

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.

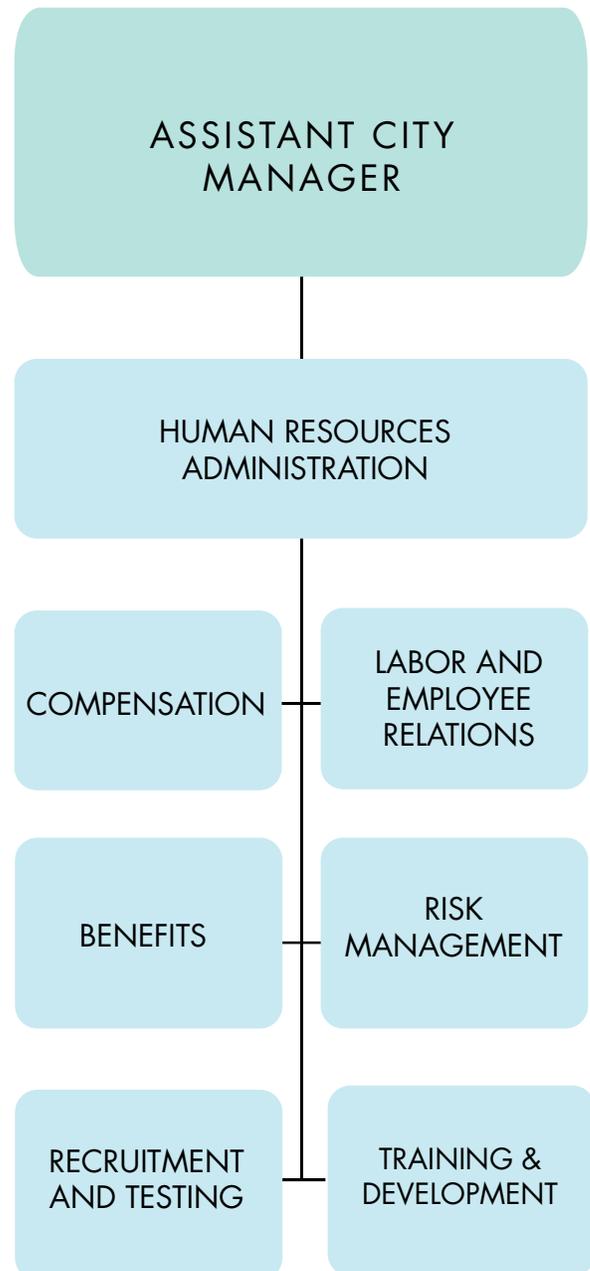
DEPARTMENT DESCRIPTION

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.

DEPARTMENT DESCRIPTION CONT'D

- Training & Development - Assess training needs through communication with departments; develops training programs for departments, ensures compliance with mandatory trainings; conducts new employee orientation, educating employees on CMB culture; organize training sessions, interview and secure subject matter experts and vendors. Manage employee development programs to include Leadership Culture and Employee Academy Programs. Oversee Rewards & Recognition Programs to include: Service Recognition Program, Employee Suggestion Program, Performance Recognition Program, and Ethical Hero Program.



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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.

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, by the South Florida Business Journal. 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 closed 99 subrogation claims for both automobile and property damage with a collection of \$226,320. By pursuing these claims, the City can recuperate funds spent for repair/replacement of property damage from responsible parties.
- Due to the specific presumptions afforded to law enforcement, the Risk Management division, in partnership with CorVel, held 24 presentations for the Miami Beach Police Department between April and June 2019. The presentation included a detailed overview of the Workers' Compensation process, as described by the Florida Department of Financial Services, and all the involved parties' role in the process. The Injury Service Connected benefit, as described in the City's Classified and Unclassified Ordinances, and the Heart Lung Bill (F.S. 112.18) were reviewed in depth during the presentation.

The City's Wellness Program grew in participation among benefit eligible employees and increased the number of initiatives offered to help improve the health of the City's workforce.

- The City received 14 charges of alleged discrimination. On two (2) of the 14 cases, the EEOC did not require position statements. The HR/Labor team submitted 12 position statements to the EEOC where the City emphatically refuted the allegations of discrimination and the EEOC issued six (6) Dismissal and Notice of Rights determinations that, based upon its investigation, the EEOC was unable to conclude violations of the Statutes. One (1) EEOC allegation was withdrawn by the claimant. One (1) EEOC allegation was terminated by the EEOC as 180 days had elapsed. Five (5) EEOC determinations are pending a determination.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- For FY 2019, the Recruitment Team has received over 15,000 applications for employment that have resulted in 306 new hires and 70 rehires for a total of 376 hires. The team also processed 325 job changes, which include promotions, demotions and transfers within departments.
- During FY 2019, 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 2019 plan year with a 34.39 percent level of engagement among wellness plan participants. This demonstrates a continued improvement over last year's engagement percentage of 33.26 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 also experienced progress. During the 2018 plan year, 21.29 percent of wellness participants achieved gold or platinum status and in the 2019 plan year, that number climbed to 24.22 percent.

Participation in the program's fitness classes has remained robust. During FY 2019, the Camp NRG group classes averaged 32 participants per training day, Yoga classes increased their average participants per training day from 9 to 14 over FY 2018 and Zumba averaged 4 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. During FY 2019, monthly 3K walks were scheduled. The walks were led by a member of the City's Management Team and they provide employees with another opportunity to pursue their wellness goals.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

The seminars offered by the Wellness Program were also expanded. In addition to offering financial planning workshops, health seminars and nutritional seminars, the program also offered Employee Assistance Program (EAP) Seminars throughout several City facilities.

Another successful initiative was the introduction of the annual Bike to Work Day. Bike to Work Day incentivized wellness plan participants to get out of their vehicle and exercise as they ride their bike to work. 53 participating employees had the option of completing their bike ride from three designated meetup locations as well as biking to work from home.

The Human Resources department improved services to employees by automating leave requests and W-4 changes by means of the Employee Self-Service module. Employees can change their tax withholding and make leave request from the convenience of a computer, at work, or at home.

The department also implemented and monitored all Employee Learning and Development programs leading to improved performance in all programs including the Rewards and Recognition, Citywide Procedures, and e-Learning Programs:

- Managed the Service Recognition, Performance Recognition, and Employee Suggestion Programs, which have resulted in approximately 42 employee Service Recognitions, 70 Employee Suggestions, and 519 employee Performance Recognitions
- Maintained an e-Learning System (LS Adobe Connect) that provides for the management, deployment, and tracking of online trainings. As of September 2019, 3,933 users passed a combined total of 29,059 required classes. The following is a list of courses and the number of employees completing as of September 30th, 2019: Sexual Harassment 1,203, Ethics 1,275, Diversity 1,241, Service Excellence 1,134, Teambuilding 903, Ethics Regulatory 331, Supervisory Essentials 161, and Orientation 545
- Implemented and monitored all University partnerships including internships and research projects



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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
- Continue coordination with all departments regarding re-enforcement, customer service standards, training, Leadership Culture programs, Reward and Recognition programs etc.
- Distributing training needs due reports, to ensure staff is in compliance
- Supervisory training to all new supervisors to promote a continuous learning culture that provides opportunities for professional and personal development and encourages employees to participate
- Departmental willingness to support staff through organizational development education and training

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



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PERFORMANCE PLAN HIGHLIGHTS

PERFORMANCE MEASURES	2017 Actuals	2018 Actuals	2019 Actuals	2020 Target	2021 Target
Main Vision Area: Neighborhoods					
% of change for group employer medical premium	N/A	13%	5%	5%	5%
% of change for group employer dental premium	N/A	11%	4%	5%	5%
% of change for group employee medical premium	N/A	0%	15%	15%	15%
% of change for group employee dental premium	N/A	0%	15%	10%	10%
Average value of medical claims per employee per month	\$963	\$1,059	\$1,006	\$950	\$950
Average value of dental claims per employee per month	\$64	\$73	\$69	\$65	\$65
# of applicants processed by recruitment functional area	17,863	21,730	15,323	15,000	15,000
% of Engagement in Go365 Wellness program	43%	55%	53%	60%	60%
Employee Hours on Injury Service Connected (ISC)	17,380	8,797	16,496	12,500	12,500
Injury Service Connection (ISC) Claims Cost	\$600,986	\$342,409	\$541,113	\$350,000	\$350,000
Average value of workers compensation claim	\$8,837	\$5,038	\$6,716	\$5,500	\$5,500
# of 3rd party liability claims received	125	175	177	150	150
Value of 3rd party liability claims settled	\$2,047,343	\$3,013,831	\$2,903,776	\$2,700,000	\$2,700,000
# of total employees drug tested	1,193	2,390	2,957	3,000	3,000
% of Equal Employment Opportunity Commission charges ruled in City's favor	100%	100%	100%	100%	100%
# of employees who received tuition reimbursement	50	132	113	125	125
# of employees trained on HR related topics	N/A	N/A	823	650	650
Total Tuition Reimbursement	\$78,801	\$245,637	\$295,531	\$300,000	\$300,000
Average Salary	\$65,580	\$65,679	\$62,380	\$70,000	\$70,000

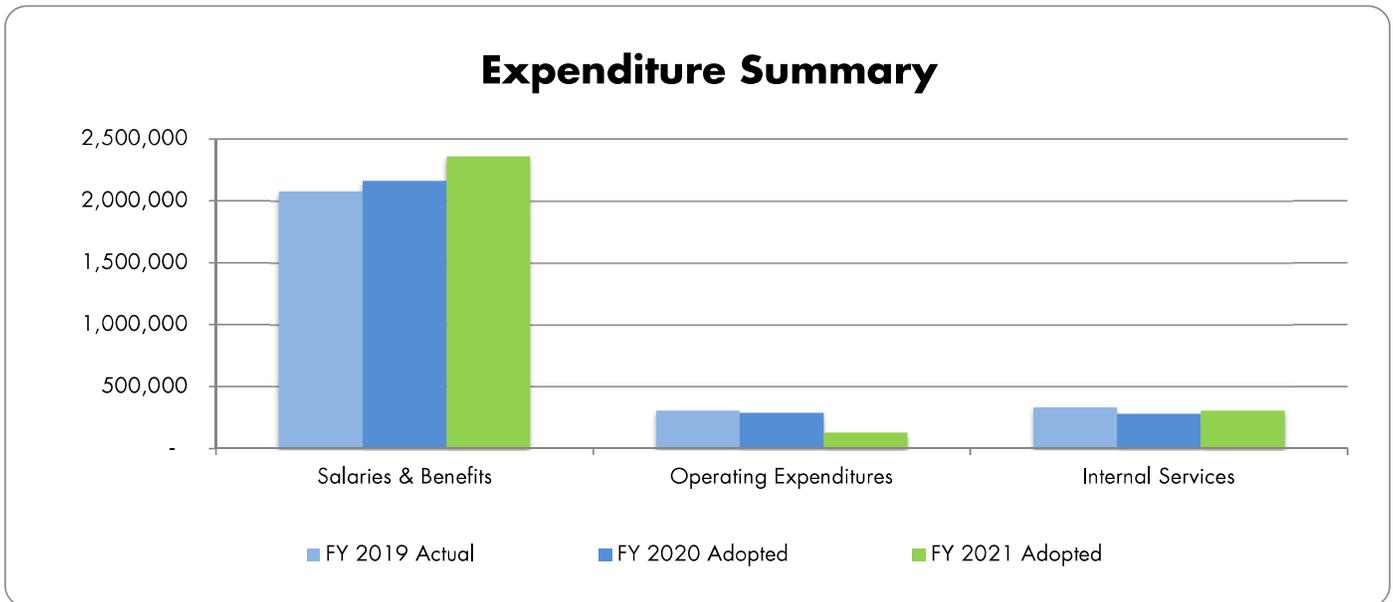
*Indicates measure was not tracked and/or conducted during reporting period

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DEPARTMENT FINANCIAL SUMMARY - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	1,978,404	2,078,163	2,162,000	2,358,800
Operating Expenditures	195,639	303,702	286,000	130,200
Internal Services	406,000	329,000	280,000	305,000
Total	\$ 2,580,043	\$ 2,710,865	\$ 2,728,000	\$ 2,794,000

Total Budgeted Positions **18.60 + 0.00 PT** **17.60 + 0.00 PT** **17.60 + 0.00 PT** **18.60 + 0.00 PT**



HUMAN RESOURCES - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	1,551,321	1,645,129	1,679,000	1,839,800
Operating Expenditures	136,475	182,899	182,500	67,300
Internal Services	372,000	307,000	242,000	278,000
Total	\$ 2,059,795	\$ 2,135,028	\$ 2,103,500	\$ 2,185,100

Total Budgeted Positions **15.10 + 0.00 PT** **14.10 + 0.00 PT** **14.10 + 0.00 PT** **15.10 + 0.00 PT**

LABOR RELATIONS - GENERAL FUND

Expenditure Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Salaries & Benefits	427,083	433,034	483,000	519,000
Operating Expenditures	59,165	120,803	103,500	62,900
Internal Services	34,000	22,000	38,000	27,000
Total	\$ 520,247	\$ 575,837	\$ 624,500	\$ 608,900

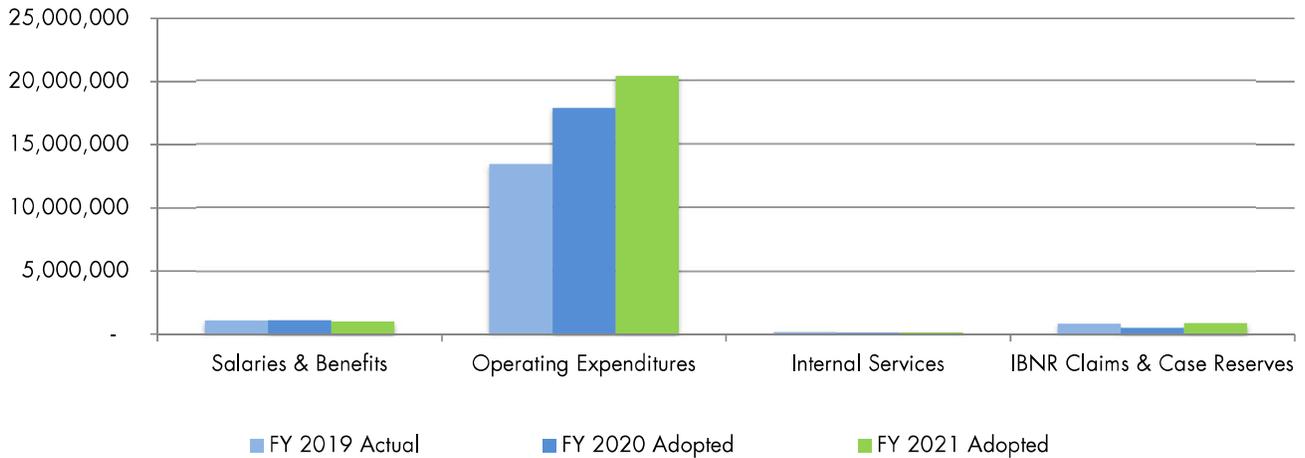
Total Budgeted Positions **3.50 + 0.00 PT** **3.50 + 0.00 PT** **3.50 + 0.00 PT** **3.50 + 0.00 PT**

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DEPARTMENT FINANCIAL SUMMARY - RISK MANAGEMENT FUND

Revenue Area	FY 2018 Actual	FY 2019 Actual	FY 2020 Adopted	FY 2021 Adopted
Interdepartmental Charges	17,738,499	18,430,000	17,717,000	20,415,000
Interest/Other	1,819,288	2,319,129	1,938,000	2,040,000
Total	\$ 19,557,786	\$ 20,749,129	\$ 19,655,000	\$ 22,455,000
Expenditure Area				
Salaries & Benefits	1,024,946	1,085,046	1,110,500	1,010,000
Operating Expenditures	12,000,128	13,470,981	17,923,500	20,430,000
Internal Services	61,090	168,000	107,000	136,000
IBNR Claims & Case Reserves	1,903,023	827,328	514,000	879,000
Total	\$ 14,989,187	\$ 15,551,356	\$ 19,655,000	\$ 22,455,000
Revenue Less Expenditures	\$ 4,568,599	\$ 5,197,774	\$ 0	\$ 0
Total Budgeted Positions	8.15 + 0.00 PT	8.15 + 0.00 PT	8.15 + 0.00 PT	7.15 + 0.00 PT

Expenditure Summary



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BUDGET HIGHLIGHTS

- A significant component of the increase in personnel expenditures for all departments are increases in employee-related costs including a one percent cost of living adjustment effective April 1, 2021 for all groups, except AFSCME (1.0% COLA effective July 1, 2021), GSA (1.0% COLA effective October 1, 2020), and CWA (2.0% COLA effective October 1, 2020), as well as a maximum of three percent merit increase for employees, except members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which include a five percent step increase. Merit, step, and cost of living increases apply within existing pay ranges. A five percent increase in the City's premiums for health insurance for all employees is also included, except for members of the Fraternal Order of Police (FOP) and International Association of Fire Fighters (IAFF) which includes an eight percent increase in the City's premium. These increases were, however, largely offset by the COVID-19 balancing plan reductions allocated across all departments that include furloughs for all bargaining units based on a tiered approach, a citywide freeze on all non-essential expenditures and training and travel, and a citywide hiring freeze.

General Fund

- The department's operating budget increased by \$66,000, or 2.4%. This is primarily due to an increase in personnel services expenditures of \$196,800 resulting from the transfer of an Organizational Development and Training Specialist position from Organizational Development and Performance Initiatives (ODPI) to the Human Resources Department, as well as other increases in personnel services expenditures projected in FY 2021. Operating expenditures decreased by \$155,800 largely due to \$152,000 in one-time decreases from the COVID-19 balancing plan reductions. Lastly, internal services expenditures increased by \$25,000 due to increases in Information Technology, Property Management, Risk Management, Central Services, and OIG Funding services.

BUDGET HIGHLIGHTS CONT'D

Medical & Dental

- The Medical and Dental operating budget increased by \$2,891,000, or 7.7%. This is primarily due to a projected increase in paid medical and prescription claims based on FY 2020 third quarter actuarial projections and claims experience.

Risk Management

- The operating budget for Risk Management increased by \$2,800,000, or 14.2%. This is primarily due to an increase in premiums across all lines of insurance projected for FY 2021, as well as projected claims based on FY 2020 third quarter actuarial projections.

FY 2021 Efficiencies/Reductions

General Fund

- As part of the COVID-19 balancing plan, the FY 2021 reductions also include a one-time reduction of \$152,000, which is comprised of \$20,000 for furloughs for all bargaining units based on a tiered approach, \$18,000 for non-essential expenditures, \$36,000 for non-essential training and travel, and \$78,000 related to the citywide hiring freeze.

Risk Management

- The FY 2021 budget includes an \$80,000 efficiency for the elimination of a full-time Safety Officer position, a \$72,000 efficiency in renegotiated health plan administration and wellness contract savings, and a \$12,000 one-time reduction for furloughs for all bargaining units based on a tiered approach based on the COVID-19 balancing plan.

