

**TOWN OF BELMONT
DEPARTMENT OF
OVERVIEW OF PERFORMANCE AND OTHER CRITERIA**

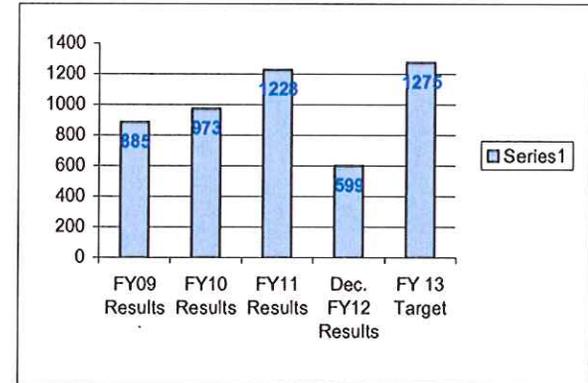
Human Resources Performance Data

Key Performance Indicators

	FY09 Results	FY10 Results	FY11 Results	Dec. FY12 Results	FY 13 Target
Health Care Service to 765 eligible employees & 600 retirees	500	600	700	360	750
Life Insurance service to over 500 employees and retirees	60	63	75	31	70
Workers Compensation Claims (excludes Police & Fire)	39	32	27	8	30
Unemployment Claims for Town and Schools	24	51	67	11	60
Number of Town vacant positions posted internally	31	27	26	11	28
Number of Town vacant positions advertised externally	26	24	18	7	22
Dental Ins.service to 365 participating Town & School Emp.	70	56	100	62	120
Requests for assistance frm citizens and external agencies	135	120	140	63	135
Number of major employment issues (new category)			30	7	20
Number of compliance regulation issues (new category)			45	39	40
Totals	885	973	1228	599	1275

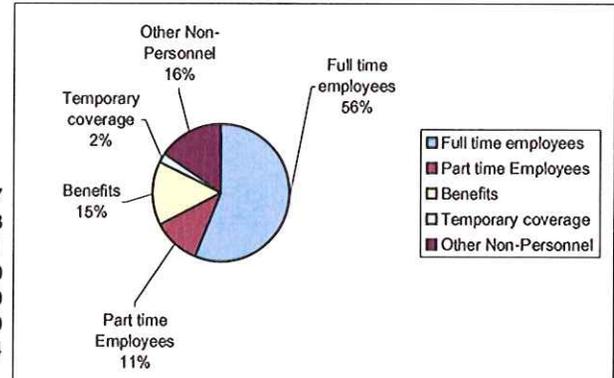
Administrative Performance Data

	FY09 Result	FY10 Budget	FY11 Budget	FY12 Target	Fy 13 Target
# Full Time equivalents (FTE)	2.71	2.71	2.71	2.71	2.71
# Full Time	2	2	2	2	2
# Part Time	0.71	0.71	0.71	0.71	0.71
% of workforce - women	100	100	100	100	100
Multilingual employees	0	0	0	0	0
% of employee sick time - non FMLA		1.8%		2%	2%



Budget Data

	FY09 Actual	FY10 Actual	FY11 Actual	FY12 Actual	FY 13 Budget	%
Total Full time employees	152,340	153,055	153,055	156,116	156,116	56.17
Total part time employees	27,182	28,856	30,043	30,644	30,644	11.03
Benefits (health, life, work comp, Medicare)	33,998	36,478	41,981	41,981	41,981	15.1
Total overtime	0	0	0	0	0	0
Funds for temporary staff coverage			6,000	6,000	6,000	2.159
Utilities	0	0	0	0	0	0
Other Non-Personnel	30,192	26,142	19,850	19,850	43,195	15.54
Total Expenses	243712	244531	250929	254591	277,936	



TOWN OF BELMONT FY 2013 NARRATIVE – HUMAN RESOURCES

HUMAN RESOURCES DEPARTMENT

I. Overview

Program Responsibilities: The H.R.Department has been broke down into six primary areas of responsibilities.

Benefits Administration: Consists of health, dental and life insurance enrollments, deductions, bill processing, Cobra notices and assistance for all Town and Schools employees and retirees.

Employee/Labor Relations: employment issues, personnel policies and questions, union contract compliance and interpretations for eight unions, grievance resolution, and collective bargaining of seven union contracts.

Recruitment: Oversight of hiring and promotional processes across Town in compliance with internal polices, union contracts, and State/Federal hiring and wage law.

Employment Regulation Compliance: areas include health insurance and benefit regulations, wage and hour matters, EEO regulations, FMLA, USERRA, Workers Compensation, unemployment benefits, CORI, ADA, FLSA, HIPAA, etc.

Informational assistance to citizens and external agencies: provide information to citizens regarding employment information and opportunities, provide external agencies with Town data for surveys and regulatory information, respond to subpoenas, etc.

Pay and Position Classification: administration and application of the union and non-union pay plans, updating of job descriptions, the rating of revised and new job descriptions.

Staffing: The Human Resources department has 2.71 FTEs, two full time positions and a part time administrative assistant

Budget: The 2013 salary and benefit portion of the budget was approximately \$234,345 with 40% for benefits administration, 11% for employee/labor relations, 11% for recruitment, 22 % for employment regulation compliance, 22 % informational assistance, 3% for pay and classification matters.

Program outcomes/performance indicators: The department indicators are primarily based on internal customer satisfaction, a credible and constructive relationship with labor unions which influence fair results and continue to minimize legal challenges and costs, as well as efficient administration of employee and retiree benefits.

II. Department Budget by function

TOWN OF BELMONT FY 2013 NARRATIVE – HUMAN RESOURCES

The chart below depicts our best estimates of the functional costs of the department. Benefits are allocated on a percentage basis, not per person. Salaries represent direct payments to employees. Benefits are departmental expenses for health insurance, workers compensation and the Town's Medicare match. However, employees are not covered by Social Security.

FY 13	Salaries	Benefits	Other	Total
Employee/Labor Relations	\$ 32,104.10	\$ 2,115.25	\$ 2,500.00	\$ 36,719.35
Benefits Administration	\$ 66,023.59	16,963.91	4,150.00	87,137.50
Employment Reg. Compliance	\$ 35,987.69	8,322.94	2,200.00	46,510.63
Recruitment	\$ 16,751.24	4,161.47	6,000.00	26,912.71
Assistance	\$ 30,796.46	9,346.05	2,500.00	42,642.51
Pay and Classification	\$ 10,701.37	705.08	2,500.00	13,906.45
Total	\$ 192,364.44	41,614.70	\$ 19,850	\$253,829.14
			Additional Request for Pay and Class Study	\$ 25,000.00
Budget balance difference is health insurance rates				\$278,829.14

III. Staffing and Structure

The Human Resources Department has three employees (two full time and one part time) to handle the benefits administration for the Town and School employees and retirees as well as all other Town program areas – Employee/Labor Relations, Recruitment, Employment Regulation Compliance, Informational Assistance, and Pay and Classification. The part time Administrative Assistant staffs the front desk 25 hours per week providing support with record keeping and customer interaction in all areas. Whenever one position is absent due to illness, vacation, etc. the other positions provide coverage for the vacancy as there is no other backup system in place. Management consists of the H.R. Director.

FTE - FY13	Management	F.T Clerical	P. T. Clerical	Total
Employee/Labor Relations	0.3	0	0	0.3
Benefits Administration	0.2	0.7	0.2	1.1
Employment Reg. Compliance	0.2	0.1	0.3	0.6
Recruitment	0.1	0	0.2	0.3
Assistance	0.1	0.2	0.3	0.6
Pay and Classification	0.1	0	0	0.10
Total	1	1	1	2.71

TOWN OF BELMONT FY 2013 NARRATIVE – HUMAN RESOURCES

IV. Major programs

A. Employee/ Labor Relations

1. Goals

a. To effectively complete collective bargaining with seven unions for FY 13 contract settlements following the guide lines set by the Board of Selectmen with minimal legal fees.

b. To work proactively with Labor unions to resolve day to day employment disputes, provide contract interpretations, impact bargain over policy changes.

c. To assist non union and union employees with policy questions and problems that relate to various Federal and State employment statutes.

d. To assist the Board of Selectmen in implementing health plan design changes in accordance with newly enacted Chapter 69 of the MGL.

e) To facilitate a Pay and Classification study review of all non public safety positions in Town government.

2. Program outcome

a. As of December 2011 only one FY 11 contract remains outstanding and is in mediation thru the State. Meetings with the remaining six unions are still ongoing for potential multi-year settlements.

b. By the end of the FY 12, it is anticipated that contract settlements will be reached with some of the six, out of the seven, unions dealt with by H.R., with the remaining union completing mediation at the State level.

3. Description of Function

Under M.G.L. Chapter 150E, public employees are allowed to unionize. The Town of Belmont is legally required to meet and bargain with these employee groups over hours of work and other working conditions such as pay and benefits.

4. Input/Output measures. – Since the creation of the H.R. department, the vast majority of the time, labor counsel has been able to serve in an advisory capacity which reduces the Town's legal fees. Contract settlements have been reached in a timely basis and within the cost perimeters set by the Board of Selectmen and employee issues have been worked out in a fair and equitable outcome, avoiding costly litigation.

TOWN OF BELMONT FY 2013 NARRATIVE – HUMAN RESOURCES

INPUTS	Actual FY 11	Budget FY 12	December/Estimated FY 12	Projected FY 13
3. Number of Employees	.4	.4	.4	.3
4. Department Expenditures	47,172.71	47,172.71	47,172.71	36,719.35
OUTPUTS				
Number of unions bargained with	7	7	7	7
Number of employment and disciplinary issues dealt with	30	36	7	20

B. Benefits Administration

1. Goals

To provide eligible Town and School employees and retirees with appropriate benefits.

2. Program Outcomes

Accurately administer Health, Dental, Life Insurance, Worker compensation and Unemployment benefits.

3. Detailed Description

Administer the enrollment of approximately 785 eligible employees and 600 retirees for the Town and School Departments in health insurance, dental, and life insurance as well as workers compensation and unemployment. Process all plan bill payments, monitor enrollment, review eligibility, and work with vendors and consultants.

INPUTS	Actual FY 11	Budget FY 12	December/ Estimated FY 12	Projected FY 13
5. Number of Employees	.95	.95	.95	1.1
6. Department Expenditures	\$79,666.20	\$79,666.20	\$79,666.20	\$87,137.50
OUTPUTS				
health insurance service to 765 School and Town eligible employees and 620 retirees	700	650	360	750
Life Insurance service to over 500 participating School and Town employees and retirees	75	55	31	70

TOWN OF BELMONT FY 2013 NARRATIVE – HUMAN RESOURCES

Number of workers compensation cases for School and Town	27	35	11	30
Dental Insurance service to 165 participating Town and School employees	100	60	62	120
Number of unemployment cases for School and Town	67	45	45	60

C. Employment Regulation Compliance

1. Goals

a. To provide non union and union employees information and policy interpretations regarding several Federal and State employment statutes that give rise to questions.

b. To ensure that required employment information is filed and to complete any required State or Federal reports.

2. Program Outcomes

To administer Federal and State employment statutes and respond to corresponding employment questions and issues, collect required documents, and comply with internal union job posting procedures and external advertisements consistent with Equal Opportunity requirements .

3. Detailed Description

Employment information needs to be available through the H.R. department for dissemination to employees with questions regarding sick leave and vacation questions that may fall under the Federal Family and Medical Leave act; wage and hour issues that may fall under the Fair Labor Standards Act or State statutes; or military leave acts, disability laws, and discrimination statutes such as the Civil Rights, etc.

The Town is also required to maintain various employment information and records such as employment applications, required employment licensures, Federal Immigration I-9s, State Health disclosure forms, Marriage, Birth and Death certificates for insurance, Medicare cards, employment rosters, State Civil Service records, etc.

INPUTS	Actual FY 11	Budget FY 12	Estimated FY 12	Projected FY 13
7. Number of Employees	.6	.6	.6	.6
8. Department Expenditures	\$45,566.94	\$45,566.94	\$45,566.94	\$46,510.63
OUTPUTS				
Number of regulation related issues	Not a program last year	20	20	20

TOWN OF BELMONT FY 2013 NARRATIVE – HUMAN RESOURCES

Number of compliance records created	Not a program last year	500	480	500
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D. Recruitment

1. Goals

To provide a qualified and stable workforce

2. Program Outcomes

100% Placement of qualified applicants subject to reference checks, pre-employment physicals and probationary periods.

3. Detailed Description

Create internal job postings and external ads from job descriptions and stated minimum qualifications, log in all applications, acknowledge external applications, provide copies to the hiring department and review results for EEO compliance and provide policy guidance of placement in pay ranges.

INPUTS	Actual FY 11	Budget FY 12	Estimate/December FY 12	Projected FY 13
9. Number of Employees	.2	.2	.2	.2
10. Department Expenditures		\$26,478.72	\$26,478.72	\$26,912.71
OUTPUTS				
Number of External Advertisements	18	22	7	22
Number of Internal job postings	26	24	11	28

E. Assistance

1. Goals

Respond to citizen’s inquiries regarding job openings and response to address inquiries from State of Federal agencies, and surrounding communities.

2. Program Outcomes

100% response to citizen’s inquiries regarding job openings and response to inquiries from State agencies such as Civil Service, the Attorney General, the Federal EEO office

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regarding required reports, and responses to requests for information from surrounding communities.

INPUTS	Actual FY 11	Budget FY 12	Estimate/December FY 12	Projected FY 13
11. Number of Employees	.51	.51	.51	.6
12. Department Expenditures		\$41,763.53	\$41,763.53	\$42,642.51
OUTPUTS				
Number of requests for assistance from citizens and external agencies	140	140	63	135

F. Pay and Classification

1. Goals

To establish a position hierarchy based on a point factor system that weighs the level of responsibility, skills and knowledge requirements, supervisory responsibility, working conditions, etc, and to attach pay ranges to these levels of positions.

2. Program Outcomes

Administer application of union and non-union pay plans, updating of job descriptions, rating of revised and new job descriptions as needed at 100%.

3. Detailed Description

The Classification system is put into place by outside neutral consultants who have propriety systems that are defensible against claims of bias and protects the Town. After the pay plan has been put in place by the original consultant, the ranges increase with general wage market increases and CPI information approved by the Board of Selectmen.

INPUTS	Actual FY 11	Budget FY 12	December/ Estimated FY 12	Projected FY 13
13. Number of Employees	.05	.05	.05	.10
14. Department Expenditures		\$8,084.09	\$8,084.09	\$13,906.45
OUTPUTS				
Number of position revisions/ratings.	11	12	13	12

TOWN OF BELMONT FY 2013 NARRATIVE – HUMAN RESOURCES

V. Innovation.

This past year, the department recommended adding a Harvard Pilgrim retiree Medicare Value plan with higher copayments that matched our active employee health plans and six months later dropping the Medicare Enhance plan altogether. This action was approved by the Board of Selectmen and resulted in approximately \$100,000.

Last year H.R. applied and was approved for new Federal Stimulus funds through the Early Retiree Reimbursement Assistance program. This program reimburses a predetermined level of claims for non-Medicare eligible retirees who are provided health insurance. During FY 12, the Town received two reimbursement payments consisting of \$31,170 and \$183,786. These funds must be used toward health insurance costs.

VI. Opportunities.

If my department were allocated additional funds, I would add a full time professional position to assist with non clerical duties and increase the hours of the part time administrative assistant from 25 hours per week to 35 hours per week to provide all day front desk and phone coverage. This would enable me to spend more of my time planning, adding, and improving programs instead of handling staff functions.

VII. Challenges. As mentioned in last year's Warrant Committee report, the Human Resources department long term growth has only been .9% vs. 3.5% for all Belmont departments. This is despite the fact that the department has taken over the responsibility for administering Ch. 32B, Section 18, that mandates the retirees must enroll in Medicare A and B when eligible, administration of a dental plan for Town and School employees, a lead role in dealing with unions on day to day matters as well as collective bargaining, working with payroll on new employees and various changes in the payroll system, working with mandates such as State Health Care Reform regulations, Medicare D regulations and reimbursements, License tracking and verification for Town drivers through the Massachusetts Registry, the Federal Early Retiree Reimbursement program and Federal Health Care Reform and most recently, working with the new MGL Chapter 69 health plan design change regulations in order to implement design changes.

**TOWN OF BELMONT EXPENDITURES
FY2013 PROPOSED BUDGETS**

MUNIS Org & Obj	Account Title	FY10 EXPENDED	FY11 EXPENDED	FY12 TOWN FINAL VOTE	FY12 TOWN EST EXP	FY13 TOWN REQ LEVEL SERVICE	% Chg Level Service to FY 12
<u>HUMAN RESOURCES</u>							
<u>11521</u>							
511000	FULL TIME WAGES	153,049	153,054	153,055	153,055	168,650	
511100	PART TIME WAGES	28,856	29,656	30,043	30,043	30,249	
	TEMPORARY EMPLOYEE		-	6,000	6,000	6,000	
517000	HEALTH INSURANCE	33,655	35,074	38,785	38,785	38,785	
517200	WORKERS COMPENSATION	437	419	559	559	642	
517800	MEDICARE	2,386	2,327	2,637	2,637	2,971	
	<u>PERSONAL SERVICES</u>	<u>218,383</u>	<u>220,529</u>	<u>231,079</u>	<u>231,079</u>	<u>247,297</u>	
<u>11522</u>							
524500	MAINTENANCE OF OFFICE EQUIPMI	1,222	917	1,300	1,300	1,300	
530000	PROFESSIONAL SERVICES-PRE EMP	-	100	1,000	1,000	26,000	
530000	*PROF SERVICES- HLTH INS ADVISC	17,550					
530600	COMPUTER SERVICES	-	-	350	350	350	
531400	EMPLOYEE ASSISTANCE PROGRAM	-	-	3,150	3,150	3,150	
531500	DRUG & ALCOHOL TESTING	1,390	2,015	2,200	2,200	2,200	
531700	PROFESSIONAL STAFF DEVELOPME	-	165	2,500	2,500	2,500	
531900	ADVERTISING SERVICE	343	3,364	6,000	6,000	6,000	
534600	PRINTING/MAILING	82	341	600	600	600	
542100	OFFICE SUPPLIES	826	1,089	1,200	1,200	1,200	
552900	BOOKS/PERIODICALS	120	-	250	250	250	
571000	TRAVEL	3,549	171	500	500	500	
573000	DUES & MEMBERSHIP	1,060	999	800	800	800	
	<u>OTHER EXPENSES</u>	<u>26,142</u>	<u>9,161</u>	<u>19,850</u>	<u>19,850</u>	<u>44,850</u>	
	TOTAL HUMAN RESOURCES	244,526	229,690	250,929	250,929	292,147	16.4%
	* in FY11 costs of Health Insurance Advisor now borne by Health Trust fund						