

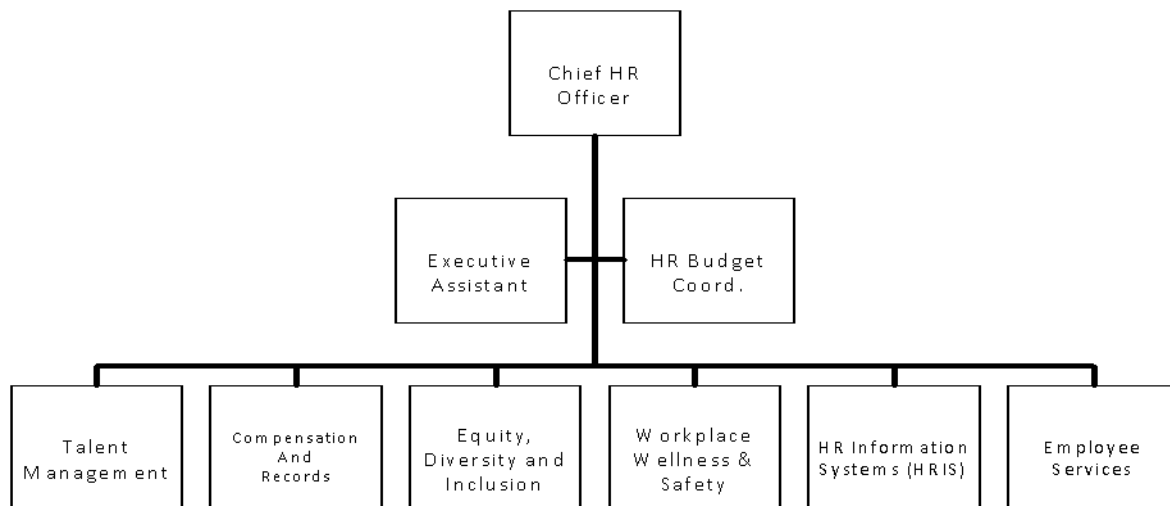
## ■ Operating Budget

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Personnel Services	4,798,814	4,675,080	6,029,277	6,731,455
Materials and Supplies	931,874	2,404,576	1,606,893	965,546
Capital Outlay	0	0	0	10,000
<b>Total Expenditures</b>	<b>5,730,689</b>	<b>7,079,656</b>	<b>7,636,171</b>	<b>7,707,002</b>
Program Revenues	(97,549)	0	0	0
<b>Net Expenditures</b>	<b>5,633,139</b>	<b>7,079,656</b>	<b>7,636,171</b>	<b>7,707,002</b>
Authorized Complement				46

## Mission

The mission of the Human Resources Division is to attract, develop, equip and retain talent.

## Structure



## Services

The Human Resources Division consists of 6 strategic service areas: Talent Management, Employee Services, Wellness & Workplace Safety, Equity, Diversity & Inclusion, Compensation & Records Management, and HR Technology.

## Performance Highlights

### Talent Management

- Hiring: helped the City of Memphis hire 469 full-time and 784 part-time positions
- Public Safety Promotions: successfully completed 6 promotional testing processes for police and fire.

### Wellness & Workplace Safety

- Wellness: launched a new Wellness effort for the City of Memphis. Hosted five (5) events in FY16 and created a Wellness Wednesdays educational newsletter.
- Engagement Survey: Successfully launched city-wide employee engagement survey with 51% participation
- Workplace Safety: the annual Safety conference had five (5) guest speakers and over 70 attendees from various city divisions

### Compensation and Records Management

- Compensation Survey: Successfully completed compensation benchmarking survey to 70% of city jobs

### Employee Services

- Active Healthcare: Reduced Healthcare expenditures by approximately \$6 million from FY 2015 expenditures
- Retirement: Successfully transitioned City of Memphis 457 retirement plan from Nationwide to Mass Mutual
- HR Business Partner - Launched the HR Business Partner concept for the city and began having regular meetings with the HR liaison community.

### Equity, Diversity & Inclusion

- Labor: Successfully completed 16 negotiation agreements with only one agreement going to impasse
- EEO: Received “No Cause” EEOC rulings on all matters decided (approximately 7 cases). Trained AFSCME union leadership on FMLA / ADA. Conducted sexual harassment training courses for MPD Sergeants

## Issues & Trends

For FY17, the HR Division faces numerous challenges:

- Recruiting and retention of public safety
- Financial pressure from health care costs and pension obligations

- Low employee morale/engagement

To combat these challenges, the HR division restructured to bring an enhanced focus on building an engaged workforce for the city of Memphis. The division's FY17 strategy focuses on attracting and retaining talent, initiating culture change, containing active and retiree healthcare costs, and building a high-performing HR team. Below are more details on the HR Division's strategic plans for FY17:

### **Focus on Compensation, Talent Management and Inclusion**

- Conduct annual compensation and employee engagement benchmarking surveys
- Create a Talent Management organization that will focus on attracting, developing, and equipping the city's talent.
  - Revamp tuition reimbursement program to optimize utilization
  - Introduce new employee development programs (e.g. learning tracks)
  - Enhance the promotional testing and recruiting processes (e.g. LinkedIn)
- Establish an Equity, Diversity, & Inclusion organization to focus on community and diversity programs.

### **Build a Performance and Customer-Oriented Culture**

- Institute a true performance management process (e.g. goal setting, performance reviews).
- Incentivize amazing performance through a pay-for-performance model and other rewards programs.
- Introduce new employee development programs and customer-oriented training (e.g. learning tracks).
- Create an HRIS organization that will help streamline automated processes, reduce costs, and obsolete processes.

### **Containing Healthcare Costs**

- Launch new wellness initiatives to improve the overall health of city employees and retirees
- Improve city health engagement score by getting employees involved in a healthy-active lifestyle
- Reduce healthcare fund expenditures through wellness engagement and strategic plan design changes
- Find a viable retiree healthcare solution

### **Building a High-performing HR Team**

- Launch the HR business partner concept to the city of Memphis to provide more consistent HR support at the division-level.
- Ensure skill and career development opportunities for HR division employee (e.g. HR rotational program and peer-learning circles)
- Implement quarterly employee recognition program for outstanding results

## Key Performance Indicators

ADMINISTRATION	FY15 ACTUAL	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Engagement in value, pride, and safety (Scale of 1 - 5)	New measure	New measure	60.3%	70%	Government
Turnover: Resignation rate of Full Time employees (%)	New measure	New measure	275	250	Government
Police: Resignation rate of commissioned personnel (%)	New measure	New measure	115	104	Government
Fire: Resignation rate of commissioned personnel (%)	New measure	New measure	45	40	Government

HEALTHCARE	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
% of participants utilizing CoM's online open enrollment tool	954	1192	672	840	Government
Active employee satisfaction with COM healthcare team services (Scale of 1 - 5)	New measure	New measure	New Metric	Tracking Metric	Government
Health care fund expenditures	New measure	New measure	\$48,379,644	\$61,541,698	Government

TALENT MANAGEMENT	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Internal rate of promotion (%)	New measure	New measure	303	333	Government
Average time to fill active open positions (days)	New measure	New measure	94.35	90.9	Government
% of employees participating in learning tracks	New measure	New measure	287/4.41%	344/5.29%	Government

COMPENSATION/RECORDS	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Average CoM salary deviation below market (%)	New measure	New measure	11.0%	8.5%	Government

EQUITY, DIVERSITY, AND INCLUSION	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Diversity and inclusion events employees participation rate	New measure	New measure	New Metric	Tracking Metric	Government
# of Non-discipline 2nd step grievances	New measure	New measure	New Metric	Tracking Metric	Government

# HUMAN RESOURCES

# DIVISION SUMMARY

WORKPLACE WELLNESS AND SAFETY	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Health engagement score	New measure	New measure	23.0%	26.5%	Government
Wellness events employee participation rate	New measure	New measure	1.4%	10.0%	Government
# of Internal TOSHA complaints violations	New measure	New measure	3	0	Government

RETIREMENT	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
Time from eligible retirement notification to first pension check (days)	New measure	New measure	90	75	Government
Avg employee contribution to 457b plan (\$)	New measure	New measure	\$83,838	\$92,220	Government
OPEB fund expenditures (\$)	New measure	New measure	\$30,497,213	\$27,447,519	Government

HR INFORMATION SYSTEMS	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
# of employees who complete basic computer literacy assessment	New measure	New measure	New Metric	1628	Government

HR BUSINESS PARTNERS	FY ACTUAL 2015	FY16 GOAL	FY16 ACTUAL*	FY17 GOAL	CATEGORY
HR Liaisons proficiency in COM and SHRM HR Policy and Concepts	New measure	New measure	New Metric	Tracking Metric	Government

\* Some figures are approximate. In these cases, the reporting for FY15 was not complete before production of the budget book.

Human Resources Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
<b><u>Personnel Services</u></b>				
Full-Time Salaries	2,321,053	2,881,887	2,385,472	2,872,569
Holiday Salary Full Time	132,982	0	133,191	0
Vacation Leave	144,438	0	104,874	0
Bonus Leave	28,117	0	40,873	0
Sick Leave	36,257	0	27,343	0
Overtime	21,307	1,500	383	6,736
Out of Rank Pay	3,410	0	3,121	4,400
Retirement Benefits	16,994	16,500	8,149	15,500
Pension	159,969	163,665	159,865	165,685
Social Security	18,522	0	39,369	0
Pension ARC Funding	177,112	206,001	206,001	240,392
Group Life Insurance	7,030	8,036	12,949	9,669
Unemployment	6,000	4,620	4,620	3,440
Medicare	40,468	43,922	38,634	44,199
Long Term Disability	7,322	8,183	7,993	8,412
EE New Premiums	1,122,399	0	1,964,915	2,080,240
Health Insurance - Basic	4,317	4,416	4,424	0
Health Insurance - Premier	278,441	280,093	283,201	330,356
Other Post Employment Benefits	0	35,684	35,684	12,101
Salaries - Part Time/Temporary	284,053	725,959	634,987	655,381
On the Job Injury	4,755	3,000	557	4,000
Book Reimbursement - Old	0	0	0	0
Tuition Reimbursement - New	229,828	490,000	150,000	490,000
Book Reimbursement - New	4,604	10,000	5,000	5,000
Payroll Reserve	10,012	0	(38,337)	0
Bonus Pay	2,716	0	27,950	0
Expense Recovery - Personnel	(263,290)	(188,426)	(191,980)	(204,523)
Benefits Adjustments	0	(19,961)	(19,961)	(12,101)
<b>Total Personnel Services</b>	<b>4,798,814</b>	<b>4,675,080</b>	<b>6,029,277</b>	<b>6,731,455</b>
<b><u>Materials and Supplies</u></b>				
City Shop Charges	3,172	107	1,872	3,744
City Shop Fuel	754	848	1,000	688
Outside Computer Services	4,834	4,833	4,834	4,834
City Computer Svc Equipment	9,301	18,000	9,959	25,000
Data/Word Process Software	8,248	8,248	8,248	0
City Telephone/Communications	20,830	19,620	17,800	27,300
Supplies - Outside	28,244	31,750	30,250	45,250
Clothing	0	0	0	1,000
Safety Equipment	0	0	0	2,500

Human Resources Division Detail

Category	FY 2015 Actual	FY 2016 Adopted	FY 2016 Forecast	FY 2017 Adopted
Outside Postage	954	1,000	54	500
Materials and Supplies	3,445	4,000	3,000	4,500
Miscellaneous Expense	5,485	9,300	6,500	9,300
Medical/Dental/Veterinary	57,023	255,520	255,710	130,420
Advertising/Publication	0	3,600	1,800	3,600
Seminars/Training/Education	12,650	24,000	31,686	30,900
Misc Professional Services	1,274,247	2,521,343	1,728,328	1,131,593
Rewards and Recognition	44,266	31,000	42,325	57,500
Travel Expense	14,105	15,500	6,901	22,500
Unreported Travel	(786)	0	470	0
Mileage	1,548	4,000	1,600	3,500
Insurance	1,729	6,865	6,865	9,586
Claims	0	3,000	0	3,000
Lawsuits	85	7,276	0	7,276
Dues/Memberships/Periodicals	4,886	7,500	6,500	6,290
Rent	91,591	93,414	93,414	93,414
Misc Services and Charges	7,307	7,500	6,500	7,000
VIP Gifts	44	0	0	0
Hotel	0	0	0	0
Catering	11,993	12,000	13,000	20,000
Expense Recovery - M & S	(674,080)	(685,648)	(671,723)	(685,648)
<b>Total Materials and Supplies</b>	<b>931,874</b>	<b>2,404,576</b>	<b>1,606,893</b>	<b>965,546</b>
<b>Capital Outlay</b>				
Furniture/Furnishings	0	0	0	10,000
<b>Total Capital Outlay</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>10,000</b>
<b>Total Expenditures</b>	<b>5,730,689</b>	<b>7,079,656</b>	<b>7,636,171</b>	<b>7,707,002</b>
<b>Other Revenues</b>				
Miscellaneous Income	0	0	0	0
Recovery Of Prior Year Expense	(97,549)	0	0	0
<b>Total Other Revenues</b>	<b>(97,549)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL PROGRAM REVENUES</b>	<b>(97,549)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET EXPENDITURES</b>	<b>5,633,139</b>	<b>7,079,656</b>	<b>7,636,171</b>	<b>7,707,002</b>

**Description**

*Spearheads strategic and tactical human capital initiatives for the City with a focus on recruiting, building and retaining an engaged workforce. Develops and administers division budget and HR team to execute on enterprise-wide HR initiatives.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	320,733	350,146	371,783	227,164
Materials and Supplies	98,084	155,937	144,153	150,727
<b>Total Expenditures</b>	<b>418,818</b>	<b>506,083</b>	<b>515,936</b>	<b>377,891</b>
Program Revenues	(71,265)	0	0	0
<b>Net Expenditures</b>	<b>347,552</b>	<b>506,083</b>	<b>515,936</b>	<b>377,891</b>
Authorized Complement				3



**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Materials and Supplies	77	0	0	0
Total Expenditures	77	0	0	0
Net Expenditures	77	0	0	0
Authorized Complement				0

**Description**

*Focuses on acquiring, developing and retaining talent across the city. Key services include Talent Acquisition, Training and Development, and Selection programs.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	1,101,831	1,432,309	1,466,100	2,293,673
Materials and Supplies	342,443	1,514,625	627,886	705,243
<b>Total Expenditures</b>	<b>1,444,273</b>	<b>2,946,934</b>	<b>2,093,985</b>	<b>2,998,916</b>
<b>Net Expenditures</b>	<b>1,444,273</b>	<b>2,946,934</b>	<b>2,093,985</b>	<b>2,998,916</b>
Authorized Complement				17

**Description**

*Develops and administers effective compensation strategies, programs and data management/analysis to support the City's recruiting and retention efforts.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	833,663	909,150	923,406	828,090
Materials and Supplies	11,640	21,500	19,805	23,520
Total Expenditures	845,302	930,650	943,211	851,610
Program Revenues	(8,278)	0	0	0
Net Expenditures	837,024	930,650	943,211	851,610
Authorized Complement				11

**Description**

*Fosters a diverse workforce and an inclusive work environment that ensures equal opportunity through policy development, outreach, retention, and education to best serve the City. This team also conducts investigations and administers the MOU process.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	308,928	414,026	278,840	431,398
Materials and Supplies	7,598	38,800	8,904	37,750
<b>Total Expenditures</b>	<b>316,525</b>	<b>452,826</b>	<b>287,744</b>	<b>469,148</b>
<b>Net Expenditures</b>	<b>316,525</b>	<b>452,826</b>	<b>287,744</b>	<b>469,148</b>
Authorized Complement				5

**Description**

*To foster an organizational culture which demonstrate a continuous practice of service excellence.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	696,716	1,058,471	535,507	0
Materials and Supplies	203,116	196,981	197,954	0
Total Expenditures	899,832	1,255,451	733,462	0
Net Expenditures	899,832	1,255,451	733,462	0
Authorized Complement				0

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	1,122,399	0	1,964,915	2,080,240
Materials and Supplies	401	0	0	0
<b>Total Expenditures</b>	<b>1,122,800</b>	<b>0</b>	<b>1,964,915</b>	<b>2,080,240</b>
<b>Net Expenditures</b>	<b>1,122,800</b>	<b>0</b>	<b>1,964,915</b>	<b>2,080,240</b>
Authorized Complement				0

**Description**

*Provides safety and health resources to employees and managers to eliminate the occurrence of occupational injuries and hazardous exposure. Responsible for developing, designing, implementing and administering OJI, drug-testing and wellness programs to promote employee health and productivity.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	414,545	510,978	488,727	456,759
Materials and Supplies	268,516	476,734	608,191	(16,493)
Capital Outlay	0	0	0	10,000
<b>Total Expenditures</b>	<b>683,061</b>	<b>987,712</b>	<b>1,096,918</b>	<b>450,265</b>
Program Revenues	(18,006)	0	0	0
<b>Net Expenditures</b>	<b>665,055</b>	<b>987,712</b>	<b>1,096,918</b>	<b>450,265</b>
Authorized Complement				5

**Description**

*HR Information Systems (HRIS) is responsible for the HR technology strategy and implementation for the City of Memphis, with a particular focus on HR ERP platform, Applicant Tracking, Performance Management, Learning Management and Time and Attendance systems. This team will also own HR analytics and reporting.*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	0	0	0	261,779
Materials and Supplies	0	0	0	34,600
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>296,379</b>
<b>Net Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>296,379</b>
Authorized Complement				3



**Description**

*Provides strategy and training for HR Business Partner and Liaison teams to ensure consistent application of HR policies and practices across all city divisions. This team will also be responsible for plan design and administration of the City's healthcare benefits and retirement programs (e.g. pension/401a/457b).*

**Operating Budget**

<b>Category</b>	<b>FY 2015 Actual</b>	<b>FY 2016 Adopted</b>	<b>FY 2016 Forecast</b>	<b>FY 2017 Adopted</b>
Personnel Services	0	0	0	152,353
Materials and Supplies	0	0	0	30,200
<b>Total Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>182,553</b>
<b>Net Expenditures</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>182,553</b>
Authorized Complement				2

# HUMAN RESOURCES

# AUTHORIZED COMPLEMENT

Position Title	Authorized Positions	Position Title	Authorized Positions
<u>Administration</u>		<u>Human Resources Information System</u>	
ASST EXECUTIVE	1	ANALYST HRIS	2
COORD BUDGET HR	1	MGR HRIS SR	<u>1</u>
CHIEF HUMAN RESOURCES OFFICER	<u>1</u>	<b>Total Human Resources Information System</b>	<b>3</b>
<b>Total Administration</b>	<b>3</b>		
<u>Talent Management</u>		<u>Human Resources Business Partner</u>	
ANALYST EMPLOYMENT SR	1	OFFICER EMPLOYEE SERVICES	1
COORD RECRUIT & SELECTION	3	GENERALIST HUMAN RESOURCES	<u>1</u>
COORD TESTING RECRUIT	3	<b>Total Human Resources Business Partner</b>	<b>2</b>
COORD TESTING RECRUIT LD	1		
COORD LEARNING	4	<u>Workplace, Wellness, Safety &amp; Compliance</u>	
COORD PERFORMANCE REVIEW	1	COORD OJI	1
OFFICER TALENT MGMT.	1	COORD SAFETY	2
SPEC CONTINGENT HIRING ADMIN	1	MGR WORKPLACE SAFETY SR	1
SPEC LEARNING	1	SPEC DRUGFREE WORKPLACE	<u>1</u>
SUPER RECRUIT & SELECTION	<u>1</u>	<b>Total Workplace, Wellness, Safety &amp; Compliance</b>	<b>5</b>
<b>Total Talent Management</b>	<b>17</b>		
<u>Compensation</u>		<b><u>TOTAL HUMAN RESOURCES</u></b>	
ANALYST COMPENSATION SR	2		<b><u>46</u></b>
ANALYST COMPENSATION A	1		
MGR COMPENSATION REC ADMIN	1		
SPEC COMPENSATION	1		
SPEC DATA MGMT	1		
SPEC DATA MGMT SR	1		
SUPER COMPENSATION	1		
SUPER DATA MGMT/RECORDS	1		
TECH DATA MGMT	1		
TECH RECORDS DATA	<u>1</u>		
<b>Total Compensation</b>	<b>11</b>		
<u>Equity, Diversity, &amp; Inclusion</u>			
COORD EEO LABOR RELATIONS	3		
MGR EQUITY, DIVERSITY & INCLUSION	1		
SPEC EEO LABOR RELATIONS	<u>1</u>		
<b>Total Labor Relations</b>	<b>5</b>		

