

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 seven cost centers: Employee Development, Employment Services, Human Resources Management, Human Relations Board Support, Benefits, Safety Programs and Claims Administration. 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.

Safety Programs - This program manages third party insurance coverage for buildings, boiler and machinery, theft and burglary, public officials and petroleum storage. The City is self-insured in the areas of fleet liability, workers' compensation and minor appurtenance liability.

Claims Administration - This program investigates, monitors and processes all claims made upon the City's self insurance funds except employee medical and dental claims.

Department Expenditures by Cost Center

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
032641 EMPLOYEE DEVELOPMENT	171,115	174,564	175,680	0	175,680
032643 EMPLOYMENT SERVICES	101,994	107,074	115,691	0	115,691
032644 HUMAN RESOURCES MANAGEMENT	353,549	372,923	404,925	0	404,925
032647 HUMAN RELATIONS BOARD SUPPORT	96,418	104,108	45,400	0	45,400
032671 BENEFITS	94,305	97,942	99,758	0	99,758
032672 SAFETY PROGRAMS	87,216	93,630	98,099	0	98,099
032673 CLAIMS ADMINISTRATION	293,099	97,415	97,279	0	97,279
Totals	\$1,197,696	\$1,047,656	\$1,036,832	\$0	\$1,036,832

Department Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personnel	880,159	905,356	909,247	0	909,247
Operating Expenditures	300,412	129,750	113,410	0	113,410
Capital Expenditures	17,125	12,550	14,175	0	14,175
Totals	\$1,197,696	\$1,047,656	\$1,036,832	\$0	\$1,036,832

HUMAN RESOURCES

Personnel Summary

Actual Positions	11.00	10.00	0.00	10.00
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Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
CHARGES FOR SERVICES	143	0	0	0	0
OTHER MISCELLANEOUS REVENUES	351	0	0	0	0
INTRAGOVERNMENTAL SERVICES	299,821	289,781	295,136	0	295,136
Totals	\$300,315	\$289,781	\$295,136	\$0	\$295,136

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.

CITYWIDE PRIORITIES

PRIORITY - Budget

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.

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Employees attending city-wide training	Number	431	428	378	378
Employees attending orientation	Number	90	89	26	26
Employees receiving special recognition	Number	201	255	170	170
Sexual harassment prevention training	Number	528	314	170	170
Effectiveness Measure					
Employee rating training satisf./better	Number	78	94	0	0
Employee rating orien. satisf./better	Number	90	89	26	26
Efficiency Measure					
Total student hours per HR FTE	Number	45.8	383.1	301.2	301.2

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personnel	169,908	173,621	174,737	0	174,737
Operating Expenditures	1,207	943	943	0	943
Capital Expenditures	0	0	0	0	0
Totals	\$171,115	\$174,564	\$175,680	\$0	\$175,680

Personnel Summary

Actual Positions	2.05	1.90	0.00	1.90
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HUMAN RESOURCES EMPLOYEE DEVELOPMENT

Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
CHARGES FOR SERVICES	143	0	0	0	0
OTHER MISCELLANEOUS REVENUES	26	0	0	0	0
Totals	\$169	\$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 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.

CITYWIDE PRIORITIES

PRIORITY - Budget

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.

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Employment applications processed (Year)	Number	2,969	2,479	1,738	1,738
Position requisitions processed (Year)	Number	155	115	60	60
Total advertising costs (City/year)	Dollars	\$91,464	\$82,055	\$4,204	\$4,204
Effectiveness Measure					
Female applicants	Percent	37%	34%	27%	27%
Minority applicants	Percent	26%	42%	34%	34%
Efficiency Measure					
Advertising cost per application processed	Dollars	\$30.81	\$33.10	\$2.41	\$2.41

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personnel	101,505	106,747	115,364	0	115,364
Operating Expenditures	489	327	327	0	327
Capital Expenditures	0	0	0	0	0
Totals	\$101,994	\$107,074	\$115,691	\$0	\$115,691

Personnel Summary

Actual Positions	1.20	1.25	0.00	1.25
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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.

CITYWIDE PRIORITIES

PRIORITY - Budget

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.

PRIORITY - Budget

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

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Salary surveys completed	Number	26	19	20	20
Position evaluations performed	Number	6	6	6	6
Outside labor counsel costs incurred	Dollars	\$35,800	\$35,699	\$13,242	\$13,242
Effectiveness Measure					
Voluntary turnover rate	Percent	10%	7%	5%	5%
Efficiency Measure					
Outside labor counsel costs per FTE	Dollars	\$49.38	\$44.35	\$19.05	\$19.05

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personnel	279,069	270,156	304,573	0	304,573
Operating Expenditures	65,081	91,667	87,077	0	87,077
Capital Expenditures	9,399	11,100	13,275	0	13,275
Totals	\$353,549	\$372,923	\$404,925	\$0	\$404,925

Personnel Summary

Actual Positions	3.00	3.20	0.00	3.20
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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.

CITYWIDE PRIORITIES

PRIORITY - Budget

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.

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Complaints filed with Human Relations Board	Number	6	6	6	6
Complaints failing to meet criteria of ordinance	Number	0	3	4	4
Complaints voluntarily/administratively dismissed	Number	6	0	2	2
Complaints involving conciliation	Number	2	3	2	2
Complaints heard by Human Relations Board	Number	3	0	0	0
Complaints resolved via public hearing	Number	0	0	0	0
Effectiveness Measure					
Complaints resolved via conciliation	Number	n/a	3	0	0
Avg days from filing complaint to resolution	Number	76	76	76	76

HUMAN RESOURCES

HUMAN RELATIONS BOARD SUPPORT

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personnel	73,890	86,837	34,404	0	34,404
Operating Expenditures	18,944	17,271	10,996	0	10,996
Capital Expenditures	3,584	0	0	0	0
Totals	\$96,418	\$104,108	\$45,400	\$0	\$45,400

Personnel Summary

Actual Positions	1.30	0.30	0.00	0.30
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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.

CITYWIDE PRIORITIES

PRIORITY - Budget

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 the City's medical plan and analyze special causes of variation.

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
Employees/retirees/dependents	Number	2,210	2,207	2,203	2,203
New employees enrolled	Number	79	66	46	46
Medical premium costs ~ thousands	Dollars	\$9,068	\$9,813	\$9,572	\$10,290
Effectiveness Measure					
Annual costs per covered member	Dollars	\$4,103	\$4,446	\$4,345	\$4,671

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personnel	92,452	95,865	97,681	0	97,681
Operating Expenditures	1,853	2,077	2,077	0	2,077
Capital Expenditures	0	0	0	0	0
Totals	\$94,305	\$97,942	\$99,758	\$0	\$99,758

Personnel Summary

Actual Positions	1.45	1.35	0.00	1.35
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HUMAN RESOURCES BENEFITS

Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
INTRAGOVERNMENTAL SERVICES	99,940	97,942	99,758	0	99,758
Totals	\$99,940	\$97,942	\$99,758	\$0	\$99,758

HUMAN RESOURCES SAFETY PROGRAMS

Mission Statement

To provide a safe and healthy environment for City employees and citizens and to minimize losses due to personal injury and/or property damage which cause personal suffering and reduce the City's capacity to effectively fulfill its obligation to the citizens of the City.

Description of Operations

Risk Management administers the City of Sarasota's Safety Program through the education of employees, inspection of facilities, and the implementation of mandated state and federal safety and health procedures and practices.

The three basic elements of the Safety Program are 1) the avoidance of injuries to employees, 2) the avoidance of injuries to the public and their property, and 3) the avoidance of damages to property and equipment. The avoidance of these elements results in substantial dollar savings for the City.

CITYWIDE PRIORITIES

PRIORITY - Budget

Strategy

To reduce personal injury losses.

Task

To reduce the total number of claims submitted by 5% through continued safety training.

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Effectiveness Measure					
Lost time claims processed	Number	19	5	10	9
Medical only claims processed	Number	64	67	74	70

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personnel	81,600	86,065	91,244	0	91,244
Operating Expenditures	3,113	6,915	6,355	0	6,355
Capital Expenditures	2,503	650	500	0	500
Totals	\$87,216	\$93,630	\$98,099	\$0	\$98,099

Personnel Summary

Actual Positions	1.00	1.00	0.00	1.00
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Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
OTHER MISCELLANEOUS REVENUES	324	0	0	0	0
INTRAGOVERNMENTAL SERVICES	99,940	98,209	98,099	0	98,099
Totals	\$100,264	\$98,209	\$98,099	\$0	\$98,099

HUMAN RESOURCES CLAIMS ADMINISTRATION

Mission Statement

To effectively administer claims filed against the City and to provide a safe and healthy environment for City employees and its citizens through aggressive investigation of losses and prudent settlement of claims.

Description of Operations

Risk Management is charged with the responsibility of liability claims administration. Claims are paid through the City's fleet, public liability and workers' compensation self-insured funds. Through the education of employees, investigation of incidents, and the monitoring of state and federal statutes and court decisions help to minimize the impact of these claims.

Claims administration involves investigations, monitoring specific incident trends and accurate processing of all claims dealing with the self-insurance funds, except medical and dental claims. Risk Management utilizes all available resources, including legal representation, to defend the City against claims involving personal injury and/or property damage.

CITYWIDE PRIORITIES

PRIORITY - Budget

Strategy

To control the costs of claims through defensive driver's training.

Task

Reduce the number of at-fault accidents involving City vehicles.

PERFORMANCE MEASURES

Description	Unit	FY 2006	FY 2007	FY 2008	FY 2009
Output Measure					
At-fault vehicle accident claims paid	Number	14	19	22	21
Effectiveness Measure					
Total claims cost paid	Dollars	\$59,581	\$62,565	\$84,868	\$80,625
Efficiency Measure					
Cost per claim paid	Dollars	\$4,256	\$3,293	\$3,858	\$3,839

Expenditures By Category

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
Personnel	81,735	86,065	91,244	0	91,244
Operating Expenditures	209,725	10,550	5,635	0	5,635
Capital Expenditures	1,639	800	400	0	400
Totals	\$293,099	\$97,415	\$97,279	\$0	\$97,279

Personnel Summary

Actual Positions	1.00	1.00	0.00	1.00
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Revenue Summary

	FY 2007 Actual	FY 2008 Budget	FY 2009 Continuation	FY 2009 Issues	FY 2009 Totals
OTHER MISCELLANEOUS REVENUES	1	0	0	0	0
INTRAGOVERNMENTAL SERVICES	99,941	93,630	97,279	0	97,279
Totals	\$99,942	\$93,630	\$97,279	\$0	\$97,279