

# 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 2015 Accomplishments

**Employment** - Provided effective recruitment and retention of a qualified workforce.

**Workers' Compensation** - Reduced on-the-job injuries and time out of work.

**Benefits** - Provided health care and other employee benefits in a cost effective, efficient manner.

**Employee Relations** - Successfully negotiated 50% bargaining agreements.

**Training** - Ensured a fully trained workforce in safety measures and job knowledge.

**Professional Development** - Implemented professional development, succession planning and performance evaluation programs.

## Fiscal Year 2016 Desired Outcomes

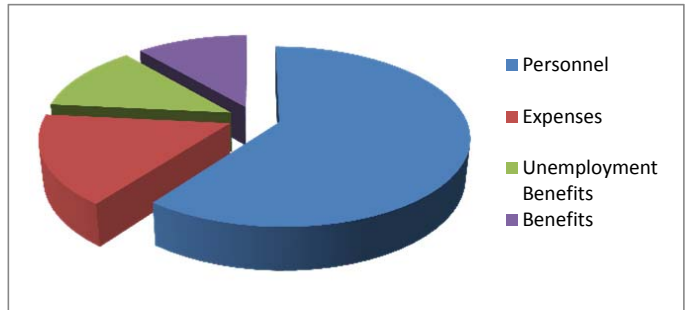
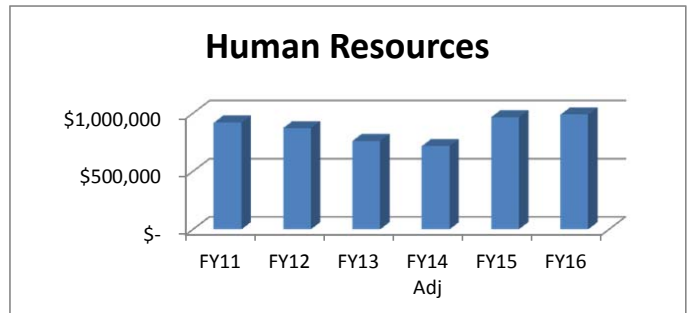
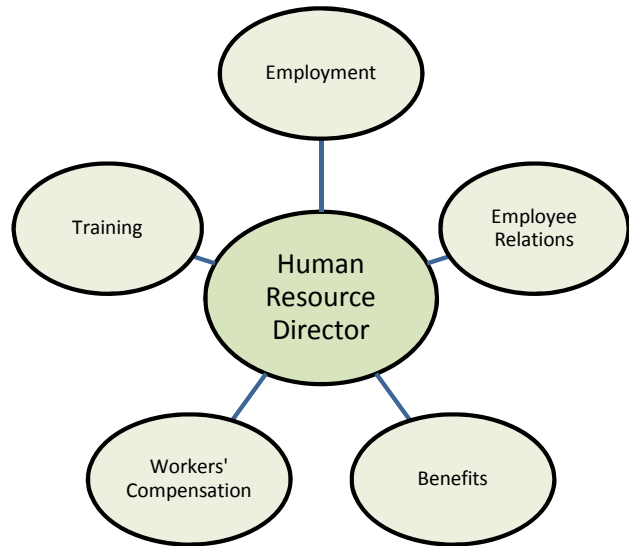
**Employment** - Recruit and retain qualified and diverse workforce

**Employee Relations** - Negotiate all bargaining agreements, reduce number of grievances and ensure open communication with all unions.

**Diversity** - Expand cultural diversity of workforce.

**Employee Benefits** - Continue to provide health care and other employee benefits in a cost effective, efficient manner.

**Training** - Fully trained workforce in safety measures and job knowledge.



## Department Detail

	Actual				<-Adj Budget-> FY2015	<-Proposed-> FY2016
	FY2011	FY2012	FY2013	FY2014		
<b>Expenditure by Core Function</b>						
Personnel	\$ 522,507	\$ 535,501	\$ 453,229	\$ 356,000	\$ 590,233	\$ 595,317
Expenses	\$ 102,384	\$ 73,941	\$ 170,473	\$ 175,169	\$ 165,972	\$ 160,972
Unemployment Benefits	\$ 213,172	\$ 196,208	\$ 84,267	\$ 127,520	\$ 120,000	\$ 120,000
Benefits	\$ 80,476	\$ 66,163	\$ 51,963	\$ 57,853	\$ 89,676	\$ 111,187
<b>Total</b>	\$ 918,539	\$ 871,813	\$ 759,932	\$ 716,542	\$ 965,881	\$ 987,476
<b>% Incr</b>		-5.09%	-12.83%	-5.71%	34.80%	2.24%
<b>Personnel</b>						
Full-Time	8	6	6	7	7	8
Part-Time	0	2	2	1	1	1
<b>Total</b>	8	8	8	8	8	9

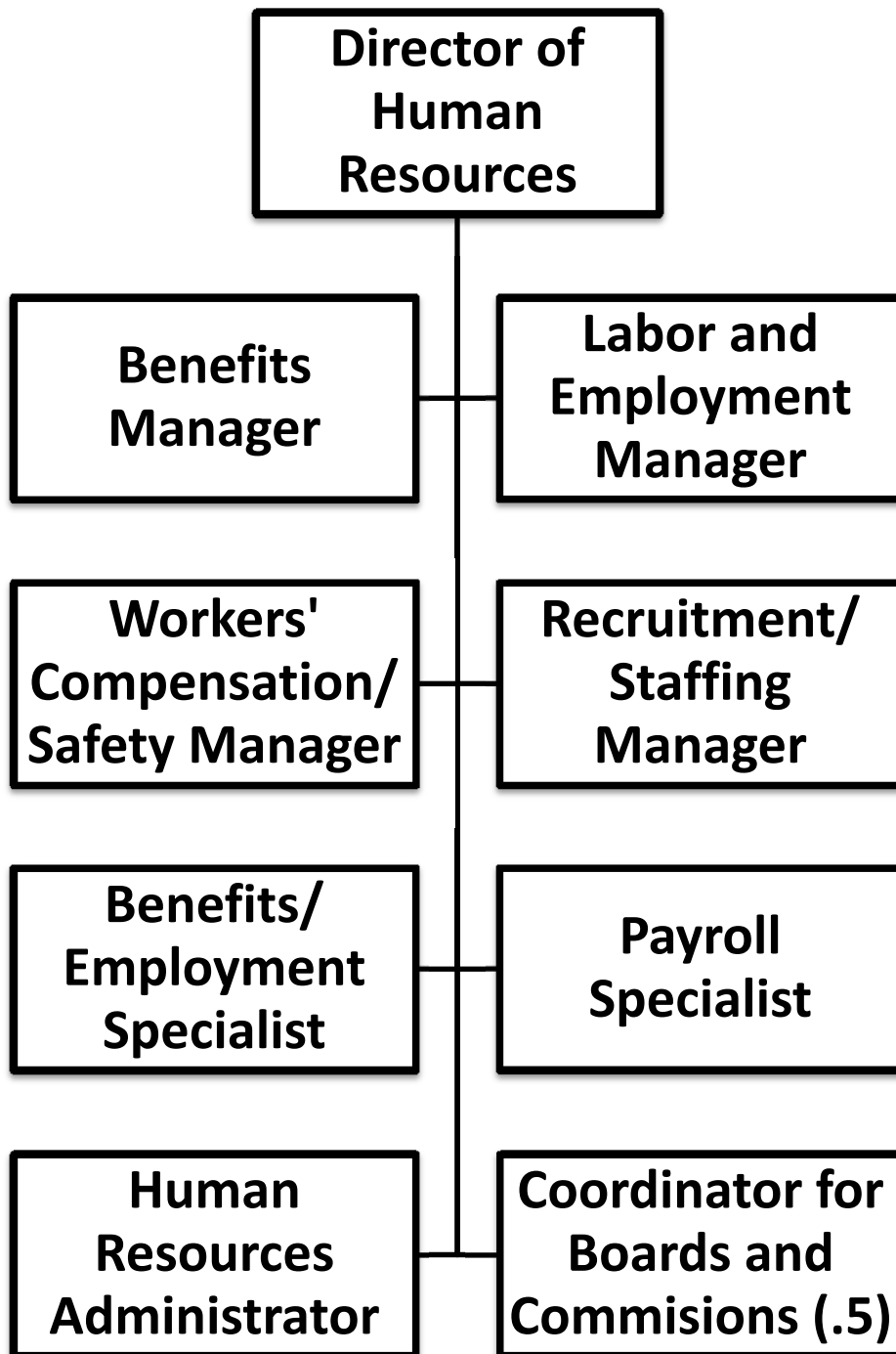
## **FY2015 Accomplishments - Human Resources**

<b><u>Outcome #1: Recruitment and Retention of a Qualified Workforce</u></b>	<b><u>Target</u></b>	<b><u>Result</u></b>
<b><u>Strategy #1: Effective Recruitment and Staffing</u></b>		
Average # of days to fill - with qualified internal candidates	45 days	40 days
Average # of days to fill - with qualified external candidates	90 days	122 days
Reach out to venues for recruitment	Sep 2014	Contracted with the Diversity Network and networked with local colleges. Added new Recruiting Manager position.
<b><u>Strategy #2: Professional Development/Succession Planning</u></b>		
Hire qualified candidates by using the new Skills Testing	Jul 2014	Completed in City Clerk, Treasury, Assessing
How many departments/positions used	30%	30% of Departments who hired used the Skills Test
Cross train departments	Jan 2015	Postponed
<b><u>Strategy #3: Performance Evaluations</u></b>		
Institute performance evaluations for department heads	Oct 2014	Postponed
Train department heads on evaluations for their staff	Feb 2015	Postponed
Number of evaluations done	heads/50%	0
<b><u>Strategy #4: Timely appointment of all citizen members to Boards and Commissions</u></b>		
Send advanced notification to all members regarding term expiration	2 months	85%
Advertise all openings via web, local papers, newsletters	Ongoing	85%
Work with department heads/staff to recruit quality members	Weekly	85%
<b><u>Outcome #2: Employee Relations</u></b>		
<b><u>Strategy #1: Successful negotiation of all bargaining agreements</u></b>		
Set up bargaining sessions with all 10 unions	Oct 2014	Settled 5 contracts to date
Continue labor management meetings		100%
<b><u>Strategy #2: Reduce number of grievances filed</u></b>		
Reduce by how much	10%	Reduced by over 50%
Educate and train union members on rules and policies	Jan 2015	Ongoing
Create handbook	Jan 2015	In progress
<b><u>Strategy #3: Continued meeting with unions</u></b>		
Discuss contract language and clarify any discrepancies	Nov 2014	Completed
How many annual meetings per union	6	At least 6
<b><u>Outcome #3: Health Benefits</u></b>		
<b><u>Strategy #1: Provide quality healthcare in cost effective manner</u></b>		
Educating employees on where and how to get treatment	Dec 2014	Will complete in FY16
Reduce ER visits for non emergencies	50%	Reduced by 20%
<b><u>Strategy #2: Increase wellness</u></b>		
Introduce programs that maintain healthy lifestyle	Mar 2015	Will complete in FY16
Bring screenings to the workplace	Mar 2015	Will complete in FY16
<b><u>Strategy #3: Continue audits of all benefits programs</u></b>		
Audit health and dental	Quarterly	Completed
Audit Life insurance	Annually	Completed
Audit disability insurance	Monthly	Completed
<b><u>Strategy #4: Providing health screenings in the workplace</u></b>		
Expand screenings from once per year to three times per year for City employees	Sep 2013	Will complete in FY16
Number of health screenings for City employees in a year	3	Will complete in FY16
Number of employees taking personal health assessment	200	Will complete in FY16
<b><u>Outcome #4: Workers Compensation</u></b>		
<b><u>Strategy #1: Continue to reduce weekly comp payroll</u></b>		
Settle long term cases	Dec 2014	7 Settled in FY15
Light duty programs	Sep 2014	Negotiated light duty into all settled Union contracts
How many people can we get back light duty	50%	40%
<b><u>Strategy #2: Implement a more efficient Riskmaster system</u></b>		
System up and running department wide	Nov 2014	In progress
Utilized capabilities	100%	In progress
Comprehensive risk management for tracking	100%	100% logged
<b><u>Strategy #3: Safety training</u></b>		
Identify areas where safety education is needed	Oct 2014	New Comp Manager to review
Institute safety programs (how many)	4	To be determined
<b><u>Outcome #5: Training</u></b>		
<b><u>Strategy #1: Hire outside vendors to train staff</u></b>		
Research vendors and request quotes	Sep 2014	Postponed-pending assignment of tasks
How many trainings per year	6%	10%
Identify departments who need training	Dec 2014	Compliant
<b><u>Strategy #2: Implement web based training at the desktop</u></b>		
Work with IT to develop training portal on intranet	Nov 2014	Attempted, ongoing
Communicate with departments regarding training	One month	100%
Time limit to complete	2 weeks	2 weeks
<b><u>Strategy #3: Human Resources training on internal policies and procedures</u></b>		
Institute training with new hire orientations	Sep 2014	Recruiting Manager will design new program
How often policies should be reviewed	Annually	Compliant
<b><u>Outcome #6: Effective and Efficient Internal Policies and Procedures</u></b>		
<b><u>Strategy #1: Review and revise policies</u></b>		
Number of grievances filed	50	25
Revised and standardized policies (need to identify and list)	8	Ongoing

**FY2016 Desired Outcomes - Human Resources**

<b>Outcome #1: Recruitment and Retention of Qualified and Diverse Workforce</b>	<b>Target</b>
<b>Strategy #1: Effective Recruitment and Staffing</b>	
Average # of days to fill - with qualified internal candidates	40
Average # of days to fill - with qualified external candidates	85
Hire diverse employees	September 2015
How many new diverse hires	10% of new hires
<b>Strategy #2: Train current employees and Department Heads</b>	
Educate departments/department heads on available trainings	September 2015
Set up safety and harassment training for DPW	October 2015
How many departments are trained	50%
<b>Strategy #3: Performance Evaluations</b>	
Institute performance evaluations for department heads	June 2016
Train department heads on evaluations for their staff	Nov 2015
Number of Department Head and managerial evaluations completed	100%
<b>Outcome #2: Employee Relations</b>	
<b>Strategy #1: Successful negotiation of all bargaining agreements</b>	
Settle contracts with all 5 remaining unions	100 %
Continue labor management meetings	100%
<b>Strategy #2: Reduce number of grievances filed</b>	
Reduce existing average of 30 annual grievances	20
Educate and train union members on rules and policies	100%
Create handbook	Complete
<b>Strategy #3: Keep Open Communication with Unions</b>	
Regular updates from union to management	Monthly
Reduce time in between requested meeting and actual meeting	Reduce by 50%
<b>Outcome #3: Health Benefits</b>	
<b>Strategy #1: Provide quality healthcare in cost effective manner</b>	
Increase visits to urgent care/minute clinics over ER's	50%
Increase enrollment in diabetes program (current 41%)	50%
Increase compliance in diabetes program (current 52%)	60%
Increase primary care annual physical visits	75% of workforce
<b>Strategy #2: Continue audits of benefit programs and Medicare eligible retirees</b>	
Audit health, dental and life	Quarterly
Increase retirees on Medicare	100%
Update Beneficiaries	October 2015
<b>Strategy #3: Maintain trust fund balance</b>	
Utilization meetings with health insurance plans	Quarterly
Evaluate claims vs rates	Monthly
Reduce claims through increased use of seminars/trainings by healthcare providers	10%
<b>Outcome #4: Workers Compensation</b>	
<b>Strategy #1: Continue to reduce weekly comp payroll</b>	
Settle long term cases	20%
Institute light duty program for all departments	October 2015
How many people can we get back light duty	50%
<b>Strategy #2: Implement Drug/Alcohol Testing Program/Protocols</b>	
Identify Company to perform testing	August 2015
Set up program	September 2015
Test employees	50%
<b>Strategy #3: Safety Committee Meetings</b>	
Set up meetings with Safety Committee	July 2015
How many meetings per year	12
<b>Outcome #5: Wellness Program</b>	
<b>Strategy #1: Increase wellness</b>	
Introduce programs that maintain healthy lifestyle	September 2015
Bring screenings to the workplace	January 2016
Hold blood pressure screenings	Weekly
Hold blood sugar and skin cancer screenings	5 annual
Collaborate with health department	Monthly
<b>Strategy #2: Introduce on the job programs</b>	
Start Walking Club	September 2015
Weight Watchers at Work Meetings	February 2016
Zumba	January 2016
<b>Strategy #3: Work with Health Insurance Companies</b>	
Personal Health Assessment Online	25% of employees
Participation in managed health programs provided by insurers	50% of eligible employees
Increase number of fitness reimbursements	25%

# HUMAN RESOURCES



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

CITY OF NEWTON BUDGET  
 DEPARTMENT LEGAL LEVEL OF CONTROL

	ACTUAL 2013	ACTUAL 2014	AMENDED 2015	YTD 4/15/2015	RECOMMENDED 2016	CHANGE 2015 to 2016
<b>HUMAN RESOURCES SUMMARY</b>						
51 - PERSONAL SERVICES	453,229	356,000	590,233	413,981	595,317	5,084
52 - EXPENSES	170,473	175,169	165,972	95,262	160,972	-5,000
58 - DEBT AND CAPITAL	1,358	0	0	0	0	0
57 - FRINGE BENEFITS	136,230	185,373	209,676	155,199	231,187	21,511
<b>TOTAL DEPARTMENT</b>	<b>761,289</b>	<b>716,543</b>	<b>965,881</b>	<b>664,442</b>	<b>987,476</b>	<b>21,595</b>
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FUND: 01 - GENERAL FUND  
DEPARTMENT: 109 - HUMAN RESOURCES

CITY OF NEWTON BUDGET  
DEPARTMENTAL DETAIL

	ACTUAL FY2013	ACTUAL FY2014	AMENDED 2015	YTD 4/15/2015	RECOMMENDED 2016	CHANGE 2015 to 2016
<b>109 - HUMAN RESOURCES</b>						
<b>0110901 - HUMAN RESOURCES</b>						
<b>PERSONAL SERVICES</b>						
511001 FULL TIME SALARIES	423,060	356,000	582,286	406,034	576,542	-5,743
511101 PART TIME < 20 HRS/WK	16,024	0	7,100	7,100	18,000	10,900
514001 LONGEVITY	1,650	0	0	0	775	775
515006 VACATION BUY BACK	12,494	0	848	848	0	-848
<b>TOTAL PERSONAL SERVICES</b>	<b>453,229</b>	<b>356,000</b>	<b>590,233</b>	<b>413,981</b>	<b>595,317</b>	<b>5,084</b>
<b>EXPENSES</b>						
52401 OFFICE EQUIPMENT R-M	100	250	500	0	500	0
52408 DEPARTMENTAL EQUIP R-	350	197	1,400	175	1,400	0
52410 SOFTWARE MAINTENANC	0	1,563	0	0	0	0
5274 RENTAL - EQUIPMENT	3,317	3,393	3,392	3,392	3,392	0
5301 CONSULTANTS	0	24,999	5,000	5,000	0	-5,000
530226 FOOD SERVICES	11,850	10,800	15,000	9,360	15,000	0
530227 FLEX SPENDING PLAN AD	23,156	10,602	25,000	20,872	25,000	0
530228 ARBITRATION SERVICES	28,394	26,862	0	0	0	0
530229 INVESTIGATION SERVICE	37,200	38,990	14,050	5,009	10,000	-4,050
530230 FIT FOR DUTY SERVICES	15,225	10,269	15,000	5,750	10,000	-5,000
5319 TRAINING EXPENSES	11,731	5,098	30,850	725	40,000	9,150
5321 TUITION ASSISTANCE	9,136	12,623	10,650	6,373	11,000	350
53401 TELEPHONE	833	407	960	561	960	0
5341 POSTAGE	1,923	1,177	1,250	727	2,500	1,250
5342 PRINTING	453	561	1,200	424	1,200	0
5343 ADVERTISING/PUBLICATIO	6,588	8,219	15,505	14,380	20,000	4,495
5371 MEDICAL SERVICES	155	175	500	84	500	0
5420 OFFICE SUPPLIES	1,704	8,230	8,050	6,068	2,400	-5,650
5461 RECREATION SUPPLIES	533	0	500	0	500	0
5499 MEDICAL VACCINES	13,624	9,544	15,000	15,000	15,000	0
5593 AWARDS & TROPHIES	50	0	0	0	0	0
5710 VEHICLE USE REIMBURSE	77	35	0	0	0	0
5712 REFRESHMENTS/MEALS	3,455	900	1,000	198	1,000	0
5730 DUES & SUBSCRIPTIONS	620	275	1,165	1,165	620	-545
<b>TOTAL EXPENSES</b>	<b>170,473</b>	<b>175,169</b>	<b>165,972</b>	<b>95,262</b>	<b>160,972</b>	<b>-5,000</b>
<b>FRINGE BENEFITS</b>						
5702 UNEMPLOYMENT BENEFIT	84,267	127,520	120,000	79,422	120,000	0
57DENTAL DENTAL INSURANCE	1,172	1,442	1,818	2,006	2,291	473
57HLTH HEALTH INSURANCE	43,052	47,558	69,687	60,720	88,470	18,783
57LIFE BASIC LIFE INSURANCE	113	109	114	123	57	-57
57MEDA MEDICARE PAYROLL TAX	6,211	4,994	7,554	5,604	8,645	1,091
57OPEB OPEB CONTRIBUTION	1,414	3,752	10,503	7,324	11,723	1,220
<b>TOTAL FRINGE BENEFITS</b>	<b>136,230</b>	<b>185,373</b>	<b>209,676</b>	<b>155,199</b>	<b>231,187</b>	<b>21,511</b>
<b>DEBT AND CAPITAL</b>						
58514 OFFICE EQUIPMENT	1,358	0	0	0	0	0
<b>TOTAL DEBT AND CAPITAL</b>	<b>1,358</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<b>CITY OF NEWTON BUDGET DEPARTMENTAL DETAIL</b>
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	ACTUAL FY2013	ACTUAL FY2014	AMENDED 2015	YTD 4/15/2015	RECOMMENDED 2016	CHANGE 2015 to 2016
TOTAL HUMAN RESOURCES	761,289	716,543	965,881	664,442	987,476	21,595
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FUND: 01 - GENERAL FUND  
DEPARTMENT: 109 - HUMAN RESOURCES

**CITY OF NEWTON BUDGET  
PERSONAL SERVICES SUMMARY**

ACCOUNT	POSITION TITLE	2015			2016		
		RANGE	FTE	SALARY	RANGE	FTE	SALARY
511001	BENEFIT/EMP FACILITATOR		1.0	58,777	H06	1.00	62,579
	BENEFITS MANAGER		1.0	71,768	H08	1.00	74,199
	HR COORDINATOR		1.0	41,842	H03	1.00	43,620
	HR DIRECTOR		1.0	110,614	XXX	1.00	120,000
	HUMAN RESOURCES/LABOR R		1.0	77,345	H10	1.00	79,970
	PAYROLL ADMINISTRATOR		1.0	52,216	H05	1.00	54,196
	RECRUITMENT MGR	H08	1.0	70,718	H08	1.00	70,989
	WORKERS COMP MGR	H8-	1.0	70,718	H08	1.00	70,989
	<b>Account Totals:</b>		<b>8.0</b>	<b>553,997</b>		<b>8.00</b>	<b>576,542</b>
511101	PART TIME < 20 HRS/WK		0.0	0	XXX	0.50	18,000
	<b>Account Totals:</b>		<b>0.0</b>	<b>0</b>		<b>0.50</b>	<b>18,000</b>
	<b>Report Totals:</b>		<b>8.0</b>	<b>553,997</b>		<b>8.50</b>	<b>594,542</b>