

While we have continued to provide responsive human resource services, this past year has been a challenging one for the Human Resources Department.

Mayor Ruthanne Fuller made it an immediate priority to recruit an experienced and wise Human Resources Director. To that end, Karen Glasgow joined the City in March 2018. Karen took on the role with great energy and passion and began the work of building the department after having the Director position open for many years. Karen immediately improved the City's succession planning, employee training and benefit education, policy development and performance evaluation systems. She quickly joined the leadership team and developed the HR staff to take on the mission of creating a fully functioning Human Resources Department. Heartbreakingly, in September 2018, Karen passed away and the City lost an amazing colleague and leader.

While the Department dealt with the loss of their new Director, the HR staff continued to work hard to support the HR needs of the City. To that end, the Department:

- Developed and utilized a light duty program for injured workers.
- The mechanism for timely management of workplace injuries.
- Improved the handling of employee relations issues.
- Met with more than half of City departments to engage in code of conduct and workplace expectations training.
- Improved recruitment initiatives, resulting in a decreased turn-around period from vacancy to new hire.
- Completed OSHA 10 training for more than 99% of the Department of Public Works.
- Assisted with the transition of the former Newton Municipal Employees Association (NMEA) to a new affiliation with the

Teamsters Union while developing a strong and open relationship.

- Implemented a grievance procedure which decreased turn-around time for responses.

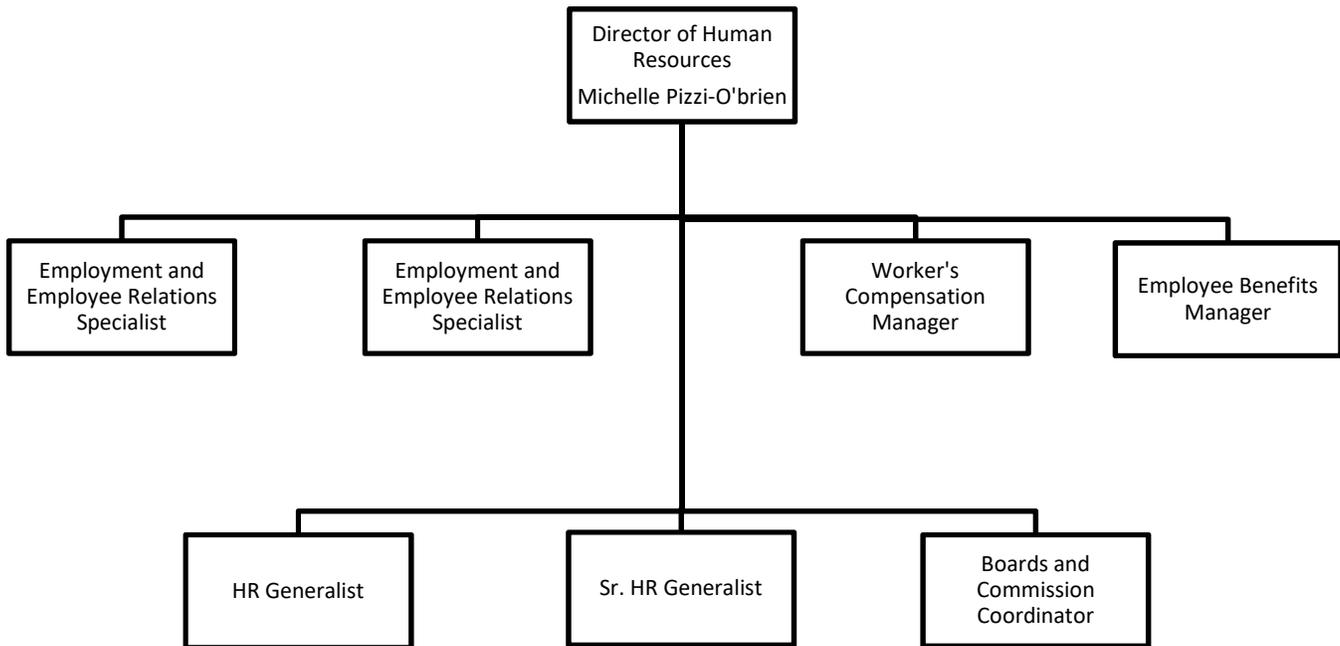
The Mayor's office began the search for a new Director and welcomed me in March 2019. My goal is to continue the work that Karen began and to transform the Department from a transactional and tactical department to one which provides, at an exemplary level to our employees and management team, all aspects 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 months ahead.



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

HUMAN RESOURCES



Financial and Operating Highlights

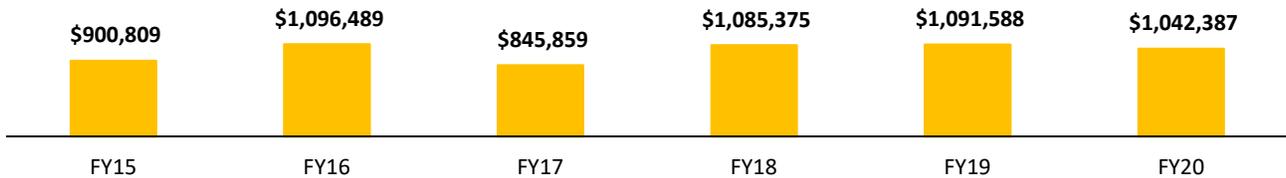
Financial Highlights

	Actual			Adj Budget		Proposed
	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
Expenditure by Department						
HR	\$ 900,809	\$ 1,096,489	\$ 845,859	\$ 1,085,375	\$ 1,091,588	\$ 1,042,387
Total	\$ 900,809	\$ 1,096,489	\$ 845,859	\$ 1,085,375	\$ 1,091,588	\$ 1,042,387
% Incr		21.72%	-22.86%	28.32%	0.57%	-4.51%

Personnel

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

Total HR Expenditures



Operating Highlights

Recruitment Highlights:

- Managed and supported the hiring activities of approximately 232 positions throughout the City
- Recruited excellent candidates for the City Solicitor and Human Resources Director

Healthcare, Urgent Care/Minute Clinic Utilization:

- Urgent care utilization increased by 30%, resulting in high quality services with lower healthcare costs for employees and the City

Employee Relations:

- 80% of all submitted grievances were settled internally at step 2 mediation, minimizing arbitration costs and fees

Human Resources Department

Fiscal Year 2020 Outcomes and Strategies

Outcome 1

Reorganize and Staff the Human Resources Department

In FY2020, the Human Resources Department will undergo a reorganization of service delivery and restaffing. Historically, the City of Newton provided human resources expertise transactionally with specialists focused on specific HR functions. We are transforming 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.

The roles of many members of the Human Resources Department will be changed in FY2020. We will identify two *Employment and Employee Relations Specialists* who will be the HR partners for the vast majority of personnel functions for their targeted departments. 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 also have both a senior level HR Generalist and an 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, implementation and education; classification and compensation plan development; position description development; a point factor re-classification system; labor relations; diversity initiatives; internal investigations and training; comprehensive talent development and training programs; and other special projects as needed. 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 FY2020 goal for the Human Resources Department will be to strengthen the City's relationship with our employees and their representatives. This will include a myriad of actions. For example, we will 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 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 2

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

Human Resources Department

Fiscal Year 2020 Outcomes and Strategies

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 FY2020, the HR Department will begin developing an Employee Wellness Program. The goal is to create a culture of health by promoting and encouraging City employees to be their healthy best and creating, overseeing and monitoring citywide efforts to provide a healthy work environment and healthy work practices. The HR Department will pilot “Wellness Champions.” Wellness Champions will be trained to be great communicators, initiators, motivators, promoters, and examples of optimal well-being.

In the coming fiscal year, the HR Department will develop a workplace injury management program. This will include developing a clear reporting process for all employees following an injury, illness or disability; facilitating the safe and early return to meaningful work for injured employees through communication with all relevant parties, ensuring injured employees receive early and accurate medical assessment with the involvement of a vocational rehabilitation provider as required and needed, encouraging the cooperation of management and colleagues of the injured person to provide a supportive social environment within the workplace and to assist the employee to return to their pre-injury position or another position within the City where possible.

Talent acquisition is another primary goal of the HR Department. The quality of our workforce depends on how effective the City is at recruiting and retaining talented and dedicated employees. The HR Department will have knowledgeable staff focused on recruiting, streamlining, and refining the selection process, and holding comprehensive orientation and on-boarding programs. The talent acquisition program will also have a strong focus on an inclusive and diverse workforce.

Outcome 4

Advance Recruiting and Training Development Efforts

In FY2020, the HR Department will develop a more robust talent development and training program. The HR Department will implement learning management programs that will allow employees to enroll in web-based and classroom-based learning programs, offered regularly and allow employees to gain credits towards completion certificates.

FUND: 01 - GENERAL FUND
 DEPARTMENT: 109 - HUMAN RESOURCES

CITY OF NEWTON BUDGET
 DEPARTMENT LEGAL LEVEL OF CONTROL

	ACTUAL 2017	ACTUAL 2018	AMENDED 2019	YTD 4/11/2019	RECOMMENDED 2020	CHANGE 2019 to 2020
HUMAN RESOURCES SUMMARY						
51 - PERSONAL SERVICES	457,645	518,000	672,765	460,303	593,720	-79,045
52 - EXPENSES	176,899	215,667	206,756	118,383	273,391	66,635
57 - FRINGE BENEFITS	211,315	169,805	212,067	125,356	175,276	-36,791
TOTAL DEPARTMENT	845,859	903,472	1,091,588	704,042	1,042,387	-49,201
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CITY OF NEWTON BUDGET
DEPARTMENTAL DETAIL

	ACTUAL FY2017	ACTUAL FY2018	AMENDED 2019	YTD 4/11/2019	RECOMMENDED 2020	CHANGE 2019 to 2020
109 - HUMAN RESOURCES						
0110901 - HUMAN RESOURCES						
PERSONAL SERVICES						
511001 FULL TIME SALARIES	444,847	444,553	629,973	393,885	548,816	-81,157
511101 PART TIME < 20 HRS/WK	6,899	21,853	41,142	20,562	42,654	1,512
511102 PART TIME > 20 HRS/WK	5,124	49,853	0	32,804	0	0
514001 LONGEVITY	775	900	1,650	1,650	2,250	600
515006 VACATION BUY BACK	0	840	0	11,402	0	0
TOTAL PERSONAL SERVICES	457,645	518,000	672,765	460,303	593,720	-79,045
EXPENSES						
52401 OFFICE EQUIPMENT R-M	351	275	500	310	500	0
52408 DEPARTMENTAL EQUIP R-	282	211	1,400	350	1,400	0
5274 RENTAL - EQUIPMENT	3,440	3,505	3,392	3,117	4,000	608
5301 CONSULTANTS	15,599	11,434	24,970	21,575	30,000	5,030
530226 FOOD SERVICES	10,400	10,400	10,000	0	5,000	-5,000
530227 FLEX SPENDING PLAN AD	29,231	31,811	25,000	22,840	35,000	10,000
530229 INVESTIGATION SERVICES	2,930	0	10,000	5,170	10,000	0
530230 FIT FOR DUTY SERVICES	10,000	19,747	10,000	9,696	20,000	10,000
5309 LEGAL SERVICES	0	9,590	30	-150	0	-30
5313 TEMP STAFFING SERVICE	13,145	457	10,000	0	5,000	-5,000
5319 TRAINING EXPENSES	1,528	19,780	25,000	1,392	50,000	25,000
5321 TUITION ASSISTANCE	6,657	5,452	15,000	2,994	15,000	0
53401 TELEPHONE	1,554	1,326	1,500	1,005	1,750	250
53402 CELLULAR TELEPHONES	77	189	736	736	1,500	764
5341 POSTAGE	2,660	3,106	3,500	2,857	5,000	1,500
5342 PRINTING	1,529	1,095	964	599	1,241	277
5343 ADVERTISING/PUBLICATIO	28,950	7,388	13,000	3,941	10,000	-3,000
5371 MEDICAL SERVICES	3,500	1,820	2,000	0	2,000	0
5372 MEDICAL SCREENINGS	11,000	56,305	7,500	5,435	25,000	17,500
5372A PREPLACEMENT SCREENI	29,440	27,468	35,000	32,773	40,000	5,000
5420 OFFICE SUPPLIES	3,352	2,919	4,600	3,743	5,000	400
5461 RECREATION SUPPLIES	265	80	500	0	500	0
5712 REFRESHMENTS/MEALS	735	1,115	1,500	0	3,000	1,500
5730 DUES & SUBSCRIPTIONS	275	194	664	0	2,500	1,836
TOTAL EXPENSES	176,899	215,667	206,756	118,383	273,391	66,635
FRINGE BENEFITS						
5702 UNEMPLOYMENT BENEFIT	91,620	84,424	100,000	57,649	90,000	-10,000
57DENTAL DENTAL INSURANCE	2,265	2,146	2,466	1,752	2,796	330
57HLTH HEALTH INSURANCE	101,973	64,549	85,583	50,341	61,893	-23,690
57LIFE BASIC LIFE INSURANCE	307	260	285	156	228	-57
57MEDA MEDICARE PAYROLL TAX	6,137	6,927	9,366	5,809	8,581	-785
57OPEB OPEB CONTRIBUTION	9,012	11,500	14,367	9,650	11,778	-2,589
TOTAL FRINGE BENEFITS	211,315	169,805	212,067	125,356	175,276	-36,791
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