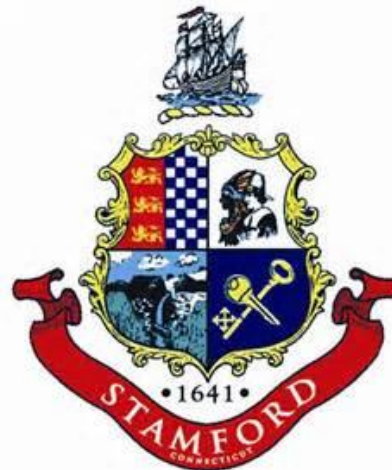# City of Stamford
Human Resources

FY 2019-20
## Board of Finance
Budget Request

Human Resources Mission

- Through strategic partnerships and collaboration, the Human Resources Department will recruit, develop and retain a high performing and diverse workforce and foster a healthy, safe, and productive work environment in order to maximize individual and organizational potential.

City of Stamford
Office of Legal Affairs
Human Resources
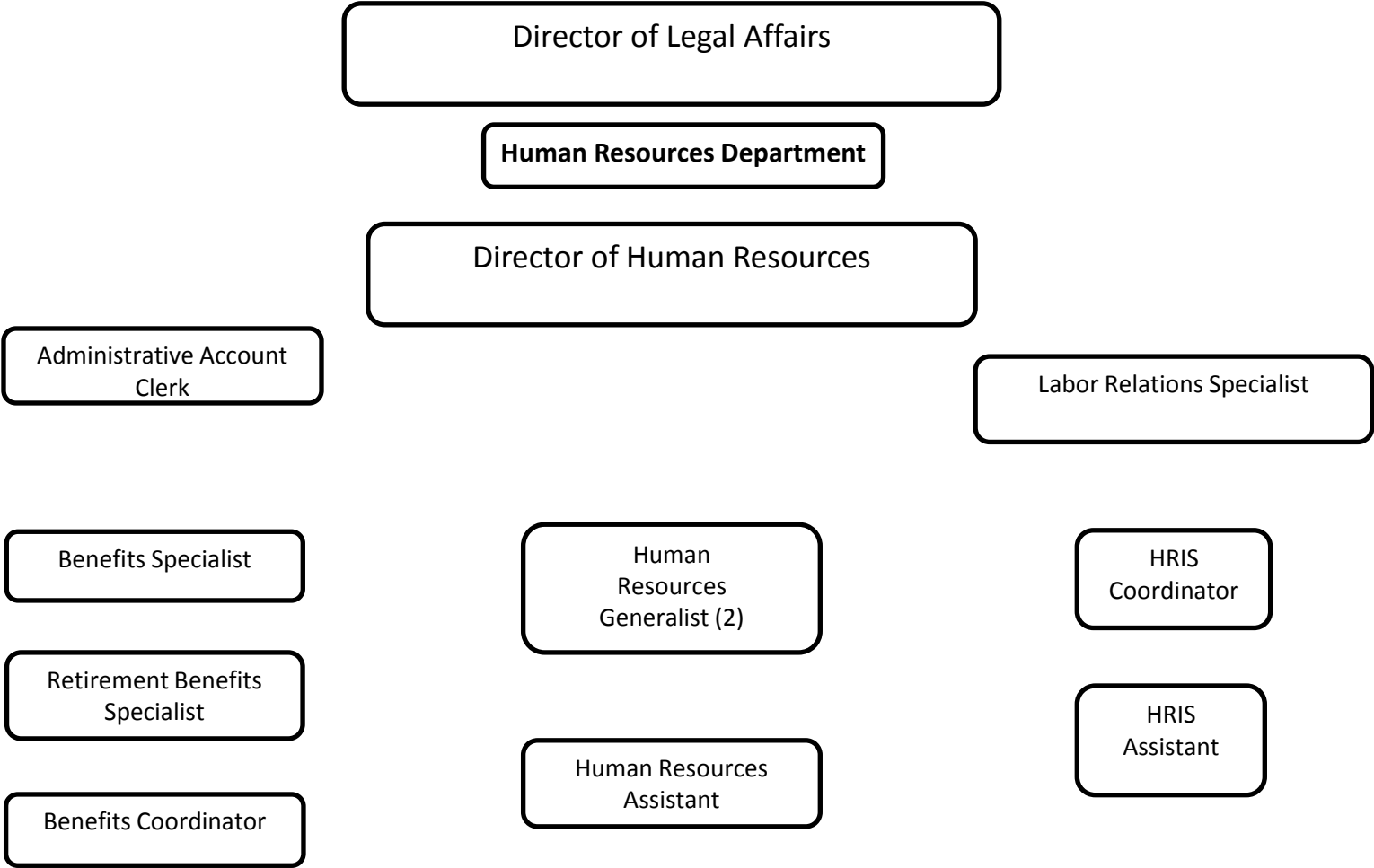
Director of Legal Affairs

Human Resources Department

Director of Human Resources

Administrative Account Clerk

Labor Relations Specialist

Benefits Specialist

Human Resources Generalist (2)

HRIS Coordinator

Retirement Benefits Specialist

HRIS Assistant

Benefits Coordinator

Human Resources Assistant

Current TO 11 Positions

City of Stamford
Office of Legal Affairs
Human Resources

Director of Legal Affairs

Human Resources

Director of Human Resources

HR Processing Technician

HR Customer Service Rep

Labor Relations Specialist

Assistant Director
of Human Resources

Benefits Specialist

Retirement Benefits
Specialist

Benefits Coordinator

Human
Resources
Generalist (3)

HR Assistant

HRIS
Coordinator

HRIS
Assistant

Planned Necessary Changes for the Department

❖ We have requested funds in FY 18/19 to **refill the Assistant Director of Human Resources** position which is accountable for assisting in directing the programs and operations of the human resources management function for the City including, but not limited to, recruitment, selection, equal employment opportunity and affirmative action, employee counseling, benefits, retention, performance management, family medical leave act (FMLA) administration, labor relations, workforce and organizational planning, classification and compensation, training, staff development and workers' compensation administration, policy development, and special projects.
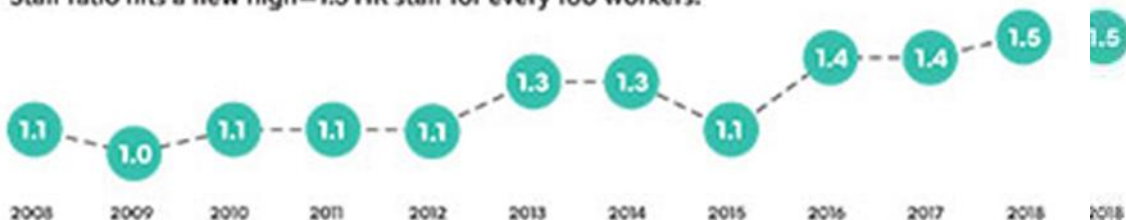
Planned Necessary Changes for the Department

❖ The addition of **1 Human Resources Generalist (Training Program Coordinator)**. This position will be responsible for planning, developing and implementing the City's entire training program including needs assessment, annual training calendar, and providing back-up for the other two HR Generalists.

❖ The addition of **1 Human Resources Customer Service Representative**. This position will be accountable for performing a full-range of customer service assignments and using independent judgment in making decisions based on established methods and procedures. This position serves as the primary customer service contact in an inbound call/walk-in utilizing knowledge base and case management tools to assist customers in completing their human resource transactions, in accordance with human resources standards or directing them accordingly to the appropriate individual.
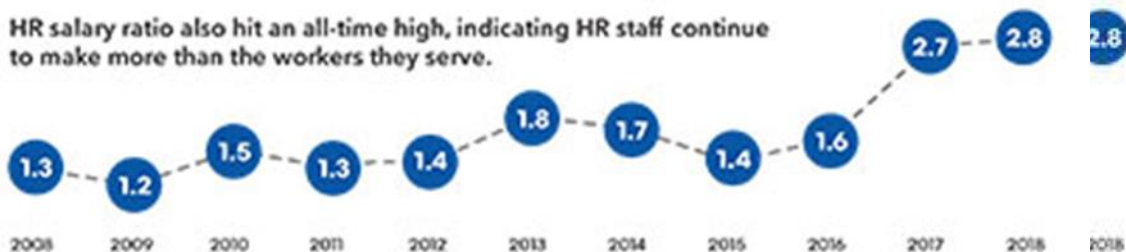
Benchmarking HR Staff to City Staff Ratios

- The industry accepted HR-to-employee ratio compares HR staffing levels between organizations by showing the number of HR FTEs supporting 100 FTEs in an organization. The average HR-to-employee ratio for all organizations in 2015 was 2.57. As staff size increased, however, the HR-to-employee ratio decreased. For example, small organizations had a significantly higher HR-to employee ratio of 3.40, compared with medium and large organizations that had ratios of 1.22 and 1.03, respectively. Pg. 2 SHRM 2015

- Based on the City of Stamford's 1500 FTEs: using the 1 per 100 ratio would result in 15 HR staff; using the 1.03 per 100 ratio = 15.45 staff, and using the 2018 Bloomberg Law 1.5 per 100 = 22.50. If you were to use the 11 year average (from 2008 to 2018) of 1.22 per 100 it would result in 18.27 HR staff. http://bna.com/hr-workforce-continues-pr

Benchmarking Supervisor to HR Staff Ratios

- The percentage of HR staff in supervisory roles (i.e., supervisor, manager, director or above) is calculated by taking the number of HR supervisory positions (FTEs) and dividing it by the total number of HR staff (FTEs). When organizations design their HR departments, this is a useful metric to benchmark the number of supervisory staff members other organizations in their industry use to implement the HR function. The 2015 study reported that the percentage of HR staff in supervisory roles was 53% for all organizations. As the organization staff size grew, this percentage decreased in the same way that HR-to-employee ratios decreased. Small organizations had a significantly higher percentage of supervisory HR staff (65%) as compared to medium (38%) and large (31%) organizations. Pg. 3

Benchmarking Supervisor to HR Staff Ratios

- As the City of Stamford would be considered a large organization, the .31% per 100 would be utilized. Assuming a staff of 14, the proposed staffing level, the analytics suggest 4.34 supervisors, rounding down to 4. Based on the data, the refilling of the Assistant Director would help bring the Department closer to the standard.

# of EE	Category of Employee	Annual Salary
323	UAW	$20,937,797
282	Police	$23,488,288.
250	Fire	$21,762,565
149	Custodian	$9,513,875
126	IUOE - Operations	$7,319,746
103	MAA	$11,392,110
39	Nurses	$3,125,221
25	IUOE - WPCA	$1,726,746
11	Clerk of the Works	$848,802
7	Attorneys	$980,189
4	Dental Hygienist	$326,055
29	Pay Plan (including Elected Officials)	$2,736,965
587	Seasonal*	$3,076,417
1935		$107,234,776

* Seasonal for calendar 2018

All others were employees as of 2/11/2019

Annual Salary

- UAW
- Police
- Fire
- Custodian
- IUOE - Operations
- MAA
- Nurses
- Pay Plan (including Elected Officials
- IUOE - WPCA
- Clerk of the Work
- Attorneys
- Dental Hygienst

UAW, $20,937,797.00
Police, $23,488,288.00
Fire, $21,762,565.00
Custodian, $9,513,875.00
IUOE - Operations, $7,319,746.00
MAA, $11,392,110.00
Nurses, $3,125,221.00
Pay Plan (including Elected Officials, $2,736,965.00
IUOE - WPCA, $1,726,746.00
Clerk of the Works, $848,802.00
Attorneys, $980,189.00
Dental Hygienst, $326,055.00
Seasonals*, $3,076,417.00

Number of employees City Employees

Category EE	# of EE
UAW	323
Police	282
Fire	250
Custodian	149
IUOE - Operations	126
MAA	103
Nurses	39
IUOE - WPCA	25
Clerk of the Works	11
Attorneys	7
Dental Hygienist	4
Pay Plan (including Elected Officials)	29
Seasonal*	587
Total Employees	1935
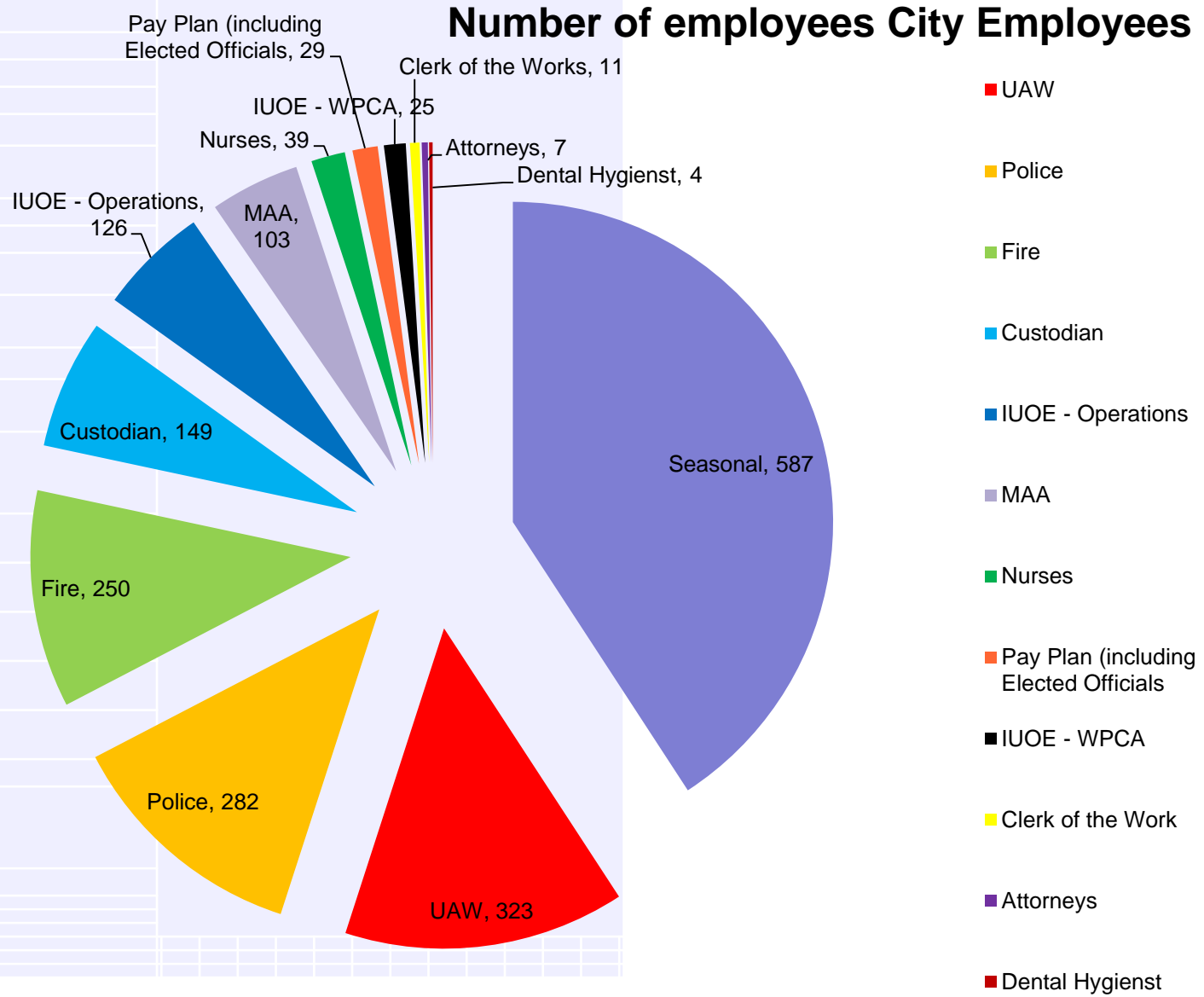
*Seasonal for calendar 2018
All others were
employees as
of 2/11/2019

Pay Plan (including Elected Officials, 29

Clerk of the Works, 11

IUOE - WPCA, 25

Nurses, 39

Attorneys, 7

Dental Hygienst, 4

IUOE - Operations, 126

MAA, 103

Seasonal, 587

Custodian, 149

Fire, 250

Police, 282

UAW, 323

Legend:
- UAW
- Police
- Fire
- Custodian
- IUOE - Operations
- MAA
- Nurses
- Pay Plan (including Elected Officials
- IUOE - WPCA
- Clerk of the Work
- Attorneys
- Dental Hygienst

Human Resources Programs

- <u>HRIS</u> – entry and reporting of all data re all employees – e.g., calculation and entry of employee cost shares on benefits; calculation of retroactive wage payments; demographic information concerning workforce; financial impact of proposed changes in collective bargaining agreements, tracking of compliance with employer's legal requirements (ACA reporting, for example).

- <u>Benefits administration</u> – data entry and management of employees' and retirees' health care plan information and benefits.

- <u>Pension administration</u> – data entry and management of employees' and retirees' pension benefits.

- <u>Labor Relations</u> – investigation, negotiation and, where required, litigation of all labor issues, including grievances, interest arbitrations, collective bargaining agreements, as well as providing advice and assistance to management concerning performance and other labor issues.

Human Resources Programs

- <u>Recruitment, testing, on and off boarding</u> – developing and updating position descriptions and developing, contracting for and/or administering civil service tests

- <u>Wage and salary administration</u> – developing and maintaining accurate job classification and providing objective job evaluation and managing pay equity systems.

- <u>Performance management and improvement</u> – training and staff development

- <u>Compliance</u> – Affordable Care Act (ACA), Americans with Disabilities Act (ADA), Age Discrimination in Employment Act (ADEA), Family Medical Leave Act (FMLA), Fair Labor Standards Act (FLSA), Health Insurance Portability and Accountability Act (HIPAA), Uniformed Services Employment and Reemployment Rights Act (USERRA), Occupational Safety and Health Act (OSHA), Equal Pay Act, Pregnancy Discrimination Act, Workers' Compensation Act, and Affirmative Action/Equal Employment Opportunity (AA/EOE) provisions and affirmative action plan development.

- <u>Health and wellness programs</u> - including Employee Assistance Program (EAP)

Planned Improvements

- <u>Implement NEOGOV</u> – human resource software system for applicant tracking for recruiting and hiring, onboarding, creating online employee forms and automating distribution, submission, tracking, and approval using workflows and performance management system.

- <u>Upgrade to new Ceridian HRIS and Payroll System</u> – joint payroll/HR project to replace sunsetting Ceridian system currently used in order to provide increased accuracy and efficiency in HRIS and payroll administration.

- <u>Automation of benefit administration</u> – project planned to adopt modern technologies to streamline data entry, management and tracking of employee health care plans and benefits, to provide online access to benefit information for both employees and HR and to automate and improve efficiency of cost share calculations.

- <u>Automation of pension administration</u> – project planned to adopt modern technologies to streamline data entry, management and tracking of employee pension plans and benefits, to provide online access to pension information for both employees and HR and to automate and improve efficiency of pension benefit calculations.

Department Management

Budget Scenarios

■   If additional funding could be realized how would department services be expanded or enriched?

- Enhanced customer service overall
- Faster response time
- Improved communications with stakeholders
- More highly trained City staff
- Automation and streamlining of processes including upgrading Ceridian (HRIS), implementing applicant tracking system (NEOGOV), using automated systems for administration of health and retirement benefits.
- Better access to personnel data to respond quickly to changing parameters
- Better strategic planning of human resources operations, assignments of staff, coordination of staff and enhanced resources to improve processes and procedures

Department Management

Budget Scenarios

■ In the event of significant budget reductions describe the impact the reduction would have?

- Converse of above
- Inability to timely recruit and fill positions
- Increased backlogs
- Lower morale and increased grievances/complaints
- Continued reliance on manual systems
- Difficulty in complying with Classified Service Rules and other federal, state and local laws and mandates e.g., FLSA, ADA, FMLA, etc.