

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, Human Relations Board Support and Benefits. 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 performance evaluation.

Human Relations Board Support - Legal compliance with the City's non-discrimination ordinance, 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 2007-08 are embedded in the City's Strategic Plan for attraction, retention and development of employees.

Department Expenditures by Cost Center

	FY 2006 Actual	FY 2007 Budget	FY 2008 Continuation	FY 2008 Issues	FY 2008 Totals
032641 EMPLOYEE DEVELOPMENT	204,210	178,741	185,812	-11,248	174,564
032643 EMPLOYMENT SERVICES	133,990	157,732	166,137	-59,063	107,074
032644 HUMAN RESOURCES MANAGEMENT	277,656	441,569	461,515	-88,592	372,923
032647 HUMAN RELATIONS BOARD SUPPORT	83,089	101,748	105,608	-1,500	104,108
032671 BENEFITS	123,784	106,020	109,030	-11,088	97,942
Totals	\$822,729	\$985,810	\$1,028,102	(\$171,491)	\$856,611

Department Expenditures By Category

	FY 2006 Actual	FY 2007 Budget	FY 2008 Continuation	FY 2008 Issues	FY 2008 Totals
Personal Expenditures	718,947	791,695	845,537	-112,311	733,226
Non Personal Expenditures	88,110	168,465	171,465	-59,180	112,285
Capital Expenditures	15,672	25,650	11,100	0	11,100
Totals	\$822,729	\$985,810	\$1,028,102	(\$171,491)	\$856,611

Personnel Summary

Actual Positions	11.00	11.00	-2.00	9.00
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HUMAN RESOURCES

Revenue Summary

	FY 2006 Actual	FY 2007 Budget	FY 2008 Continuation	FY 2008 Issues	FY 2008 Totals
CHARGES FOR SERVICES	405	0	0	0	0
OTHER MISCELLANEOUS REVENUES	74	0	0	0	0
Totals	\$479	\$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.

Task	Current Funding	Fiscal Year Completed	Funds Required
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 8/01/07 and administered to all hiring managers having staffing activity in FY 2007.	Yes	2008	\$0

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

Task	Current Funding	Fiscal Year Completed	Funds Required
Create a formula for assessing total employment costs (salary, benefits, pension, etc.) to determine the break-even point for job sharing. Status - The formula was completed and adjusted to reflect increased pension and medical costs for FY 2008.	Yes	2007	\$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.).

Task	Current Funding	Fiscal Year Completed	Funds Required
Design and present an internally developed Behavioral Interviewing workshop for all hiring managers. Status - This task will be completed by the end of FY 2008.	Yes	2008	\$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.

Task	Current Funding	Fiscal Year Completed	Funds Required
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 - Full array of supervisory training modules have been reviewed with the City Department Director team.	Yes	2008	\$0

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

HUMAN RESOURCES EMPLOYEE DEVELOPMENT

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 3rd quarter of 2007 and with the Department Heads by 12/31/07.	Yes	2008	\$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 3/31/07, ninety (90) participants have completed the City's weight loss program losing 739 lbs. for an average weight loss of 8.2 lbs. In addition, forty-one (41) participants have enrolled in the initial offering of the City's smoking cessation program.	Yes	2008	\$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 2008.	Yes	2008	\$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 Human Resources. Measure and increase the percentage of internal promotions year after year. Status - The Human Resources Department will complete its analysis of Exit Interview online tools by 9/01/07 and implement a new system by 12/01/07.	Yes	2008	\$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 have been completed and recommendations implemented on 11/8/06. A move to a true midpoint in FY 2008 will not be proposed due to budget constraints.	Yes	2008	\$0

HUMAN RESOURCES EMPLOYEE DEVELOPMENT

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 2005	FY 2006	FY 2007	FY 2008
Output Measure					
Employees attending city-wide training	Number	66	431	598	400
Employees attending orientation	Number	82	90	80	80
Employees receiving special recognition	Number	110	201	220	220
Sexual harassment prevention training	Number	75	528	436	100
Effectiveness Measure					
Employee rating training satisf./better	Number	11	78	114	79
Employee rating orien. satisf./better	Number	82	90	80	80
Efficiency Measure					
Total student hours per HR FTE	Number	22.9	45.8	45.6	60.0

Expenditures By Category

	FY 2006 Actual	FY 2007 Budget	FY 2008 Continuation	FY 2008 Issues	FY 2008 Totals
Personal Expenditures	162,391	177,048	184,869	-11,248	173,621
Non Personal Expenditures	39,094	1,693	943	0	943
Capital Expenditures	2,725	0	0	0	0
Totals	\$204,210	\$178,741	\$185,812	(\$11,248)	\$174,564

Personnel Summary

Actual Positions	2.35	2.25	-0.20	2.05
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Revenue Summary

	FY 2006 Actual	FY 2007 Budget	FY 2008 Continuation	FY 2008 Issues	FY 2008 Totals
CHARGES FOR SERVICES	405	0	0	0	0
OTHER MISCELLANEOUS REVENUES	74	0	0	0	0
Totals	\$479	\$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 (HRIS), tracking applications and fielding applicant questions. This function ensures appropriate communication with applicants, processes the invoices for advertising and tracks applicant flow data.

The Sworn Officer application process is jointly managed through this office 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 2005	FY 2006	FY 2007	FY 2008
Output Measure					
Applications processed (Year)	Number	3,576	2,969	2,900	2,000
Position requisitions (Year)	Number	165	155	150	100
Total advertising costs (City/year)	Dollars	\$123,148	\$91,464	\$90,000	\$80,000
Effectiveness Measure					
Female applicants	Percent	38	37	37	37
Minority applicants	Percent	25	26	26	26
Efficiency Measure					
Cost per applicant	Dollars	\$34.44	\$30.81	\$31.03	\$40.00

Expenditures By Category

	FY 2006 Actual	FY 2007 Budget	FY 2008 Continuation	FY 2008 Issues	FY 2008 Totals
Personal Expenditures	121,810	137,405	145,810	-39,063	106,747
Non Personal Expenditures	10,827	20,327	20,327	-20,000	327
Capital Expenditures	1,353	0	0	0	0
Totals	\$133,990	\$157,732	\$166,137	(\$59,063)	\$107,074

Personnel Summary

Actual Positions	1.90	1.90	-0.70	1.20
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HUMAN RESOURCES

HUMAN RESOURCES MANAGEMENT

Mission Statement

To provide data entry activity and management of the Human Resources Information System (HRIS), 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. These activities are the source of data for the payroll system, performance data, attendance data and the individual employee profile.

This cost center 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

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

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.

Description	Unit	FY 2005	FY 2006	FY 2007	FY 2008
Output Measure					
Salary surveys completed	Number	30	26	20	20
Position evaluations performed	Number	8	6	8	8
Outside labor counsel costs	Dollars	\$27,635	\$35,800	\$44,837	\$50,000
Effectiveness Measure					
Voluntary turnover rate	Percent	8.2	10	9	10
Efficiency Measure					
Outside labor counsel costs per FTE	Dollars	\$38.87	\$49.38	\$61.84	\$68.97

HUMAN RESOURCES

HUMAN RESOURCES MANAGEMENT

Expenditures By Category

	FY 2006 Actual	FY 2007 Budget	FY 2008 Continuation	FY 2008 Issues	FY 2008 Totals
Personal Expenditures	263,972	295,052	321,068	-50,912	270,156
Non Personal Expenditures	13,684	124,867	129,347	-37,680	91,667
Capital Expenditures	0	21,650	11,100	0	11,100
Totals	\$277,656	\$441,569	\$461,515	(\$88,592)	\$372,923

Personnel Summary

Actual Positions	3.90	3.90	-0.90	3.00
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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 accommodation and housing and provides for outreach efforts on the City's non-discrimination ordinance.

Provides coordination and scheduling of the Civil Service and General personnel Board meetings.

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 performance measures.

Description	Unit	FY 2005	FY 2006	FY 2007	FY 2008
Output Measure					
Complaints filed with Human Relations Board	Number	5	6	8	8
Complaints failing to meet criteria of ordinance	Number	2	0	0	0
Complaints voluntarily/administratively dismissed	Number	3	6	6	8
Complaints involving conciliation	Number	3	2	4	4
Complaints heard by Human Relations Board	Number	0	3	3	3
Effectiveness Measure					
Complaints resolved via conciliation	Percent	33	15	20	20
Complaints resolved via public hearing	Percent	0	0	0	0
Efficiency Measure					
Avg days from filing complaint to resolution	Number	66	76	45	60

Expenditures By Category

	FY 2006 Actual	FY 2007 Budget	FY 2008 Continuation	FY 2008 Issues	FY 2008 Totals
Personal Expenditures	67,229	78,977	86,837	0	86,837
Non Personal Expenditures	15,860	18,771	18,771	-1,500	17,271
Capital Expenditures	0	4,000	0	0	0
Totals	\$83,089	\$101,748	\$105,608	(\$1,500)	\$104,108

**HUMAN RESOURCES
HUMAN RELATIONS BOARD SUPPORT**

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 City benefit programs, recommend program revisions and develop communications strategies to ensure understanding of benefits by all affected City employees.

Description of Operations

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 a 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

Administer 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 2005	FY 2006	FY 2007	FY 2008
Output Measure					
Employees/retirees/dependents	Number	2,180	2,210	2,210	2,210
New employees enrolled	Number	104	79	80	80
Medical premium costs ~ thousands	Dollars	\$8,742	\$9,068	\$9,793	\$10,576
Efficiency Measure					
Annual costs per covered member	Dollars	\$4,010	\$4,103	\$4,431	\$4,786

Expenditures By Category

	FY 2006 Actual	FY 2007 Budget	FY 2008 Continuation	FY 2008 Issues	FY 2008 Totals
Personal Expenditures	103,545	103,213	106,953	-11,088	95,865
Non Personal Expenditures	8,645	2,807	2,077	0	2,077
Capital Expenditures	11,594	0	0	0	0
Totals	\$123,784	\$106,020	\$109,030	(\$11,088)	\$97,942

Personnel Summary

Actual Positions	1.55	1.65	-0.20	1.45
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HUMAN RESOURCES

Budget Reduction

These reductions total \$171,491. Two Human Resource Technician II positions will be eliminated reducing the Human Resources workforce 18%, and generating a personal expenditures budget reduction of \$112,311. The workload most impacted by these forced reductions are staffing responsiveness, support of three City Commission-appointed Boards, data entry, and attendance plan monitoring.

The remaining \$59,180 of budget reductions will result from the elimination of a number of programs targeted at improving both employee morale and retention. The elimination of the City Vanpool Program, Employee Holiday Luncheon, Annual Longevity Luncheon, Employee Survey, United Way campaign support costs, will be supplemented by significant reductions in the New Employee Orientation program, Extra Mile program, and promotional materials utilized for recruiting and City-sponsored events.

Cost of Issue

Personal	-112,311
Operating	-59,180
Capital	0
Transfers	0
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Total	-171,491
Net Cost of Issue	-171,491