

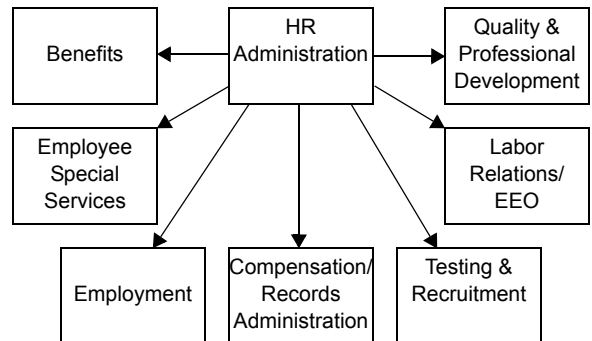
operating budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	2,022,594	5,392,413	5,391,601	4,802,005
Materials & supplies	699,118	1,018,092	894,245	4,017,426
Total Expenditures	2,721,712	6,410,505	6,285,846	8,819,431
Charges for Services	(10,245)	(10,000)	(10,000)	(10,000)
Net Expenditures	2,711,467	6,400,505	6,275,846	8,809,431
<i>Funded Staffing Level</i>	38.75	50.50	45.00	64.00

mission

To deliver quality services to employees, citizens, and businesses by providing collaborative, proactive, and responsive leadership in the area of human resources.

structure



services

The Human Resources Division incorporates all of the service centers that address employee relations and employment functions. The Division manages the Employee Assistance and Wellness Programs, employee training, labor relations, employee recruiting, employee activities, health care and pension administration, and maintains all personnel files. Job posting, entrance, promotional and durational register testing, medical exams, compensation, benefits enrollment and new employee orientation all fall under the HR umbrella.

■ issues & trends

The Human Resources Division must remain highly responsive to changing employment trends and state and federal regulations. The demand for vacancies to be filled as quickly as possible with qualified candidates creates a need for constant recruitment of applicants. The growing use of the internet for recruitment and online applications presents new opportunities for increasing the applicant pool. The costs of pre-employment and pre-assignment medical examinations are increasing, putting a greater strain on the HR budget. The Division must administer fair, valid and job-related examinations while maintaining uncompromising security and confidentiality. The implementation of new technologies to provide electronic maintenance, storage and retrieval of personnel records is greatly enhancing the HR system and allows HR to comply with privacy regulations. Benefits costs continue to outpace inflation and to be a significant percentage of personnel costs.

■ strategic goals

- Align and integrate HR policies and procedures with the strategic needs of the City of Memphis
- Incorporate new technology to improve employee services
- Effective and efficient management of the City’s health insurance program
- Create and implement programs to attract and retain quality employees
- Develop an effective system for training City employees
- Ensure legal compliance with state and federal regulations
- Develop systems to assure quality and accountability for performance
- Employ progressive and legally sound hiring processes

■ budget highlights

- Revised and implemented new budget and policy changes to the Tuition Reimbursement Program
- Negotiated an additional life insurance for employees and retirees to increase coverage up to \$500,000 if eligible
- Negotiated contract for Dental and Vision to improve the overall coverage
- Transitioned Memphis Library and Information System HR policies and processes to City of Memphis policies processes
- Converted Memphis Library and Information System compensation, data management and payroll system to City of Memphis ORACLE system

■ demand measures

Number of applicants screened	10,012
Number of job openings	573
Number of Transcripts Scanned	1,420
Number of Medical Scanned	2,993
Number of health insurance claims processed	295,994
Number of prescriptions filled	255,882
Number of personnel forms processed through the Compensation Office	4,825
Number of employees trained	878
Number of tuition forms handled and processed	1,500



■ fy 2007 performance highlights

- Negotiated an additional life insurance for active employees and retirees
- Maintained the current healthcare premium for the second consecutive year
- Held City of Memphis Benefits Open Enrollment from October 16 to October 27, 2006, processing over 1,500 forms
- Held the City's Health Awareness Fair at the Memphis Zoo on November 4 with over 6,000 employees, retirees, and family members attending
- Implemented budget and policy changes for Tuition Reimbursement Program
- Established tuition reimbursement repayment process
- Established Residency policy compliance process
- Successfully coordinated the City's 2006 Quality Forum on October 30 with approximately 250 employees attending
- Provided core curriculum and customized training for 878 employees
- Reviewing and establishing guidelines for job requirements to ensure cohesiveness with the Division, Compensation, and Employment in the Applicant Screening Process
- Reinstated "HIRING AGAIN" eligibility policy to access re-hire eligibility
- Created Temporary Employee Hiring Guidelines for the Division Directors and Managers to successfully execute the temporary hiring process in a timely and efficient manner
- Ensured compliance and implemented the TN New Hire report with the Tennessee Department of Human Resources
- Created Career Resource Information Center to assist applicants with career developmental and educational resources
- Implemented Firefighter Paramedic continuous posting process
- Scanned 1420 transcripts into microfiche computer system
- Implemented Library hiring through Employment Service Center
- Negotiated and developed contracts for Fire EMS Chiefs, EMS Lieutenant and Air Rescue Chief promotional exams and for Fire Recruit/Firefighter Paramedic-probationary entry testing process
- Planned and administered the City Map test in September 2006 for 10 applicants for Sweeper Operator position
- Planned and coordinated Heavy Equipment Operator tests in August 2006 for 17 applicants
- Planned and coordinated the Maintenance Proficiency in November 2006 for 4 Candidates
- Researched and purchased secretarial/clerical testing software that has a valid battery of assessment tools that effectively measure the required competencies for secretarial/clerical positions and developed a facilitator's manual in order to administer the tests.
- Continued to research and identify issues with new Oracle HR/Payroll system to determine weaknesses or gaps existed and addressed through changes to processes such as creation to Paid Time Off adjustment forms and grade step review process
- Facilitated training and provided assistance to management/participants to maintain the Employee Performance Review Program during reorganization and reduction in staff
- Contributed extensively to budget meetings and negotiations to provide accurate, critical data utilized in key decision-making
- Established new pay plans effective July 1, 2006 based on results of market salary study conducted and the City's financial position
- Supported conversion of Memphis Library employees to City HR data systems and City payroll to ensure a smooth transition to City employee status
- Completed 6 arbitration cases and settled 2 grievances prior to arbitration
- Investigated and issued position statements for 116 EEO complaints
- Resolved 3 EEO complaints through mediation
- Investigated and responded to claims for reasonable accommodations under the ADA

■ **charges for services**

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Promotion Test Freedom of Information	(200)	0	0	0
Gym Fees	(10,045)	(10,000)	(10,000)	(10,000)
Total Charges for Services	(10,245)	(10,000)	(10,000)	(10,000)

**Other services provided by Human Resources can be found under the following tab:
Health Insurance - Internal Service Funds**

HUMAN RESOURCES

ADMINISTRATION/EMPLOYEE ASSISTANCE PROGRAM

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	379,517	3,561,482	3,456,321	2,464,169
Materials & supplies	255,330	259,958	251,626	255,126
Net Expenditures	634,847	3,821,440	3,707,947	2,719,295
<i>Funded Staffing Level</i>	7.25	7.83	8.00	8.00

Legal level consolidation of *Administration* and *Employee Special Services*.



Description

To provide the City of Memphis government with effective and efficient human resource services which focus on customer needs and support achievement of the City's strategic goals.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	303,840	322,520	303,177	319,833
Materials & supplies	40,555	60,793	61,582	61,582
Net Expenditures	344,395	383,313	364,759	381,415
<i>Funded Staffing Level</i>	5.33	5.00	5.00	5.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Ensure HR policies and practices that effectively achieve strategic goals	To review and update HR policies and practices on an ongoing basis	Percent of policies reviewed	10%	10%	10%
Administer the civil service process as stipulated in the City of Memphis Code and Charter	To schedule and conduct civil service hearings on a regular basis	Number of hearings conducted	24	24	24
	To release rulings of the Commission in a timely manner	Average number of days from hearing to release rulings	Benchmark	30 days	30 days
Develop and monitor the annual budget for Human Resources Division	To ensure the division stays within its budget by monitoring appropriation statements and expenditures monthly	Percent of appropriation statements and expenditures monitored monthly	100%	100%	100%
Ensure staff professional development opportunities	To provide training classes for Administration staff	Number of training classes provided	2	2	2

Description

To create and administer programs that contribute to personal, physical and professional development of employees.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	75,677	3,238,962	3,153,144	2,144,336
Materials & supplies	214,775	199,165	190,044	193,544
Net Expenditures	290,452	3,438,127	3,343,188	2,337,880
<i>Funded Staffing Level</i>	1.92	2.83	3.00	3.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Administer and monitor the City's tuition reimbursement program	To administer City's tuition reimbursement program and to ensure budget and policy compliance	Ongoing	Not Measured	Ongoing	Ongoing
Maintain and improve the City's recognition programs	To plan and coordinate Years of Service Ceremony	Number of ceremonies held	3	2	4
	To recognize City employees for perfect attendance by March 2008	Number of employees recognized	1500	1500	1500
Promote a Wellness environment for City employees	To provide 2 Wellness workshops for employees by June 2008	Number of workshops provided	Not Measured	1	2
	To host the City of Memphis Health Awareness Fair	Date completed	October 2005	November 2006	September 2007
	To publish Wellness articles	Number of newsletters published	5	9	9
Maintain and ensure City's Residency policy compliance	To implement Residency Audit	Ongoing	Not Measured	Ongoing	Ongoing



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Ensure staff professional development opportunities	To have every staff member attend a minimum of 15 hours of continuing education or staff development training by June 2008	Percent of staff completing 15 hours of education	100%	100%	100%



Description

To provide and administer responsive and cost-effective benefit programs that meet the needs of the employees, retirees and their dependents.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	693	0	17,406	0
Materials & supplies	29,172	46,851	46,851	46,851
Total Expenditures	29,865	46,851	64,257	46,851
Charges for Services	(10,045)	(10,000)	(10,000)	(10,000)
Net Expenditures	19,820	36,851	54,257	36,851
<i>Funded Staffing Level</i>	2.00	2.00	2.00	2.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Improve health communication	To provide healthcare financial report and information based on resolution 4 times a year to Healthcare Committee and City Council	Number of financial reports provided	4	4	4
Implement GASB	To develop phase I for GASB implementation by January 2007	Date completed	Not Measured	Not Measured	January 2008

Description

To provide consistent employment practices while maintaining compliance with state and federal guidelines.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	439,658	438,907	444,396	566,856
Materials & supplies	114,023	322,526	230,788	230,788
Net Expenditures	553,681	761,433	675,184	797,644
<i>Funded Staffing Level</i>	8.75	8.83	9.00	12.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Provide consistent employment guidelines and procedures	To review and update HR employment guidelines and procedures on an ongoing basis	Percent of guidelines and procedures written, reviewed and implemented	50%	50%	50%
	To create an internal operations manual	Percent of manual completed	Not Applicable	50%	100%
Recruit and hire qualified applicants	To create a recruitment plan for overall City hiring	Percent of recruitment plan completed	Not Applicable	50%	100%
	To benchmark with three cities to determine best practices in the area of posting, certifying, and hiring	Number of cities used to benchmark best practices in the areas of posting, certifying, and hiring	3	3	3
Provide professional staff development opportunities	To provide 2 training classes for staff and manager to attend to enhance professional development	Number of training classes provided for staff/manager	2	2	2

Description

To develop and administer effective salary/compensation and human resource data management programs which support the City's recruiting, retention, and employment efforts.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	565,315	601,044	565,983	735,431
Materials & supplies	18,986	37,278	45,328	45,328
Net Expenditures	584,301	638,322	611,311	780,759
<i>Funded Staffing Level</i>	11.75	11.92	12.00	15.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Administer effective salary/compensation programs which maintain pay equity and fairness and support recruiting, retention, and quality efforts	To respond to entry salary requests received in Compensation by forwarding recommendation to HR Administration in 10 to 12 days	Percent responded to in timeframe	80%	70%	80%
	To respond to job evaluation requests within 30 days per each Division's priority	Percent responded to in timeframe	60%	60%	75%
	To revise and submit recommended Compensation policies to HR Administration by June 2008	Date achieved	Not Measured	Not Measured	June 2008
Maintain and provide access to and effective reporting from accurate human resources data utilizing current technological tools	To minimize keying errors and audit HR data for accuracy/consistency within 60 days of the end of each pay period	5% errors in data audited	4%	4%	4%



HUMAN RESOURCES

COMPENSATION/RECORDS ADMINISTRATION

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
	To resolve employee leave accrual discrepancies within 10 days after discrepancies are identified and continue to provide training classes in paid leave policies and accrual system to all divisions as needed	Percent resolved in timeframe	100%	100%	100%
Maintain and provide customers with appropriate access to employee personnel records utilizing current technological tools	To respond to proper requests for employment verifications within 24 hours of receipt	Percent of employment verifications responded to in timeframe	100%	100%	100%
	To respond to recognized subpoenas requesting employee personnel information within specified timeframe and appropriate media requests in a timely manner in accordance with Legal Division public records procedures	Percent of subpoenas responded to in timeframe	100%	100%	100%
Administer the Performance Review Program in a fair manner for all eligible employees utilizing current technological tools	To provide training classes on Performance Review Software on a monthly or as needed basis and assist QPD in providing classes on effective performance reviews per QPD schedule	Percent of training provided as scheduled	Not measured	100%	100%
	To review 20% sample of completed performance reviews for completeness, timeliness, and proper performance review methods	Percentage of Sample reviewed	10%	10%	20%



Description

To support and promote the City's Labor Relations Equal Employment Opportunity, HIPAA, ADA and FMLA standards.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	196,006	289,754	286,454	302,161
Materials & supplies	153,321	70,313	40,002	60,002
Net Expenditures	349,327	360,067	326,456	362,163
<i>Funded Staffing Level</i>	2.33	3.67	4.00	4.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Coordinate/manage bargaining process for any new or expiring Memoranda of Understanding (MOU)	To obtain input from operating officials and establish management-approved bargaining strategy by 120 days prior to expiration of MOU's	Percent of input obtained 120 days prior to expiration of MOUs	100%	100%	100%
Provide timely consultative/advice services to customers regarding labor and Equal Employment Opportunities (EEO) matters	To advise division officials regarding appropriate disciplinary actions and procedures regarding unionized employees within five working days	Percent of disciplinary recommendations completed within five working days	100%	100%	100%
	To advise division officials regarding interpretations of Memoranda of Understanding and regarding grievance responses within five working days	Percent of MOU interpretations completed within five working days	100%	100%	100%
		Percent of grievance responses completed within five working days	100%	100%	100%

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
	To train 25% of division officials and employees regarding labor and equal employment opportunity matters	Percent of managers/ supervisors trained	25%	25%	25%
Investigate and respond to EEOC and in-house charges of discrimination and to proactively partner with divisions to minimize the number of such charges	To target all charges as they occur and as existing charges require attention or further investigation within specified time frame	Percent of charges responded to within allowed time frame	100%	100%	100%
	To respond to in-house equal employment opportunity charges within 20 working days	Percent of responses to in-house charges within 20 days	100%	100%	100%
Ensure Title I and II American Disabilities Act (ADA) in compliance	To investigate complaints within 90 days	Percent of complaints investigated within 90 days	100%	100%	100%
Provide technical assistance on Family and Medical Leave Act (FMLA)	To make recommendations on 100% of FMLA medical certification forms within 2 days of receipt	Percent of forms with recommendations made within 2 days	100%	100%	100%
Ensure staff professional development opportunities	To continue development of Labor Relations Service Center staff on an ongoing basis	Number of training sessions per employee	3	3	3

Description

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

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	203,274	166,288	224,619	263,365
Materials & supplies	96,113	160,265	159,650	159,650
Net Expenditures	299,387	326,553	384,269	423,015
<i>Funded Staffing Level</i>	3.00	2.50	5.00	5.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Assist in the training and skill building of City employees by providing a core curriculum and customized training conducive to continuous improvement and professional development	To publish training calendar via intranet and hard copy by July 2007	Date classes published	July 2005	July 2006	July 2007
	To complete a needs assessment to establish actual performance and skills needed per Division by January 2008	Date needs assessment completed	January 2006	January 2007	January 2008
	To provide customized Divisional training classes	Number of customized training classes provided	31	35	25
	To provide core curriculum training classes for employees	Number of classes provided	65	59	50
	To conduct 4 educational brown bag meetings	Number of meetings conducted	6	4	4
	To maintain an average positive rating of at least 4.2 on each training class/seminar	Average rating	4.2	4.2	4.2



Description

To develop and administer valid and unbiased testing processes for Fire, Police and other operational Divisions; and to nationally recruit quality candidates for employment with the City of Memphis.

Operating Budget

Category	FY 2006 Actual	FY 2007 Forecast	FY 2007 Budget	FY 2008 Adopted
Personal services	238,131	334,938	396,422	470,023
Materials & supplies	32,221	120,901	120,000	3,219,681
Total Expenditures	270,352	455,839	516,422	3,689,704
Charges for Services	(200)	0	0	0
Net Expenditures	270,152	455,839	516,422	3,689,704
<i>Funded Staffing Level</i>	3.67	4.67	5.00	6.00

GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
Develop and administer entry and promotional testing	To administer and coordinate Fire entry/ promotional testing processes	Number of active Fire entry/ promotional processes	1	3	3
	To administer and coordinate Police promotional testing processes	Number of active Police promotional testing processes	0	2	2
	To administer and coordinate Clerical testing processes as needed	Number of Clerical processes administered	0	2	1
	To administer and coordinate Dictaphone testing processes as needed	Number of Dictaphone processes administered	0	1	1
	To administer and coordinate Map testing processes as needed	Number of Map testing processes administered	0	1	1
	To administer and coordinate Heavy Equipment testing processes as needed	Number of Heavy Equipment testing processes administered	6	3	3



GOALS, OBJECTIVES & PERFORMANCE MEASURES

Goal	Objective	Performance Measure	Actual FY 2006	Estimated FY 2007	Adopted FY 2008
	To administer and coordinate Truck Driver testing processes as needed	Number of Truck Driver testing processes administered	1	2	2
	To administer and coordinate Maintenance Proficiency testing processes as needed	Number of Maintenance Proficiency testing processes administered	1	1	1
Enhance existing testing procedures	To review and modify existing procedures to enhance testing processes	Percent of testing procedures reviewed	100%	100%	100%
Develop facilitator manuals for each testing process	To create procedural manuals to assist in administering uniform testing	Percent of manuals created	50%	50%	50%
Develop recruitment strategies	To create a recruitment program/plan to recruit quality candidates for employment	Percent of program/plan developed	0%	25%	25%
	To coordinate and attend recruitment activities	Number of recruitment activities attended	1	3	3
Maintain marketing materials/tools for recruiting	To update and maintain marketing materials/tools	Percent of marketing materials maintained	100%	100%	100%
Ensure confidentiality of testing processes	To achieve 100% compliance in the administration of testing	Percent of compliance achieved	100%	100%	100%
	To produce valid and unbiased entry and promotional exams	Number of exams compromised	0	0	0
	To maintain in a secure environment all testing materials, including scoring keys, test booklets and other confidential test-related materials	Percent of maintenance and accountability for all test-related material in a secure environment	100%	100%	100%



HUMAN RESOURCES

AUTHORIZED COMPLEMENT

Service Center/Position Title	Authorized Positions	Service Center/Position Title	Authorized Positions
<u>Administration</u>		<u>Labor Relations</u>	
ASST ADMINISTRATIVE	1	MGR LABOR REL EEO OFFICER	1
DIRECTOR HUMAN RESOURCES	1	SPEC COMPLIANCE LABOR REL	1
DIRECTOR HUMAN RESOURCES DEPUTY	1	SPEC EEO LABOR RELATIONS	1
SECRETARY APP B	1	SPEC EEO LABOR RELATIONS SR	1
SPEC HR ADMIN	1	Total Labor Relations	4
Total Administration	5	<u>Quality & Professional Development</u>	
<u>Employee Special Services</u>		ANALYST QUALITY SENIOR	1
COORD EMPLOYEE SPEC SVCS	1	ANALYST QUALITY TRAINING SENIOR	2
COORD HR PROJECT	1	MGR QUALITY TRAINING	1
COORD WELLNESS EDUCATION	1	SECRETARY HR B	1
Total Employee Special Services	3	Total Quality & Professional Development	5
<u>Benefits Administration</u>		<u>Testing & Recruitment</u>	
OFFICER BENEFITS	1	COORD TESTING RECRUIT	5
SUPER PENSION	1	MGR TESTING RECRUIT	1
Total Benefits Administration	2	Total Testing & Recruitment	6
<u>Employment</u>		<u>TOTAL HUMAN RESOURCES</u>	
ANALYST EMPLOYMENT SENIOR	6		<u>52</u>
CLERK GENERAL A	1		
CLERK GENERAL B	1		
MGR EMPLOYMENT RECORDS	1		
OPER DATA ENTRY	1		
SECRETARY HR B	1		
SUPER CLERICAL OPER	1		
Total Employment	12		
<u>Compensation/Records Administration</u>			
ANALYST COMPENSATION A	4		
CLERK FILE	1		
CLERK GENERAL A	2		
COORD COMPENSATION DATA	1		
COORD COMPENSATION/PERF REV	1		
MGR COMPENSATION DATA MGMT	1		
SECRETARY HR B	1		
SPEC DATA MGMT	1		
SUPERVISOR DATA MGMT/RECORDS	1		
TECH DATA MGMT	2		
Total Compensation/Records Administration	15		

