

# Department of Human Resources

2019 Budget Presentation



**Tompkins County**

# Recommended Budget

	2018 Modified	2019 Recommended	\$ Change	% Change
	\$1,171,397	\$1,258,052	\$86,655	7.40%
Revenues	\$0	-\$7,500	-\$7,500	
Net Local	\$1,171,397	\$1,250,552	\$79,155	6.76%

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

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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

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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

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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  
(recently dissolved)

Road Patrol

And

*Non-bargaining*

Management Group  
Confidential Group

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

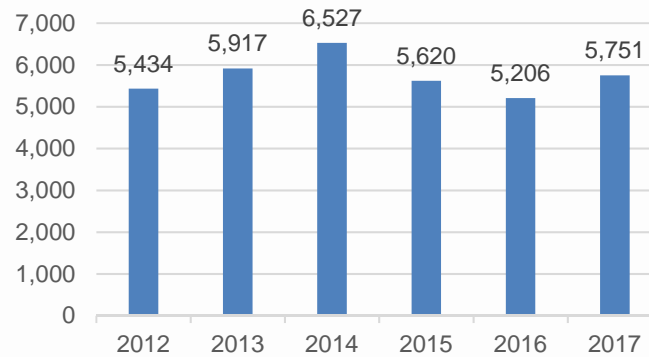
# Statistics

## Tompkins County 2018 Employment Milestone Achievements

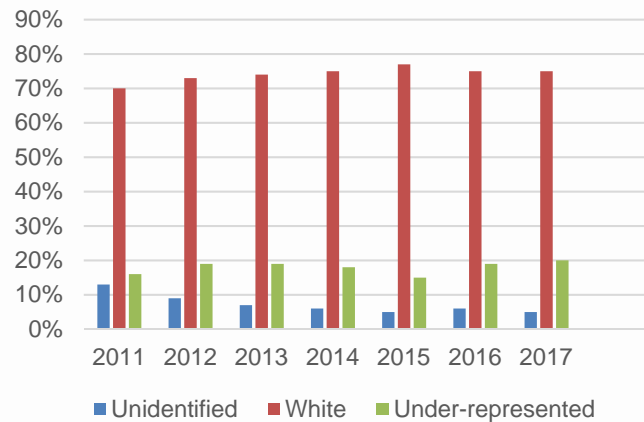
5 Years	34
10 Years	24
15 Years	12
20 Years	18
25 Years	11
30 Years	12
35 Years	2
40 Years	1

**Total # of Employees  
Recognized: 114**

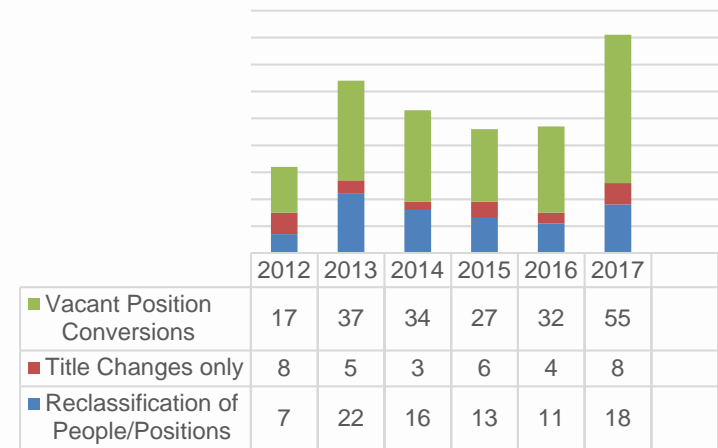
## Employment Applications Reviewed



## Applicant Diversity



## Position Classification Projects



**In 2017  
the Department of Human Resources  
Administered  
120 Civil Service Examinations  
for a total of  
1000  
candidates  
seeking employment.**

# Full-Time Equivalents

2016	2017	2018	2019 Target	2019 Req	# Change	% Change
8.0	7.50	8.75	8.00	9.75	1.00	11.43%

## 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

Based on July 1, 2017 US Census Bureau

COUNTY	POPULATION	STAFFING	COMMENTS
Tompkins County	104,802	8	3 Unions/ 720 employees
Putnam County	99,323	9	3 Unions
Ontario County	110,000	19	
Oswego County	118,478	10	
Cattaraugus County	77,348	9	
Fulton County	55,531	8	
Chataugua Co.	129,046	9	
Cortland County	47,786	6	
Tioga County	48,578	5	3 Unions/400 Employees
Seneca County	34,498	4	Benefit administration and Workers' Comp reside in another dept.
City of Ithaca	31,066	4.5-5	
Madison County	70,965	6	Benefit administration and Workers' Comp reside in another dept. / 500 employees
Steuben County	96,281	8	3 Unions

# Major Influences

## Department Staffing Levels

- ❖ Deputy of Human Resources Retiring January 2019.
  - Significant loss of institutional knowledge & extensive learning curve for new staff.
- ❖ Human Resource Support.
  - Transitional support needed to execute succession plan.
  - Administrative support necessary to reduce frequency of higher paid staff performing task oriented work, rather than strategic initiatives.
  - Process improvement anticipated as we transition to a new HRIS with additional automation in key functional areas.

## Labor Relations

- ❖ Legal Retainer
  - 2018 Initiative proved successful with increased involvement from outside counsel in labor negotiations, labor law advice, management and supervisory training, employee discipline and policy creation due to labor law changes.

## Climate Survey

- ❖ Human Resource Support Anticipated
  - Climate survey results call for a focus on effective communication and more accountability in the fair treatment of all staff members.

# Over-Target Requests Supported by the Recommended Budget

Page #	OTR #	Priority	Req. OTR	Req. Source	Rec. OTR	Rec. Source	Purpose
4-135	15	1	\$44,643	Target	\$44,643	Target	Employee Benefits Assistant
4-135	17	2	\$24,000	Target	\$24,000	Target	Professional Services – Legal Retainer
4-136	16	3	\$64,877	One-Time	\$64,877	One-Time	Personnel Assistant Trainee
4-136	18	4	\$15,000	Target	\$15,000	Target	Talent Acquisition Fund (Recruitment)
4-136	68	5	\$7,500	Rollover	\$7,500	Rollover	Staff Overlap

## Over-Target Requests Supported by the Recommended Budget



- Approved for 2018 as a one-time funded .75 FTE, 18-month position.
- Requested that this .75 FTE position be funded as a target request, due to the demonstrated value of the role.
- Vital to the effective management of the County's self-insured disability leave and employee return to work programs
- Essential for providing valuable one-to-one customer service to both active employees and retirees, in relation to general benefit questions, retiree health insurance, guidance through the retirement process, and overall support across all benefit programs.
- Critical to the department's ability to sustain compliance with laws and regulations pertaining to the wide array of benefit programs offered, maintain accurate records, facilitate the timely exchange of information and communication with carriers, and compile information necessary for decision making related to employment issues.
- Without this position, department staffing levels are insufficient to allow for the consistent provision of the high level of customer service desired, due to the complexity of administering the comprehensive benefit programs offered by the county.



# Over-Target Requests Supported by the Recommended Budget

#16  
Personnel Assistant Trainee

- 2 Years of One Time funding to help transition roles and responsibilities during a time when we must execute our succession strategy.
- Creates a new position in the Human Resources Department due to a crucial loss of significant institutional knowledge as a result of 1-2 upcoming retirements.
- Succession strategy involves sending the selected incumbent to extensive training offered by the NYS Department of Civil Service, an integral component of the departments ability to maintain compliance with Civil Service Laws, rules, mandated programs and services for the 54 civil divisions for which we administer civil service. The State requires permanent appointment status for attendees, and the department's unanticipated inability to send an employee in 2018 is a serious setback in our operational planning.
- Need for increased cross training, to ensure compliance with mandates and other priorities,
- Need for administrative support, to enhance provision of excellent customer service, and reduce the frequency with which it is necessary for higher paid staff to perform task oriented rather than the strategic work.
- Potential cost savings as certain work that is currently outsourced can be performed in-house.
- Progress toward continued process improvement, efficiencies, and further automation of many core functions, to include new hire orientation/on-boarding, and more.
- Helps execute our succession of civil service system expertise and helps us realize new efficiencies by upgrading our current software and utilizing new technology.

## Over-Target Requests Supported by the Recommended Budget

#17  
Professional Services- Legal  
Retainer

- Maintain this new initiative from 2018, in which the scope of services for the County's outside labor counsel was expanded to include all of the County's collective bargaining units,
- This agreement has proved extremely valuable in the provision of comprehensive negotiating services; subject matter expertise, consultation, and advice regarding the County's rights and liabilities in relation to a broad array of labor laws; representation in connection with contract grievances; and management and supervisory training.
- The ability to tap into the collective knowledge base of this firm, and receive timely advice, and guidance with regard to employee discipline and other personnel matters has been of extreme value to the County, and is provided as an in-kind service in most instances.

## Over-Target Requests Supported by the Recommended Budget



- This account was established in 2018 to reduce the financial burden individual departments were faced with when a vacancy occurred which required paid advertising and to create a "central fund" for this purpose.
- This account has allowed the HR department to develop and facilitate recruitment plans for key positions.
- Funding was utilized for the Deputy County Administrator search, and funds are earmarked for two Department Head searches slated for fall 2018, as well as other key positions that have been identified.
- Funds from this account are primarily used for paid advertising and marketing efforts for select vacancies, participation in job fairs, and supplies necessary to attend off-site recruiting and community outreach.

## Over-Target Requests Supported by the Recommended Budget



#68  
Staff Overlap

- This one time OTR requests the use of rollover funds for the purpose of allowing the human resources department to recruit and hire a new staff member and bring them onboard for training prior to the departure of previous experienced staff.
- This OTR allows us to execute a succession plan that includes hiring new staff at a comparable salary level to the incumbent and permits us to host a training period for the new hire while the incumbent is still employed at the County.

**QUESTIONS?**