

HUMAN RESOURCE MANAGEMENT

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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 the city can attract and retain diverse and skilled employees who deliver value to 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 *Healthy You*
- 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

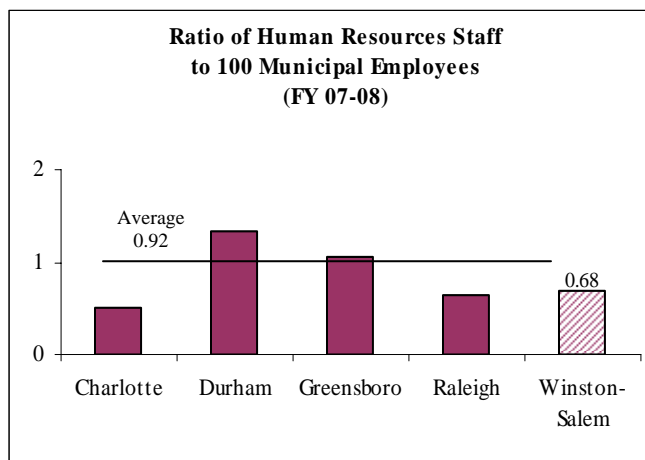
- Provides a comprehensive Wellness Program that includes on-site medical screening.
- Provides OSHA mandated medical surveillance, audiometric testing, TB skin tests, and pulmonary function tests

EXPENDITURES BY PROGRAM	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10	Percent Change
Human Resources	\$1,611,823	\$1,585,790	\$1,607,630	1.4%
Employee Wellness and Development	310,610	206,980	198,790	-4.0%
Total Expenditures by Program	\$1,922,433	\$1,792,770	\$1,806,420	0.8%

PERFORMANCE MEASURES AND SERVICE TRENDS

	Actual FY 07-08	Estimated FY 08-09	Projected FY 09-10
Effectiveness			
Maintain a ratio of 98% positions filled	95.1%	95%	95.5%
Post 80% of position requests within 24 hours	80%	80%	82%
Process 90% of benefit claims within 10 days	94%	95%	95%
Maintain an 90% accuracy rate for annual enrollment change requests	94%	90%	94%
Resolve 70% of injuries within Employee Health	68%	75%	75%
Maintain a 75% OSHA mandated training standard	75%	75%	75%
Achieve 25% participation rate in voluntary health screenings	5%	30%	20%
Reduce number of city employees who smoke by 5%	5%	1%	5%

FY 07-08 N.C. BENCHMARKING PROJECT RESULTS



Source: NC Benchmarking Project Results, *Final Report on City Services for Fiscal Year 2007-2008*, February 2009

HUMAN RESOURCES

PERFORMANCE MEASURES AND SERVICE TRENDS - Continued

	Actual FY 06-07	Estimated FY 07-08	Projected FY 08-09
Workload			
Number of claims processed	52,012	50,000	52,500
Number of applications received	35,649	17,000	20,000
Number of grievances filed	67	55	50
Number of employee development programs (i.e. LifeSmart, education assistance, Spanish incentive)	4	4	4
Number of risk-reduction or patient education programs (i.e. smoking cessation, weight management, diabetes) per year	5	6	6
Number of participants in smoking cessation classes	43	50	60
Number of flu shots	2,000	2,000	2,000
Number of injury clinic visits	1,575	1,800	1,750

	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10	Percent Change
EXPENDITURES BY TYPE				
Personnel Expense	\$814,770	\$912,220	\$970,200	6.4%
Supplies and Services	1,107,161	880,030	836,220	-5.0%
Equipment Leasing Expense	502	520	0	-100.0%
Total Expenditures by Type	\$1,922,433	\$1,792,770	\$1,806,420	0.8%

	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10	Percent Change
RESOURCES BY TYPE				
Other General Fund Revenues	\$1,922,433	\$1,792,770	\$1,806,420	0.8%
Total Resources by Type	\$1,922,433	\$1,792,770	\$1,806,420	0.8%

				Change
Positions				
Full-Time	13	14	14	0

BUDGET HIGHLIGHTS

- Personnel expenses reflect an increase of \$57,980, or 3%, due to reclassification of a position to senior human resources analyst, as well as annual employee turnover.
- Supplies and services expenses are decreased \$13,810 primarily due to a reduction in the purchase of software (-\$1,200), and departmental savings of \$12,050 that will be realized through a reduction in advertisement, postage, office supplies, catering, premiums/prize awards and by placing employee handbooks online and reorganization of employee of the year program without affecting service levels.

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

	Actual	Budget	Adopted	Percent
EXPENDITURES BY PROGRAM	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>Change</u>
Workers Compensation	\$1,560,831	\$2,904,520	\$2,932,000	0.9%
Employee/Retiree Health Benefit Fund	19,686,598	22,449,400	22,070,300	-1.7%
Dental and Flex Spending Fund	1,826,612	1,820,980	1,920,200	5.4%
Employment Taxes and Benefits Fiduciary Fund	17,505,179	18,797,260	18,378,720	-2.2%
Total Expenditures by Program	\$40,579,220	\$45,972,160	\$45,301,220	-1.5%

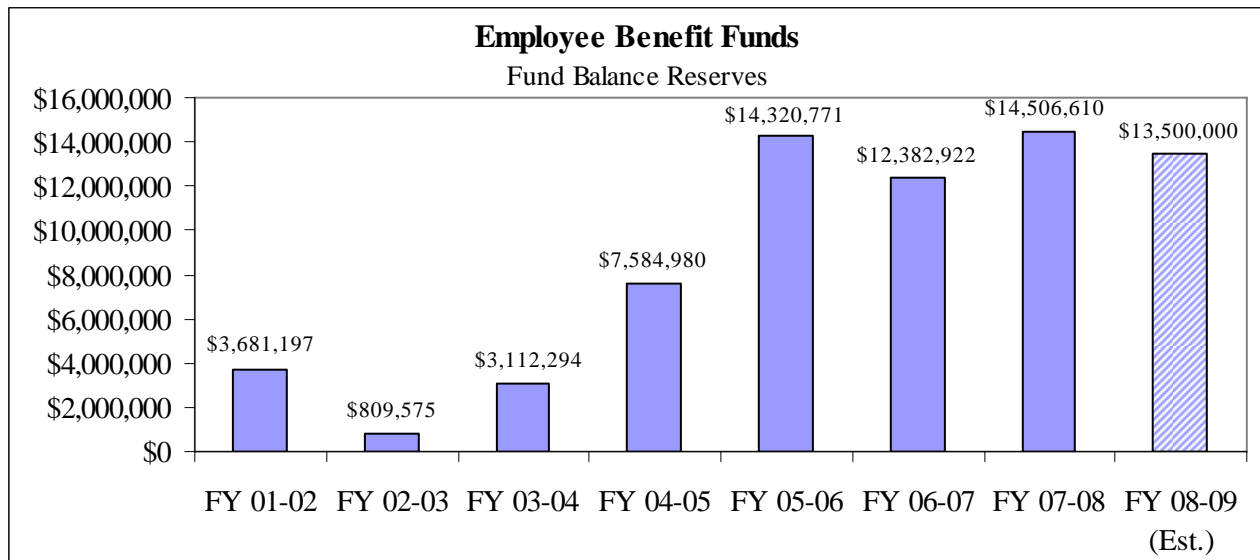
	Actual	Budget	Adopted	Percent
EXPENDITURES BY TYPE	<u>FY 07-08</u>	<u>FY 08-09</u>	<u>FY 09-10</u>	<u>Change</u>
Personnel Expense	\$441,455	\$456,290	\$466,220	2.2%
Operations	601,536	962,840	1,030,430	7.0%
Payments to Health Providers	18,968,564	20,835,780	20,890,930	0.3%
Medicare Supplement Insurance	1,020,233	1,118,000	1,151,290	3.0%
Employer Paid Benefit Expenses	18,439,109	19,780,510	19,426,970	-1.8%
Claims and Benefits Reserves	-668,038	1,128,740	565,380	-50.0%
Dental Care Expenses	1,066,525	1,000,000	1,000,000	0%
Flexible Benefits Spending	709,837	690,000	770,000	11.6%
Total Expenditures by Type	\$40,579,220	\$45,972,160	\$45,301,220	-1.5%

EMPLOYEE BENEFITS

RESOURCES BY TYPE	Actual FY 07-08	Budget FY 08-09	Adopted FY 09-10	Percent Change
City Contribution	\$38,212,643	\$38,312,990	\$37,828,720	-1.3%
Employee Contribution	7,356,858	7,442,950	7,209,000	-3.1%
Other Agency Contributions	78,699	72,200	119,000	64.8%
Reimbursements	107,815	144,020	144,500	0.3%
Investment Income	430,790	0	0	N/A
Total Resources by Type	\$46,186,805	\$45,972,160	\$45,301,220	-1.5%
Addition to Fund Balance/Reserves	\$5,607,585	\$0	\$0	N/A
Positions				Change
Full-Time	8	8	8	0

BUDGET HIGHLIGHTS

- Workers Compensation expenses are increased based on current claims and projected future claims. Operations expenses increase \$79,720 in order to support OSHA-mandated safety training and hearing testing city-wide.
- Flexible benefits spending is employee-funded. The 5.4% 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.
- Other agency contributions increase as a result of expected reimbursements to the Workers Compensation fund from the Winston-Salem Transit Authority for actual claims expenses.
- On June 30, 2008, the total fund balance for the major employee benefit funds was \$14.5 million. A history of year end fund balance reserves (unrestricted) is provided in the chart below.





Winston-Salem