

HUMAN RESOURCES

DEPARTMENT MISSION STATEMENT

The Human Resources Department is committed to treating each person as a valued customer while contributing positively to achieve the overall goals of the City of Miami Beach through comprehensive programming that displays a thorough understanding of all aspects of the human resource profession, including proactive involvement in areas of legal compliance and service that displays a genuine interest in the lives of others.

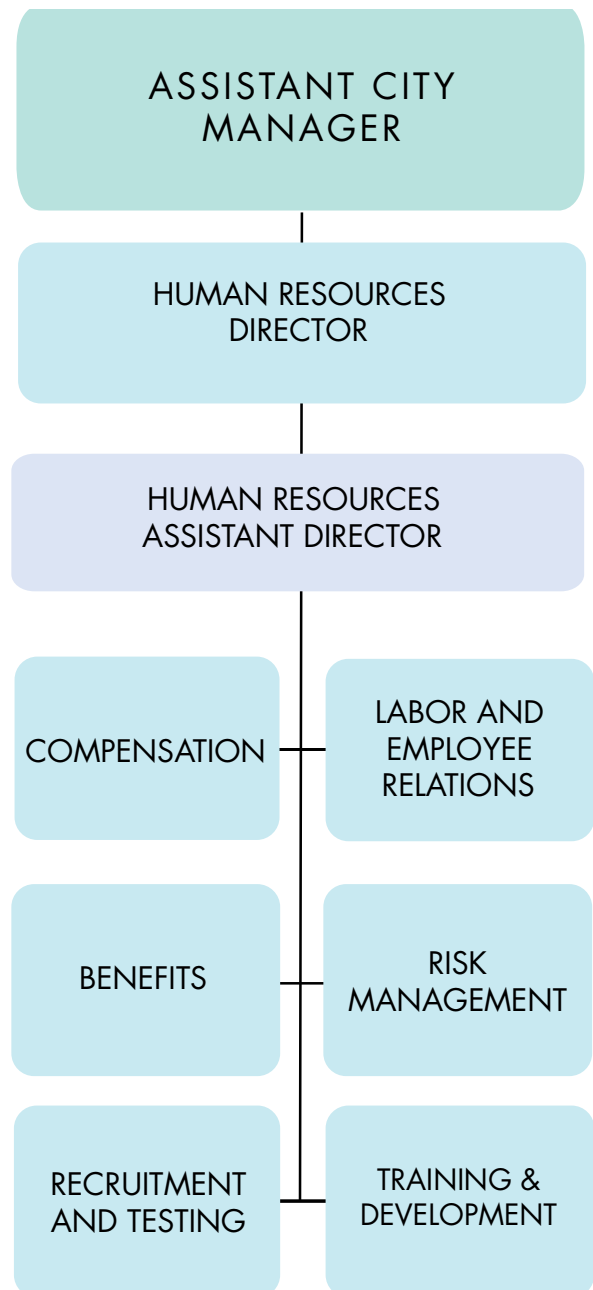
DEPARTMENT DESCRIPTION

The Human Resources Department is responsible for all personnel-related activities and is comprised of the following functional areas:

- Compensation - Processes and maintains all employee and s415 retiree personnel information, including payroll earnings and deductions, tuition assistance, Deferred Retirement Option Plan (DROP) payouts, sick sell-backs, leave and attendance, cost of living adjustment (COLA) increases, pension buybacks, unemployment hearings, workers compensation depositions, employment verifications, exit interviews, perfect attendance bonuses, public records requests, and Miami-Dade County financial disclosure reporting
- Recruitment and Testing - Assists departments in recruiting and selecting qualified job applicants; develops, administers, and validates competitive recruitment methods; administers preemployment and promotional examinations and performs pre-employment background checks
- Labor and Employee Relations - Oversees, consults and processes disciplinary matters; investigates and responds to all Equal Employment Opportunity Commission (EEOC) official charges of alleged discrimination; negotiates and administers last chance agreements; administers the City's collective bargaining agreements, develops language to address issues upon which there is disagreement between the parties involved, and advises on conflict resolution; administers the grievance/arbitration process and conducts citywide investigations related to employee misconduct and allegations of discriminatory practices
- Benefits - Assists in the formulation of employee benefit programs; develops and administers benefit-related contracts; coordinates open enrollment activities; administers the budget for self-insured and fully insured benefit plans; oversees the City's wellness program and ensures compliance with all Patient Protection and Affordable Care Act requirements
- Risk Management - Protects the City's assets by identifying, evaluating, and controlling loss exposures; administering the City's insurance programs for liability, property/flood and workers' compensation; oversees risk transfer and loss control measures; conducts safety training and inspection of facilities for potential hazards

DEPARTMENT DESCRIPTION CONT'D

- Training & Development - Assesses training needs through communication with departments; develops training programs for departments, ensures compliance with mandatory trainings; conducts new employee orientation, educating employees on City of Miami Beach (CMB) culture; organizes training sessions, interviews and secures subject matter experts and vendors; manages employee development programs to include leadership, culture and Employee Academy Program; oversees rewards and recognition programs to include: Service Recognition Program, Employee Suggestion Program, Performance Recognition Program and Ethical Hero Program



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FISCAL ENVIRONMENT

The allocation of funds for the Department of Human Resources, except for Benefits and Risk Management, comes from the General Fund. The General Fund charges an administrative fee to Enterprise and Special Revenue Fund departments, the Redevelopment Agency (RDA), the North Beach Community Redevelopment Agency (CRA), and Resort Tax Fund to cover the cost of various administrative support functions provided by the General Fund.

The Risk Management and Benefits Divisions are Internal Service Funds sustained by charges to other funds and departments.

STRATEGIC ALIGNMENT

Main Vision Area:

Organizational Innovation

Management Objectives:

- **Organizational Innovation**
 - Support all objectives to improve decision making and financial stewardship, making the city more business friendly, with an employee culture of problem solving and engagement
 - Attract and retain top talent by building a strong, professional public administration and succession planning
 - Foster rewarding careers through training and assignments, and align the management team decision-making, evaluations, and system of rewards
 - Improve employee safety and wellness by offering an excellent wellness program, and explore policies to better align City functions for the modern workforce, including work hours (flex hours and days), travel, and cell phones



Strategic Plan Actions:

- **DEVELOP** creative ideas to attract and retain top talent
- **DEVELOP/IMPLEMENT** programs that build employee engagement
- **MAINTAIN** a safe working environment for all employees
- **PROVIDE** robust benefits that assist employees with work/personal life issues

Budget Enhancement Actions:

- Full-time Human Resources Records Technician position
- Full-time Safety Officer position

BUSINESS ENVIRONMENT

The Human Resources Department provides direction and support regarding a myriad of related competencies. The recruitment and selection processes are the gateway to the City and the labor market is tightening in some professions, which directly challenge endeavors to recruit and maintain a competent workforce.

In terms of the business environment, the Human Resources Department has successfully recruited qualified and competent personnel for the department, thereby creating a strong team of professionals to carry out the duties of this department.

Department staff support the Personnel Board and Health Advisory Committees.

SIGNIFICANT ACCOMPLISHMENTS

- The City autonomously handles both insurance coverage and claims administration for liabilities, encompassing property damage, bodily injury, automobile incidents, police actions, and employment-related matters. The Risk Management team effectively oversaw 279 liability claims, covering bodily injury, property damage, public officials, employment, and civil rights violations. Notably, we successfully decreased pending liability claims from 278 to 228 and Workers' Compensation claims from 325 to 256.
- In Workers' Compensation, a comprehensive root cause analysis and strategic claims approach resulted in a noteworthy 20% reduction in the influx of new claims. Furthermore, the Risk Management Division adeptly closed 59 subrogation claims, securing recoveries totaling \$165,815.
- The Risk Management team has contributed to improving the City's reserve policies and has successfully resolved many large liability claims with the assistance of the City Attorney's Office resulting in savings in legal fees for the City

The Employee Benefits Division reviewed and processed 7,984 personnel actions, including 2,672 benefit changes, a 13% increase from previous year.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- For FY 2023, the Recruitment Division received over 14,200 applications for over 252 job openings advertised that have resulted in a total of 385 hires (331 new hires and 54 rehires), which is a 5% increase from the previous fiscal year's total of 367 hires (324 new and 43 rehires). This included the recruitment of 2 new classes or 24 new firefighters.
- The Recruitment Division has also processed a total of 347 job changes that include promotions, demotions, and transfers within departments. The division was instrumental in the promotional process for both sergeants and lieutenants within the Police Department, which created an eligibility list that last for two years.
- The City provides a wide range of benefits including two medical and two dental plans, along with other ancillary benefits to a total of 1222 retirees and 1886 employees
- During FY 2023, the Employee Benefits Division successfully negotiated and executed multi-year contracts for health, dental and pharmacy benefits for employees and retirees, as well as other ancillary benefits, such as short/long-term disability, life, and the administration of Family Medical Leave (FML)
- The City implemented a new comprehensive Medicare Advantage Plan exclusively tailored for our retirees aged 65 and above that became effective January 1, 2024. It is bundled healthcare plan that combines the benefits of original Medicare (Part A and Part B) with additional perks like vision, dental, and prescription drug coverage – all conveniently wrapped up in one inclusive package. This approach ensures simplicity and ease for our retirees, providing them with a single, integrated plan that caters to their diverse healthcare needs. This initiative is aimed at enhancing the overall well-being of the retirees by offering a comprehensive healthcare solution.
- During FY 2023, the Employee Benefits Division reviewed and processed 7,984 personnel actions, including 2,672 benefit changes, a 13% increase from the previous fiscal year.
- During FY 2023, the Employee Benefits division successfully negotiated and executed contracts for administrative services, encompassing medical and dental coverage for both active employees and retirees. Additionally, the team secured contracts for the administration of Family and Medical Leave (FML) and established agreements for life insurance covering both active employees and retirees, along with disability coverage specifically tailored for City of Miami Beach active employees.

SIGNIFICANT ACCOMPLISHMENTS CONT'D

- The Employee Benefit Division completed the City's fourth 100% remote open enrollment where benefit eligible employees and retirees were provided via Munis Employee Self Service (ESS), mail, e-mail, and telephone.
- The Employee and Labor Relations Division responded to 10 alleged discrimination charges, on behalf of the City, from the Equal Employment Opportunity Commission (EEOC), emphatically refuted the allegations of discrimination, and received 10 dismissals determining no violations of statutes. The division successfully managed and conducted more than 40 investigations in response to complaints regarding alleged harassment and/or a hostile work environment.
- The Employee and Labor Relations Division conducted 30 Fitness for Duty processes, in addition to initiating 26 ADA interactive processes and completing 10 management referrals to the Employee Assistance Program (EAP). The Division processed and handled 89 disciplinary actions across various departments within the City.
- The Employee and Labor Relations Division received a total of 20 grievances and diligently managed each one until completion, occasionally leading to mediation or arbitration as necessary.
- During FY 2023, the Compensation Division initiated the solicitation and contract award for a compensation study that will be performed during FY 2024 and will include an analysis of employee pay for employees.
- The City's negotiation team began bargaining with the Fraternal Order of Police William Nichols Lodge No. 8 (FOP) on March 7, 2024. On May 8, 2024, negotiations commenced with the International Association of Fire Fighters Local 1510 (IAFF). A tentative agreement with the IAFF was reached on July 11, 2024, the same day the City began bargaining with the Government Supervisors Association of Florida (GSAF). The City plans to commence negotiations with the Communications Workers of America Local 3178 (CWA) once the compensation study is completed. In January 2025, the City will begin bargaining with the American Federation of State, County and Municipal Employees Local 1554 (AFSCME) as their contract expires on April 30, 2025. The City aims to successfully negotiate the remaining four bargaining agreements in a timely manner.

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SIGNIFICANT ACCOMPLISHMENTS CONT'D

- During FY 2023, the Compensation Division reviewed and processed 5,274 personnel actions, including 205 Tuition Reimbursement Requests
- During FY 2023, the Training and Development division conducted several programs aimed to enrich and develop our employees:
 - Leadership Culture Program: targeting employees identified by management as promising future leaders within the organization to enhance leadership skills among participants, including workshops, mentorship sessions, and roundtable discussions
 - Promote Yourself First: the goal of this program is to equip our employees with the tools and knowledge to enhance their professional development and increase their success in securing promotional opportunities within the city
 - Employee Academy Program: this program offers a comprehensive overview of the programs and services provided by each department within the city, fostering a deeper understanding of our organizational structure
 - Toastmasters: a non-profit educational organization that teaches public speaking and leadership skills, began in August 2023. Employees work to enhance their professional development, take advantage of networking opportunities with members of other City of Miami Beach departments, and broaden their leadership capabilities.
 - New Employee Orientation: these sessions play a pivotal role in the success and integration of new hires into the City of Miami Beach, focusing on fostering employee engagement, productivity, and retention. We aim to provide a structured introduction to City of Miami Beach's culture, procedures, and expectations so employees feel welcomed, informed, and well-equipped to contribute to their fullest potential.
- NEOGOV Learn serves as the City's Learning Management System (LMS), facilitating the management of records and updating course content. Within this platform, the city is responsible for ensuring seamless operation and managing user accounts. Regular content audits are conducted to maintain relevance and compliance across departments, and technical support is provided to users encountering issues. Additionally, training sessions for departmental eLearning Champions are developed, and user engagement and course completion metrics are analyzed. Moreover, the city researches and announces timely courses to departments, facilitating the upskilling of team members. Notably, the city tracked the completion of over 1,783 courses by our citywide team members, exemplifying its dedication to employee development.

CRITICAL SUCCESS FACTORS

We are committed to hiring, developing, promoting, and retaining a competent HR workforce that provides excellent service to its internal and external customers. Several factors are critical to the achievement of our work plan:

- Attracting a high-performance workforce and properly orienting the new workforce
- Conducting job analysis and determining appropriate compensation levels
- Retaining and developing an excellent workforce by creating effective performance evaluation tools, training and development opportunities, and promotional opportunities
- Maintaining labor peace by working with all five unions to resolve issues effectively and expeditiously
- Avoiding legal liabilities by maintaining up-to-date personnel policies and procedures that are shared with citywide
- Avoiding organizational decline by dealing with problem employees promptly

FUTURE OUTLOOK

The Human Resources Department will continue to work proactively with other departments and the five collective bargaining units to address challenges facing the City, including, but not limited to, meaningful discussions on:

- Sustaining essential services and promoting organizational excellence with limited resources
- Recruiting and maintaining a quality workforce
- Ensuring the City's compensation plan continues to stay competitive
- Ensuring the City's classification plan continues to be equitable and accurately represents the tasks and responsibilities of each incumbent
- Continuing efforts to promote an organizational culture where employees accept and understand that they are individually and collectively responsible for transparent and ethical behaviors that are beyond reproach