

HUMAN RESOURCES

Department Mission/Purpose 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 the Department is comprised of the following functional areas:

Compensation — *Processes payroll changes, tuitions assistance, update/initiate W4 and direct deposit forms, union dues, child support, garnishment payments, employment verification, conduct exit interviews, Process public records request and leave/attendance for all City employees; maintain the HR personnel files; and offers continuous train for payroll coordinators throughout the City.*

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 EEOC official charges of alleged discrimination; negotiates and administers last chance agreements; administers the City's collective bargaining agreements including costing out the value of proposals, developing language to reflect issues upon which there is agreement between the parties and advising on conflict resolution; administers the grievance/arbitration process; conducts citywide investigations related to employee misconduct and allegations of discriminatory practices such as harassment, hostility, disparate treatment based on protected characteristics, etc.*

Risk Management and Benefits Division — *Assists in the formulation of employee benefit programs; develops benefit related contracts, administers related contracts and programs; assists active employees and retirees; 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. The Risk Management section is tasked with protecting the City's assets, both human and physical, by identifying, evaluating and controlling loss exposures; administering the City's insurance programs for liability, property/flood and workers' compensation which include contract and claims administration; oversees risk transfer and loss control measures such as requiring liability insurance from City contractors, conducting safety training and inspection of facilities operation for potential hazards.*

See attached Table of Organization:

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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 Risk Management and Benefits Division is an internal service fund division sustained by charges to other funds and departments.

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, Human Resources have successfully recruited qualified, competent personnel for the department, thereby creating a strong team of professionals to carry out the duties of this department.

Feedback and data from our customers, particularly the employee service satisfaction, is used to gauge and improve delivery of services.

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

Significant Prior Year Accomplishments:

- Renewed the City's property insurance program, fine arts, and crime insurance within budget. Since the Convention Center is being insured by a separate builder's risk policy, there was funding available to purchase an additional \$5 million of windstorm coverage, bringing the windstorm total to \$25 million.*
- After an assessment of our rising workers' compensation costs, especially the heart related presumption claims that are very costly and with long-term care, the Finance and Citywide Project Committee ("FCWPC") approved the purchase of excess workers' compensation coverage. For reasons unknown, the Administration stop purchasing excess workers compensation coverage in 1997. Currently there are approximately 114 open heart disease presumption claims, which reserves run between \$100,000 and \$1 million, depending on the severity of the claimant. The purchase of this coverage will be beneficial for those high cost claimants.*
- Due to proliferation of cyber-attacks and data breaches experienced by many businesses, including governmental agencies, the Risk staff recommended and got the approval from the FCWPC to purchase cyber liability coverage. The purchase of this policy will provide the City with the ability to respond immediately to a data breach, and comply with federal regulations.*
- The Risk Management Division adjusted 123 subrogation claims for both automobile and property damage.*
- The City self-insures and self-administers its liability claims (property damage, bodily injury, automobile, police actions, and employment). During the FY2015/16 there were 147 open claims, and 57 claims that were closed.*
- The City continues to maintain its annual 5% Drug-Free Work Place ("DFWP") premium credit to its self-insurer Workers' Compensation premium assessment for complying with program criteria*

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such as informing new hires that the City is a Drug-Free Workplace and administering random and post-accident drug testing.

- *Since the hiring of a Safety Officer in 2016, the City is now able to receive the 2% reduction to its self-insurer Workers' Compensation premium assessment. Some of the requirements to obtain the credit are conducting facility inspections, investigating/evaluating accidents, and conducting safety-related training.*
- *Completed contract negotiations with AFSCME, FOP, GSAF, and IAFF. The City reached agreements with four (4) of the bargaining units, except for CWA. The City and CWA are at impasse and scheduled to go in front of a Magistrate July 18-21, 2017.*
- *Submitted eleven (11) position statements to the Equal Employment Opportunity Commission (EEOC) related to employees' charges of alleged discrimination. The EEOC was unable to conclude violation of statutes for the eleven (11) charges.*
- *The Recruitment Division successfully developed a vacancy list by department to better manage vacancies within the organization. It will be used to develop appropriate staffing levels per department.*
- *In order to meet the goal May 5, 2017 "GO LIVE" payroll date, the Compensation staff processed full parallel in both EDEN and MUNIS systems to have comparative data as well as a backup plan in case some unforeseen issue.*
- *The Compensation team provided continued support for multiple months while the payroll functions were being built in the MUNIS system. Additionally, the Compensation team spent several weeks training and supporting all City payroll coordinators.*
- *Dual data entry on all payroll transactions was placed on hold to avoid any discrepancies between payrolls in the two systems during the parallel process. In order to restore business practice to normal the Compensation team spent countless nights and weekends processing approximately 95% of the backlog of payroll changes.*
- *The Compensation Team provides continuous training in order to ensure the Payroll Coordinators are comfortable with the new Munis payroll system, the processing of payroll continued to be centralized in the IT Large after the Munis Go Live Training Room through the end of June of 2017.*
- *After Munis Go Live, a plan was put in place to answer payroll inquiries from employees and departments. A flowchart was created for troubleshooting inquires.*
- *The City participates in the Center for Medicare & Medicaid Services (CMS) Retiree Drug Subsidy (RDS) Program each year. The RDS is designed to encourage employers to continue providing prescription drug coverage to their Medicare-eligible retirees despite the availability of the Medicare Part D standard prescription drug benefit. During FY2015/16 we completed the application submission and passed the actuarial test.*
- *In July of 2016, the Benefits Division enabled and implemented the Eden Benefits Enrollment module in order to go paperless with the annual open enrollment process for the 2016/17 plan year. Maintaining this process within Eden allowed the division to collect the needed information for the forthcoming enrollment file feed which was generated and remitted to Cigna for all new enrollments*

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into the City's medical and dental plans. It also provided our employees with an online, user-friendly platform for completing their benefit elections.

- In March of 2016, the Benefits Division successfully satisfied all reporting requirements in accordance with the Affordable Care Act. Form 1095-C was distributed to all benefit eligible employees as well as to those retirees and COBRA participants who required a form.*
- In July of 2016, we updated the Eden database with the information of all retired police officers and fire fighters who participate in the City's medical and dental plan. Maintaining this information within Eden allows the Benefits Division to generate census data, enrollment file feeds and other reports which allow for better administration of the City's medical and dental plans.*
- The Benefits Division will be working closely with many of the City's employee benefit vendors to streamline the monthly billing process. Many premium invoices which are manually processed through self-billing will be moved to an automatic, biweekly payroll wire. Allowing premiums to be remitted via wire after payroll is posted eliminates the ongoing process of adjusting and reconciling self-billed invoices.*
- The Benefits team is partnering with Unum on providing training to Payroll Coordinators for Family Medical Leave reporting. This will allow each department to track the progress of their employees' leave requests via Unum's secure website without having to call Unum or the Human Resources Department by phone for periodic updates.*
- A request for information (RFI) was issued in order to acquire the expertise of a firm which can conduct an eligibility dependent audit of the City's medical and dental plans. Completing this audit will result in the removal of any ineligible dependents which are currently enrolled in the City's medical and dental plans and it will also educate the workforce on the definition of "eligible dependent".*
- A recurring premium audit will be initiated by the Benefits Division to reconcile premium payments versus medical and dental plan enrollments.*

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 is now in a position to act as a catalyst to enable all City employees to contribute at optimum levels toward the success of the city's operations. We will continue to work diligently to:

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- *Develop an attitude of teamwork and quality in our day-to-day operations.*
- *Reduce inefficiencies by vigorously pursuing continuous process improvement.*
- *Commit to doing and to acting openly, equitably and consistently in our pursuit of uncompromising quality.*
- *Increase participation in city and community activities while seeking knowledge, enthusiasm and an improved quality of life for ourselves, co-workers and the community.*
- *Respect team member values that may be different from our own.*
- *Accept responsibility for promoting ethical and legal conduct in personal and business practices.*
- *Communicate in a candid and fair manner with the diverse workforce from whom our city derives its strength.*