

HUMAN RESOURCES

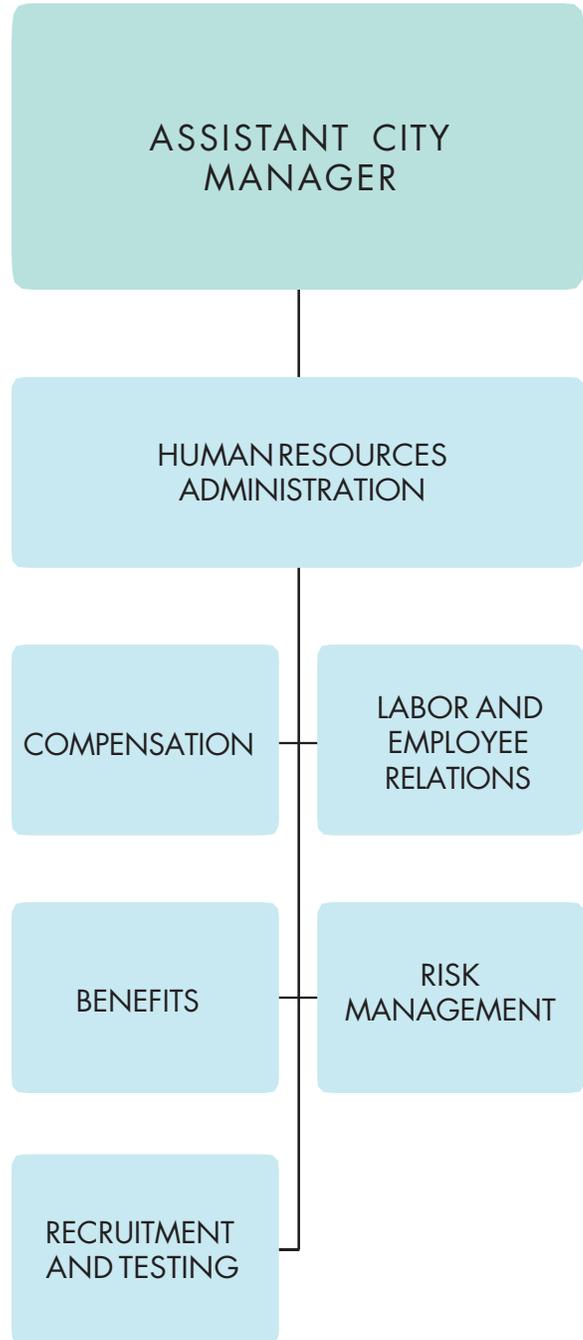
DEPARTMENT MISSION STATEMENT

We are committed to treating each person as a valued customer while contributing positively to achieve the overall goals of the City of Miami Beach through comprehensive programming that displays a thorough understanding of all aspects of the human resource profession, including proactive involvement in areas of legal compliance and service that displays a genuine interest in the lives of others.

DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for all personnel-related activities and is comprised of the following functional areas:

- **Compensation** - Processes and maintains all employee and s415 retiree personnel information including payroll earnings and deductions, tuition assistance, Deferred Retirement Option Plan (DROP) payouts, sick sell backs, leave and attendance, cost of living adjustment (COLA) increases, pension buy backs, unemployment hearings, workers compensation depositions, employment verifications, exit interviews, perfect attendance bonuses, public records requests, and Miami-Dade County financial disclosure reporting.
- **Recruitment and Testing** - Assists departments in recruiting and selecting qualified job applicants; develops, administers and validates competitive recruitment methods; administers pre-employment and promotional examinations; performs pre-employment background checks.
- **Labor and Employee Relations** - Oversees, consults and processes disciplinary matters; investigates and responds to all Equal Employment Opportunity Commission (EEOC) official charges of alleged discrimination; negotiates and administers last chance agreements; administers the City's collective bargaining agreements, develops language to address issues upon which there is disagreement between the parties involved and advises on conflict resolution; administers the grievance/arbitration process; conducts citywide investigations related to employee misconduct and allegations of discriminatory practices.
- **Benefits** - Assists in the formulation of employee benefit programs; develops and administers benefit-related contracts; coordinates open enrollment activities; administers the budget for self and fully-insured benefit plans; oversees the City's wellness program; and ensures compliance with all Patient Protection and Affordable Care Act requirements.
- **Risk Management** - Protects the City's assets by identifying, evaluating and controlling loss exposures; administering the City's insurance programs for liability, property/flood and workers' compensation; oversees risk transfer and loss control measures; and conducts safety training and inspection of facilities for potential hazards.



FISCAL ENVIRONMENT

The allocation of funds for the Department of Human Resources, except for Benefits and Risk Management, comes from the General Fund. The General Fund charges an administrative fee to Enterprise Fund departments, the Redevelopment Agency (RDA), and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

The Risk Management and Benefits Divisions are Internal Service Funds sustained by charges to other funds and departments.

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STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

- **Organizational Innovation**
 - Support all objectives to improve decision making and financial stewardship, making the city more business friendly, with an employee culture of problem solving and engagement
 - Attract and retain top talent
 - Foster rewarding careers



Strategic Plan Actions:

- N/A

Budget Enhancement Actions:

- N/A

Resilient305 Actions:

- N/A

BUSINESS ENVIRONMENT

The Human Resources Department provides direction and support regarding a myriad of related competencies. The recruitment and selection processes are the gateway to the City and the labor market is tightening in some professions, which directly challenge endeavors to recruit and maintain a competent workforce.

In terms of the business environment, the Human Resources Department has successfully recruited qualified and competent personnel for the department, thereby creating a strong team of professionals to carry out the duties of this department.

Through the Employee Satisfaction Survey, feedback and data from our customers is used to gauge and improve delivery of services.

Staff in the department supports the Personnel Board and Health Advisory Committee.

SIGNIFICANT ACCOMPLISHMENTS

- In 2019, for the third consecutive year in a row, The City of Miami Beach has been named one of the Healthiest Employers in South Florida, presented by Florida Blue. The City of Miami Beach is ranked among the Top 10 companies (500+ Employees) striving to maintain a healthy workforce.
- The City self-insures and self-administers its liability claims (property damage, bodily injury, automobile, police actions, and employment). The Risk Management unit adjusted and

SIGNIFICANT ACCOMPLISHMENTS CONT'D

closed 100 subrogation claims for both automobile and property damage with a collection of \$231,647. By pursuing these claims, the City can recuperate funds spent for repair/replacement of property damage from responsible parties. FY 2018 marked the \$1,000,000 milestone in subrogate claims, where staff consistently pursued responsible parties over a 4-year period, with the assistance of a subrogation collection firm, to clear up a back-log of claims that were not previously addressed due to staffing deficiencies.

- The City received 16 charges of alleged discrimination. On six (6) of the 16 cases, the EEOC did not require position statements. The HR/Labor team submitted 10 position statements to the EEOC where the City emphatically refuted the allegations of discrimination and the EEOC issued nine (9) Dismissal and Notice of Rights determinations, that based upon its investigation, the EEOC was unable to conclude violations of the related state and federal statutes. Seven (7) EEOC determinations are pending a determination.

Awarded by the South Florida Business Journal as one of the 2019 Healthiest Employers in South Florida for the third year in a row

- Additionally, one (1) charge of alleged discrimination was received from the Miami-Dade Commission on Human Rights. The City submitted the required position statement and the Commission determined "there is no probable cause to believe that a discrimination practice has occurred."
- For FY 2018, the Recruitment division received over 21,000 applications for employment that resulted in 247 new hires and 61 rehires for a total of 308 hires. The department processed 267 job changes, which included promotions, demotions, and transfers within departments.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- During FY 2018, the City's Wellness Program continued its success in two ways. The first success was in its year-over-year improvement in the growing rate of participation among benefit eligible employees. The second success was the wellness program's continued growth in the number of initiatives offered to help improve the health of the City's workforce.

In terms of improved participation, the Wellness Program ended the 2018 plan year with a 33.26 percent level of engagement among wellness plan participants. The program nearly doubled its 2017 rate of engagement which was measured at 17.62 percent. An employee is said to be "engaged" when silver status is achieved with Humana Go365, the City's wellness partner. For the category of individuals who attained the highest levels of wellness achievement of gold and platinum status with Go365, the program saw a significant yearly increase as well. During the 2017 plan year, 8.01 percent of wellness participants achieved gold or platinum status and in the 2018 plan year, that number nearly tripled to 21.29 percent.

Participation in the program's fitness classes has also increased. During FY 2018, the Camp NRG group classes averaged 40 participants per training day, Yoga classes averaged 9 participants per training day, and Zumba averaged 5 participants per training day.

The Wellness Program also experienced success in broadening the amount of initiatives that became available to help employees lead healthier lives. One example was the addition of a Wellness Room near the Human Resources Department on the third floor of City Hall. It is a convenient location to where employees can retreat during their workday and provides a private and comfortable space to stretch, take a short break, meditate, conduct physical therapy, and can be used as a mother's lactation room.

The seminars offered by the Wellness Program were also expanded. In addition to offering financial planning workshops that promote financial well-being, the program also scheduled Health and Nutritional Seminars throughout several City facilities.

In June, the Wellness Program began scheduling one-on-one appointments with a Go365 Humana nutritionist. Seeing a registered and licensed dietitian provides employees with a great opportunity to receive nutritional information which will assist them in achieving their personal health goals.

Another successful initiative was the introduction of the Wellness Weekly Newsletter. With the introduction of the newsletter, employees have been kept informed on all facets of wellness, including the fitness class schedule, upcoming wellness events, information on preventive care, seminar schedules, healthy recipes and more. To give the newsletter a professional look, its header has been embellished with the program's branded wellness logo.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Human Resources Department partnered with BMI Audit Services to complete a comprehensive dependent eligibility audit for its Medical and Dental Insurance plans. The department's goal was to avoid paying claims for ineligible dependents, which decreases overall healthcare costs. With the assistance of a robust communication strategy by the Employee Benefits Team, an employee response rate of 96.93 percent was achieved. By the time the audit had concluded, 84 dependents were deemed ineligible and subsequently removed from the City's health and/or dental plan. Of these 84 dependents, 37 were confirmed as ineligible and 47 were removed due to a lack of a complete audit response. With an estimated average annual cost per dependent of \$3,500, the audit's first-year savings amounted to an estimated \$294,000. When the audit fee of \$34,018.36 is considered, the first-year return on investment for the dependent eligibility audit is 764.24 percent.

CRITICAL SUCCESS FACTORS

Several factors are critical to the Human Resources Department's successful achievement of its work plan:

- Ensuring the Human Resources department staff are given the tools, training and motivation to operate in the most efficient and effective manner
- Recognizing and encouraging the value of diversity in the workplace
- Establishing, administering and effectively communicating sound policies, rules and practices that treat employees with dignity and equality while maintaining City compliance with federal, state and local employment labor laws, City ordinances, administrative policies, and labor agreements

FUTURE OUTLOOK

The Human Resources Department will continue to work proactively with other departments and the five (5) collective bargaining units to address challenges facing the City, including, but not limited to, meaningful discussions on:

- Sustaining essential services and promoting organizational excellence with limited resources
- Recruiting and maintaining a quality workforce
- Ensuring the City's compensation plan continues to stay competitive
- Ensuring the City's classification plan continues to be equitable and accurately represents the tasks and responsibilities of each incumbent
- Continuing efforts to promote an organizational culture where employees accept and understand that they are individually and collectively responsible for transparent and ethical behaviors that are beyond reproach