

Department of Human Resources

Mission

To provide respectful and caring Human Resource services and solutions with supporting policies and procedures to enhance the fair recruitment, retention, training and development of our most valuable resource, the employees of the City and provide them with a safe and positive workplace with fair compensation.



The Human Resources Department provides a wide range of services to the City of Newton's employees and management team, including:

- Administration of Employee Benefits
- Compensation and Classification Management
- Design of Organizational Structures
- Development of Policies and Procedures
- Diversity and Inclusion Programs
- Labor and Employee Relations
- Labor and Employment Law Compliance
- Leadership Support and Counseling
- Management of Grievances and Discipline
- Personnel Record Keeping
- Professional Development and Training of Talent
- Recruitment and Selection of Talent
- Risk Management and Compliance
- Succession Planning
- Wellness Initiatives
- Workers' Safety and Workers' Compensation

Fiscal Year 2020 was a productive and new year for the Department of Human Resources. As the City's new Director of Human Resources, fiscal year 2020 was an exciting and productive year for our new team. In FY20 we filled three vacant positions – the Senior HR Generalist, the HR Generalist and the Benefits Manager positions. By the summers end, we had quickly built a solid team and began the work of building a new Department and structuring ourselves in such a way that we could provide the most effective services to City departments.

Our two newly created positions of HR Business Partners were assigned City departments and began the work of understanding those departmental needs and focused their energy and HR expertise on best supportive their functions. With a strategic focus on the HR Business Partner (HRBP) role, one of our HRBPs was assigned the Police and Fire Departments in order to maintain a Public Safety and Civil Service focus on these two large and important departments. Our other HRBP was assigned to the Departments of Public Works, Public Facilities and Parks, Recreation and Culture – again to maintain consistency in how these similar departments run and interact with each other. The remaining departments were assigned based on the individual skillset and experience of the individual HRBP. With the HRBP model, the Department of Human Resources can organize departmental personnel management through one key liaison and ensure consistency and equity in the management of various personnel systems and processes.

The new HR team focused on developing improved methods of coordinating a professional recruitment and hiring process, increasing the turnaround time for finding qualified talent to join the Newton team, and utilized networking and recruitment tactics through public administration associations to

target talent. While many positions were filled in FY20, some key positions include the Newton Fire Chief, Director of Cultural Development, Assistant Treasurer/Collector, Director of Economic Development, Director of the Newton Free Library and the Commissioner of Parks, Recreation and Culture.

The Benefits Manager and Director of Human Resources focused on making benefit information more easily accessible to employees and enhanced our benefit package by adding several wellness related programs to our lineup.

The HR Generalist and Senior HR Generalist were very busy coordinating with other departments on how to best improve the efficiency of internal personnel related actions. The HR Generalist coordinated a new employee orientation process that provides new employees with the onboarding information and materials they need to make a smooth and positive transition.

And of course, we have closed our fiscal year by supporting all employees and department leadership with the impacts of the COVID-19 pandemic. The Human Resources Department was deemed highly essential to this process and supported the Executive Office and all employees through uncharted waters. We worked quickly to keep employees safe, reorganize city operations in order to keep city operations running to the event possible and implement interim COVID-19 related policies and procedures to protect our essential employees and First Responders and provide benefit related materials specific to COVID-19 related absences and needs.

In addition to a few of the highlights listed above, the HR Department also worked to:

- Develop relationships with key Department leadership.

- Develop relationships with all union representatives.
- Develop relationships with other internal departments involved in the
- Enhance the HR website and utilize professional associations for networking and recruitment activities.
- Manage and complete the hiring of over a dozen key leadership positions, and several dozen staff level positions throughout the City.
- Improved recruitment initiatives, resulting in a decreased turn-around period from vacancy to new hire.
- Supported the collective bargaining process and settled two additional union contracts, one through FY20 and another through FY23.
- Conducted training as needed and coordinated the development of key training initiatives with department leadership.
- Developed policies as needed to communicate and develop safety and benefit initiatives relating to the COVID-19 pandemic and legislative changes impacting municipalities and employers.

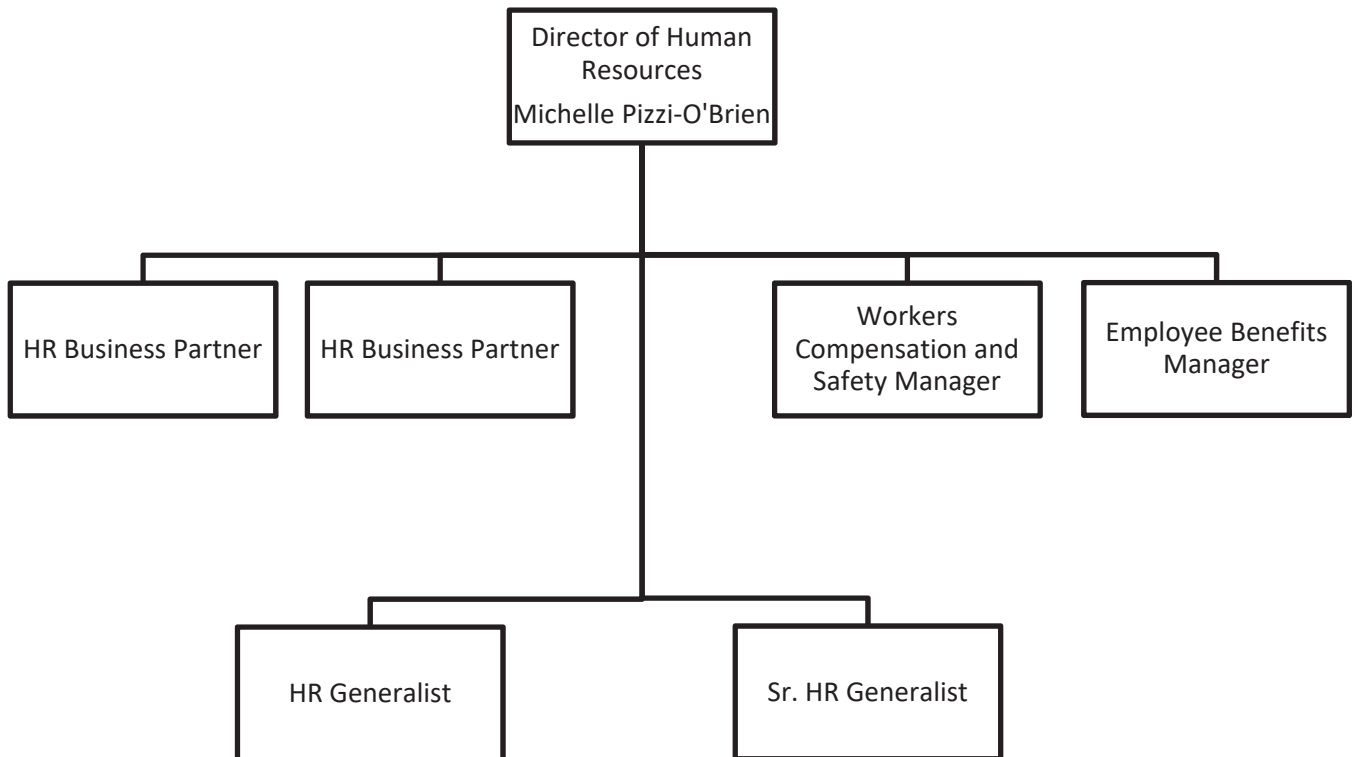


Michelle Pizzi O'Brien, M.P.A.
Director of Human Resources

My goal was to work towards turning the existing HR Department from a transactional and reactive department, to one which provides, at an exemplary level to our employees and management team, all aspects of a fully functioning, strategic human resources department.

I am very proud to have taken on this role for the good City of Newton and look forward to working with and for our employees in the years ahead.

HUMAN RESOURCES



Financial and Operating Highlights

Financial Highlights

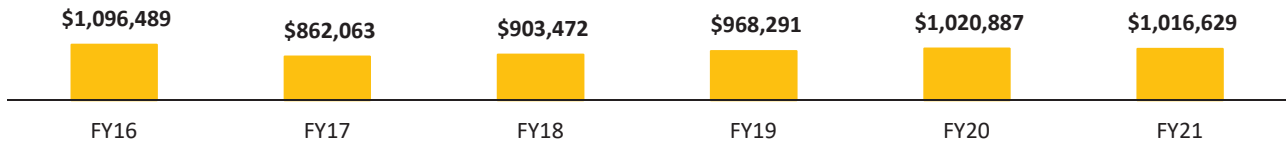
	Actual				Adj Budget	Proposed
	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Expenditure by Department						
HR	\$ 1,096,489	\$ 862,063	\$ 903,472	\$ 968,291	\$ 1,020,887	\$ 1,016,629
Total	\$ 1,096,489	\$ 862,063	\$ 903,472	\$ 968,291	\$ 1,020,887	\$ 1,016,629
% Incr		-21.38%	4.80%	7.17%	5.43%	-0.42%

Personnel

Full-Time	7	9	9	8	7	7*
Part-Time	1	1	1	1	1	0
Total	8	10	10	9	8	7

*HR Generalist deferred until January 2, 2020

Total HR Expenditures



Operating Highlights

Recruitment Highlights:

- Managed and supporting the hiring activities of approximately 302 positions throughout the City

Healthcare and Wellness:

- Through education and training, the City's Benefit Partners reported that while emergency room and minute clinic utilization decreased, Urgent Care utilization increased by 27%, resulting in lower health care costs for the employee and the City for services.

Employee Relations and Labor Relations:

- The HR Department also worked in FY20 to develop positive and collaborative relationships with union representatives throughout our organization.

Worker's Compensation/Safety:

- The HR Director negotiated an agreement with the Teamsters Union and their Training Director. In November 2019, the City partnered with Teamster Local 25 to offer training and education for our employees in that bargaining unit.

Human Resources Department

Fiscal Year 2021 Outcomes and Strategies

Outcome 1

Continue to Reorganize and Staff the Human Resources Department

transformed the department to be a more effective, strategic partner to both the City's executive leadership and our employees. The goal is to improve, and, when appropriate, streamline HR procedures using best practices, human resources software and technology, and faster and more error free processing of personnel actions. We will capitalize on what we learned during the pandemic and developing more streamlined, technology friendly and policy driven developments.

The roles of many members of the Human Resources Department changed in FY2020. Two employees were identified as Human Resources Business Partners (HRBP). The role of the HRBP is to make sure human resource policy and procedure throughout their assigned departments fit the needs, goals, and aims of the City and its leadership. An HRBP is an experienced human resource professional who works closely with the HR Director and the City's senior leadership to develop and direct an HR agenda that closely supports the department and the City's organizational goals.

Two staff members in Human Resources will remain as specialists to provide in-depth service in two major specialty areas – workers' safety & workers' compensation and benefits for employees, especially health insurance. The Human Resources Department will continue to have two HR professionals serve as generalists – the HR Generalist and the Senior HR Generalist. The Senior HR Generalist will provide support to all members of the Department. Areas of focus will include labor and employment law compliance; HR policy development; classification and compensation plan development; position description development; a point factor re-classification system; diversity initiatives; internal investigations and training; and comprehensive talent development and training programs. The department will be supported by an HR Generalist who will handle day-to-day operations of the department, manage city wide human resources procedures and policies, and manage personnel records.

A critical FY2021 goal for the Human Resources Department will be to strengthen the City's relationship with our employees and their representatives. We will aim to address employee issues as soon as they surface, ensure employees have a safe work environment, and follow vigorously fair employment practices. We will be mindful of the federal and state laws that govern the relationships between labor unions and employers. We will work continuously to have a positive labor-management

Outcome 2

Strengthen the City's Relationship with Our Employees and their Representatives

In FY2021, the Human Resources Department will continue its work to reorganize and staff the department in our effort to improve upon the personnel management systems in the City. Historically, the City of Newton provided human resources expertise transactionally with specialists focused on specific HR functions. We

Human Resources Department

Fiscal Year 2021 Outcomes and Strategies

relationship by communicating regularly, bargaining in good faith and coordinating the development of fully executed labor agreements. By working closely with our labor unions, the Law Department, department managers and Executive staff, we will use communication tools, training, mechanisms and procedures to reduce the number of grievances, the time period in which grievances are processed, and the number of grievances which end up with arbitration.

Outcome 3

Focus on the Wellness and Wellbeing of our Employees

The goal for the HR Department is a positive, respectful and caring workplace in the City. The Department will find ways to express gratitude for the work of our dedicated public servants, create a safe and professional work environment, expand opportunities for growth and development, act consistently with

personnel actions and communications, and encourage positive relationships and work habits.

In FY2021, the HR Department will continue to focus on Employee Wellness but in a different way. The traditional methods of implementing a wellness program will surely change during and following the COVID-19 pandemic. We will need to be creative in the ways we reach and meet the wellness needs of our employees while identifying that those needs may be different than in years past. Many employees have experienced loss, illness, financial difficulty and childcare concerns during this time and may continue for some time into FY2021. Our goal is to focus our experience in identifying ways to support employees during this challenging time within the constraints of a challenging financial atmosphere.

The need for professional human resources management during the COVID-19 pandemic is strong. We will continue our efforts to support staff, department leadership, union leadership and the Executive team in the management of all personnel administration needs as it relates to the pandemic. We will

continue to make ourselves available for all of the unique employee and administration needs that have arisen from the pandemic and will continue to work closely with the emergency management team to ensure that all efforts are taken to ensure the safety of our employees and Newton residents. We will continue to track legislative changes and impacts in order to maintain compliance, transparency and communication of these changes when needed.

Outcome 4

Continue to Support the Organization through COVID-19

FUND: 0001 - GENERAL FUND
DEPARTMENT: 109 - HUMAN RESOURCES

**CITY OF NEWTON BUDGET
DEPARTMENT LEGAL LEVEL OF CONTROL**

	ACTUAL 2017	ACTUAL 2018	ACTUAL 2019	ORIGINAL 2020	RECOMMENDED 2021	CHANGE 2020 to 2021
HUMAN RESOURCES SUMMARY						
51 - PERSONAL SERVICES	458,588	518,000	589,678	572,220	562,145	-10,076
52 - EXPENSES	192,161	215,667	206,047	273,391	221,050	-52,341
57 - FRINGE BENEFITS	211,315	169,805	172,566	175,276	233,434	58,158
TOTAL DEPARTMENT	862,063	903,472	968,291	1,020,887	1,016,629	-4,259
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CITY OF NEWTON BUDGET
DEPARTMENTAL DETAIL

	ACTUAL FY2017	ACTUAL FY2018	ACTUAL FY2019	ORIGINAL 2020	RECOMMENDED 2021	CHANGE 2020 to 2021	
109 - HUMAN RESOURCES							
0110952 - HUMAN RESOURCES							
PERSONAL SERVICES							
511001	FULL TIME SALARIES	444,847	444,553	494,401	548,816	538,945	-9,872
511101	PART TIME < 20 HRS/WK	6,899	21,853	39,612	21,154	20,000	-1,154
511102	PART TIME > 20 HRS/WK	5,124	49,853	39,470	0	0	0
514001	LONGEVITY	775	900	2,025	2,250	1,500	-750
514005	WORKING OUT OF GRADE	943	0	0	0	0	0
515006	VACATION BUY BACK	0	840	14,170	0	0	0
519700	CURRENT YEAR WAGE RE	0	0	0	0	1,700	1,700
TOTAL PERSONAL SERVICES		458,588	518,000	589,678	572,220	562,145	-10,076
EXPENSES							
524010	OFFICE EQUIPMENT R-M	351	275	464	500	500	0
524080	DEPARTMENTAL EQUIP R-	282	211	1,195	1,400	1,400	0
527400	RENTAL - EQUIPMENT	3,440	3,505	3,452	4,000	9,600	5,600
530100	CONSULTANTS	15,599	11,434	35,798	30,000	25,000	-5,000
530217	FOOD SERVICES	10,400	10,400	0	5,000	0	-5,000
530218	FLEX SPENDING PLAN AD	29,231	31,811	35,045	35,000	35,000	0
530220	INVESTIGATION SERVICES	2,930	0	5,170	10,000	10,000	0
530221	FIT FOR DUTY SERVICES	10,000	19,747	13,321	20,000	10,000	-10,000
530900	LEGAL SERVICES	0	9,590	18,259	0	0	0
531300	TEMP STAFFING SERVICE	13,145	457	11,723	5,000	5,000	0
531900	TRAINING EXPENSES	1,528	19,780	1,502	50,000	35,000	-15,000
532100	TUITION ASSISTANCE	6,657	5,452	5,370	15,000	7,500	-7,500
534010	TELEPHONE	1,554	1,326	1,642	1,750	1,750	0
534020	CELLULAR TELEPHONES	77	189	1,384	1,500	2,000	500
534100	POSTAGE	2,660	3,106	3,759	5,000	3,000	-2,000
534200	PRINTING	1,529	1,095	1,261	1,241	1,300	59
534300	ADVERTISING/PUBLICATIO	28,950	7,388	12,302	10,000	5,000	-5,000
537100	MEDICAL SERVICES	3,500	1,820	0	2,000	57,000	55,000
537200	MEDICAL SCREENINGS	11,000	56,305	5,435	25,000	0	-25,000
537201	PREPLACEMENT SCREENI	29,440	27,468	42,368	40,000	0	-40,000
542000	OFFICE SUPPLIES	3,352	2,919	5,629	5,000	7,500	2,500
546100	RECREATION SUPPLIES	265	80	0	500	0	-500
549900	MEDICAL VACCINES	15,000	0	0	0	0	0
571000	VEHICLE USE REIMBURSE	261	0	49	0	500	500
571100	IN-STATE CONFERENCES	0	0	0	0	1,000	1,000
571200	REFRESHMENTS/MEALS	735	1,115	599	3,000	1,500	-1,500
573000	DUES & SUBSCRIPTIONS	275	194	320	2,500	1,500	-1,000
TOTAL EXPENSES		192,161	215,667	206,047	273,391	221,050	-52,341
FRINGE BENEFITS							
570200	UNEMPLOYMENT BENEFIT	91,620	84,424	89,620	90,000	146,410	56,410
57DENT	DENTAL INSURANCE	2,265	2,146	2,252	2,796	1,632	-1,164
57HLTH	HEALTH INSURANCE	101,973	64,549	61,137	61,893	62,629	736
57LIFE	BASIC LIFE INSURANCE	307	260	198	228	171	-57
57MEDA	MEDICARE PAYROLL TAX	6,137	6,927	7,476	8,581	8,238	-343
57OPEB	OPEB CONTRIBUTION	9,012	11,500	11,883	11,778	14,354	2,576

CITY OF NEWTON BUDGET DEPARTMENTAL DETAIL
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