

TO: Personnel Board

FROM: Brad Wirtz, Human Resources Director

DATE: March 7, 2012

SUBJECT: HR Department Recommendations

In the last 8 months, the Human Resources Department has seen the retirement of 4 professional staff, including the Personnel Services Manager, 2 HR Analysts whose primary responsibility was recruitment/classification, and an HR Analyst who was responsible for employee benefits administration. Also, in November of 2011, a .5 FTE Administrative Clerk 1 who assisted the EAP program transferred to the Water Utility, and lastly in January of 2012 a full-time Administrative Clerk 1 resigned. With all these retirements and resignations, I have taken the opportunity to review the structure of the Human Resources Department and determine the most efficient way to maximize services while minimizing expenses. The modifications outlined below will allow the department to exceed the required salary savings in 2012 and result in an ongoing annual savings of \$60,000 to \$80,000 for the HR Department. As a result of this analysis, I make the following recommendations:

- The existing Personnel Services Manager vacancy should be deleted and recreated as a Human Resources Services Manager, and should be upgraded from CG18, Range 16 to Range 17. The new title reflects the industry shift from Personnel to Human Resources and the upgrade in range is a result of a new strategic planning focus being added to the position, as well as the formal assignment of assistant Human Resources Director. The new position will be posted internally to the HR Department and filled through a competitive process.
- The Labor Relations Manager position, in CG18, Range 17, should be retitled Employee and Labor Relations Manager. This title change will encompass broader responsibility, not just for labor relations, but also employee benefits, leave administration, and workplace accommodations. No change in range is contemplated.
- A new professional classification of Employee Assistance Specialist 1-2 should be created to provide professional support to the Employee Assistance Program Coordinator. This professional series will be aligned with other professional classifications, with the entry level in CG18, Range 06, and the 2 level in Range 08, and progression from the 1-2 as defined in the attached draft class specification. In addition, a new position of EA Specialist 2 should be created in the HR budget which may be under-filled at the 1 level.
- Following the retirement of the Personnel Services Manager, I divided the duties and responsibilities of the Compensation and Benefits Manager between the newly appointed Personnel Services Manager and the Labor Relations Manager. This reduction in management staff has worked well and it is likely that the position of Compensation and Benefits Manager will be held vacant for the remainder of 2012 and eliminated in the 2013 budget process. This will allow the HR Department to meet salary savings in 2012 and adjust for 2013 budget expectations.

- The .5 FTE Administrative Clerk 1 will also be held vacant and critically evaluated in 2012 in order to achieve salary savings and determine whether or not this position will be continued in 2013 for reasons more fully described below.

The Human Resources Department has been historically divided into 5 units including Personnel, Compensation and Benefits, Labor Relations, EAP/CISM, and Organizational Development and Training. Personnel was primarily responsible for recruitment activities, and in addition to the manager had 4 budgeted professional HR Analyst positions. However, since a retirement in 2009, only 2 of those positions have been filled. The Compensation/Benefits Unit staff included the Manager and 2 professional HR Analysts. The HR Analyst 2 provided support to classification process, but since 2009 had primarily been supporting the Personnel Services Unit in conducting recruitments. The HR Analyst 1 position was responsible for employee benefits administration. The Labor Relations Unit was staffed with the manager and a professional Labor Relations Specialist. The EAP Unit consisted of the EAP Coordinator and a part-time Administrative Clerk 1. The ODT Unit, unaffected by this study, has a manager, professional Organizational Improvement Specialist, and a Program Assistant.

I would like to see the Personnel unit take on a much more strategic role for the City. The professionals in this unit are already expected to perform recruitments and classification studies. However, I expect these positions to have a greater role within the departments, helping respond to all HR issues that may arise in the department, and serving as a strategic partner in reviewing staffing levels and making recommendations on proposed budgets, and working to define and classify new positions that may be created through the budget. These positions will also be responsible for assisting departments in achieving their goals, assisting with first step grievances and contractual interpretation, interpreting and applying ordinances and personnel rules, performance management, general problem solving and HR consultation. I intend to fill the 2 remaining vacancies in 2012, resulting in 4 professional HR Analysts staffing this unit. These analysts will each be responsible for approximately 7 City departments/divisions, serving as the first point of contact for all HR issues in the assigned agency. I recommend recreating the Personnel Services Manager position to manage and lead this transition to a strategic focus for this unit. This new position will require a broad knowledge of all HR service areas in order to effectively lead the transition to a strategic focus.

In addition, the Mayor's Office has indicated a preference that department/division heads have a deputy/assistant director. I am assigning this responsibility to the Personnel Services Manager (see attached class spec). I recommend retitling the position Human Resources Services Manager to reflect the current designation of Human Resources in the profession. The Unit will also be referred to as the HR Services Unit. The strategic management focus and the additional responsibility associated with the assistant director assignment justify this manager position being one range higher than the Personnel Services Manager. This would be consistent with the Labor Relations Manager in the department, and would also be comparable to other assistant positions in the City, including the Assistant City Engineer and Assistant City Traffic Engineer. Training and experience requirements for the position have been increased to 5 years to be consistent with other positions at this level. Because this change is being implemented immediately, it is appropriate to create this as a new position to be posted and filled through a competitive process per the Personnel Rules.

Regarding the Labor Relations Unit, it is apparent that the changes at the State level in 2011 has caused HR departments everywhere to contemplate the role of labor relations in the near future. For the City of Madison, Labor Relations will continue to be an important area of responsibility because even with the changes that occurred, over 50% of our permanent workforce (Police, Fire, Transit) will remain basically unaffected. Other bargaining units have contracts through early 2014, which will continue to result in labor relations work. However, we have a high level Labor Relations Specialist (Range 12) that is able to provide leadership in the area of Labor Relations as it relates to contracts, grievances, and negotiations. As a result, I have transferred responsibility and support staff for benefits and workplace accommodations to the Labor Relations Manager position. This new structure will allow for greater cross-training among the three subordinate specialist employees which will put the department in a better position to deal with future turnover. In addition, there is significant overlap between labor relations, accommodations, and benefits that makes this structure appropriate. As a result of these new responsibilities and to reflect the broader focus of the position, I recommend retitling the position Employee and Labor Relations Manager. Since the accommodations and benefits programs and employees were formerly supervised by lower-level managers, a change in salary range is not appropriate for this position. This is similar to when a Monona Terrace Associate Director recently took on supervision of a new section at the convention center but the work was formerly done by a position at the same level so no change in salary range was requested or approved.

Finally, as mentioned earlier, the EAP Unit has seen the loss of its .5 FTE Administrative Clerk. When reviewing the operations of this unit, it is apparent that the professional EAP services required by the City have increased significantly over the years. While EAP contacts for regular service average between 350-500 contacts per year between 2006-2010, Critical Incident Stress Management (CISM) requests have increased significantly since 2006. In that time, the Police Department created a Peer Support team, with the assistance of the EAP Coordinator, which has increased utilization. In addition, the Fire Department has requested a similar team be created. The EAP Unit also provides training to over 1000 employees per year. The increased use of EAP services has resulted in the necessity to create an Employee Assistance Specialist classification series and a position to assist the EAP Coordinator in professional delivery of services. This will allow the EAP Coordinator to focus on proactive training, development and response instead of merely responding to incidents that arise.

In addition, the Specialist will be able to provide professional services to employees and family members and assist the EAP Coordinator in developing new approaches to EAP response. It is also expected that this position will participate in and allow for the advancement of a more comprehensive employee wellness program. These programs, when implemented correctly, have been shown to reduce health insurance and workers compensation costs, boost employee morale, increase an organizations overall efficiency, as well as other organizational improvements. I recommend creation of the Employee Assistance Specialist 1-2 classification series in CG18, Range 6 and 8 respectively. This is comparable to the HR Analyst and other professional classifications in CG18. It is expected that the incumbent will automatically progress to an EA Specialist 2 upon gaining skill and experience with the City's structure and familiarity with the City's external EAP provider. As a result, I recommend creating 1 position of EA Specialist 2 in the HR Budget.

In order to fund these changes and meet salary savings, the responsibilities of the Compensation and Benefits Manager have been divided between the Personnel Services Manager and Labor Relations Manager. As a result, this position is no longer needed in the HR Department budget and will likely be deleted in the 2013 budget. Should the Compensation and Benefits Manager not apply for or be hired for the HR Services Manager position, he would have the ability to bump into one of the vacant HR Analyst positions. In addition, eliminating the Compensation and Benefits Manager position will create a management team of 4 managers, instead of the current 5, which I feel is more appropriate based on the department's staffing level of approximately 18 FTE.

Currently the HR budget contains 2.5 Administrative Clerk 1 positions and one full time position is vacant and one half-time position is vacant. With the implementation of the online application system NEOGOV, some of the work of the front desk has diminished, and therefore we intend to fill only the full time vacant Administrative Clerk 1 position in 2012 and have that position split time between the HR front desk and EAP. Over the course of this year we will evaluate the ability to provide adequate service with this level of staffing. If the staffing level is determined to be sufficient we will likely remove the vacant .5 Administrative Clerk from the budget in 2013.

We have prepared the necessary Ordinances and Resolutions to implement this recommendation.

Attachments

Compensation Group/Range	2012 Annual Minimum (Step 1)	2012 Annual Maximum (Step 5)	2012 Annual Maximum +12% longevity
18/06	49,671	58,485	65,494
18/08	53,878	63,935	71,604
18/15	73,644	88,670	99,320
18/16	77,186	93,018	104,182
18/17	80,735	97,366	109,044

cc: HR Staff