

Human Resources

The Human Resources Department coordinates and directs the overall administration operations for the City of Salem, including the recruitment and examination processes for vacant positions; classification and compensation analysis; development and presentation of training courses to employees; performance evaluations; investigate civil rights complaints; civil service and personnel records retention.

The Department plans and promotes efficient, cooperative labor relations through the development of effective employee relations, policies and procedures, utilizing labor/management committees and collaborative bargaining techniques when possible. Human Resources also ensures user-departments, as well as the City organization, experiences satisfaction and support with employee relations issues and goals.

Human Resources manages and administers a comprehensive benefits program for employees, including self-insured medical, dental, and vision, FMLA/OFLA, HIPAA, life insurance, deferred compensation, disability insurance, retirement, federal and state mandated programs, and other voluntary benefits in the most cost effective method for the city.

The Department also provides a pro-active and cost-effective Risk Management program by promoting a safe working environment for city employees; provide fair and effective claims management in both workers' compensation and liability programs; minimize losses through the identification, containment and control of hazards; coordinate with other city departments to develop remedial plans for areas of concern; and purchase insurance to cover extraordinary losses.

As of June 2005, the Human Resources Department has 13 total employees.

**City of Salem Human Resources Department
Department Diversity Plan**

**Department Contact/Coordinator: Constance L. Munnell,
Director of Human Resources**

Goals:

1. To recognize and understand the value and purpose of diversifying the workforce and improve customer service to the departments and the public.
2. Continuously strive to maintain a workforce that is representative of the diverse Salem community.
3. Actively promote ongoing education of our workforce in areas of cultural competency and diversity awareness.

Responsibility:

All employees in Human Resources (HR) will be responsible for the implementation and oversight of the departmental diversity plan. Specifically, the HR managers are responsible for assuring the success of the plan as follows:

- Assist City departments with information and support needed to hire and develop qualified employees and provide a diverse, productive, harmonious, and enjoyable work environment.
- Assist City departments to provide a work environment free from personal bias and prejudice.
- Provide quality service while developing effective working relationships with departments and members of the community.
- Foster an environment where diverse employees and applicants have an opportunity to promote and apply for City jobs.
- The workforce reflects the diversity of the community.
- Engage in community outreach and involvement.
- Assist City departments in the implementation of departmental diversity plans.
- Assist City departments to ensure that new employees moving into the community are made aware of the resources available to make the transition in to the community positive.

Plan of Action:

1. Customer Service

- A. Assist departments in determining what vacant positions should be targeted in jobs which bilingual proficiencies are needed in order to better serve the minority populations in our community.

12 Month Target: Prepare a list of all City jobs that have contact with the public and designate those classifications as potential opportunities to hire bilingual speaking preferred. When openings occur, work with the department to ensure that bi-lingual is emphasized.

- B. Maintain and update the bilingual listing of employees and post on the intranet.

Target Completion Date: Completed listing and listing will be updated regularly.

- C. Update and improve accessibility of the department's website and develop information pertaining to City jobs in different languages.

Target Completion Date: Ongoing, however, initial review and implementation to be completed within 18 months.

- D. Explore information and/or materials on new training programs and opportunities to explore diversity skill building for citywide usage.

Target Completion Date: Ongoing, however, evaluation of current program for effectiveness to be completed within 12 months.

- E. Publicize a compilation of the Citywide diversity efforts.

12 Month Target: Once all department diversity plans are completed, send staff report to the City Council and post on City's web page. Each department should also post departmental diversity plans on the web.

2. Recruitment and Selection

- A. Update the contacts on the mailing list for recipients of new job announcements. Verify that the mailings are being utilized and getting into the hands of prospective applicants.

12 Month Target: Initial review needs to be complete, however, there needs to be an ongoing review process and updated as needed.

- B. Regularly re-evaluate priority qualifications for new hires. Ensure that the requested experiences and qualifications are relevant and up to date. Ensure that

the requirements are realistic, avoiding needless standards that may limit the pool of applicants.

Target Completion Date: Ongoing as vacant positions occur.

- C. Ensure that all tests are valid; cut off scores are appropriate (fall within the Uniform Guidelines for Selection and Recruitment); interview questions are valid and reflect cultural sensitivity; ensure that interview boards are culturally diversified.

Target Completion Date: Already completed, however, making sure that interview boards are culturally diverse is an ongoing process.

- D. Update the website with pictures of current employees that demonstrate the office culture and atmosphere.

Target Completion Date: To be worked on after the City implements new web page.

- E. Explore the implementation of internships with the intent to establish a broader base of interest and qualified candidates for future positions.

Target Completion Date: Consider expanding the internship program and evaluate the opportunity to provide inexperienced students to become part of the work place. Work with local colleges and high schools to establish a program. Department managers will need to be involved.

- F. Continue active participation in job fairs specifically in targeted areas aimed at women, minorities, veterans, the disable community, etc.

Target Completion Date: Ongoing.

- G. Engage in community outreach functions to strengthen community relationships.

Target Completion Date: Ongoing.

- H. Biannually distribute demographic reports on current workforce composition, applicant information and new hire information to departments.

Target Completion Date: Within 12 months.

3. Workforce Education

- A. Require cultural competency training for all employees. Continue competency training for all new City employees.

Target Completion Date: All new employees are trained within the first year of employment. As budget resources allow an ongoing cultural competency training program will be developed Citywide. Police and Fire Departments presently have programs in place

- B. Work with Community Services Department to notify employees of different cultural events taking place in and around our community.

Target Completion Date: As needed.

- C. Encourage staff attendance/participation in professional development opportunities, such as seminars, conferences, speeches, etc.

Target Completion Date: Ongoing.

- D. Promote an atmosphere of discussion regarding current issues involving diversity. Encourage employees to periodically circulate articles or stories that generate discussion and exchange of thoughts.

Target Completion Date: Ongoing.

- E. Develop specific training to include disability awareness, respectful work environment, workplace harassment, managing diversity, diversity awareness, and diversity skill building.

Target Completion Date: Within the next 12 to 18 months as the budget permits.

4. Risk Management

- A. Modify Risk Management web-page to provide multi-language information access.

Target Completion Date: Within the next 24 months.

- B. Modify claim forms with Spanish and English instructions.

Target Completion Date: Within the next 12 months.

- C. For emergency call-outs, prepare a multi-language information flier that would explain to citizens the purpose of our being at their home, explain the claims process and provide contact information.

Target Completion Date: Within the next 24 months.

- D. Prepare a similar information flier to provide citizens at motor vehicle accident sites.

Target Completion Date: Within the next 12 to 24 months.

- E. Phase in a notice on the reverse side of Risk Management business cards stating that we handle claims for the City and providing contact information.

Target Completion Date: As new business cards are ordered.

5. Performance Measurements

- A. Incorporate discussion and progress reports on diversity efforts into regular department staff meetings.
- B. Incorporate degrees of participation with diversity initiatives into the regular employee performance reviews.
- C. Monitor employment statistics in all departments to track long-term progress.
- D. Annually reevaluate HR Department Plan.