

City of Stamford Budget Presentation FY 2017-2018

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

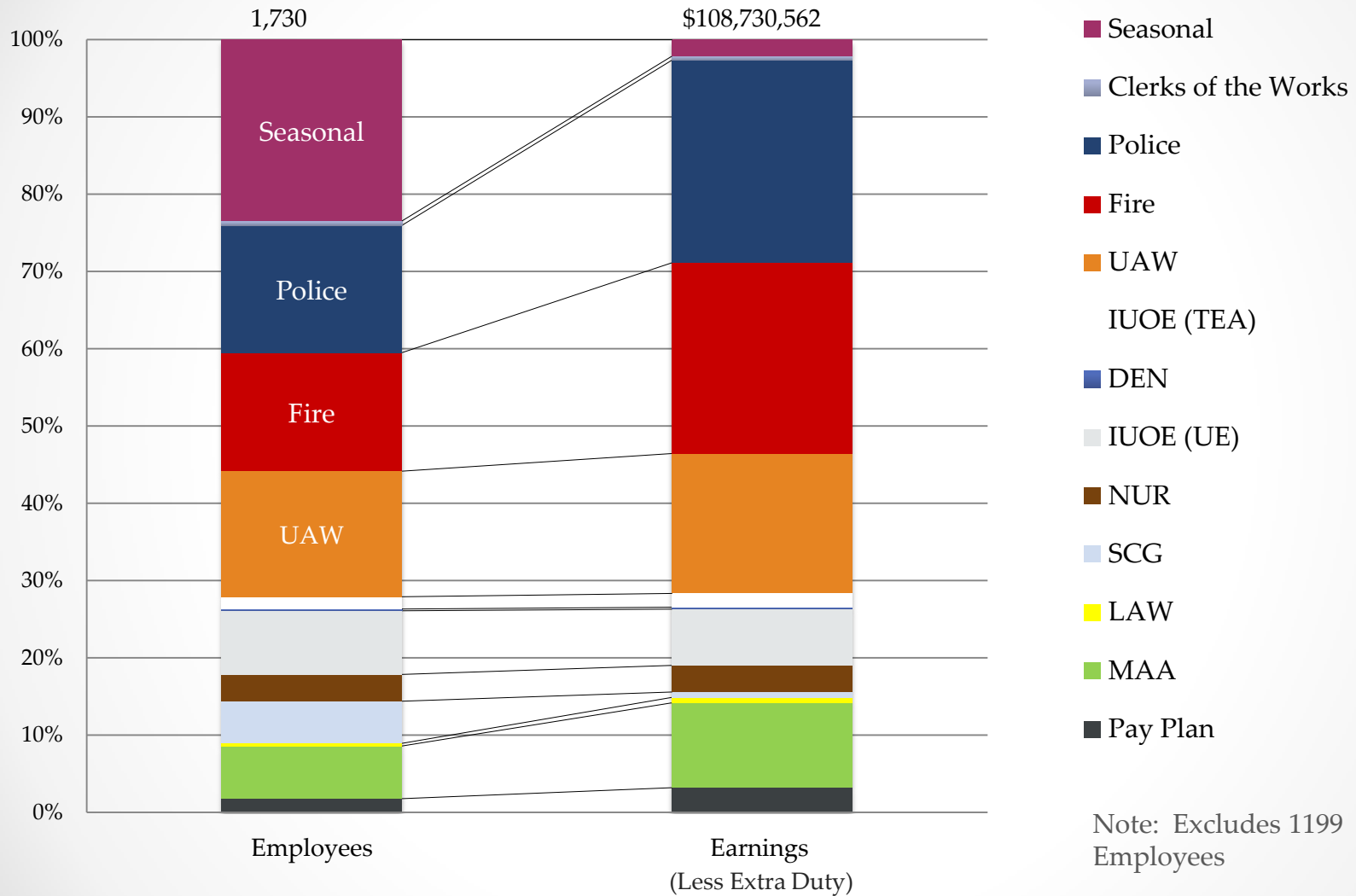
- Mission

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 2015-2016



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**
 - 10 City Union Contracts
 - New Agreements Executed with MAA, Police and Fire
 - Expect Contract Execution with Nurses in this fiscal year
 - In Contract Negotiation with Attorneys, IUOE (f/k/a UE), Dental Hygienist
 - Starting Negotiations with UAW and IUOE (f/k/a Teamsters)
- **Complaints**
 - Over 37 Grievance Hearings
 - In excess of 17 Pre-Disciplinary Hearings
 - 6 Prohibited Labor Practice Conferences
- **Arbitrations and Mediations**
 - 9 Contract Mediations or Arbitrations since July 2016
- **Investigations and Employee Issues**
 - >12 Employee Investigations
 - >18 Job Description Changes

Services Provided (cont'd)

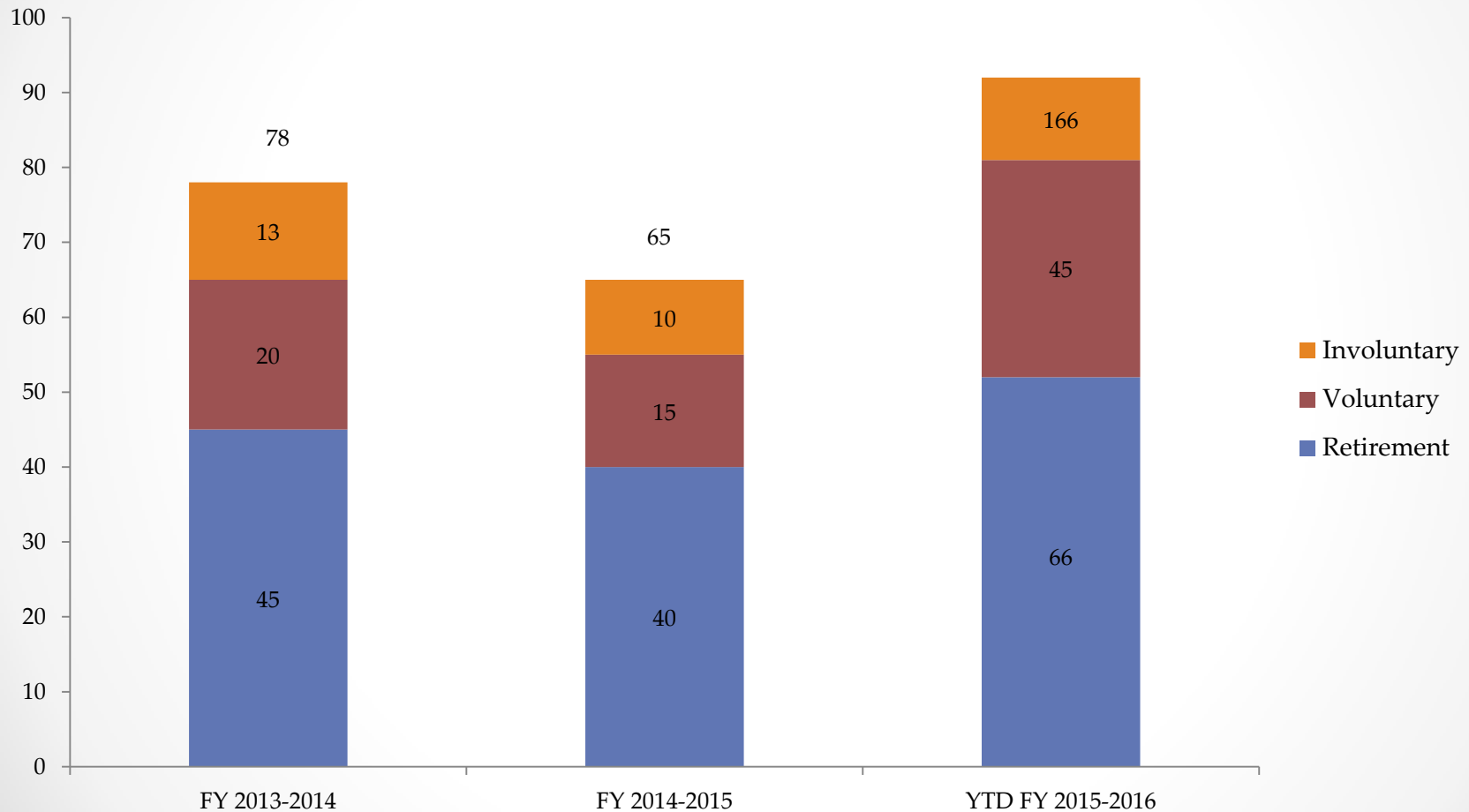
- Retirement Benefits Program
 - New Program for FY 2016-2017
 - Unfunded Past City Benefits for CERF, Police & Fire
 - Pension
 - OPEB
 - ADC to be 100% Funded This Year for All General Fund Departments
 - Normal Pension & OPEB “Service Costs” Are Shown in Departments

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
- 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
 - Reconciliation of all benefits on a monthly basis to insure appropriate census is maintained
- Recruiting and Employee Relations
 - Recruited over 69 different positions
 - On-boarded 503 employees (Since 1/1/2016 – 3-15-2017; 78 Full-time; 16 Part-time; and 421 Seasonals)
 - 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 >322 year
Not all Retirements are Voluntary
Includes BOE Classified Employees

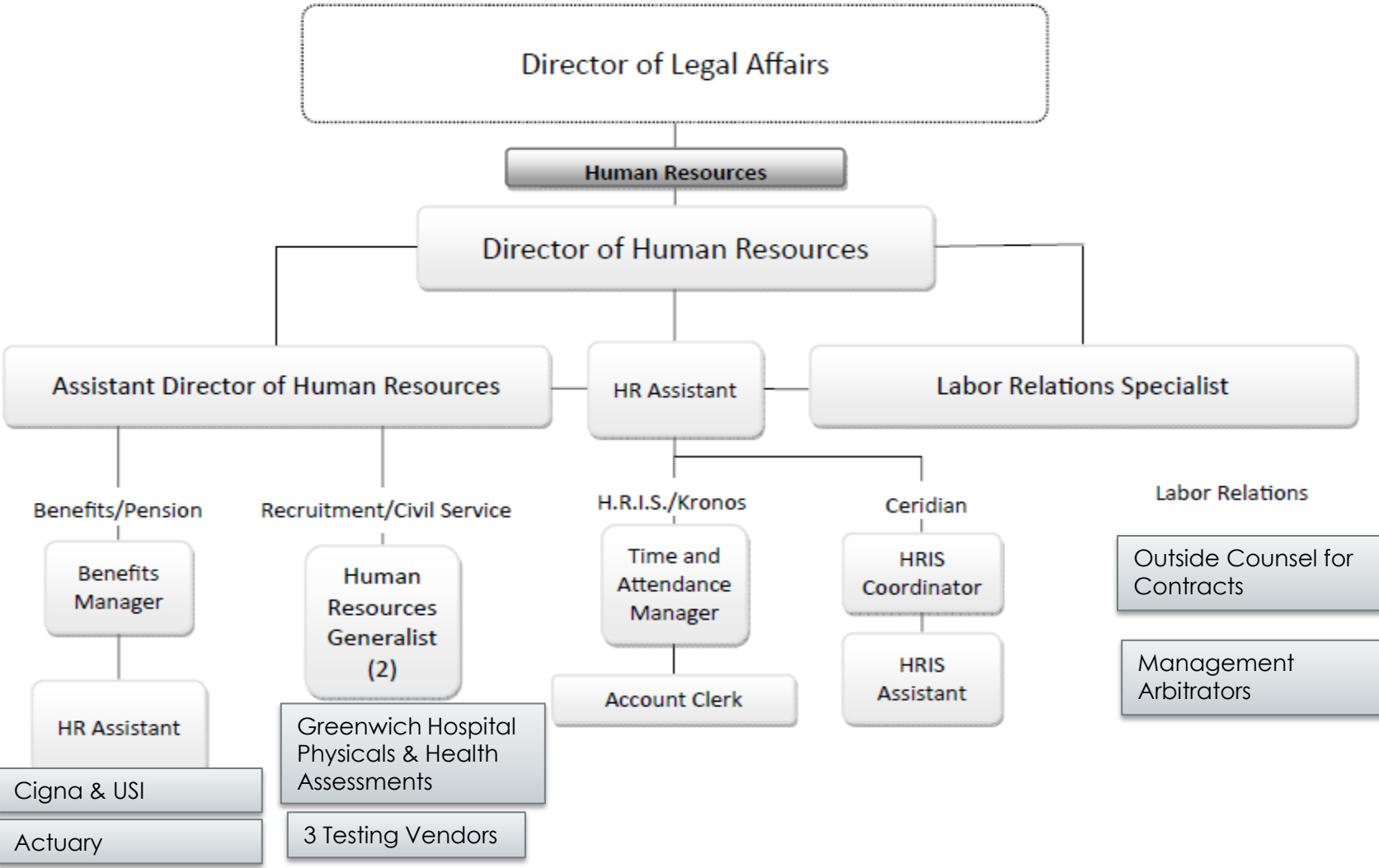
Accomplishments and Highlights (Cont'd)

- Union Negotiations
 - MAA, Police and Fire Union) Contracts Executed
 - Improved Contract Terms for the City
 - Increased Employee Medical Benefit Contributions
 - Increased Employee pension contributions and in the case of the police contribution to City's OPEB liabilities
 - Decreased Pension Multiplier
 - New hires for the Police
 - New Hires for UAW IOUE
 - Developed and Implemented Negotiation Strategies and implementation of High Deductible Health Insurance Plan for medical paired with a Health Savings Account.
- Consolidation of 457 and 401 (a) vendor to Mass Mutual
 - Current total cost – 0.34% - \$332,106
 - Cost after RFP – 0.06% - \$66,361
 - Total Savings - \$265,745 for employees
- Time and Attendance
 - Upgrade outdated Kronos system 60% complete
 - Completing City wide training of updated timekeeping module
 - Implementing Leave Attendance module for Kronos Version 8
- Other
 - Partnered with Cigna for Employee Wellness Program
 - 85 Employees Completed a 10 Week Challenge
 - 716 Total Pounds Lost
 - Encouraged Wellness Activities 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 HR Self Service Portal

Department Goals 2017-18

- Finalized electronic applicant tracking
- Develop a Diversity Strategy for Recruitment of Applicants
- Digitize Records and Create Standard Filing Terminology
- Reduce Benefit Costs for prescriptions drugs
- Reach Agreements on Outstanding Labor Contracts
 - Strive for Contract Consistency
 - Modify Pension and Healthcare Plan Provisions to Reduce Long Term Obligations
- Review Classified Employees Service Rules
- Address Staffing Needs

City of Stamford
Office of Legal Affairs
Human Resources



The increasing complexity of administering Retirement Plans

Pre-2012

- There were 2 Defined Benefits Plans administered by HR.
- CERF. All employees had the same pension calculation and post retirement insurance benefits.
- Custodians. All employees had the same pension calculation and post retirement rights.
- There was 1 Defined Contribution Plan for pay plan employees with a City match.

2016 Benefits

- There are still 2 Defined Benefit Pension Plans administered by HR but there are significant plan design variations:
- CERF plan design changes based on union and date of hire:
- Change in “normal retirement” criteria for age/years of service for some unions.
- Change in maximum pension benefit (ranging from 60%-70%)
- Change in multiplier used in pension calculation. 3 possible variations in UAW and IOUE based on date of hire.
- Change in inclusion of longevity in pension calculation based on date of hire.
- Change in application of salary increase to pension benefits when employee is promoted into or within MAA .
- Change in sick and vacation exchange for pension rule based on date of hire
- Defined Contribution Plans created for employees hired after a certain date for various unions with differing matching % by City and employee participation. HR calculates match for union employees on a monthly basis and annually for Pay Plan employee.

The Increasing Complexity of Administering Insurance Benefits

Pre-2012

- **All active employees** one point of service health (POS) plan.
- Retirees under 65 were generally one POS health insurance plan.
- Retirees 65 or older who were eligible for Medicare were provided with supplemental insurance through 3 vendors.
- Prescription coverage was provided by Express Scripts with the same copays and plan design for all retirees.
- Medicare Part B reimbursements were the same amount for all retirees.
- No communication was provided to employees about changes in the insurance or premiums as a result of turning 65.

2016

- Active employees have 5 different POS insurance plan designs with varying copays, deductibles and out of pocket maximums.
- A HDHP and HSA option is now offered. Two HDHP plans utilize a calendar year deductible and the other uses a fiscal year deductible. Employees ≥ 65 and retirees < 65 are moved from HAS eligible to HRA. Retirees with spouses under 65 remain on the HDHP while the retiree moves to the supplemental insurance.
- Education and daily HR interaction is required to assist employees in understanding the HDHP Plan and HSA.
- There are now 2 prescription vendors for active employees.
- There are more than 25 prescription copay and dosage variations provided by 4 different prescription vendors.
- An income related monthly adjustment amount was implemented by the government for Medicare Part B resulting in multiple reimbursement rates change every year. Employees are provided with a letter reminding them that changes to their Part B premium must be submitted each year.
- Retirees > 65 are manually moved from the City's insurance plan as primary to supplemental and any premium adjustments must be made to pension payment in that month. Each employee is sent a letter explaining the meaning of this change.
- HR must track retirees who are eligible for Medicare Part B reimbursement and track retirees who are eligible for Medicare supplemental coverage

New Distribution of Work

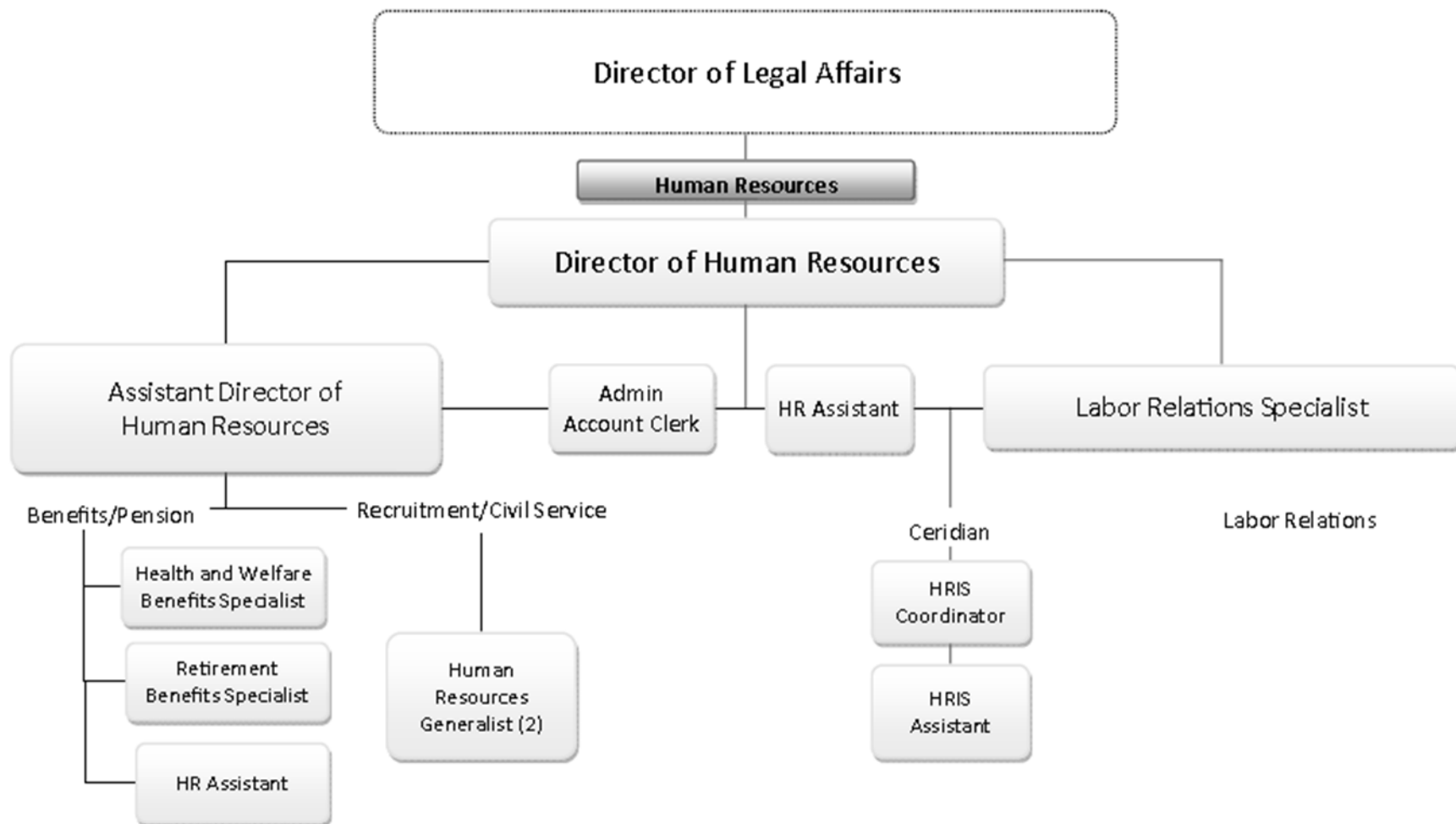
Benefits Specialist

- Administer Active Employee Health, Prescription, Dental and Vision Insurance plans. On-board new employees in benefits.
- Educate and assist employees with HDHP and HSA issues.
- Serve as liaison with benefit vendors to resolve issues.
- Update and maintain all summary of benefit documents to insure accuracy.
- Review bills and insure monthly reconciliation of invoices with census data is completed and accurate. Audit census as necessary.
- Work with Wellness Committee to develop progressive wellness programs.
- Work with Benefit Consultants to ensure City obtains cost effective benefit plans and designs. Support contract negotiators regarding benefit changes.
- Assist Retirement Benefits Specialist as needed

Retirement Benefits Specialist

- Meet with employees considering or applying for pension. Calculate employee service and pension benefit in accordance with appropriate contract.
- Enter new pension claims and monthly updates and changes
- Calculate 401A City match for 457 contributions
- Update premium changes in pension as a result of age or dependent changes
- Update insurance changes and premiums for retirees in insurance systems and notify carriers of deaths
- Process life insurance payments for beneficiary
- Process return of contributions of pension payments.
- Audit pension files.
- Assist Benefits Specialist as needed

City of Stamford
Office of Legal Affairs
Human Resources



“A PICTURE IS WORTH A THOUSAND WORDS”

Current Insurance Plans administered by HR

	0000	ALL CITY OF STAMFORD
	0000	ACTIVE ALL CITY OF STAMFORD ACTIVE EMP'S
ACTIVE	A1037H	LOCAL 788 FIRE FIGHTERS HDHP
ACTIVE	A10376	LOCAL 3657 SUPV EMPLOYEES MAA
ACTIVE	A10377	LOCAL 385 NURSES
ACTIVE	A10378	LOCAL 1303-273 DENTAL HYGIENIST
ACTIVE	A10379	NON-UNION EMPLOYEES
ACTIVE	A10380	LOCAL 1083 CUSTODIANS
ACTIVE	A10381	IUOE LOCAL 145
ACTIVE	A1038P	POLICE
ACTIVE	A1038H	POLICE HDHP
ACTIVE	A10384	UAW
ACTIVE	A10385	LAW DEPT
ACTIVE	A10386	UNITED ELECTRICAL GROUP
ACTIVE	A1000H	NON-PUBLIC SAFETY HDHP
RETIRE	R10375	LOCAL 788 FIRE FIGHTERS
RETIRE	R1037H	LOCAL 788 FIRE FIGHTERS HDHP
RETIRE	R10376	LOCAL 3657 SUPV MAA
RETIRE	R10377	LOCAL 385 NURSES
RETIRE	R10378	LOCAL 1303-273 DENTAL HYGIENIST
RETIRE	R10379	NON-UNION
RETIRE	R10380	LOCAL 1083 CUSTODIANS
RETIRE	R10381	IUOE LOCAL 145
RETIRE	R10382	POLICE
RETIRE	R1038P	POLICE
RETIRE	R1038H	POLICE HDHP
RETIRE	R10383	SMITH HOUSE
RETIRE	R10384	UAW
RETIRE	R10385	LAW DEPT
RETIRE	R10386	UNITED ELECTRICAL GROUP
RETIRE	R20375	LOCAL 788 FIRE FIGHTERS +65
RETIRE	R2037H	LOCAL 788 FIRE FIGHTERS
RETIRE	R20376	LOCAL 3657 SUPV MAA +65
RETIRE	R20377	LOCAL 385 NURSES +65
RETIRE	R20378	LOCAL 1303-273 DENTAL HYGIENIST +65
RETIRE	R20379	NON-UNION +65
RETIRE	R20380	LOCAL 1083 CUSTODIANS +65
RETIRE	R20381	IUOE LOCAL 145 +65
RETIRE	R20382	POLICE +65
RETIRE	R2038P	POLICE
RETIRE	R2038H	POLICE HDHP
RETIRE	R20383	SMITH HOUSE +65
RETIRE	R20384	UAW +65
RETIRE	R20385	LAW DEPT +65
RETIRE	R20386	UNITED ELECTRICAL GROUP +65
RETIRE	R60375	LOCAL 788 FIRE FIGHTERS OVER 65
RETIRE	R60380	LOCAL 1083 CUSTODIANS OVER 65
RETIRE	R60382	POLICE OVER 65
RETIRE	R1000H	NON-PUBLIC SAFETY HDHP
RETIRE	IPI	VARIOUS UNIONS
RETIRE	AETNA	VARIOUS UNIONS

Current Prescription Plan Administered by HR

Carrier Name	Carrier Contract # with Express Scripts	New Group Name #	Contract Name	NUMBER OF MEMBER BS	Carrier Group	New Group Name Description	Current Members
CITY OF STAMFORD	CO010362	COSPOLA	POLICE GOVERNMENT CTR		COSPOLA	Police Active	840
CITY OF STAMFORD	CO010375	COSPREA	FIRE LOCAL 786 GOV CTR		COSPREA	Fire Active	882
CITY OF STAMFORD	CO010377	COSMUSSEA	MUSSELOCAL 1292-272-GOV		COSMUSSEA	Mussea Active	132
CITY OF STAMFORD	CO010384	COSUAWA	LAW GOVERNMENT CENTER		COSUAWA	UAW Active	877
CITY OF STAMFORD	CO010380	COSCUETA	CUSTOMERS GOVERNMENT CTR		COSCUETA	Customers Active	285
CITY OF STAMFORD	CO010361	COSTEAMA	TEAMSTERS GOVERNMENT CTR		COSTEAMA	Teamsters Active	350
CITY OF STAMFORD	CO010376	COSMWA	MWA LOCAL 2857 GOV CTR		COSMWA	MWA Active	338
CITY OF STAMFORD	CO010379	COSCONWA	NON UNION GOVERNMENT CTR		COSCONWA	Non Union Active	87
CITY OF STAMFORD	CO010388	COSUEA	UNITED ELECTRIC		COSUEA	UE Active	41
CITY OF STAMFORD	CO010378	COSDENTA	DENTAL HYGIENISTS GOV CTR		COSDENTA	Dental Active	13
CITY OF STAMFORD	CO010385	COSLAWA	LAWYERS GOVERNMENT CTR		COSLAWA	Attorneys Active	7
CITY OF STAMFORD	PPRETR	COSPOLR2718	PP COS RETIREE	75	COSPOLR	Police Retirees prior to 7/1/18	252
CITY OF STAMFORD	PPRETR	COSPOLR40718	PP COS RETIREE	2	COSPOLR	Police Retirees 7/1/18 or after	
CITY OF STAMFORD	PPRETR	COSPPCLOSED	PP COS RETIREE		PPCOSRETR	PP Retirees - Closed Group	208
		COSPPR90188123118		29		Fire Retirees between 1/1/08 and 12/31/18	
		COSPPR90188		10		Fire Retirees prior to 1/1/08	
CITY OF STAMFORD	PPRETR	COSUAWAR215	PP COS RETIREE	2	COSUAWR	UAW Retirees 10/1/18 or after	
CITY OF STAMFORD	PPRETR	COSUAWR218093015	PP COS RETIREE	2	COSUAWR	UAW Retirees between 1/1/08 and 9/30/15	87
CITY OF STAMFORD	N/A	COSUAWR108	PP COS RETIREE	3	N/A	UAW Retirees prior to 1/1/08	
		COSUAWR90113		0		Non Union Retirees prior to 5/1/13	
		COSUAWR90113		0		Non Union Retirees on or after 1/5/13	
CITY OF STAMFORD	PPRETR	COSMAWR2113	PP COS RETIREE	0	COSMAWR	MAA Retiree prior to 1/1/13	50
		COSMAWR113		5		MAA Retiree on or after 1/1/13	
		COSTEAMR2115		0		Teamsters Retiree on or after 10/1/15	
		COSTEAMR90712093018		0		Teamsters retiree between 7/1/12 and 9/30/18	
		COSTEAMR9070603018		1		Teamsters retiree between 7/1/08 and 6/30/18	
CITY OF STAMFORD	PPRETR	COSTEAMR21208	PP COS RETIREE	3	COSTEAMR	Teamsters Retiree prior to 7/1/08	80
CITY OF STAMFORD	PPRETR	COSCUSTR90108013112	PP COS RETIREE	2	COSCUSTR	Customers Retiree between 1/1/08 and 1/31/12	30
		COSCUSTR90108		1		Customers Retiree prior to 1/1/08	
		COSCUSTR90112		3		Customers Retirees after 2/1/12	
CITY OF STAMFORD	PPRETR	CO01188R90707	PP COS RETIREE	7	CO01188R	188R Retiree prior to 7/1/07	17
		CO01188R10707		10		188R Retiree on or after 7/1/07	
		COSDENTR2113		0		Dental Retiree on or after 1/5/13	
CITY OF STAMFORD	PPRETR	COSUAWR90113	PP COS RETIREE	0	COSUAWR	UAW Retiree prior to 1/1/13	18
		COSUAWR90113		1		UAW Retiree on or after 1/1/13	
		COSUAWR113		0		Attorneys Retiree on or after 1/5/13	
CITY OF STAMFORD	PPRETR	COSUWR113	PP COS RETIREE	2	COSUWR	UE Retiree prior to 1/1/13	4
		COSUWR113		6		UE Retiree on or after 1/1/13	