

Department of Human Resources

2018 Budget Presentation



Tompkins County

Recommended Budget

	2017 Modified	2018 Recommended	\$ Change	% Change
Expenditures	\$1,054,164	\$990,101	-\$64,063	-\$6.08%
Revenues	-\$10,000	\$0	\$10,000	-\$100.00%
Net Local	\$1,044,164	\$990,101	-\$54,063	-\$5.18%

The Tompkins County Department of Human Resources administers the provisions of Civil Service for the County and all jurisdictions (civil divisions), in accordance with the NYS Constitution, NYS Civil Service Law and the Tompkins County Local Civil Service Rules. The department also oversees a comprehensive Human Resources program, reducing risk of liability for the County, while providing expert guidance and support to all agencies & employees under our jurisdiction.

DEPARTMENT OF HUMAN RESOURCES CORE FUNCTIONAL AREAS

MANDATED CIVIL SERVICE ADMINISTRATION

for:

50 Civil Divisions
2047 Classified Positions

Position Classification
Job Specifications
Compensation Studies
Application Review
Examinations/Eligible Lists
Job Postings/Recruitment
Civil Service Training
Civil Service Compliance
Payroll Certification
Municipal Relations
Employment History Record
All Personnel Transactions
Appointments
Reductions in Force

HUMAN RESOURCES ADMINISTRATION

for:

Over 720 County Employees

Orientation/On-boarding
Labor Law
Compliance/Mandates
Policy Administration
Affirmative Action/EEOC/ADA
Staff Development/Training
Recruitment/Retention
Diversity and Inclusion
Performance Management
Reward and Recognition
Succession Planning
Coaching/Mentoring
Payroll Functions
Personnel File Maintenance
Wage & Salary Administration
Support County Initiatives

EMPLOYEE BENEFITS

for:

Active & Retired County
Employees
Select Benefit Support for:
TC3/TC Public Library/Soil & Water

TC Health Insurance
Consortium
Health Insurance Plans
Prescription Plans
Dental and Vision Plans
Flexible Spending Plans/HRA
Affordable Care Act
Employee Assistance Program
Workers' Compensation
Disability Leave Program
NYS Retirement System
Deferred Compensation
Social Security/Medicare
Wellness
Other Ancillary Benefits

LABOR RELATIONS

4 Collective Bargaining
Units:
CSEA White Collar
CSEA Blue Collar
Counsel 82- Corrections
Road Patrol
And
Non-bargaining
Management Group
Confidential Group

Contract Negotiations
Contract Interpretations
Disciplinary Action
Management Guidance
Grievances
Mediation
Arbitration Hearings
Employee Relations
Union Relations

Full-Time Equivalents

2015	2016	2017	2018 Target	2018 Req	# Change	% Change
8.0	7.50	8.00	8.00	8.75	.75	9.38%

HISTORIC DEPARTMENT STAFFING LEVELS

1997-2003 12 FTE's -included 2 FTE's dedicated to Tompkins County Training and Diversity Program Initiatives.

2009- 2013 Significant decrease in staff levels from 2003 to present. (Fluctuation between 6.8- 8 FTE's)

STAFFING LEVELS- COMPARABLY SIZED COUNTIES

COUNTY	POPULATION	STAFFING	COMMENTS
Tompkins County	103,855	8	4 Unions/ 720 employees
Putnam County	100,000	9	3 Unions
Ontario County	110,000	19	
Oswego County	122,109	9.5	
Cattaraugus County	80,317	9	
Fulton County	55,531	8	
Chataugua Co.	135,000	9	
Cortland County	49,000	6	
Tioga County	52,000	5	3 Unions/400 Employees
Seneca County	35,251	4	Benefit administration and Workers' Comp reside in another dept.
City of Ithaca	30,014	4.5-5	
Madison County	73,442	6	Benefit administration and Workers' Comp reside in another dept. / 500 employees
Steuben County	98,990	8	3 Unions

Major Influences

Department Staffing Levels

- ❖ 3 retirements of key staff members are anticipated within the next 1-2 years.
 - Significant loss of institutional knowledge & extensive learning curve for new staff.
- ❖ The department has been operating with the equivalent of 1-1.5 fewer FTE's consistently over the past 2½ years due to staff absences.
 - Adequate staffing levels are vital to our successful achievement of priority goals.
 - Challenging to maintain compliance and fulfill mandated program requirements.
 - Difficult to sustain current programs and implementing new or enhanced initiatives.

Labor Relations

- ❖ All 4 collective bargaining units are currently in or will re-enter negotiations
 - Road Patrol contract expired 12/31/16; CSEA White & Blue Collar contracts expire 12/31/17; and Counsel 82-Corrections recently ratified contract expiring 12/31/17.

Climate Survey

- ❖ Continued focus on targeted initiatives identified in the first Climate Survey, and preparation to address 2018 survey findings

Increased Legal and Regulatory Mandates

- ❖ Frequently changing labor laws impact many facets of our operations, and our department must remain abreast of, and incorporate such changes.

Major Influences

Continued Process Improvement

❖ Sustainment and Enhancement of Programs & Initiatives

- New hire orientation/on-boarding: automation and improvement of new hire experience.
- Expansion of community outreach, collaboration, and other means of positively impacting diversity and inclusion priorities, recruitment, and retention.
- Reward and Recognition; employee engagement and other workplace and culture improvement initiatives.
- County-wide Training Program;
- Leadership Development;
- Succession Planning;
- Performance Management; and
- Career Development Coaching.



PRIORITIES

✓ **Compliance:**

- Attain audit readiness with regard to program areas mandated by State or Federal labor laws or statutes, including Civil Service Law.

✓ **Training:**

- Finalize and implement strategic plan for a comprehensive training and organizational development program, leveraging inter-municipal cooperation and resource sharing to address leadership development, diversity and cultural competence, and other identified needs.

✓ **Performance Management:**

- Develop and implement a County-wide performance management program and processes, and provide related education and training.

✓ **Policy:**

- Update existing policies, develop new policies as necessary, and effectively communicate, interpret and assist with compliance of such.

✓ **Employee Relations:**

- Leadership development and coaching, individualized career counseling, and overall cultivation of a positive work environment.

Over-Target Requests Supported by the Recommended Budget

Page #	OTR #	Priority	Req. OTR	Req. Source	Rec. OTR	Rec. Source	Purpose
4-132	33	2	\$5,500	One-time	\$5,500	One-time	Software, Office Equipment, Scanner
4-132	34	3	\$5,476	One-time	\$5,476	One-time	4 Laserfiche Licenses
4-132	34	3	\$800	Target	\$800	Target	
4-132	35	4	\$4,500	One-time	\$4,500	One-time	Purchase New ID Badge Printer

#33 Office Equipment

- Adobe software is essential for the large number of documents this office creates and revises.
- We have an inoperable scanner in need of replacement.
- 3 office chairs to replace ones that are worn out and don't provide sufficient lumbar and other support.
- Stand-up desks have been requested by two employees, and studies have shown that stand-up desk tops promote a healthier work environment.

#34 Laserfiche Licenses

- We currently have 5 Laserfiche licenses for 8 people to use for our electronic personnel and medical files.
- The sharing of individual licenses violates the license agreements, prevents us from establishing varying security levels by user, and impedes proper auditing practices because there is no accurate access log allowing us to determine who created an action in our files.

#35 New ID Badge Printer

- A new ID Badge Printer is needed because existing hardware is over 10 years old and has outlived its useful life. This printer is used to create the ID badges for most County employees.

WHY WE
NEED THIS

Over-Target Requests NOT Supported by the Recommended Budget

Page #	OTR #	Priority	Req. OTR	Req. Source	Rec. OTR	Rec. Source	Purpose
4-132	32	1	\$34,680	Target	\$0	One-Time	Part-Time Position Request

#32
Part-Time
Position

Adequate staffing levels are vital to our ability to elevate customer service delivery and standards; and will enable the department to operate in a more pro-active and strategic manner, and to better align resources with priorities. It is also essential for the sustainment of current and future human resources initiatives, as well as the achievement of department and County-wide goals and objectives.

Part-Time Position

- Heighten standards of customer service for internal and external customers;
- Succession planning: allow staff currently working at full-capacity the ability to cross-train in anticipation of 3 impending retirements, and ensure continuity of operations during leaves of absence;
- Allocate existing staff time and resources more efficiently and effectively to achieve success in sustaining and enhancing current initiatives, maintaining program compliance (both mandated and discretionary), and to strive for continual process improvement and implementation of new programs.
 - County-wide Employee Performance Management program and process;
 - Greater opportunity for individualized support and guidance for departments, including: succession planning, leadership coaching and development, and employee relations;
 - Employee Career Counseling, and support for success in pursuing internal growth opportunities;
 - Programs focused on employee satisfaction and retention;
 - Employee exit interviews, and other programs to collect vital data;
 - Increased capacity for both internal and external education, engagement, and outreach.

WHY WE NEED THIS

OTRs NOT Supported by the Recommended Budget

Page #	OTR #	Priority	Req. OTR	Req. Source	Rec. OTR	Rec. Source	Purpose
4-132	36	5	\$15,000	Target	\$0	Target	Reward and Recognition

#36
Reward & Recognition

“Pilot” funding was provided in 2017 to implement a Countywide “Reward and Recognition Program”, and has been applied to retiree recognition, “thank you” cards (in process), and to assist with the cost of the annual employee picnic. Continued funding will allow for sustainment of these and new initiatives, including: a new hire welcome program; “on the spot” and “peer recognition”; annual employment anniversary & milestone recognition, Veteran recognition, and more.

Improving the “Culture of Recognition”

Reward & Recognition Plan	
Employee Milestone Achievement Awards (5 yrs, 10 yrs, 15 yrs, 20 yrs, 30 yrs, 35 yrs, etc.)	\$2,500
Annual Employee Anniversary Cards	\$1,000
Thank You Cards/“On the Spot” & Peer Recognition	\$3,500
Retiree Recognition	\$1,000
New Hire – Swag Bags/welcome	\$1,000
Various other Recognition Tools/Resources	\$1,000
Employee Picnic	\$5,000



WHY WE NEED THIS

OTRs NOT Supported by the Recommended Budget

Page #	OTR #	Priority	Req. OTR	Req. Source	Rec. OTR	Rec. Source	Purpose
4-133	37	6	\$25,000	Target	\$0	Target	Recruitment Funds

#37
Recruitment
Funds

Recruitment funds would be in its own functional unit, a standalone fund to utilize for all department recruitment needs, and any remaining balance would go back into the general fund. A centralized fund would produce cost savings for the County.

Recruitment Funds

- Recruitment of a diverse and highly qualified talent pool remains a critical priority for the County, and lack of sufficient funds could be detrimental to such efforts.
- Departments don't budget for recruitment costs, and often face a hardship when vacancies occur.
- Cost savings can be realized through procurement of recruitment resources at discounted pricing.
- Efficiencies can be gained in reducing the administrative burden for multiple departments.
- Recruitment costs range from \$1,000-\$7,000, with upper level positions involving a nationwide search at the higher end. *Not all positions require "paid advertising"; free or low cost resources are used when possible.*

Example of savings: Careerbuilder- online job posting source

Standard Cost: \$390-\$450 per each 30-day job post VS. **"Packaged Pricing":** \$99-\$199 per 30-day job post*
 * includes *free* "resume database" access which would cost of \$400 per month if purchased separately.

WHY WE NEED THIS

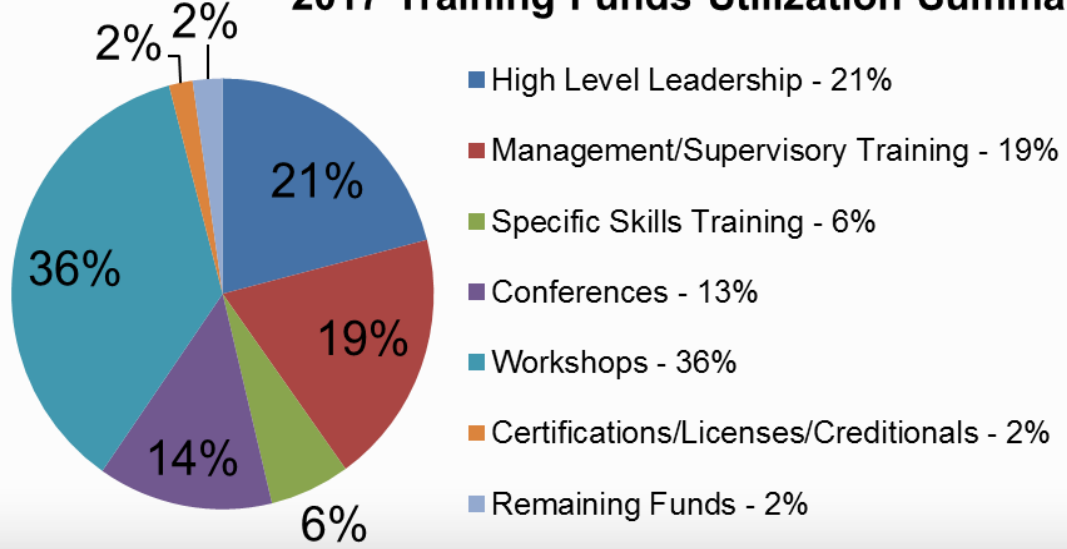
Over-Target Requests NOT Supported by the Recommended Budget

Page #	OTR #	Priority	Req. OTR	Req. Source	Rec. OTR	Rec. Source	Purpose
4-133	38	7	\$80,000	Target	\$0	Target	Countywide Training

#38
Countywide
Training
Program

• To continue & expand training opportunities, in particular career development and leadership training to support the success of our employees as they grow their careers within the County. This request increases funding from the 2017 level by \$9,500 and converts funding from one-time to target for program sustainment.

2017 Training Funds Utilization Summary



KEY TRAINING IMPERATIVES:

- Invest in career development;
- Cultivate leadership capacity;
- Prepare employees to succeed in internal growth opportunities;
- Promote job proficiency;
- Performance management training;
- Communication skills building;
- Employee engagement, satisfaction, and retention;
- Diversity and Inclusion training topics as identified. (Funding necessary for continuation of LGBTQ Training begun in 2017)

WHY WE
NEED THIS

Over-Target Requests NOT Supported by the Recommended Budget

Page #	OTR #	Priority	Req. OTR	Req. Source	Rec. OTR	Rec. Source	Purpose
4-133	39	8	\$24,000	One-Time	\$0	One-Time	Labor Counsel

#39
Labor
Counsel

- The request is for one-time funds, providing an opportunity for the County to assess the value of engaging expert outside counsel in labor relations matters on a broad scale. (Budget Line Item: Professional Services)

LABOR COUNSEL

- Expand the scope of coverage of the County's outside labor counsel from issues involving only the Road Patrol union to issues involving all collective bargaining units.
- Scope of services includes, but is not limited:
 - Participation and advisement during all phases of labor negotiations;
 - Assistance with employee disciplinary matters, including settlement of such;
 - Consultation and guidance on matters related to significant labor laws;
 - Provision of management and supervisory training in connection with corrective action, contract administration, employee performance, and other topics.

Anticipated Return On Investment: reduction of union matters brought to Arbitration, which is very costly; reduced liability with regard to labor law compliance; greater consistency in contract language and interpretation across bargaining units; and more.

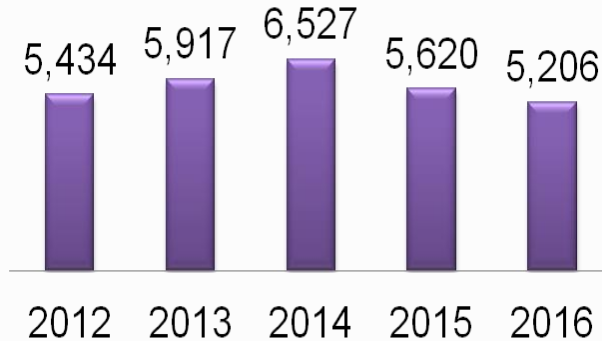
Statistics

Tompkins County 2017 Employment Milestone Achievements

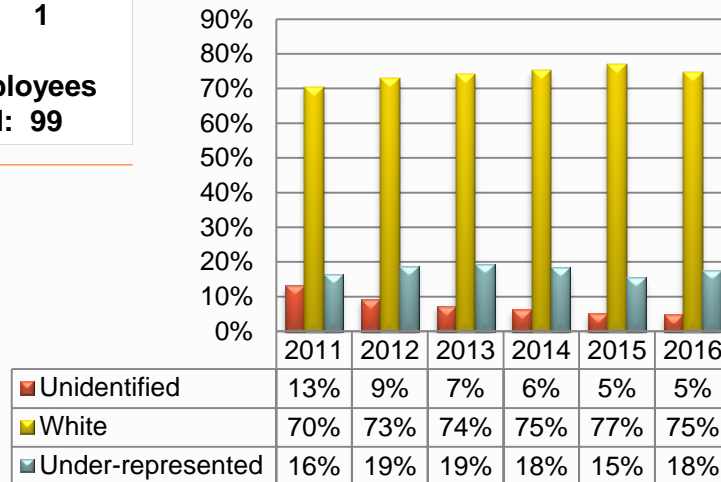
5 Years	24
10 Years	20
15 Years	25
20 Years	8
25 Years	7
30 Years	13
35 Years	1
40 Years	1

**Total # of Employees
Recognized: 99**

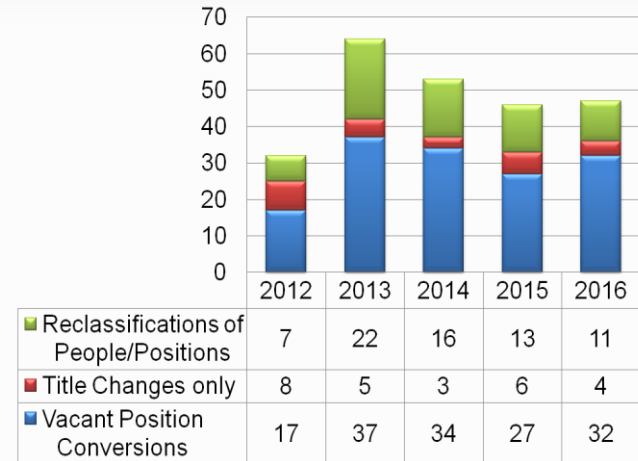
Employment Applications Reviewed



Applicant Diversity 2012 - 2016



Position Classification Projects



**In 2016
the Department of Human Resources
Administered
100 Civil Service Examinations
for a total of
671
candidates
seeking employment.**

QUESTIONS?