

# 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 training, 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 2006-07 are embedded in the City's Strategic Plan for attraction, retention and development of employees.

## Department Expenditures by Cost Center

	FY 2005 Actual	FY 2006 Budget	FY 2007 Continuation	FY 2007 Issues	FY 2007 Totals
032641 EMPLOYEE DEVELOPMENT	196,358	233,788	178,741	0	178,741
032643 EMPLOYMENT SERVICES	120,164	156,832	157,732	0	157,732
032644 HUMAN RESOURCES MANAGEMENT	259,949	314,376	427,709	13,860	441,569
032647 HUMAN RELATIONS BOARD SUPPORT	77,193	95,427	97,748	4,000	101,748
032671 BENEFITS	109,050	105,173	106,020	0	106,020
Totals	\$762,714	\$905,596	\$967,950	\$17,860	\$985,810

## Department Expenditures By Category

	FY 2005 Actual	FY 2006 Budget	FY 2007 Continuation	FY 2007 Issues	FY 2007 Totals
Personal Expenditures	663,182	734,484	791,695	0	791,695
Non Personal Expenditures	78,494	165,977	166,155	2,310	168,465
Capital Expenditures	21,038	5,135	10,100	15,550	25,650
Totals	\$762,714	\$905,596	\$967,950	\$17,860	\$985,810

## Personnel Summary

Actual Positions	11.00	11.00	0.00	11.00
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# HUMAN RESOURCES

## Revenue Summary

	FY 2005 Actual	FY 2006 Budget	FY 2007 Continuation	FY 2007 Issues	FY 2007 Totals
CHARGES FOR SERVICES	380	0	0	0	0
OTHER MISCELLANEOUS REVENUES	230	0	0	0	0
Totals	\$610	\$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 management training initiatives, provision of conflict resolution training and assistance, employee events and administration of the City's suggestion and recognition programs.

### **STRATEGIC PLAN**

#### **Strategic Goal - A Workplace that Attracts and Retains an Outstanding Workforce**

**Strategy** - Increase qualified applicants for open positions.

**Objective** - Diversify recruiting methods to improve applicants for open positions.

<b>Task</b>	<b>Current Funding</b>	<b>Fiscal Year Completed</b>	<b>Funds Required</b>
Design and administer a post-hiring survey that assesses the quality of applicants in the hiring pool. Status - The survey design will be complete by 09/01/06 and administered to all hiring managers having staffing activity in FY 2006.	Yes	2006	\$0

**Objective** - Implement wage & benefit packages that are tailored to attract potential employees interested in job-sharing or other part-time opportunities.

<b>Task</b>	<b>Current Funding</b>	<b>Fiscal Year Completed</b>	<b>Funds Required</b>
Create a formula for assessing total employment costs (salary, benefits, pension, etc.) to determine the break-even point for job sharing. Status - Formula complete and adjusted to reflect increased pension and medical costs for FY 2007.	Yes	2006	\$0

**Objective** - Increase management's ability to select qualified new hires through the provision of selection tools and training (skill identification, testing, behavioral interviewing, etc.).

<b>Task</b>	<b>Current Funding</b>	<b>Fiscal Year Completed</b>	<b>Funds Required</b>
Design and present a Behavioral Interviewing module to all hiring managers by the end of FY 2007. Status - Module complete for one hour overview and will be expanded to 3 hour version by 09/30/06.	Yes	2007	\$0

**Strategy** - Maximize employee skills, while maintaining employee long-term health.

**Objective** - Expand supervisor training to increase the number of qualified internal applicants for supervisory positions.

<b>Task</b>	<b>Current Funding</b>	<b>Fiscal Year Completed</b>	<b>Funds Required</b>
Develop and offer additional Toolkit skill modules covering interviewing, coaching, effective communications, customer focus and teamwork along with manager orientation to key City processes and financials. Status - Department Heads will be surveyed by 09/30/06 to determine which modules should be developed and offered first.	Yes	2007	\$0

# HUMAN RESOURCES

## EMPLOYEE DEVELOPMENT

**Objective** - Use succession planning to identify and develop backups to key leadership positions.

Task	Current Funding	Fiscal Year Completed	Funds Required
Meet individually with each Department Head to identify back-up candidates for Department Head and Deputy level jobs, readiness and development needed for those identified. Status - Meetings with the Charter Officials will occur in the 4th quarter of 2006 and with the Department Heads by 03/31/07.	Yes	2007	\$0

**Objective** - Study and implement annual wellness programs designed to encourage healthy living.

Task	Current Funding	Fiscal Year Completed	Funds Required
Measure and increase participation in smoking cessation, weight management and other wellness communications as correlated with the City's overall healthcare costs. Status - Through 05/31/06, 41 participants have completed the Weight Watchers at Work Program losing 508 lbs for an average weight loss of 12.4 lbs. In addition, twenty-five participants have enrolled in the initial offering of the City's Smoking Cessation Program.	Yes	2007	\$0

**Objective** - Identify predominate health risks in our employee population and implement programs designed to reduce the predominate risks identified for the top 5% "at risk" health conditions (approximately 100 covered members in our medical plans).

Task	Current Funding	Fiscal Year Completed	Funds Required
Implement a required disease management program for all City health plan offerings managed via Healthcare Sarasota and WEB-TPA. Status - All current Healthcare Sarasota medical plan offerings are undergoing revision. Mandatory disease management is a component in each plans' proposed design and should be available for plan year 2007.	Yes	2007	\$0

**Strategy** - Increase employee satisfaction to reduce employee turnover.

**Objective** - To reduce employee turnover and increase employee opportunities to promote internally.

Task	Current Funding	Fiscal Year Completed	Funds Required
Centralize and automate exit interview data collection and analysis into HR. Measure and increase the percentage of internal promotions year after year. Status - HR will complete its analysis of Exit Interview online tools by 08/31/06 and implement a new system by 10/01/06.	Yes	2007	\$0

**Objective** - Develop new incentives for retention, such as a housing assistance program, commuter assistance program, and post-retirement benefits.

Task	Current Funding	Fiscal Year Completed	Funds Required
In conjunction with the OHCD, develop and get City Commission funding of various housing purchase assistance programs. Implement vanpooling, ride-sharing and discounted SCAT ride tickets. Status - The OHCD will develop the parameters for an Employee Down Payment Assistance Program by 02/01/07. The program's total costs and amount of benefit per eligible employee will be factored into the FY 2008 budget as an issue for the City Commission's consideration.	No	2008	\$200,000

# HUMAN RESOURCES EMPLOYEE DEVELOPMENT

**Objective** - Improve employee satisfaction by addressing the top 3-5 issues identified in a bi-annual employee attitude survey.

Task	Current Funding	Fiscal Year Completed	Funds Required
The top 3-5 non-economic concerns will be identified by Department Heads along with an inter-departmental plan for addressing those issues. Status - The survey will be administered by 12/31/06 and the top 3-5 issues addressed before 03/01/07 for inclusion in the FY 2008 budget.	Yes	2007	\$0

**Objective** - Develop a long-term strategy for salary and benefit packages that reflect our chosen market position (50th percentile plus).

Task	Current Funding	Fiscal Year Completed	Funds Required
Recommend job grade salary structure changes targeted at a true midpoint, with minimums at 80% and maximums at 120% of midpoints. Identify and adjust job grades for positions where a true midpoint position is less than 50th percentile positioning. Status - Salary studies for 74 job titles are complete and organizational charts depicting recommended grade changes will be complete by 07/15/06. Targeted position grade changes will be recommended for FY 2007 and a move to a true midpoint in FY 2008.	No	2008	\$0

## **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 Toolkit training initiative.

Description	Unit	FY 2004	FY 2005	FY 2006	FY 2007
<b>Output Measure</b>					
Employees attending city-wide training	Number	235	66	258	258
Employees attending orientation	Number	61	82	74	76
Employees receiving special recognition	Number	187	110	122	125
Sexual Harassment Prevention Training	Number	n/a	75	182	182
<b>Effectiveness Measure</b>					
Employee rating training satisf./better	Number	235	11	207	207
Employee rating orien. satisf./better	Number	61	82	74	74
<b>Efficiency Measure</b>					
Total student hours per HR FTE	Number	17.0	22.9	107.27	107.27

## **Expenditures By Category**

	FY 2005 Actual	FY 2006 Budget	FY 2007 Continuation	FY 2007 Issues	FY 2007 Totals
Personal Expenditures	150,266	164,256	177,048	0	177,048
Non Personal Expenditures	42,128	66,909	1,693	0	1,693
Capital Expenditures	3,964	2,623	0	0	0
Totals	\$196,358	\$233,788	\$178,741	\$0	\$178,741

# HUMAN RESOURCES EMPLOYEE DEVELOPMENT

## Personnel Summary

Actual Positions	2.35	2.35	0.00	2.35
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## Revenue Summary

	FY 2005 Actual	FY 2006 Budget	FY 2007 Continuation	FY 2007 Issues	FY 2007 Totals
CHARGES FOR SERVICES	380	0	0	0	0
OTHER MISCELLANEOUS REVENUES	230	0	0	0	0
Totals	\$610	\$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.

## 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.

Description	Unit	FY 2004	FY 2005	FY 2006	FY 2007
<b>Output Measure</b>					
Applications processed (Year)	Number	3,627	3,576	3,500	3,567
Position requisitions (Year)	Number	107	165	168	147
Total advertising costs (City/year)	Dollars	\$99,187	\$123,148	\$81,460	\$86,024
<b>Effectiveness Measure</b>					
Female applicants	Percent	43	38	38	40
Minority applicants	Percent	23	25	25	24
<b>Efficiency Measure</b>					
Cost per applicant	Dollars	\$27.34	\$34.44	\$23.27	\$24.08

## Expenditures By Category

	FY 2005 Actual	FY 2006 Budget	FY 2007 Continuation	FY 2007 Issues	FY 2007 Totals
Personal Expenditures	113,834	127,730	137,405	0	137,405
Non Personal Expenditures	6,330	28,727	20,327	0	20,327
Capital Expenditures	0	375	0	0	0
<b>Totals</b>	<b>\$120,164</b>	<b>\$156,832</b>	<b>\$157,732</b>	<b>\$0</b>	<b>\$157,732</b>

## 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 PBA represents approximately 200 sworn City police officers and the Teamsters represent approximately 300 craft and clerical non-exempt positions.

The Human Resources Management function conducts position evaluations, compensation surveys and recommends pay delivery plans, and administers the City's compensation step program.

### **OPERATIONAL FOCUS**

#### **Strategy**

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

#### **Task**

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Study and recommend pay delivery system modifications 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.

#### **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**

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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.

<b>Description</b>	<b>Unit</b>	<b>FY 2004</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>
<b>Output Measure</b>					
Salary surveys completed	Number	44	30	27	30
Position evaluations performed	Number	10	8	10	8
Outside labor counsel costs	Dollars	\$51,311	\$27,635	\$48,000	\$30,000
<b>Effectiveness Measure</b>					
Voluntary turnover rate	Percent	8.0	8.2	7.5	7.5
<b>Efficiency Measure</b>					
Outside labor counsel costs per FTE	Dollars	\$72.07	\$38.87	\$67.51	\$42.19

# HUMAN RESOURCES

## HUMAN RESOURCES MANAGEMENT

### Expenditures By Category

	FY 2005 Actual	FY 2006 Budget	FY 2007 Continuation	FY 2007 Issues	FY 2007 Totals
Personal Expenditures	241,057	271,493	295,052	0	295,052
Non Personal Expenditures	17,209	41,496	122,557	2,310	124,867
Capital Expenditures	1,683	1,387	10,100	11,550	21,650
Totals	\$259,949	\$314,376	\$427,709	\$13,860	\$441,569

### Personnel Summary

Actual Positions	3.90	3.90	0.00	3.90
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# HUMAN RESOURCES MANAGEMENT

## **eRecruiter, software**

Our current online application filing and tracking process was written by our I.T. Department as a subset of Lotus Notes.

Lotus Notes will be phased out in FY 2007 and I.T. will be unable to support our applicant processes.

The eRecruiter software requested as a Budget Issue is a module of Abra, our payroll/HRIS System, and will provide not only online applicant tracking but also new features that allow for online screening of applicant qualifications.

### **Cost of Issue**

Personal	0
Operating	2,310
Capital	11,550
Transfers	0
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Total	\$13,860
Net Cost of Issue	\$13,860

# 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 accommodation and housing and 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.

### 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 2004	FY 2005	FY 2006	FY 2007
<b>Output Measure</b>					
Complaints filed with Human Relations Board	Number	5	5	8	8
Complaints failing to meet criteria of ordinance	Number	2	2	0	0
Complaints voluntarily/administratively dismissed	Number	2	3	4	4
Complaints involving conciliation	Number	3	3	6	6
Complaints heard by Human Relations Board	Number	0	0	0	0
<b>Effectiveness Measure</b>					
Complaints resolved via conciliation	Percent	33	33	25	25
Complaints resolved via public hearing	Percent	0	0	0	0
<b>Efficiency Measure</b>					
Avg days from filing complaint to resolution	Number	117	66	97	97

### Expenditures By Category

	FY 2005 Actual	FY 2006 Budget	FY 2007 Continuation	FY 2007 Issues	FY 2007 Totals
Personal Expenditures	68,910	74,057	78,977	0	78,977
Non Personal Expenditures	8,283	20,995	18,771	0	18,771
Capital Expenditures	0	375	0	4,000	4,000
Totals	\$77,193	\$95,427	\$97,748	\$4,000	\$101,748

### Personnel Summary

Actual Positions	1.30	1.30	0.00	1.30
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# HUMAN RELATIONS BOARD SUPPORT

## Office furniture - HRB board support

Provide new build-in cubicle workspace office furnishing unit for desk work area with drawer files, lateral file, desk file, small bookcase and overheads where appropriate.

### Cost of Issue

Personal	0
Operating	0
Capital	4,000
Transfers	0
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Total	\$4,000
Net Cost of Issue	\$4,000

# 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, WEB-TPA (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.

## 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.

Description	Unit	FY 2004	FY 2005	FY 2006	FY 2007
<b>Output Measure</b>					
Employees/retirees/dependents	Number	2,168	2,180	2,153	2,165
New employees enrolled	Number	64	104	104	104
Medical premium costs	Dollars	\$9,517,160	\$8,742,263	\$9,043,165	\$9,600,000
<b>Efficiency Measure</b>					
Annual costs per covered member	Dollars	\$4,390	\$4,010	\$4,200	\$4,434

## Expenditures By Category

	FY 2005 Actual	FY 2006 Budget	FY 2007 Continuation	FY 2007 Issues	FY 2007 Totals
Personal Expenditures	89,115	96,948	103,213	0	103,213
Non Personal Expenditures	4,544	7,850	2,807	0	2,807
Capital Expenditures	15,391	375	0	0	0
Totals	\$109,050	\$105,173	\$106,020	\$0	\$106,020

## Personnel Summary

Actual Positions	1.55	1.55	0.00	1.55
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