

**Office of Human Resources
FISCAL YEAR 2017 BUDGET TESTIMONY
April 20, 2016**

INTRODUCTION

Good afternoon, President Clarke and Members of City Council. My name is Marsha Greene-Jones and I am the City’s Acting Director of Human Resources. With me today are Deputy Human Resources Directors: Brian Albert, Maria Agelakis, Celia O’Leary and Sheila Pate, Dr. George Hayes – our Director of Medical Services and other members of my Senior Team. I am pleased to provide testimony on the Office of Human Resources’ Fiscal Year 2017 operating budget.

DEPARTMENT MISSION/PLANS

Mission: The mission of the Office of Human Resources (also known as “OHR”) is to attract, select and retain a qualified, diverse, and effective workforce to support the goals of the City. OHR accomplishes its Core Mission by administering the civil service system, classifying and determining compensation rates for all civil service positions, developing and administering examinations, establishing eligible lists used for hire and promotion, ensuring compliance with the Home Rule Charter and Civil Service Regulations, and managing and administering a competitive yet cost-effective benefits program for non-represented employees.

Plans for Fiscal Year 2017 and Beyond:

OHR currently collects data on the measures provided below. In FY17, OHR will work closely with the Performance Management team to review and update strategic goals, set meaningful and aligned measures, and develop or strengthen data collection mechanisms for the updated measures.

Objectives (New or Continuing)	Program/Unit responsible	FY 17	FY 21
<p>OHR’s Key Objective #1: Produce Civil Service Eligible Lists on or before the targeted date provided to the client department. In FY15, OHR met this target at 98.4% of time. <i>Meeting this target is often dependent on the availability of subject matter experts.</i></p> <ul style="list-style-type: none"> • Continuing objective 	Hiring Services	95%	95%
<p>OHR’s Key Objective #2: Maintain the average number of days for producing Civil Service eligible lists at 65 days from the closing of the application period. The average number of days required to produce eligible lists varies based on annual departmental staffing needs. It has been as low as 48 and as high as 180 days. In comparing itself to other OHR civil service jurisdictions, 65 days is lower than other similar jurisdictions.</p> <ul style="list-style-type: none"> • New objective 	Hiring Services	65 days	65 days
<p>OHR’s Key Objective #3: Administer Civil Service examinations on the published and projected target date. In FY15, OHR met the targeted date 97.5% of the time.</p>	Hiring Services	95%	95%

<p><i>Meeting this target is often dependent on the availability of subject matter experts.</i></p> <ul style="list-style-type: none"> Continuing objective 			
<p>OHR's Key Objective #4: Maintain the costs of City Administered Benefits within budget. For FY 15, the budget for City Administered Benefits was \$76.4 million and the City's net cost was \$73.7 million. Despite medical trend being consistently higher than general inflation, the Office of Human Resources has managed to keep benefit spend flat for the last five years.</p> <ul style="list-style-type: none"> Continuing objective 	Benefits	Maintain the net costs of City Administered Benefits within budget.	Maintain the net costs of City Administered Benefits within budget.
<p>OHR's Key Objective #5: Increase percent of OHR employees with current evaluations from 62% in FY 15 to 80% in FY17 and 90% in FY21.</p> <ul style="list-style-type: none"> New objective 	Strategic Services	80%	90%
<p>OHR's Key Objective #6: Assess the quality of eligibles by evaluating the percent of new hires who have satisfactory or higher performance evaluations and have not been involuntarily separated after 1 year of hire. In FY 15, 1,856 permanent civil service employees were hired, of whom 90 were rejected during probation and 11 have an unsatisfactory rating, yielding a quality factor of 94.5%</p> <ul style="list-style-type: none"> New objective 	Hiring Services	95%	95%
<p>OHR's Key Objective #7: Increase the percentage of employees enrolled in wellness initiatives to 50% from the current rate of 38.9%</p> <ul style="list-style-type: none"> New objective 	Benefits	50%	50%
<p>OHR's Key Objective #8: Maintain the average turnaround days for HR transactions audit and approval @ 2 business days. In FY 15, the average turnaround for OHR, processing all City transactions, was 2.04 days.</p> <ul style="list-style-type: none"> New objective 	Shared Services	2	2

Key Performance Facts	Program/Unit Responsible
<p>OHR's Key Performance Fact: The number of Civil Service eligible lists produced annually is dependent upon departmental needs and requests. The number of lists typically vary from 250 to 450. In FY15, OHR produced 434 Eligible Lists.</p>	Hiring Services

OHR's Key Performance Fact: OHR collects data on the diversity of the City's workforce. This data can be utilized by other departments and the Mayor's Office to set measurable diversity goals. The current workforce demographics are:

Strategic Services

Race/Ethnicity	Civil Service	Exempt	Total
White	39.96%	52.99%	42.40%
Black	50.59%	37.17%	48.08%
Asian	2.80%	3.35%	2.90%
Hispanic or Latino	5.80%	5.25%	5.70%
American Indian or Alaskan Native	0.20%	0.14%	0.19%
Native Hawaiian or Other Pacific	0.02%	0.02%	0.02%
Two or More Races (Not Hispanic or Latino)	0.64%	1.07%	0.72%

Office of Human Resources
BUDGET SUMMARY AND OTHER BUDGET DRIVERS

Staff Demographics Summary (as of January 2016)

	Total	Minority	White	Female
Full-Time Staff	83	61	22	54
Executive Staff	16	9	7	11
Average Salary - Full-Time Staff	\$60,889	\$57,314	\$70,838	\$59,758
Average Salary - Executive Staff	\$108,151	\$107,918	\$108,450	\$101,330
Median Salary - Full-Time Staff	\$47,884	\$42,572	\$66,312	\$44,066
Median Salary - Executive Staff	\$122,648	\$90,203	\$122,648	\$90,203

Employment Levels (as of January 2016)

	Budgeted	Approved	Filled
Full-Time Positions	91	91	83
Part-Time Positions	0	0	0
Executive Positions	16	16	16
<i>Overall Average Salary</i>	\$59,126	\$59,126	\$60,889
<i>Overall Median Salary</i>	\$51,186	\$51,186	\$47,884

Office of Human Resources
BUDGET SUMMARY AND OTHER BUDGET DRIVERS

Financial Summary by Class - General Fund

	Fiscal 2015 Actual Obligations	Fiscal 2016 Original Appropriations	Fiscal 2016 Estimated Obligations	Fiscal 2017 Proposed Appropriations	Difference FY17-FY16
Class 100 - Employee Compensation	\$5,083,865	\$5,399,621	\$5,399,621	\$5,403,578	\$3,957
Class 200 - Purchase of Services	\$787,696	\$964,070	\$964,070	\$802,070	(\$162,000)
Class 300 - Materials and Supplies	\$67,329	\$69,932	\$69,932	\$69,932	\$0
Class 400 - Equipment	\$0	\$0	\$0	\$0	\$0
Class 500 - Contributions	\$0	\$0	\$0	\$0	\$0
Class 700 - Debt Service	\$0	\$0	\$0	\$0	\$0
Class 800 - Payment to Other Funds	\$0	\$0	\$0	\$0	\$0
Class 900 - Advances/Misc. Payments	\$0	\$0	\$0	\$0	\$0
TOTAL	\$5,938,890	\$6,433,623	\$6,433,623	\$6,275,580	(\$158,043)

Contracts Summary (as of December 2015)

	FY11	FY12	FY13	FY14	FY15	FY16*
Total amount of contracts	\$316,917	\$355,819	\$401,875	\$419,779	\$357,783	\$327,100
Total amount to M/W/DBE	\$39,200	\$42,500	\$53,750	\$50,000	\$80,000	\$50,000
Participation Rate	12%	12%	13%	12%	22%	15%

* as of December 2015

OEO Participation Rate goals:

FY16 – 10%

FY17 – 20%

Office of Human Resources
PROPOSED BUDGET OVERVIEW

PROPOSED FUNDING REQUEST

The proposed Fiscal Year 2017 general fund budget totals \$6,275,580, a decrease of \$158,043 over Fiscal Year 2016 estimated obligation levels. This decrease is due to the decrease in Class 200 for Public Safety Promotional exams which are given every other year. The slight decrease in Class 100 is due to the addition of funding for the negotiated wage increase for DC47 and Non-Represented employees combined with a decrease in funding for lump sum payouts.

The proposed budget includes:

- \$5,403,578 in Class 100, a \$3,957 decrease over FY16. This decrease is due to the addition of funding for the negotiated wage increase for DC47 and Non-Represented employees combined with a decrease in funding for lump sum payouts.
- \$802,070 in Class 200, a \$162,000 decrease over FY16. This decrease is due to the decrease in Class 200 for Public Safety Promotional exams which are given every other year.
- \$69,932 in Class 300/400, matching FY16.

STAFFING LEVELS

- 83 of 91 budgeted positions were filled in January of 2016. Budgeted positions for FY17 will decrease to 90.
- New hires in FY 16 include 1 American Indian or Alaskan Native Female, 3 Black Females and 1 White Male.
- See appendix for Bilingual Employees Chart

Office of Human Resources
PERFORMANCE, CHALLENGES AND INITIATIVES

DEPARTMENT PERFORMANCE (OPERATIONS)

Please see page 1.

Office of Human Resources – CONTRACTING EXPERIENCE

**M/W/DSBE Participation on Large Contracts
FY16 Contracts**

Vendor	Service Provided	Amount of Contract	RFP Issue Date	Contract Start Date	Ranges in RFP	% of M/W/DSBE Participation Achieved	\$ Value of M/W/DSBE Participation	Total % and \$ Value Participation - All DSBES	Local Business	Living Wage Compliant?
Aon Consulting	Benefits Consultant	\$250,000	6/20/13	8/1/13	MBE: 15% - 20%	20%	\$50,000		Y	Y
					WBE: 2% - 5%	0%	\$0	20%		
					DSBE: N/A	0%	\$0	\$50,000		
Zakia Moore	Legal Services	\$32,000	N/A	7/1/15	MBE: N/A	0%	\$0		Y	Y
					WBE: N/A	0%	\$0	0%		
					DSBE: N/A	0%	\$0	\$0		
IMX Medical	Fitness Evaluations	\$20,000	N/A	7/1/15	MBE: N/A	0%	\$0		Y	Y
					WBE: N/A	0%	\$0	0%		
					DSBE: N/A	0%	\$0	\$0		
NutriSavings	Nutrition Wellness	\$20,000	N/A	9/23/15	MBE: N/A	0%	\$0		Y	Y
					WBE: N/A	0%	\$0	0%		
					DSBE: N/A	0%	\$0	\$0		

Office of Human Resources – EMPLOYEE DATA

<i>Full-Time Staff</i>			<i>Executive Staff</i>		
	Male	Female		Male	Female
	African-American	African-American		African-American	African-American
<i>Total</i>	15	35	<i>Total</i>	1	7
<i>% of Total</i>	18.1%	42.2%	<i>% of Total</i>	6.3%	43.8%
<i>Average Salary</i>	55,915	60,269	<i>Average Salary</i>	191,121	100,000
<i>Median Salary</i>	40,192	42,772	<i>Median Salary</i>	191,121	90,203
	White	White		White	White
<i>Total</i>	10	12	<i>Total</i>	4	3
<i>% of Total</i>	12.0%	14.5%	<i>% of Total</i>	25.0%	18.8%
<i>Average Salary</i>	78,175	64,724	<i>Average Salary</i>	105,963	111,766
<i>Median Salary</i>	76,967	59,965	<i>Median Salary</i>	103,609	122,648
	Hispanic	Hispanic		Hispanic	Hispanic
<i>Total</i>	0	3	<i>Total</i>	0	0
<i>% of Total</i>	0.0%	3.6%	<i>% of Total</i>	0.0%	0.0%
<i>Average Salary</i>	0	50,425	<i>Average Salary</i>	0	0
<i>Median Salary</i>	\$	55,342	<i>Median Salary</i>	0	0
	Asian	Asian		Asian	Asian
<i>Total</i>	3	1	<i>Total</i>	0	0
<i>% of Total</i>	3.6%	1.2%	<i>% of Total</i>	0.0%	0.0%
<i>Average Salary</i>	48,552	30,060	<i>Average Salary</i>	0	0
<i>Median Salary</i>	36,360	30,060	<i>Median Salary</i>	0	0
	Other	Other		Other	Other
<i>Total</i>	1	3	<i>Total</i>	0	1
<i>% of Total</i>	1.2%	3.6%	<i>% of Total</i>	0.0%	6.3%
<i>Average Salary</i>	61,565	53,164	<i>Average Salary</i>	0	79,339
<i>Median Salary</i>	61,565	42,572	<i>Median Salary</i>	0	79,339
	Bi-lingual	Bi-lingual		Bi-lingual	Bi-lingual
<i>Total</i>	3	7	<i>Total</i>	0	1
<i>% of Total</i>	3.6%	8.4%	<i>% of Total</i>	0.0%	6.3%
<i>Average Salary</i>	68,175	64,909	<i>Average Salary</i>	0	122,648
<i>Median Salary</i>	69,190	55,342	<i>Median Salary</i>	0	122,648
	Male	Female		Male	Female
<i>Total</i>	29	54	<i>Total</i>	5	11
<i>% of Total</i>	34.9%	65.1%	<i>% of Total</i>	31.3%	68.8%
<i>Average Salary</i>	63,023	59,758	<i>Average Salary</i>	123,155	101,330
<i>Median Salary</i>	49,737	44,065	<i>Median Salary</i>	84,569	90,003

Office of Human Resources – EMPLOYEE DATA

Number of Bilingual Employees (as of January 2016)

	Spanish	Greek	French	Arabic	Malayalam	Portuguese	Sub-Saharan African	Haitian-Creole
Hiring Services	1	1	1	1	0	1	1	0
Benefits	1	0	0	0	0	0	0	0
Shared Services	1	0	0	0	1	0	0	0
Strategic Services	0	0	0	0	0	0	0	0
Medical Eval	0	0	2	0	0	0	0	1
Total - All Divisions	3	1	3	1	1	1	1	1
Total - # of Bilingual Employees	9							
Total - # of Languages Spoken	8							