

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

The major initiatives for the Human Resources function during FY 2004-05 are embedded in the City's Strategic Plan for attraction, retention and development of employees.

Department Expenditures by Cost Center

	FY 2003 Actual	FY 2004 Budget	FY 2005 Continuation	FY 2005 Issues	FY 2005 Totals
032641 EMPLOYEE DEVELOPMENT	214,107	211,258	227,589	0	227,589
032643 EMPLOYMENT SERVICES	120,178	131,794	129,396	0	129,396
032644 HUMAN RESOURCES MANAGEMENT	242,545	305,498	302,826	0	302,826
032647 HUMAN RELATIONS BOARD SUPPORT	3,144	83,522	91,767	0	91,767
032671 BENEFITS	105,271	95,559	100,211	0	100,211
Totals	\$685,245	\$827,631	\$851,789	\$0	\$851,789

Department Expenditures By Category

	FY 2003 Actual	FY 2004 Budget	FY 2005 Continuation	FY 2005 Issues	FY 2005 Totals
Personal Expenditures	518,235	649,543	688,893	0	688,893
Non Personal Expenditures	162,462	171,288	160,896	0	160,896
Capital Expenditures	4,548	6,800	2,000	0	2,000
Totals	\$685,245	\$827,631	\$851,789	\$0	\$851,789

Personnel Summary

Actual Positions	11.00	11.00	0.00	11.00
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Revenue Summary

	FY 2003 Actual	FY 2004 Budget	FY 2005 Continuation	FY 2005 Issues	FY 2005 Totals
OTHER MISCELLANEOUS REVENUES	98	0	0	0	0
Totals	\$98	\$0	\$0	\$0	\$0

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 career management process, design and delivery of new employee orientation, delivery of 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.

Strategic Concern - City as a Challenging, Fulfilling Employer

Strategy

Employee Retention

Task	Current Funding	Fiscal Year Completed	Funds Required
Build, communicate and measure career ladders impact. Status - Process begun in Public Works during National Public Works Week via a brochure and announcement of full plan rollout on 10/1/04.	Yes	2005	\$0
Provide supervisor training on positive reinforcement. Status - Training modules under development.	Yes	2005	\$0
Create and implement an overall employee communications strategy. Status - Working with the PIO's office, HR will develop a "branded" look to our employee communications, training and employee initiatives.	Yes	2005	\$0

<u>Indicator</u>	<u>Status</u>
Reduced turnover (stratified by dept., level, etc.).	2003-2004 - set baseline; 2004-2005 strive for 10% reduction.

Description	Unit	FY2002	FY2003	FY2004	FY2005
Effectiveness Measure					
Voluntary turnover rate	Percent	n/a	8.6	8.0	8.0

<u>Indicator</u>	<u>Status</u>
Positive employee feedback on communications.	2003-2004 - set baseline. 2004-2005 strive for 10% improvement.

Description	Unit	FY2002	FY2003	FY2004	FY2005
Effectiveness Measure					
Positive employee feedback	Percent	n/a	n/a	n/a	+ 10%

Strategic Concern - City as a Challenging, Fulfilling Employer

Strategy

Recruitment

HUMAN RESOURCES

EMPLOYEE DEVELOPMENT

Task	Current Funding	Fiscal Year Completed	Funds Required
Develop and market recruiting materials that leverage the advantages of working for the City. Status - These materials will be linked to the "branded" look by working w/the PIO's Office.	Yes	2005	\$0
Provide management with selection tools and training (skill identification, testing, behavioral interviewing, etc.). Status - Training modules will be developed and delivered to hiring management this year.	Yes	2005	\$0

<u>Indicator</u>	<u>Status</u>				
Increased % of successful completion of probation.	2003-2004 set baseline. 2004-2005 strive for 10% improvement.				
Description	Unit	FY2002	FY2003	FY2004	FY2005
Effectiveness Measure					
Successful probation completion	Percent	n/a	n/a	n/a	- 10%

<u>Indicator</u>	<u>Status</u>				
No court challenges on hiring decisions.	Reduce/eliminate number of substantiated court challenges to hiring decisions. 2003-2004 set baseline. 2004-2005 have 0.				
Description	Unit	FY2002	FY2003	FY2004	FY2005
Effectiveness Measure					
Substantiated court challenges	Percent	n/a	n/a	n/a	0

Strategic Concern - City as a Challenging, Fulfilling Employer

Strategy

Employee Development

Task	Current Funding	Fiscal Year Completed	Funds Required
Develop and rollout supervisor training. Status - Supervisory skills modules in coaching, counseling, development, teamwork and conflict and change management along with cultural expectations will be delivered.	Yes	2005	\$0
Ensure that training is linked to the culture we profess. Status - All training initiatives are measured against the espoused culture.	Yes	2005	\$0
Training to be broad enough to encompass policies, expectations and specific skills (e.g., coaching). Status - Training will have stated behavioral expectations in the course objective that is linked to successful administration of City policies.	Yes	2005	\$0
Use succession planning to identify and develop backups to key leadership positions. Status - A process to identify to provide accelerated development to those employees showing potential to advance to upper management.	Yes	2005	\$0

HUMAN RESOURCES

EMPLOYEE DEVELOPMENT

<u>Indicator</u>	<u>Status</u>				
Number and percentage of jobs filled from within.	Improve percentage of City jobs filled from within. 2003-2004 - set baseline. 2004-2005 strive for 10% improvement.				
Description	Unit	FY2002	FY2003	FY2004	FY2005
Effectiveness Measure					
City jobs filled from within	Percent	n/a	n/a	n/a	+ 10%

<u>Indicator</u>	<u>Status</u>				
Increase in number of supervisor training hours delivered.	Strive to increase the number of supervisory training hours. 2003-2004 there were 47 supervisors taking 4 hrs training for a total of 188 supervisory training hours. For 2004-2005 we will strive for 300 supervisory training hours.				
Description	Unit	FY2002	FY2003	FY2004	FY2005
Effectiveness Measure					
Supervisor training hours	Number	n/a	n/a	188	300

<u>Indicator</u>	<u>Status</u>				
Number of new training programs created.	Increased number of new training programs developed and delivered. 2003-2004 set baseline. 2004-2005 strive for 10% improvement.				
Description	Unit	FY2002	FY2003	FY2004	FY2005
Effectiveness Measure					
New training programs developed/delivered	Percent	n/a	n/a	n/a	+ 10%

Strategic Concern - Operational Focus

Strategy

Reduce turnover via enhanced workplace enrichment and employee development initiatives.

Task

Develop a multimedia communications plan for the City's career management system.

Design and deliver the City's first management forum.

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

Description	Unit	FY2002	FY2003	FY2004	FY2005
Output Measure					
Employees attending city-wide training	Number	197	218	250	250
Employees attending orientation	Number	106	99	100	100
Employees receiving special recognition	Number	207	165	175	175
Effectiveness Measure					
Employee rating training satisf./better	Number	197	218	200	200
Employee rating orien. satisf./better	Number	106	93	100	100
Efficiency Measure					
Total student hours per HR FTE	Number	13.7	27.2	40.0	40.0

HUMAN RESOURCES EMPLOYEE DEVELOPMENT

Expenditures By Category

	FY 2003 Actual	FY 2004 Budget	FY 2005 Continuation	FY 2005 Issues	FY 2005 Totals
Personal Expenditures	121,358	134,212	149,600	0	149,600
Non Personal Expenditures	89,704	74,846	77,989	0	77,989
Capital Expenditures	3,045	2,200	0	0	0
Totals	\$214,107	\$211,258	\$227,589	\$0	\$227,589

Personnel Summary

Actual Positions	2.25	2.35	0.00	2.35
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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.

Strategic Concern - City as a Challenging, Fulfilling Employer

Strategy

Recruitment

Task	Current Funding	Fiscal Year Completed	Funds Required
Explore alternative recruiting sources and options. Status - HR will analyze the cost and effectiveness of current sources and modify these as needed.	Yes	2005	\$0
Partner with local education institutions to build skills into curricula, including certification. Status - Project to begin in 2006.	Yes	2006	\$0

<u>Indicator</u>	<u>Status</u>				
Reduced time-to-fill intervals.	Reduced time-to-complete recruitment (time-to-fill intervals).				
Description	Unit	FY2002	FY2003	FY2004	FY2005
Effectiveness Measure					
Average days to complete recruitment	Number	36	32	32	32

Strategic Concern - Operational Focus

Strategy

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

Task

Document and flowchart the existing staffing process.

Develop a brief training module to ensure the staffing process is both complete and remains legally defensible.

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.

HUMAN RESOURCES EMPLOYMENT SERVICES

Description	Unit	FY2002	FY2003	FY2004	FY2005
Output Measure					
Applications processed (Year)	Number	4,053	2,938	2,800	2,800
Position requisitions (Year)	Number	143	127	144	144
Total advertising costs (City/year)	Dollars	\$35,488	\$36,768	\$37,000	\$37,000
Effectiveness Measure					
Female applicants	Percent	34%	39%	40%	40%
Minority applicants	Percent	24%	25%	24%	24%
Efficiency Measure					
Cost per applicant	Dollars	\$31.78	\$40.90	\$47.07	\$45.33

Expenditures By Category

	FY 2003 Actual	FY 2004 Budget	FY 2005 Continuation	FY 2005 Issues	FY 2005 Totals
Personal Expenditures	109,730	115,319	118,819	0	118,819
Non Personal Expenditures	10,448	15,975	10,077	0	10,077
Capital Expenditures	0	500	500	0	500
Totals	\$120,178	\$131,794	\$129,396	\$0	\$129,396

Personnel Summary

Actual Positions	1.90	1.90	0.00	1.90
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HUMAN RESOURCES

HUMAN RESOURCES MANAGEMENT

Mission Statement

To provide HRIS entry and management, job evaluation, compensation and labor/employee 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) and the Citrus Cannery Food Processing and Allied workers, drivers, warehouse and helpers, Local Union Number 173, International Brotherhood of Teamsters (Teamsters) to the mutual benefit of all parties involved.

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

Strategic Concern - Policing Philosophy

Strategy

Build Department Character

Task	Current Funding	Fiscal Year Completed	Funds Required
Analyze compensation plans, City-initiated. Status - This is an ongoing part of the negotiations process and the upcoming workshops on wages, benefits and pensions.	Yes	2005	\$0

Strategic Concern - City as a Challenging, Fulfilling Employer

Strategy

Employee Retention

Task	Current Funding	Fiscal Year Completed	Funds Required
Maintain existing and explore new incentives for retention. Status - HR will study those issues linked to retaining key talent and modify our "Employment Package" accordingly.	Yes	2005	\$0
Communicate the "value" of employment with the City annually. Status - HR will need either internal IT resources or the purchase of "Benefacts" type software package to accomplish this.	No	2005	\$10,000
Conduct a bi-annual employee attitude survey, report the results and follow up with action. Status - Estimate \$5-10K to build/buy survey tool and software to analyze results. Positive EAS results.	No	2006	\$10,000
Establish a citywide culture that creates institutional values and positions the City as an "employer of choice." Status - This FY marks the start of the process that will initially define the desired culture. Full implementation is a 5 yr initiative.	Yes	2005	\$0

HUMAN RESOURCES

HUMAN RESOURCES MANAGEMENT

<u>Indicator</u>	<u>Status</u>				
Fewer grievances.	Fewer grievances. 2003-2004 - set baseline. 2004-2005 strive for 10% reduction in grievances.				
Description	Unit	FY2002	FY2003	FY2004	FY2005
Effectiveness Measure					
Grievances	Number	n/a	n/a	n/a	- 10%

<u>Indicator</u>	<u>Status</u>				
Level of understanding of the City programs that support employee careers.	Increase level of understanding of the City programs that support employee careers. 2004-2005 90% indicate understanding of career programs available.				
Description	Unit	FY2002	FY2003	FY2004	FY2005
Effectiveness Measure					
Level of understanding	Percent	n/a	n/a	n/a	90%

Strategic Concern - City as a Challenging, Fulfilling Employer

Strategy

Employee Development

Task	Current Funding	Fiscal Year Completed	Funds Required
Minimize overlap by clarifying roles of Commissioners, Charter Officials and Department Heads. Status - Requires Commission funding of a facilitator to work with the Commission and Charter Officials to accomplish role clarification and strengthen working relationships.	No	2005	\$10,000
Pursue re-training as the desired alternative to disability retirement. Status - HR, Pensions and Risk Management will develop a process to review pending long-term disabilities to determine if alternative work assignments are available.	Yes	2005	\$0

Strategic Concern - Operational Focus

Strategy

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

Task

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.

Strategic Concern - Operational Focus

Strategy

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

Task

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.

HUMAN RESOURCES

HUMAN RESOURCES MANAGEMENT

Description	Unit	FY2002	FY2003	FY2004	FY2005
Output Measure					
PAP's processed	Number	1,680	2,500	1,890	1,890
Salary surveys completed	Number	45	41	40	40
New hires processed	Number	200	258	276	276
Position evaluations performed	Number	n/a	6	6	6
Outside labor counsel costs	Dollars	\$146,074	\$234,572	\$130,000	\$130,000
Effectiveness Measure					
Voluntary turnover rate	Percent	n/a	8.6	8.0	8.0
Employee completing probation	Percent	98	98	98	98
Efficiency Measure					
Outside labor costs per FTE	Dollars	\$208.68	\$435.10	\$210.67	\$210.67

Expenditures By Category

	FY 2003 Actual	FY 2004 Budget	FY 2005 Continuation	FY 2005 Issues	FY 2005 Totals
Personal Expenditures	186,049	255,886	261,849	0	261,849
Non Personal Expenditures	54,993	48,212	40,477	0	40,477
Capital Expenditures	1,503	1,400	500	0	500
Totals	\$242,545	\$305,498	\$302,826	\$0	\$302,826

Personnel Summary

Actual Positions	4.15	3.90	0.00	3.90
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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.

Strategic Concern - Operational Focus

Strategy

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

Task

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.

Strategic Concern - Operational Focus

Strategy

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

Task

Perform an annual workforce analysis, a legal compliance review and make recommendations to bring the City into full compliance with the laws, should any gaps exist.

Description	Unit	FY2002	FY2003	FY2004	FY2005
Output Measure					
Cases filed with Human Relations Board	Number	n/a	n/a	TBD	TBD
Cases cleared for Board's adjudication	Number	n/a	n/a	TBD	TBD
Cases heard by the Board	Number	n/a	n/a	TBD	TBD
Cases involving concilation	Number	n/a	n/a	TBD	TBD
Effectiveness Measure					
Average days from filing to dismissal	Number	n/a	n/a	TBD	TBD
Average days from filing to conciliation	Number	n/a	n/a	TBD	TBD
Average days from filing to Board ruling	Number	n/a	n/a	TBD	TBD
Average days from filing to case closure	Number	n/a	n/a	TBD	TBD
Efficiency Measure					
Cases resolved via conciliation	Percent	n/a	n/a	TBD	TBD
Cases dismissed	Percent	n/a	n/a	TBD	TBD
Cases receiving right-to-sue letters	Percent	n/a	n/a	TBD	TBD

HUMAN RESOURCES

HUMAN RELATIONS BOARD SUPPORT

Expenditures By Category

	FY 2003 Actual	FY 2004 Budget	FY 2005 Continuation	FY 2005 Issues	FY 2005 Totals
Personal Expenditures	3,144	59,407	68,181	0	68,181
Non Personal Expenditures	0	22,315	23,086	0	23,086
Capital Expenditures	0	1,800	500	0	500
Totals	\$3,144	\$83,522	\$91,767	\$0	\$91,767

Personnel Summary

Actual Positions	1.30	1.30	0.00	1.30
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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.

Strategic Concern - Fiscal Responsibility

Strategy

Pursue Millage Neutral Budget

Task	Current Funding	Fiscal Year Completed	Funds Required
Develop long-term pay and benefit philosophies and strategies for City employees.	No	2009	\$100,000

Status - The full implementation of wellness initiatives must be in place for several years before there is a measurable impact to the plan. Approximately \$100 K from the Group Medical and Dental Self Insurance Fund is estimated for wellness activities.

Strategic Concern - City as a Challenging, Fulfilling Employer

Strategy

Employee Development

Task	Current Funding	Fiscal Year Completed	Funds Required
Wellness initiatives	Yes	2005	\$0

Status - Increase employee education regarding life style choices designed to improve their health. Measure increased Health screening education and increase participation in Wellness initiatives.

Strategic Concern - Operational Focus

Strategy

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

Task

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

Develop intranet forms and tools to increase employees' benefit knowledge.

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.

HUMAN RESOURCES BENEFITS

Description	Unit	FY2002	FY2003	FY2004	FY2005
Output Measure					
Employees/retirees dependents	Number	2,069	2,142	2,252	2,252
New employees enrolled	Number	139	146	145	145
Medical premium costs	Dollars	\$6,108,781	\$6,868,086	\$7,570,000	\$7,570,000
Efficiency Measure					
Annual claims cost per covered member	Dollars	\$3,097	\$3,222	\$3,677	\$3,677

Expenditures By Category

	FY 2003 Actual	FY 2004 Budget	FY 2005 Continuation	FY 2005 Issues	FY 2005 Totals
Personal Expenditures	97,954	84,719	90,444	0	90,444
Non Personal Expenditures	7,317	9,940	9,267	0	9,267
Capital Expenditures	0	900	500	0	500
Totals	\$105,271	\$95,559	\$100,211	\$0	\$100,211

Personnel Summary

Actual Positions	1.40	1.55	0.00	1.55
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