

Human Resources Department

Mission Statement: To ensure that the City hires, supports and sustains its workforce throughout the employee life-cycle efficiently, effectively, and respectfully.

Expenditure and Revenue Summary

Expenditure By Classification	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Personnel	\$2,340,321	\$2,407,238	\$2,571,881	6.8%
Non-Personnel	576,239	546,682	498,742	-8.8%
Capital Goods Outlay	0	0	0	0.0%
Total Expenditures	<u>\$2,916,560</u>	<u>\$2,953,920</u>	<u>\$3,070,623</u>	4.0%
Funding Sources				
Special Revenue Fund	90,276	6,000	6,000	0.0%
ARRA - Stimulus Fund ¹	6,116	0	0	0.0%
Total Designated Funding Sources	<u>\$96,392</u>	<u>\$6,000</u>	<u>\$6,000</u>	0.0%
Net General Fund Expenditures	<u>\$2,820,168</u>	<u>\$2,947,920</u>	<u>\$3,064,623</u>	4.0%
Total Department FTE's²	21.0	21.0	22.0	4.8%

¹The American Recovery & Reinvestment Act of 2009 established a 65% government subsidy towards the Consolidated Omnibus Budget Reconciliation Act (COBRA) benefit for qualified workers. For employers, the subsidy is provided by the federal government through a credit against payroll taxes. In FY 2011 the City received \$6,116 in credits (reflected as revenue) as a result of certain employees qualifying for the COBRA benefit.

²In FY 2013, the FTE count increased by 1.0 FTE due to the addition of one full-time position. The new position did not require additional funding as it was paid for through the reallocation of existing funds within the Department's budget.

Highlights

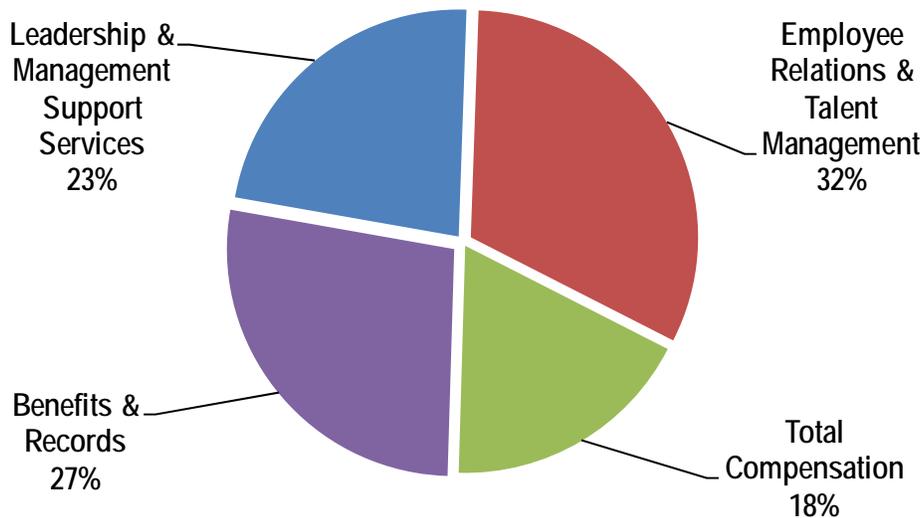
- In the FY 2013 approved budget the General Fund budget for Human Resources increases by \$116,703, or 4.0%.
- FY 2013 personnel costs increase by \$164,643, or 6.8%, attributable to employee step adjustments, increases in benefit costs and the 1% increase in the General Government pay scale to offset the 1% shift in the VRS contribution rate from the employer to the employee. The increase is also attributable to costs associated with the reallocation of \$28,000 from non-personnel to support a new part-time seasonal position.
- In FY 2013, the Department's total personnel count increases by 1.0 FTE as a result of the addition of a new Administrative Support V position (\$60,940). This position is funded through the reallocation of existing non-personnel funds, significantly offset by employee turnover savings.
- The Department's non-personnel budget decreases by \$47,940, or 8.8%, due to the above noted reallocation of \$88,940 to the personnel budget to support two new positions. This transfer is partially offset by a \$16,000 current services adjustment for the NeoGov Performance Management System.
- The approved budget includes \$25,000 in new funding to support enhancements to the City's ethics program. This funding will support a new 3rd party anonymous hotline (\$3,000) and expanded ethics awareness training for employees (\$22,000). These programs are aimed at reducing the potential for employee malfeasance and ensuring a culture of ethics among employees throughout the City.

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Selected Performance Measures

Selected Performance Measures	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Cost per regular (benefited part-time and full-time) requisition received and processed	\$1,794	\$2,441	\$1,800
# of employees attending training classes	1,121	1,200	1,400
# of wellness participants served	2,124	1,750	2,200
# of full-time and part-time employees served in the Current Employee Benefit Program	2,455	2,542	2,455

FY 2013 Approved Expenditures by Program



Human Resources Department

Program Level Summary Information

Expenditure Summary

Expenditure By Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	\$682,527	\$593,286	\$699,112	17.8%
Employee Relations & Talent Management	1,084,267	948,127	981,375	3.5%
Total Compensation	417,484	567,415	551,451	-2.8%
Benefits & Records	732,282	845,092	838,685	-0.8%
Total Expenditures	\$2,916,560	\$2,953,920	\$3,070,623	4.0%

Staffing Summary

Authorized Positions (FTE's) by Program	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved	% Change 2012-2013
Leadership & Management Support Services	4.0	4.0	5.0	25.0%
Employee Relations & Talent Management	8.3	7.3	7.3	0.0%
Total Compensation	4.0	5.0	5.0	0.0%
Benefits & Records	4.8	4.8	4.8	0.0%
Total full time equivalents (FTE's)	21.0	21.0	22.0	4.8%

Human Resources Department Programs and Activities		Dept Info
<p>Leadership & Mgmt Support Services Leadership & General Management</p> <p>Employee Relations & Talent Management Disciplinary & Grievance Process Administration Training & Development Recruitment & Selection Support</p> <p>Total Compensation Classification Compensation</p>	<p>Benefits & Records Current Employee Benefit Program Administration Retiree/Terminated Benefit Administration Employee Records & Payroll Administration Employee Wellness</p>	<p>Department Contact Info 703.746.3777 http://www.alexandriava.gov/HR</p> <p>Acting Department Head Tom Gates, Deputy City Manager 703.746.4300 tom.gates@alexandriava.gov</p> <p>Department Staff Kathleen Ognibene, SPHR, Deputy Director Steve Mason, SPHR, Assistant Director Bill Mitchell, SPHR, IPMA-CP, Assistant Director Karen Landon, SPHR, IPMA-CP, Management Analyst III</p>

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Leadership & Management Support Services Program

The goal of Leadership and Management Support Services is to administer departmental resources effectively.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	23.4%	20.1%	22.8%
Total Expenditures	\$682,527	\$593,286	\$699,112
Less Revenues	90,276	6,000	6,000
Net General Fund Expenditures	\$592,251	\$587,286	\$693,112
Program Outcomes			
% of departmental effectiveness targets met in all programs	86.0%	85.0%	85.0%

Activity Data

LEADERSHIP & GENERAL MANAGEMENT – The goal of Leadership & General Management is to administer departmental resources effectively.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$682,527	\$593,286	\$699,112
FTE's	4.0	4.0	5.0
# of departmental FTEs managed	21.0	21.0	22.0
\$ amount of departmental budget managed (in millions)	\$2.92	\$2.95	\$3.07
Leadership & Management Support Services cost as a % of total departmental expenditures	23.4%	20.1%	22.8%

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Employee Relations & Talent Management Program

The goal of Employee Relations & Talent Management (ERTM) is to provide strategies and service support throughout an employee's career at the City. Activities include recruitment, onboarding, discipline and grievance processing, career development and training, employee relations and workforce and succession planning.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	37.2%	32.1%	32.0%
Total Expenditures	\$1,084,267	\$948,127	\$981,375
Less Revenues	0	0	0
Net General Fund Expenditures	\$1,084,267	\$948,127	\$981,375
Program Outcomes			
Average survey score of employees satisfied with the City's training opportunities (1-5, where 5 is very satisfied)	4.3	4.3	4.4

Activity Data

DISCIPLINARY & GRIEVANCE PROCESS ADMINISTRATION – The goal of Disciplinary and Grievance Process Administration is to provide critical guidance and support to employees, managers, and supervisors regarding disciplinary and grievance issues. Ensuring that discipline is applied fairly and equitably, according to established policies and practices is essential.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$281,926	\$182,517	\$193,495
FTE's	2.1	1.6	1.6
# of disciplinary actions	83	120	80
# of grievances processed	14	14	10
Cost per disciplinary action	\$1,698	\$760	\$1,209
Cost per grievance processed	\$10,069	\$6,518	\$9,675
% of grievances resolved before passing from management control (HR Director and CMO)	85.0%	95.0%	90.0%

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Employee Relations & Talent Management Program, continued

Activity Data

TRAINING & DEVELOPMENT – The goal of Training and Career Development is to provide high quality training and educational programs to increase and improve employee knowledge, skills and abilities in order to meet the expectations of their position. Job satisfaction and career potential, as well as higher learning and educational opportunities are also supported by this unit.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$325,010	\$267,551	\$301,774
FTE's	2.3	1.8	1.8
# of employees receiving tuition assistance	173	140	155
% of employees using tuition assistance that complete the course and receive a passing grade.	96.0%	95.0%	96.0%
# of employees attending training classes	1,121	1,200	1,400
Cost per employee per training class	\$290	\$223	\$216
% of employee class evaluation scores 3.5 or above on a scale of 1-5 (5 is most satisfied)	100.0%	95.0%	100.0%

RECRUITMENT & SELECTION SUPPORT – The goal of Recruitment and Selection is to support departments with innovative, cost effective and efficient recruitment and selection processes that attract highly qualified and diverse candidates for a strong, talented workforce.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$477,331	\$498,059	\$486,106
FTE's	3.8	3.8	3.8
# of total regular (benefited part-time and full-time) position requisitions received and processed*	266	204	270
# of total applications received	19,237	29,000	25,000
Average # of total applications reviewed per Human Resources Analyst	5,023	7,572	6,527
# of regular (benefited part-time and full-time) positions filled	148	127	135
Cost per regular (benefited part-time and full-time) requisition received and processed	\$1,794	\$2,441	\$1,800

*Some positions filled are the result of requisitions received and processed in the previous fiscal year.

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Total Compensation Program

The goal of the Total Compensation Program is to maintain a system that ensures competitive, consistent and equitable wages and benefits for all City positions across organizational and occupational lines in order to attract and retain qualified employees.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	14.3%	19.2%	18.0%
Total Expenditures	\$417,484	\$567,415	\$551,451
Less Revenues	0	0	0
Net General Fund Expenditures	\$417,484	\$567,415	\$551,451
Program Outcomes			
% of requests for single position job audits completed within 60 work days	85%	60%	85%
% of surveys completed within the established timeframes	90%	90%	90%

Activity Data

CLASSIFICATION – The goal of Classification is to review positions through job audits, and to determine the most appropriate class and grade for the level and scope of work assigned to each class of positions.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$242,453	\$283,706	\$275,730
FTE's	2.0	2.5	2.5
# of appeals processed	11	10	15
# of appeals processed per FTE	5.5	4.0	6.0
# of total positions audits or classification specifications reviewed and completed	97	125	100
# of total positions audits or classification specifications reviewed and completed per FTE	48.5	50.0	40.0

COMPENSATION – The goal of Compensation is to periodically review the competitiveness of salaries & benefits in order to compensate employees fairly & retain qualified employees.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$175,031	\$283,709	\$275,721
FTE's	2.0	2.5	2.5
# of external surveys completed (surveys completed by staff for other jurisdictions)	12	25	25
# of internal surveys completed (surveys requested to be completed by other jurisdiction's staff)	2	20	10
Average # of internal and external surveys completed per FTE	7.0	50.0	14.0
% of positions surveyed meeting City benchmark for market pay comparability (GS Employees)	26%	33%	33%
% of positions surveyed meeting City benchmark for market pay comparability (Public Safety Employees)	50%	75%	75%

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Benefits & Records Program

The goal of the Benefits and Records Program is to provide City employees and retirees with the most cost effective comprehensive benefit programs and provide pay and records administration that complies with City policies and applicable State and Federal laws.

Program Totals	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
% of All Funds Budget	25.1%	28.6%	27.3%
Total Expenditures	\$732,282	\$845,092	\$838,685
Less Revenues	6,116	0	0
Net General Fund Expenditures	\$726,166	\$845,092	\$838,685
Program Outcomes			
Avg. survey score of employees satisfied with the City's benefit program (1-5, where 5 is very satisfied)	N/A*	4.25	4.25

*Data was not collected for FY 2011

Activity Data

CURRENT EMPLOYEE BENEFIT PROGRAM ADMINISTRATION – The goal of Current Employee Benefit Program Administration is to implement cost effective benefit plans, ensure accurate communications about the plans and enrollment options, and to process enrollments/changes for all active employees.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$329,359	\$358,226	\$336,892
FTE's	1.3	1.5	1.5
# of full-time and part-time employees served in the Current Employee Benefit Program	2,455	2,542	2,455
Cost per employee served in the Current Employee Benefit Program	\$134	\$141	\$137
Avg. survey score of employees satisfied with the timeliness of handling requests for information or assistance w/ benefits (1-5, where 5 is very satisfied)*	3.13	4.25	4.00

*Score represents an average of various measures in the survey.

RETIREE/TERMINATED BENEFIT ADMINISTRATION – The goal of Retiree/Terminated Benefit Administration is to collect insurance premium payments from retirees and COBRA participants, pay retiree health insurance reimbursements, and process Long Term Disability and death claims for retirees and separated employees.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$152,772	\$159,294	\$165,817
FTE's	1.5	1.5	1.5
# of retiree reimbursement applications processed	1,000	1,200	1,100
# of employees participating in exit interviews	200	185	190
% of claims processed in HRD within 10 business days	100.0%	100.0%	100.0%

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Benefits & Records Program, continued

Activity Data

EMPLOYEE RECORDS & PAYROLL ADMINISTRATION – The goal of Employee Records and Payroll Administration is to accurately manage the personnel records, payroll action and employee files for City employees in accordance with applicable legal requirements.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$114,898	\$120,765	\$126,772
FTE's	1.3	1.3	1.3
# of personnel actions processed	6,932	5,400	4,500
% PAF's with errors when processed	2.0%	2.0%	2.0%

EMPLOYEE WELLNESS – The goal of Employee Wellness is to provide health-related information and resources to current employees and retirees.	FY 2011 Actual	FY 2012 Approved	FY 2013 Approved
Expenditures	\$135,253	\$206,807	\$209,204
FTE's	0.75	0.50	0.50
# of wellness participants served (duplicated count)	2,124	1,750	2,200
Cost per participant	\$64	\$118	\$95
% of participants rating the program as acceptable to extremely satisfied*	96.0%	4.5	97.0%

*Note, the scoring methodology in the survey changes starting in FY 2011.

Human Resources Department

Summary of Budget Changes

Adjustments to Maintain Current Service Levels

Activity	Adjustment	FTE	FY 2013 Approved
Recruitment & Selection	<i>NeoGov Contract</i>	0.0	\$16,000
<p>In FY 2012 Human Resources established an employee-led Performance Management Committee to evaluate the City's current performance management system and to recommend changes. The outcome of the Committee was the creation of a new performance evaluation form and a recommendation that the form be electronic. After unsuccessfully attempting to develop an "in-house" solution, Human Resources decided to purchase an online performance management system through our current applicant tracking system vendor NeoGov. This adjustment provides for the annual license fee of NeoGov's performance evaluation system in FY 2013. This is anticipated to be a one-time adjustment for FY 2013 as the City will transition to the performance management system within the new ERP system in Spring 2013.</p>			
Various	<i>Reallocation to fund Admin Support Positions</i>	1.0	(\$88,490)
<p>This adjustment reallocates \$88,490 from non-personnel to the personnel part of the Department's budget in order to provide for two administrative support positions. Of the total reallocation, \$60,940 is dedicated to funding one regular full-time Administrative Support V position. The remaining \$28,000 provides funding for a part-time seasonal position. The Admin Support V position will be assigned to the Department's Customer Service Unit which is tasked with providing direct support to internal and external HR customers. The additional seasonal position will provide administrative support to HR's senior staff, thus allowing other full-time administrative staff to focus on supporting the Department's HR professionals.</p>			

Service Expansion

Activity	Adjustment	FTE's	FY 2013 Approved
Employee Development	<i>City-wide Ethics Initiative</i>	0.0	\$25,000
<p>In the interest of maintaining the public's trust, the approved budget includes \$25,000 to provide for an enhanced city-wide ethics program aimed at reducing the potential for incidents of employee malfeasance. This funding will provide for a 3rd party anonymous hotline (\$3,000) and additional ethics awareness training for employees (\$22,000). The programs supported by this supplemental adjustment are considered a first-step in ensuring a culture of ethics throughout the City. A city-wide Ethics Initiative Committee will continue to evaluate other program options in FY 2013.</p>			