

HUMAN RESOURCES

Mission Statement

To develop and administer the processes needed to attract a qualified workforce, ensure its continuing development, and maximize employee retention through a balanced and competitive package of wages, benefits, and workplace enrichment programs.

Description of Operations

The Department's outputs are attributable to five cost centers: Employee Development, Employment Services, Human Resources Management, Benefits and Human Relations Board Support. The primary programs associated with each cost center are:

Employee Development - STEP (career management) program, new employee orientation, management forums, city-wide training initiatives, employee events.

Employment Services - Recruitment, job postings, applicant tracking, support of the Civil Service and General Personnel Boards.

Human Resources Management - Labor negotiations, employee relations, job evaluation, compensation, employee data records (ABRA), performance evaluation.

Human Relations Board Support - Legal compliance with the laws impacting employment, outreach efforts and support of the City's Human Relations Board.

Benefits - Administration of the health, dental, life insurance plans, along with flexible spending accounts and prescription drug plans for active and retired employees and dependents.

Major projects for the Fiscal Year 2003-2004 include:

1. Integration of the STEP project's 2003 output into hiring, development and retention initiatives.
2. Process mapping of Human Resources macro processes.
3. The development and delivery of a Management Forum linked to furtherance of the City's strategic plan and delivery of improved human relations tools to management.
4. Establishment of an Equal Opportunity Program that supports both the diversity and legal compliance requirements of the City and provides staff support of the City's Human Relations Board and its adjudicative process.

| Department Expenditures by Cost Center | | FY 2002 | FY 2003 | FY 2004 | FY 2004 | FY 2004 |
|---|-------------------------------|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Budget | Continuation | Issues | Totals |
| 032641 | EMPLOYEE DEVELOPMENT | 173,941 | 195,132 | 211,258 | 0 | 211,258 |
| 032643 | EMPLOYMENT SERVICES | 128,797 | 133,210 | 131,794 | 0 | 131,794 |
| 032644 | HUMAN RESOURCES MANAGEMENT | 197,900 | 233,866 | 259,729 | 45,769 | 305,498 |
| 032647 | HUMAN RELATIONS BOARD SUPPORT | | | 24,714 | 58,808 | 83,522 |
| 032671 | BENEFITS | 98,207 | 111,640 | 95,559 | 0 | 95,559 |
| Totals | | \$598,845 | \$673,848 | \$723,054 | \$104,577 | \$827,631 |

| Department Expenditures By Category | | FY 2002 | FY 2003 | FY 2004 | FY 2004 | FY 2004 |
|--|--|------------------|------------------|------------------|------------------|------------------|
| | | Actual | Budget | Continuation | Issues | Totals |
| Personal Expenditures | | 478,769 | 531,782 | 571,756 | 77,787 | 649,543 |
| Non Personal Expenditures | | 101,686 | 140,666 | 147,698 | 23,590 | 171,288 |
| Capital Expenditures | | 18,390 | 1,400 | 3,600 | 3,200 | 6,800 |
| Totals | | \$598,845 | \$673,848 | \$723,054 | \$104,577 | \$827,631 |

Personnel Summary

| | | | | | |
|------------------|--|------|------|------|-------|
| Actual Positions | | 9.00 | 9.00 | 2.00 | 11.00 |
|------------------|--|------|------|------|-------|

HUMAN RESOURCES

EMPLOYEE DEVELOPMENT

Mission Statement

To support the array of programs that provide the foundation for both the employees' development and workplace enrichment activities.

Description of Operations

Development and communication of the City's STEP (career management) process, design and delivery of new employee orientation, delivery of modular training offerings, design and administration of City-wide management forums, provision of conflict resolution training and assistance, employee events and administration of the City's suggestion and recognition programs.

Goal - Responsible City Government

Reduce turnover via enhanced workplace enrichment and employee development initiatives.

Objectives

Develop a multimedia communications plan for the City's career management system by 12/1/03 with full rollout by 3/1/04.

Design and deliver the City's first management forum by 12/1/03.

Deliver performance enhancing training to departments, as requested. (Time management, customer service, etc.).

Performance Measures

| Description | Unit | FY 2001 | FY 2002 | FY 2003 | FY 2004 |
|---|---------|---------|---------|---------|---------|
| Output Measure | | | | | |
| Employees attending city-wide training | Number | 200 | 197 | 218 | 250 |
| Training sessions and workshops | Number | 12 | 14 | 15 | 25 |
| Employees attending orientation | Number | 106 | 106 | 99 | 100 |
| Employees receiving special recognition | Number | 207 | 207 | 165 | 175 |
| Exit interviews completed | Number | 25 | 25 | 21 | 22 |
| Student training hours provided | Number | n/a | 123 | 245 | 440 |
| Effectiveness Measure | | | | | |
| Employee rating training satisf./better | Number | 200 | 197 | 218 | 200 |
| Employee rating orien. satisf./better | Number | 106 | 106 | 93 | 100 |
| Departing employee rating City as good | Percent | 63 | 63 | 68 | 70 |
| Efficiency Measure | | | | | |
| Total student hours per HR FTE | Number | n/a | 13.7 | 27.2 | 40.0 |

Expenditures By Category

| | FY 2002 Actual | FY 2003 Budget | FY 2004 Continuation | FY 2004 Issues | FY 2004 Totals |
|---------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|
| Personal Expenditures | 112,718 | 119,622 | 134,212 | 0 | 134,212 |
| Non Personal Expenditures | 56,647 | 75,510 | 74,846 | 0 | 74,846 |
| Capital Expenditures | 4,576 | 0 | 2,200 | 0 | 2,200 |
| Totals | \$173,941 | \$195,132 | \$211,258 | \$0 | \$211,258 |

Personnel Summary

| | | | | |
|------------------|------|------|------|------|
| Actual Positions | 2.00 | 2.25 | 0.00 | 2.25 |
|------------------|------|------|------|------|

HUMAN RESOURCES EMPLOYMENT SERVICES

Mission Statement

To provide a timely, high quality pool of applicants that ensure a diverse workforce can be achieved.

Description of Operations

Providing qualified candidates to City departments in an expeditious manner is accomplished by utilizing various mediums. This function manages the advertising for internal and external candidates through job posting, print advertising, website ads, professional journal advertising, interfacing with the Government Access Channel 19 and the City website communication. Assisting departments with the requisition process and validating headcount is the first step in the hiring process.

Other steps include accepting applications, processing applications in the Human Resource Information System (ABRA), tracking applications, and fielding applicant questions. This function ensures appropriate communication with applicants, processes the invoices for advertising and tracks applicant flow data.

Coordination and scheduling of the Civil Service and General Personnel Board meetings is coordinated through this function. The Civil Service application process is jointly managed through this function and the Sarasota Police Department.

Goal - Responsible City Government

Expedite staffing with high quality candidates and provision of an internal vehicle for employee career mobility.

Objectives

Document and flowchart the existing staffing process by 12/1/03.

Develop a brief training module to ensure the staffing process is both complete and remains legally defensible by 2/1/04.

Deliver staffing training to hiring managers on an as needed basis.

Ensure the staffing tools, training, forms and procedures are available on the City's Internet site.

Determine most cost-effective recruitment avenues.

Performance Measures

| Description | Unit | FY 2001 | FY 2002 | FY 2003 | FY 2004 |
|--------------------------------------|---------|----------|----------|----------|----------|
| Output Measure | | | | | |
| Applications processed (Year) | Number | 2,100 | 4,053 | 2,668 | 2,800 |
| Position requisitions (Year) | Number | 120 | 143 | 144 | 144 |
| Total advertising costs (City/year) | Dollars | \$30,825 | \$35,488 | \$36,768 | \$37,000 |
| Effectiveness Measure | | | | | |
| Average days to complete recruitment | Number | 48 | 36 | 40 | 40 |
| Average days to process applications | Number | 2 | 2 | 2 | 2 |
| Female applicants | Percent | n/a | 34% | 40% | 40% |
| Minority applicants | Percent | n/a | 24% | 24% | 24% |
| Efficiency Measure | | | | | |
| Cost per applicant | Dollars | \$64.77 | \$31.78 | \$49.93 | \$46.05 |

HUMAN RESOURCES EMPLOYMENT SERVICES

Expenditures By Category

| | FY 2002 Actual | FY 2003 Budget | FY 2004 Continuation | FY 2004 Issues | FY 2004 Totals |
|---------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|
| Personal Expenditures | 106,220 | 115,085 | 115,319 | 0 | 115,319 |
| Non Personal Expenditures | 16,953 | 17,625 | 15,975 | 0 | 15,975 |
| Capital Expenditures | 5,624 | 500 | 500 | 0 | 500 |
| Totals | \$128,797 | \$133,210 | \$131,794 | \$0 | \$131,794 |

Personnel Summary

| | | | | | |
|------------------|--|------|------|------|------|
| Actual Positions | | 2.00 | 1.90 | 0.00 | 1.90 |
|------------------|--|------|------|------|------|

HUMAN RESOURCES

HUMAN RESOURCES MANAGEMENT

Mission Statement

To provide HRIS entry and management, job evaluation, compensation and labor relations services to ensure that wages and working conditions remain competitive and the City's work environment attracts and retains a high caliber workforce.

Description of Operations

The classification/compensation area is responsible for maintenance of all employee personnel records, processing all Personnel Action Papers (PAP), responding to and conducting salary surveys and maintaining all data in the Human Resources section of the Human Resources Information System (ABRA). These activities are the source of data for the payroll system, performance data, attendance data and the individual employee profile.

This function also monitors the performance evaluation process, monitoring of the discipline process and unemployment hearings. In addition, this function provides counsel on issues relating to employee and labor relations.

This function also conducts labor negotiations with the Southwest Police Benevolent Association (PBA), the Citrus Cannery Food Processing and Allied workers, drivers, warehouse and helpers, Local Union Number 173, International Brotherhood of Teamsters (Teamsters) and the International Alliance of Theatrical Stage Employees and Moving Picture Machine Operators (I.A.T.S.E.), to the mutual benefit of all parties involved.

The Human Resources Management function conducts position evaluations, compensation surveys and recommends pay delivery plans.

Goal - Responsible City Government

Internally equitable and externally competitive compensation structure and pay delivery administration.

Objectives

Study and recommend alternative pay delivery system within the City's budget parameters.

Research and recommend a position evaluation review procedure and a study of position hierarchy with the City for annual review by Charter Officials.

Goal - Responsible City Government

Cost effective union contracts and installation of proactive labor methods to reduce outside labor counsel costs and minimize legal exposure to the City.

Objectives

Negotiate cost effective contracts in a timely manner.

Develop and deliver labor and employee relations training modules to address issues such as effective discipline, coaching, performance evaluation, change management and documentation.

Performance Measures

| Description | Unit | FY 2001 | FY 2002 | FY 2003 | FY 2004 |
|-----------------------------------|-------------|----------------|----------------|----------------|----------------|
| Output Measure | | | | | |
| PAP's processed | Number | 1,680 | 1,680 | 1,890 | 1,890 |
| Salary surveys completed | Number | 45 | 45 | 41 | 40 |
| New hires processed | Number | 200 | 200 | 276 | 276 |
| Performance evaluations completed | Number | 500 | 472 | 500 | 500 |
| Position evaluations performed | Number | n/a | n/a | 6 | 6 |
| Outside labor counsel costs | Dollars | \$113,036 | \$146,074 | \$309,788 | \$130,000 |

HUMAN RESOURCES

HUMAN RESOURCES MANAGEMENT

Effectiveness Measure

| | | | | | |
|--|---------|-----|-----|-----|-----|
| Voluntary turnover rate | Percent | n/a | n/a | 8.6 | 8.0 |
| Employee completing probation | Percent | 97 | 98 | 98 | 98 |
| PBA grievances filed | Number | 3 | 6 | 3 | 2 |
| Teamster grievances filed | Number | 0 | 1 | 1 | 2 |
| General employee receive perf evaluation | Percent | 80 | 90 | 90 | 90 |

Efficiency Measure

| | | | | | |
|-----------------------------|---------|----------|----------|----------|----------|
| Outside labor costs per FTE | Dollars | \$161.48 | \$208.68 | \$435.10 | \$210.67 |
|-----------------------------|---------|----------|----------|----------|----------|

Expenditures By Category

| | FY 2002 Actual | FY 2003 Budget | FY 2004 Continuation | FY 2004 Issues | FY 2004 Totals |
|---------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|
| Personal Expenditures | 170,506 | 196,899 | 213,067 | 42,819 | 255,886 |
| Non Personal Expenditures | 20,845 | 36,967 | 46,662 | 1,550 | 48,212 |
| Capital Expenditures | 6,549 | 0 | 0 | 1,400 | 1,400 |
| Totals | \$197,900 | \$233,866 | \$259,729 | \$45,769 | \$305,498 |

Personnel Summary

| | | | | |
|------------------|------|------|------|------|
| Actual Positions | 3.15 | 3.15 | 1.00 | 4.15 |
|------------------|------|------|------|------|

HUMAN RESOURCES

HUMAN RELATIONS BOARD SUPPORT

Mission Statement

To perform a dual role of external administration of the City of Sarasota's Human Relation Board and the internal management of the City's Equal Opportunity Plans.

Description of Operations

This function provides the administrative support for the City of Sarasota's Human Relations Board as it hears and adjudicates discrimination complaints in employment, public accomodation and housing.

The function also acts as the City's Equal Opportunity office ensuring full compliance with the laws affecting the City's equal opportunity obligations.

Goal - Responsible City Government

Effective and expedient administration of the discrimination claims that come before the Human Relations Board for the City of Sarasota.

Objectives

Working with the Human Relations Board, create the administrative procedures that provide for intake of complaints, board minutes, agendas, meeting announcements, meeting facilities, subpoenas, notification letters, correspondence with the parties involved, conciliation resources, hearing preparation, concilitation agreements and right-to-sue letters.

Goal - Responsible City Government

To reduce legal exposure and increase diversity in the City of Sarasota's workforce.

Objectives

To perform a workforce analysis by 12/1/03, a legal compliance review by 2/1/04 and make recommendations to bring the City into full compliance with the laws, should any gaps exist.

Performance Measures

| Description | Unit | FY 2001 | FY 2002 | FY 2003 | FY 2004 |
|--|-------------|----------------|----------------|----------------|----------------|
| Output Measure | | | | | |
| Cases filed with Human Relations Board | Number | n/a | n/a | n/a | TBD |
| Cases cleared for Board's adjudication | Number | n/a | n/a | n/a | TBD |
| Cases heard by the Board | Number | n/a | n/a | n/a | TBD |
| Cases involving concilation | Number | n/a | n/a | n/a | TBD |
| Cases resolved by conciliation | Number | n/a | n/a | n/a | TBD |
| Cases dismissed by Board | Number | n/a | n/a | n/a | TBD |
| Right-to-sue letters issued | Number | n/a | n/a | n/a | TBD |
| Effectiveness Measure | | | | | |
| Average days from filing to dismissal | Number | n/a | n/a | n/a | TBD |
| Average days from filing to conciliation | Number | n/a | n/a | n/a | TBD |
| Average days from filing to Board ruling | Number | n/a | n/a | n/a | TBD |
| Average days from filing to case closure | Number | n/a | n/a | n/a | TBD |
| Efficiency Measure | | | | | |
| Cases resolved via conciliation | Percent | n/a | n/a | n/a | TBD |
| Cases dismissed | Percent | n/a | n/a | n/a | TBD |
| Cases receiving right-to-sue letters | Percent | n/a | n/a | n/a | TBD |

HUMAN RESOURCES

HUMAN RELATIONS BOARD SUPPORT

Expenditures By Category

| | FY 2002 Actual | FY 2003 Budget | FY 2004 Continuation | FY 2004 Issues | FY 2004 Totals |
|---------------------------|-------------------|-------------------|-------------------------|-------------------|-------------------|
| Personal Expenditures | 0 | 0 | 24,439 | 34,968 | 59,407 |
| Non Personal Expenditures | 0 | 0 | 275 | 22,040 | 22,315 |
| Capital Expenditures | 0 | 0 | 0 | 1,800 | 1,800 |
| Totals | \$0 | \$0 | \$24,714 | \$58,808 | \$83,522 |

Personnel Summary

| | | | | |
|------------------|------|------|------|------|
| Actual Positions | 0.00 | 0.30 | 1.00 | 1.30 |
|------------------|------|------|------|------|

HUMAN RESOURCES BENEFITS

Mission Statement

To administer the existing programs, recommend program revisions and develop communications strategies to ensure understanding.

Description of Operations

Constant monitoring of the benefit plans for employees and retirees is required to ensure smooth delivery of the plan, which includes health, dental, life insurance, flexible spending accounts and prescription drug plan. This is achieved by maintaining open communication with Healthcare Sarasota, Employer's Mutual Insurance (third party administrator), Standard Life Insurance, Fringe Benefits Management Company, Caremark and a variety of health care providers within the area.

Tracking benefit activity is critical to ensure fund viability. Monitoring is also required to ensure the cafeteria plan meets the needs of the employees and retirees in a cost effective method and satisfies legal compliance requirements.

Constant modification of administrative methods is required to ensure continued quality customer service. Continued development of more web based services in conjunction with personal intervention will allow more employees options for customer service delivery.

Goal - Responsible City Government

Administration of a balanced benefit plan that is both cost effective and provides for employee retention.

Objectives

Make recommendations to both plan design and administration that are cost effective.

Develop intranet forms and tools to increase employees' benefit knowledge and ease administration by 3/1/04.

Serve as an active advisor to the Benefits Focus Group and an active contributor to the Healthcare Sarasota coalition.

Tracking on a control chart, the month-to-month costs of our medical plan and analyze special causes of variation.

Performance Measures

| Description | Unit | FY 2001 | FY 2002 | FY 2003 | FY 2004 |
|--|-------------------|-------------------|-------------------------|-------------------|-------------------|
| Output Measure | | | | | |
| Employees/retirees dependents | Number | 2,160 | 2,069 | 2,142 | 2,252 |
| New employees enrolled | Number | 105 | 139 | 146 | 145 |
| Employees using EAP (Employee assist.) | Number | 246 | 334 | 256 | 256 |
| Medical premium costs | Dollars | \$5,601,464 | \$6,108,781 | \$6,868,086 | \$7,570,000 |
| Efficiency Measure | | | | | |
| Annual claims cost per covered member | Dollars | \$3,340 | \$3,097 | \$3,222 | \$3,677 |
| Expenditures By Category | | | | | |
| | FY 2002 Actual | FY 2003 Budget | FY 2004 Continuation | FY 2004 Issues | FY 2004 Totals |
| Personal Expenditures | 89,325 | 100,176 | 84,719 | 0 | 84,719 |
| Non Personal Expenditures | 7,241 | 10,564 | 9,940 | 0 | 9,940 |
| Capital Expenditures | 1,641 | 900 | 900 | 0 | 900 |
| Totals | \$98,207 | \$111,640 | \$95,559 | \$0 | \$95,559 |

Personnel Summary

| | | | | |
|------------------|------|------|------|------|
| Actual Positions | 1.85 | 1.40 | 0.00 | 1.40 |
|------------------|------|------|------|------|

HUMAN RESOURCES MANAGEMENT

Labor relations, training & development

Human Resources proposes the addition of one fulltime employee to the Human Resources Management cost center. The proposed level is grade 16 and the budget reflects an additional computer and office equipment for this individual.

This position's addition will allow for the creation and delivery of management training aimed at improved labor relations skills for management personnel. While an expected outcome might be reduced voluntary turnover, the key measure of success will be the reduction of outside labor counsel costs over the next two years. It is expected that this reduced cost will more than offset the costs of this additional position.

Cost of Issue

| | |
|-----------|----------|
| Personal | 42,819 |
| Operating | 1,550 |
| Capital | 1,400 |
| Transfers | 0 |
| Total | \$45,769 |

HUMAN RELATIONS BOARD SUPPORT

Non-discrimination ordinance

The creation of this cost center is driven by the passage of the City of Sarasota's non-discrimination ordinance and the subsequent creation of a Human Relations Board to adjudicate the cases filed under the City's ordinance.

Research into the impact of similar ordinances in other Florida cities suggest a minimal staffing of one to two employees for a City of our size. Functions performed will be heavily clerical in nature and will provide Board minutes, complaint intake, correspondence, securing subpoenas, scheduling hearings and screening complaint filings to ensure the complainant has the correct jurisdiction.

Cost of Issue

| | |
|-----------|----------|
| Personal | 34,968 |
| Operating | 22,040 |
| Capital | 1,800 |
| Transfers | 0 |
| Total | \$58,808 |