

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: Human Resources Management, Human Relations Board Support, Benefits, Safety Programs and Claims Administration. The primary programs associated with each cost center are:

Human Resources Management - Labor negotiations, employee relations, job evaluation, compensation, employee data records performance evaluation. Career management program, new employee orientation, management training, city-wide training initiatives, employee events. Recruitment, job postings, applicant tracking, support of the Civil Service and General Personnel Boards.

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 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
032644	HUMAN RESOURCES MANAGEMENT	685,571	653,561	559,682	0	559,682
032647	HUMAN RELATIONS BOARD SUPPORT	50,917	44,186	45,008	0	45,008
032671	BENEFITS	98,577	96,748	122,088	0	122,088
032672	SAFETY PROGRAMS	95,352	93,005	91,552	0	91,552
032673	CLAIMS ADMINISTRATION	96,736	92,185	92,407	0	92,407
	Totals	\$1,027,153	\$979,685	\$910,737	\$0	\$910,737

Department Expenditures By Category

		FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel		904,730	877,304	790,356	0	790,356
Operating Expenditures		85,864	93,006	114,006	0	114,006
Capital Expenditures		36,559	9,375	6,375	0	6,375
	Totals	\$1,027,153	\$979,685	\$910,737	\$0	\$910,737

Personnel Summary

Actual Positions			10.00	8.00	0.00	8.00
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HUMAN RESOURCES

Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Charges for Services	74	0	0	0	0
Other Miscellaneous Revenues	19	0	0	0	0
Intragovernmental Services	287,915	281,938	306,047	0	306,047
Totals	\$288,008	\$281,938	\$306,047	\$0	\$306,047

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.

To support the array of programs that provides the foundation for both the employees' development and workplace enrichment activities.

To provide a timely, high quality pool of applicants that ensure a diverse workforce can be achieved.

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.

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.

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 the City's 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 AND FINANCE

Strategy

To balance the City's budget with consideration given to citizen satisfaction, City adopted priorities and organizational health.

HUMAN RESOURCES

HUMAN RESOURCES MANAGEMENT

Objective

- Explore the possibility of re-initiating a City wide volunteer program and hiring a volunteer coordinator to assist all City Departments in using volunteers where applicable.
- Revise compensation and benefit structures to emphasize current compensation rather than benefits and deferred compensation. Design and implement a competitive, sustainable compensation plan which reduces long term compensation liabilities. Address OPEB and Pensions through a series of Commission workshops.

PRIORITY - QUALITY OF LIFE

Strategy

To preserve and promote the parts of our City that makes us a unique and desirable community to live in.

Objective

- Continue to provide support for youth empowerment/job programs such as Yelda, Man-Up and the Greatness Beyond Measure Teen Summit.

PRIORITY - OPERATIONAL FOCUS

Strategy

- Reduce turnover via enhanced workplace enrichment and employee development initiatives.
- Expedite staffing with high quality candidates and provision of an internal vehicle for employee career mobility.
- Internally equitable and externally competitive compensation structure and pay delivery administration.
- 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.

Objective

- Develop a multimedia communications plan for the City's career management system.
- Design and deliver the City's Toolkit training initiative.
- 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.
- 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.
- 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 2008	FY 2009	FY 2010	FY 2011
Output Measure					
Employees attending city-wide training	Number	300	90	280	300
Employees attending orientation	Number	19	6	15	15
Employees receiving special recognition	Number	147	85	75	75
Sexual harassment prevention training	Number	398	218	300	250
Employment applications processed (Year)	Number	1,670	5,321	4,922	4,922
Position requisitions processed (Year)	Number	69	52	81	81
Total advertising costs (City/year)	Dollars	\$30,359	\$13,290	\$2,228	\$2,228
Total applicants hired	Number	54	67	87	87
Salary surveys completed	Number	6	4	4	6
Position evaluations performed	Number	3	2	1	1
Outside labor counsel costs incurred	Dollars	\$8,765	\$25,184	\$100,000	\$100,000
Effectiveness Measure					
Employee rating training satisf./better	Number	26	81	280	300
Employee rating orien. satisf./better	Number	19	6	15	15
Female applicants	Percent	27%	33%	40%	40%
Minority applicants	Percent	19%	25%	26%	26%
Voluntary turnover rate	Percent	6%	3%	1%	2%
Efficiency Measure					
Total student hours taught in-house	Number	548	206	280	300
Total student hours per HR FTE	Number	68.5	29.4	40.0	42.9
Advertising cost per application processed	Dollars	\$18.18	\$2.50	\$.45	\$.45
Advertising average cost per hire	Dollars	\$562.20	\$198.36	\$25.61	\$25.61
Outside labor counsel costs per FTE	Dollars	\$14.13	\$40.29	\$161.03	\$161.03

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	588,254	576,259	466,055	0	466,055
Operating Expenditures	60,758	68,527	87,852	0	87,852
Capital Expenditures	36,559	8,775	5,775	0	5,775
Totals	\$685,571	\$653,561	\$559,682	\$0	\$559,682

Personnel Summary

Actual Positions	3.20	4.80	0.00	4.80
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Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Charges for Services	74	0	0	0	0
Other Miscellaneous Revenues	19	0	0	0	0
Totals	\$93	\$0	\$0	\$0	\$0

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 - OPERATIONAL FOCUS

Strategy

Effective and expedient administration of the discrimination claims that come before the Human Relations Board for the City of Sarasota.

Objective

- 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 performance measures listed below.

PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
Output Measure					
Complaints filed with Human Relations Board	Number	7	3	5	5
Complaints failing to meet criteria of ordinance	Number	4	0	1	1
Complaints voluntarily/administratively dismissed	Number	1	2	4	4
Complaints involving conciliation	Number	3	3	5	5
Complaints heard by Human Relations Board	Number	0	1	1	1
Complaints resolved via public hearing	Number	0	1	1	1
Effectiveness Measure					
Complaints resolved via conciliation	Number	2	2	4	4
Avg days from filing complaint to resolution	Number	76	60	60	60

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	32,761	33,392	34,214	0	34,214
Operating Expenditures	18,156	10,794	10,794	0	10,794
Totals	\$50,917	\$44,186	\$45,008	\$0	\$45,008

**HUMAN RESOURCES
HUMAN RELATIONS BOARD SUPPORT**

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 - OPERATIONAL FOCUS

Strategy

Administer a balanced benefit plan that is both cost effective and provides for employee retention.

Objective

- 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.
- Track the month-to-month costs of the City's medical plan and analyze special causes of variation.

PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
Output Measure					
Employees/retirees/dependents	Number	2,203	2,100	2,145	2,100
New employees enrolled	Number	46	16	25	32
Annual medical premium per covered member	Dollars	\$10,296	\$11,076	\$7,956	\$8,500
Effectiveness Measure					
Annual claims per covered member	Dollars	\$4,345	\$5,858	\$5,900	\$5,900

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	98,212	94,921	120,261	0	120,261
Operating Expenditures	365	1,827	1,827	0	1,827
Capital Expenditures	0	0	0	0	0
Totals	\$98,577	\$96,748	\$122,088	\$0	\$122,088

Personnel Summary

Actual Positions	1.35	1.00	0.00	1.00
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HUMAN RESOURCES BENEFITS

Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Intragovernmental Services	98,255	96,748	122,088	0	122,088
Totals	\$98,255	\$96,748	\$122,088	\$0	\$122,088

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 - OPERATIONAL FOCUS

Strategy

To reduce personal injury losses.

Objective

- To maintain a realistic level of total number of claims submitted, through real time medical management and continued safety training and best practices.

PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
Effectiveness Measure					
Lost time claims processed	Number	5	6	6	6
Medical-only claims processed	Number	75	54	51	51

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	92,754	86,366	84,913	0	84,913
Operating Expenditures	2,598	6,439	6,439	0	6,439
Capital Expenditures	0	200	200	0	200
Totals	\$95,352	\$93,005	\$91,552	\$0	\$91,552

Personnel Summary

Actual Positions	1.00	0.95	0.00	0.95
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Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Intragovernmental Services	94,138	93,005	91,552	0	91,552
Totals	\$94,138	\$93,005	\$91,552	\$0	\$91,552

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 - OPERATIONAL FOCUS

Strategy

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

Objective

- To minimize the frequency and severity of at-fault accidents involving City vehicles through a process of certified driver training classes and continual instruction by departmental supervisors geared towards department and individual driver trends.

PERFORMANCE MEASURES

Description	Unit	FY 2008	FY 2009	FY 2010	FY 2011
Output Measure					
At-fault vehicle accident claims paid	Number	22	38	36	36
Effectiveness Measure					
Total claims cost paid	Dollars	\$95,432	\$20,696	\$33,640	\$33,640
Efficiency Measure					
Cost per claim paid	Dollars	\$4,337	\$544	\$934	\$934

Expenditures By Category

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Personnel	92,749	86,366	84,913	0	84,913
Operating Expenditures	3,987	5,419	7,094	0	7,094
Capital Expenditures	0	400	400	0	400
Totals	\$96,736	\$92,185	\$92,407	\$0	\$92,407

Personnel Summary

Actual Positions	1.00	0.95	0.00	0.95
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Revenue Summary

	FY 2009 Actual	FY 2010 Budget	FY 2011 Continuation	FY 2011 Issues	FY 2011 Totals
Intragovernmental Services	95,522	92,185	92,407	0	92,407
Totals	\$95,522	\$92,185	\$92,407	\$0	\$92,407