



**CITY OF WASHOUGAL
CITY COUNCIL WORKSHOP AGENDA
Monday, April 10, 2023
5:00 PM**

MEETING INFORMATION

Please click on link below to join webinar:
<https://us02web.zoom.us/j/82968376294>

- I. CALL TO ORDER**
- II. ROLL CALL**
- III. PUBLIC COMMENTS**
- IV. NEW BUSINESS**
 - A. Human Resources - 2022 Update**
- V. PUBLIC COMMENTS**
- VI. REPORTS AND COMMUNICATIONS**
 - A. CITY MANAGER**
 - B. MAYOR**
 - C. CITY COUNCIL**
- VII. ADJOURNMENT**

UPCOMING MEETINGS: Monday, April 24, 2023 - Workshop at 5:00 pm and Council at 7:00 pm

BUSINESS OF THE CITY COUNCIL
City of Washougal, Washington

FOR AGENDA OF:

4/10/2023

SUBJECT:

MEETING INFORMATION

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DEPT. OF ORIGIN:

Finance

REVIEWED AT:

TO BE RETURNED TO COUNCIL:

No

EXPENDITURE REQUIRED:

BUDGETED:

APPROPRIATION REQUIRED:

SUMMARY STATEMENT

RECOMMENDED ACTION

BUSINESS OF THE CITY COUNCIL
City of Washougal, Washington

FOR AGENDA OF:

4/10/2023

SUBJECT:

2022 Update

DEPT. OF ORIGIN:

Human Resources

REVIEWED AT:

TO BE RETURNED TO COUNCIL:

No

ATTACHMENTS:

📎 **HR Risk annual report 2022**

EXPENDITURE REQUIRED:

BUDGETED:

APPROPRIATION REQUIRED:

SUMMARY STATEMENT

RECOMMENDED ACTION

Human Resources 2022 Annual Report

April 10, 2023 | Presented by Teresa Stedman, HR & Risk Director



City of Washougal

Human Resources 2022 Annual Report

What we will cover:

1. Department discussions & resulting themes
2. Recruitment & Retention
3. Committees & Commissions
4. Looking ahead



Human Resources 2022 Annual Report

Department Discussions

1st Month: Department Heads & Union Presidents (Local 307-W and Washougal Police Officers Association)

1st Quarter:

- Parks, Facilities, Cemetery, Fleet
- Streets
- Stormwater
- Water
- Wastewater
- Community Development
- Finance/IT
- Procurement/Management Analyst



Human Resources 2022 Annual Report

Resulting Themes:

1. Communication
2. Employee Recognition, Recruitment and Retention
3. Training for Advancement



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Resulting Themes – COMMUNICATION

Worked with Department leadership to identify and address department-specific concerns and challenges with communication.



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Resulting Themes – EMPLOYEE RECOGNITION

Employee recognition or lack thereof. Several initiatives addressed this:

- Employee Recognition event in May
 - Catered Hawaiian food by Big Kahuna's BBQ provided
 - Awarded years of service with lapel pins
 - Activities & games with prizes awarded



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Resulting Themes – EMPLOYEE RECOGNITION

Several additional celebrations & recognition for accomplishments:

- WPD for achieving WASPC accreditation
- Parks/Facilities/Streets/Storm/Water for preparing for the American Empress arrival
- National Ice Cream Day
- National Pi Day
- Holiday levity featuring Dave Scott as Santa, accompanied by Department Head as elves



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Recruitment

- 14 employees left the City
 - 3 retired, 4 relocated, 1 in lieu of termination, 6 for outside opportunities
- 16 new employees onboarded
- Internal advancements
 - Management Analyst, Program Procurement Specialist, Community Aesthetics Coordinator
- Several job descriptions updated before recruiting



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Retention

- Updated 2021 class comp, evaluating ranges for 6 positions with 307-W
- Non-represented salary schedule updated due to key vacancies
- Salary increase for police officers due to roll-out of body-worn cameras; retention bonus
- Performance Appraisals: Reviewed and provided feedback to Department Heads, Managers, and Supervisors
- Exit Interviews: Reviewed to identify areas of growth to enhance retention



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Resulting Themes – TRAINING

HR & Risk Management Trainings:

- Nearly 20 trainings throughout the year
- Achieved Risk Credentialing I & II by June 2022

Staff training as provided by WCIA:

- *Minimizing Gossip in the Workplace*
- *Communications Skills to De-escalate Hostile Customers*
- *Harassment, Discrimination, & Retention Prevention*
 - for supervisors/specialists, leads
- *Implicit Bias*
 - for department heads and managers



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Resulting Themes – TRAINING

How-To Practical Guides for Supervisors

- *Approaching Supervisory Situations with Confidence*
- *Effectively Resolving Conflicts Among Subordinates*
- *A Legal Guide to Due Process, Performance Management, Discipline, and Discharge*
- *Best Practices for Coaching, Counseling, and Effective Feedback*
- *Challenging Conversations, and more*

Position-Specific Trainings (not provided by WCIA)

- *Lock Out/Tag Out*
- *Flagging Certification*
- *CPR/AED & First Aid*
- *Trench & Shoring*
- *and many more*



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Committees & Commissions

Wellbeing Committee

- Shift from Wellness to Wellbeing
 - Includes physical, financial, and emotional wellbeing
- Integrated Safety Team with Wellbeing Committee
- Increased First Aid/CPR/AED trained individuals
- Hosted onsite benefits fair
- Organized Modified Murph
- Maintained the WellCity status with AWC
 - Continued reduction on medical premiums for 2023



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Salary & Civil Service Commissions

Salary Commission

- Several vacancies recruited and filled
 - only 1 seat remains vacant but have a quorum
- 2022 Mayor & Council Salary Survey
 - Resulted in increase for Mayor and Council Members

Civil Service Commission

- Hiring list was certified in early 2022 for lateral and entry level police officer candidates



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Looking Ahead: 2023

COMMUNICATION

- Timely
- Clear & Relevant
- If applicable, add the 'why' behind it
- Transparency (as much as possible)
- Allow for feedback/discussions/inquiries



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Looking Ahead: 2023

EMPLOYEE RETENTION

- Continue reviewing performance and engagement within all levels of the organization
- Address performance issues early on
- Continue review of classifications and comp analysis
- Improve timeliness and quality of performance appraisals
 - Research upgraded performance management software
- Training opportunities for individuals
- Process improvements
 - Employee input, not just top down



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Looking Ahead: 2023

ORGANIZATIONAL DEVELOPMENT

- Succession planning
 - Identify key individuals for growth and training opportunities
- Public Works reorganization:
 - Assist Trevor Evers with the reorganization of Public Works, creating internal promotional opportunities
- As a position is vacated, evaluate position responsibilities and needs of the organization and recruit accordingly
 - Example: the Finance and Payroll Analyst (don't fill the position just to fill)



Human Resources 2022 Annual Report

Looking Ahead: 2023

RECRUITMENT

- Research HRIS software
 - Currently no HRIS system
 - Potential for all-in-one package of recruitment, onboarding, personnel files, performance management
- Continue updating job descriptions and reviewing classifications to recruit the best candidates



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Looking Ahead: 2023

RECOGNITION

- Continue 'pop-ups' and 'just because'
- Employee recognition event – May
- Work with DH's, managers and supervisors regarding the importance of continued, meaningful recognition



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Looking Ahead: 2023

TRAINING – Staff Development

- Pre-appraisal workshops (PAWS) for DH's, Managers and Supervisors
- Continue providing training options for all levels, regardless of upcoming promotional opportunity
- Job specific training
- 8 week course Supervisor Practical Guide for new supervisors and leads
 - (Facilitate Trust, Set Expectations and Goals, Delegate To Your Team, Giving Feedback, Receiving Feedback, Effective Team Meetings, Effective 1-on-1 Meetings, Recognize & Appreciate Your Team)

HR & RISK ADMINISTRATION

Further develop knowledge of public sector practices as it pertains to HR and Risk through various trainings



Human Resources 2022 Annual Report

Looking Ahead: 2023

WELLBEING COMMITTEE: Main goal is to maintain the WellCity Status for 2024 for medical premium reductions.

Create events to increase engagement:

- Chili cook-off
- Modified Murph
- Nourish Campaign
- Outdoor team activities
- Games day

- Onsite benefits fair
- Onsite biometric screening
- Apply for grants to offset some costs for wellbeing activities/leverage funds offered by Kaiser



Human Resources 2022 Annual Report

Looking Ahead: 2023

SALARY COMMISSION/CIVIL SERVICE COMMISSION

Civil Service Commission:

Certified hiring list of 8 candidates for entry level police officers in mid-March

Salary Commission:

Will begin survey in June for Commission's review in early September



Human Resources 2022 Annual Report

Thank you!

Questions?

