

HUMAN RESOURCE MANAGEMENT

Human Resources..... 185
Employee Benefits 188



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. 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

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

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.

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.

HUMAN RESOURCES

PROGRAM DESCRIPTIONS - Continued

- Provides a comprehensive Wellness Program that includes on-site medical screening.
- Provides OSHA mandated medical surveillance, audiometric testing. TB skin tests, pulmonary function tests

EXPENDITURES BY PROGRAM	Actual FY 06-07	Amended FY 07-08	Adopted FY 08-09	Percent Change
Human Resources	\$1,143,491	\$1,417,470	\$1,379,070	-2.7%
Employee Wellness and Development	275,605	426,980	386,550	-9.5%
Total Expenditures by Program	\$1,419,096	\$1,844,450	\$1,765,620	-4.3%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 06-07	Estimated FY 07-08	Projected FY 08-09
Effectiveness			
Maintain a ratio of 98% of positions filled	95.7%	96%	96%
Post 80% of position requests within 24 hours	-	80%	80%
Process 90% of benefit claims within 10 days	94.94%	95%	95%
Maintain an 90% accuracy rate for annual enrollment change requests	90%	95%	90%
Resolve 70% of injuries within Employee Health	70%	75%	70%
Maintain a 75% OSHA mandated training standard	-	75%	75%
Achieve 25% participation rate in voluntary health screenings	25%	30%	25%
Reduce number of city employees who smoke by 5%	-	5%	5%
Workload			
Number of claims processed	53,510	51,952	50,000
Number of applications received	15,136	16,600	17,000
Number of grievances filed	70	65	65
Number of employee development programs (i.e. LifeSmart, education assistance, Spanish incentive)	3	4	4
Number of risk-reduction or patient education programs (i.e. smoking cessation, weight management, diabetes) per year	3	4	6
Number of participants in smoking cessation classes	48	50	50
Number of flu shots	1,500	2,000	2,000
Number of injury clinic visits	1,241	1,179	1,100

HUMAN RESOURCES

	Actual	Amended	Adopted	Percent
EXPENDITURES BY TYPE	<u>FY 06-07</u>	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>Change</u>
Personnel Expense	\$611,247	\$867,940	\$885,070	2.0%
Supplies and Services	807,347	975,990	880,030	-9.8%
Equipment Leasing Expense	502	520	520	0%
Total Expenditures by Type	\$1,419,097	\$1,844,450	\$1,765,620	-4.3%
 RESOURCES BY TYPE				
Other General Fund Revenues	\$1,419,097	\$1,844,450	\$1,765,620	-4.3%
Total Resources by Type	\$1,419,097	\$1,844,450	\$1,765,620	-4.3%
 Positions				Change
Full-Time	13	13	13	0

BUDGET HIGHLIGHTS

- Personnel expenses reflect an increase of \$17,130, or 2% primarily as a result of the one-third position classification study adjustments, and up to 3.0% merit pay adjustment.
- Supplies and services expenses are decreased as a result of a drop off in information development system charges related to the completion of work on the personnel/payroll system (-\$60,570), and a reduction in rental space in the Bryce A. Stuart Building (-\$48,130).
- A savings of \$8,160 was identified as a part of the annual operations review process. The department will realize these savings through a reduction in printing services, contractual services, and office supplies without affecting service levels.

UNFUNDED REQUESTS

Human resources analysts (2), and associated expenses	\$110,640
Registered nurse	50,050
Human Resource Management System	129,200
Additional travel and training funds	5,890

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 benefit, 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 employee wellness programs

EXPENDITURES BY PROGRAM	Actual FY 06-07	Amended FY 07-08	Adopted FY 08-09	Percent Change
Workers Compensation	\$3,298,269	\$2,911,000	\$2,904,520	-0.2%
Employee/Retiree Health Benefit Fund	24,091,380	20,463,070	22,449,400	9.7%
Dental and Flex Spending Fund	1,775,871	1,793,960	1,820,980	1.5%
Employment Taxes and Benefits Fiduciary Fund	16,722,400	17,162,900	18,797,260	9.5%
Total Expenditures by Program	\$45,887,919	\$42,330,930	\$45,972,160	8.6%
EXPENDITURES BY TYPE				
Personnel Expense	\$391,433	\$449,270	\$456,290	1.6%
Supplies and Services	560,763	947,340	962,840	1.6%
Payments to Health Providers	16,978,816	18,774,260	21,085,280	12.3%
Medicare Supplement Insurance	952,645	853,000	1,118,000	31.1%
Employer Paid Benefit Expenses	17,813,818	18,037,150	19,780,510	9.7%
Claims Reserves	1,002,375	1,590,690	879,240	-44.7%
Dental Care Expenses	997,500	1,100,770	1,000,000	-9.2%
Flexible Benefits Spending	690,569	578,450	690,000	19.3%
Transfer to Other Funds				
-To General Fund	1,500,000	0	0	0%
-To Police Pension	3,500,000	0	0	0%
-To Workers Compensation	1,500,000	0	0	0%
Total Expenditures by Type	\$45,887,919	\$42,330,930	\$45,972,160	8.6%

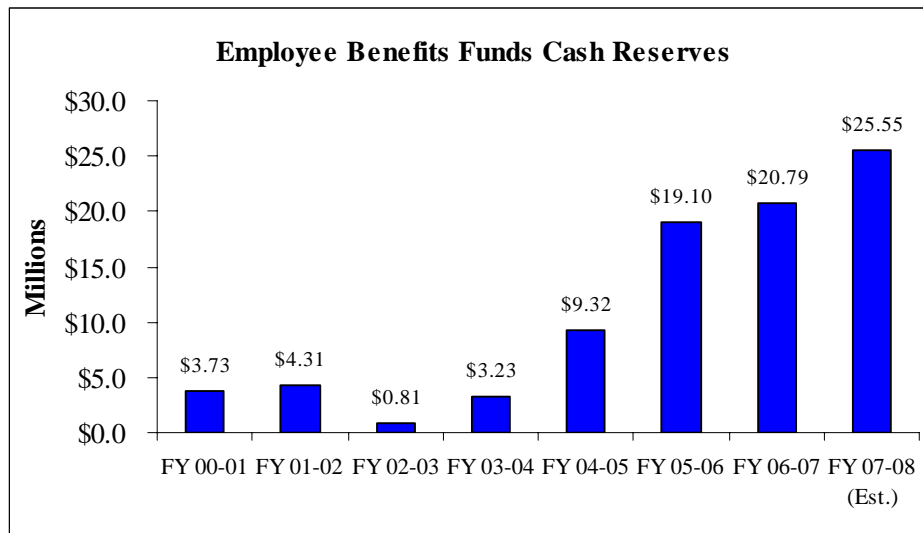
EMPLOYEE BENEFITS

RESOURCES BY TYPE	Actual FY 06-07	Amended FY 07-08	Adopted FY 08-09	Percent Change
City Contribution	\$36,648,640	\$37,156,650	\$38,312,990	3.1%
Employee Contribution	7,021,573	7,239,210	7,442,950	2.8%
Other Agency Contributions	180,392	50,220	72,200	43.8%
Reimbursements	674,728	391,200	144,020	-63.2%
Investment Income	1,557,147	0	0	0%
Transfer from Health Benefit Fund	1,500,000	0	0	0%
Addition to Fund Balance/Reserves	-1,694,560	-2,506,350	0	-100.0%
Total Resources by Type	\$45,887,919	\$42,330,930	\$45,972,160	8.6%

Positions				Change
Full-Time	8	8	8	0

BUDGET HIGHLIGHTS

- Health benefit expenses are increased based on current claims and projected future claims.
- Employment Taxes and Benefits Fiduciary Fund expenses increase as a result of increases in employee salaries over the budgeted amount in FY 07-08 (staggered public safety merit adjustments, minimum wage increases and one-third position classification study pay increases), and thus benefit costs for expenses such as social security deductions.
- Flexible benefits spending is employee-funded and the 1.5% increase is due to changes in participation and costs.
- Medicare Supplement Insurance expenses are increased as a result of an increase in cost of premiums paid.
- On June 30, 2007, the total fund balance for the major employee benefit funds was \$20.8 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).



UNFUNDED REQUESTS

Health care claims review analyst or consultant

\$53,360



Winston-Salem