

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.

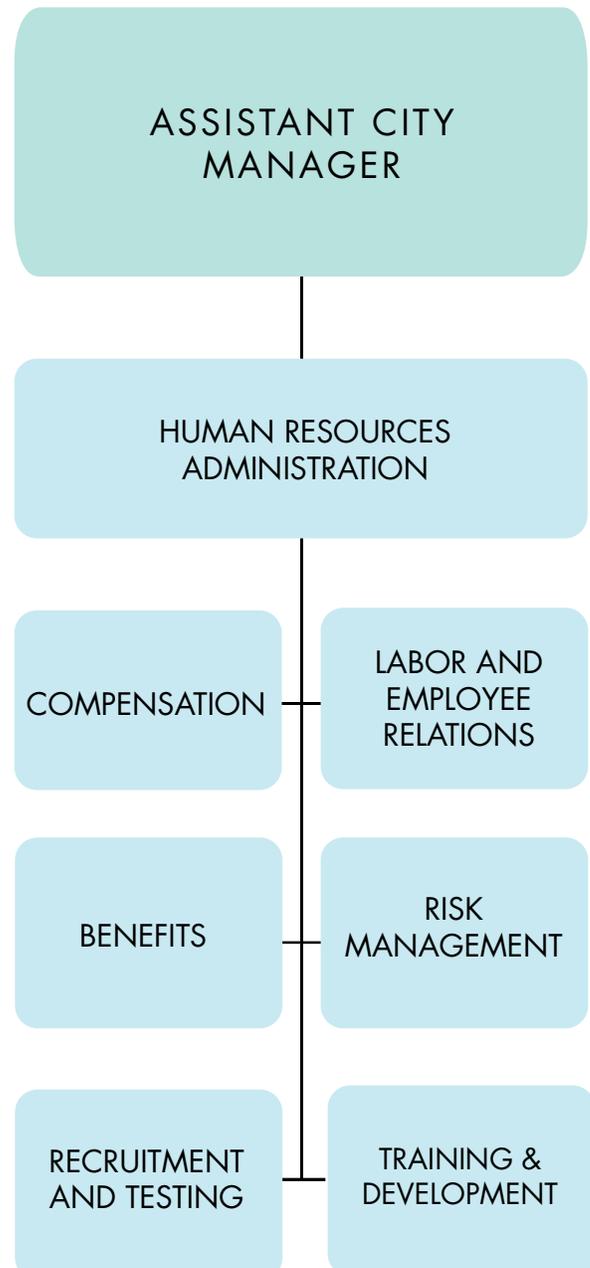
DEPARTMENT DESCRIPTION

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 and 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; and 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 - Assesses 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; organizes training sessions, interviews and secures subject matter experts and vendors; manages employee development programs to include Leadership Culture and Employee Academy Programs.; oversees 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.

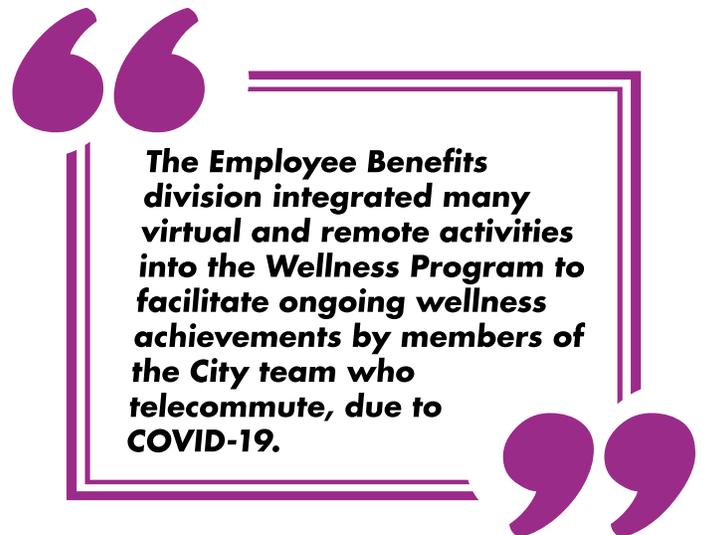
In terms of the business environment, the Human Resources Department has successfully recruited qualified and competent personnel for the department, thereby creating a strong team of professionals to carry out the duties of this department.

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

- The City self-insures and self-administers its liability claims (property damage, bodily injury, automobile, police actions, and employment). The Risk Management unit closed 57 subrogation claims for both automobile and property damage with a collection of \$108,770. By pursuing these claims, the City can recuperate funds spent for repair/replacement of property damage from responsible parties
- Through a Request for Proposal (RFP) process, HR Risk Management selected a vendor that will replace the current Risk Management Information System of 25+ years, where all liability claims are housed for external and internal customers. The "Go-Live" date was March 31, 2021. This new system will eliminate the need for paper reports for all claims (vehicle, bodily injury, property damage, etc.). The analytics capability of the new Origami software will allow the Risk Management team to share data with departmental management on a monthly basis



- For FY 2020, the Recruitment division received over 9,200 applications for employment that have resulted in 101 new hires and 31 rehires, for a total of 132 hires. We have also processed 239 job changes including promotions, demotions, and transfers within departments
- During FY 2020, the Employee Benefits division integrated many virtual and remote activities into the Wellness Program to facilitate ongoing wellness achievements by members of the City team who telecommute, due to COVID-19. These activities include:
 - Workouts from home through NRG Wellness
 - Dial-in nutritionist appointments
 - Monthly virtual 3Ks including the Corporate Run
 - EAP webinars and Health webinars from Cigna
 - Financial Planning webinars from Nationwide Retirement Solutions and ICMA-RC

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Employee Benefits division completed the City's first 100% remote open enrollment where benefit-eligible employees and retirees were assisted via Munis ESS, mail, e-mail, and phone with no in-person assistance
- The department kept track of all furloughed employees by department and the associated cost savings during the COVID-19 pandemic. Furloughed employee information was kept current in Munis and a mechanism was created to reassign furloughed employees when positions became available
- The Employee Relations division responded to unemployment claims biweekly for all furloughed employees; conducted twenty-five (25) Pre-Determination Hearings on employee misconduct; conducted 10 Fitness for Duty processes and completed 17 management referrals to the EAP. The City received five (5) charges of alleged discrimination and one alleged sexual harassment charge. The City submitted five (5) position statements to the Equal Employment Opportunity Commission (EEOC) and one (1) to the Florida Commission on Human Relations (FCHR). A total of three (3) dismissals determining no violations of Statutes were received: one (1) from the EEOC and two (2) from the FCHR. Three (3) EEOC determinations are pending
- The Labor Relations division implemented and monitored the furlough day program, including holding impact bargaining sessions with affected unions. The division held four (4) Step III hearings on union grievances and worked with the City Attorney's Office on three (3) employment litigation matters
- The Compensation division worked on establishing a new Munis time bank as well as new emergency paid leave payroll codes in response to the City's implementation of the Families First Coronavirus Response Act (FFCRA). The new time bank and pay codes provided the City with a tool for issuing and monitoring up to 80 hours of emergency paid leave to full-time employees who were in close contact with a COVID-19 positive individual or who tested positive themselves

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Compensation division was also responsible for banking emergency paid leave hours on behalf of those employees who became eligible during the course of the pandemic. While responding to the financial challenges posed by the pandemic, the Compensation Team also worked on establishing new Munis payroll codes which allowed furloughed employees to utilize their existing leave balances without simultaneously receiving new leave accruals
- At a time when all five members of the Compensation team were assigned to a COVID-19 response team to assist in contact tracing and servicing those employees who were diagnosed as COVID-19 positive or who became symptomatic, cost of living adjustments (COLAs) were processed in a timely fashion for employees who are covered under all five collective bargaining units and the team remained productive in completing 2,234 salary changes in response to merit increases, promotions, and other compensation change requests
- Since the beginning of the COVID-19 pandemic, the Human Resources department has been dedicated to the tracking/analysis of the COVID-19 virus. During the timeframe of March 2020 - September 2020, the HR department had the following number of employees affected by COVID-19:
 - 210 positive employees
 - 615 close contacts
 - 282 symptomatic employees
 - 89 higher risk/accomodated employees
- The Human Resources department was divided into 4 teams to deal with the COVID-19 pandemic: Symptomatic, Positive Monitoring, Close Contact, and Return to Work. We have on-call groups for after hours and weekends so that we are always up to date with all employee activity



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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

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

