

## **Rule # 5-10 Administration**

**§§:**

[§ 5-10-010 Scope](#)

[§ 5-10-020 Vision and Values](#)

[§ 5-10-0230 Department Responsibilities](#)

[§ 5-10-040 Department of County Management Responsibilities](#)

[§ 5-10-050 Intergovernmental Cooperation](#)

[§ 5-10-060 Evaluation of County Human Resources Practices](#)

[§ 5-10-070 Purpose of Evaluation](#)

[§ 5-10-080 Department Records](#)

[§ 5-10-090 Evaluation and Monitoring Process](#)

[§ 5-10-100 Human Resource Oversight Team](#)

### **§ 5-10-010 Scope**

These rules govern and affect human resources administration for all county employees. These rules do not supersede provisions of collective bargaining agreements. These rules apply generally unless another rule or provision of a collective bargaining agreement more specifically applies.

These rules will be interpreted broadly. They will be considered as a whole rather than interpreted in isolation and out of context. The general principles stated serve as a basis for the practice of county human resources.

### **§ 5-10-020 Vision and Values**

A. **Vision:** The county human resources policies and practices are based on partnership and collaborative sharing among departments. Responsibility for the county's human resources functions is divided between the direct service departments and the Department of County Management Central HR Division. Departments have resources to realize results and manage their human resources functions.

B. Values for 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 diversity, equity and affirmative action principles and goals;
3. Support and enhancement of the county's role as employer; and
4. Collegial operations to meet customer needs.

## **§ 5-10-0230 Department Responsibilities**

Directors are delegated the following responsibility within the county's human resources functions to exercise authority and responsibility consistent with these Rules. Responsibilities include:

- A. Recruiting, testing and employing staff;
- B. Determining individual employee's rates of pay within established pay ranges and pay practices;
- C. Authorizing special salary changes or incentive payments within established programs;
- D. Authorizing employee leaves with and without pay;
- E. Rewarding or disciplining employees;
- F. Assuring diversity in the workforce;
- G. Maintaining employees' personnel files, reasons for discretionary salary changes made outside of the guidelines listed in MCPR 2-40-030 and such other records that may be required for audit, evaluation and monitoring purposes;
- H. Assigning work, preparing job descriptions, assisting in maintaining an accurate classification system;
- I. Maintaining the basic tenets of the merit system;
- J. Participating in the collective bargaining process by identifying needed contract changes and upon request in the bargaining sessions;
- K. Maintaining good relationships with county unions;
- L. Defining and developing employees' knowledge, skills and abilities; and
- M. Participating in evaluation and monitoring processes and conducting self-evaluations of human resources functions.

## **§ 5-10-040 Department of County Management Responsibilities**

- A. Development and implementation of policies, rules, procedures and forms to support consistent administration of human resources and labor relations functions and practices for the county;
- B. Human resources technical consultation and assistance to Directors;
- C. Proactive development of state of the art human resources systems and best practices clearing house;

- D. Monitoring and evaluating the county's human resources functions, including establishing self evaluation and external evaluation processes for departments;
- E. 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 positions to classes;
- G. Developing and implementing an overall system for the recruitment and selection of individuals for county employment which assures adherence to merit principles.
- H. Developing and maintaining the compensation plan, including recommendations for pay ranges;
- I. Negotiating collective bargaining agreements, providing training and interpretation of agreements, assuring fair dispute resolutions, and general overall responsibility for union relationships;
- J. Administering the county's employee benefits program, 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 procedures implementing management of county employees' performance in a manner consistent with county values;
- M. Developing systems and procedures necessary to assure compliance with legal and contractual obligations; and
- N. Developing an employee development plan and providing training to assure county employee workforce skill and knowledge.

#### **§ 5-10-050 Intergovernmental Cooperation**

Central HR may enter into agreements with other governments to furnish or receive services to facilitate public service, mobility and maximum utilization of staff and to improve personnel administration with respect to such matters as recruiting, examining, classification and compensation studies, training, education, personnel interchange and transfer, human resources best practices and fringe benefits.

Central HR may cooperate with other governments to share tests, eligibility lists and other personnel activities.

## **§ 5-10-060 Evaluation of County Human Resources Practices**

A. Central HR, in cooperation with Directors, will monitor and evaluate the effectiveness of the human resources functions within the county. Departments will be evaluated on their adherence to the county's merit system principles, and compliance with the federal, state and county law and rules in the following areas.

1. Recruiting, appointing, and promoting employees on the basis on their relative ability, knowledge and skills;
2. Retaining employees on the basis of their satisfactory performance, including developing and overseeing measures to correct unsatisfactory performance and taking appropriate actions when employees' performance concerns cannot be corrected
3. Assuring applicants and employees are free from discrimination and biased treatment in all employment actions, without regard to political affiliation, race, religion, color, sex, sexual orientation, gender identity, familial status, source of income, age, physical or mental disability, marital status, national origin or other protected status in all aspects of human resources administration; and
4. Assuring employees of protection against coercion for political purposes and preventing use of their official position for political purposes.

## **§ 5-10-070 Purpose of Evaluation**

A. The evaluation process will recognize that a balance of responsibilities between the departments and Central HR assures the best use of resources and expertise and produces the best management of the county's human resources.

B. The departments and Central HR participate in planning, implementing and regularly monitoring and evaluating the effectiveness of the county's human resources program. Particular attention will be paid to the county's merit principles, adherence to applicable laws and county rules.

C. Departments will be evaluated and monitored on records management and performance of assigned responsibilities.

## **§ 5-10-080 Department Records**

Each Director must maintain adequate files and other records as required by the rules that provide information about the department's implementation of human resource program responsibilities.

## **§ 5-10-090 Evaluation and Monitoring Process**

- A. A human resources oversight team designated under MCPR 5-10-100 will review implementation of the merit practices and these rules by Directors, and may require that departments conduct self-audits. The review may focus on a single issue such as the practice of setting salaries under the personnel rules or general matters such as a review of the recruitment and selection practices of a Director.
- B. Central HR will form teams to conduct reviews. The teams may include staff from Central HR, payroll, departmental human resource offices and other designees. At least 15 days prior to a departmental review, Directors will be informed of the review's purpose, the process to be used and the composition of the review team.
- C. Central HR and the team will minimize, where possible, the impact of the process on the day-to-day activities of departments.
- D. Review teams may present draft reports and findings to the Director and managers for discussion and comment within 30 days following completion of the review. If areas of improvement are identified, a proposed performance enhancement plan will be developed. The evaluation team will work with the Director to devise performance enhancement plans by presenting recommendations, which may include providing training and follow-up reviews. These plans will include steps to correct the identified area(s) of improvement, describe how those improvements will be measured and the frequency of follow-up.
- E. Final reports and recommendations will be provided to the Director within 30 days following the completion of the review. The Director may respond to the final report. When improvements are required, departments must respond to the evaluation team within 20 days of the final report, unless Directors have received written extensions from the Multnomah County HR Director (MCHR Director).
- F. Results of the evaluation along with the final proposed performance enhancement action plans will be forwarded by the Director to the MCHR Director within 15 days of the final review by the evaluation team.
- G. Evaluation reports and requisite performance enhancement action plans will be provided to the Chair and the Department Director by the MCHR Director. The Chair will facilitate resolution of any continuing disagreements arising from an evaluation. Decisions to accept or reject action plans will be made by MCHR Director.

## **§ 5-10-100 Human Resource Oversight Team**

Central HR will work with appropriate forums to monitor the implementation of the county's human resource functions. As evaluations reveal areas requiring change or improvement, recommendations will be forwarded to the Chair for adjustments or corrections to the practices

or rules to improve the county's human resource functions and ensure alignment with county strategic goals.