

# 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 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
032641 EMPLOYEE DEVELOPMENT	174,158	175,680	169,416	0	169,416
032643 EMPLOYMENT SERVICES	94,878	115,691	111,389	0	111,389
032644 HUMAN RESOURCES MANAGEMENT	330,307	404,925	372,756	0	372,756
032647 HUMAN RELATIONS BOARD SUPPORT	80,420	45,400	44,186	0	44,186
032671 BENEFITS	97,859	99,758	96,748	0	96,748
032672 SAFETY PROGRAMS	95,959	98,099	93,005	0	93,005
032673 CLAIMS ADMINISTRATION	88,587	97,279	92,185	0	92,185
Totals	\$962,168	\$1,036,832	\$979,685	\$0	\$979,685

## Department Expenditures By Category

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
Personnel	872,982	909,247	877,304	0	877,304
Operating Expenditures	76,743	113,410	93,006	0	93,006
Capital Expenditures	12,443	14,175	9,375	0	9,375
Totals	\$962,168	\$1,036,832	\$979,685	\$0	\$979,685

# HUMAN RESOURCES

## Personnel Summary

Actual Positions	10.00	10.00	0.00	10.00
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## Revenue Summary

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
CHARGES FOR SERVICES	267	0	0	0	0
OTHER MISCELLANEOUS REVENUES	6	0	0	0	0
INTRAGOVERNMENTAL SERVICES	0	295,136	281,938	0	281,938
Totals	\$273	\$295,136	\$281,938	\$0	\$281,938

# 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/Finance

#### 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 2007	FY 2008	FY 2009	FY 2010
<b>Output Measure</b>					
Employees attending city-wide training	Number	428	300	198	250
Employees attending orientation	Number	89	19	18	18
Employees receiving special recognition	Number	255	147	205	205
Sexual harassment prevention training	Number	314	398	350	350
<b>Effectiveness Measure</b>					
Employee rating training satisf./better	Number	94	26	198	250
Employee rating orien. satisf./better	Number	89	19	18	18
<b>Efficiency Measure</b>					
Total student hours taught in-house	Number	4,214	548	700	800
Total student hours per HR FTE	Number	383.1	68.5	87.5	100.0

### Expenditures By Category

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
Personnel	173,224	174,737	168,473	0	168,473
Operating Expenditures	934	943	943	0	943
<b>Totals</b>	<b>\$174,158</b>	<b>\$175,680</b>	<b>\$169,416</b>	<b>\$0</b>	<b>\$169,416</b>

### Personnel Summary

Actual Positions	1.90	1.90	0.00	1.90
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### Revenue Summary

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
CHARGES FOR SERVICES	267	0	0	0	0
OTHER MISCELLANEOUS REVENUES	6	0	0	0	0
<b>Totals</b>	<b>\$273</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# 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 via our on-line application system, 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/Finance

#### 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 2007	FY 2008	FY 2009	FY 2010
<b>Output Measure</b>					
Employment applications processed (Year)	Number	2,479	1,670	4,296	4,296
Position requisitions processed (Year)	Number	115	69	62	75
Total advertising costs (City/year)	Dollars	\$82,055	\$30,359	\$25,270	\$25,270
<b>Effectiveness Measure</b>					
Female applicants	Percent	34%	27%	37%	37%
Minority applicants	Percent	42%	19%	24%	24%
<b>Efficiency Measure</b>					
Advertising cost per application processed	Dollars	\$33.10	\$18.18	\$5.88	\$5.88

## Expenditures By Category

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
Personnel	94,554	115,364	111,063	0	111,063
Operating Expenditures	324	327	326	0	326
<b>Totals</b>	<b>\$94,878</b>	<b>\$115,691</b>	<b>\$111,389</b>	<b>\$0</b>	<b>\$111,389</b>

## Personnel Summary

Actual Positions	1.25	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/Finance**

##### **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/Finance**

##### **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 2007	FY 2008	FY 2009	FY 2010
<b>Output Measure</b>					
Salary surveys completed	Number	19	6	5	5
Position evaluations performed	Number	6	3	4	3
Outside labor counsel costs incurred	Dollars	\$35,699	\$8,765	\$20,000	\$20,000
<b>Effectiveness Measure</b>					
Voluntary turnover rate	Percent	7%	6%	5%	4%
<b>Efficiency Measure</b>					
Outside labor counsel costs per FTE	Dollars	\$44.35	\$14.13	\$31.50	\$31.50

### **Expenditures By Category**

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
Personnel	272,505	304,573	296,723	0	296,723
Operating Expenditures	48,956	87,077	67,258	0	67,258
Capital Expenditures	8,846	13,275	8,775	0	8,775
<b>Totals</b>	<b>\$330,307</b>	<b>\$404,925</b>	<b>\$372,756</b>	<b>\$0</b>	<b>\$372,756</b>

### **Personnel Summary**

Actual Positions	3.20	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/Finance**

#### **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**

<b>Description</b>	<b>Unit</b>	<b>FY 2007</b>	<b>FY 2008</b>	<b>FY 2009</b>	<b>FY 2010</b>
<b>Output Measure</b>					
Complaints filed with Human Relations Board	Number	6	7	6	6
Complaints failing to meet criteria of ordinance	Number	3	4	3	3
Complaints voluntarily/administratively dismissed	Number	0	1	1	1
Complaints involving conciliation	Number	3	3	3	3
Complaints heard by Human Relations Board	Number	0	0	2	0
Complaints resolved via public hearing	Number	0	0	0	0
<b>Effectiveness Measure</b>					
Complaints resolved via conciliation	Number	3	2	3	3
Avg days from filing complaint to resolution	Number	76	76	76	76

# HUMAN RESOURCES

## HUMAN RELATIONS BOARD SUPPORT

### Expenditures By Category

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
Personnel	63,927	34,404	33,392	0	33,392
Operating Expenditures	16,493	10,996	10,794	0	10,794
Capital Expenditures	0	0	0	0	0
Totals	\$80,420	\$45,400	\$44,186	\$0	\$44,186

### Personnel Summary

Actual Positions	0.30	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 our network providers, third party administrator, Standard Life Insurance, Fringe Benefits Management Company, pharmacy benefit manager 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/Finance

#### 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 2007	FY 2008	FY 2009	FY 2010
<b>Output Measure</b>					
Employees/retirees/dependents	Number	2,207	2,203	2,097	2,000
New employees enrolled	Number	66	46	26	26
Medical premium costs ~ thousands	Dollars	\$9,813	\$9,572	\$10,290	\$10,802
<b>Effectiveness Measure</b>					
Annual costs per covered member	Dollars	\$4,446	\$4,345	\$ 4,910	\$5,401

## **Expenditures By Category**

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
Personnel	93,922	97,681	94,921	0	94,921
Operating Expenditures	340	2,077	1,827	0	1,827
Capital Expenditures	3,597	0	0	0	0
<b>Totals</b>	<b>\$97,859</b>	<b>\$99,758</b>	<b>\$96,748</b>	<b>\$0</b>	<b>\$96,748</b>

## **Personnel Summary**

Actual Positions	1.35	1.35	0.00	1.35
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# HUMAN RESOURCES BENEFITS

**Revenue Summary**

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
INTRAGOVERNMENTAL SERVICES	0	99,758	96,748	0	96,748
Totals	\$0	\$99,758	\$96,748	\$0	\$96,748

# 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/Finance

#### 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 2007	FY 2008	FY 2009	FY 2010
<b>Effectiveness Measure</b>					
Lost time claims processed	Number	5	5	5	5
Medical only claims processed	Number	67	75	34	33

## Expenditures By Category

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
Personnel	90,313	91,244	86,366	0	86,366
Operating Expenditures	5,646	6,355	6,439	0	6,439
Capital Expenditures	0	500	200	0	200
Totals	\$95,959	\$98,099	\$93,005	\$0	\$93,005

## Personnel Summary

Actual Positions	1.00	1.00	0.00	1.00
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## Revenue Summary

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
INTRAGOVERNMENTAL SERVICES	0	98,099	93,005	0	93,005
Totals	\$0	\$98,099	\$93,005	\$0	\$93,005

# 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/Finance

#### 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 2007	FY 2008	FY 2009	FY 2010
<b>Output Measure</b>					
At-fault vehicle accident claims paid	Number	19	22	29	28
<b>Effectiveness Measure</b>					
Total claims cost paid	Dollars	\$62,565	\$95,432	\$46,584	\$44,255
<b>Efficiency Measure</b>					
Cost per claim paid	Dollars	\$3,293	\$4,337	\$1,606	\$1,581

## **Expenditures By Category**

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
Personnel	84,537	91,244	86,366	0	86,366
Operating Expenditures	4,050	5,635	5,419	0	5,419
Capital Expenditures	0	400	400	0	400
Totals	\$88,587	\$97,279	\$92,185	\$0	\$92,185

## **Personnel Summary**

Actual Positions	1.00	1.00	0.00	1.00
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## **Revenue Summary**

	FY 2008 Actual	FY 2009 Budget	FY 2010 Continuation	FY 2010 Issues	FY 2010 Totals
INTRAGOVERNMENTAL SERVICES	0	97,279	92,185	0	92,185
Totals	\$0	\$97,279	\$92,185	\$0	\$92,185