

# 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.

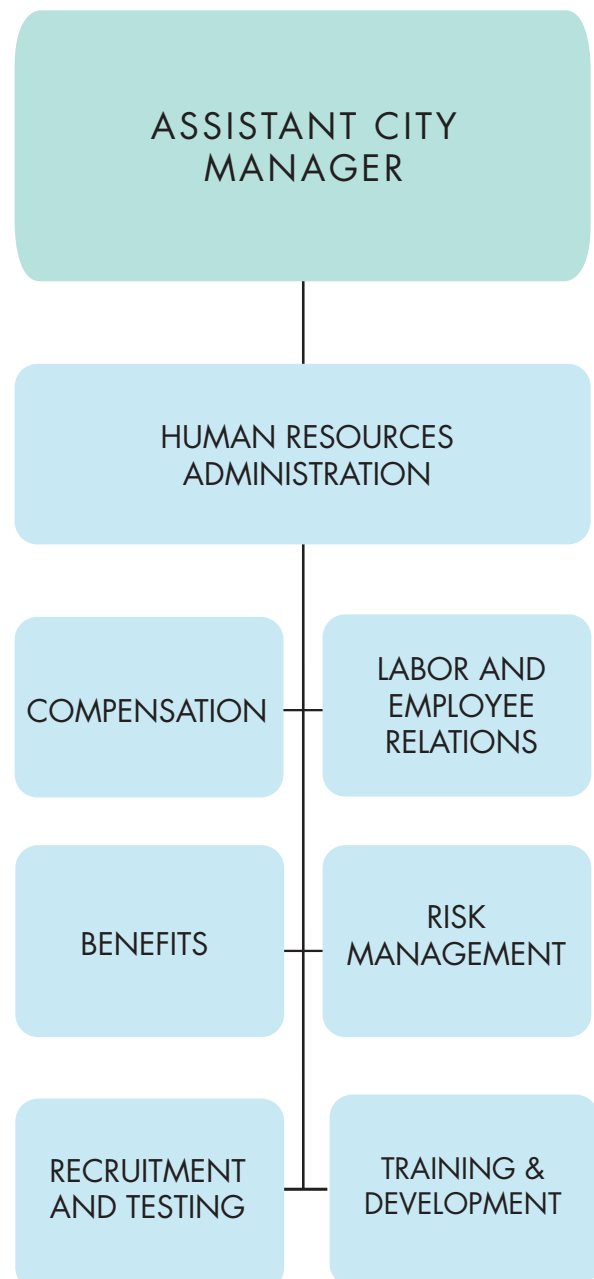
## DEPARTMENT DESCRIPTION

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 buybacks, 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 preemployment 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-insured 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; 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 Program; oversees rewards and recognition programs to include: Service Recognition Program, Employee Suggestion Program, Performance Recognition Program and Ethical Hero Program



# HUMAN RESOURCES

## 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), the North Beach Community Redevelopment Agency (CRA), 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 by building a strong, professional public administration and succession planning
- Foster rewarding careers through training and assignments, and align the management team decision-making, evaluations, and system of rewards
- Improve employee safety and wellness by offering an excellent wellness program, and explore policies to better align City functions for the modern workforce, including work hours (flex hours and days), travel, and cell phones



Strategic Plan Actions:

- **DEVELOP** creative ideas to attract and retain top talent
- **DEVELOP/IMPLEMENT** programs that build employee engagement
- **MAINTAIN** a safe working environment for all employees
- **PROVIDE** robust benefits that assist employees with work/personal life issues

Budget Enhancement 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.

Department staff support 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). Risk Management received 211 liability claims related to bodily injury, property damage, public officials, employment, and violation of civil rights. The Risk Management Division unit closed 132 subrogation claims. By pursuing these claims, the City can recover funds spent for repair/replacement of property damage from responsible parties.
- The Risk Management team has contributed to improving the City's reserve policies and has successfully resolved many large exposures liability claims with the assistance of the City Attorney's Office resulting in savings in legal fees for the City
- For FY 2022, the Recruitment Division received over 11,000 applications for over 200 job openings advertised that have resulted in a total of 367 hires (324 new hires and 43 rehires), which is a 73% increase from the previous fiscal year total of 212 hires (169 new and 43 rehires).

**“Successfully concluded bargaining with City’s five unions to execute five collective bargaining agreements.”**

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## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Recruitment Division has also processed a total of 458 job changes that include promotions, demotions, and transfers within departments, which is a 84% increase from previous fiscal year total of 249 job changes. This was accomplished without adding any headcount to the Recruitment Division.
- During FY 2022, the Employee Benefits Division re-integrated many in-person activities into the Wellness Program, while simultaneously maintaining virtual class options to facilitate continuing wellness achievements that included:
  - Virtual and In-person boot camp workouts through NRG
  - Dial-in nutritionist appointments
  - Monthly virtual 3Ks, including the Corporate Run
  - EAP webinars and Health Plan Educational webinars from Cigna
  - Financial Planning webinars from Nationwide Retirement Solutions and Mission Square
  - Biometric Screenings
- In October 2022, the City established a contract with Foundations Risk Partners Health Care Benefits consultant, who provides unlimited actuarial support and analysis of the self-funded medical and dental health care coverage plans, negotiates with carriers to obtain the best prices, terms, and conditions available, and provides support and guidance in the implementation of the requirements of the Corona virus relief legislation (CARES Act and SECURE Act), among many other duties
- During FY 2022, the Employee Benefits Division reviewed and processed 7,040 personnel actions, including 2,460 benefit changes
- The Employee Benefit Division completed the City's third 100% remote open enrollment where benefit eligible employees and retirees were provided via Munis Employee Self Service (ESS), mail, e-mail, and telephone
- The Employee Relations Division conducted 24 Fitness for Duty processes, in addition to initiating 20 ADA interactive processes and completing 6 management referrals to the Employee Assistance Program (EAP). The Division processed and handled 63 disciplinary actions across various departments within the City.

## SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Division responded to 11 alleged discrimination charges, on behalf of the City, from the Equal Employment Opportunity Commission (EEOC) and emphatically refuted the allegations of discrimination and received 9 dismissals determining no violations of statutes. HR also simultaneously negotiated and collectively bargained with all five unions (CWA, GSAF, FOP, AFSCME, and IAFF) to produce five collective agreements.
- The Compensation Division worked on updating floating holiday time banks for unclassified employees as well as for those classified employees who are not represented by a collective bargaining unit (commonly referenced as the "Others" employee group) to reflect four floating holidays instead of the three floating holidays and one birthday (previous practice). These employees will have the convenience of receiving four (4) floating holidays at the beginning of calendar year 2023 and can use them at any time through the end of the calendar year.
- In addition, the Compensation Division worked diligently to implement the contract provisions for all five newly negotiated union contracts including COLA increases, furlough relief, and premium rate increases





# HUMAN RESOURCES

## CRITICAL SUCCESS FACTORS

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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

In response to the "Great Resignation," recruitment and retention challenges experienced Citywide, the Human Resources Department has prioritized employee retention thru the following strategies:

- Ensuring competitive compensation
- Providing career development opportunities
- Facilitating flexible work arrangements where possible and effective
- Creating opportunities to reinforce employee satisfaction
- Assisting Departments with organization and succession planning

## CRITICAL SUCCESS FACTORS CONT'D

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Employee satisfaction and opportunities for career progression engender loyal employees and ultimately, a more successful organization.

## FUTURE OUTLOOK

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The Human Resources Department will continue to work proactively with other departments and the five 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

