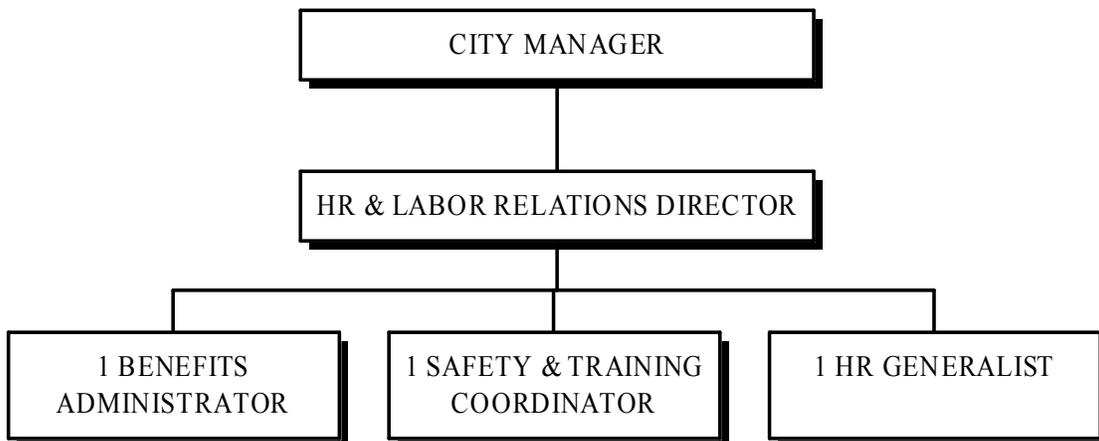


PROGRAM HIGHLIGHTS**HUMAN RESOURCES**

MISSION

The mission of the Human Resources Department is to work in partnership with our customers to support the goals of the City. We seek to accomplish this by establishing, implementing and continuously improving responsive human resource services, which result in the recruitment, development, and retention of a highly qualified, diverse, well-trained, and motivated workforce; by emphasizing open, honest and meaningful communication at all levels of the organization. This must be accomplished within the framework of merit and collective bargaining processes, with due regard for equal employment opportunity, individual integrity, the provision of a safe work environment and the fiscal constraints imposed by the taxpayers through the City Council.

**HUMAN RESOURCES DEPARTMENT
TABLE OF ORGANIZATION**

HUMAN RESOURCES**PROGRAM HIGHLIGHTS**

<u>SERVICE INDICATORS</u>	Actual <u>2011</u>	Actual <u>2012</u>	Estimated <u>2013</u>	Projected <u>2014</u>
1. Total Personnel Actions Processed	1,166	1,325	1,347	1,353
2. Worker's Compensation Claims Managed	90	106	124	110
3. STD/LTD Claims Managed	31	25	39	40
4. Applications/Resumes Reviewed	2,057	2,193	1,900	2,008
5. New Hires/Orientations Conducted	25	34	30	32
6. Beneflex Enrollments (approx.)	421	419	421	420
7. Beneflex Changes Processed	337	335	340	338
8. Grievances/Appeals Resolved	4	6	5	5
9. Wellflex Enrollments	434	445	445	440
10. Wellflex Completions	72	88	94	90
11. Wellness Reimbursements	215	250	260	255
12. Training Programs Conducted	33	40	40	40
13. Contracts Under Negotiation	4	2	2	5
14. Wellflex Programs Conducted	30	42	**60	50
15. Wellflex Program Participants	*800	945	985	950

* Includes Beneflex Education and Wellness Fair participants (200 in FY 2011; 240 in FY 2012). The Wellness Fair was not offered in FY 2013.

** Increase is due to a partnership with Concord Co-op community wellness classes offered to City Employees/Spouses and the healthcare consumerism workshops, which were not offered in FY 2012.

2014 GOALS

1. Maintain our performance baseline such that:
 - a. Eighty-five percent (85%) of employees who received training rate the City's training programs as assisting them in their ability to do their job better.
 - b. Eighty percent (80%) of supervisory staff participate in development activities within the fiscal year.
 - c. The average number of days from position requisition approval to a viable job offer is less than 60 days.
 - d. We continue to track the number of grievances as well as the number of grievances sustained beyond the Department Head and City Manager level, and address the remediation of the causes of those grievances.
 - e. We continue to track, analyze, and report on the City's turnover rate. Our goal is to achieve a retention rate of 97% excluding retirements and reduction in force.
2. Track Worker's Compensation cost per claim, as well as frequency of claims, and compare to a five-year trend.
3. Provide an annual report to the City Manager on the Joint Loss Management Committee's (JLMC) accomplishments and benchmarking statistics to include JLMC Special Interest benchmark goals based on the following five-year averages: frequency of workers compensation claims, lost time workers compensation claims, body mechanics (bend/reach, lift/lower, and push/pull combined), slip/fall (combined with walk/run), and vehicle accidents.
4. Track employees on leaves of absence to ensure resources are allocated correctly to manage leaves and that incentive programs are successful in reducing absenteeism.

PROGRAM HIGHLIGHTS**HUMAN RESOURCES**

5. Increase our goal to 78% participation in at least one unit of the Wellness Program. Benchmark and strive to increase the number of participants who participate in City education sessions and screenings.
6. Track employee performance evaluation scores by department so we can ascertain performance levels and develop succession planning for the organization. Track employees who are placed on development plans to ensure consistent follow up is provided.
7. Continue to implement and evaluate how the module for New World Systems can be utilized to assist supervisors in better managing our workforce.
8. Provide Wellness classes utilizing the “Moodle” technology to allow access via an online portal.
9. Identify and report to the City Manager on key Human Resources Strategic initiatives to include Retiree Health Insurance Cost summary each year and a report on cost savings initiatives implemented for our Beneflex Program.

2013 GOALS STATUS

1. Maintain our performance baseline such that:
 - a. Eighty-five percent of employees, who receive training, rate the City's training programs as assisting them in their ability to do their job better.
9-Month Status: Ninety percent (90%) of employees who provided feedback on training programs they attended indicated that presented material would assist them in doing their job more effectively. Programs given include Social Media training, Arc Flash Safety, Steven's Driving Training, Heartsaver First Aid/AED, Snowplow Safety, Downed Power Lines, Safety Awareness, Back Injury Prevention, ADAAA Supervisors Overview, Difficult Conversations, Basic Fire Safety & Crowd Management Training, Back Injury Prevention, Communicable Disease Exposure, Ladder Safety, Fall Prevention, and Primex Supervisor Academy. In addition to classroom training, both Social Media and Harassment Prevention training was provided by DVD.
 - b. Eighty percent of supervisory staff participates in development activities within the fiscal year.
9-Month Status: Sixty-three percent (63%) of the supervisory staff have attended a developmental training. This percentage does not reflect developmental training provided to Police or Fire Department supervisors through their respective departments.
 - c. The average number of days from position requisition approval to a viable job offer is less than 60 days.
9-Month Status: We have conducted 35 recruitments thus far in FY 2013, with the average number of days from position opening to closing remaining at less than 30 days, with an actual average of 20.58 days. The average number of days from position opening to actually filling the position is 54.83. This number is due in large part to a recruitment that has been posted multiple times in search of a viable candidate. Another factor for the delay in filling positions has been a tremendous response to open positions, thus requiring a longer length of time for review and selection of the top candidates.

HUMAN RESOURCES**PROGRAM HIGHLIGHTS**

- d. Continue to track the number of grievances, as well as the number of grievances sustained beyond the Department Head and City Manager level, and address the remediation of those grievances in addition to striving to implement preventive measures.

9-Month Status: Six (6) grievances have been filed by labor organizations in FY 2013. The UAW filed a grievance regarding the personal time awards that was settled between the City and the group; AFSCME filed a termination grievance that was resolved at the City Manager level; CFOA filed a grievance regarding Temporary Alternate Duty that went to arbitration in February, with no results to date; CPPA filed a grievance regarding sick leave usage as it relates to performance evaluations, which has not been elevated beyond the City Manager at this time; and both CPPA and CPSA filed grievances regarding the City of Concord's dependent eligibility audit, which has recently been settled internally.

- e. Continue to track, analyze, and report on the City's turnover rate. Our goal is to achieve a retention rate of 97% excluding retirements and reduction in force.

9-Month Status: Overall, our year-to-date turnover rate is 2.5%. This represents 12 terminations year to date for FY 2013. In addition to that, we have had 7 retirements, which do not figure into turnover calculations. Exit interviews have been conducted in all cases of voluntary termination. The reasons for leaving the organization were as follows: relocation, work environment, and career advancement. Our involuntary terminations centered on job or safety performance issues.

2. Track Worker's Compensation cost per claim, as well as frequency of claims, and compare to a five year trend. Also, track temporary alternative duty for length of time on program and success outcomes.
- 9-Month Status: This year we will be changing the method of calculating our five-year average from a calendar year to a fiscal year. This will allow the five-year average to be consistent with the quarterly report period. The five-year average will fluctuate, based on payments made to specific claims and changes in specific claim reserves. Currently, the average five-year cost per worker's compensation claim, based on Primex total incurred cost for calendar years 2007 – 2011, is \$3,400. This encompasses 60 lost time injuries and 418 medical only injuries. The five-year average based on fiscal years 2008 - 2012 is \$3,158 cost per claim. This encompasses 62 lost time injuries and 423 medical only injuries. For the third quarter of FY 2013, the average cost per claim is \$875.00. This encompasses one lost time injury and 17 medical only injuries. This equates to an average cost per claim for the fiscal year of \$1,171, which is currently \$1,987 better than the five- year fiscal average.

Twenty-four (24) employees have been placed on temporary alternative duty (TAD) year to date; eight (8) following work related injuries and sixteen (16) following non-work related injuries. The average time spent on TAD during the first quarter of FY 2013 was 32.8 days; during the second quarter was 7.88 days; and during the third quarter was 22.7 days. The increase in the second quarter was primarily due to one employee who did not work at all during the quarter and has subsequently filed for disability retirement.

3. Provide an annual report to the City Manager on the Joint Loss Management Committee's (JLMC) accomplishments and benchmarking statistics to include JLMC Special Interest benchmark goals based on five year averages. This report will include the frequency of workers compensation claims, lost time workers compensation claims, body mechanics (bend/reach, lift/lower, and push/pull combined) claims, slip/fall (combined with walk/run) claims, and vehicle accidents.
- 9-Month Status: The City Manager received the JLMC Annual Report in January. This report indicated that the City experienced a Worker's Compensation Loss Ratio Adjustment Factor of .67 for 2012, increasing to .68 for 2013. It also included the following special interest benchmark items for 2012: 120 workers compensation claims; 10 lost time claims; 33 motor vehicle claims; and 19 slips, trips, and falls. Additionally, it introduced the JLMC's newly adopted benchmark goals for body mechanic injuries and a combined walk/run/slip/trip injury category to be less than the previous five-year average. In 2012, we met our body mechanic injury goal (17.6) having experienced 16 injuries in this category. However, we did not meet our combined walk/run/slip/trip injury goal (23.2) having experienced 27 reported injuries in this category during 2012.

PROGRAM HIGHLIGHTS**HUMAN RESOURCES**

4. Track employees on leaves of absence to ensure resources are allocated correctly to manage leaves and that incentive programs are successful in reducing absenteeism.

9-Month Status:**New Leaves**

Quarter	FMLA	STD	WC Lost Time	LTD	Military	Total New
1 st Qtr (7/1-9/30)	9	7	0	0	0	16
2 nd Qtr (10/1-12/31)	15	12	1	0	0	28
3 rd Qtr (1/1-3/31)	12	8	1	2	1	24

Continued Leaves

Quarter	FMLA	STD	WC Lost Time	LTD	Military	Total Continued
1 st Qtr (7/1-9/30)	7	1	0	1	0	9
2 nd Qtr (10/1-12/31)	7	2	0	0	0	9
3 rd Qtr (1/1-3/31)	12	11	1	1	0	25

5. Increase our goal to 78% participation in at least one unit of the Wellness Program. Benchmark and strive to increase the number of participants who participate in City education sessions and screenings.
9-Month Status: As of March 31, 2013, 80% of eligible employees had registered to participate in the City's Wellflex Program. Of registered employee participants, 45% have attended a Beneflex education session, 72% have participated in a screening session, 54% have completed the Healthcare Consumerism workshop, 47% have attended an education session, and 29% have completed the 3-month exercise requirement.

As of March 31, 2013, 189 participants participated in an education session offered by the Wellflex program, 220 participants participated in the Healthcare Consumerism workshop, 264 participants participated in a screening offered by the program, and 96 participants have completed the three-month exercise component of the program. These numbers show that program participants are actively participating in the program.

The Wellness Team is sponsoring a team, for the first time, in this year's Rock'n Race 5k Walk/Run event that is held in May. This race has increased in popularity every year and typically raises over \$450,000 for the Payson Center at Concord Hospital. Fifty-two (52) employees and spouses registered to be a part of the City's team.

6. Track employee performance evaluation scores by department so we can ascertain performance levels and develop succession planning for the organization. Track employees who are placed on development plans to ensure consistent follow up is provided.
9-Month Status: We have received 360 evaluations through the third quarter of FY 2013. Of these reviews, 12.67% were rated as a five on a five-point scale, 55.33% were rated as a four, and 30.67% were rated as a three. We have one employee who received an overall evaluation score of two (1.33%). That employee and one other individual have been placed on performance improvements plans, as performance was rated as substandard in one or more category.
7. Continue to implement and evaluate how the HR module for New World Systems can be utilized to assist supervisors in better managing our workforce.
9-Month Status: The HR Generalist attended the NWS Executive Conference in Chicago in September 2012. The HR team has been working with NWS staff on the development of the Cafeteria Module in the next version of the software (Next Generation). The City is scheduled to install this software in early May for testing, with a go live date in FY 2014. The HR team has been monitoring open cases and working with NWS to get outstanding issues resolved. In addition, the HR team worked closely with Accounting, IT and NWS to ensure that the W-2 reporting includes the most recent requirements imposed on employers through healthcare reform.

HUMAN RESOURCES**PROGRAM HIGHLIGHTS**

8. Identify and report to the City Manager on key Human Resources strategic initiatives to include Retiree Health Insurance Cost summary each year and a report on cost savings initiatives implemented for our Beneflex Program.

9-Month Status: This year our Health Benefits Review Team has reached consensus on dropping our two most costly medical insurances plans, the HMO \$5 and the Point of Service Plan, allowing us to streamline the choices and ensure affordable coverage is available to employees and retirees for the foreseeable future.

ADDITIONAL 2013 ACCOMPLISHMENTS

1. Received reimbursements from the Retiree Drug Subsidy Program of Medicare in the amount of \$58,068.82 through February 28, 2013.
2. Currently completing a dependent eligibility audit to ensure all medical plan enrollees and all opt outs with dependents have been verified as eligible dependents. It has been shown that companies that conduct a dependent eligibility audit will save anywhere between 2%-10% on insurance premium costs.
3. Developed a Supervisor's Overview of the American Disability Act Amendment Act (ADAAA) training program. The program has been offered twice this year to help ensure compliance with the ADAAA.
4. Participated in a Veterans Employment Fair to further our recruitment efforts.
5. Initiated instructing a Heartsaver First Aid, CPR, and AED for non-public safety employees.
6. Headed a workplace violence committee to address employee concerns about safety in the workplace.
7. Initiated and coordinated an "On the Beat" segment to highlight Winter Safety with the General Services Department and the Police Department. The segment was televised on November 7, 2012.
8. Provided the City's Joint Loss Management Committee (JLMC) with a comprehensive analysis of data collected from the JLMC 2012 Safety & Training Survey.
9. Completed the Prime Program Annual Recertification Assessment, enabling the City to continue to receive a 2.5% Prime discount. The Prime Program (Primex Recognition of Risk Management Effort, Effectiveness, and Excellence) is designed to assist members in improvements to risk management performance by establishing a minimum Risk Management Best Practices that Primex members can achieve.
10. Currently implementing a new online application system called Insight by NEO Gov, which has expanded tracking capability and is current with our IT infrastructure needs. It is a vast improvement over our previous system's shortcomings.
11. Currently participating on the City's labor negotiating team involved in labor negotiations with the Concord Fire Officers Association (CFOA) and the Concord Police Supervisor's Association (CPSA).

BUDGET DETAIL**HUMAN RESOURCES**

	2010 ACTUAL	2011 ACTUAL	2012 ACTUAL	2013 BUDGETED	2013 ESTIMATED	2014 FISCAL YEAR BUDGET
REVENUE						
MEDICARE PART D REIMBURSEMENT	\$0	\$44,102	\$81,596	\$100,000	\$99,500	\$100,000
Total	\$0	\$44,102	\$81,596	\$100,000	\$99,500	\$100,000
APPROPRIATIONS						
COMPENSATION	\$191,681	\$226,081	\$239,223	\$246,130	\$245,670	\$234,710
OUTSIDE SERVICES	\$48,785	\$27,281	\$36,988	\$37,135	\$54,720	\$53,145
SUPPLIES	\$894	\$1,753	\$1,385	\$1,470	\$1,400	\$1,250
INSURANCES	\$2,162	\$3,105	\$3,012	\$3,500	\$3,500	\$3,040
FRINGE BENEFITS	\$51,975	\$88,133	\$98,668	\$101,450	\$102,440	\$104,786
Total	\$295,497	\$346,353	\$379,277	\$389,685	\$407,730	\$396,931

<u>POSITION TITLE</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Human Resources & Labor Relations Director	1.0	1.0	1.0	1.0
Human Resources Benefits Administrator	1.0	*0.0	0.0	***1.0
Assistant Human Resources Director	0.0	*1.0	1.0	0.0
Safety & Training Coordinator	1.0	1.0	1.0	1.0
Human Resources Coordinator	1.0	**0.0	0.0	0.0
Human Resources Generalist	<u>0.0</u>	<u>**1.0</u>	<u>1.0</u>	<u>1.0</u>
Total	4.0	4.0	4.0	4.0

* In January of 2012, the Human Resources Benefits Administrator was reclassified to an Assistant Human Resources Director.

** In FY 2012, the Human Resources Coordinator was reclassified as a Human Resources Generalist.

*** In March of 2013, due to a department resignation, the Human Resources Benefits Administrator position was filled instead of the Assistant Human Resources Director position.

HUMAN RESOURCES

FUNDING IMPACT

This budget contains no significant funding changes.