

HUMAN RESOURCE MANAGEMENT

Human Resources..... 183
Employee Wellness and Development..... 185
Employee Benefits 187



Winston-Salem

HUMAN RESOURCES

MISSION STATEMENT

The mission of the Human Resources Department is to be the leader in providing for and serving the human capital needs of the city’s workforce so that we attract and retain diverse and skilled employees who deliver value to our citizens.

PROGRAM DESCRIPTIONS

Recruitment and Selection

- Administers organizational staffing programs, which include direct and web-based recruitment, selection, promotions/transfers, pre-employment and promotional testing, career plan programs, and all related compliance programs
- Coordinates contracted seasonal workforce, community volunteers, and a non-traditional workforce initiative

Human Resources Information Systems Management

- Maintains computerized records and imaged employee database management systems to maximize access to and utilization of employee records and applicant information

Classification and Pay Administration

- Manages the city’s classification and pay plan and performance appraisal system
- Administers the city’s diversity initiatives that support fairness and equal access in recruiting, selection, retention, training, benefits and weaves a consideration of diversity throughout all aspects of the organization.

Benefits Administration

- Designs, administers, and maintains a cost effective comprehensive benefits package for active and retired employees, which include health and dental insurance, medical and dependent spending accounts, life insurance, retirement, work/life counseling assistance, supplemental retirement, disability, long-term

care, education assistance, retirement/deferred compensation/401k plans and various paid leaves of absence

Employee Relations/General Administration

- Administers and directs general human resource programs that enhance employee relations, policy development, long-range planning and overall program compliance with federal and state regulations
- Administers and directs the city’s wellness initiatives through *LifeSmart*
- Provides consultation to employees and supervisors in resolving discipline and morale problems and grievances, and administers internal employee communications regarding benefits and policy/procedure changes

Employee Training and Development

- Provides services designed to develop and improve individual and work group employee performance
- Offers both classroom and on-line training, individual performance improvement planning, specialized training based on department needs and internal consulting for organizational development
- Provides development and managerial training to assure mandated federal and state regulations are adhered to
- Administers the “I Got Caught” program, which recognizes employees for providing quality customer service

EXPENDITURES BY PROGRAM	Actual FY 05-06	Amended FY 06-07	Requested FY 07-08	Adopted FY 07-08	Percent Change
Human Resources	\$1,205,567	\$1,239,390	\$1,545,920	\$1,417,470	14.4%
Employee Training	273,524	298,950	317,500	314,800	5.3%
Total Expenditures by Program	\$1,479,091	\$1,538,340	\$1,863,420	\$1,732,270	12.6%

HUMAN RESOURCES

OBJECTIVES AND ACHIEVEMENTS

- Recruit and process qualified applicants so vacancies are filled within 50 days. *In FY 06-07, the average number of days from position post date to hire date was 61. The department also will pre-screen 50% of applications before being sent to departments. Developed community-based partnership to facilitate increased employment opportunities for Non-Traditional Workforce.*
- Implement projects that support the department's overall strategic initiative of managing effectively and efficiently. *In FY 06-07, the department, with the help of Piedmont Triad Council of Government, had implemented the second year cycle of the 1/3 Classification Study to comprehensively manage the City's market based pay and classification plans with primary focus on reducing turnover. In FY 07-08, the 1/3 Classification Study will be completed. In FY 06-07, web-based benefits enrollment was introduced and in FY 07-08 expansion to a self-service platform to allow employees to access and make life event changes will continue.*
- *In FY 06-07 employee training redefined and conducted an organization-wide needs assessment of computer skills, and initiated a training schedule to meet those needs. In FY 07-08 the department will include on-site departmental needs analysis for technical knowledge and help in the development of plans for the work area to work more efficiently. Development of high-level Excel courses to enhance the city's proprietary financial software is also planned. In 07-08, employee training plans to develop an organization-wide customer service training curriculum.*

EXPENDITURES BY TYPE	Actual FY 05-06	Amended FY 06-07	Requested FY 07-08	Adopted FY 07-08	Percent Change
Personnel	\$686,433	\$707,150	\$804,640	\$754,100	6.6%
Supplies and Services	785,907	830,870	1,058,460	977,850	17.7%
Equipment Leasing Expense	6,751	320	320	320	0%
Total Expenditures by Type	\$1,479,091	\$1,538,340	\$1,863,420	\$1,732,270	12.6%

RESOURCES BY TYPE

Other General Fund Revenues	\$1,479,091	\$1,538,340	\$1,863,420	\$1,732,270	12.6%
Total Resources by Type	\$1,479,091	\$1,538,340	\$1,863,420	\$1,732,270	12.6%

Positions

Full-Time	11	11	11	11	0
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BUDGET HIGHLIGHTS

- Personnel services expenses are increased as a result of the reclassification of a human resource analyst position to a deputy human resources director (+\$27,010).
- Supplies and services expenses are increased as a result of information systems charges associated with the planned upgrade of the personnel/payroll system, (+\$19,940), reduced telephone charges (-\$850), reduced postage and office equipment maintenance (-\$1,710), increased rent for City Hall and City Hall South (+\$85,700), and increased employee medical treatment services and incentives associated with employee of the year services (+\$18,820).

EMPLOYEE WELLNESS AND DEVELOPMENT

MISSION STATEMENT

The mission of Employee Wellness and Development is to promote comprehensive Wellness initiatives that give city employees, their family members and retirees the tools they need to take charge of their own personal health and wellbeing, thereby reducing overall healthcare expenditures.

PROGRAM DESCRIPTIONS

Education and Training

- Educational programs on personal health and wellness.
- OSHA mandated bloodborne pathogens training.

Record Keeping

- Maintains OSHA, Labor Department and Industrial Commission mandated records for employee injuries, medical records, and training requirements.
- Maintains medical records for employee health and wellness, as well as mandated information on work-related medical exposures, treatment and follow-up.

Medical Services

- Provides medical treatment and/or triage for employees injured on the job and nursing care for employees who have minor illnesses/injuries.
- Provides personal medical services for employees; blood pressure monitoring, allergy shots, general health consulting and referrals.
- Provides a comprehensive Wellness Program that includes on-site medical screening.
- Provides OSHA mandated medical surveillance; TB skin tests, pulmonary function tests, audiometric testing.

OBJECTIVES AND ACHIEVEMENTS

- To provide comprehensive initiatives that provide a holistic approach to Wellness by providing on-going facilitation and organization to the city’s wellness initiatives, including the annual employee health fair and special projects aimed at medical consumerism.
- To actively engage 20% of employees in at least two Wellness initiatives annually.
- To capture and report data that measures the impact Wellness initiatives have on healthcare expenditures from Workers’ Compensation and Employee Health plan utilization.

	Actual	Amended	Requested	Adopted	Percent
EXPENDITURES BY TYPE	<u>FY 05-06</u>	<u>FY 06-07</u>	<u>FY 07-08</u>	<u>FY 07-08</u>	<u>Change</u>
Personnel	\$134,245	\$129,630	\$113,840	\$113,840	-12.2%
Supplies and Services	57,294	55,440	77,390	73,400	32.4%
Equipment Leasing Expense	170	200	200	200	0%
Total Expenditures by Type	\$191,709	\$185,270	\$191,430	\$187,440	1.2%

RESOURCES BY TYPE

Reimbursements	\$250	\$150	\$0	\$0	-100.0%
Other General Fund Revenues	191,459	185,120	191,430	187,440	1.3%
Total Resources by Type	\$191,709	\$185,270	\$191,430	\$187,440	1.2%

Positions

Full-Time	2	2	2	2	0
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EMPLOYEE WELLNESS AND DEVELOPMENT

BUDGET HIGHLIGHTS

- The 12.2% decrease in personnel expenditures is the result of the retirement of a long-term employee.
- Supplies and services expenditures are increased (\$17,960) primarily as a result of property maintenance expenses for the restructuring of the medical examination areas (\$13,000) for employee privacy.

EMPLOYEE BENEFITS

MISSION STATEMENT

The mission of the Employee Benefits program is to create, administer, and communicate a cost effective comprehensive benefits package for active and retired employees that includes health, dental, flexible benefits spending, life, retirement, supplemental retirement, employee wellness, disability, education assistance and various paid leaves of absence.

PROGRAM DESCRIPTIONS

- Administers the employee benefits program, which combines subfunds used for employee health care, retiree health care and death benefits, dental, flexible benefits spending, and workers' compensation
- Accounts for employee benefits expenditures, such as social security (FICA), North Carolina retirement system contributions, 401(k), unemployment insurance, life insurance, tuition reimbursements, and deferred compensation
- Funds the city's employee wellness program, *LifeSmart*

	Actual	Amended	Requested	Adopted	Percent
EXPENDITURES BY PROGRAM	<u>FY 05-06</u>	<u>FY 06-07</u>	<u>FY 07-08</u>	<u>FY 07-08</u>	<u>Change</u>
Workers Compensation	\$1,732,343	\$2,654,980	\$2,911,000	\$2,911,000	9.6%
Health Benefit Fund	18,430,676	22,941,100	20,463,070	20,463,070	-10.8%
Dental and Flex Spending Fund	1,695,139	1,731,160	1,793,960	1,793,960	3.6%
Employment Taxes and Benefits Fiduciary Fund	13,875,142	16,357,080	17,162,900	17,162,900	4.9%
Total Expenditures by Program	\$35,733,301	\$43,684,320	\$42,330,930	\$42,330,930	-3.1%

	Actual	Amended	Requested	Adopted	Percent
EXPENDITURES BY TYPE	<u>FY 05-06</u>	<u>FY 06-07</u>	<u>FY 07-08</u>	<u>FY 07-08</u>	<u>Change</u>
Personnel	\$410,159	\$438,660	\$449,270	\$449,270	2.4%
Operations	469,359	938,580	947,340	947,340	0.9%
Payments to Health Providers	17,043,921	19,715,340	18,774,260	18,774,260	-4.8%
Medicare Supplement Insurance	1,161,335	1,073,000	853,000	853,000	-20.5%
Employer Paid Benefit Expenses	14,975,469	17,080,190	18,037,150	18,037,150	5.6%
Claims and Benefits Reserves	-406,934	1,329,780	1,590,690	1,590,690	19.6%
Dental Care Expenses	1,018,030	1,100,770	1,100,770	1,100,770	0%
Flexible Benefits Spending	584,932	508,000	578,450	578,450	13.9%
Transfer to Health Benefit Funds					
To Retiree Health and Life	477,030	0	0	0	0%
To Workers Compensation	0	1,500,000	0	0	-100.0%
Total Expenditures by Type	\$35,733,301	\$43,684,320	\$42,330,930	\$42,330,930	-3.1%

EMPLOYEE BENEFITS

RESOURCES BY TYPE	Actual FY 05-06	Amended FY 06-07	Requested FY 07-08	Adopted FY 07-08	Percent Change
City Contribution	\$35,324,620	\$35,839,650	\$37,156,650	\$37,156,650	3.7%
Employee Contribution	7,942,808	8,195,020	7,239,210	7,239,210	-11.7%
Other Agency Contributions	900,617	50,220	50,220	50,220	0%
Reimbursements	409,827	174,430	391,200	391,200	124.3%
Investment Income	294,050	500,000	0	0	-100.0%
Transfer from Health Benefit Fund	477,030	1,500,000	0	0	-100.0%
Addition to Fund Balance	-9,615,651	-2,575,000	-2,506,350	-2,506,350	2.7%
Total Resources by Type	\$35,733,301	\$43,684,320	\$42,330,930	\$42,330,930	-3.1%

Positions

Full-Time	8	8	8	8	0
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BUDGET HIGHLIGHTS

- Workers Compensation and reserve expenses are increased based on current claims and projected future claims.
- Flexible benefits spending is employee-funded and the 13.9% increase is due to changes in participation.
- On June 30, 2006, the total fund balance for the major employee benefit funds was \$19.1 million. In April 2007, by Council action, \$5 million in fund balance was transferred to the General Fund (\$1.5 million) and to the Police Retirement Fund (\$3.5 million).

