

City of Stamford Budget Presentation FY 2016-2017

Department of Human Resources



Agenda

- Human Resources Department Overview
- Description of Services and Programs
- Resources
- Accomplishments and Highlights
- Goals
- Key Challenges
- Performance Measures
- Budget Discussion

Human Resources Department

- Programs
 - Human Resources (Recruitment, Payroll, Contract Negotiation, etc)
 - Employee Benefits
 - Retirement Benefits

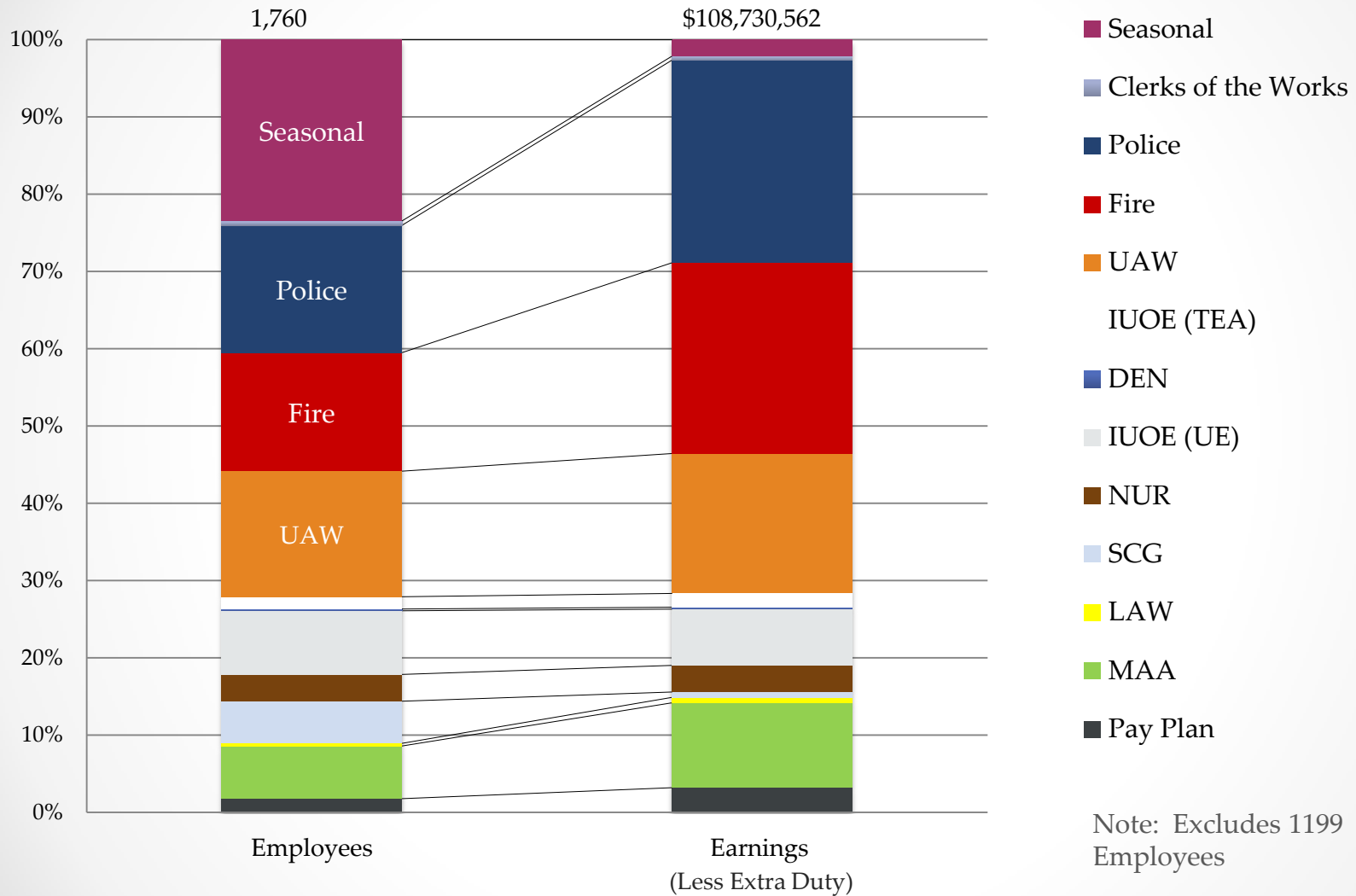
- Mission

The mission of the Human Resources Department is to assist City Departments with the recruitment, selection, training and retention of the best employees, so that the Departments and Programs have a diverse and capable workforce to meet their goals and missions.

In addition, the Department works to improve current employee relations and benefits practices consistent with City policies and collective bargaining agreements.

Employees and Approximate Earnings

FY 2014-2015



Overview of Services Provided

- Human Resource Services
 - Recruitment
 - Payroll
 - Personnel Management
 - Administration of Employee & Retirement Provisions
- Labor and Employee Relations
- Employee/Retiree Health and Welfare Programs
- Pension Plan Administration
- Advise on Federal and State Employment Laws/ Civil Service Rules and Regulations
- Personnel Record Maintenance

Services Provided

- Recruitment
 - Design job descriptions, post ads, read CV's
 - Interview, conduct background checks, drug screen, verify employment
 - Prepare recruiting reports
- Payroll
 - Manage new hires, re-hires, contract changes, leaves of absence
 - Review timesheets, vacation hours, stipends, shift differentials, overtime, etc.
 - Enter employee data into payroll system, including salary and benefits
 - Prepare necessary documentation for local authorities and respond to FOI requests
- Personnel Management
 - Handle all employee related paperwork, contract details, job changes, etc.
 - Manage issues and changes – attrition, sick leave, joiners, leavers, etc.
- Administration of Employee and Retiree Provisions
 - Select plan providers and review utilization of employee benefits
 - Conduct internal and external audits of benefits
 - Review health care programs and ensure compliance
 - Prepare and revise work policies and procedures

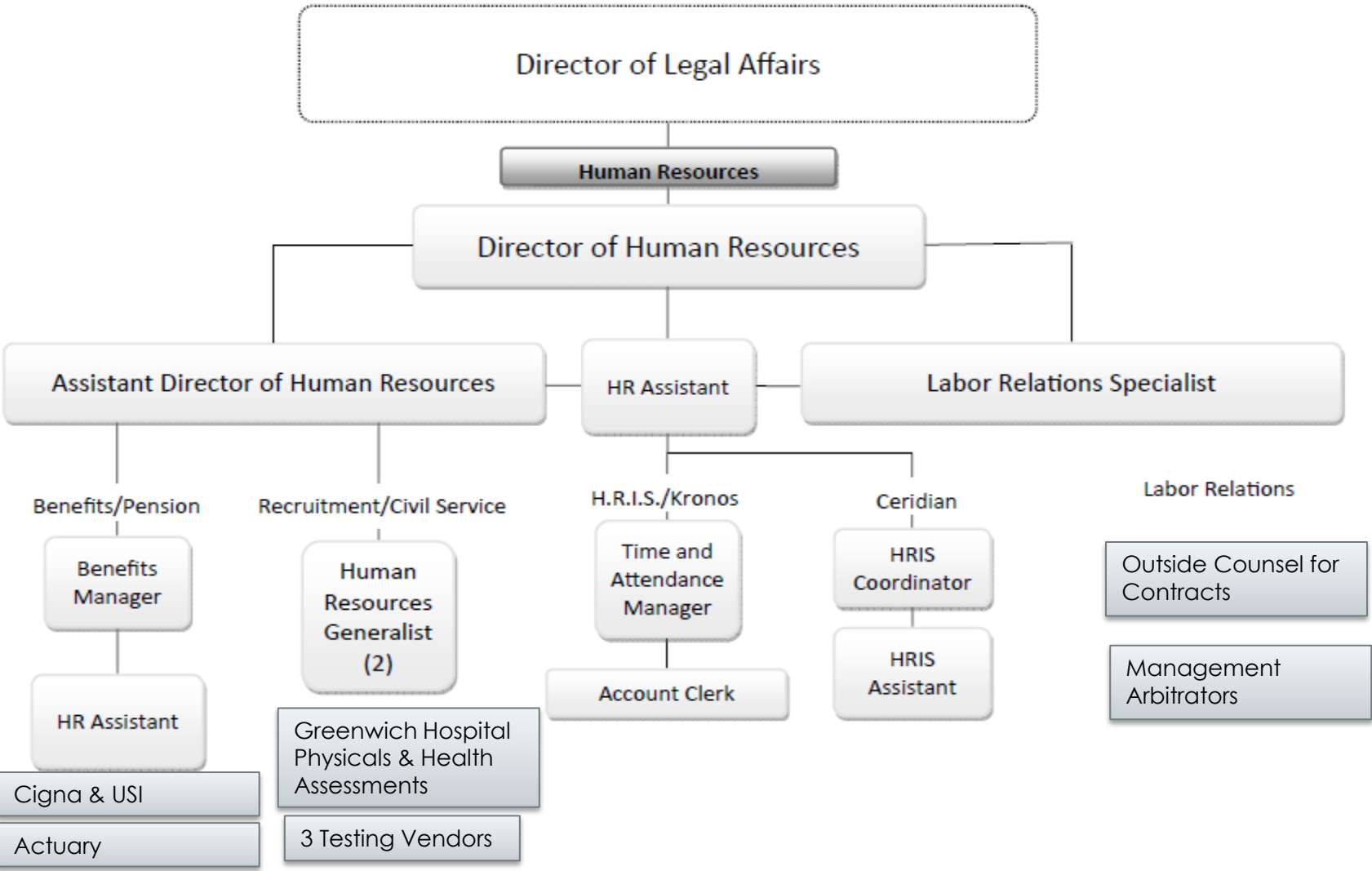
Services Provided (cont'd)

- **Contracts**
 - 11 City Union Contracts (does not include 1199)
 - Participated in 7 Contract Negotiations Commencing January 2015
 - New Agreements Executed with UAW, IOUE
 - Expect Contract Execution with MAA in this fiscal year
 - In Contract Negotiation with Police and Fire
- **Complaints**
 - Over 69 Grievance Hearings
 - 41 Pre-Disciplinary Hearings
 - 10 Prohibited Labor Practice Conferences
- **Arbitrations and Mediations**
 - 36 Contract Mediations or Arbitrations since January 2015
- **Investigations and Employee Issues**
 - >10 Employee Investigations
 - 25 Job Description Changes
 - 40 Sick Bank Claims

Services Provided (cont'd)

- Retirement Benefits Program
 - New Program for FY 2016-2017
 - Unfunded Past City Benefits for CERF, Police & Fire
 - Pension
 - OPEB
 - ADC to be 100% Funded This Year for All General Fund Departments
 - Normal Pension & OPEB "Service Costs" Are Shown in Departments

City of Stamford
Office of Legal Affairs
Human Resources

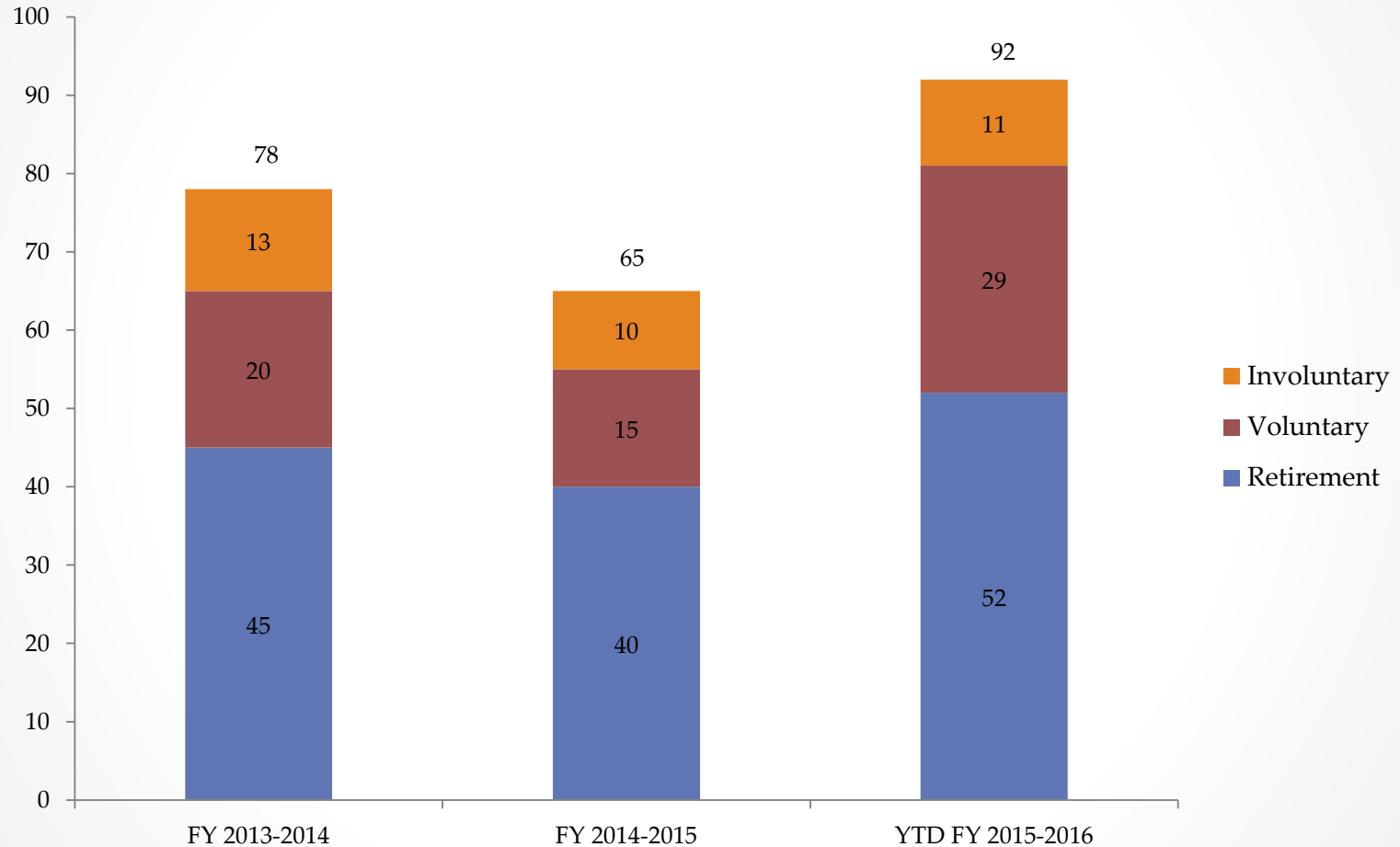


Accomplishments and Highlights

- Cost Savings Measures
 - Increased Retiree Drug Rebates from Federal Government; >\$2MM/Year
 - Reduced City's Vacation Time Obligations by over \$300,000
 - Reduced Medical Claims for Eligible Medicare Recipients; \$400,000 since Dec 2013
 - Transitioned Smith House Employees to CMG
 - Provided Counselling Sessions to All Employees
 - Processed Termination Benefits Related to CMG Transfer
 - Minimized Unemployment Claims and Back Pay Awards
- Auditing and Compliance
 - Identified and Corrected Issues
 - Reduced Number of Employees on Long Term Injured Duty
 - Improved Tracking of FMLA Absences, Vacation, Personal & Sick Days
 - Completed Dependent Care Audit
 - 24 Removed Through Amnesty Program
 - 56 Removed From Provider Roles
 - Implemented Biannual Re-verification of Dependents
- Recruiting and Employee Relations
 - Recruited over 50 positions with 17 different job types
 - Processed over 2,000 job applications and completed Civil Service Exams

Accomplishments and Highlights (cont'd)

Performance Management - Terminations



Notes: Does not include Seasonal Employees >300/year
Not all Retirements are Voluntary
Includes BOE Classified Employees

Accomplishments and Highlights (Cont'd)

- Union Negotiations
 - UAW and IOUE (Teamsters) Contracts Executed
 - Improved Contract Terms for the City
 - Increased Employee Medical Benefit Contributions
 - Decreased Pension Multiplier
 - Employees with Less Than 25 Years
 - New Hires
 - Developed and Implemented Negotiation Strategies
- Time and Attendance
 - Developed New Training Manual and Time Code System
 - Developed Codes for “Acting” Employees
 - Testing Teletime for Managing Accrual Balances to Reduce Manual Tracking
 - Implementing Telestaff for Fire Department
- Other
 - Partnered with Cigna for Employee Wellness Program
 - 85 Employees Completed a 10 Week Challenge
 - 716 Total Pounds Lost
 - Encouraged Exercise that Continued Beyond the Program
 - Walk-a-thon Commenced January 2016 with 141 Participants
 - Met Affordable Care Act Guidelines Avoiding \$3M Penalty
 - Created Employee Handbook and Self Service Portal

Department Goals 2016-17

- Address Staffing Needs
 - Increase Training
 - Review & Revise Job Descriptions & Employment Policies
 - Streamline “On-Boarding” Process
- Develop a Diversity Strategy for Recruitment of Applicants
- Digitize Records and Create Standard Filing Terminology
- Maximize Efficiencies and Reduce Benefit Costs
- Kronos Implementation
 - Complete for Fire Department
 - Commence for Police Department
- Reach Agreements on Outstanding Labor Contracts
 - Strive for Contract Consistency
 - Modify Pension and Healthcare Plan Provisions to Reduce Long Term Obligations

Key Program Challenges

- Redesigning Processes (Kronos)
- Ensuring Full Contract Compliance
- Union Negotiations
- Issuing and Reviewing RFP's for Health and Welfare Vendors
- Implementing HIPPA Compliance Procedures
- Time and Resources to Conduct Training

Performance Measures

Performance Data	FY 14-15	Comments
Number of Employees	1,908	
Approximate Earnings	\$114MM	
Number of Labor Contract Negotiations	7	
Number of Grievance, Pre-disciplinary or Prohibited Labor Practice Hearings	120	
Number of Mediations or Arbitrations	36	
Job Description Changes	25	
Employee Investigations	>10	
Positions Recruited	>50	
Terminations (Voluntary & Involuntary)	51	
Activity Measures	FY 14-15	Comments
Number of Executed Labor Contracts	2-3	
Cost Savings	\$2.7MM	
\$ Saved on Prescription Drug Rebates	>\$2MM	

Fiscal Year 2016/2017 - Department Summary by Category

3/7/2016 - 9:57:25 PM

Fund: 0001 General Fund
 Office: 004 Legal Affairs
 Dept/Div: 0402 Human Resources

Category	FY 14/15 Actual	FY 15/16			FY 16/17					FY 17/18 Estimate	FY 18/19 Estimate
		Adopted Budget	Revised Budget	Projected Exp & Enc	Department Request	Mayor's Proposed	% of Total	\$ Var Projected	% Var Projected		
Expenditures											
Full Time Salary	994,380	1,148,102	1,148,102	1,090,129	1,153,103	1,153,103	4.64%	62,974	5.8%	1,170,400	1,187,956
Other Salary	36,721	19,716	19,716	38,600	40,600	36,000	0.14%	-2,600	-6.7%	36,540	37,088
Overtime	15,404	2,500	2,500	7,500	12,500	7,500	0.03%	0	0.0%	7,613	7,727
Employee Benefits	996,194	447,746	447,746	469,786	558,727	522,992	2.10%	53,206	11.3%	543,242	565,316
Retirement Benefits	271,007	230,344	230,344	223,781	22,579,669	22,579,669	90.79%	22,355,888	>999%	23,708,652	24,894,086
Payments to Insurance Fund	4,903	4,501	4,501	4,501	26,376	26,376	0.11%	21,875	486.0%	27,167	27,983
Purchased Other Services	5,895	3,145	3,145	3,840	3,145	3,145	0.01%	-695	-18.1%	3,208	3,272
Purchased Professional Services	220,062	190,000	193,000	223,000	282,000	282,000	1.13%	59,000	26.5%	287,640	293,393
Purchased Property Services	65,546	62,400	63,590	63,590	87,900	62,400	0.25%	-1,190	-1.9%	63,648	64,921
Professional Development	2,402	0	0	65	21,000	3,000	0.01%	2,935	4515.4%	3,060	3,121
Utilities & Commodities	6,715	3,940	3,940	5,450	6,650	5,950	0.02%	500	9.2%	6,069	6,190
Supplies	20,332	15,000	13,810	13,810	13,810	13,810	0.06%	0	0.0%	14,086	14,368
Other	-142,417	30,500	27,500	27,500	255,500	173,000	0.70%	145,500	529.1%	176,460	179,989
Total Expenditures	2,497,144	2,157,894	2,157,894	2,171,552	25,040,980	24,868,945	100.00%	22,697,393	1045.2%	26,047,785	27,285,410
Revenue											
Human Resources	45,162	41,500	41,500	0	19,250	19,250	100.00%	19,250	#Div/0!	19,250	19,250
Net Operating Cost	2,451,982	2,116,394	2,116,394	2,171,552	25,021,730	24,849,695		22,678,143	#####	26,028,535	27,266,160