



BUREAU FY 2020-21 WORKFORCE PLAN

City of Portland Core Values:

Anti-Racism | Equity | Transparency | Communication | Collaboration | Fiscal Responsibility

The City of Portland implemented reduced hiring and pay actions in response to COVID-19 budgetary constraints. As we enter into a new fiscal year and with Council adoption of the above referenced values, all Bureau’s will be asked to look at personnel and classification decisions through a new lens. The Bureau of Human Resources will be leading new work in each Bureau (with collaboration from the City Budget Office and the Office of Equity and Human Rights), developing a Workforce Plan to ensure each Bureau Director is approving new positions and recruitments are reviewed and supported by Bureau Financial and Equity designees. The following chart outlines phases to transition from exception processes to intentional Workforce Planning.

Personnel Transaction and Hiring Restriction Phased Approach

Phase	I	II	III
	Active Emergency	Operating within Emergency	Recovery & Return to smart growth
Anticipated Time Period	April 2020 - Jun 2020	Jul 2020 - June 2021	July 2021
Length	1-3 mos	6 –24 mos	Post Emergency
Goal	Freeze personnel transactions to adjust responsibly to evolving situation	Respond to evolving financial picture and protect against long-term unintended consequences. Be planful and prioritize anticipated personnel actions.	Support smart bureau growth to fully meet community demands.
Action Taken	Temporary suspension of hiring and pay related personnel actions. Exceptions granted through case by case approvals.	Provide interim process to request recruitment and classification. Establish on-going bureau Workforce Plans based on highest priority personnel and operational needs,	Ongoing management of Workforce Plans. Allow for streamlined processing of personnel transactions while

		diversity and equity goals, and financial projections.	retaining emphasis on shared City goals and values in personnel transactions.
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As we anticipate the City will be operating within the COVID-19 state of emergency as well as in an uncertain economic climate for the next 12+ months, we will be entering a “Phase II” of regulated personnel actions. The goals of this phase are to:

- Provide flexibility for bureaus to manage core operations and continue progress on high-priority bureau and City goals, while ensuring preparedness for and adaptability to resource reductions;
- Ensure the City is taking action, living into our core values, and moving to “a better tomorrow;” making operational and staffing decisions to explicitly and intentionally better meet City goals -- especially Citywide and bureau specific goals associated with racial and disability equity.

This document is intended to function as bureaus’ primary plan for workforce and staffing actions throughout the 2020-21 fiscal year and beyond. Leveraging intentional workforce planning efforts will provide the opportunity to proactively anticipate staffing needs and improve operational planning for the Bureau of Human Resources. This document will outline the approach for the bureau’s HR actions throughout the year and allow for bureaus to connect planned actions with key operational and City goals in addition to current and potential financial constraints. Proactively developing and sharing this plan with BHR and CBO will allow for streamlined processing of associated requests.

Process Expectations & Approvals

Within Each Bureau

Bureau finance managers will be required to certify they have reviewed the requested Workforce Plan and the bureau will be capable of absorbing the costs of the plan according to their current financial projections. Bureaus are expected to own the costs of the workforce actions contained and approved via this plan. They shall not rely on additional resources being approved by Council to protect against layoffs to support the actions taken in this plan.

If your bureau does not have an equity manager, identify a liaison/designee to support this work throughout the year. Bureau equity managers or liaisons will also be involved in the development of the plan. Proactive equity manager or liaison participation in the development of the plan is required to ensure an equity lens is being applied throughout

all stages of development. On a quarterly basis equity managers or liaisons will be briefed by the bureau's business operations manager or supervisor on the progress of HR actions as articulated in the plan.

When HR actions are requested by a bureau designee throughout the year, the bureau contact shall confirm that the requested action is contained within the Workforce Plan in the associated transaction such as P-4 or requisition submission. This will allow for a more expedited review and processing by BHR.

When informing the Workforce Plan, bureaus shall consider the configuration of teams, equity goals, core values, and opportunities to add to the bureau/city culture versus seeking opportunities to staff based upon fit.

Central Bureau Support and Approval

As part of the development of this plan, the City Budget Office analyst and Bureau of Human Resources shall provide timely support in forecasting and workforce structuring/planning as needed or desired by a bureau or their commissioner-in-charge. The CBO analyst and Human Resources Business Partner shall approve the plan; their signature on the plan will function as a pre-approval for all subsequent staffing actions contained in the plan, assuming no major changes to the City's financial or operational environment that would necessitate a return to "Phase I" of the hiring freeze.

When bureaus request a personnel/position action, they should reference the priority action number below and BHR shall approve and process the request as long as it aligns with the pre-approved plan. Any actions requested that are on the bureau priority plan or are an exception to the plan shall contain specific notated approval within the personnel action form (PnF or PAR) or classification form, or by an attached approval from the relevant HRBP.

Director Approval

Once finalized, the Bureau Director will also sign off on the Workforce Plan. Bureaus should involve/consult their Director in the development of the plan, especially in relation to how the plan responds to bureau and Council priorities, to ensure timely approval of the plan.

Exceptions to the Plan

The purpose of this document is to be as planful as possible in addressing the unique demands of our time. However, we understand staffing needs may come up throughout the year that are not prescribed in this plan and those will be addressed on an individual basis through an exception request process. Exception requests must be submitted to the Human Resources Business Partner.

We also understand the development of this plan will take time and many bureaus, as a result of the hiring freeze, may have accumulated vacancies or other staffing deficits that present significant barriers to operations. All classification requests and vacant reclassification requests may move forward with no exception requirements. During the development of this plan, bureaus may request to fill positions or reclassify positions if:

- Current vacancy levels of a given bureau or division exceed 10% **or** the requested personnel action is required to meet explicit direction from Council or other safety/compliance need; **and**
- The bureau finance manager certifies that the bureau has funding to support the position/personnel action even under conservative financial projections; **and**
- The bureau equity manager/equity liaison certifies the position/personnel action will help meet bureau and City equity goals.

It is expected that these requests will be incorporated into the Workforce Plan even if they are approved before the more established plan is finalized. These request shall be processed as outlined above.

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BUREAU FY 2020-21 WORKFORCE PLAN TEMPLATE

I. Financial Planning

In the Spring Supplemental Budget Process, bureaus provided preliminary information about potential revenue and expenditure impacts related to COVID-19. The goal in this section is to provide a brief update based on current information.

- Based on the current economic picture, how have you updated your financial plan or fund projections? Specifically, for each fund you manage, please articulate:
 - In comparison to pre-COVID-19, how much are you projecting revenues to decrease in FY 2020-21?
 - Is this projection conservative? What could cause the impact to be greater?
 - What assumptions have you made to balance to this new reality?
 - For non-General Fund bureaus, does your projection include the use of fund balance or rate stabilization funds to reduce the impact of decreased revenues? If so, how much do you plan on using?
 - In comparison to pre-COVID-19, how much are you projecting revenues to decrease in FY 2021-22?
 - Is this projection conservative? What could cause the impact to be greater?
 - What budgetary and operational changes will you make to balance? For non-General Fund bureaus, does this include the use of fund balance or rate stabilization funds?

- What impact will these budgetary and operational changes have?
 - A number of City revenue streams will continue to experience unprecedented uncertainty over the next 12-18 months. What are the levers you can/would deploy to adjust your expenditures to a sudden decline in resources? Please be as specific as possible.
 - For ratepayer funds: what are the levers you can/would deploy to adjust your expenditures to accommodate a desire to increase ratepayer relief during an economic downturn/customer hardship?
 - For funds with uncertainty/volatility: If you knew that you would experience a 5-10% reduction in resource over the next 12-18 months, would you change your Workforce Plan? If so, how?
 - Please articulate any financial impacts to not moving forward with personnel actions. Please list the type of personnel action and describe specific cost impacts. What elements of the current hiring freeze create the most cost for your bureau?
 - Please articulate how you plan to further your bureau's - and the City's - progress towards racial and disability equity goals within this financially constrained environment.

II.FY 2020-21 Personnel and Position Actions

Please be as specific as possible when outlining your highest priority workforce actions over the next 4 months, 8 months, and 12-month period. For each item, please list the type of staffing and/or position action, the division in which the action is needed, the critical nature/impact of the action on core bureau operations, and how the action will further progress on bureau racial and disability equity goals. Items should be ranked in priority order. This information will help BHR plan its support of your bureau to ensure timely processing of these requests.

Examples of personnel and position actions:

- Fill single existing vacancy (specify position if known)
- Fill future vacancies
- Create new position(s)
- Fill newly authorized and budgeted position
- Create new limited-term or temporary position
- Extend limited-term position
- Reclassify position (vacant)
- Reclassify position and employee (grant status request)

Immediate Priority Personnel and Position Actions (July-October 2020)

1. Personnel and/or Position Action:
Operational Impact:
Equity Impact:
2. Personnel Action:
Division:
Operational Impact:
Equity Impact:
3. Personnel Action:
Division:
Operational Impact:
Equity Impact:
4. Personnel Action:
Division:
Operational Impact:
Equity Impact:

Mid-Year Priority Personnel and Position Actions (November 2020-February 2021)

5. Personnel Action:
Division:
Operational Impact:
Equity Impact:
6. Personnel Action:
Division:
Operational Impact:
Equity Impact:
7. Personnel Action:
Division:
Operational Impact:
Equity Impact:
8. Personnel Action:
Division:
Operational Impact:
Equity Impact:

Year-End Priority Personnel and Position Actions (March-June 2021)

9. Personnel Action:
Division:
Operational Impact:
Equity Impact:

10. Personnel Action:
Division:
Operational Impact:
Equity Impact:

11. Personnel Action:
Division:
Operational Impact:
Equity Impact:

12. Personnel Action:
Division:
Operational Impact:
Equity Impact:

Ad-Hoc Priority Personnel and Positions Actions

These are personnel and position actions that cannot be predicted along a particular time frame but are expected to occur at some point as part of regular operations, i.e. backfilling vacancies created by attrition, new Council priority programs and positions. Please indicate how completing these actions rank against the above priorities.

Personnel Action:
Division:
Operational Impact:
Equity Impact:
Ranking (in comparison with above priority ranked actions):

Personnel Action:
Division:
Operational Impact:
Equity Impact:
Ranking (in comparison with above priority ranked actions):

Personnel Action:
Division:
Operational Impact:
Equity Impact:
Ranking (in comparison with above priority ranked actions):

III. Additional Planning for General Fund Uncertainty

Given the uncertain General Fund environment, please provide information as it relates to the above requested staffing plan:

- If your bureau is directed to reduce its General Fund allocation mid-year in FY 2020-21 by 5%, how would that reduction impact the above proposed personnel and position actions and still meet the City's racial and disability equity goals? Would you seek to 'undo' any of the initial priority actions?
- If your bureau is expected to reduce its General Fund allocation in developing the FY 2021-22 budget by 5%, how would that reduction impact the above proposed personnel and position actions?