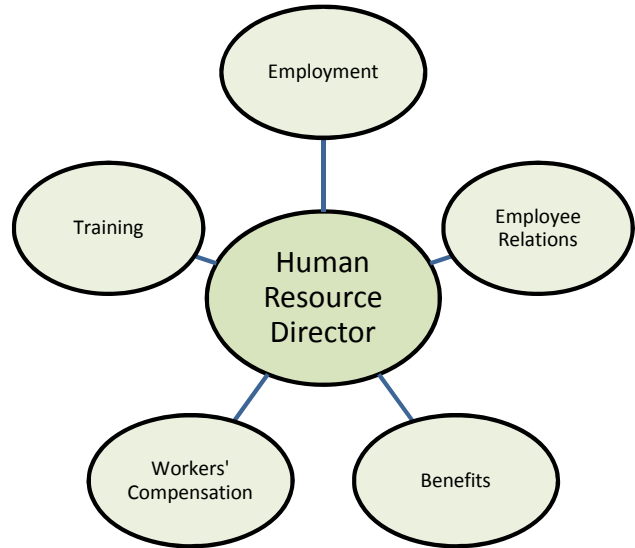


Human Resources

Mission Statement

To provide leadership and expertise in attracting, developing, and sustaining a diverse workforce committed to quality public service; administration of the Massachusetts Civil Service System; participation in labor negotiations and the administration of collective bargaining agreements, the City's unemployment program, health benefits, and workers' compensation program.



Fiscal Year 2017 Accomplishments

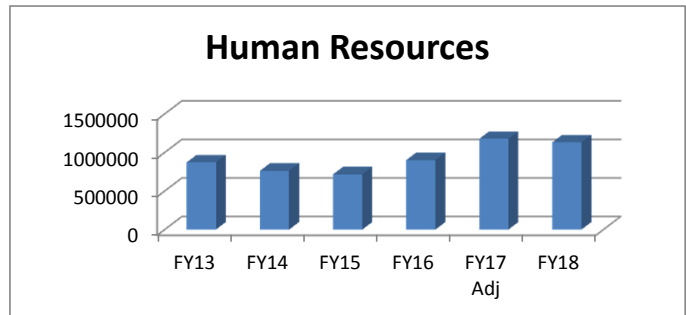
Employment - Recruited and retained highly qualified and diverse workforce.

Employee Relations - Completed negotiation of all but one collective bargaining agreements; reduced labor greivances.

Employee Benefits - Provided quality healthcare and increased annual physical visits.

Workers Compensation - Reduced workers' comp payroll; implemented drug/alcohol testing; held regular safety meetings.

Wellness - Introduced more programs to all employees that promote overall fitness and a healthy lifestyle.



Fiscal Year 2018 Desired Outcomes

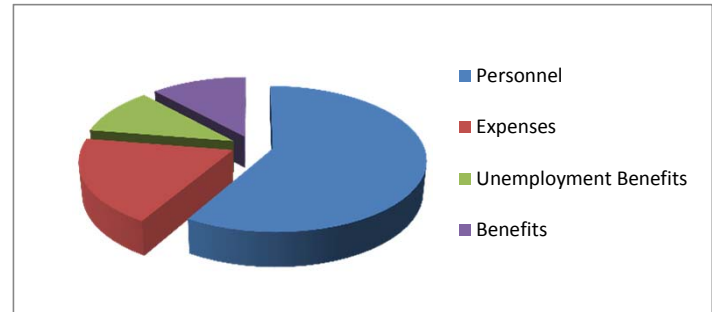
Employment - Recruit and retain highly qualified and diverse workforce.

Employee Relations - Negotiate bargaining agreements and continue to reduce number of greivances filed.

Employee Benefits - Provide quality healthcare to all employees; increase total number of employee annual physical visits.

Workers Compensation - Continue to reduce workers' comp payroll; drug testing and continued safety meetings.

Wellness - Work with HHS to develop sustainable programs for employees to promote health and wellness.



Department Detail

	<-----Actual----->				<-Adj Budget->	<-Proposed->
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Expenditure by Core Function						
Personnel	\$ 453,229	\$ 356,000	\$ 533,935	\$ 590,983	\$ 661,045	\$ 651,536
Expenses	\$ 170,473	\$ 175,169	\$ 130,149	\$ 291,782	\$ 216,244	\$ 185,606
Unemployment Benefits	\$ 84,267	\$ 127,520	\$ 140,621	\$ 91,650	\$ 120,000	\$ 90,000
Benefits	\$ 51,963	\$ 57,853	\$ 96,952	\$ 136,684	\$ 133,833	\$ 117,396
Total	\$ 759,932	\$ 716,542	\$ 901,657	\$ 1,111,099	\$ 1,131,122	\$ 1,044,538
% Incr		-5.71%	25.83%	23.23%	1.80%	-7.65%
Personnel						
Full-Time	6	6	7	7	9	9
Part-Time	2	2	1	1	1	1
Total	8	8	8	8	10	10

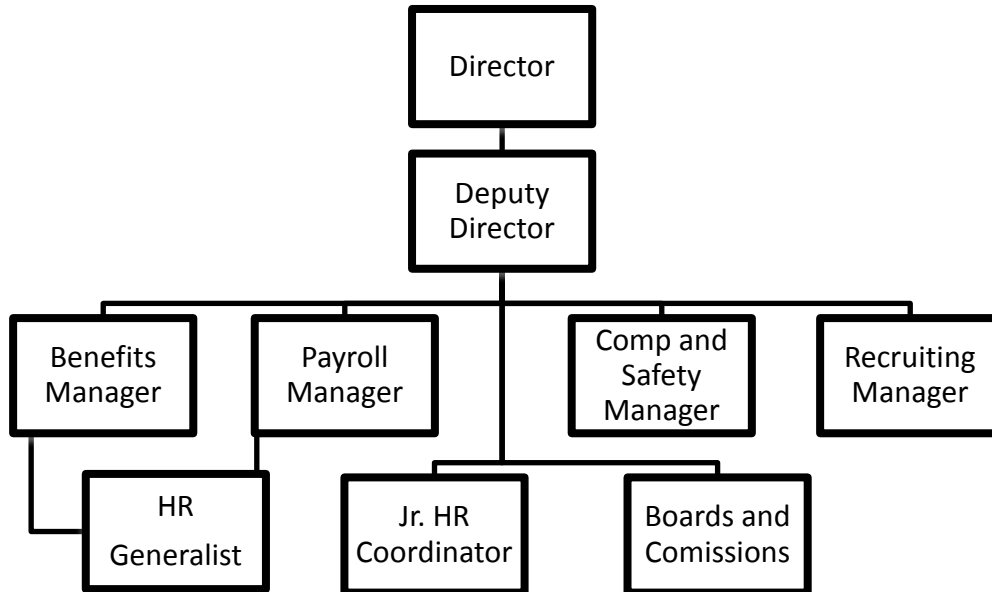
FY2017 Desired Outcomes - Human Resources

Outcome #1: Recruit and Retain Qualified, Diverse Workforce	Target	Result
Strategy #1: Effective Recruitment and Staffing		
Average # of days to fill - with qualified internal candidates.	40	37.5
Average # of days to fill - with qualified external candidates.	85	50
Hire diverse employees.	Feb 2017	Ongoing
How many new diverse hires.	15%	14.6%
Strategy #2: Train Current Employees and Department Heads		
Educate departments/department heads on available trainings.	Sep 2016	Ongoing
Set up safety and harassment training for DPW.	Oct 2016	Ongoing
How many departments are trained.	50%	Ongoing
Strategy #3: Performance Evaluations		
Institute performance evaluations for department heads.	Jan 2016	Completed
Train department heads on evaluations for their staff.	Nov 2016	Pending, will bargain this Spring
Number of Department Head and managerial evaluations completed.	100%	Completed
Outcome #2: Employee Relations		
Strategy #1: Successful Negotiation of all Bargaining Agreements		
Settle contracts with all 5 remaining unions.	100 %	90%
Continue labor management meetings.	100%	Ongoing
Strategy #2: Reduce Number of Grievances Filed		
Reduce existing average of 30 annual grievances.	20	18
Educate and train union members on rules and policies.	100%	Ongoing
Create handbook.	Complete	90%
Strategy #3: Keep Open Communication with Unions		
Regular updates from union to management.	Monthly	More then monthly
Reduce time in between requested meeting and actual meeting.	50%	Completed
Outcome #3: Health Benefits		
Strategy #1: Provide Quality Healthcare in Cost Effective Manner		
Increase visits to urgent care/minute clinics over ER's.	50%	110%
Increase enrollment in diabetes program (current 41%)	50%	50%
Increase compliance in diabetes program (current 52%)	60%	49%
Increase primary care annual physical visits.	75%	25%
Strategy #2: Continue Audits of Benefit Programs and Medicare Eligible Retirees		
Audit health, dental and life.	Quarterly	DONE
Increase retirees on Medicare.	100%	95%
Update beneficiaries.	Oct 2016	Spring 2017
Strategy #3: Maintain Trust Fund Balance		
Utilization meetings with health insurance plans.	Quarterly	Semi-annually
Evaluate claims vs rates.	Monthly	Completed
Reduce claims through increased use of seminars/trainings by providers.	10%	Claims remained stable
Outcome #4: Workers Compensation		
Strategy #1: Continue to Reduce Weekly Comp Payroll		
Settle long term cases	20%	Ongoing
Institute light duty program for all departments.	Oct 2016	Completed
How many people can we get back light duty.	50%	99%
Strategy #2: Implement Drug/Alcohol Testing Program/Protocols		
Identify Company to perform testing.	Aug 2016	Completed
Set up program.	Sep 2016	Completed
Test employees.	100%	Completed
Strategy #3: Safety Committee Meetings		
Set up meetings with Safety Committee.	Jul 2016	Completed
How many meetings per year.	12	12+
Outcome #5 - Wellness Program		
Strategy #1: Increase Wellness		
Introduce programs that maintain healthy lifestyle.	Sep 2016	Completed
Bring screenings to the workplace.	Jan 2016	Completed
Hold blood pressure screenings.	Weekly	Completed
Hold blood sugar and skin cancer screenings.	5 annual	Pending completion by end of FY17
Collaborate with health department.	Monthly	Completed
Strategy #2: Introduce on the Job Programs		
Start Walking Club.	Sep 2016	Completed
Weight Watchers at Work meetings.	Feb 2016	Completed
Zumba.	Jan 2017	Completed
Strategy #3: Work with Health Insurance Companies		
Personal Health Assessment online.	25%	0%
Participation in managed health programs provided by insurers.	50%	33%
Increase number of fitness reimbursements.	25%	10%

FY2018 Desired Outcomes - Human Resources

Outcome #1: Recruitment and Retention of a Qualified and Diverse Workforce	Target
Strategy #1: Effective Recruitment and Staffing	
Average # of days to fill - with qualified internal candidates.	35
Average # of days to fill - with qualified external candidates.	50
Number of diverse new hires.	18%
Strategy #2: Train current employees and Department Heads	
Educate departments/department heads on available trainings.	September 2018
Set up safety and emergency protocol training.	October 2018
Number of departments trained.	100%
Strategy #3: Performance Evaluations	
Institute performance evaluations for managers.	Jan 2017
Train department heads on evaluations for their staff.	Sep 2017
Number of managerial evaluations completed.	100%
Outcome #2: Employee Relations	
Strategy #1: Successful Negotiation of all Bargaining Agreements	
Negotiate and settle contracts w/ eight unions whose contracts will expire in June 2017.	100%
Continue labor management meetings.	100%
Strategy #2: Reduce Number of Grievances Filed	
Reduce existing average of 30 annual grievances.	15
Distribute handbook.	Complete
Strategy #3: Keep Open Communication with Unions	
Regular updates from union to management.	Monthly
Outcome #3: Health Benefits	
Strategy #1: Provide Quality Healthcare in Cost Effective Manner	
Increase visits to urgent care/minute clinics over ER's.	50%
Increase enrollment in diabetes program (current 41%.)	60%
Increase compliance in diabetes program (current 52%.)	60%
Strategy #2: Continue Audits of Benefit Programs and Medicare Eligible Retirees	
Audit health, dental and life.	Quarterly
Increase retirees on Medicare.	100%
Update beneficiaries.	Summer 2017
Strategy #3: Maintain Trust Fund Balance	
Utilization meetings with health insurance plans.	Semi-annual
Outcome #4: Workers Compensation	
Strategy #1: Continue to Reduce Weekly Comp Payroll	
Settle long term cases.	20%
Number of employees back to light duty.	50%
Strategy #2: Implement Drug/Alcohol Testing Program/Protocols	
Continue to test employees.	Ongoing
Strategy #3: Safety Committee Meetings	
Continue safety committee meetings 12 per year.	Ongoing
Safety committee to present initiatives to departments to improve processes.	September 2017
Outcome #5 - Wellness Program	
Strategy #1: Increase Wellness	
Introduce programs that maintain healthy lifestyle.	September 2017
Bring screenings to the workplace.	October 2017
Hold blood pressure screenings.	Weekly
Collaborate with health department.	Ongoing
Strategy #2: Introduce on the Job Programs	
Start Walking Club with HHS.	Ongoing
Yoga.	Ongoing
Strategy #3: Work with Health Insurance Companies	
Promote Personal Health Assessment online.	25%
Educate employees about and promote fitness reimbursement.	25%

HUMAN RESOURCES



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

CITY OF NEWTON BUDGET
 DEPARTMENT LEGAL LEVEL OF CONTROL

	ACTUAL 2015	ACTUAL 2016	AMENDED 2017	YTD 4/4/2017	RECOMMENDED 2018	CHANGE 2017 to 2018
HUMAN RESOURCES SUMMARY						
51 - PERSONAL SERVICES	533,087	590,983	661,045	345,366	651,536	-9,509
52 - EXPENSES	130,149	291,704	216,244	105,145	185,606	-30,638
57 - FRINGE BENEFITS	237,573	228,834	253,833	113,893	207,396	-46,436
TOTAL DEPARTMENT	900,809	1,111,521	1,131,121	564,404	1,044,538	-86,583
HUMAN RESOURCES						
51 - PERSONAL SERVICES	533,087	590,983	661,045	345,366	651,536	-9,509
52 - EXPENSES	130,149	291,704	216,244	105,145	185,606	-30,638
57 - FRINGE BENEFITS	237,573	228,834	253,833	113,893	207,396	-46,436
TOTAL HUMAN RESOURCES	900,809	1,111,521	1,131,121	564,404	1,044,538	-86,583

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

CITY OF NEWTON BUDGET
DEPARTMENTAL DETAIL

	ACTUAL FY2015	ACTUAL FY2016	AMENDED 2017	YTD 4/4/2017	RECOMMENDED 2018	CHANGE 2017 to 2018
109 - HUMAN RESOURCES						
0110901 - HUMAN RESOURCES						
PERSONAL SERVICES						
511001 FULL TIME SALARIES	525,987	569,701	640,018	337,710	607,384	-32,634
511101 PART TIME < 20 HRS/WK	7,100	20,507	15,273	2,959	43,252	27,979
511102 PART TIME > 20 HRS/WK	0	0	2,979	2,979	0	-2,979
514001 LONGEVITY	0	775	775	775	900	125
514005 WORKING OUT OF GRADE	0	0	2,000	943	0	-2,000
TOTAL PERSONAL SERVICES	533,087	590,983	661,045	345,366	651,536	-9,509
EXPENSES						
52401 OFFICE EQUIPMENT R-M	0	0	500	351	500	0
52408 DEPARTMENTAL EQUIP R-	175	350	1,400	525	1,400	0
5274 RENTAL - EQUIPMENT	3,404	3,392	3,392	2,586	3,392	0
5301 CONSULTANTS	5,309	159,931	27,300	3,220	20,000	-7,300
530226 FOOD SERVICES	9,400	11,150	15,000	10,400	15,000	0
530227 FLEX SPENDING PLAN AD	31,880	36,237	25,000	24,986	25,000	0
530229 INVESTIGATION SERVICE	1,949	0	10,000	0	10,000	0
530230 FIT FOR DUTY SERVICES	12,808	7,456	10,000	7,219	10,000	0
5313 TEMP STAFFING SERVICE	0	14,292	35,000	12,533	25,000	-10,000
5319 TRAINING EXPENSES	2,555	11,178	24,800	712	25,000	200
5321 TUITION ASSISTANCE	14,342	10,147	12,900	3,422	15,000	2,100
53401 TELEPHONE	1,202	1,509	1,250	1,175	1,250	0
53402 CELLULAR TELEPHONES	0	0	960	26	100	-860
5341 POSTAGE	984	2,895	2,406	905	4,700	2,294
5342 PRINTING	714	1,680	1,294	1,278	1,500	206
5343 ADVERTISING/PUBLICATIO	17,136	13,010	24,300	17,067	20,000	-4,300
5371 MEDICAL SERVICES	84	0	500	0	500	0
5420 OFFICE SUPPLIES	11,392	1,407	2,749	2,277	3,600	851
5461 RECREATION SUPPLIES	0	165	500	265	500	0
5499 MEDICAL VACCINES	15,000	15,000	15,000	15,000	0	-15,000
5710 VEHICLE USE REIMBURSE	142	33	351	187	0	-351
5712 REFRESHMENTS/MEALS	508	1,212	1,000	735	2,500	1,500
5730 DUES & SUBSCRIPTIONS	1,165	660	642	275	664	22
TOTAL EXPENSES	130,149	291,704	216,244	105,145	185,606	-30,638
FRINGE BENEFITS						
5702 UNEMPLOYMENT BENEFIT	140,621	91,650	120,000	47,901	90,000	-30,000
57DENTAL DENTAL INSURANCE	2,566	2,420	2,175	1,723	1,510	-665
57HLTH HEALTH INSURANCE	77,866	116,765	103,314	52,714	92,393	-10,921
57LIFE BASIC LIFE INSURANCE	194	288	227	208	285	58
57MEDA MEDICARE PAYROLL TAX	7,174	8,021	9,686	4,651	6,066	-3,620
57OPEB OPEB CONTRIBUTION	9,153	9,691	18,431	6,696	17,142	-1,289
TOTAL FRINGE BENEFITS	237,573	228,834	253,833	113,893	207,396	-46,436
TOTAL HUMAN RESOURCES	900,809	1,111,521	1,131,121	564,404	1,044,538	-86,583
TOTAL HUMAN RESOURCES	900,809	1,111,521	1,131,121	564,404	1,044,538	-86,583

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

CITY OF NEWTON BUDGET
PERSONAL SERVICES SUMMARY

ACCOUNT	POSITION TITLE	2017			2018		
		RANGE	FTE	SALARY	RANGE	FTE	SALARY
511001	BENEFITS ADMIN	H5-1	1.0	52,216	H6-1	1.00	56,846
	DEPUTY DIRECTOR	H10-5	1.0	81,738	H10-7	1.00	84,187
	DIR H.R.	HXXX	1.0	125,000	HXXX	1.00	125,000
	HR COORDINATOR	H3-1	1.0	43,287	H3-3	1.00	44,586
	HR GENERALIST	H3-1	1.0	43,287	H4-1	1.00	43,287
	HR RECRUITMENT	H8-6	1.0	72,555	H8-8	1.00	74,727
	JR HR COORDINATOR	H2-1	1.0	38,732	H2-3	1.00	39,893
	PAYROLL ADMIN	H6-1	1.0	56,846	H7-1	1.00	61,893
	W/C & SAFETY MGR	H8-8	1.0	74,727	H8-10	1.00	76,965
	Account Totals:		9.0	588,387		9.00	607,384
511101	HR ASST - PART TIME	QQQ	0.5	18,252	QQQ	0.50	18,252
	PART TIME	QQQ	0.0	25,000	QQQ	0.00	25,000
	Account Totals:		0.5	43,252		0.50	43,252
	Report Totals:		9.5	631,639		9.50	650,636