Future safety changes: The safety Section is planning for future reduction of accidents and injuries. Safety is looking to be proactive in the future by expanding the safety training and ergonomics programs, also by implementing a driver safety program that is a sure bet to reduce auto accidents both on and off the job in the years to come.

3. Financial Impact:

Created cost saving for the County by:

- Bringing safety operations in-house rather than contracting them out.
- Promoting safety on and off the job on a 24 hour a day, 7 day a week basis.
- New policies and procedures such as RSK – 14, Vehicle Use on County Business, will cut costs to the County.
- Better compliance with regulations resulted in zero regulatory citations and fines.

4. Legal Issues:

Compliance with Federal, State, and local regulations.

5. Controversial Issues:

None.

6. Link to Current County Policies:

Link to County RSK administrative Procedures 1 - 14

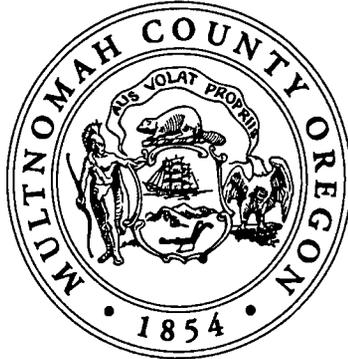
7. Citizen Participation:

None.

8. Other Government Participation:

None.

MULTNOMAH COUNTY OREGON



FY 2000 - 2001 ANNUAL REPORT

SAFETY & LOSS CONTROL SECTION

HUMAN RESOURCES DIVISION

DEPARTMENT OF SUPPORT SERVICES

**GARY ELFSTROM
JON SEBREE
CHUCK TILDEN**

INTRODUCTION

The purpose of the Safety and Loss Control section (SLC) of the DSS Human Resources Program is to support the Safety, Health and Wellness of our valued employees. We support and emphasize the concept of "total health". We strive to provide education, training and workplace evaluation to improve the health and safety of our employees. We work to support a philosophy that positively reinforces safe, healthy and sustainable employee behaviors on and off the job. This is exemplified in our specific activities and services, and through coordination with other HR and County functions such as Wellness, Worker Compensation, Benefits, Emergency Management, and Sustainability "Green Team" efforts.

SLC customers include all County employees, elected officials, departments, inmates who are working within the County system, and the general public. SLC functions as an internal consultant to the operating departments of Multnomah County.

The SLC standard of service is based on compliance with government regulations such as those of the Occupational Safety and Health Administration (OSHA). The OSHA standards are the minimum that are acceptable by law for providing a safe and healthy place of employment. However, there are risks associated with some County employees' job duties where minimum OSHA regulation compliance is not adequate to provide an appropriate level of safety protection for employees. In these instances, SLC applies its "best practices," that exceed minimum OSHA compliance standards, in order to properly protect the safety and health of County employees.

SLC CHANGES

There have been some important changes in the County Safety and Loss Control (SLC) program this past year. SLC is now a part of the County Human Resources Program of the Department of Support Services. As well as a divisional shift, the SLC team has expanded services to the departments. While the safety team members work together to reduce risk throughout the County, team members have also assumed responsibility for the safety operation in specific departments. This change was made to enable each safety team member to become more familiar with the operation of their assigned departments, to help eliminate duplication of services to the departments, to allow each safety team member to provide more complete and in depth safety services to each department and to increase the section's efficiency.

The SLC team is comprised of the following people and their respective primary areas of responsibility:

Chuck Tilden (503) 988-3736

Primary areas of safety responsibility:

- Multnomah County Sheriff
- Department of Sustainable Community Development
- Department of Community and Family Services
- Multnomah County District Attorney

Gary Elfstrom (503) 988-4211

Primary areas of safety responsibility:

- Multnomah County Health Department
- Department of Community Justice
- Department of Aging and Disability Services

Jon Sebree (503) 988-4788

Primary areas of safety responsibility:

- Multnomah County Department of Support Services
- Multnomah County Department of Libraries
- Safety University Training Program

Please refer to Addendum A for further professional information about staff.

Although each SLC member has different primary areas of safety responsibility, the ultimate goal of the team is to provide excellent safety service to the entire County. If your department needs assistance with a safety or security issue, please contact either Chuck, Gary or Jon.

Safety and Loss Control Services

Professionals in the Safety and Loss Control (SLC) section receive many calls each year from a wide base of customers made up of County employees of all levels. Customers are generally calling for help with questions, problems, or requests for services covering topics ranging from regulatory compliance issues to needs for emergency response service in potentially life threatening situations. The following is a more detailed breakdown of SLC activities available to every department in the County:

Ergonomics

The Safety and Loss Control (SLC) section provides service to employees throughout the County to evaluate individual workstations and recommend ergonomic improvements that will minimize a person's risk of injury. County employees who are experiencing symptoms of ergonomic difficulties (e.g., wrist, elbow, back, shoulder or neck pain) should notify their supervisor or manager, who can contact SLC at (503-988-3736, 503-988-4788 or 503-988-4122) to arrange for a workstation assessment. Outside ergonomic consultants may be used to handle overflow requests in order to ensure a timely response to requests for ergonomic assessments. In FY00-01, SLC completed 465 individual ergonomic evaluations.

The SLC section estimates that by performing these ergonomic assessments internally this fiscal year, rather than contracting the service, the County saved approximately \$110,670 over the previous year. There is also a cost savings that is not measurable. That savings is the result of prevented injuries and the wellness of County employees.

It is the goal of the SLC section in the next FY to provide ergonomic assessments, recommendations for improvements and continued support to all of the needs and requests for ergonomic services.

Training

The Safety and Loss Control (SLC) section provides a wide variety of safety training. Some of the training is scheduled regularly on the County-Wide Training Calendar; other specific training programs are available upon request by our customers. SLC delivers training on the following safety topics:

- hazard communication
- safety committee development
- ergonomics
- fire extinguisher use
- forklift safety
- back safety and lifting
- accident investigation
- violence in the workplace
- building emergency action plans
- first aid and CPR
- defensive driving
- employee field safety
- lockout tagout
- hearing conservation
- personal protective equipment
- respiratory protection

Training was provided to approximately 979 County employees in various departments in FY00-01. SLC recently acquired an InFocus computer projector to enhance presentation of training materials.

The SLC section estimates that by performing this OSHA required training internally, rather than contracting the service out as in the past, the County saves approximately \$48,000. There is also the cost savings of prevented injuries, employee wellness and the avoidance of OSHA citations for non compliance with the training regulations.

The SLC goal is to continue training through Safety University by providing training to employees to avoid potential harm, meet regulations, and improve employees' overall safety awareness on and off the job.

Safety Committee Work

Safety committees are a vital part of the County's safety program and the importance of the job they do cannot be emphasized enough. The Safety and Loss Control (SLC) team members would like to thank all County safety committee chairs, secretaries, and members for their excellent work. During FY00-01 the SLC section supported a number of safety committees from a variety of County departments, and developed nine new committees. SLC provides training for safety committees by interpreting OSHA regulations and providing information regarding legal and technical safety and health issues. SLC recently developed a model Safety Committee Log Book that outlines and provides guidance in safety committee program requirements and structure, general safety rules, hazard analysis, accident investigation, safety suggestion procedure, safety inspections, safety work orders, emergency action plans, group safety communication, safety training, off-job safety, wellness and sustainability efforts.

If you have a safety committee and would like a member of SLC to attend a meeting, or if you have safety-related questions, please call (503) 988-3736, (503) 988-4788, (503) 988-4122.

The goal of the SLC section for the next FY is to continue the expansion of County safety committees to ensure that County employees are represented by a safety committee, and insure that those safety committees are an active integral part of the workforce support system.

Indoor Air Quality (IAQ) Issues

Safety and Loss Control (SLC) response includes air quality problem detection, source identification, hazard evaluation, assessment of the risk to employees, recommendations for corrective actions, and re-assessment and re-evaluation to determine their effectiveness. Below is a breakdown of the 22 IAQ cases in which SLC participated in FY00-01.

• Basic IAQ sampling using the County's Q-Trak	9
• Sampling for mold/fungus	2
• Sampling for airborne chemicals	2
• Noise level monitoring	2
• Light level monitoring	1
• Dust monitoring	3
• IAQ issues not requiring monitoring	3
<hr/>	
Total Responses	22

The SLC section estimates that by performing scientific sampling for air contaminants and responding internally to IAQ situations rather than contracting the service out, the county saved an estimated \$25,000. The customer service and educational components of explaining the test results to affected employees is not available through external testing sources.

The goal of the SLC section is to expand our ability to provide IAQ services throughout the County. This will result in increased cost savings to the County by further eliminating dependency on outside contractors to perform these services; improve educational components; and reinforce County values of a safe work environment.

Investigations

The purpose of an investigation is to determine the underlying cause(s) of an accident or the likelihood of a violent threat to be carried out. Then recommend appropriate preventative measures to be taken to insure the safety and health of County employees and minimize losses or risk of future accidents to the County.

The Safety and Loss Control (SLC) team conducted a number of investigations during FY00-01. A breakdown of the types of individual investigations is as follows:

• Potential violence in the workplace	3
• Safety complaints from the public	3
• Employee accidents	2
• Fire	1
• Theft	2
<hr/>	
Total Responses	11

The SLC section will continue to insure that all investigations conducted result in route cause analysis and appropriate corrective measures by coordinating resources to address those issues.

OR-OSHA

Safety and Loss Control (SLC) represented the County's interest on a total of six issues with OR-OSHA during FY00-01. SLC researched and responded to three OR-OSHA letters of inquiry concerning alleged violations; attended one OR-OSHA inspection and closing; filed two reports with OR-OSHA concerning employees injuries that required hospitalization. SLC researched, wrote letters and attended meetings on behalf of the County for the purpose of altering the Federal OSHA proposed ergonomic standard. The SLC section is pleased to announce that the County received no OSHA citations in FY00-01.

Special Projects

During FY00-01, the Safety and Loss Control (SLC) section worked on several special projects at the request of our customers. These projects included:

- provided ergonomic measurements of equipment and furniture to the many County employees who were involved in moves from one building space to another,
- conducted specific hazard assessments at the request of County departments,
- developed a County-wide database to log chemical MSDS information,
- planned and developed an accident tracking database,
- collected and reviewed all County building emergency action plans - (ongoing),
- developed the capabilities to sample all potential indoor air quality contaminants,
- developed and distributed an employee field safety training program designed to lessen the risk of injury to County employees whose job duties include client home or business visitation.

Emergency Responses

Emergency situations that pose an imminent threat to the safety of County employees must be dealt with immediately. Over the past fiscal year, the Safety and Loss Control (SLC) section responded to a number of these situations including:

• Incident involving chemical releases	1
• Possible asbestos situation	1
• Sewage spill and possible Bloodborne Pathogen (BBP) exposure	1
• Potential violence-in-the-workplace issues	8
• Evacuations of a County facility.	<u>2</u>
<hr/> Total Responses	13

The SLC goal for the next FY is to provide timely responses to developing emergencies in order to minimize risk to County employees and to link with other public safety responses to insure that appropriate resources and responses are timely.

Safety and Security Audits

As a proactive step to insure OSHA compliance and check building security to prevent accidents and injury to County employees due to existing safety hazards or violence in the workplace issues, the Safety and Loss Control (SLC) section provides a safety and security audit service to County occupied facilities.

These audits are done either at the request of a County department or division or as a random proactive process to assist various departments in maintaining OSHA compliance. During FY00-01, SLC performed 6 security audits and 18 safety audits at a variety of County facilities involving the Department of Health, Department of Aging and Disability Services, Department of Community Justice, Department of Sustainable Community Development, District Attorney's Office and the Sheriff's Department.

The SLC goal for next FY is to increase the number of safety and security audits performed on County occupied facilities with the ultimate purpose of insuring employee safety through OSHA compliance.

Program Development, Implementation, Assessment, and Update

Each year, safety and loss control programs are evaluated and updated to meet the changing needs of County employees and legal mandates. When necessary, new programs are developed and implemented.

Safety and Loss Control (SLC) has developed the County's Employees' Field Safety Guidelines and a new training video to accompany the guide. This multiple-award-winning program has been made available to County departments and divisions whose employees work in the field. Any department or division that would like a copy of Employees' Field Safety Guide and Employees' Field Safety Training Video should call SLC at (503) 988-3736.

SLC added in-house services for indoor air quality (IAQ) and ergonomics in FY00-01. SLC is also involved in teaching courses in the Safety University, where a number of safety-related classes are offered to County employees. If you have questions regarding Safety University, please call SLC at (503) 988-4788.

In support of a state-wide directive for Oregon to become 100% sustainable by the year 2025, SLC has appointed a representative to the County-wide Sustainability "Green Teams." The Green Teams are performing project work in the areas of employee commuting options, sustainability education and outreach, energy efficiency and conservation, environmentally friendly landscaping, pollution prevention, procurement of environmentally friendly products, and recycling.

THE FUTURE

Driver Safety Performance Standards

At the direction of the previous Chair, Safety and Loss Control (SLC) along with Property and Liability developed a driver safety performance policy and program to establish and enforce standards for employees who operate vehicles on County business to control usage and reduce accidents and injuries, reducing the County's exposure to liability.

During the FY 00-01 automobile accidents cost Multnomah County approximately \$298,295. This total cost includes the sum of dollars spent for liability payments as a result of auto accidents, the cost of vehicle damage repair resulting from auto accidents, and employee medical expenses and time loss resulting from automobile accidents. Please note: this total cost is an approximate number that is likely to change, because not all claims have been closed at this time.

Through the implementation of the new RSK-14 Administrative Procedure dealing with Fleet Safety, the SLC expects to reduce the number of employee involved automobile accidents which will result in a cost savings for the County. The SLC section expects that the vehicle safety program will promote automobile safety for County employees during non work related driving situations, leading to a reduction of medical costs to the County and pain and suffering for employees.

Safety University

The Safety University began the winter quarter of 2001. Working with all interested departments, Safety and Loss Control (SLC) offers a wide variety of safety training courses to enhance the departments' safety training efforts. This will help reduce accidents and injuries as well as minimize the County's exposure to OSHA citations. Numerous courses have been and will continue to be offered regularly on the County-wide training calendar. Many more classes are now being offered, on a customized on-site basis. The intent is to offer appropriate and necessary safety training to the job classifications that need it.

Ergonomics

During the FY 00-01 Congress passed a new OSHA regulation dealing with Ergonomics. The regulation was very complicated and extensive, over 350 pages in length, and would have been very expensive for the County to implement. The law was repealed before implementation and components are being reconsidered at the federal level.

It is anticipated that some form of the ergonomic regulation will eventually become law, and employers will need to comply with its mandates.

In a proactive move, the Safety and Loss Control (SLC) section has developed and implemented their own version of an ergonomic program that has been in place for several years. This program has already helped thousands of County employees deal with ergonomic issues that could have otherwise lead to costly ergonomic injuries. In the future, when a new ergonomic regulation is passed, the SLC ergonomic program will be well ahead of the curve in the area of ergonomics.

In Conclusion

The Safety and Loss Control (SLC) section will continue to maintain an internal County service that focuses on the health and safety of our valued employees through best practices that prioritize customer satisfaction, cost reduction and long term savings by cost avoidance. We will strive to continue activities and services through coordination with other HR and County functions such as Wellness, Worker Compensation, Property and Liability, Benefits, Emergency Management, and Sustainability "Green Team" efforts.

Addendum A

Jon Sebree
Safety Specialist
(503) 988-4788

Education

Jon possesses an equivalent Master's degree in Environmental Health and Industrial Hygiene from Purdue University.

Experience

Jon has over 11 years of progressive educational and employment experience with:

- OSHA and EPA Regulatory Compliance
- Policy Formation
- Recordkeeping
- Chemical Database Management
- Health and Safety Process Development & Review
- Behavior Based Safety Programs
- Air Quality Assessment
- Noise Evaluation and Control
- Incident Analysis and Investigation
- Respiratory Protection
- Personal Protective Equipment
- Asbestos Abatement and Control
- OSHA Chemical Process Safety Management and EPA Chemical Risk Management
- ISO 9000 and 14000 Standard Compliance
- Hazardous Materials Management
- Ergonomic Assessment and Control
- Bloodborne Pathogens Control
- Confined Space Entry,
- Worker's Compensation Case Management, and
- Training and Development.

Affiliations

- American Industrial Hygiene Association
- American Conference of Government Industrial Hygienists
- Association of Professional Industrial Hygienists
- American Society of Safety Engineers
- National Safety Council, and
- American Society for Training and Development.

Addendum A

Gary Elfstrom
Safety Specialist

(503) 988-4122

Education

Undergraduate study in English at South Dakota State University and Black Hills State College. FBI Academy and South Dakota Highway Patrol Academy. Emergency Management Institute, Emmitsburg, Maryland.

Experience

Gary has spent 33 years of progressive educational and employment experience with:

- Traffic Safety, Industrial Safety and Off the Job Safety
- OSHA, Department of Transportation and other Regulatory Compliance
- Traffic and Industrial Accident and Incident Investigation
- Ergonomic Assessment and Control
- Air Quality Assessment
- Safety Policy and Program Development
- Bloodborne Pathogens Control
- Lockout-Tagout Program Development
- Confined Space Entry
- Safety Training and Development
- Defensive Driving Instructor
- OSHA Recordkeeping
- Hazard Assessment and Control
- Integrated Emergency Management
- Earthquake Safety Plan Development, and
- Noise Evaluation and Control.

Affiliations

- American Society of Safety Engineers
- National Safety Council

Addendum A

Chuck Tilden, CSHM
Safety Manager

(503) 988-3736

Education

Chuck has a BS degree in Business and History with a minor in Education, with course work towards a Masters of Science Degree in Safety Management. Chuck has earned his certificate in Safety Management and has been nationally designated as a Certified Safety and Health Manager (CSHM).

Experience

Chuck has over 34 years of progressive educational and employment experience with:

- Safety Program Management and Supervision
- OSHA and EPA Regulatory Compliance
- Policy and Procedure Development
- Recordkeeping
- Lock out / Tag out
- Health and Safety Process Development & Review
- Behavior Based Safety Programs
- Air Quality Assessment
- Noise Evaluation and Control
- Incident Analysis and Investigation
- Respiratory Protection and Personal Protective Equipment
- Emergency Planning and Response
- Emergency Response Team (ERT) Development & Operation
- Emergency Management Incident Command System
- OSHA Chemical Process Safety Management and Chemical Risk Management
- Hazardous Material Management
- Ergonomic Assessment and Control
- Bloodborne Pathogen (BBP) Control
- Confined Space Entry and Fall Protection
- Facility Security
- Violence in the Workplace Prevention, and
- Safety Training and Development.

Affiliations

- Public Risk and Insurance Management Association
- Institute for Safety and Health Management
- National Safety Management Society
- American Society of Safety Engineers
- Academy of Certified Hazardous Material Managers



LOSS ANALYSIS

Countywide Workers Compensation Summary of Claims

The following summaries and charts provide information on workers compensation injuries for the fiscal year June 2000 to July 2001. Data is analyzed to include information on types of injuries, nature of injury, time of day injuries are occurring, and who is incurring the occupational injuries and illnesses. These summaries and graphs will be used during this fiscal year by Safety and Loss Control as a guide to developing loss control measures to address the problem areas and reduce the number of injuries and costs to the county.

Autogenic types of injuries such as bending and twisting accounted for 7.9% of the total injuries and 9.5% of the injury costs.

Material handling to include lifting accounted for 12.8% of the total injuries and 16.3% of the injury costs.

Slips, trips, and falls accounted for 21.4% of the total injuries and 21.3% of the injury costs.

Working with tools and machinery accounted for 4.5% of the total injuries and .8% of the injury costs.

Struck by or against to include vehicle accidents accounted for 22.9% of the total injuries and 24.9% of the injury costs.

Contact with various sources to include dermatitis accounted for 9.4% of the total injuries and 9.1% of the injury costs.

Occupational disease to include inhalation of chemicals, biological exposures and repetitive strain injuries accounted for 5.6% of the total injuries and 5.8% of the injury costs.

Cumulative trauma to include psychological stress accounted for 3.0% of the total injuries and 4.0% of the injury costs.

Miscellaneous injuries and illnesses such as bites, misconduct of others and restraining prisoners accounted for 12.4% of the total injuries and 8.3% of the injury costs.

As far as the nature of injury, most claims occurred in three categories. These were sprains and strains, cuts/lacerations/puncture and contusions or bruises.

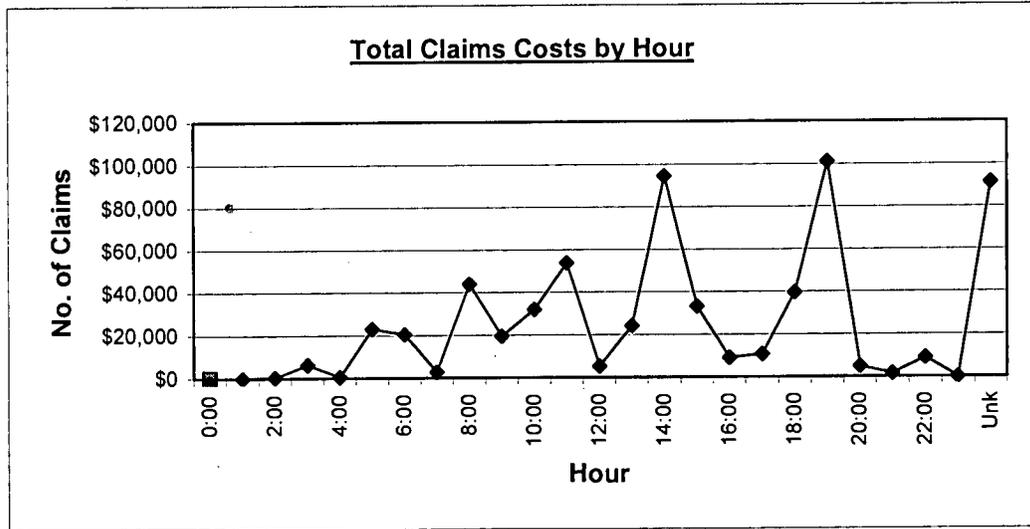
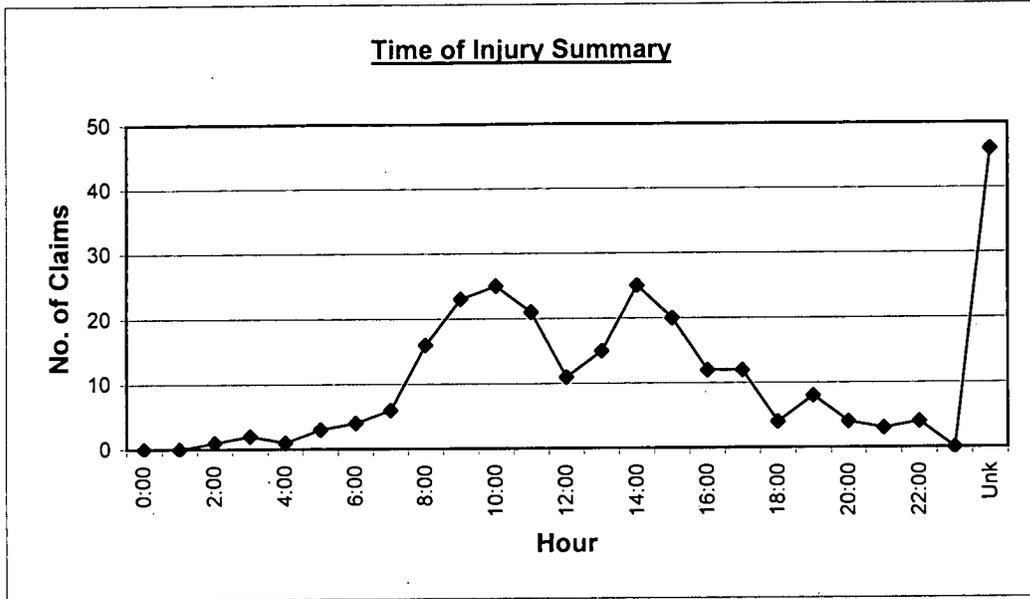
Sprains and strains accounted for 117 claims or 44% of the total injuries and 55% of the injury costs.

Contusions or bruises accounted for 40 claims or 15% of the total injuries and 16.5% of the injury costs.

Cuts/lacerations/punctures accounted for 39 claims or 14.7% of the total injuries but only 2% of the injury costs.

In summary, 266 claims resulted in \$627,286 in direct costs to the County. This does not factor in the indirect costs of accidents such as loss of productivity, hiring replacement worker and other miscellaneous costs. Insurance companies and the Occupational Safety and Health Administration (OSHA) have determined that these indirect costs of on the job injuries are four (4) to six (6) times the direct costs making the total loss to the County approximately \$3,000,000.

Time of Day Summary Data



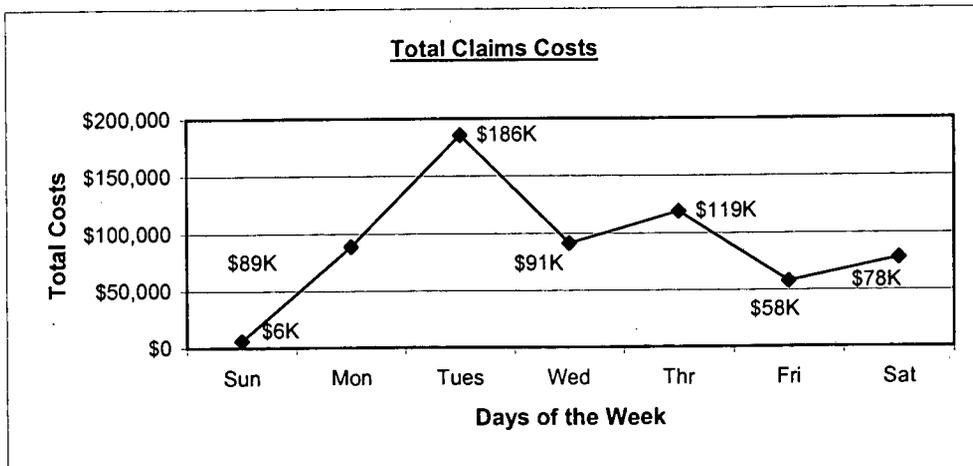
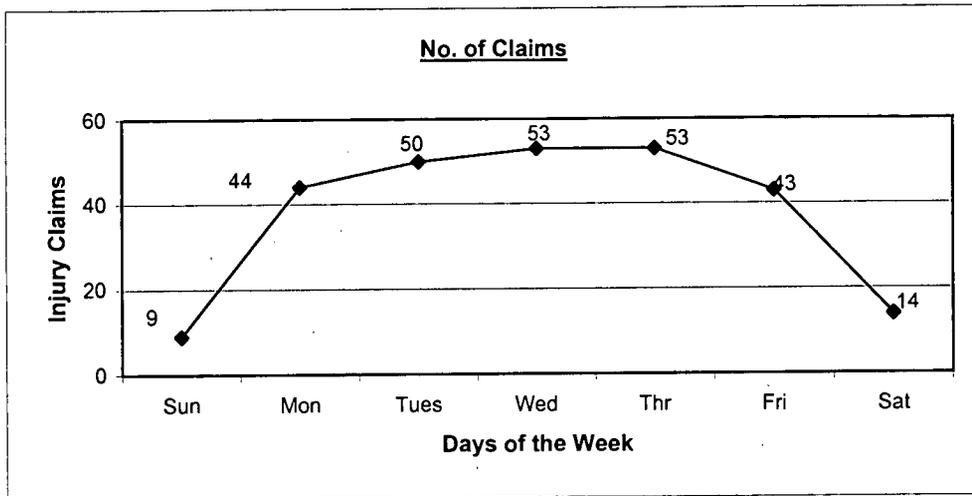
The time of injury summary reveals the highest number of claims at 10:00 am and 2:00 pm. These times are related to times right before breaks when blood sugar levels are lower and can affect concentration. This problem can be addressed by educating employees about this phenomenon and being more aware during these times.

Time of Day Statistical Summary

Hour	Total Claims	Percentage of Total	Total Costs	Percentage of Total
0:00	0	0.0%	\$0	0.0%
1:00	0	0.0%	\$0	0.0%
2:00	1	0.4%	\$480	0.1%
3:00	2	0.8%	\$6,344	1.0%
4:00	1	0.4%	\$656	0.1%
5:00	3	1.1%	\$22,869	3.6%
6:00	4	1.5%	\$20,326	3.2%
7:00	6	2.3%	\$2,895	0.5%
8:00	16	6.0%	\$43,947	7.0%
9:00	23	8.6%	\$19,501	3.1%
10:00	25	9.4%	\$31,921	5.1%
11:00	21	7.9%	\$53,725	8.6%
12:00	11	4.1%	\$5,298	0.8%
13:00	15	5.6%	\$24,171	3.9%
14:00	25	9.4%	\$94,531	15.1%
15:00	20	7.5%	\$33,154	5.3%
16:00	12	4.5%	\$9,151	1.5%
17:00	12	4.5%	\$10,721	1.7%
18:00	4	1.5%	\$39,564	6.3%
19:00	8	3.0%	\$101,090	16.1%
20:00	4	1.5%	\$4,949	0.8%
21:00	3	1.1%	\$1,711	0.3%
22:00	4	1.5%	\$8,969	1.4%
23:00	0	0.0%	\$0	0.0%
Unk	46	17.3%	\$91,315	14.6%
	266	99.9%	\$627,286	100.1%

Day of Week Summary Data

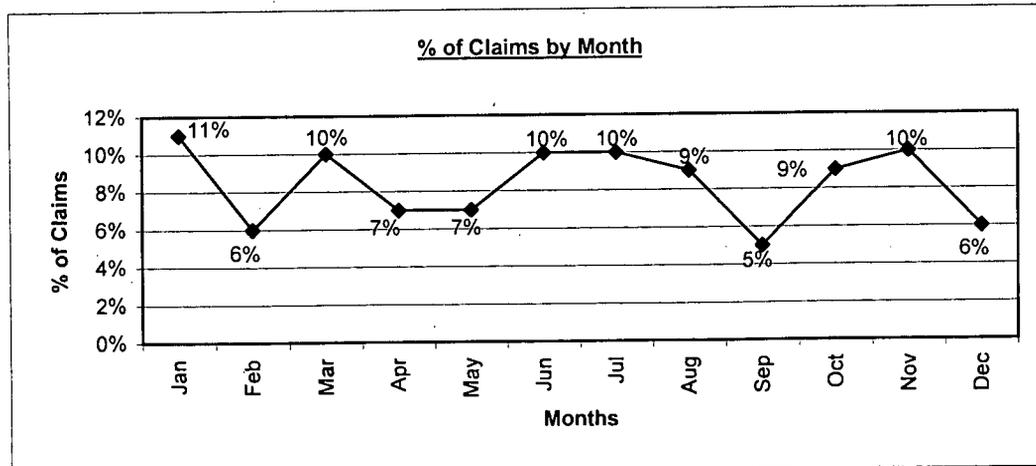
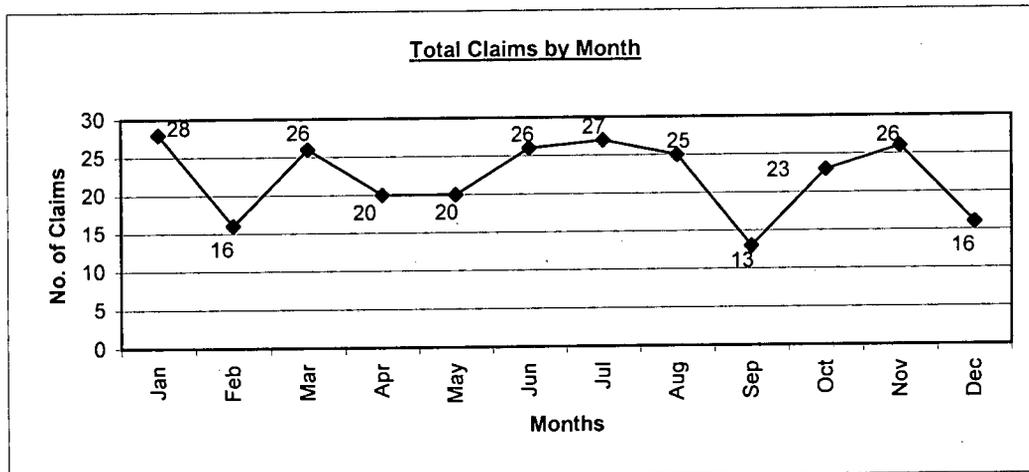
Weekday	Total Claims	Percentage of Total	Total Costs	Percentage of Total Costs
Sun	9	3%	\$6,041	1%
Mon	44	17%	\$88,981	14%
Tues	50	19%	\$185,752	30%
Wed	53	20%	\$91,450	15%
Thr	53	20%	\$118,923	19%
Fri	43	16%	\$57,862	9%
Sat	14	5%	\$78,277	12%
	266	100%	\$627,286	100%



There appears to be no particular trends among the days of the workweek. Friday and Mondays have a slightly lower number of injuries and illnesses. This is probably due to fewer workers on the job because of a four-day work schedule.

Time of Year Summary Data

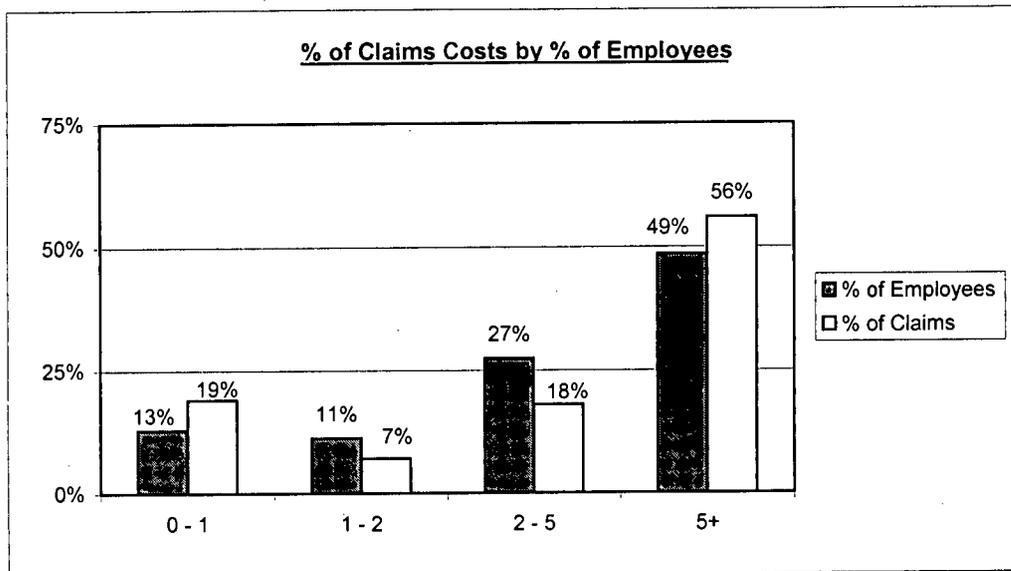
Month	Total Claim	Percentage of Total	Total Costs	Percentage of Total
Jan	28	11%	\$34,324	5%
Feb	16	6%	\$25,768	4%
Mar	26	10%	\$39,331	6%
Apr	20	7%	\$55,033	9%
May	20	7%	\$91,691	15%
Jun	26	10%	\$85,400	14%
Jul	27	10%	\$110,376	18%
Aug	25	9%	\$28,745	4%
Sep	13	5%	\$57,657	9%
Oct	23	9%	\$36,676	6%
Nov	26	10%	\$36,531	6%
Dec	16	6%	\$25,753	4%
	266	100%	\$627,286	100%



The summer months accounted for 29% of the number of claims. This is probably due to more activities and work taking place during these months such as summer maintenance and seasonal work.

Length of Service Summary Data

Years of Service	No. of Employees	Percentage of Employees	No. of Claims	Percentage of Total Claims	Total Costs	Percentage of Total
0 - 1	823	13%	51	19%	\$71,355	12%
1 - 2	717	11%	19	7%	\$19,544	3%
2 - 5	1759	27%	47	18%	\$57,890	9%
5+	3117	49%	149	56%	\$478,498	76%
	6416	100%	266	100%	\$627,286	100%



This chart shows the relationship between the percentage of claims reported to the percentage of County workers in different years of service groups incurring occupational injuries or illnesses.

- Workers with less than one year of service account for 13% of the workforce, but 19% of the claims.
- Workers with over five (5) years of service account for 49% of the workforce, but 56% of the claims.
- Workers with more than one (1) year of service, but less than two (2) years account for 11% of the workforce, but only 7% of the claims.
- Workers with more than two (2) years of service, but less than five (5) years account for 27% of the workforce, but only 18% of the claims.

This indicates a need for more training and safety awareness within the group of employees with less than one (1) and more than five (5) years of County service.

**COUNTY ACCIDENT
TOTALS**

MULTNOMAH COUNTY TOTALS

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001		
Multnomah County-All Departments				
Incident Category				
Ergonomic	17			
Caught Between	3			
Cuts and Abrasions	28			
Contusion/Bruise	37			
BBP	4			
Defensive Training	9			
Sprain/Strain	92			
Inmate Related	7			
Slip/Trip/Fall	38			
Struck against	11			
Struck by	9			
Stress	5			
Chemical/Asbestos exposure	5			
Animal Bite	5			
Bee Sting	1			
TB	11			
Hearing Loss	1			
Auto Accident	9			
Object in eye	4			
Skin Rash	2			
Multiple Injuries	1			
Playing	1			
Fracture	3			
Burn (thermal)	1			
Needle Stick	4			
Infection	2			
Temperature Extremes	1			
Time of Day	Claims	%of Total	Cost in \$	% of Total
00-0100	0	0.00%	\$0.00	0.00%
0100-0200	0	0.00%	\$0.00	0.00%
0200-0300	1	0.40%	\$479.88	0.10%
0300-0400	2	0.80%	\$6,344.13	1.00%
0400-0500	1	0.40%	\$655.69	0.10%
0500-0600	3	1.10%	\$22,869.35	3.60%
0600-0700	4	1.50%	\$20,325.94	3.20%
0700-0800	6	2.30%	\$2,894.78	0.50%
0800-0900	16	6.00%	\$43,946.60	7.00%
0900-1000	23	8.60%	\$19,500.71	3.10%
1000-1100	25	9.40%	\$31,921.34	5.10%
1100-1200	21	7.90%	\$53,724.61	8.60%
1200-1300	11	4.10%	\$5,298.10	0.80%
1300-1400	15	5.60%	\$24,171.12	3.90%
1400-1500	25	9.40%	\$94,531.08	15.10%
1500-1600	20	7.50%	\$33,153.71	5.30%
1600-1700	12	4.50%	\$9,151.19	1.50%
1700-1800	12	4.50%	\$10,720.66	1.70%
1800-1900	4	1.50%	\$39,564.29	6.30%
1900-2000	8	3.00%	\$101,090.47	16.10%
2000-2100	4	1.50%	\$4,948.51	0.80%
2100-2200	3	1.10%	\$1,711.19	0.30%
2200-2300	4	1.50%	\$8,968.50	1.40%
2300-2400	0	0.00%	\$0.00	0.00%
Unknown	0	0.00%	\$0.00	0.00%

MULTNOMAH COUNTY TOTALS

ACCIDENT TRACKING STATISTICS	Fiscal		2000-2001	
Age and Gender of Employee	Male	Female		
18-24	3	7		
25-29	15	10		
30-34	20	10		
35-39	21	19		
40-44	17	16		
45-49	19	27		
50-54	20	21		
55-59	5	17		
60-65	2	5		
Over 65		2		
Length of Employment				
<1 month	8			
1 month	4			
2 months	8			
3-5 months	11			
6-11 months	20			
12-23 months	19			
24-59 months	47			
60+ months	149			
unknown	0			
Monthly Injury Summary	Claims	%of Total	Costs in \$	%of Total
January	28	10.50%	\$34,324.28	5.50%
February	16	6.00%	\$25,767.83	4.10%
March	26	9.80%	\$39,330.66	6.30%
April	20	7.50%	\$55,033.44	8.80%
May	20	7.50%	\$91,690.85	14.60%
June	26	9.80%	\$85,400.26	13.60%
July	27	10.20%	\$110,376.39	17.60%
August	25	9.40%	\$28,745.33	4.60%
September	13	4.90%	\$57,656.76	9.20%
October	23	8.60%	\$36,676.01	5.80%
November	26	9.80%	\$36,531.28	5.80%
December	16	6.00%	\$25,753.33	4.10%
Totals	266		\$627,286.42	
Day of Week Summary	Claims	%of Total	Costs in \$	%of Total
Monday	44	16.50%	\$6,041.44	1.00%
Tuesday	50	18.80%	\$88,980.73	14.20%
Wednesday	53	19.90%	\$185,752.45	29.60%
Thursday	53	19.90%	\$91,450.06	14.60%
Friday	43	16.20%	\$118,922.75	19.00%
Saturday	14	5.30%	\$57,861.59	9.20%
Sunday	9	3.40%	\$78,277.40	12.50%
Totals	266		\$627,286.42	

MULTNOMAH COUNTY TOTALS

ACCIDENT TRACKING STATISTICS	Fiscal		Year		2000-2001	
	Claims	%of Total	Costs	%of Total		
Body Part Summary						
Head NOC	7	2.60%	\$2,791.52	0.40%		
Ear	1	0.40%	\$969.56	0.20%		
Eye	7	2.60%	\$1,525.13	0.20%		
Face	4	1.50%	\$1,198.06	0.20%		
Jaw	1	0.40%	\$69.07	0.00%		
Mouth	2	0.80%	\$362.75	0.10%		
Nose	2	0.80%	\$751.41	0.10%		
Head Multiple	6	0.80%	\$4,079.66	0.70%		
Neck	1	2.30%	\$4,659.63	0.70%		
Scalp	2	0.40%	\$566.16	0.10%		
Glasses/Contacts	1	0.80%	\$300.00	0.00%		
Arm	11	4.10%	\$3,928.01	0.60%		
Wrist	6	2.30%	\$3,184.47	0.50%		
Hand	12	4.50%	\$7,332.76	1.20%		
Fingers	29	10.90%	\$14,284.10	2.30%		
Elbow	5	1.90%	\$4,324.25	0.70%		
Upper-Multiple	16	6.00%	\$62,654.84	10.00%		
Back	32	12.00%	\$69,554.21	11.10%		
Chest	1	0.40%	\$2,307.75	0.40%		
Hips	2	0.80%	\$183.95	0.00%		
Shoulders	13	4.90%	\$61,857.50	9.90%		
Groin	2	0.80%	\$2,201.21	0.40%		
Ribs	1	0.40%	\$273.62	0.00%		
Lungs	1	0.40%	\$0.00	0.00%		
Trunk-Multiple	4	1.50%	\$20,971.47	3.30%		
Legs	4	1.50%	\$2,887.31	0.50%		
Ankle	14	5.30%	\$10,647.60	1.70%		
Foot	6	2.30%	\$12,050.59	1.90%		
Toe	7	2.60%	\$1,389.45	0.20%		
Knee	16	6.00%	\$113,069.40	18.00%		
Lower Extremities-Multiple	3	1.10%	\$2,894.61	0.50%		
Body Parts NOC	5	1.90%	\$3,062.86	0.50%		
Body Parts Multiple	32	12.00%	\$194,950.95	31.10%		
Body System NOC	4	1.50%	\$7,444.06	1.20%		
Respiratory System	1	0.40%	\$58.50	0.00%		
Unclassified	4	1.50%	\$8,500.00	1.40%		

ACCIDENT TOTALS

**BREAKDOWN
BY
DEPARTMENT**

Aging and Disability Services

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001						
Aging and Disability Services								
Incident category	Date(s) of occurrence							
Ergonomic								
Caught between	8/7/2000							
Cuts/abrasion								
Contusion/bruise								
BBP								
Defensive training								
Sprain/strain	10/5/2000 10/13/2000							
Inmate related								
Slip/trip/fall	8/17/2000							
Struck against								
Struck by								
Stress								
Chemical/Asbestos exposure	1/3/2001 1/3/2001							
Animal bite	11/14/2000							
Electric Shock								
TB								
Hearing loss								
Auto accident								
Object in eye								
Skin rash								
IAQ								
Playing								
Public attack								
Burn (thermal)								
Needle stick (non BBP)								
Infection								
Miscellaneous								
Day of the Week & Time of Day	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday	
00-0100								
0100-0200								
0200-0300								
0300-0400								
0400-0500								
0500-0600								
0600-0700								
0700-0800								
0800-0900			3					
0900-1000								
1000-1100								
1100-1200								
1200-1300								
1300-1400								
1400-1500		1						
1500-1600				1				
1600-1700					1			
1700-1800								
1800-1900								
1900-2000								
2000-2100								
2100-2200								
2200-2300								
2300-2400								
Unknown	1							
Age & Gender of Employee	Male		Female					
18-24 yrs								
25-29 yrs								
30-34 yrs								
35-39 yrs			3					
40-44 yrs								
45-49 yrs			2					
50-54 yrs			1					
55-59 yrs			1					
60-65 yrs								
over 65 yrs								
Length of Employment								
0-1 yr	0Y10 m	0Y1m						
1-4 yrs	2Y11m	1Y9m						
5-9 yrs	6Y							
10-14 yrs	11Y1m	11Y9m						
15-19 yrs								
20-24 yrs								
25-29 yrs								
30 yrs plus								

Department of Community Justice

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001					
Department of Community Justice							
Incident category	Date(s) of occurrence						
Ergonomic	8/14/2000	11/13/2000					
Caught between							
Cuts/abrasion							
Contusion/bruise	7/28/2000	10/18/2000					
BBP							
Defensive training	8/17/2000	3/15/2001					
Sprain/strain	7/13/2000	8/7/2000	10/11/2000	1/30/2001	4/3/2001		
Inmate related	9/26/2000	1/29/2001					
Slip/trip/fall	8/11/2000	9/26/2000					
Struck against	1/22/2001	3/13/2001					
Struck by	9/14/2000	1/15/2001					
Stress	7/20/2000	1/30/2001					
Chemical/Asbestos exposure							
Animal bite							
Electric Shock							
TB	7/1/2000	9/20/2000	11/17/2000	12/1/2000			
Hearing loss							
Auto accident	6/1/2001						
Object in eye							
Skin rash							
IAQ							
Playing							
Public attack							
Burn (thermal)							
Needle stick (non BBP)							
Infection							
Other-temp extremes	9/14/2000						
Day of the Week & Time of Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
00-0100							
0100-0200							
0200-0300							
0300-0400							
0400-0500							
0500-0600						1	
0600-0700							
0700-0800				1		1	
0800-0900							
0900-1000	1						
1000-1100		1		2	1		
1100-1200							
1200-1300				1			
1300-1400	1		1	1	1		
1400-1500	1	1					
1500-1600		1					
1600-1700	1	1	2				
1700-1800		1					
1800-1900							
1900-2000							
2000-2100							
2100-2200							
2200-2300							
2300-2400						1	1
Unknown	3	1					
Age & Gender of Employee	Male		Female				
18-24 yrs			1				
25-29 yrs			1				
30-34 yrs	3		3				
35-39 yrs	4		1				
40-44 yrs			1				
45-49 yrs	2		4				
50-54 yrs	3		1				
55-59 yrs			3				
60-65 yrs							
over 65 yrs							
Length of Employment							
0-1 yr	0Y10m	0Y2m					
1-4 yrs	4Y0m	3Y9m	2Y1m	4Y4m	3Y10m	3Y4m	4Y1m
5-9 yrs	5Y2m	9Y6m	6Y1m	6Y8m	7Y2m	7Y6m	9Y4m
10-14 yrs	11Y7m	11Y2m	11Y5m	14Y5m	13Y1m	13Y4m	7Y9m
15-19 yrs	16Y3m	16Y7m					
20-24 yrs	20Y10m						
25-29 yrs							
30 yrs plus							
Unknown	1						

Department of Community Justice

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001					
Department of Community Justice							
Incident category	Date(s) of occurrence						
Ergonomic							
Caught between							
Cuts/abrasion	3/29/2001						
Contusion/bruise							
BBP							
Defensive training							
Sprain/strain	2/20/2001	5/17/2001					
Inmate related	6/8/2001						
Slip/trip/fall	1/29/2001	4/13/2001					
Struck against							
Struck by							
Stress							
Chemical/Asbestos exposure							
Animal bite							
Electric Shock							
TB							
Hearing loss							
Auto accident							
Object in eye							
Skin rash							
IAQ							
Playing							
Public attack							
Burn (thermal)							
Needle stick (non BBP)							
Infection							
Miscellaneous							
Day of the Week & Time of Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
00-0100							
0100-0200							
0200-0300							
0300-0400							
0400-0500							
0500-0600							
0600-0700							
0700-0800							
0800-0900		1					
0900-1000				1			
1000-1100					2		
1100-1200							
1200-1300	1						
1300-1400							
1400-1500							
1500-1600							
1600-1700							
1700-1800							
1800-1900							
1900-2000							
2000-2100							
2100-2200							
2200-2300							
2300-2400							
unknown				1			
Age & Gender of Employee	Male		Female				
18-24 yrs							
25-29 yrs				1			
30-34 yrs	1						
35-39 yrs							
40-44 yrs	1						
45-49 yrs							
50-54 yrs	2						
55-59 yrs			1				
60-65 yrs							
over 65 yrs							
Length of Employment							
0-1 yr							
1-4 yrs	3Y1m	3Y7m					
5-9 yrs	7Y9m	9Y7m					
10-14 yrs	12Y7m						
15-19 yrs							
20-24 yrs							
25-29 yrs							
30 yrs plus							

**DSCD
Animal Control**

ACCIDENT TRACKING STATISTICS	Fiscal Year 2000-2001						
DSCD/ANIMAL CONTROL * = how the employee injury occurred							
Incident category	Date(s) of occurrence						
Ergonomic							
Caught between							
Cuts/abrasion	7/27/2000	10/21/2000	3/13/2001				
Contusions/bruise	11/7/2000						
BBP							
Defensive training							
Sprain/strain	7/25/2000	8/16/2000	10/12/2000	2/21/2001	3/1/2001	4/11/2001	6/6/2001
Inmate related							
Slip/trip/fall	**						
Struck against							
Struck by							
Stress							
Chemical/Asbestos exposure	1/8/2001						
Animal bite	3/3/2001	3/9/2001	5/10/2001	5/25/2001			
Electric Shock							
TB							
Hearing loss							
Auto accident							
Object in eye	1/8/2001						
Skin rash							
IAQ							
Playing							
Public attack							
Burn (thermal)							
Needle stick (non BBP)							
Infection							
Multiple injuries	3/7/2001						
Day of the Week & Time of Day	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
00-0100							
0100-0200							
0200-0300							
0300-0400							
0400-0500							
0500-0600							
0600-0700							
0700-0800							
0800-0900							
0900-1000	1		1		1		
1000-1100							
1100-1200			1		1		
1200-1300				1		1	
1300-1400		1					
1400-1500			1	1			
1500-1600			1				
1600-1700		1		1			
1700-1800		1	1				
1800-1900							
1900-2000							
2000-2100							
2100-2200							
2200-2300							
2300-2400							
Unknown				1			
Age & Gender of Employee	Male		Female				
18-24 yrs			u-18				
25-29 yrs							
30-34 yrs			3				
35-39 yrs			1				
40-44 yrs	2		3				
45-49 yrs	2						
50-54 yrs			3				
55-59 yrs							
60-65 yrs	1		1				
over 65 yrs							
Length of Employment							
0-1 yr	<1m	0y5m	0y11m				
1-4 yrs	3y9m	1y5m	1y6m				
5-9 yrs	7y11m	7y7m	5y1m	8y6m			
10-14 yrs	12y5m	13y2m	13y4m	11y11m			
15-19 yrs	15y9m						
20-24 yrs	21y10m	23y4m					
25-29 yrs							
30 yrs plus							

**DSCD
Facilities Management**

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001					
DSCDEN		* = how the employee injury occurred					
Incident category	Date(s) of occurrence						
Ergonomic							
Caught between							
Cuts/abrasion	8/23/2000	9/27/2000	5/21/2001				
Contusion/bruise	6/4/2001						
BBP							
Defensive training							
Sprain/strain	8/21/2000	9/29/2000	1/26/2001				
Inmate related							
Slip/trip/fall	12/7/2000	6/22/2001					
Struck against							
Struck by							
Stress							
Chemical/Asbestos exposure	11/16/2000						
Animal bite							
Electric Shock							
TB							
Hearing loss							
Auto accident							
Object in eye	9/27/2000	11/16/2000					
Skin rash							
IAQ							
Playing							
Public attack							
Burn (thermal)							
Needle stick (non BBP)							
Infection							
Fracture	4/17/2001						
Day of the Week & Time of Day	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
00-0100							
0100-0200							
0200-0300							
0300-0400							
0400-0500							
0500-0600							
0600-0700							
0700-0800							
0800-0900		1					
0900-1000					1		
1000-1100			1				
1100-1200							
1200-1300			1				
1300-1400							
1400-1500	1			2			
1500-1600	1						
1600-1700							
1700-1800							
1800-1900							
1900-2000							
2000-2100							
2100-2200	1						
2200-2300							
2300-2400					1		
Unknown							
Age & Gender of Employee	Male		Female				
18-24 yrs							
25-29 yrs	1						
30-34 yrs	1						
35-39 yrs							
40-44 yrs	2						
45-49 yrs	3		1				
50-54 yrs	1						
55-59 yrs	2						
60-65 yrs							
over 65 yrs							
Length of Employment							
0-1 yr							
1-4 yrs	1y6m	2y1m	3y10m	2y4m			
5-9 yrs							
10-14 yrs	11y7m	13y2m	12y10m	10y8m	13y0m	12y4m	
15-19 yrs							
20-24 yrs							
25-29 yrs	28y0m						
30 yrs plus							

**DSCD
FREDS**

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001					
DSCD/FREDS		* = how the employee injury occurred					
Incident category	Date(s) of occurrence						
Ergonomic							
Caught between							
Cuts/abrasion							
Contusion/bruise							
BBP							
Defensive training							
Sprain/strain	10/11/2000	1/25/2001	2/8/2001	3/6/2001	5/1/2001		
Inmate related							
Slip/trip/fall							
Struck against							
Struck by							
Stress							
Chemical/Asbestos exposure							
Animal bite							
Electric Shock							
TB							
Hearing loss							
Auto accident							
Object in eye							
Skin rash							
IAQ							
Playing							
Joint inflammation	4/16/2001						
Burn (thermal)							
Needle stick (non BBP)							
Infection							
Miscellaneous							
Day of the Week & Time of Day	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
00-0100							
0100-0200							
0200-0300							
0300-0400							
0400-0500							
0500-0600							
0600-0700							
0700-0800			1	2			
0800-0900							
0900-1000		1					
1000-1100							
1100-1200							
1200-1300							
1300-1400							
1400-1500							
1500-1600							
1600-1700							
1700-1800							
1800-1900							
1900-2000							
2000-2100							
2100-2200							
2200-2300							
2300-2400							
Unknown	1	1					
Age & Gender of Employee	Male		Female				
18-24 yrs							
25-29 yrs							
30-34 yrs	1						
35-39 yrs	2						
40-44 yrs							
45-49 yrs	1		2				
50-54 yrs							
55-59 yrs							
60-65 yrs							
over 65 yrs							
Length of Employment							
0-1 yr	0y10m	0y7m					
1-4 yrs	4y6m						
5-9 yrs	7y9m	7y10m					
10-14 yrs							
15-19 yrs							
20-24 yrs	21y3m						
25-29 yrs							
30 yrs plus							

Health Department

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001					
Health Department							
Incident category	Date(s) of occurrence						
Ergonomic	7/17/2000	7/17/2000	8/8/2000				
Caught between							
Cuts/abrasion	11/1/2000						
Contusion/bruise							
BBP							
Defensive training							
Sprain/strain	7/18/2000	10/4/2000					
Inmate related							
Slip/trip/fall	7/24/2000	10/12/2000	11/2/2000				
Struck against							
Struck by							
Stress							
Chemical/Asbestos exposure							
Animal bite							
Electric Shock							
TB	10/27/2000						
Hearing loss							
Auto accident							
Object in eye							
Skin rash							
IAQ							
Playing							
Public attack							
Burn (thermal)							
Needle stick (non BBP)	7/17/2000	8/20/2000					
Infection	7/20/2000						
Miscellaneous							
Day of the Week & Time of Day	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
00-0100							
0100-0200							
0200-0300							
0300-0400							
0400-0500							
0500-0600							
0600-0700							
0700-0800							
0800-0900							
0900-1000		1			1		
1000-1100				1			
1100-1200					1		
1200-1300	1						
1300-1400		1					
1400-1500							
1500-1600	1	1		1			
1600-1700							
1700-1800	1						
1800-1900							
1900-2000							
2000-2100							
2100-2200							
2200-2300							
2300-2400							
unknown		1			1	1	
Age & Gender of Employee	Male		Female				
18-24 yrs							
25-29 yrs				1			
30-34 yrs							
35-39 yrs				1			
40-44 yrs				1			
45-49 yrs		3		4			
50-54 yrs		1					
55-59 yrs				1			
60-65 yrs				1			
over 65 yrs							
Length of Employment							
0-1 yr	0Y8m	0Y11m	1Y0m				
1-4 yrs	2Y3m	1Y3m	1Y11m	2Y2m			
5-9 yrs	9Y7m	8Y0m					
10-14 yrs	12Y9m	12Y10m					
15-19 yrs							
20-24 yrs	24Y6m	22Y4m					
25-29 yrs							
30 yrs plus							

Health Department

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001					
Health Department							
Incident category	Date(s) of occurrence						
Ergonomic	3/14/2001						
Caught between	3/20/2001						
Cuts/abrasion							
Contusion/bruise	5/10/2001						
BBP							
Defensive training							
Sprain/strain	12/5/2000	4/5/2001	4/6/2001	4/27/2001			
Inmate related							
Slip/trip/fall	12/4/2000	12/7/2000	6/19/2001				
Struck against	1/16/2001	2/22/2001	6/11/2001				
Struck by							
Stress							
Chemical/Asbestos exposure							
Animal bite							
Electric Shock							
TB	1/5/2001	1/29/2001					
Hearing loss							
Auto accident	12/28/2000	1/12/2001					
Object in eye							
Skin rash							
IAQ							
Playing							
Public attack							
Burn (thermal)							
Needle stick (non BBP)	2/3/2001	2/7/2001					
Infection	6/8/2001						
Miscellaneous							
Day of the Week & Time of Day	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
00-0100							
0100-0200							
0200-0300							
0300-0400							
0400-0500							
0500-0600							
0600-0700							
0700-0800							
0800-0900	1						
0900-1000	1	1	1				
1000-1100							
1100-1200							
1200-1300							
1300-1400							
1400-1500							
1500-1600							
1600-1700							
1700-1800							
1800-1900							
1900-2000							
2000-2100							
2100-2200							
2200-2300							
2300-2400							
unknown	1					1	2
Age & Gender of Employee	Male			Female			
18-24 yrs							
25-29 yrs							
30-34 yrs	2						
35-39 yrs	1						
40-44 yrs	1						
45-49 yrs	1						
50-54 yrs	1						
55-59 yrs							
60-65 yrs							
over 65 yrs							
Length of Employment							
0-1 yr	0Y4m	0Y6m	0Y4m	0Y2m	0Y1m	0Y7m	
1-4 yrs	2Y3m	1Y6m	1Y9m				
5-9 yrs	6Y10m	9Y8m	7Y1m	6Y2m	6Y6m	5Y5m	
10-14 yrs	12Y0m	14Y8m	10Y0m				
15-19 yrs	15Y5m						
20-24 yrs	20Y11m						
25-29 yrs							
30 yrs plus							

**Sheriff
MCIJ**

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001									
SHERIFF MCIJ 2200		* = how the employee injury occurred									
Incident category		Date(s) of occurrence									
Ergonomic		8/9/2000									
Caught between		*									
Cuts/abrasion		8/10/2000	11/1/2000	2/21/2001	5/27/2001						
Contusion/bruise		1/22/2001	3/15/2001	4/6/2001	4/25/2001						
BBP		3/20/2001									
Defensive training		**									
Sprain/strain		9/6/2000	11/8/2000	1/17/2001	1/30/2001	2/7/2001	3/28/2001	5/6/2001	5/8/2001	5/15/2001	
Inmate related		**									
Slip/trip/fall		***									
Struck against		***									
Struck by		3/9/2001									
Stress		3/9/2001									
Chemical/Asbestos exposure											
Animal bite											
Electric Shock											
TB		3/16/2001									
Hearing loss											
Auto accident											
Object in eye		5/18/2001									
Skin rash/allergic reaction		1/29/2001	3/29/2001								
IAQ											
Playing											
Public attack											
Burn (thermal)		5/22/2001									
Needle stick (non BBP)											
Infection											
Miscellaneous											
Day of the Week & Time of Day	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday				
00-0100											
0100-0200											
0200-0300											
0300-0400											
0400-0500											
0500-0600			1			1					
0600-0700											
0700-0800											
0800-0900											
0900-1000				1		1					
1000-1100					2						
1100-1200						1					
1200-1300			1								
1300-1400											
1400-1500				1				1			
1500-1600	1										
1600-1700	1										
1700-1800					1	1		1			
1800-1900				1							
1900-2000			1	1							
2000-2100				1							
2100-2200					1						
2200-2300											
2300-2400											
unknown				4							
Age & Gender of Employee	Male		Female								
18-24 yrs											
25-29 yrs	1		2								
30-34 yrs	1										
35-39 yrs	6										
40-44 yrs	1		1								
45-49 yrs	1		2								
50-54 yrs	3		4								
55-59 yrs			3								
60-65 yrs											
over 65 yrs											
Length of Employment											
0-1 yr	0y9m										
1-4 yrs	2y3m	3y6m	2y5m	3y8m	3y5m	2y6m	2y6m				
5-9 yrs	9y10m	6y9m	5y7m	7y6m	7y4m						
10-14 yrs	10y9m	14y6m	12y8m	13y5m	13y5m	11y4m	10y2m	13y1m			
15-19 yrs	15y9m	19y3m	16y10m								
20-24 yrs											
25-29 yrs	25y10m										
30 yrs plus											

**Sheriff
MCDC**

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001						
SHERIFF/MCDC 2100		* = how the employee injury occurred						
Incident category	Date(s) of occurrence							
Ergonomic								
Caught between								
Cuts/abrasion	7/20/2000 11/8/2000							
Contusion/bruise	12/14/2000 6/5/2001							
BBP	2/24/2001							
Defensive training	**							
Sprain/strain	8/15/2000 10/10/2000 10/13/2000 11/1/2000 11/7/2000 1/4/2001 3/13/2001 5/28/2000							
Inmate related	**							
Slip/trip/fall	***							
Struck against								
Struck by								
Stress								
Chemical/Asbestos exposure								
Animal bite								
Electric Shock								
TB								
Hearing loss								
Auto accident								
Object in eye								
Skin rash								
IAQ								
Playing								
Fracture	4/19/2001							
Burn (thermal)								
Needle stick (non BBP)								
Infection								
Miscellaneous								
Day of the Week & Time of Day	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday	
00-0100								
0100-0200								
0200-0300								
0300-0400								
0400-0500								
0500-0600								
0600-0700								
0700-0800								
0800-0900				1				
0900-1000								
1000-1100	1				1	1		
1100-1200					1		1	
1200-1300								
1300-1400								
1400-1500								
1500-1600			1					
1600-1700			1					
1700-1800					1			
1800-1900						1		
1900-2000				1				
2000-2100			1		1			
2100-2200								
2200-2300					1			
2300-2400								
Age & Gender of Employee	Male		Female					
18-24 yrs								
25-29 yrs	3							
30-34 yrs	2		1					
35-39 yrs	1		2					
40-44 yrs	1							
45-49 yrs			1					
50-54 yrs	2							
55-59 yrs	1							
60-65 yrs								
over 65 yrs								
Length of Employment								
0-1 yr								
1-4 yrs	2y7m	2y5m	2y6m	3y0m	3y0m	1y4m		
5-9 yrs	5y11m	9y3m	6y11m	7y6m				
10-14 yrs	10y0m	14y9m						
15-19 yrs								
20-24 yrs	23y8m	21y11m						
25-29 yrs								
30 yrs plus								

**Sheriff
Law Enforcement**

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000 - 2001						
SHERIFF Law Enforcement 226		* = how the employee injury occurred						
Incident category	Date(s) of occurrence							
Ergonomic								
Caught between								
Cuts/abrasion		8/23/2000	10/25/2000	11/28/2000	1/25/2000	6/3/2000		
Contusion/bruise		7/11/2000	7/20/2000	7/22/2000	2/28/2000			
BBP		10/2/2000	6/25/2000					
Defensive training		**						
Sprain/strain		12/20/2000	3/17/2000	3/23/2000	4/11/2001			
Inmate/suspect related		*						
Slip/trip/fall		*						
Struck against		*						
Struck by								
Stress								
Chemical/Asbestos exposure								
Animal bite								
Electric Shock								
TB								
Hearing loss			***					
Auto accident								
Object in eye								
Skin rash								
IAQ								
Playing								
Public attack								
Burn (thermal)								
Needle stick (non BBP)								
Infection								
Miscellaneous								
Day of the Week & Time of Day	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday	
00-0100								
0100-0200								
0200-0300						1		
0300-0400								
0400-0500	1							
0500-0600								
0600-0700								
0700-0800								
0800-0900								
0900-1000								
1000-1100			1					
1100-1200				1				
1200-1300								
1300-1400	1							
1400-1500			1					
1500-1600		1						
1600-1700			1					
1700-1800			1					
1800-1900	1	1						
1900-2000						1	1	
2000-2100								
2100-2200								
2200-2300			1	1	1			
2300-2400								
Unknown								
Age & Gender of Employee	Male		Female					
18-24 yrs								
25-29 yrs	4							
30-34 yrs	6		1					
35-39 yrs								
40-44 yrs	1							
45-49 yrs	2							
50-54 yrs	1							
55-59 yrs								
60-65 yrs								
over 65 yrs								
Length of Employment								
0-1 yr	0y11m	0y5m						
1-4 yrs	2y8m	2y1m	1y5m	3y1m				
5-9 yrs	7y9m	6y1m	9y9m	7y7m	6y1m	7y10m		
10-14 yrs	11y6m	11y7m						
15-19 yrs								
20-24 yrs								
25-29 yrs								
30 yrs plus	30y1m							

**Sheriff
Inmates**

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001					
SHERIFF Inmates 221		* = how the employee injury occurred					
Incident category	Date(s) of occurrence						
Ergonomic							
Caught between							
Cuts/abrasion	7/23/2000	10/3/2000					
Contusion/bruise	8/3/2000	8/27/2000	11/11/2000	3/17/2001			
BBP							
Defensive training							
Sprain/strain	8/11/2000	9/2/2000	4/21/2001				
Inmate related							
Slip/trip/fall	**						
Struck against							
Struck by	**						
Stress							
Chemical/Asbestos exposure							
Animal bite							
Electric Shock							
TB							
Hearing loss							
Auto accident							
Object in eye							
Skin rash							
IAQ							
Playing	6/17/2001						
Public attack							
Burn (thermal)							
Needle stick (non BBP)							
Infection							
Miscellaneous							
Day of the Week & Time of Day	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
00-0100							
0100-0200							
0200-0300							
0300-0400							
0400-0500							
0500-0600							
0600-0700							
0700-0800							
0800-0900							
0900-1000						1	2
1000-1100						1	
1100-1200							1
1200-1300				1			
1300-1400						1	
1400-1500				1			
1500-1600					1	1	
1600-1700							
1700-1800							
1800-1900							
1900-2000							
2000-2100							
2100-2200							
2200-2300							
2300-2400							
UNKNOWN							
Age & Gender of Employee	Male		Female				
18-24 yrs	2						
25-29 yrs							
30-34 yrs	1						
35-39 yrs	1			2			
40-44 yrs				2			
45-49 yrs	1			1			
50-54 yrs							
55-59 yrs							
60-65 yrs							
over 65 yrs							
Length of Employment	3m	2m	4m	2m	3m		
0-1 yr							
1-4 yrs							
5-9 yrs							
10-14 yrs							
15-19 yrs							
20-24 yrs							
25-29 yrs							
30 yrs plus							

**Sheriff
Support Services**

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001					
SHERIFF/Support Services 22		* = how the employee injury occurred					
Incident category	Date(s) of occurrence						
Ergonomic	1/5/2001 2/1/2001 2/26/2000						
Caught between							
Cuts/abrasion							
Contusion/bruise	10/11/2000 4/4/2001						
BBP							
Defensive training							
Sprain/strain	9/20/2000 10/16/2000 12/4/2000 2/6/2001						
Inmate related							
Slip/trip/fall	**						
Struck against							
Struck by							
Stress							
Chemical/Asbestos exposure							
Animal bite							
Electric Shock							
TB	11/13/2000						
Hearing loss							
Auto accident							
Object in eye							
Skin rash							
IAQ							
Playing							
Public attack							
Burn (thermal)							
Needle stick (non BBP)							
Infection							
Miscellaneous							
Day of the Week & Time of Day	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
00-0100							
0100-0200							
0200-0300							
0300-0400							
0400-0500							
0500-0600							
0600-0700							
0700-0800				1			
0800-0900						1	
0900-1000				1			
1000-1100							
1100-1200					1		
1200-1300		1					
1300-1400							
1400-1500							
1500-1600							
1600-1700		1					1
1700-1800							
1800-1900							
1900-2000							
2000-2100							
2100-2200							
2200-2300							
2300-2400							
unknown		2			1		
Age & Gender of Employee	Male		Female				
18-24 yrs			1				
25-29 yrs			1				
30-34 yrs			1				
35-39 yrs			1				
40-44 yrs		1	2				
45-49 yrs		1					
50-54 yrs		1	1				
55-59 yrs							
60-65 yrs							
over 65 yrs							
Length of Employment							
0-1 yr	0y10m						
1-4 yrs	1y1m	2y6m	2y1m	4y3m	3y1m		
5-9 yrs	7y10m	7y4m					
10-14 yrs	13y1m	10y4m					
15-19 yrs							
20-24 yrs							
25-29 yrs							
30 yrs plus							

Sheriff
Property/Courthouse/FSO/MCRC/Transportation/MCCF

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001						
SHERIFF/Property 2800/Courthouse 2500/FSO 2900/MCRC 2400/Transportation 2700/MCCF 2300		* = how the employee injury occurred						
Incident category	Date(s) of occurrence							
Ergonomic								
Caught between								
Cuts/abrasion	1/27/2001							
Contusion/bruise	7/3/2000							
BBP								
Defensive training	*							
Sprain/strain	7/14/2000	10/10/2000	10/12/2000	12/5/2000	12/7/2000	3/30/2001	5/29/2001	6/4/2001
Inmate related	*							
Slip/trip/fall	*							
Struck against								
Struck by								
Stress	1/3/2001							
Chemical/Asbestos exposure	11/3/2000							
Animal bite								
Electric Shock								
TB	8/18/2000	3/8/2001						
Hearing loss	12/28/2000							
Auto accident								
Object in eye								
Skin rash								
IAQ								
Playing								
Public attack								
Burn (thermal)								
Needle stick (non BBP)								
Infection								
Heat Exposure	7/16/2000							
Day of the Week & Time of Day	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday	
00-0100								
0100-0200								
0200-0300								
0300-0400				1				
0400-0500								
0500-0600								
0600-0700								
0700-0800								
0800-0900		1			1			
0900-1000								
1000-1100					1			
1100-1200							1	
1200-1300						1		
1300-1400								
1400-1500		2			1			
1500-1600						1		
1600-1700								
1700-1800								
1800-1900								
1900-2000						1	1	
2000-2100								
2100-2200								
2200-2300								
2300-2400								
Unknown			1		1	1	1	
Age & Gender of Employee	Male		Female					
18-24 yrs								
25-29 yrs		1		2				
30-34 yrs								
35-39 yrs		4						
40-44 yrs		2		2				
45-49 yrs								
50-54 yrs		1		1				
55-59 yrs		1		1				
60-65 yrs				1				
over 65 yrs								
Length of Employment								
0-1 yr	0y2m	0y7m	0y6m	0y6m				
1-4 yrs	2y0m	3y4m	2y3m					
5-9 yrs	9y4m	7y1m	6y11m					
10-14 yrs	14y2m	14y9m						
15-19 yrs	18y7m	16y9m						
20-24 yrs	20y0m							
25-29 yrs	27y0m							
30 yrs plus								

Department of Support Services

ACCIDENT TRACKING STATISTICS		Fiscal Year 2000-2001					
DSS	* = how the employee injury occurred						
Incident c/	Date(s) of occurrence						
Ergonomic							
Caught between							
Cuts/abrasion	7/17/2000	7/26/2000	8/14/2000	2/14/2001			
Contusion/bruise	9/26/2000	10/18/2000	11/15/2000	1/4/2001	5/10/2001	6/14/2001	
BBP							
Defensive training							
Sprain/strain	8/17/2000						
Inmate related							
Slip/trip/fall	****						
Struck against	**						
Struck by	*(knife)						
Stress							
Chemical/Asbestos exposure							
Animal bite							
Electric Shock							
TB							
Hearing loss							
Auto accident	**						
Object in eye							
Skin rash							
IAQ							
Playing							
Public attack							
Bum (thermal)							
Needle stick (non BBP)							
Infection							
Miscellaneous							
	Monday	Tuesday	Wed	Thursday	Friday	Saturday	Sunday
00-0100							
0100-0200							
0200-0300							
0300-0400							
0400-0500							
0500-0600			1				
0600-0700					1		
0700-0800			1				
0800-0900							
0900-1000					1		
1000-1100					1		
1100-1200			2				
1200-1300							
1300-1400							
1400-1500	2	2					
1500-1600							
1600-1700							
1700-1800							
1800-1900	1						
1900-2000							
2000-2100							
2100-2200							
2200-2300							
2300-2400							
unknown							
Age & Gen	Male	Female					
18-24 yrs			1				
25-29 yrs	1						
30-34 yrs							
35-39 yrs	1						
40-44 yrs			1				
45-49 yrs			2				
50-54 yrs	1		2				
55-59 yrs			1				
60-65 yrs			1				
over 65 yrs							
Length of Employment							
0-1 yr	1			1			
1-4 yrs				1			
5-9 yrs				2			
10-14 yrs				2			
15-19 yrs							
20-24 yrs	1		1				
25-29 yrs							
30 yrs plus			1				

MEETING DATE: December 4, 2001
AGENDA NO: B-2
ESTIMATED START TIME: 10:10 AM
LOCATION: Boardroom 100

(Above Space for Board Clerk's use only)

AGENDA PLACEMENT FORM

SUBJECT: Multnomah County Evaluation of Human Resource Functions Final Report

BOARD BRIEFING: DATE REQUESTED: Tuesday, December 4, 2001
REQUESTED BY: Gail Parnell
AMOUNT OF TIME NEEDED: 30 minutes

REGULAR MEETING: DATE REQUESTED _____
AMOUNT OF TIME NEEDED: _____

DEPARTMENT: Support Services DIVISION: Human Resources

CONTACT: Gail Parnell TELEPHONE #: (503)988-5135, ext 22595
BLDG/ROOM #: 503/4th

PERSON(S) MAKING PRESENTATION: L.B. Hayhurst from L.B. Hayhurst and Associates

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUGGESTED AGENDA TITLE:

Evaluation of Human Resource Functions, Final Report

SIGNATURES REQUIRED:

ELECTED OFFICIAL: _____
(OR)

DEPARTMENT MANAGER: Gail Parnell

ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Board Clerk @ (503) 988-3277 or email
deborah.l.bogstad@co.multnomah.or.us

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MULTNOMAH COUNTY
CLERK'S OFFICE

**Multnomah
County**

**EVALUATION OF
HUMAN RESOURCE
FUNCTIONS**

**FINAL
REPORT**

October 2001



L.B. HAYHURST & ASSOCIATES

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Appendix B – List of Documents Reviewed

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Appendix E.– Human Resources Function Survey – Additional Comments

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Section I EXECUTIVE SUMMARY

L. B. HAYHURST & ASSOCIATES was retained by Multnomah County to conduct a management evaluation of the Human Resources functions throughout the County. Excluded from this study are the functions of wellness, occupational health and safety, workers' compensation, and training and development, however, where these functions overlap into other service areas, they may be addressed. The focus of this evaluation was to determine:

1. How does the organization of County human resource services reflect and support the values of excellent service to the public, good value for the tax dollar and being an employer of choice? Where are there opportunities for improvement?
2. What quantitative benchmarks should be incorporated in ongoing assessment of HR functions?
3. How have the issues that gave rise to decentralization been addressed? What remains to be done, and what are the barriers? What benefits have been derived, and what problems have arisen as a result of decentralization?
4. How has the distribution of functions between departments and the Central Human Resources Section defined in the County Personnel Rules been realized? What service gaps remain?
5. In order of priority, what improvements in HR services and functions are recommended, and why?

Any "human resource function evaluation" conducted by outsiders is always dependent on the candor of those providing data and information in the study. This Consultant came away from the site interviews with the belief that all of the participants were open and communicative.

The report that follows is intended to provide an overview of the Human Resources Functions in a way that looks to taking positive actions to improve the organization. We would like to point out that several steps have been taken by the County to implement program changes to improve services, although some of these have been delayed in com-

pletion. Additionally, it must be clearly stated that centralized and department staffs are highly committed to providing a viable human resources function.

It must be noted that the implementation of MERLIN, with the heavy commitment of staff, along with the almost complete turnover in central human resource personnel, and the negotiation of multiple labor agreements has heavily impacted on the success of the redesign effort. Currently, management not only faces the challenge of providing service with new employees or vacancies, but also has not had enough time to address many of the problems facing a massive effort such as finishing redesign in an organization as large and complex as Multnomah County. In many areas, the focus has been to keep up with the everyday processing of work and documents, and little or no progress has been made during the last eighteen months in establishing a system to ensure consistency of practices and manage the County's human resources in a strategic and global manner.

The recommendations for changes are listed under specific topical areas in Section IV, "Findings and Recommendations". A prioritized summary of recommendations is shown below. The following however, are some of the key findings in this report:

- There is not an identified system of reporting to central human resources, nor is there an established audit function to ensure compliance and uniformity of the application of rules.
- There is a need for centralized reporting systems to be established to facilitate long-range Countywide human resources strategic planning.
- Staffing in the central human resources functions is not adequate to meet the needs of the County in managing a decentralized program.
- The need for adequate and ongoing technical and managerial human resources training must be addressed.
- The EEO/Affirmative Action function is not readily utilized in planning and conducting recruitment outreach activities. This is an area where a subject matter expert like the manager may provide invaluable assistance to departments in meeting diversity goals.
- ***Most critical among all of the recommendations is that the County must take steps to immediately ensure that it has a stable and highly skilled workforce in the central human resources function and reorganize that function in such a way as to provide overall leadership throughout the County. Central human resources should be clearly designed as the single point of accountability to ensure the development and consistent application of policies and practice. Additionally, central human resources should be staffed in a manner that allows it to do strategic workforce planning.***

These and other recommendations are detailed in the report that follows.

Summary of Recommendations and Priorities:

One of the components outlined in the scope of this study was to prioritize the recommended improvements in human resources services and functions and to identify why these priorities are suggested. This section addresses the establishment of priorities. The specific recommendations and expected benefits are discussed in Section IV, "Findings and Recommendations".

Rather than restating each of the recommendations and prioritizing them individually, in the opinion of this consultant, it will be clearer to set them into groupings of "Critical", "High Priority", and the "Remainder". "Critical" issues are those that must be accomplished before the goals and mission of the redesign can reasonably be accomplished. "High Priority" are those recommendations that will have a substantial impact of services. "Remainder" are recommendations for continuing service levels or are for service improvements.

Critical:

- ✓ Assign a manager in central human resources to coordinate Countywide efforts such as special projects. This should include routine reports being provided by line departments related to turnover, organization changes, etc.
- ✓ Assign a manager in central human resources to coordinate the development of Countywide policies.
- ✓ Central human resources should be recognized as the primary clearinghouse and director of human resources. Regularly scheduled meetings of the Human Resource Forum and Human Resources Managers should continue.
- ✓ The County should review the salaries for central human resources functions, stabilize its staffing and take appropriate actions to better recruit and retain highly qualified staff who can provide the necessary program leadership.
- ✓ Allocate a minimum of three new positions to address the concerns discussed in this report.
- ✓ Staffing in the classification and compensation centralized function should be increased to a minimum of two professionals.

High Priority:

- ✓ Human resource auditing procedures and accountabilities should be developed and conducted of department practices on a systematic basis.
- ✓ Assign a manager in central human resources to coordinate the development of training with the Organizational Learning section relating to human resource issues.
- ✓ Review the current practice of clerical testing and the use of appropriate technology.
- ✓ Designate at least one position at central human resources to provide expertise in test development and validation. To provide a basis for validation, this should occur once the County's classification plan is updated.
- ✓ Training for all human resource managers and professional should be conducted on classification methodology and compensation plan management.
- ✓ Procedures should be developed to require all departments to report complaints to central human resources for investigation and/or monitoring.
- ✓ HR Maintainers should be assigned to a collective work unit and provided essential training and technical MERLIN supervision.
- ✓ Training and coordination sessions must be ongoing with all staff involved in data input. Additionally, systems must be streamlined for central human resources to conduct audits of information to ensure accuracy.
- ✓ Allocate a permanent position to manage retiree program activities.

Remainder:

- ✓ The County should maintain its current practice of focusing on the County as the employer, not separate further into individual department employers.
- ✓ The Human Resources Managers should review the procedures related to candidates receiving information regarding their status and appeal processes to determine if the current process can be clarified in written instructions to candidates or other procedures.
- ✓ Continue the past practice of labor relations staff holding multiple briefings.
- ✓ Reallocate the current temporary positions in Benefits to permanent positions to meet workload demands.

To assist in setting basic performance standards for human resources functions, we have provided general suggested performance expectations in Appendix F.

I would like to thank all of those interviewed for their courtesy and willingness to adjust their busy schedules to meet with me. I found the employees to be uniformly forthcoming and friendly. The information that they provided was invaluable in assisting me in making my determinations and recommendations.

Respectfully submitted,

Lonnie B. Hayhurst
October 2001

Section II METHODOLOGY

The evaluation of the Human Resources function was conducted in the following manner:

- An initial meeting was held on June 8, 2001 with the Gail Parnell, Labor Relations Manager and Cathy O'Brien, Benefits Manager. These meetings were for the purpose of introduction and to provide this Consultant with an overview of issues leading to the study. Additionally, this consultant was supplied with staffing information and other documents to provide a basis for the evaluation.
- Individual and group meetings were held with stakeholders on June 21, 22, 27, 28 and 29. Follow-up interviews were held on July 16th for those unavailable on the previous dates. A listing of those individuals and groups interviewed is included in Appendix A. The reason for these meetings was to provide the opportunity to stakeholders at the department and central level to give input into the study regarding the success of decentralization and suggest areas where improvement is needed.

The individual conducting these interviews was:

Lonnie Hayhurst, President/CEO

- This Consultant requested that job descriptions, copies of organization charts, various written policies, procedures and ordinances that exist regarding human resources operations, and detailed listings of activities such as recruitments, classification requests, grievances, etc. All documents provided to and reviewed by this consultant are listed on Appendix B.
- A "Human Resources Functions Survey, 2001" was developed and distributed to all members of the Human Resources Forum via email on July 16th with a requested return date of July 27th. These surveys were designed to provide anonymous, candid responses from this group of highly involved department and central human resource staff representing various levels of the organization. Twenty-five (25) responses were received and evaluated. While the number of responses is not large enough to be statistically significant, their consistency with the comments received during the many interviews does provide an overall view, and are indicative of service levels, etc.
- Nine public agencies from Oregon, Washington and California were contacted to obtain information regarding their human resources staffing (i.e. centralized versus decentralized), services provided, and ratios of staffing to employee population.

- Where available, this consultant obtained organization charts. Those nine agencies were selected based on information regarding size, structure, and similarity in services and/or location. The agencies are:

City of Portland, Oregon
Lane County, Oregon
Marion County, Oregon
Washington County, Oregon
Clackamas County, Oregon

Sacramento County, California
San Mateo County, California

King County, Washington
Pierce County, Washington

- Following the interviews, survey, data collection and data analysis process, findings and recommendations were developed for inclusion in a preliminary report, which was delivered to the County on September 10, 2001.
- The preliminary report was reviewed by Support Services staff. Input was received from these individuals and provided to this consultant for additional review, research and consideration.
- Additional research was performed, and appropriate amendments and clarifications were included in this final report.

Section III

HUMAN RESOURCE FUNCTIONS BACKGROUND

Multnomah County has a regular work force of over 5,000 employees working in nine departments. Until July 1998, all human resources services were primarily provided from a centralized division within the Support Services Department. At this time there was an expression of dissatisfaction regarding the level of services provided by this system and the individual department's limited control over and input into the human resources system.

In 1998, as part of the implementation of the RESULTS (Researching Excellent Service Using Leadership and Team Strategies) program, the County began decentralizing the human resources functions.

One of the primary steps of implementation of RESULTS as stated in the plan was:

“Human Resources Services have been reengineered to allow departments more autonomy in recruitment and selection of employees who can help them meet their customer service and quality improvement goals. Over the next few years, central Human Resources staff will offer increasing support to departments for classification and compensation analysis, succession planning, organizational development, communication of policy, management support and development, mediation, and other services. The ongoing goal will be to make the County an excellent place to work.”

A part of the human resource decentralization activity included a revision of the County Personnel Rules. This revision outlined Vision and Values Statements and delineated the responsibilities of departments and those of Support Services. Relevant sections of the rules are included in Appendix C.

Redesign activities included the establishment of a Human Resources Forum for education networking and Human Resources Manager Committees and Human Resources Subcommittee of the Operating Council for input on policies. With these channels for the stakeholders established, Central Human Resources has the responsibility for overall system service and policy development.

Following the decentralization of the human resources activities, the County also embarked on the implementation of MERLIN, a new financial and payroll system. The coordination, installation and ongoing operation of this system required resources to be

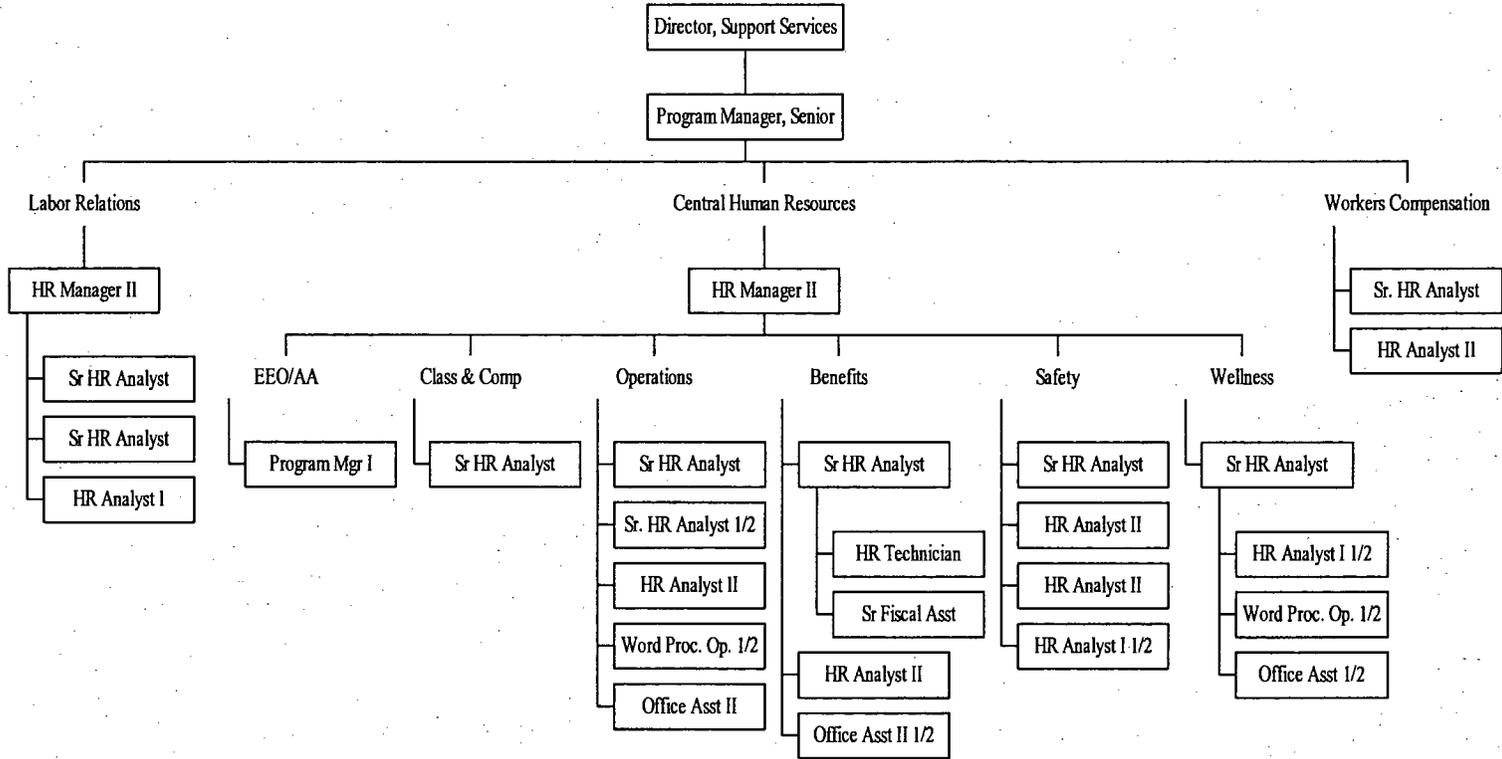
moved from both central and departmental human resource staff. The implementation schedule for this system was extremely aggressive, and proved to be the primary focus of much of the staffing in Support Services during the process.

Central human resource staff has experienced a high level of turnover, particularly at the management and senior levels starting shortly after the start of redesign and continuing through this study. Chart 1, "Current Central Human Resources Organization Chart", on page 10 shows the structure at the beginning of this study, however, because of continuing turnover, management has been forced to make continuing modifications. None of the management staff responsible for central operations that were present at the start of the decentralization are still with the department. Many of the professional staff have either moved to positions in the line departments or left County service.

Many of the departments have significantly added to their human resources staffing following the implementation of decentralization. The size of the staff and the individual organizational structures in each department dedicated to managing the human resource function is determined by the department director based on the perceived needs of the department and availability of funding. As can be seen on Chart 2 "Current Human Resources Staffing Ratios", on page 11 and Chart 3, "Human Resources Related Staffing by Levels within Departments", on page 12, departments vary widely in their human resources staff-to-employee ratios and the levels of staffing dedicated to the function.

Current Central HR Organization Chart

Chart 1



**CURRENT
HUMAN RESOURCES STAFFING RATIOS
Chart 2**

Department	Number of Employees*	Number of HR Staff	Number of HR to Employee Ratio
Aging and Disability Services	395	4	1:99
Central HR	6,434	20	1:321.7
Community and Family Services	462	6	1:77
Community Justice	744	7	1:106
District Attorney	237	3	1:79
Health	1463	10	1:146
Library	691	3	1:230
Sheriff	945	5	1:189
Support Services	1083	4	1:271
Sustainable Community Development	414	2	1:207
Total County including Central	6,434	66	1:97

N/A - Indicates that this figure is not applicable because staff provides services to all County employees. Figures include allocated part-time and temporary employees as well as regular status employees because they represent a workload for human resource staff.

**HUMAN RESOURCES RELATED STAFFING
BY LEVELS WITHIN DEPARTMENTS
June 8, 2001
Chart 3**

The following is a listing of the number and classification of those positions allocated to human resources functions in line departments at the time of the start of this study. It should be noted that these figures do not include positions such as those assigned to payroll or other information as part of other duties, nor does it include positions that may have management oversight of the human resources function within the department as part of other program responsibilities.

Aging and Disability Services – 4 positions

- 1 - Human Resources Manager II
- 2 - Human Resources Analyst II
- 1 - Senior Office Assistant

Community and Family Services – 6 positions

- 1 – Human Resources Manager II
- 1 – Senior Human Resources Analyst
- 1 – Human Resources Analyst II
- 1 – Human Resources Analyst I
- 2 – Senior Office Assistant

Community Justice Services – 7 positions

- 1 – Human Resources Manager II
- 1 – Senior Human Resources Analyst
- 1 – Human Resources Analyst II
- 2 – Human Resources Analyst I
- 2 – Senior Office Assistant

District Attorney – 3 positions

- 1 - Human Resources Analyst II
- 1 – Human Resources Technician
- 1 – Administrative Secretary

Human Resources Related Staffing By Department
Chart 2
Page 2

Health Services – 10 positions

- 1 – Human Resources Manager II
- 2 – Senior Human Resources Analyst
- 2 – Human Resources Analyst II
- 1 – Human Resources Analyst I
- 1 – Human Resources Technician
- 1 – Program Development Spec - Technical
- 2 – Office Assistant II

Library Services – 3 positions

- 1 – Human Resources Manager II
- 1 – Human Resources Analyst I
- 1 – Senior Office Assistant

Sheriff – 5 positions

- 1 – Human Resources Manager II
- 1 – Senior Human Resources Analyst
- 3 – Human Resources Analyst I

Support Services – 4 positions*

- 1 – Human Resources Manager II
- 2 – Human Resources Analyst II
- 1 – Human Resources Technician

Sustainable Community Development – 2 positions

- 1 – Human Resources Manager II
- 1 – Human Resources Analyst I

Note: Some of these positions may provide some support to central human resources operations.

Section IV FINDINGS AND RECOMMENDATIONS

The following section provides a detailed review of findings, issues and recommendations as they relate to the focus of the human resource functions evaluation. This section is divided in such a way that readers can gain an understanding of the detailed findings of each functional area including the specific issue reviewed, and a summary of those findings. Then, this Consultant's recommendations for change are provided, including the anticipated benefit of the recommendations.

The information provided in this section combines and compares that obtained during the interviews with that received in response to a written "Human Resources Function Survey". Participants were asked their opinion regarding the accuracy of the survey statements. The written survey was distributed to all of the members of the Human Resources Forum and twenty-five responses were received. While this number is statistically too small to provide a valid numerical basis for making determinations, the consistency of responses does give the reader insight related to specific issues. A perception of effectiveness and efficiency in a given program area is a measure of customer service. Because very few consistent Countywide reports of human resources workload or timing was available for analysis by this Consultant, survey and interview information was the basis for many of the findings below.

Again, it must be noted that because of turnover, current staff expertise in crucial program areas within the central human resources function and other pressing service demands, including negotiating multiple labor agreements, much of the attention at the central function has been focused elsewhere, and current staff has had minimal time to address redesign issues. This has had a direct impact on enterprise services including policy development, classification and compensation studies, test validation and strategic planning of Countywide human resources programs. These are critical elements to form a well-managed and efficient system.

A. HUMAN RESOURCES SYSTEMS, OVERALL:

Findings

➤ **ISSUE: How effective has the decentralization of functions been viewed overall?**

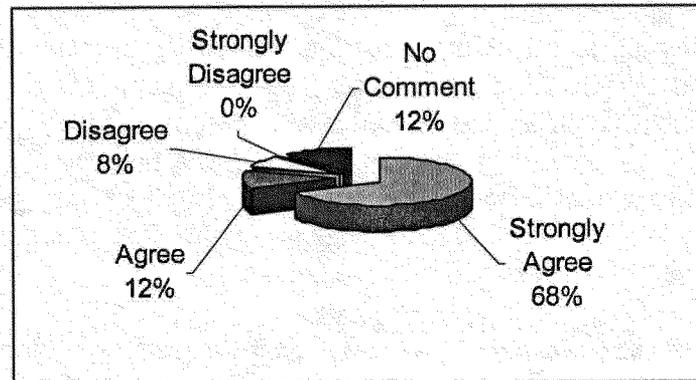
During the interviews with human resource staff and managers working within departments, there was a universal expression that redesign had greatly improved their effec-

tiveness related to human resource issues. This finding seems to be confirmed by the survey results provided below, which indicate 80% strongly agree or agree that it has provided a higher level of responsiveness. Eighty-four percent (84%) strongly agree or agree that it has resulted in better customer service to the public and 72% believe it has been a cost effective way to provide support to department programs.

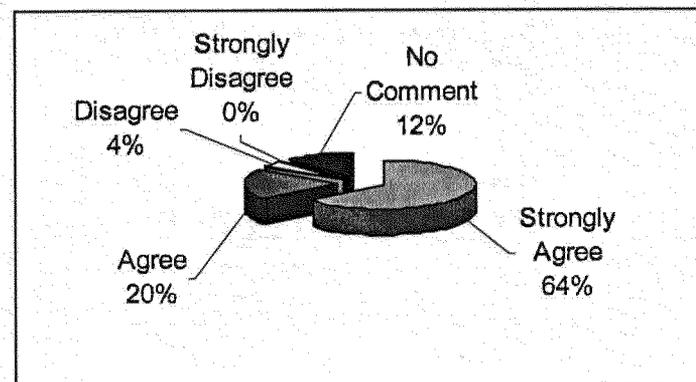
While departmental buy-in to managing their own human resources functions does have wide support, there is also a clear expression that certain functions must remain centralized to be managed effectively. The division of efforts as outlined in the original redesign plan does seem appropriate, at this time, for the culture of the County.

Survey Responses

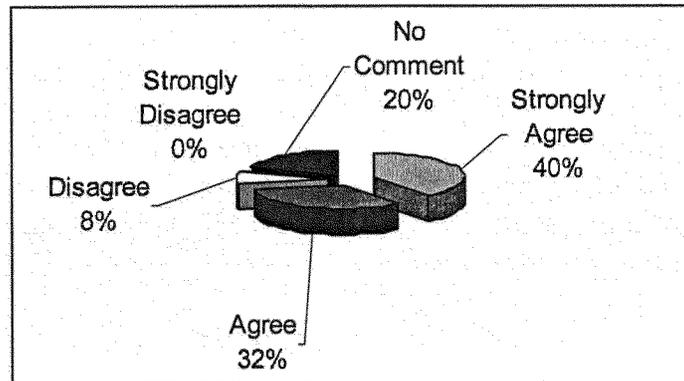
- The decentralization of Human Resources has resulted in a higher level of responsiveness to my Human Resources issues.



- The decentralization of Human Resources has resulted in better overall customer service to the public.



- The decentralization of Human Resources has been a cost-effective way of providing support to department programs.



➤ **ISSUE: Have responsibilities, accountability and authority been well defined and addressed?**

Again, the information provided during the interviews with groups and individuals seems to be consistent with the survey responses. As can be seen in the first survey response below, 52% disagree or strongly disagree that there are clear lines of authority and responsibility between the departments and central human resources. Additionally, 60% strongly disagree or disagree that policies and procedures necessary to coordinate efforts have been developed and distributed. However, when we view the basic enabling documents such as personnel rules or county code, 56% agree or strongly agree that these documents provide enough flexibility to maintain an open and equitable system.

What was found lacking during the evaluation, however, was Central Human Resources assuming the role of updating policy and procedures development as assigned in the County Personnel Rules. The various committees and advisory groups seem to have assumed the role.

An example of this is that a common theme during this study was that several policies and procedures have been in the development stage for months and do not seem to move to completion. Several members of the Human Resources Manager's Group expressed frustration in that work the group drafted has disappeared, with no feedback received on why or when things will move forward. Central human resources must take the lead in the development of policies, and mechanisms must be established for holding central human resources and departments accountable for consistent policies and practices.

As is often the case when uniform policies or procedures are not routinely reviewed or distributed, many of the departments are moving forward with their own, which may or may not be consistent with the overall approach desired by the County. Several of the

managers were unaware that conflicts have developed because of inconsistency in application of policies across County lines.

It must be pointed out, however, that while the departments express a belief that they are operating efficiently in the designated areas of responsibility, there is not an identified system of reporting to central human resources, nor is there an established audit function to ensure compliance and uniformity of the application of rules. The County needs to clearly develop procedures for auditing human resource functions just as it does the financial activities of departments. Additionally, there is no information coming to central human resources from departments that provides a basis for Countywide programs, such as succession planning or diversity efforts.

Additionally, as can be seen in viewing the employment claims summary below and the detailed breakdown of charges provided in Chart 4, "Employment Charges", page 19, there has been a significant increase of legal actions following the redesign.

Year	New Claims	Lawsuits	Other*
1996	?	4	?
1997	11	2	9
1998	20	9	11
2000	26	7	19
2001**	8		8

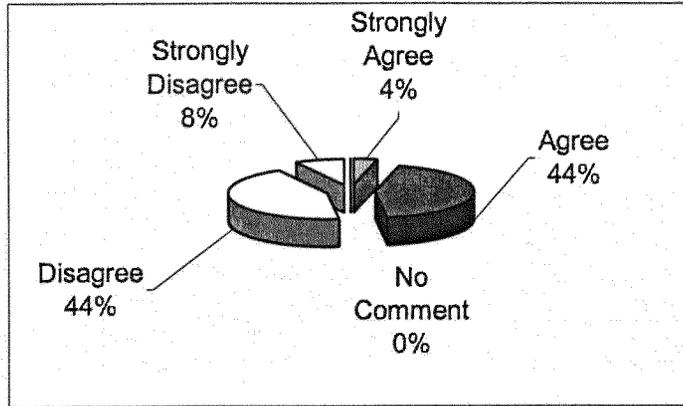
* Tort Claims and BOLI and EEOC complaints

** Through 9/26/01

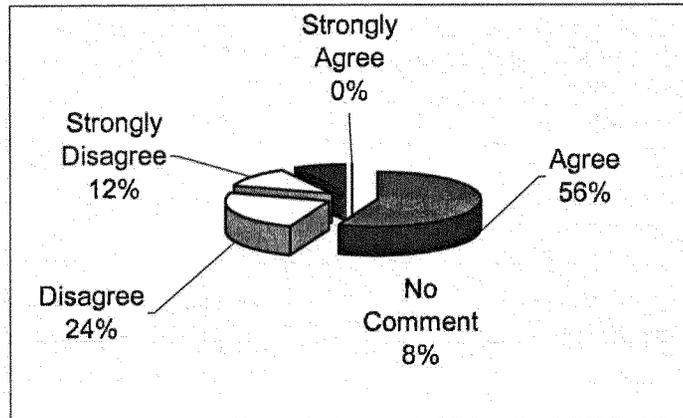
While there is no way to be certain of the relationship for charges to the lack of policy, there is an indication that greater coordination of policies and procedures is needed to ensure consistency of application to avoid continuing legal actions.

Survey Responses

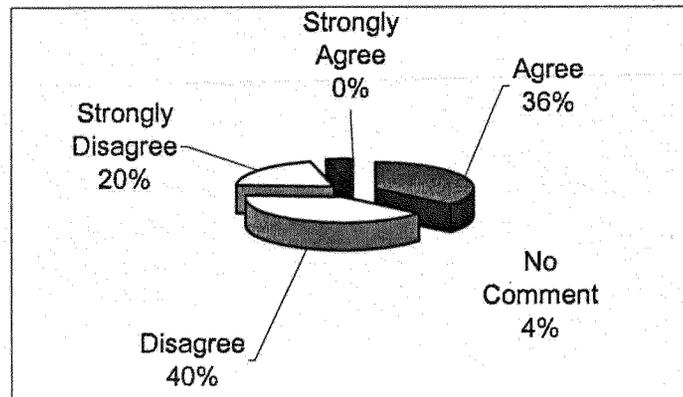
- Lines of authority and responsibility between the central and department functions relating to Human Resources issues are clearly defined and understood.



- Current Personnel Rules and County Codes provide enough flexibility to allow departments the ability to meet changing needs while maintaining an open and equitable system.



- The Policies and Procedures necessary to implement a coordinated decentralized Countywide Human Resources system have been developed and widely distributed.



EMPLOYMENT CHARGES

Chart 4

Most Claims have more than one charge.

Charge	1997	1998	1999	2000	2001*
Disability Discrimination	3	3	0	6	1
Gender Discrimination	3	7	5	8	2
Sexual Harassment					
Race Discrimination	3	8	5	3	4
Religious Discrimination	0	0	0	1	0
Age Discrimination	2	1	0	5	2
Aiding and Abetting Discrimination	0	1	0	0	0
Reverse Discrimination	0	1	1	1	0
Retaliation for Complaining of Discrimination	2	3	3	7	0
Retaliation for Whistleblowing	3	2	1	5	1
Sexual Orientation	0	2	0	0	0
Wrongful Discharge	1	1	0	0	2
Freedom of Speech	1	1	0	1	1
Due Process	1	0	1	1	0
Right to Marry, Association	0	0	0	1	0
Defamation	1	0	1	1	2
False Light	0	0	0	1	0
Use of FMLA/OFLA	0	2	1	1	2
Infliction of Emotional Distress	0	0	1	1	0
Breach/Interference with Contract	0	0	1	2	3
Constructive Discharge	0	0	1	0	0

*Through 9/26/01

- **ISSUE: Have training and communication mechanisms been established to ensure central and department staff are well informed on policies, practices and legal requirements involved in human resource issues?**

There is a strong opinion expressed in the survey and during the interviews that not enough is currently being done to train human resources related staff on issues. This opinion can be clearly seen in the response to the first survey question with 88% strongly disagreeing or disagreeing that sufficient training is being provided.

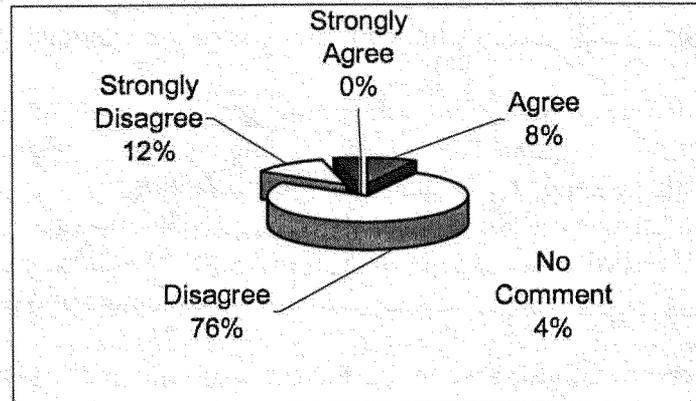
An issue that must be addressed is to determine who is responsible for the development and provision of this training. There is an absolute need to train supervisors and managers throughout the County on human resources practices, policies and legal requirements. The central human resources staff should be able to provide and/or coordinate this training. However, the abilities and knowledge of central human resources staff should be developed to the point that they can serve as trainers and consultants on issues.

Additionally, because of cutbacks in the budget, each member of the central human resources staff is allocated only \$250 per year for training and development. If this was an experienced staff that had been in place for several years, this amount might be adequate, however, with new staff and constantly changing labor laws, individuals have expressed a great deal of frustration in not receiving adequate training. The defined role of the majority of central human resource staff requires more than that of technicians. Adequate resources must be provided to develop and update staff skills to manage and serve as the technical experts to departments.

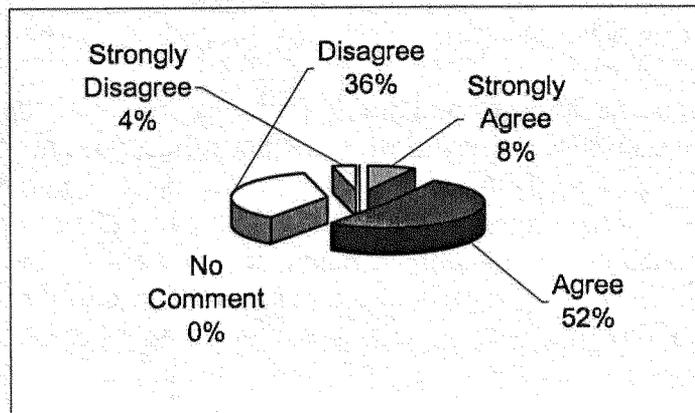
The second part of the issue covered in this section is evaluating the existence and effectiveness of communications mechanisms. In other words, does the County have systems in place to provide the tools to communicate service issues and develop changes to the system that provide input from the stakeholders, as well as the central staff that have the designated responsibility for policy development? The answer seems to be a qualified yes. 60% agree or strongly agree that the mechanisms are in place, 40% feel they are not. During the interview process, this consultant came away with the impression that most people believe the mechanisms exist, but are not currently being used effectively.

Survey Responses

- Sufficient training regarding the Human Resources system has been provided to both central and department staff to prepare them to address issues and be consistent in the application of policies.



- Currently there are appropriate mechanisms in place for central and department Human Resources staff to communicate service issues and mutually develop workable changes to the system.



Summary

Approximately two years ago the County redesigned the human resources functions, decentralizing many of the operational activities and assigning the responsibility to the department heads to manage. While this report identifies several areas such as recruitment and day-to-day human resources functions that the stakeholders believe are working well, there is absolute need for better-developed central management through policies, procedures and audit programs to ensure better consistency in practice. This should have an impact on litigation and provide a more efficient and effective way for the County to manage its human resources.

Recommendations regarding Human Resources Systems, Overall

Issue	Recommendation	Expected Benefit
Clear lines of responsibility, accountability and authority seem to exist for routine operations, however, some issues are not being addressed or coordinated effectively.	Assign a manager in central human resources to coordinate Countywide efforts such as succession planning, long-range human resource planning, etc. This should include routine reports being provided by line departments related to turnover, organization changes, etc.	Currently the County operations generally have a number of independent entities. Human resources functions need to be coordinated Countywide to be more effective and reduce litigation.
There is a lack of consistency and clarity of Countywide policies and procedures relating to human resources issues.	Assign a manager in central human resources to coordinate the development of Countywide policies.	Central human resources staff will have a global view of current County issues and be better able to coordinate policy development than at the department level or at the County Counsel level.
There is a lack of established auditing procedures to ensure compliance with policies and procedures, including FMLA, compensation, position control, etc.	Central human resource auditing procedures should be developed and routine audits conducted of department practices.	Routine audits of department operations relating to human resources will ensure compliance and the uniform application of policies and procedures, thereby reducing the County's exposure to appeals and litigation.

Issue	Recommendation	Expected Benefit
<p>There is a need for planned, scheduled and on-going human resources training for human resource staff and other managers.</p>	<p>Assign a manager in central human resources to coordinate the development of training relating to human resource issues.</p>	<p>Planned, on-going training is critical in reducing the exposure of the County to litigation in the human resources field. Assigning this responsibility to a manager at the central human resources level should ensure uniform training and consistency in the information provided to staff and managers.</p>
<p>There is a need to reenergize the Human Resources Manager and Human Resources Forum meetings. Attendance has been dropping and meetings are not regularly scheduled.</p>	<p>Central human resources should be recognized as the primary clearinghouse of human resources issues. Staff in central human resources should continue regularly scheduled meetings of the Human Resources Forum and Human Resources Managers, and develop a long-range work plan identifying issues and policies that need to be addressed.</p>	<p>Communications with these groups will help ensure timely input from stakeholders on issues, but also provide a forum for distribution of information and training. At the same time, by clearly establishing central human resource responsibility for policy development and training, clear accountability can be established.</p>

B. STAFFING AND STAFFING RATIOS:

Findings

- **ISSUE:** Following redesign, departments added human resources staff to address service needs, central personnel remained relatively stable. What is an appropriate staffing for human resources functions?

Departments:

When addressing this issue with departments and the human resources staff within those departments, there was a significant difference in responses. Under the redesign plan, each department director is given a great deal of latitude in how the human resource function is structured, how it is staffed, and where it fits in the management of the department. As can be seen on Chart 2, "Current Human Resources Staffing Ratios", on page 11, departments vary widely in the number of human resources staff to number of employees. Community and Family Services has one human resources person for every 77 employees, while Health has one for every 366 employees. The Department of Sustainable Development has 414 employees and only two professional level human resources person to support them. Insufficient human resources staff results in having time to only deal with daily issues, with little time remaining for anything other than crisis management.

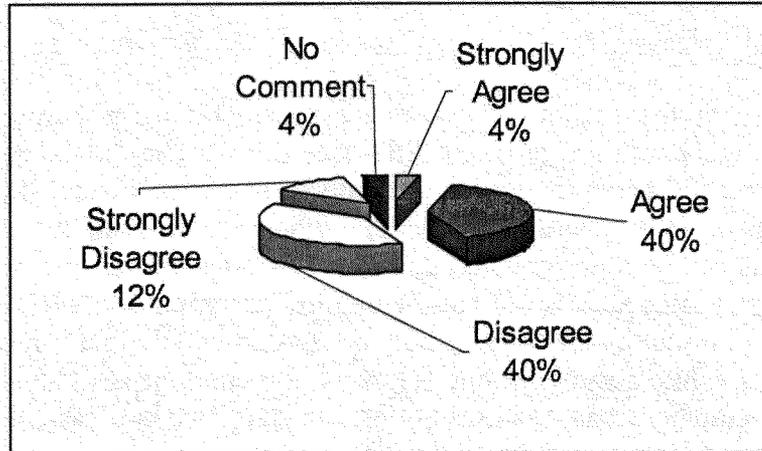
As can be seen by the survey response, 52% strongly disagree or disagree that staffing is appropriate at the department level.

Central:

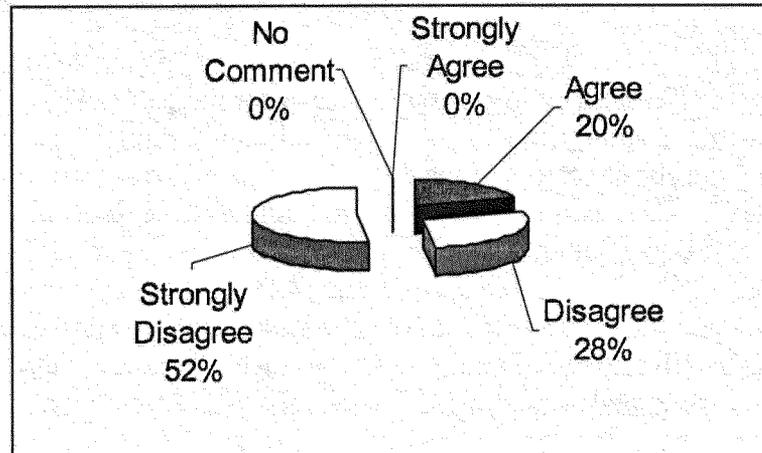
When looking at the staffing in central human resources, 80% strongly disagree or disagree that staffing is appropriate to respond in a timely fashion. Furthermore, in dividing the central human resources functions down into subsections, we found that 56% do not agree that staff is adequate for centralized recruitment; 68% do not agree that staff is adequate for test development; 88% do not agree staff is adequate for classification and compensation; 76% do not agree staff is adequate for employee relations; 64% do not agree staff is adequate for benefit administration; and 56% do not agree that staff is adequate for EEO/Affirmative Action. These survey findings are very consistent with the comments that were made during both individual and group meetings. Almost all of the comments made regarding service issues from department representatives were prefaced with statements regarding turnover and the understanding of key central human resources functions.

Survey Responses

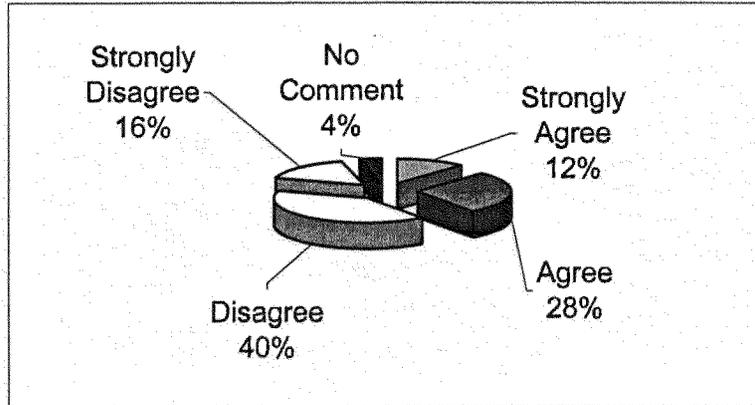
- Staffing levels in Human Resources at the department level appear appropriate to respond in a timely fashion.



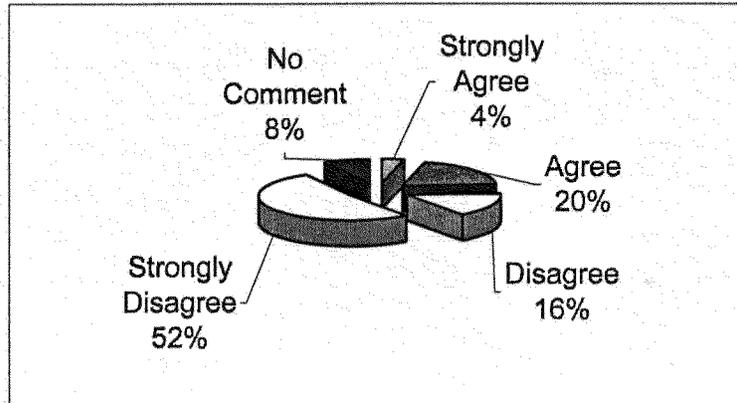
- Staffing levels in Human Resources at the central level appear appropriate to respond in a timely fashion.



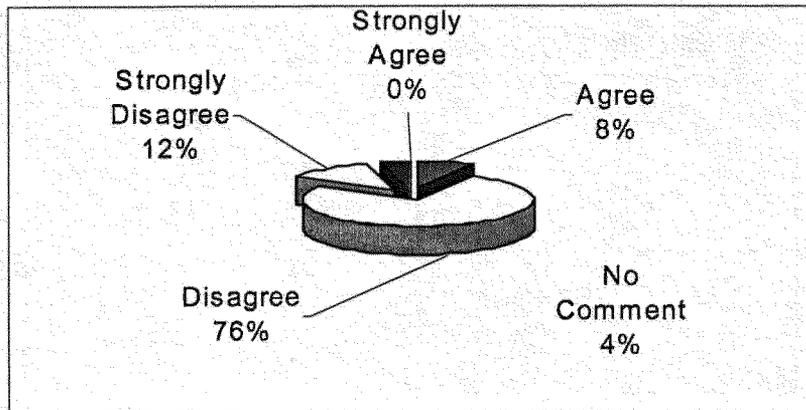
- Staffing levels in the centralized recruitment and selection functions appear appropriate to be responsive in a timely fashion.



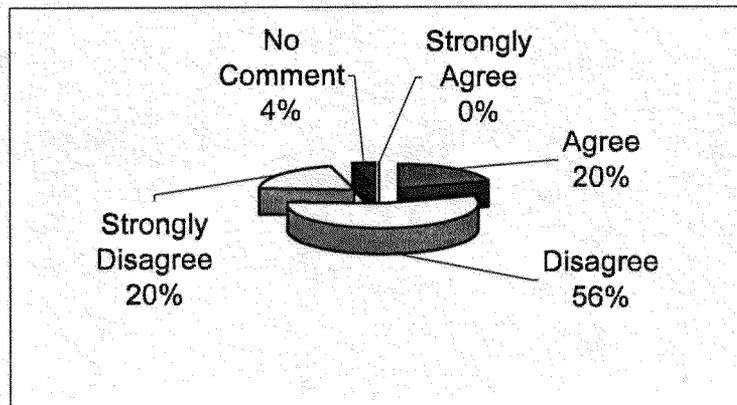
- Staffing levels in the central Human Resources function appear appropriate to provide departments with the needed test development expertise.



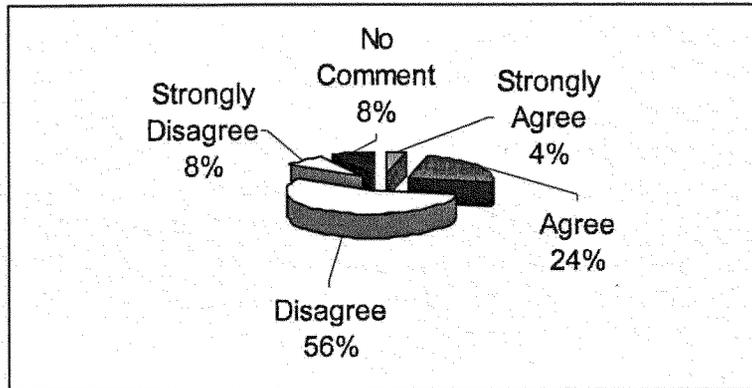
- Staffing levels in the centralized classification and compensation function appear appropriate to respond in a timely fashion.



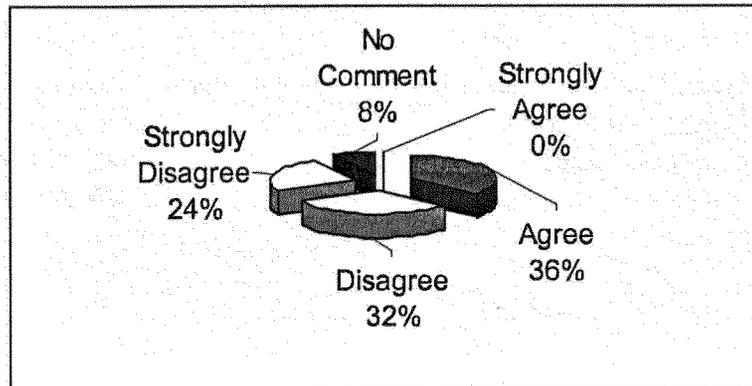
- Staffing levels in the employee relations function appear appropriate to respond in a timely fashion.



- Staffing levels in the centralized Benefits function appears appropriate to respond in a timely fashion.



- Staffing levels in the centralized Affirmative Action function appear appropriate to respond in a timely fashion.



➤ **ISSUE: Are there staffing standards or benchmarks that can be used to determine staffing ratios for the human resources function in the County?**

To supplement the information and data provided by those interviewed and surveyed in the County, this consultant contacted nine agencies in three states in an attempt to identify a standard. The information gathered regarding whether functions are centralized or decentralized, staffing and staffing ratios is available on Chart 5, "Comparison Local Government Jurisdictions' Staffing", on page 31. It must be noted in reviewing this chart that positions in agencies often perform support to human resources activities as part of their duties, but are not listed because it is not their identified primary function. This is the case in Multnomah County, as well as with several positions entering data on new hires, etc. that do not show up on organization charts.

This consultant chose to use employee counts that include budgeted temporary positions because they can constitute a significant workload relief for human resources staff. If we look at the total human resources staff-to-employee ratio for the County, which is shown on Chart 2, we see that the ratio is one person to every 89 employees. The Statistical Summary of Comparison Agencies' Ratios vary only slightly when viewing the mean and median, and mean with the high and low agencies excluded. These ratios are one person to every 105, 95 or 101 employees. This would appear to indicate that the County is only slightly over staffed in overall comparisons.

Sacramento County in California, although much larger in size, has the closest match to Multnomah County in relation to the decentralization of functions. Generic recruitments are conducted at the central level, with departments conducting their own specialized recruitments. All departments have human resources staff in the agency that provide the same type of counseling and routine support as Multnomah County, with guidance and policy direction received from the central human resources function. Sacramento County has a staffing ratio of one human resources person to every 47 employees. When looking at the central human resources function, this ratio is one to every 100 employees. It is generally believed, and this consultant holds the same opinion that decentralization means more human resources staff and less economy of scale in central human resources staff providing services. Multnomah central human resources staff is one to every 292 employees, or six times the ratio of Sacramento County.

The City of Portland is changing from a decentralized to a centralized function and good data is not currently available on how that organization will eventually align.

Comparison Agency Data

▪ Statistical Summary of Comparison Agencies Ratios

Method	Ratio
Mean of All Agencies	1:105
Median of All Agencies	1:95
Mean of Agencies Minus High/Low	1:101

- **ISSUE:** Is the current organizational structure of the central human resource function within the Support Services Department appropriate to address the goals of the organization?

Turnover within the central human resources function has created an environment that makes evaluation of the structure difficult. The function has lost many of its senior managers and the new management has been involved in a number of pressing issues including contract negotiations and Employee Benefit Board.

One of the issues that presents itself is that the function needs to be structured in a way and at a level that can provide Countywide human resource leadership. Policies and procedures impacting the County must be developed under the direction of a manager. Program expertise is lacking in several critical elements such as test validation, classification and compensation, and policies that will be discussed later in this report.

In addressing the lack of responsiveness prior to the redesign effort, the County decentralized and added significant numbers of managers and staff in departments. At the same time, little was done to increase the central staff size and expertise and, in fact, the staff has had to undergo reductions.

As can be seen from the survey responses above, there is a universal understanding that the central human resources function is understaffed to accomplish its assigned responsibilities and mission. It is clear, also, that the current structure must be modified to better address the service demands.

Chart 1, on page 10 provides an overview of the structure.

COMPARISON LOCAL GOVERNMENTAL JURISDICTIONS' STAFFING

Chart 4

Agency	Service Population	Number of Employees	Size of HR. Dept	Staffing Ratio*	Centralized Human Resource Services							Decentralized HR Employees	
					Training	Class & Comp	Recruitment & Selection	Test Validation	Risk Management	Labor Relations	Worker's Compensation		
King County WA*	1,737,000	13,699 (includes f/t & p/t)	102	1:134	X	X					X	X	Separate Risk Management Department; 12 departments employ 3-4 staff each for recruitment and selection; 2 departments (Transit & Natural Resources) employ 14-15 staff for recruitment and selection.
Washington County OR	445,342	1,475 (f/t) 43 (p/t)	16	1:95	X	X	X	X	X	X	X	X	Individual departments participate in recruitment and selection by assisting with test development and rating of examinations for review by H.R. However, H.R. is responsible for the overall examination process.
Pierce County WA	713,400	3,006 (f/t) 85 (p/t)	26	1:118	X	X	X	X			X		Risk Management and Worker's Compensation are housed within a Risk Management Department.
City of Portland OR*	529,121	5,285 (regular) 3,002 (non-regular)	56	1:148	X	X	X	X			X		Risk Management and Worker's Compensation are housed within a separate and unique bureau; the City is currently shifting from a decentralized to centralized H.R. function.
Sacramento County CA	~1,210,000	13,651 (includes f/t & p/t)	288	1:47	X	X	X	X	X	X	X	X	Every department also employs staff to perform recruitment, selection and payroll functions; the Public Works and Human Assistance Departments can do their own classification and compensation functions, but it must go through the H.R. Department before being approved.
Marion County OR	284,834	1,400 (includes f/t & p/t)	15	1:93	X	X	X	X			X		Separate Risk Management Department.
Lane County OR	315,700	1,350 (f/t) 130 (p/t)	16	1:93		X	X	X	X	X	X	X	Each department provides their own training, but they don't have specialized training/human resources staff; the Sheriff's Department has 2 positions (Personnel Specialist and Administrative Analyst) that performs testing services as well.

Agency	Service Population	Number of Employees	Size of HR. Dept	Staffing Ratio*	Centralized Human Resource Services							Decentralized HR Employees
					Training	Class & Comp	Recruitment & Selection	Test Validation	Risk Management	Labor Relations	Worker's Compensation	
Clackamas County OR	338,391	1,865 (regular) 601 (temporary)	27	1:91	X	X	X	X	X	X	X	No major decentralization.
San Mateo County CA	~722,000	4,942 + 350 for courts	42	1:126	X	X	X	X	X	X	X	No major decentralization.

* Currently undergoing major reorganization and some reductions

**Ratios are calculated based on the total of regular and temporary staff.

Summary

There appears to be some significant discrepancies in the staffing levels in human resources between the various County departments. While the goal of redesign is to allow departments to manage their own functions, if that management creates situations where County employees are being treated differently in different departments, this warrants some generalized County standards. With some exceptions, however, staffing at the department human resources function seems to address the departmental needs. This is not true of the staffing at central human resources. There is clearly a need for additional staff in classification and compensation, test validation, and policy development and auditing. There was a universal belief that the individuals in central human resources are doing the best they can, but that there is significant understaffing in some key areas.

A review of the central human resource organization indicates that there is a significant need for restructuring the functional areas in order to provide adequate service and advancement toward goals of redesign.

Recommendations regarding Staffing and Staffing Ratios

Issue	Recommendation	Expected Benefit
Central human resources appears to be understaffed and cannot meet their service expectations or enterprise functions.	Allocate a minimum of three new positions to address service issues discussed in this report, and dedicate high-level staff to systems management responsibilities.	The Countywide coordination of human resources functions is absolutely critical to meeting the County's goals and minimize litigation.
Lack of staffing at central human resources has led to inconsistent interpretation of policies and a lack of expertise in human resource issues.	Same as above	Same as above.
Central human resources must provide management-level technical direction to Countywide human resources practices and develop accountability for practices.	The County should review the salaries for central human resources functions and the reason for the high turnover in staff, and take appropriate actions to better recruit and retain highly qualified staff.	No progress can be made in the long-run if turnover of management and key staff members of central human resources continues. The cost savings and reduction in potential liability should make steps cost effective.

C. RECRUITMENT AND SELECTION:

Findings

- **ISSUE:** Recruitment and Selection functions have been, for the most part, decentralized to the departments. Central human resources has maintained the coordination responsibility of recruitment and selection activities for a few support classes. Has this system been effective?

As can be seen below in the survey results, 86% strongly agree or agree that the decentralization of recruitment and selection has provided better candidate lists in a timely fashion, and 88% have the same opinion regarding the system's ability to attract more highly skilled candidates. These figures are consistent with the comments gathered during the individual and group interviews. There is no way to determine whether this is a phenomena relating to the department's better "buying into" the processes they direct or the result of actual service improvements.

An issue that arose during the interviews was the need expressed by some departments to develop individual department identities in recruiting, such as different applications and/or a different look to their recruitment materials.

One area, however, that neither central human resources nor department management is pleased with is that of the centralized clerical testing that is jointly performed in a consortium with the other agencies. Candidates must pay \$5.00 to take a generic test that, according to all sources, has not been updated to include adequate testing of computer related skills. Candidate lists do not appear to supply candidates that meet the knowledge and ability needs of the individual departments. This process should be eliminated.

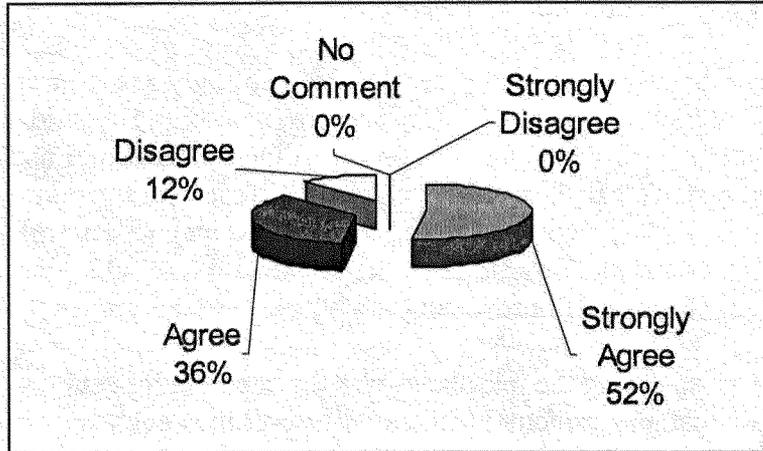
While 60% of those surveyed indicate that they believe the decentralization has assisted the County in meeting its diversity goals, there was concern expressed during the interviews that more Countywide coordination of diversity efforts was needed in the recruitment process, including assistance from central human resources in identifying groups to target during focused recruitment efforts.

Another issue that was frequently mentioned was regarding testing. Central human resources does not have anyone currently on staff designed to assist departments with test development or test validation. This is a key function that requires a knowledgeable, experienced professional and is listed as one of the duties to be maintained centrally. Currently, departments rely on the managers, who may have only limited experience in test development, to create testing processes. This practice could lead to the processes being challenged in court. Test validation must be a second step following a major effort to improve the classification plan.

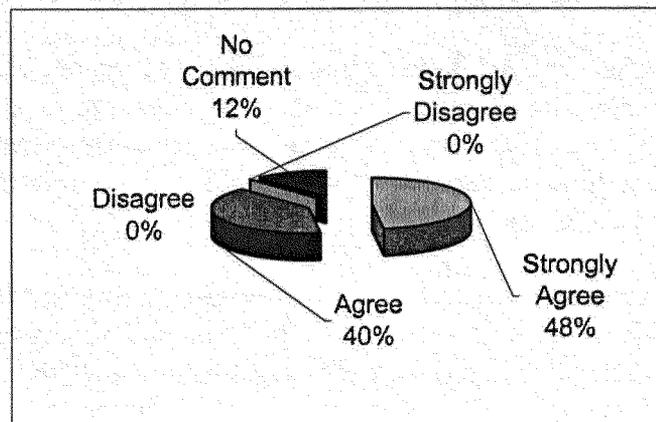
Generally speaking, most of those participating in the study have expressed the belief that the decentralization has been a positive step in the area of recruitment and selection.

Survey Responses

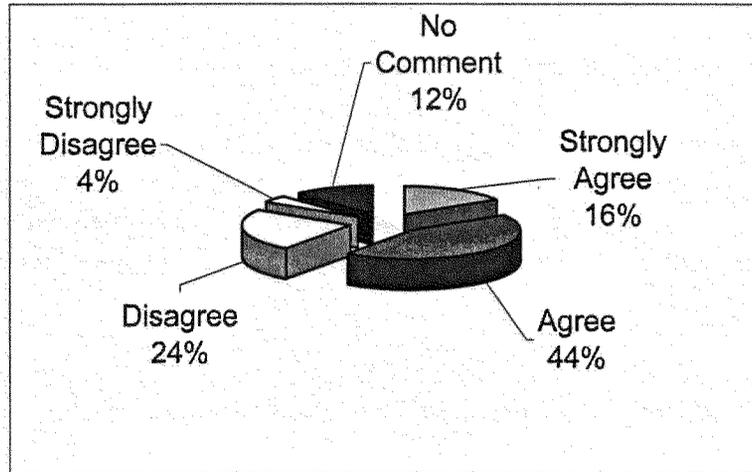
- By preparing their own recruitment materials and conducting their own recruitments, departments are better able to develop candidate lists in a timely fashion.



- Having Human Resources staff at the department level working closely with managers has provided a vehicle for attracting candidates who better meet the knowledge, skill and ability needs of the various programs.



- Decentralization of recruitment functions has assisted the County in meeting its diversity goals.



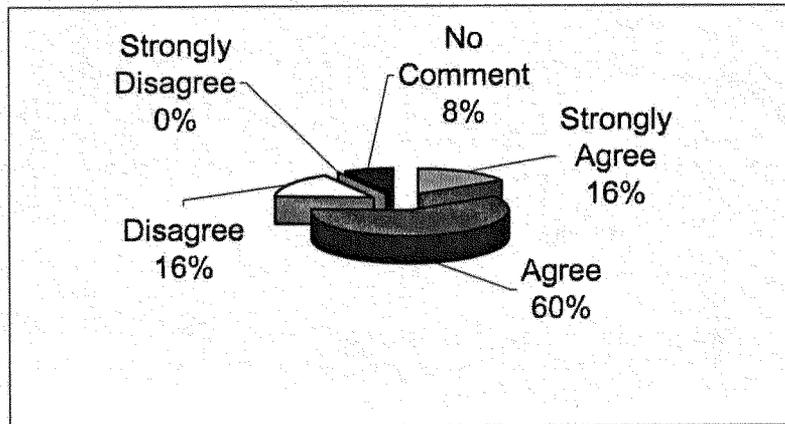
- **ISSUE:** Central human resources places all advertising, maintains the web page listing of openings and collects and enters all application materials. Is this an efficient system?

With only a few exceptions, those interviewed during the study indicated that the centralized processes of accepting applications at two primary locations, entering this information into a tracking system, and then sending this information to the departments for processing is efficient and timely. This opinion is confirmed by 76% strongly agreeing or agreeing. In reality, the County uses almost two full-time positions to enter the information for candidate tracking purposes. The County currently uses no electronic application processes.

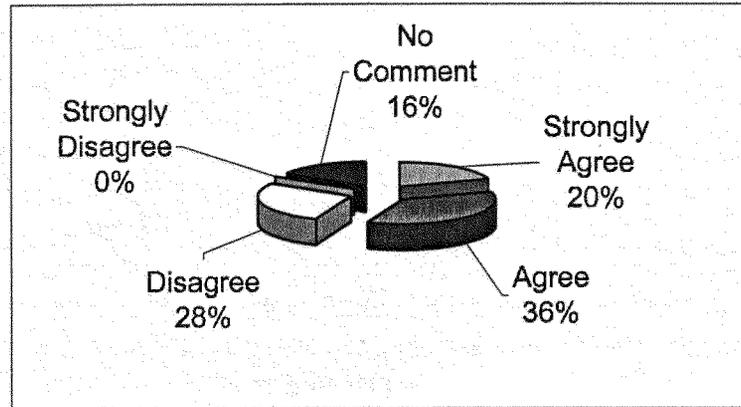
Although the survey shows 56% believe that there are clear channels to address appeals by applicants in a timely manner, several situations were discussed during the interviews where candidates were, in fact, confused and contacted central human resources with issues. There is a need for the County to review this issue.

Survey Responses

- The current practice of centrally receiving and entering application materials is an effective operating system.



- The current systems provide clear channels to address appeals or concerns raised by applicants in a timely fashion.



Summary

The decentralization of recruitment and selection has been somewhat successful. However, there are some areas where there is a need for continued improvement. One of these areas is the need to improve the quality of clerical testing and to provide better assistance in doing test development. Another area is in improving or at least providing better clarification for candidates of how they get feed-back on their status in recruitments.

Recommendations regarding Recruitment and Selection:

Issue	Recommendation	Expected Benefit
Clerical testing by the consortium needs to be reviewed to ensure it meets current testing needs.	Review the current practice of clerical testing and, at minimum, revise the examination used to include computer skills-based testing.	The current labor market does not provide a large number of skilled clerks. Timely and better testing will allow departments to fill critical positions.
There is currently no support provided from central human resources for test development and validation.	Designating at least one position at central human resources to provide expertise in test development and validation, following an update of the classification plan.	Assisting departments to develop better testing processes will provide the County with a better employee population plus reduce opportunities for litigation.

Issue	Recommendation	Expected Benefit
<p>Departments want to establish separate identities from the County for recruiting purposes.</p>	<p>The County should maintain its current practice of focusing on the County as the employer, not separate further into individual department employers.</p>	<p>Multiple images will add to the confusion of who is actually employing the individual candidate and create difficulties in having clear lines for transfer and promotions between departments.</p>
<p>Candidates are not always clear on how to find out their status in a recruitment or to whom they should appeal. Confusion will often send candidates to other employers.</p>	<p>The Human Resources Managers should develop a process or other procedures that can be clarified in written instructions to candidates.</p>	<p>Clear and timely feedback to candidates will keep top candidates interested in working for the County.</p>

D. CLASSIFICATION/COMPENSATION:

Findings

- **ISSUE:** Is the centralized classification and compensation operation providing efficient and timely management of the plans?

There is agreement among most of those interviewed that the County's classification and compensation systems must be centrally managed to ensure consistency and fairness across departmental lines. Also, everyone interviewed expressed the opinion that this function is providing little support to departments.

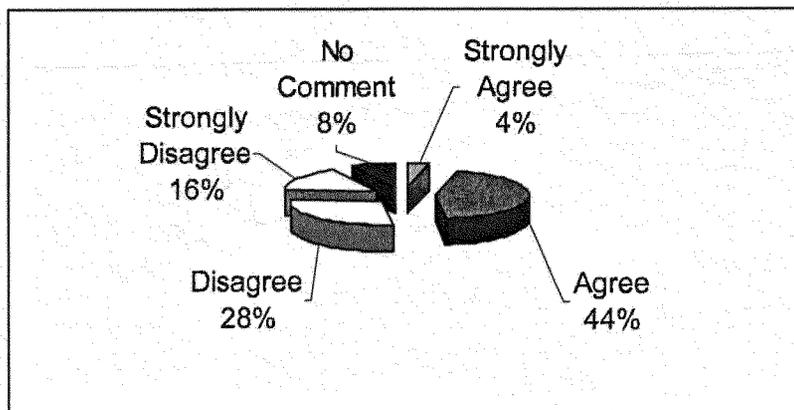
A current classification plan is a critical element for the County to manage a human resources system. Not only is it the basis for establishing compensation, addressing disability issues, and providing clear career information for employees, it is also the foundation for defensible testing practices. Good test validation will base much of its success on a classification plan.

However, when we review the survey response as to whether staff in this area is appropriate to respond in a timely manner, 88% believed it is not. Also, 80% do not believe that class specifications are routinely updated and integrated into a Countywide plan.

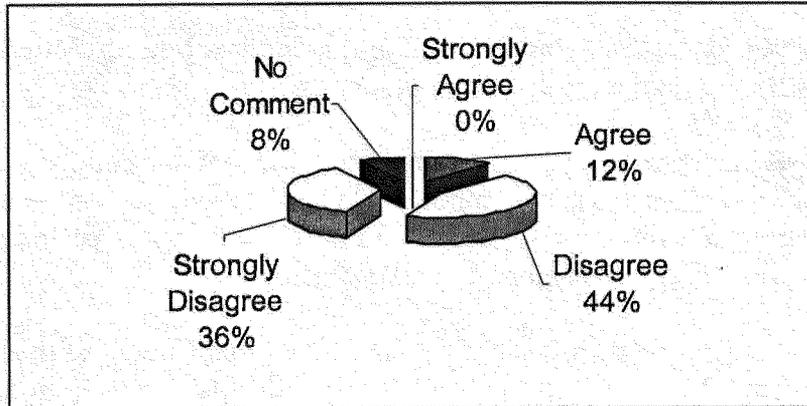
Additionally, 76% of those surveyed indicated that they did not agree that there is adequate training for central and department staff in classification and compensation systems.

Survey Responses

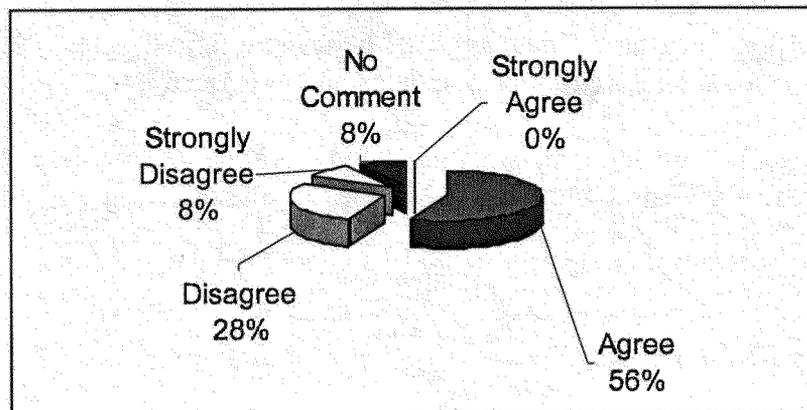
- The current centralized support for classification and compensation is addressing my service needs.



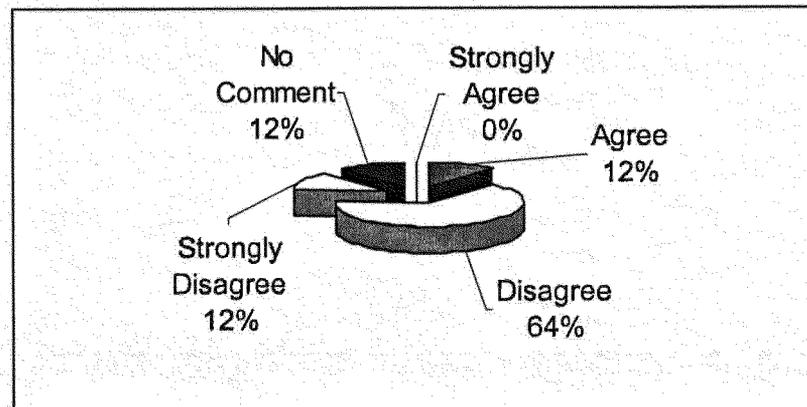
- Class specifications are routinely updated and integrated into a County-wide classification plan.



- The current system of compensation allows departments enough latitude to manage their departments while maintaining a fair system Countywide.



- There has been adequate training of central and department staff in classification and compensation systems management to ensure consistency.



Summary

This is the centralized service area that needs the most attention according to the vast majority of those interviewed. Staffing in this area is low, studies are behind, and the impact is that good employees will leave County service if they believe they are not being classified and paid appropriately. This is particularly true if they or their departments request a review and it takes months to complete.

Major classification and compensation studies that are conducted by outside consultants require a great deal of oversight and management by County staff. This function can occupy almost all of one full-time professional position for two or three outside studies. The County has almost twice that number of studies currently underway.

Department staff need to be trained in the practical aspects of classification and compensation and can assist central human resources in initial studies and reviews.

Recommendations regarding Classification and Compensation:

Issue	Recommendation	Expected Benefit
Classification and compensation studies are not being completed in a timely fashion.	Staffing in this centralized function should be increased to a minimum of two professionals.	More timely processing of reclassification requests.
There is no ongoing training available for human resources staff either centrally or in departments.	Training for all human resource managers and professionals should be conducted on classification and compensation plan management.	Better training and coordination between central and department staff can speed up request processing and provide better feedback to the employees and managers making requests.

E. LABOR RELATIONS:

Findings

- **ISSUE:** Labor Relations is a centralized function under the redesign plan. Is this function providing effective services?

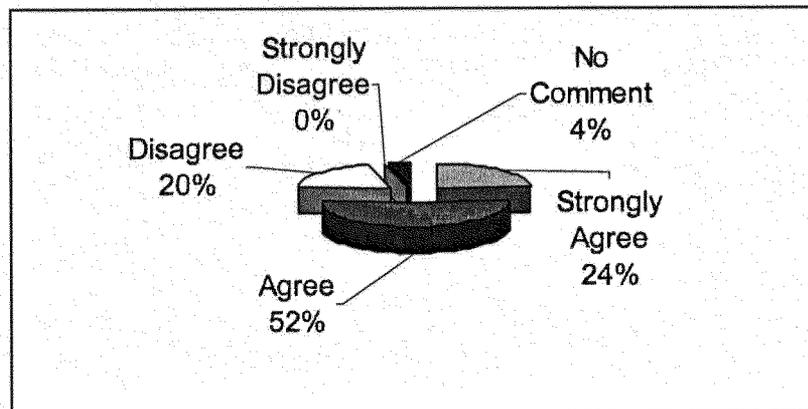
There is general agreement that the labor relations function is meeting the needs of the departments. Department managers serve on the negotiating team and 76% agree or strongly agree that managers have the opportunity to provide input into the process. 56% agree or strongly agree that they are adequately briefed on new contract provisions.

With regard to the processing of grievances and disciplinary actions, there was a positive response to the support provided by the central human resources function in providing advice and guidance, while also allowing departments to have more interaction in resolving grievances at an early level. Mechanisms are in place to address issues.

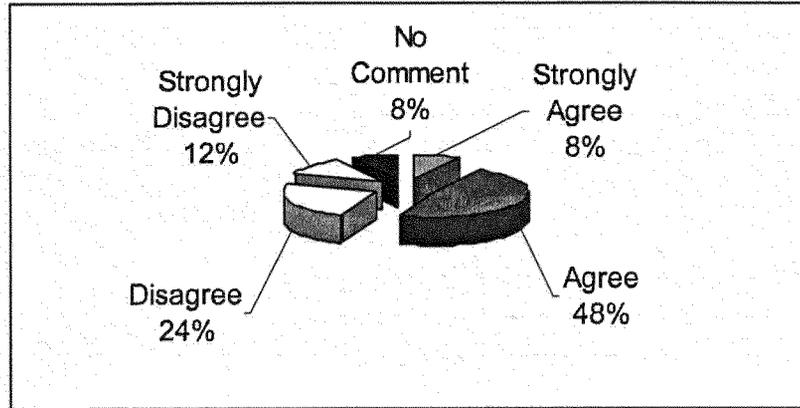
However, there is no real effort at this time to mandate the reporting of information to central human resources to allow for tracking and resolution of individual issues such as disciplinary actions, tracking of arbitrations, etc.

Survey Responses

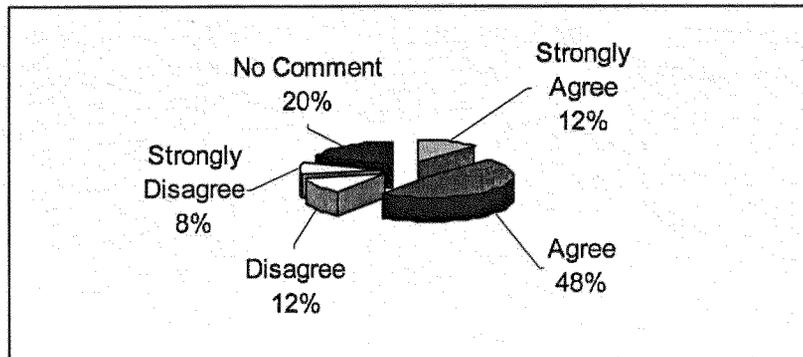
- Department management and Human Resources staff have the opportunity to provide input on issues related to contract negotiations.



- Department management and Human Resources staff are adequately briefed on new employee contract provisions to allow for uniform application Countywide.



- Decentralization has provided a mechanism to more effectively address grievances and appeals to disciplinary actions.



Summary

The labor relations function seems to be meeting the expectations of the departments in relation to the negotiation process, providing support on grievances and counseling on disciplinary action.

It is necessary, however, for tracking mechanisms to be put in place that provide a full picture of issues to central personnel to better address consistency and practice issues.

Recommendations regarding Labor Relations:

Issue	Recommendation	Expected Benefit
Department staff and managers need to be briefed on new contract provisions.	Continue the past practice of labor relations staff holding multiple briefings.	This will reduce the workload of central staff in not having to respond to questions, and will ensure consistent application of provisions.
Reporting of disciplinary actions, arbitrations and other actions is not centralized for Countywide management of issues.	Develop a system of centralized reporting of issues by the departments.	With a full picture of what is happening in the labor force, the central human resources function will be able to perform its system management and strategic planning role.

F. HR DATA/TRANSACTIONS/RECORDS MANAGEMENT:

Findings

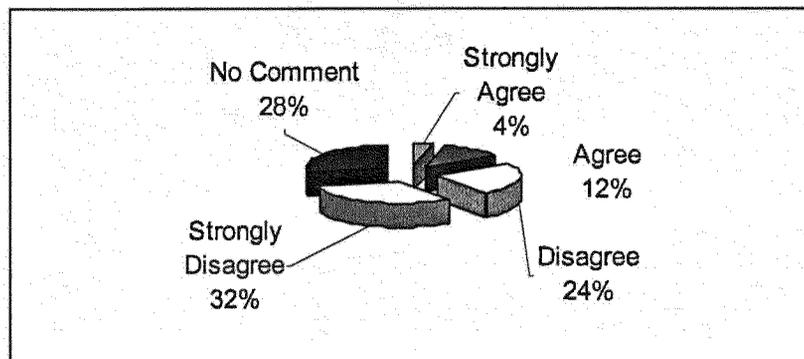
- **ISSUE:** Part of the redesign process maintained benefits administration centrally while decentralizing records management and much of the transaction function. Is this working efficiently, particularly with the implementation of MERLIN?

The departments now handle much of the transaction function regarding inputting human resources data for registration and increases, etc. This data needs to be viewed in the light that the MERLIN system is new and not everyone has been trained in the various reporting aspects of the system.

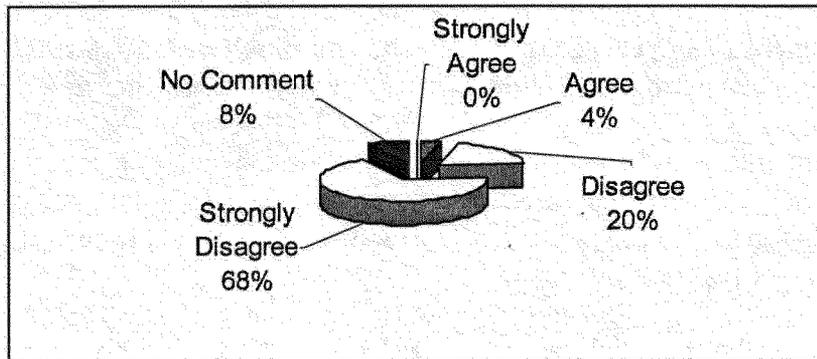
While there are systems in place to allow for accurate and timely processing of transaction, the central human resources staff have expressed a concern that there is a problem with the consistency of the way data is being entered. Many of the departments have multiple points of data entry with a variety of staff levels entering the data. This has resulted in over and under payments being made to employees.

Survey Responses

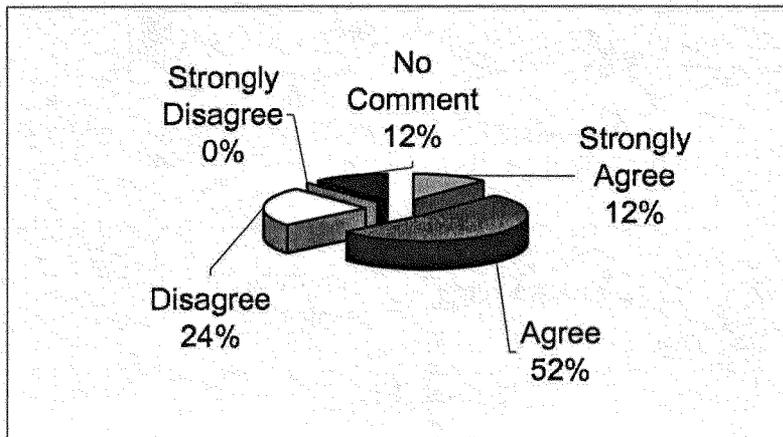
- The introduction of MERLIN has reduced the workload related to Human Resources at the central office.



- The introduction of MERLIN has reduced the workload related to Human Resources at the department level.



- Currently, systems are in place that allow for accurate and timely processing of Human Resources transactions.



Summary

The administration of human resources transactions has undergone changes with the MERLIN system and is too new to evaluate effectively. However, there is a clearly identified need for working groups to be formed for training and coordination of data entry.

Currently the departments vary in who is assigned to maintain information systems; some using a consolidated approach while other department spread the function to various program levels. This has led to problems in correctly entering data.

Recommendations regarding HR Data/Personnel Transactions/Records Management

Issue	Recommendation	Expected Benefit
Data being entered into the system is not consistent and contains errors. This has caused financial loss to the County.	HR Maintainers should be assigned to collective units. Training and coordination sessions must be ongoing with all staff who are involved in data input. Additionally, systems must be streamlined for central human resources to conduct audits of information to ensure accuracy.	Reduced errors in employee compensation and data with a subsequent reduction in financial loss.

G. EQUAL EMPLOYMENT OPPORTUNITY/AFFIRMATIVE ACTION:

Findings

- ***ISSUE:*** The County has recently brought the EEO/Affirmative Action function into human resources from a joint operation with the City of Portland. Is this working effectively?

Of those surveyed in writing, 60% believed this system is working effectively. However, when looking at the next survey question, there is a mixed response in that only 44% agree that they are receiving an adequate level of support in conducting investigations relating to sexual harassment and discrimination.

When interviews were conducted with department managers, most indicated that the departments conducted investigations appropriately and that there were very few to deal with. However, in discussions with the County Counsel's staff, there was concern expressed regarding the handling of complaints.

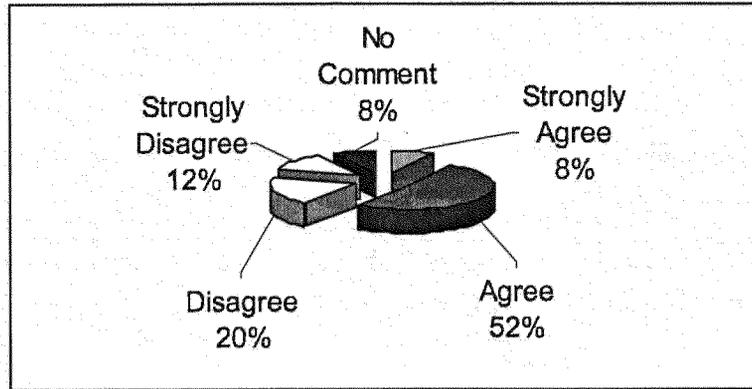
A review of the records indicates that currently the County has nine lawsuits and eleven BOLI/EEO complaints and 16 other employment related claims in process. The fact that departments are not aware of the level of complaints is an indicator of the lack of EEOC/Affirmative Action central coordination and communication.

The information provided to this consultant indicates that the EEO/Affirmative Action Officer is not normally involved in an investigation, nor is this manager made aware of all of the complaints being investigated in the County.

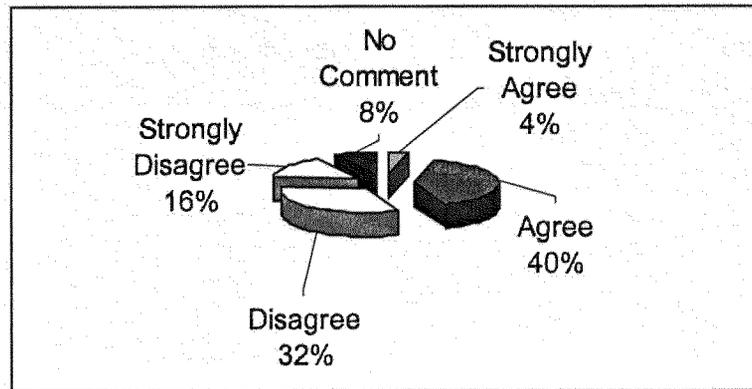
Additionally, the EEO/Affirmative Action function is not readily utilized in planning and conducting recruitment outreach activities. This is an area where a subject matter expert, such as the manager, may provide invaluable assistance to departments in meeting diversity goals.

Survey Responses

- The current centralized Affirmative Action function is efficiently providing oversight of the County's plan.



- Departments routinely receive an appropriate level of support in conducting investigations relating to discrimination or sexual harassment.



Summary

This area is similar to several of those discussed above in that the current system does not provide for Countywide monitoring of potentially expensive complaints. This practice prevents the County from taking proactive measures to address issues relating to sexual harassment and discrimination. The EEO/Affirmative Action function is primarily serving, at this time, in a passive, plan-oversight mode.

Recommendations regarding Equal Opportunity/Affirmative Action:

Issue	Recommendation	Expected Benefit
There is no Countywide oversight of BOLI and EEO complaints.	Procedures should be developed to require all departments to report complaints to central human resources for investigation and/ or monitoring.	This recommendation will allow the County to be proactive in addressing issues early in the process across departmental lines through reporting and coordination of complaints.
There is a need for training expertise to further proactive diversity efforts and develop wider based cultural competency.	Efforts should be made to increase the involvement of central human resources EEO staff in program related issues with departments.	Same as above

H. BENEFITS:

Findings

➤ **ISSUE:** Is the County's Benefits program meeting the service needs placed on it?

The Benefits office provides eligibility and manages the self-insured program that covers over 1,400 lives, and coordinates services with seven vendors. The program includes a significant retiree population of 400 current members. Benefits include COBRA, medical, dental, vision, STD/LTD/Life, Basic Life, MERP, DCAP and the Bus Pass program. Two open enrollments are required annually.

Current staffing in the program is four full-time, two half-time, and two temporary employees.

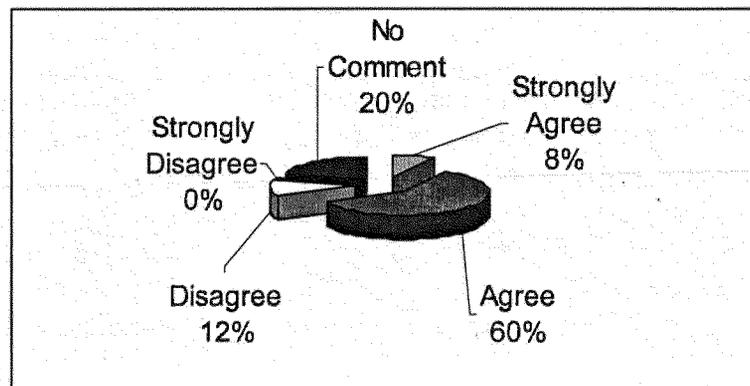
The Employee Benefits Board has recently restructured the plan and the impact of this change has yet to be realized, however, this was a joint management and employee board that worked through the process.

MERLIN has greatly impacted on the workload of this unit.

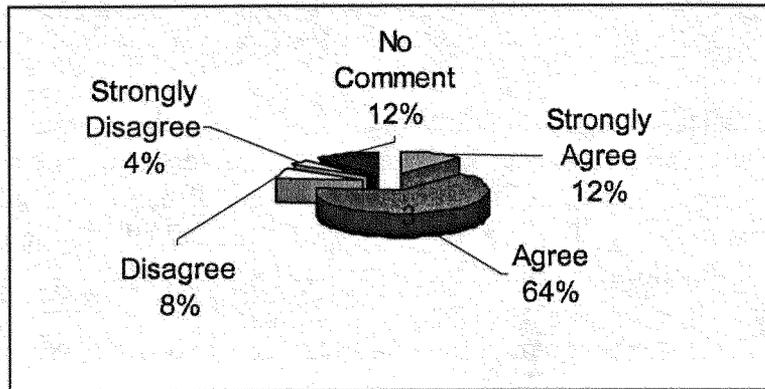
At the same time, however, 68% believe that the centralized administration of the benefit plan provides efficient oversight.

Survey Responses

- The current centralization of benefits administration is efficiently providing oversight of the County's plan.



- Currently, the County has an effective safety program and ongoing safety training that is responsive to department needs.



Summary

This area is generally functioning very well. However, the services provided to retirees have created an increasing workload and service demand. Considering that 25% of the County’s current employee population is expected to retire within the next 5 years this demand will be increasing.

Recommendations regarding Equal Opportunity/Affirmative Action:

Issue	Recommendation	Expected Benefit
There is currently no staff member dedicated to providing services to retirees.	Allocate a permanent position to manage retiree program activities.	This recommendation will allow the County to be proactive in addressing current and future retiree service demands.
The demands on the Benefit program require expertise in these areas. Currently staffing is done with temporary positions.	Reallocate the current temporary positions to permanent positions to meet workload demands.	The process of working with the Benefits Committee has been completed and staff levels are clear for this program area. Failure to continue this staffing may result in financial impacts on the program.

APPENDIX A

LIST OF THOSE INTERVIEWED

INDIVIDUALS:

In some cases, while listed as individuals, two or more may have been present during an interview.

Name	Title	Department
Cecilia Johnson	Director, Department of Support Services	Support Services
John Ball	Chief Operating Officer	Chair's Office
Shery Stump	Program Manager for Organizational Effectiveness	Support Services
Trink Morimitsu	Manager for Business Process Design	Support Services
April Lewis	Manager for Organizational Development	Support Services
Gail Parnell	Labor Relations Manager	Support Services
Cathy O'Brien	Benefits Manager	Support Services
Colette Umbras	HR Manager	Community Justice
Leila Wrathall	Senior HR Analyst	Support Services
Ellen Ullrick	Senior HR Analyst	Support Services
Lozeno Poe, Jr.	Director, Department of Community and Family Services	Community and Family Services
Kathy Tinkle	Deputy Director Business Services	Community and Family Services
Susan Ayers	Senior HR Analyst	Support Services
Lucy Shipley	Senior HR Analyst	Support Services
Rob DuVale	HR Manager	Community and Family Services
Jennifer Huntsman	Senior HR Analyst	Community and Family Services
Jeanie Staino	HR Clerical Unit Supervisor	Support Services
Kathy Short	Assistant County Attorney	County Attorney
Jacquie Weber	Assistant County Attorney	County Attorney
Tom Sponsler	County Attorney	County Attorney
Agnes Sowle	Assistant County Attorney	County Attorney

Name	Title	Department
Robert Phillips	EEO/Affirmative Action Officer	Support Services
Jo'ey Stewart	District Attorney Operations Manager	District Attorney
Kathleen Fuller-Poe	HR Manager	Health
Millie Castillo	Senior HR Analyst	Health
Joanne Fuller	Deputy Director	Community Justice
Mike Oswald	Acting Director, Department of Sustainable Community Development	Department of Sustainable Community Development
Kathy Treb	Executive Assistant	Community Justice
Carole Ford	Deputy Director	Health Department
Ginnie Cooper	Director, Department of Library Services	Library Services
Becky Cobb	Manager, Library Support Services	Library Services
Jim McConnell	Director, Department of Aging and Disability Services	Aging and Disability Services
Don Carlson	Program Manager, Business Services	Aging and Disability Services
Sharon Mackin	HR Manager	Aging and Disability Services

GROUPS:

Representatives from the following stakeholders groups were invited to meet with this Consultant or this Consultant attended a regular meeting to obtain input from the group.

- ❖ Health Department Administrative Team
- ❖ Human Resources Division Group Meeting
- ❖ Operating Council, Human Resources Committee
- ❖ Human Resource Managers
- ❖ Employee Benefits Board

APPENDIX B

LIST OF DOCUMENTS REVIEWED

- ❖ Affirmative Action Compliance Strategy
- ❖ Available data regarding classification requests for the period of 1997 to present.
- ❖ Central and Department Job Descriptions when available
- ❖ Department of Community and Family Services, Human Resources Office Survey Result 2000.
- ❖ Department of Sustainable Community Development, Human Resources Plan
- ❖ Employment Litigation Case List, dated July 16, 2001
- ❖ HR/Payroll Redesign Project Plan
- ❖ Human Resources Staffing chart, dated March 2001
- ❖ Human Resources Survey, Multnomah County Department of Community and Family Services, Support Services/Human Resources, dated June 26, 1998
- ❖ Investigating Internal Discrimination/Harassment Complaints, handbook
- ❖ Job Descriptions for central and department human resources positions where available.
- ❖ Labor Agreements
- ❖ Memorandum, dated November 22, from Fernando Conill, Manager, Employee Services Division titled "Human Resources Re-engineering Status Report"
- ❖ Multnomah County Code and Personnel Rules
- ❖ Multnomah County Employee Survey 2001
- ❖ Multnomah County, Employment Application Form
- ❖ Multnomah County's Equal Opportunity Affirmative Action Plan
- ❖ New Hire/Re-Entry Action Form
- ❖ Results Roadmap, A plan for implementing quality in Multnomah County, sections related to Human Resource functions
- ❖ Sections from the FY2002 Approved Budget regarding vision and strategic plan for Support Services and the organizational structure of departments.
- ❖ Summary of Employment Claims

APPENDIX C
COUNTY PERSONNEL RULES
SECTION 100.02, 100.03 AND 100.04

100.02 Vision and Values

- A. Vision: The County human resources policies and practices are based on an active partnership and collaborative sharing amongst Departments. To fulfill this vision, responsibility for the County's human resource functions has been divided between the service delivery Departments and the Department of Support Services. Departments have been provided tools to realize results by having resources and training to manage their human resource functions.
- B. Values for the collaboration include:
 - 1. Maintenance of the principles of the merit system and assurance that laws, rules, procedures and collective bargaining agreements are implemented;
 - 2. Continued support for the County's affirmative action principles and goals;
 - 3. Support and enhancement of the County's role as employer; and
 - 4. Collegial operations to meet customer needs.

100.03 Decentralization of Human Resources Administration – Department Responsibilities

- A. Departments and Elected Officials have been delegated the following responsibility within the County's Human Resource functions. Accountability remains with the Director. The Director may delegate responsibilities listed below to the Appointing Managers. Responsibilities are as follows:
 - 1. Recruiting, testing and employing staff in classifications under their responsibility;
 - 2. Determining individual employee's rates of pay within established pay ranges and pay practices;
 - 3. Authorizing special salary changes or incentive payments within established programs;

4. Authorizing employee leaves with and without pay;
5. Rewarding or disciplining employees;
6. Assuring diversity in the workforce;
7. Maintaining employee's official files and such other records that may be required for audit, evaluation and monitoring purposes;
8. Assigning work, preparing job descriptions, assisting in maintaining an accurate classification system;
9. Maintaining the basic tenets of the merit system;
10. Participating in the collective bargaining process by identifying needed contract changes and participating upon request in the bargaining process;
11. Responsibility for local union relationship;
12. Defining and developing or assisting in the development of employees' knowledge, skills and abilities; and
13. Participating in Employee Services' human resources functions evaluation and monitoring process and conducting self-evaluation when appropriate.

100.4 Decentralization of Human Resources Administration – Department of Support Services Responsibilities

- A. Policy and procedure development, including writing, obtaining consensus and training managers;
- B. Human resources technical consultation and assistance to Departments and employees;
- C. Proactive development of state of the art human resources systems best practices clearing house;
- D. Monitoring and evaluating the County's human resources functions, including establishing a self evaluation process for Departments;
- E. Lead responsibility for work force planning, organizational development, and diversity of the County's workforce;

- F. Developing classification plan and format, writing classification specifications, determining knowledge, skills and abilities required for each classification, approving the allocation of jobs to classes;
- G. Assisting the development and validation of exams to promote the selection of the most qualified candidates;
- H. Developing and maintaining the compensation plan, including recommendations for pay ranges;
- I. Negotiating collective bargaining agreements, providing training on and interpretation of agreements, assuring fair dispute resolution, advocating for change with elected officials, and overall responsibility for maintaining union relationships;
- J. Administering the County's employee benefits programs, developing policy, informing employees of benefits and requirements, researching and surveying to remain competitive in both compensation and benefit programs;
- K. Administering safety programs, employee assistance and injured worker programs;
- L. Developing policy and procedures governing the management of County employees' performance in a manner consistent with County values;
- M. Developing systems, policies and procedures necessary to assure compliance with legal and contractual obligations; and
- N. Developing an employee development plan and providing appropriate training to assure that the County's workforce is skilled and knowledgeable.

APPENDIX D INTERVIEW QUESTION FORM

The following form was used as the basic format for individual and group interviews. In some cases this consultant deviated from the format to develop a more open dialogue.

**Multnomah County
Human Resources Functions
Interview Format**

GROUP/INDIVIDUAL:

- **What has been most beneficial about the decentralization of human resources functions?**

Recruitment:

Classification:

Contract Administration:

Benefits:

- **What does not seem to be working?**

Recruitment:

Classification:

Contract Administration:

Benefits:

GROUP:

- **Are there other functions that should be decentralized?**
- **Are there functions that should be re-centralized?**
- **What are the primary issues that you would like addressed in any recommendations?**
- **What agencies do you believe should be used as benchmark agencies for the purpose of evaluating effectiveness of the current operations?**
- **Who handles appeals to exams? Procedure?**
- **Who handles discrimination complaints? Procedure?**
- **How does the County ensure consistent application of policies across department lines?**

APPENDIX E

HUMAN RESOURCES FUNCTION SURVEY ADDITIONAL COMMENTS

Several of the individuals who responded to the Human Resources Function Survey provide additional comments to supplement their ratings on the survey. These comments are provided here in no particular order.

- “Some of these questions were difficult to answer since there have been so many changes in the central office. It is difficult to project what the impact of these changes will be at this time or in the near future. Staff at the central office have all been very customer service oriented, seeing us in the field as customers. I have not encountered such a timely and reliable response to questions from a central hr unit with any of my past five employers.”
- “Would have been helpful to have had a better range of degrees for the above, since many items of not either kinds of agreements. For me, the issue is more one of a lack of clarity around service delivery (departments) vs. service support (central), with the added addition of authority and accountability as a central expectation from the policy body; and the need for some level of consistency. These seem to be core themes that need clarification as processes are considered and designed.”
- “Although there was an initial additional cost by the departments in 1998 to ‘re-engineer’, the savings in terms of lawsuits, grievances, improved efficiencies and service to the departments, improved services to staff, - plus the ability to take on the additional workload of MERLIN and make it work! – the benefits have far outweighed the costs.

Please note that there has not been a new contact for the last 3 years – so this question is truly impossible to answer at this time. However, given the current staffing in HR, I believe it would be impossible for them to do the contract orientation work needed (we are still waiting to hear how they’re going to do the 2 day training on substandard performance management for our new supervisors and managers in the next couple of months!)

The current staffing level depends on the assistance of a 30-year veteran on a half time basis, they are unable to take on big projects, and instead we spend money on consultants over and over, with mixed results. They are unable to be proactive in many instances, including leading the county in revisions to the classification format and ensuring ADA compliance in descriptions. We are way behind – and reducing the staffing from 2 to 1 is going to ensure we never catch up.”

- “There is uncertainty about the values, goals, expectations, etc. of the current leadership. With so much churn in the organization, some communication, support and direction would probably be appreciated --- especially with regard to projects that have come to virtual standstills. Hopefully those values are in line with those espoused and accepted since redesign.

More staff is needed.”

- “Need more coordination of county efforts for OSHA. Need more linkage and control to Payroll for ee records/pay. Need oversight functions of dept. for consistency of rules, classes, etc.”
- “The central HR function has never been clearly defined and communicated. Despite this fact, the obligation to uphold employment laws and collective bargaining agreements continues with fragmented coordination. What is slipping through the cracks because of the lack of processes, reports, etc? I’ll be interested to see the final report of the HR study and more importantly the outcome of the study.

It appears that work is reactive to situations as they arise. The lack of proactive strategic analysis and planning has resulted in chaotic work products and processes. Many work processes are undocumented, which leaves the power of knowledge with a few individuals in the central HR department.

The SAP system is a powerful database tool but without management reports it is inefficient. The effort to input data without a system to extract the data in a user-friendly format does not make sense. A major responsibility of Central HR function would be to manage the system countywide, reviewing various error reports, and conducting countywide analysis.”

- “To meet the County goal of being “an excellent place to work”, staffing and resources need to be increased in key centralized areas including countywide recruitment (i.e. outreach, advertising, and job fairs) and class and comp. – 1 FTE is not adequate to support an organization with 5000 employees and approx. 400 job classifications.

The HR Forum needs to be revitalized and maximized as a mechanism for communication and improvement of countywide HR issues.”

APPENDIX F

SUGGESTED PERFORMANCE EXPECTATIONS

The following are suggested expectations for adoption in monitoring the performance of the human resources functions. It may be appropriate to modify these recommendations to address particular internal operational concerns. Adherence to the expectations should be part of individual performance evaluations and the manager should be held accountable for compliance with the established standards.

Recruitment and Selection:

Regular Recruitment:

- Recruitment open within 10 days of receipt of request.
- Recruitment close within 30 days of opening.
- Selection process completed within 30 days of close of recruitment.
- Department completes hiring interview within 10 days of creating an eligible list.

Difficult or Specialized Recruitment:

- Department provide the central human resources staff with plan for focused recruitments to meet diversity goals.
- Selection process completed within 30 days of close of recruitment.
- Department completes hiring interview within 10 days of receiving eligible list.

Classification Study:

- Initial findings regarding classification requests will be completed within 45 days of request.
- Review of preliminary findings will be completed by the department within 2 weeks of receiving the findings.
- Bargaining unit review will be completed within 2 weeks of receipt of findings.
- Final classification report issued within 2 weeks of receipt of comments from departments and bargaining unit.

Compensation Recommendations:

- Compensation recommendations will be presented within two weeks of the approval of class specifications.

Benefit and Payroll Activities:

- All status changes and Personnel Action Forms will be processed within 48 hours of receipt.

