

# 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 2005-06 are embedded in the City's Strategic Plan for attraction, retention and development of employees.

## Department Expenditures by Cost Center

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
032641 EMPLOYEE DEVELOPMENT	183,691	227,589	233,788	0	233,788
032643 EMPLOYMENT SERVICES	121,147	129,396	156,832	0	156,832
032644 HUMAN RESOURCES MANAGEMENT	247,243	302,826	304,376	10,000	314,376
032647 HUMAN RELATIONS BOARD SUPPORT	78,158	91,767	95,427	0	95,427
032671 BENEFITS	95,541	100,211	105,173	0	105,173
Totals	\$725,780	\$851,789	\$895,596	\$10,000	\$905,596

## Department Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	636,445	688,893	734,484	0	734,484
Non Personal Expenditures	84,289	160,896	155,977	10,000	165,977
Capital Expenditures	5,046	2,000	5,135	0	5,135
Totals	\$725,780	\$851,789	\$895,596	\$10,000	\$905,596

## Personnel Summary

Actual Positions	11.00	11.00	0.00	11.00
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# HUMAN RESOURCES

## Revenue Summary

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
CHARGES FOR SERVICES	23	0	0	0	0
OTHER MISCELLANEOUS REVENUES	126	0	0	0	0
Totals	\$149	\$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 - Rollout complete for all departments reporting to the City Manager.	Yes	2005	\$0
Provide supervisor training on positive reinforcement. Status - Modules on effective interviewing, managing behavior, career and performance management are completed and have been delivered to Public Works management. Other modules are under development.	Yes	2006	\$0
Create and implement an overall employee communications strategy. Status - Working with the City Manager's office, Human Resources will develop a "branded" look to our employee communications, training and employee initiatives.	Yes	2006	\$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	FY 2003	FY 2004	FY 2005	FY 2006
<b>Effectiveness Measure</b>					
Voluntary turnover rate	Percent	8.6	8.0	7.2	6.5

### Strategic Concern - City as a Challenging, Fulfilling Employer

#### Strategy

Recruitment

Task	Current Funding	Fiscal Year Completed	Funds Required
Develop and market recruiting materials that leverage the advantages of working for the City. Status - Development of new recruiting materials underway. City re-initiating participation at local Career Fairs.	Yes	2006	\$0
Provide management with selection tools and training (skill identification, testing, behavioral interviewing, etc.). Status - Modules developed for presentation to departments. Presentation complete in Public Works.	Yes	2005	\$0

# HUMAN RESOURCES

## EMPLOYEE DEVELOPMENT

**Indicator**

No court challenges on hiring decisions.

**Status**

Reduce/eliminate number of substantiated court challenges to hiring decisions. 2003-2004 set baseline. To date we have had zero challenges.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Effectiveness Measure</b>					
Substantiated court challenges	Percent	n/a	n/a	0	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 - Modules complete for Teamwork/Conflict Management and Coaching. Modules under development for Counseling, Change Management, and Cultural Expectations.	Yes	2006	\$0
Ensure that training is linked to the culture we profess. Status - Department Head Workshop slated for this FY will better define the desired culture and measures of success.	Yes	2006	\$0
Training to be broad enough to encompass policies, expectations and specific skills (e.g., coaching). Status - Human Resources developing a standard delivery format (PowerPoint) for training delivery using behaviorally-anchored course objectives.	Yes	2006	\$0
Use succession planning to identify and develop backups to key leadership positions. Status - Human Resources to develop a succession planning process draft by 06/30/05, for the identification of key leadership back-ups and their developmental needs.	Yes	2006	\$0

**Indicator**

Number and percentage of jobs filled from within.

**Status**

Improve percentage of City jobs filled from within. 2003-2004 - set baseline.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Effectiveness Measure</b>					
City jobs filled from within	Percent	n/a	43	50	60

**Indicator**

Increase in number of supervisor training hours delivered.

**Status**

Increase the number of HR-delivered supervisory training hours. In FY 2003-2004 there were 47 supervisors taking 4 hrs training for a total of 188 supervisory training hours. For 2004-2005 we estimate 500 supervisory training hours.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Effectiveness Measure</b>					
Supervisor training hours	Number	n/a	188	500	750

# HUMAN RESOURCES

## EMPLOYEE DEVELOPMENT

**Indicator**

Number of new training programs created.

**Status**

Increased number of new training programs developed and delivered. 2003-2004 set baseline. 2004-2005 goal of five (5) new programs with ten (10) additional in 2006.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Effectiveness Measure</b>					
New training programs developed	Number	n/a	1	5	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	FY 2003	FY 2004	FY 2005	FY 2006
<b>Output Measure</b>					
Employees attending city-wide training	Number	218	235	250	250
Employees attending orientation	Number	99	61	100	100
Employees receiving special recognition	Number	165	187	175	175
<b>Effectiveness Measure</b>					
Employee rating training satisf./better	Number	218	235	250	250
Employee rating orien. satisf./better	Number	93	61	100	100
<b>Efficiency Measure</b>					
Total student hours per HR FTE	Number	13.7	17.0	45.0	68.0

**Expenditures By Category**

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	148,685	149,600	164,256	0	164,256
Non Personal Expenditures	31,117	77,989	66,909	0	66,909
Capital Expenditures	3,889	0	2,623	0	2,623
Totals	\$183,691	\$227,589	\$233,788	\$0	\$233,788

**Personnel Summary**

Actual Positions	2.35	2.35	0.00	2.35
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**Revenue Summary**

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
CHARGES FOR SERVICES	19	0	0	0	0
OTHER MISCELLANEOUS REVENUES	126	0	0	0	0
Totals	\$145	\$0	\$0	\$0	\$0

# 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 - Human Resources has developed a means of tracking recruiting costs by source and department which will lead to measures of effectiveness as the database grows.	Yes	2006	\$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	FY 2003	FY 2004	FY 2005	FY 2006
<b>Effectiveness Measure</b>					
Average days to complete recruitment	Number	32	47	45	43

### 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	FY 2003	FY 2004	FY 2005	FY 2006
<b>Output Measure</b>					
Applications processed (Year)	Number	2,938	3,627	3,544	3,369
Position requisitions (Year)	Number	127	107	144	144
Total advertising costs (City/year)	Dollars	\$36,768	\$99,187	\$68,832	\$68,832
<b>Effectiveness Measure</b>					
Female applicants	Percent	39	43	39	40
Minority applicants	Percent	25	23	26	25
<b>Efficiency Measure</b>					
Cost per applicant	Dollars	\$12.51	\$27.34	\$19.42	\$20.43

### Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	110,869	118,819	127,730	0	127,730
Non Personal Expenditures	10,278	10,077	28,727	0	28,727
Capital Expenditures	0	500	375	0	375
Totals	\$121,147	\$129,396	\$156,832	\$0	\$156,832

### 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 Dairy Conference United States and Canada, 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

<b>Task</b>	<b>Current Funding</b>	<b>Fiscal Year Completed</b>	<b>Funds Required</b>
Analyze compensation plans, City-initiated. Status - Negotiation of a 3-year contract allows fine-tuning of the compensation structure to ensure market rates are competitive.	Yes	2006	\$0

### **Strategic Concern - City as a Challenging, Fulfilling Employer**

#### **Strategy**

Employee Retention

<b>Task</b>	<b>Current Funding</b>	<b>Fiscal Year Completed</b>	<b>Funds Required</b>
Maintain existing and explore new incentives for retention. Status - Human Resources will continue to monitor exit interview data to ensure policy does not adversely impact retention. Instituting wage schedules in both labor contracts was the first step to mitigate compensation issues uncovered in current exit interview data.	Yes	2006	\$0
Communicate the "value" of employment with the City annually. Status - Human Resources will initiate ABRA upgrades in 2005 that will allow us to generate this data internally in FY 2006.	Yes	2006	\$0
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. Establishes baseline results.	No	2006	\$10,000
Establish a citywide culture that creates institutional values and positions the City as an "employer of choice." Status - The Department Head retreat scheduled this year begins the process of defining the desired culture. Funded by City Manager's	Yes	2006	\$0

# HUMAN RESOURCES

## HUMAN RESOURCES MANAGEMENT

Task	Current Funding	Fiscal Year Completed	Funds Required
budget.			
Develop a long term strategy for salary and benefit packages. Status - Fiscal year 2006 salary budget assumptions include the Teamster and PBA FY 2006 wage assumptions along with a similar assumption for the non-union group.  Fiscal year 2006 medical contributions from employees will generate approximately \$250,000 additional contributions to the Medical Fund. No other plan changes are anticipated in 2006.	Yes	2006	\$0

<u>Indicator</u>	<u>Status</u>
Fewer grievances.	Fewer grievances. 2003-2004 - set baseline. 2004-2005 goal is reduction in grievances.

  

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Effectiveness Measure</b>					
Grievances	Number	n/a	2	1	1

**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 - Commission/Charter Official Workshop completed.	Yes	2004	\$0
Pursue re-training as the desired alternative to disability retirement. Status - Human Resources, Pensions and Risk Management will develop a process to review pending long-term disabilities to determine if alternative work assignments are available.	Yes	2006	\$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 and compensation initiatives designed 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	FY 2003	FY 2004	FY 2005	FY 2006
<b>Output Measure</b>					
Salary surveys completed	Number	41	44	45	45
Position evaluations performed	Number	6	10	10	10
Outside labor counsel costs	Dollars	\$234,572	\$51,311	\$50,000	\$50,000
<b>Effectiveness Measure</b>					
Voluntary turnover rate	Percent	8.6	8.0	7.2	6.5
<b>Efficiency Measure</b>					
Outside labor counsel costs per FTE	Dollars	\$329.46	\$72.07	\$70.22	\$70.22

### Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	228,468	261,849	271,493	0	271,493
Non Personal Expenditures	17,618	40,477	31,496	10,000	41,496
Capital Expenditures	1,157	500	1,387	0	1,387
Totals	\$247,243	\$302,826	\$304,376	\$10,000	\$314,376

### Personnel Summary

Actual Positions	3.90	3.90	0.00	3.90
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# HUMAN RESOURCES MANAGEMENT

## **Task re: Conduct bi-annual EAS/reports**

Strategy 30 (Employee Retention) of the City of Sarasota Strategic Plan highlights the requirement to conduct a bi-annual Employee Attitude Survey (See Task 5).

This issue request allocates \$10,000 for both the purchase of a survey license and the data results stratification necessary to provide specific feedback to each department in FY 2006.

### **Cost of Issue**

Personal	0
Operating	10,000
Capital	0
Transfers	0
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Total	\$10,000
Net Cost of Issue	\$10,000

# 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 provides for outreach efforts on the City's non-discrimination ordinance.

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

Work 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, conciliation agreements and right-to-sue letters.

Provide community outreach to educate businesses and individuals about the nondiscrimination ordinance, the Human Relations Board and the complaint process.

Note: Complaints that do not meet the criteria of the ordinance are not part of the effectiveness and efficiency calculations.

Description	Unit	FY 2003	FY 2004	FY 2005	FY 2006
<b>Output Measure</b>					
Complaints filed with Human Relations Board	Number	n/a	5	5	5
Complaints failing to meet criteria of ordinance	Number	n/a	2	2	2
Complaints administratively dismissed	Number	n/a	2	2	2
Complaints involving conciliation	Number	n/a	3	3	3
Complaints heard by Human Relations Board	Number	n/a	0	0	0
<b>Effectiveness Measure</b>					
Complaints resolved via conciliation	Percent	n/a	33	33	33
Complaints resolved via public hearing	Percent	n/a	0	0	0
<b>Efficiency Measure</b>					
Days from filing complaint to resolution	Number	n/a	117	117	117

### Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	60,557	68,181	74,057	0	74,057
Non Personal Expenditures	17,601	23,086	20,995	0	20,995
Capital Expenditures	0	500	375	0	375
Totals	\$78,158	\$91,767	\$95,427	\$0	\$95,427

### Personnel Summary

Actual Positions	1.30	1.30	0.00	1.30
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**HUMAN RESOURCES  
HUMAN RELATIONS BOARD SUPPORT**

**Revenue Summary**

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
CHARGES FOR SERVICES	4	0	0	0	0
Totals	\$4	\$0	\$0	\$0	\$0

# 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 - City as a Challenging, Fulfilling Employer**

### **Strategy**

Employee Development

<b>Task</b>	<b>Current Funding</b>	<b>Fiscal Year Completed</b>	<b>Funds Required</b>
Wellness initiatives. Status - Initial Wellness activities have included a Diabetes Management Program and City Health Fair.  A "Walk for Life" initiative is under study by the Benefits Focus Group.	Yes	2006	\$0

## **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.  
Track the month-to-month costs of our medical plan and analyze special causes of variation.

<b>Description</b>	<b>Unit</b>	<b>FY 2003</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>
<b>Output Measure</b>					
Employees/retirees/dependents	Number	2,142	2,168	2,252	2,252
New employees enrolled	Number	146	64	104	104
Medical premium costs	Dollars	\$7,741,512	\$9,517,160	\$8,500,000	\$9,350,000
<b>Efficiency Measure</b>					
Annual costs per covered member	Dollars	\$3,614	\$4,390	\$3,774	\$4,152

# HUMAN RESOURCES BENEFITS

## Expenditures By Category

	FY 2004 Actual	FY 2005 Budget	FY 2006 Continuation	FY 2006 Issues	FY 2006 Totals
Personal Expenditures	87,866	90,444	96,948	0	96,948
Non Personal Expenditures	7,675	9,267	7,850	0	7,850
Capital Expenditures	0	500	375	0	375
Totals	\$95,541	\$100,211	\$105,173	\$0	\$105,173

## Personnel Summary

Actual Positions	1.55	1.55	0.00	1.55
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