



**CITY OF MONROE  
HUMAN RESOURCES DEPARTMENT**

**FISCAL YEAR 2010-2011**

**Peggy A. Howard  
Director**

# Organizational Structure

City Manager

Human Resources Director

Assistant

# Major Functions

- Recruitment
- Labor Relations
- Wage and Salary Administration
- Benefits Administration
- Health and Safety
- Training and Development
- Policies and Procedures
- General Personnel Administration

## Recruitment

- Responsible for the City's employment program, i.e. advertising, interviewing, hiring, placement, pre-employment physical exams and testing, screening and background investigations, and orientation.

## Labor Relations

- Directs the City's labor relations program.
- Oversees the development of the City's bargaining strategy.
- Serves as member of the City's negotiating teams, develops proposals, researches, analyzes and reports on potential cost and service impacts of proposals, etc.
- Serves as administrator of all labor agreements and employee contracts.
- Investigates and responds to all employee grievances, discrimination or harassment complaints.
- Investigates and provides guidance and support to Department Heads on all employment related issues, e.g. discipline, layoffs, transfers, etc.
- Ensures the City is compliant with applicable state & federal laws.

## Wage and Salary Administration

- Administers the City's wage and salary program, including evaluating the exempt/non-exempt status of all jobs to ensure compliance with the FLSA, developing, reviewing and revising job descriptions, conducting salary surveys, job analyses, job evaluations and desk audits (new and existing jobs).
- Serve as member of the City's job reclassification committee.
- Coordinates all City payroll changes, e.g. tax deductions, AFLAC, deferred compensation, salary step raises, etc.

## Benefits Administration

- Administers all employee insurance benefit programs, i.e. health, prescription drug, dental, life, disability, employee assistance, etc.
- Consults with and oversees the work of insurance brokers and carriers to ensure market competitive employee benefit programs and to resolve the more unusual or complex employee and retiree benefit issues.

- Provides administrative support to the City's Pension Board, e.g. processes all retiree applications, calculates FAC for retirement purposes, calculates annual COLA, provides benefit change information to pension plan actuaries, secures periodic updates in pension plan valuations, sets up independent medical examinations, prepares all notifications to retirees, etc.).
- Administers the City's reporting and expense recovery program in conformance with Medicare Part D guidelines.
- Administers the City's workers' compensation and unemployment compensation claim programs.
- Assists in the organization, communication and implementation of the City's annual open benefit enrollments and assists employees with benefit selections.

## Benefits Administration (cont'd)

- Administers the City's FMLA and COBRA compliance programs.
- Approves and processes all monthly insurance invoices utilizing carrier on-line reporting systems for updating status changes for health, drug, dental, disability and life insurance benefits.
- Responsible for scheduling annual hearing exams, bi-annual CDL physicals, annual flu shots, monthly random drug testing, and periodic medical & psychological exams.



## Policies and Procedures

- Develops, revises, and administers City human resource policies and procedures that are consistent with the City's goals and objectives.

## Health and Safety

- Manages the City's health, safety, and risk management program.
- Coordinates the City's health care and workers' compensation programs, including, coordinating the services of all third party providers.
- Responsible for accident investigations and safety compliance and training.
- Ensure compliance with OSHA and MIOSHA, HIPAA, the Employee Right to Know Act, and other state and federal laws and regulations.
- Oversees employee counseling, wellness and employee assistance programs.
- Monitors employee compliance with City drivers license requirements.



## Training and Staff Development

- Annually evaluates the City's training needs.
- Coordinates City-wide employee training and staff development programs.

## General Personnel Administration

- Maintains personnel management information systems, personnel records, and employment statistics.
- Responsible for annual EEO reporting.
- Serves as administrative support for the Civil Service Commission with respect to the employment of police and fire personnel.
- Provides periodic human resources related reports to City Manager and City Council.

# FY 2010-11 FUNDING SUMMARY

	Amended FY2008-09	Amended FY2009-10	Requested FY2010-11	Finance FY2010-11
Personnel	\$163,889	\$166,232	\$173,231	\$136,811
Supplies	\$2,690	\$2,650	\$3,500	\$3,500
Other Operating Expenses	\$207,687	\$135,232	\$179,300	\$167,593
Capital Outlay	\$913	-0-	-0-	-0-
Total	\$375,179	\$304,114	\$352,531	\$307,904

# Detail of Line Item Changes to 2010-11 HR Budget

## Reductions

HR Ass't to part-time	(\$28,780)	
Tuition reimbursement	(\$20,000)	
Legal fees	(\$15,000)	
HR operating line items	(\$ 6,807)	
Employee awards/gifts.	<u>(\$ 4,400)</u>	
Total Reductions		(\$74,987)

## Additions

Wage and compensation study	\$30,000	
COBRA administration	<u>\$ 3,000</u>	
Total Additions		<u>\$33,000</u>

Total Change		(\$41,987)
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# Accomplishments 2009-10

- Recruitment
- Labor Relations
- Wage and Salary Administration
- Benefits Administration
- Health and Safety
- Training and Development
- Policies and Procedures
- General Personnel Administration

## Recruitment

- Implemented a more comprehensive employee background check and pre-employment screening process.
- Successfully recruited two new operators for the Water Department.
- Coordinated two comprehensive searches for Community Development Director.
- Coordinated and served as chair for the recruitment of the Arthur Lesow Community Director.

## Labor Relations

- Coordinated the successful negotiation of 7 collective bargaining agreements (2 with firefighters); including 2 new agreements with police & command, 2 rejected tentative agreements and 1 fact finding with Teamsters and 2 rejected tentative agreements with COMEA Unit I. Each of these negotiations resulted in significant modifications reducing or containing the City's wage and fringe benefit expenditures.
- Comprehensive rewrites of each contract (other than firefighters).
- Successfully resolved 17 employee grievances.
- Collaborated with senior administrative staff to address compensation disparity between police and fire.

## Wage and Salary Administration

- Instituted market competitive wage adjustments.
- Coordinated, reviewed, and updated all Teamster job descriptions.
- In collaboration with senior staff and union committee members evaluated 8 employee job reclassification requests (5 requests recommended for upgrade).

## Benefits Administration

- ✓ Instituted market competitive health care programs for active employees and future retirees, resulting in significant current and projected health care savings for the City.
  - Comprehensive redesign of employee health care plans for active employees.
    - The City formerly offered 1 health care plan with no employee contributions. Modified plan design and implemented 3 additional health care plan programs with employee contributions.
    - Former prescription drug plan offered \$5/\$12 drug card co-pay. New plan offers \$10/\$20/\$30 co-pays.

- Comprehensive redesign of retiree health care plans for active employees.
  - Former plan provided for full coverage to retiree and spouse with no change in benefits throughout a person's retirement years; no contributions required.
  - Current employees will now receive an employer contribution of 4% per year of service toward their retiree health care up to a maximum of 100% for 25 years service (except for fire);
  - Benefits for future retirees will “mirror” the benefits of the active workforce (except for fire)
  - Retiree health care eliminated for all new hires – created retiree health care fund with employee/employer contributions.

- ✓ Eliminated retirement termination bonus equivalent to sick pay bonuses paid during employees career.
- ✓ Eliminated longevity pay for all new hires (except fire).
- ✓ Reduced personal leave days for new hires (COMEA and Teamsters).
- ✓ Reduced vacation leave days for new hires (COMEA and Teamsters).
- ✓ Reduced pension multiplier from 2.65% to 2.5% for new hires (police & command).
- ✓ Reduced cost-of-living adjustments from 3% to 2% for new hires (police & command).

## Policies and Procedures

Developed and/or revised 14 City policies:

- Family & Medical Leave (new)
- Leaves of Absence (updated)
- Computer Electronic Communications (updated)
- Hiring Process (new)
- Compensation (new)

## Policies and Procedures (cont'd)

- Holidays (updated)
- Vacation (updated)
- Dental Insurance (updated)
- Political Activity (new)
- Employee Safety (new)
- Accidents & Injuries (new)
- Nepotism (new)
- Smoke-Free Workplace Policy (updated)

## Policies and Procedures (cont'd)

- Retirement Benefits (updated)

Policies presently under administrative review and pending approval:

- MIOSHA compliance.
- MIOSHA Inspections.
- Pension Board Conference.
- At-will employment.
- Term Life Insurance.
- Bloodborne Pathogens

## Health and Safety

- Serve as chair of the City-wide Safety Committee.
- Collaborated with senior staff in identifying potential safety issues and developed appropriate corrective action plans, e.g. evacuation plans; lock-out/tag-out, confined spaces, smoke free workplace, vehicle safety, blood borne pathogens, MIOSHA Inspections and Compliance, etc.

## Training and Development

- Provided City-wide training programs on such topics as, asbestos/lead recognition and prevention, employee discipline, and promoting a respectful workplace, diversity, sensitivity and harassment.

## General Administration

- As a cost-cutting measure transferred random drug testing from contracted provider to Mercy Memorial.
- Coordinated annual hearing exams for Water and Wastewater personnel.
- Reinstated the Employee Suggestion Program.

# What are the future challenges?

- Rising employee benefit costs – health care & retiree health care costs continue to escalate.
- Revenues continue to decline.
- Increased pressure on the City to align expenditures and revenues through reductions in staffing.
- The City's workforce is highly unionized, with 182 employees comprising six (6) bargaining units (170 unionized; 12 non-union)
- Staff reductions will necessitate employee transfers, job redesign, and the reassignment of certain necessary functions to other employees.
- Significant job modifications may require the reevaluation of jobs to ensure internal equity and external competitiveness.

## What are the future challenges (cont'd)?

- Firefighters contract expires June 30, 2010 -- negotiations will commence shortly.
- Other labor agreements expire in 2011.
- Maintaining morale in an environment of staff reductions and cost cutting.



# 2010-11 City's Goals & Objectives

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- Goal: Maximize Cost Containment While Maintaining Quality of Services.

Objectives:

- Continue to assess and pursue opportunities for market competitive wage and benefit changes.
- Continue to assess and pursue opportunities for reducing and realigning staff consistent with the City's mission.

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- Goal: Address Compensation and Benefit Programs to Alleviate Financially Burdensome Costs to the Taxpayers.

Objectives:

- Reestablish the City's health care task force.
- Continue to analyze the drivers of health/drug and pension costs and review emerging ideas and trends for dealing with the issue.
- Establish market competitive health care and pension benefits.



# Questions/Comments?