CITY OF MEMPHIS
HUMAN RESOURCES DIVISION

FY 2010 O&M Budget Request

Dr. Lorene L. Essex, Director

Fund: General Fund

April 28, 2009

1

Overview

2

Strategic Goals

3

Goals, Objectives and Notable Accomplishments

4

Operating Budget

5

Personnel Data

6

Other Relevant Information

7

8

HUMAN RESOURCES DIVISION
Overview

Overview of Anticipated Changes and Financial Impact

Staffing Changes:

▪Increased the number of positions in HR Service Centers due to the transfer of the **Police Hiring** process to the Human Resources Division

Employment	7
Compensation	1
Testing & Recruitment	1

▪Reduced the number of full-time positions due to the **12% Reduction** of Operating Budget request for FY 2010.

Employment	3
Compensation	2
Learning Academy	1
Testing & Recruitment	1

▪HR Division position complement increased by two (2) positions overall.

Outsourcing Opportunities:

▪Technical training classes will be outsourced by using vendors such as Oracle University, New Horizons and Southwest Community College to facilitate the classes.

New Programs: None

HUMAN RESOURCES DIVISION

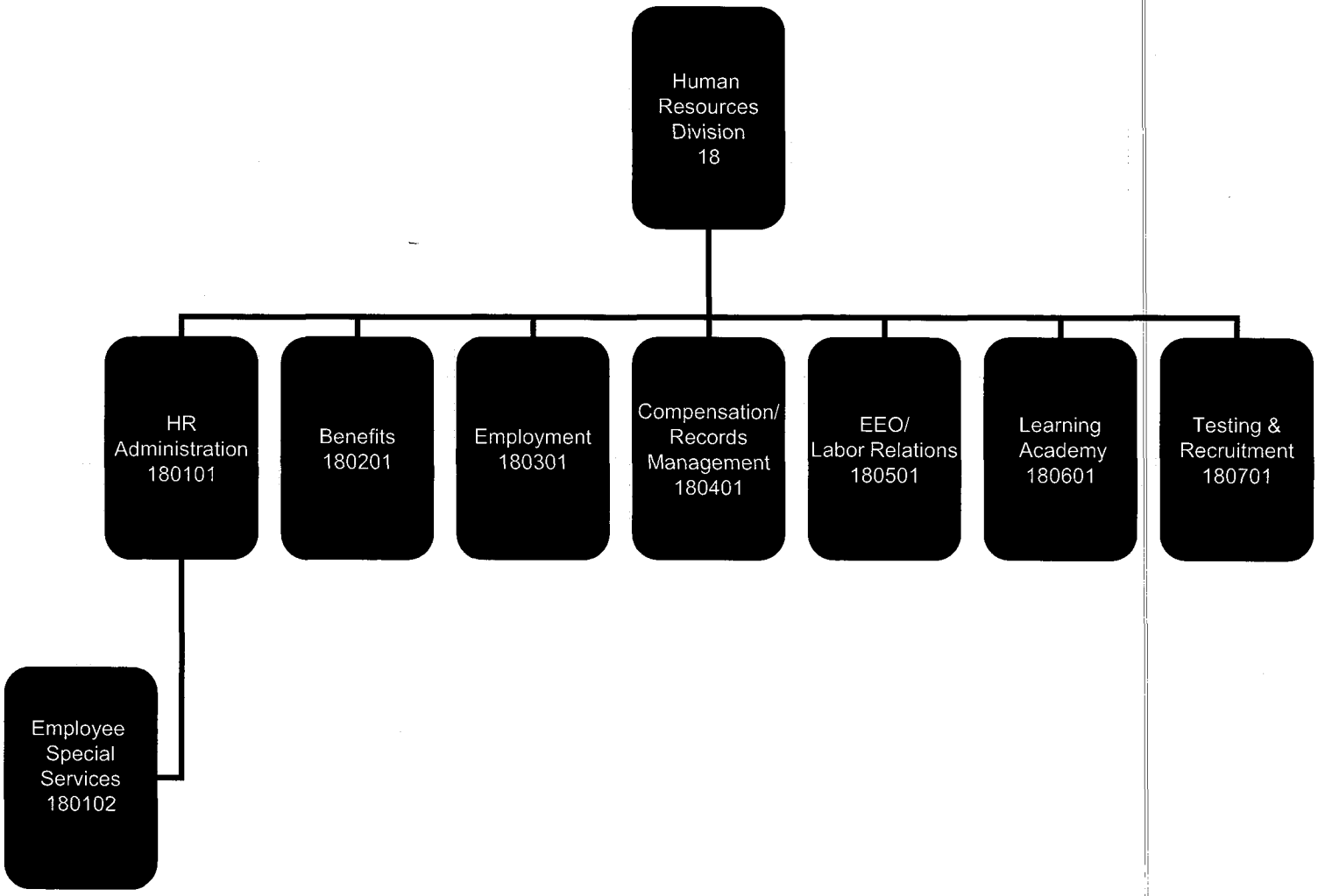
MISSION STATEMENT

To provide collaborative, proactive and responsive leadership in the human resources field to all levels of City Government in order to further the effective delivery of quality services to City of Memphis employees, residents and businesses.

HUMAN RESOURCES DIVISION

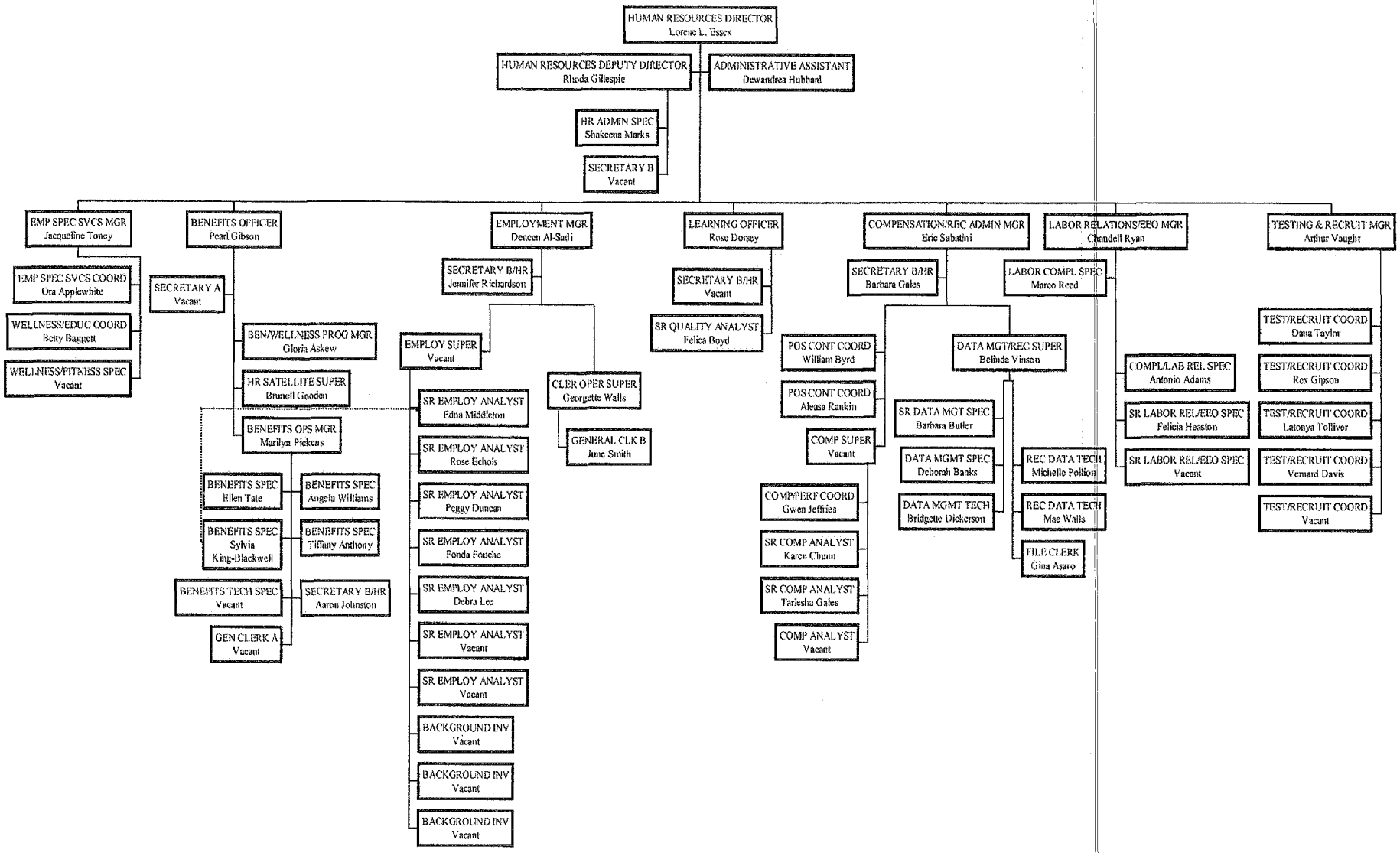
ADMINISTRATION
BENEFITS
COMPENSATION/RECORDS ADMINISTRATION
EMPLOYEE SPECIAL SERVICES
EMPLOYMENT
LABOR RELATIONS/EEO
ACADEMY OF LEARNING AND DEVELOPMENT
TESTING AND RECRUITMENT

HUMAN RESOURCES DIVISION
Organizational Chart



HUMAN RESOURCES DIVISION

April 28, 2009



HUMAN RESOURCES DIVISION
Strategic Goals

HUMAN RESOURCES DIVISION STRATEGIC GOALS

INTRODUCTION

- The Human Resources Division operates to accomplish eight strategic goals which are carefully aligned with the City of Memphis Key Focus Areas and Results of the 2009-2013 Strategic Plan.

- The Key Focus Areas and Results that specifically relate to and integrate with overarching policies and procedures are delineated herein.

HUMAN RESOURCES DIVISION
Strategic Goals

- The alignment and integration of HR policies and procedures with the strategic needs of the City of Memphis
- The incorporation of new technology to improve employee services
- Effectively and efficiently managing the City's benefit programs
- The creation and implementation of programs to attract and retain quality services

HUMAN RESOURCES DIVISION
Strategic Goals

- The development of an effective system for training City employees
- Ensuring legal compliance with state and federal regulations
- Developing systems to assure quality and accountability for performance
- Employing progressive and legally sound hiring processes

HUMAN RESOURCES DIVISION
Strategic Goals

FOCUS AREA 1 – PUBLIC SAFETY AND THE REDUCTION OF CRIME

Result 1 – Public Safety

•The creation and implementation of programs to attract and retain quality employees

•Developing systems to assure quality and accountability for performance

Result 2 – Crime Reduction

•Employing progressive and legally sound hiring processes

HUMAN RESOURCES DIVISION
Strategic Goals

FOCUS AREA 2 – YOUTH & NEIGHBORHOOD ENHANCEMENTS

Result 5 – Culture, Recreation & Education

•The creation and implementation of programs to attract and retain quality employees

•Developing systems to assure quality and accountability for performance

Result 6 - Health and Dignity

•Effectively and efficiently managing the City's benefits programs

HUMAN RESOURCES DIVISION
Strategic Goals

FOCUS AREA 3 – BUSINESS SERVICES

Result 7 – Thriving Economy

•The creation and implementation of programs to attract and retain quality employees

•Ensuring legal compliance with state and federal regulations

•Employing progressive and legally sound hiring processes

Result 9 – Natural Resources

•The development of an effective system for training City employees

HUMAN RESOURCES DIVISION
Strategic Goals

FOCUS AREA 4 – FISCAL & STAFF ACCOUNTABILITY

Result 10 – Government

- The incorporation of new technology to improve employee services
- Effectively and efficiently managing the City's benefit programs
- The creation and implementation of programs to attract and retain quality employees
- The development of an effective system for training City employees
- Developing systems to assure quality and accountability for performance
- Employing progressive and legally sound hiring processes

HUMAN RESOURCES DIVISION
Service Centers' Objectives & Notable Accomplishments

HR Administration

Legal Level:

Legal level consolidation of HR Administration and Employee Special Services.

Description:

HR Administration

▪To provide the City of Memphis government with effective and efficient human resource services which focus on customer needs and support achievement of the City's strategic goals.

Employee Special Services

▪To develop and administer programs that promote employee physical health, encourage education and professional development and provide individual recognition.

Strategic Goals:

▪The alignment and integration of HR policies and procedures with the strategic needs of the City of Memphis.

▪The administration of the civil service process as stipulated in the City of Memphis Code and Charter.

▪The development and monitoring of the annual budget for the Human Resources Division.

▪The support and promotion of professional development opportunities for staff.

▪The evaluation of the quality and cost effectiveness of the tuition reimbursement program.

▪The maintenance and improvement of the City's employee recognition programs.

▪Foster and promote a Wellness work environment for City employees.

▪The maintenance and administration of the City's Residency Audit process.

HR Administration, cont'd

Notable Accomplishments:

- Assisted over 330 employees to matriculate in higher education institutions through the Tuition Reimbursement Program.
- Successfully coordinated the Division's 2008 United Way campaign with a 15% increase in donations.
- Conducted a Residency Audit on all City Employees – assisting over 250 employees to become compliant with the City Charter and Ordinance.

HR Administration, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
HR Admin	Ensure HR policies and practices that effectively achieve strategic goals	To review and update HR policies and practices on an ongoing basis	Percent of policies reviewed	25%	50%	90%
HR Admin	Administer the civil service process as stipulated in the City of Memphis Code and Charter	To schedule and conduct civil service hearings on a regular basis	Number of hearings conducted	24	31	20
HR Admin		To release rulings of the Commission in a timely manner	Number of days from hearing to release rulings	30 days	30 days	30 days
HR Admin	Develop and monitor the annual budget for Human Resources Division	To ensure the division stays within its budget by monitoring appropriation statements and expenditures monthly	Percent of appropriation statements and expenditures monitored monthly	100%	100%	100%
HR Admin	Ensure staff professional development opportunities	To provide training classes for Administration staff	Number of training classes provided	2	2	2

HR Administration, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Employee Special Services	Evaluate quality and cost-effectiveness of the Tuition Reimbursement Program	To implement approved modifications and changes to tuition reimbursement program by year end	Date Completed	June 2008	June 2009	June 2010
Employee Special Services	Maintain and improve the City's recognition programs	To plan and coordinate Years of Service Ceremony	Number of ceremonies held	2	2	3
Employee Special Services		To recognize City employees for perfect attendance by March 2010	Number of employees recognized	1,500	1,500	1500
Employee Special Services	Promote a Wellness environment for City employees	To provide 2 Wellness workshops for employees by June 2010	Number of workshops provided	3	2	2
Employee Special Services		To host the City of Memphis Health Awareness Fair	Date completed	October 2007	November 2008	October 2009
Employee Special Services		To publish Wellness articles	Number of articles published	Not Measured	3	5

HR Administration, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Employee Special Services	Maintain and implement City's Residency Audit	To implement Residency Audit	Date completed	April 2008	April 2009	April 2010
Employee Special Services	Ensure staff professional development opportunities	To have every staff member attend a minimum of 15 hours of continuing education or staff development training by June	Percent of staff completing 15 hours of education	100%	100%	100%

Benefits

Description:

▪To provide and administer responsive and cost-effective benefits programs that meet the needs of the employees, retirees, and their dependents.

Strategic Goals:

▪The improvement of healthcare communication among all stakeholders.

▪Addressing healthcare cost reductions through proactive services and healthcare benefits programs.

▪The improvement of overall health and wellness condition for City of Memphis employees and residents.

Notable Accomplishments:

▪Held a ten-day City of Memphis Benefits Open Enrollment, processing 1,800+ forms.

▪Coordinated the City's Health Awareness Fair servicing over 6,500 employees/retirees and family members.

▪Implemented a new Medicare Advantage Plan for City retirees.

▪Increased healthcare savings by approximately $1.7million dollars.

Benefits, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Benefits	Improve Healthcare Communication	To provide healthcare financial report/ information based on resolution 4 times a year to Healthcare Committee and City Council	Number of financial reports provided	4	4	4
Benefits	Decrease cost by becoming Proactive with healthcare benefits programs	To implement disease management, smoking cessation and weight reduction programs	Date completed	November 2008	Continual review/ follow-up	Continual review/follow-up
Benefits		To evaluate Deferred Compensation Plan	Date completed	February 2008	Review Annually	Review Annually
Benefits		To develop phase I and II for GASB implementation	Date Completed – Ongoing	Presented to Healthcare Committee July 2008	Effective January 2009	Plan Updates Annually

Employment

Description:

▪To provide consistent employment practices while maintaining compliance with state and federal guidelines.

Strategic Goals:

▪The incorporation of technology and automation to improve the overall hiring process.
▪The implementation of consistent employment guidelines and procedures.
▪Establishing practices which promote the hiring of qualified applicants.
▪Providing staff opportunities for professional growth and development.

Notable Accomplishments:

▪Implemented an online application process for general and police hiring, including an instructional video.
▪Implemented a new hiring process and background assessment process for temporary employees.
▪Undertook the hiring process for Police Recruits and Police Service Technicians.
▪Successfully completed the hiring process for Fire Recruits and Fire Paramedics.

Employment, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Employment	Leverage technology and automation in the overall hiring process	To improve the overall functionality of the on-line application	Percent of on-line applications submitted	30%	70%	85%
Employment		To utilize the full capability of Oracle Employment module	Percent of system functionality utilized	20%	80%	100%
Employment		To expand on-line Application capabilities in recruitment of safety personnel	Percent of on-line Capabilities Implemented	20%	80%	100%
Employment	Provide consistent employment guidelines and procedures	To review and update HR employment guidelines and procedures on and ongoing basis	Percent of guidelines and procedures written, reviewed and implemented	85%	95%	100%
Employment		To implement updated assessment process for temporary employees	Percent of updated process implemented	20%	80%	100%

Employment, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Employment	Recruit and hire qualified applicants	To place all job postings on the Internet linked to the City's home page by the job posting date	Percent of job postings placed on the Internet by the job posting date	100%	100%	100%
Employment		To distribute the job postings, both internally and externally, by the job posting date	Percent of job postings distributed by the job posting date	100%	100%	100%
Employment		To increase usage of web-based/ e-recruitment strategies	Percent of increased strategies used	50%	85%	100%
Employment		To benchmark with three cities to determine best practices in the area of posting, certifying, and hiring	Number of cities used to benchmark best practices in the areas of posting, certifying, and hiring	1	3	2
Employment	Provide professional staff development opportunities	To provide 2 training classes for staff and manager to attend to enhance professional development	Number of training classes provided for staff/manager	2	2	2

Compensation/Records Administration

Description:

▪To develop and administer effective salary/compensation and human resource data and records management programs that support the City's recruiting, retention and quality efforts.

Strategic Goals:

▪Utilizing current technological tools to maintain and provide internal and external customers with appropriate access to employee personnel records.

▪Administering the Performance Review Program in an equitable and impartial manner for all eligible employees by utilizing contemporary technological tools and software.

▪Maintain official, duly authorized complement of City positions to ensure only approved/funded positions are filled.

▪Administer effective salary/compensation programs which maintain pay equity; and support recruiting, retention and quality efforts.

▪Effectively utilize available technological tools and software to maintain effective reporting of accurate human resources data.

Compensation/Records Administration, cont'd

Notable Accomplishments:

- Completed over 300 compensation projects including approximately 100 salary studies; prepared/revised 75 City job descriptions; and completed over 50 job evaluations.
- Created official employment files for approximately 1,000 new regular and temporary hires and maintained files on 8,000 – 9,000 overall City employees.
- Implemented two new employee separation and rehire processes involving approximately 1,200 temporary employees.
- Upgraded the web-based employee performance review system including extensive manual data transition and training of managers in use of new system.
- Completed "go-live" of HRMS position conversion process to ensure system integration with Oracle Public Sector Budgeting Modules (PSB).
- Completed the issuance of City Library ID Badges.
- Received, tracked, verified, analyzed, recommended approval/disapproval, and processed into the HRMS system approximately 14,000 personnel transactions from every City Division, including new hires, promotions, transfers, separations, incentive pay, paid leave corrections, etc.

Compensation/Records Administration, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Compensation	Maintain and provide customers with appropriate access to employee personnel records utilizing current technological tools	To respond to proper requests for employment verifications within 24 hours of receipt	Percent of employment verifications responded to in timeframe	100%	100%	100%
Compensation		To respond to recognized subpoenas requesting employee personnel information within specified timeframe and appropriate media requests in a timely manner	Percent of subpoenas responded to in timeframe	100%	100%	100%
Compensation	Administer the Performance Review Program in a fair manner for all eligible employees utilizing current technological tools	To provide training classes on Performance Review Software on a monthly or as needed basis and assist ALD in providing classes on effective performance reviews per ALD schedule	Percent of training provided as scheduled	90%	95%	100%

Compensation/Records Administration, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Compensation		To review 10% sample of completed performance reviews for completeness, timeliness, and proper performance review methods	Sample percentage reviewed	10%	10%	10%
Compensation	Maintain official authorized complement of City positions including those approved through the budget process, those funded, and any changes during the year and utilize complement to ensure only authorized/funded positions are filled	To prepare and distribute authorized complement reports to divisions on a monthly basis and specialized reports for administration review as needed	Percentage of months annually that data is distributed	100%	100%	100%
Compensation	Administer effective salary/compensation programs which maintain pay equity and fairness and support recruiting, retention, and quality efforts	To improve utilization of new HRMS application to improve efficiency and effectiveness of administering pay programs	Percent of staff trained to use new system	85%	100%	100%

Compensation/Records Administration, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Compensation		To respond to entry salary requests received in Compensation by forwarding recommendation to HR Administration in 10 to 12 days	Percent responded to in timeframe	70%	70%	75%
Compensation		To respond to job evaluation requests within 30 days per each division's priority	Percent responded to in timeframe	60%	70%	75%
Compensation		To revise and submit recommended Compensation policies to HR Administration within fiscal year	Date achieved	Not Measured	June 2009	June 2010
Compensation	Maintain and provide access to and effective reporting from accurate human resources data utilizing current technological tools	To minimize keying errors and audit HR data for accuracy/consistency within 30 days of the end of each pay period	5% errors in data audited	4%	4%	4%
Compensation		To resolve employee leave accrual discrepancies within 30 days after discrepancies are identified	Percent resolved in timeframe	100%	100%	100%

Labor Relations

Description:

▪To provide consultation, advice, and administrative services that support and promote the City's labor relations and EEO philosophy and policies.

Strategic Goals:

▪The coordination/management of the bargaining process for any new or expiring Memoranda of Understanding (MOU).

▪Administering timely consultative/advice services to customers regarding labor and Equal Employment Opportunities (EEO) matters.

▪Investigating and responding to EEOC and in-house charges of discrimination by proactively partnering with divisions to minimize the number of such charges.

▪Ensuring compliance of Title I and II American Disabilities Act (ADA) legislation.

▪Providing technical assistance to employees regarding the Family and Medical Leave Act (FMLA).

▪Providing staff opportunities for professional growth and development.

Notable Accomplishments:

▪Processed over 645 FMLA requests.

▪Assisted in developing the Police Recruit hiring process to ensure compliance with EEO laws.

▪Trained the Library system management team on FMLA and disciplinary policies to ensure compliance with EEO laws and City of Memphis policies.

▪Conducted a systematic review of HR policies with division representatives to ensure the policies meet operational needs.

▪Assisted in ensuring the required ADA compliance measures were implemented and/or completed for City buildings and roadways.

Labor Relations, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Labor Relations	Coordinate/manage bargaining process for any new or expiring Memoranda of Understanding (MOU)	To obtain input from operating officials and establish management-approved bargaining strategy by 120 days prior to expiration of MOU's	Percent of input obtained 120 days prior to expiration of MOUs	100%	100%	100%
Labor Relations	Provide timely consultative/advice services to customers regarding labor and Equal Employment Opportunities (EEO) matters	To advise division officials regarding appropriate disciplinary actions and procedures regarding unionized employees within five working days	Percent of disciplinary recommendations completed within five working days	100%	100%	100%
Labor Relations		To advise division officials regarding interpretations of Memoranda of Understanding and regarding grievance responses within five working days	Percent of MOU interpretations completed within five working days	100%	100%	100%

Labor Relations, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Labor Relations			Percent of grievance responses completed within 5 working days	100%	100%	95%
Labor Relations		To train 25% of division officials and employees regarding labor and equal employment opportunity matters	Percent of managers/ supervisors trained	25%	25%	30%
Labor Relations	Investigate and respond to EEOC and in-house charges of discrimination and to proactively partner with divisions to minimize the number of such charges	To target all charges as they occur and as existing charges require attention or further investigation within specified time frame	Percent of charges responded to within allowed time frame	100%	100%	100%
Labor Relations		To respond to in-house equal employment opportunity charges within 20 working days	Percent of responses to in-house charges within 20 days	100%	100%	90%

Labor Relations, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Labor Relations	Ensure Title I and II American Disabilities Act (ADA) in compliance	To investigate complaints within 90 days	Percent of complaints investigated within 90 days	100%	100%	100%
Labor Relations	Provide technical assistance on Family and Medical Leave Act (FMLA)	To make recommen-dations on 100% of FMLA medical certification forms within 2 days of receipt	Percent of forms with recommendations made within 2 days	100%	100%	100%
Labor Relations	Ensure staff professional development opportunities	To continue development of Labor Relations Service Center staff on an ongoing basis	Number of training sessions per employee	2	2	2

Learning Academy

Description:

▪To create an organizational culture which demonstrates an ongoing practice of learning and professional development that consistently meets and exceeds customer expectations by being focused, efficient and responsive.

Strategic Goals:

▪Establish customized learning experiences via a responsive core curriculum designed to enrich personal and professional development of City employees.

▪Establishing a "Managing Talent for Value" (emerging leaders) project to address succession planning, leadership institutes and "growing" leaders from inside city government.

▪Establish a performance based training incentive program.

Notable Accomplishments:

▪Purchased and installed "***Click It"*** Spanish coursework support software on the City's Intranet for Spanish course completers.

▪Helped coordinate, develop and teach customized ***"Clerical Skill Building"*** training offered to City clerical, secretaries and other support staff.

▪Developed and implemented extensive training for Code Enforcement Supervisors and Inspectors in the areas of Surviving Workplace Violence, Customer Service and Time Management.

▪Developed and offered six (6) platform classes in soft skills and professional development skill areas.

▪Published two editions of the ALD newsletter, "The Learning Point."

Learning Academy, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Learning Academy	Establish customized learning experiences via a responsive core curriculum designed to enrich personal and professional develop-ment of City employees	To develop a training schedule reflective of customized learning needs related to soft skills, professional mastery, and job skill development	Number of customized learning sessions advertised, populated and completed by employees	58	70	77
Learning Academy		To provide a new paradigm for teaching and learning to accommodate diverse learning styles and educational outcomes	Number of educational paradigms geared toward the leader, manager and support staff employee	4	5	5
Learning Academy		To focus on shifting certain training sessions from primarily learning to performance based training	Number of training sessions developed, and implemented related to performance based training initiatives	2	3	3-5
Learning Academy		To demonstrate a return on investment of the teaching and learning activities via systemic evaluative processes of each educational, learning and training endeavor	Number of positive assessment measures (surveys, interviews, questionnaires) generated from recipients of the various training activities	1,059	2,119	2200+

Learning Academy, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Learning Academy	Establishing a "Managing Talent for Value" project to address succession planning, leadership institutes and "growing" leaders from inside city government	To produce and implement a systematic process for managers to identify, assess and cultivate staff to assume key roles in their divisions	Percent of potential candidates identified	Benchmark	Benchmark	30%
Learning Academy		To analyze the workforce to establish training and development requirements of potential successors' needs	Number of requirements identified and training packages developed to address those potential successors	Benchmark	5-10	10-12
Learning Academy		To provide a system for monitoring candidate's development plan progress by senior management	Number of candidates monitored by senior management	Benchmark	5-10	10-12

Learning Academy, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Learning Academy	Establish a performance based training incentive program	To implement an employee incentive program for active participation in training and professional development	Percent of ALD sessions attended	Benchmark	15% of classes offered	17% of classes offered
Learning Academy			Percent of positive responses to follow-up and in-class surveys	Benchmark	80%	85%
Learning Academy		To hold an annual award program spotlighting those employees who exceed the threshold for classes attended	Percent above the threshold	Benchmark	15%	17%

Testing & Recruitment

Description:

▪To develop and administer valid and unbiased testing processes for Fire, Police and other operational Divisions; and to nationally recruit quality candidates for employment with the City of Memphis.

Strategic Goals:

▪Develop and administer entry and promotional testing for all affected divisions.
▪Modify and improve existing testing procedures to maintain contemporary practices.
▪Develop facilitator manuals for testing processes.
▪Develop effective recruitment strategies to attract and retain quality candidates for employment.
▪Periodically revise and update marketing materials and tool for recruiting efforts.
▪Establish protocols to ensure confidentiality of the testing process.

Notable Accomplishments:

▪Completed the Police Major Promotional process without litigation.
▪Planned and administered for following Fire/Police Entry and Promotional Exams:
  ▪2008 Fire Prevention/Fire Communications Promotional Exams: 164 tests.
  ▪2008 Fire Fighting Lieutenant Promotional Exams: 1,023 tests.
  ▪2008 Fire Driver Promotional Exams: 1,372 tests.
  ▪2007-2008 Fire Recruit & Fire Fighter Paramedic – Physical Ability Tests: 1,038 tests.
  ▪2008 Police Lieutenants Make Up Exam: 2 tests
  ▪2009 Police Recruit Exam: 3,500 tests
▪Planned and organized the Written Communication Class for 2008 Police Major Re-Examination Exams for the 2nd round of promotions.

Testing & Recruitment, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Testing and Recruitment	Develop and administer entry and promotional testing	To administer and coordinate Fire entry/promotional testing processes	Number of active Fire entry/ promotional processes	3	5	5
Testing and Recruitment		To administer and coordinate Police promotional testing processes	Number of active Police promotional processes	1	1	1
Testing and Recruitment		To administer and coordinate Clerical testing processes as needed	Number of Clerical processes administered	1	1	4
Testing and Recruitment		To administer and coordinate Map testing and Maintenance Proficiency testing processes as needed	Number of Map/Maintenance Proficiency testing processes administered	3	2	0
Testing and Recruitment		To administer and coordinate Heavy Equipment testing processes as needed	Number of Heavy Equipment testing processes administered	3	2	18

Testing & Recruitment, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Testing and Recruitment		To administer and coordinate Truck Driver testing processes as needed	Number of Truck Driver testing processes administered	2	2	3
Testing and Recruitment	Enhance existing testing procedures	To review and modify existing procedures to enhance testing processes	Percent of testing procedures reviewed	100%	100%	100%
Testing and Recruitment	Develop facilitator manuals for testing process	To create procedural manuals to assist in administering uniform testing	Percent of manuals created	50%	50%	100%
Testing and Recruitment	Develop recruitment strategies	To create a recruitment program/plan to recruit quality candidates for employment	Percent of program/plan developed	25%	25%	25%
Testing and Recruitment		To coordinate and attend recruitment activities	Number of recruitment activities attended	2	4	2
Testing and Recruitment	Maintain marketing materials/tools for recruiting	To update and maintain marketing materials/tools	Percent of marketing materials maintained	100%	100%	100%

Testing & Recruitment, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Testing and Recruitment	Ensure confidentiality of testing processes	To achieve 100% compliance in the administration of testing	Percent of compliance achieved	100%	100%	100%
Testing and Recruitment		To produce valid and unbiased entry and promotional exams	Number of exams compromised	0	0	0
Testing and Recruitment		To maintain in a secure environment all testing materials, including scoring keys, test booklets and other confidential test related materials	Percent of maintenance and accountability for all test related materials in a secure environment	100%	100%	100%
Testing and Recruitment		To coordinate and attend recruitment activities	Number of recruitment activities attended	2	4	2
Testing and Recruitment	Maintain marketing materials/tools for recruiting	To update and maintain marketing materials/ tools	Percent of marketing materials maintained	100%	100%	100%

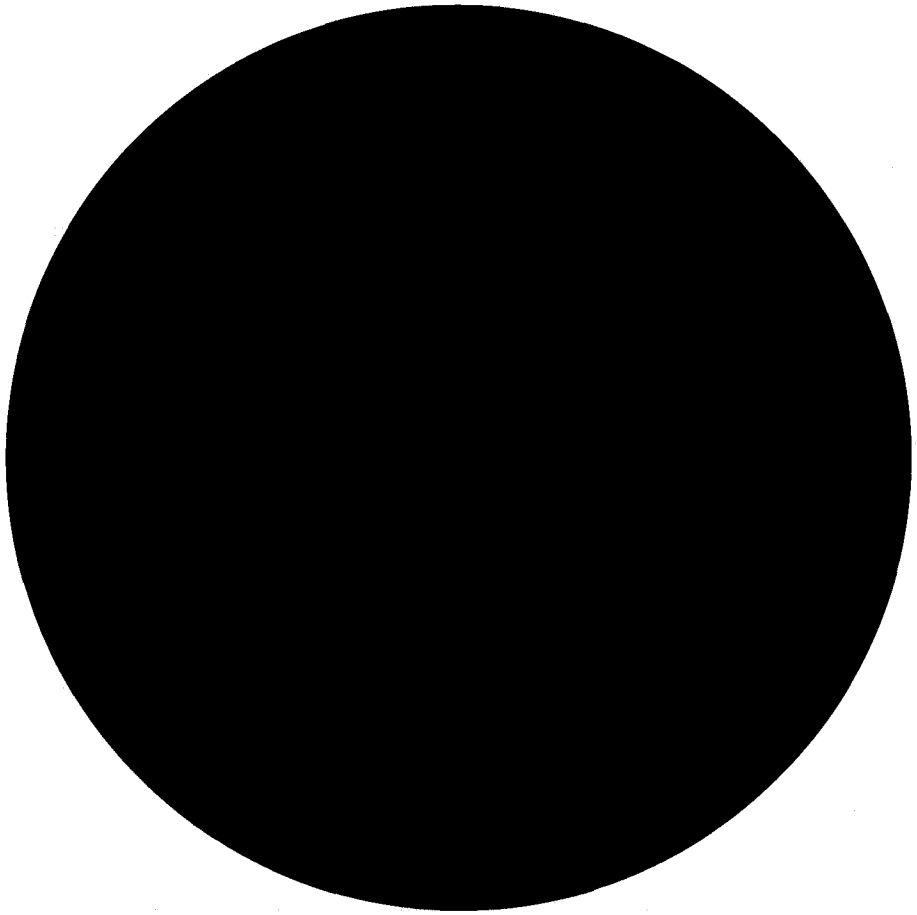
Testing & Recruitment, cont'd

Service Center	Goal	Objective	Performance Measure	FY 2008 Actual	FY 2009 Estimate	FY 2010 Proposed
Testing and Recruitment	Ensure confidentiality of testing processes	To achieve 100% compliance in the administration of testing	Percent of compliance achieved	100%	100%	100%
Testing and Recruitment		To produce valid and unbiased entry and promotional exams	Number of exams compromised	0	0	0
Testing and Recruitment		To maintain in a secure environment all testing materials, including scoring keys, test booklets and other confidential test related materials	Percent of maintenance and accountability for all test related materials in a secure environment	100%	100%	100%

HUMAN RESOURCES DIVISION
Operating Budget

Human Resources Division

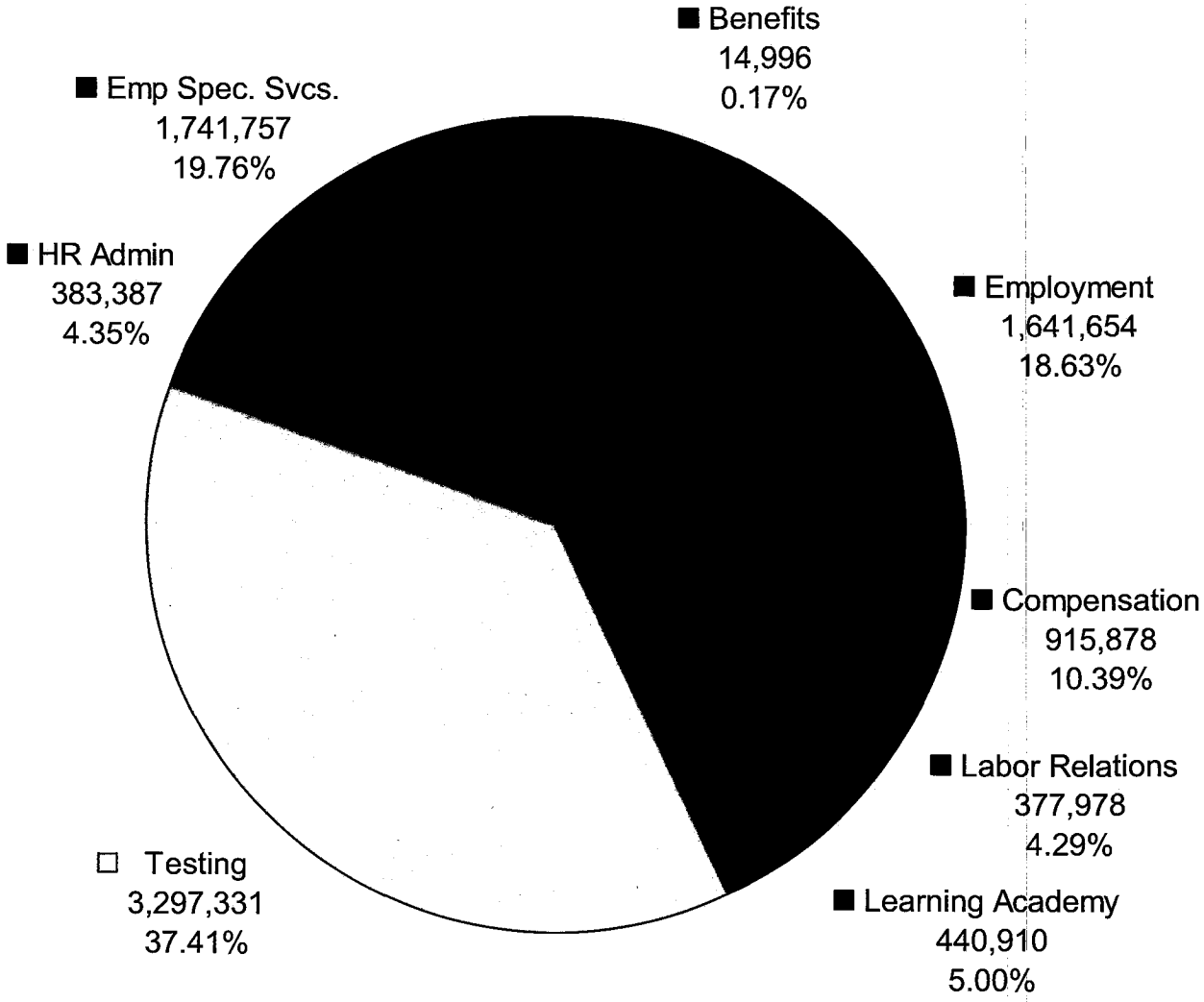
Program Revenue – Fitness Center Fees



Fitness Center Fees
$ 10,000
100%

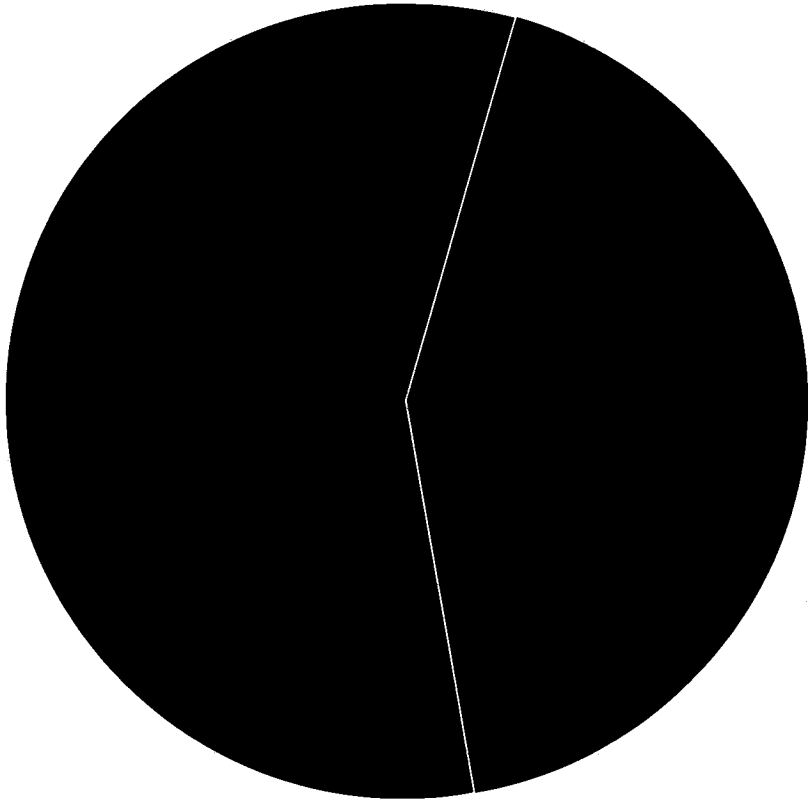
Total Revenue $10,000

FY 2010 Gross Expenditure Budget



Gross Expenditures = $8,813,891

FY 2010 Gross Expenditures by Category



Total Expenditures = $8,813,891

HR Division 5 Year Budget Trend

Division Level

	2006 Total Actual	2007 Total Actual	2008 Total Actual	2009 Total Forecast	2009 Adopted Budget	2010 Total Request
18 Division - Personnel Services						
0111 General Fund						
500 Personnel Services						
051101 Full-Time Salaries	1,897,346	2,097,817	2,184,031	2,747,740	2,811,615	3,170,191
051106 Compensated Absence	13,121	0	0	0	0	0
051202 Overtime	6,741	5,454	8,968	5,798	0	0
051206 Out of Rank Pay	46,714	43,691	57,410	13,939	0	0
051212 Longevity Pay	172	182	182	96	0	0
051218 Retirement Benefits	12,607	8,432	46,536	0	0	0
051302 Pension	91,841	100,582	106,237	132,799	140,807	148,484
051304 Social Security	3,514	5,887	12,694	0	2,000	0
051308 Group Life Insurance	7,892	8,132	7,217	8,833	10,446	9,953
051310 Unemployment	2,025	2,952	5,200	4,585	5,200	5,400
051314 Medicare	24,913	28,067	31,701	42,918	40,834	49,855
051315 Long Term Disability	4,968	5,685	6,041	8,181	8,434	9,126
051320 United PPO (Basic) Insurance	20,610	19,680	14,148	36,579	76,562	66,801
051322 United POS (Premier) Insurance	107,694	128,165	141,160	157,483	127,584	160,788

HR Division 5 Year Budget Trend

Division Level

	2006 Total Actual	2007 Total Actual	2008 Total Actual	2009 Total Forecast	2009 Adopted Budget	2010 Total Request
051323 Other Post Employment Benefits	0	0	16,634	38,958	0	45,900
051402 Salaries - Part Time/Temporary	56,582	94,638	204,621	370,000	40,719	375,511
051501 On the Job Injury	0	0	495	6,740	6,740	8,170
051502 Tuition Reimbursement - Old	16,602	1,499,917	684,954	699,262	1,352,211	0
051503 Book Reimbursement - Old	0	80,664	40,165	55,000	0	0
051504 Tuition Reimbursement - New	0	130,783	386,805	400,000	0	1,402,211
051505 Book Reimbursement - New	0	7,220	21,775	145,000	0	0
051601 Payroll Reserve	10,982	10,901	23,020	0	0	0
051901 Attrition	0	0	0	0	170,555	0
051902 Bonus Pay	0	0	21,704	0	0	0
056199 Expense Recovery - Personnel	-305,810	-332,020	-391,694	-567,515	-325,956	-412,236
Total 500 Personnel Services	**2,018,515**	**3,946,826**	**3,630,003**	**4,306,396**	**4,467,751**	**5,040,154**

HR Division 5 Year Budget Trend

Division Level

	2006 Total Actual	2007 Total Actual	2008 Total Actual	2009 Total Forecast	2009 Adopted Budget	2010 Total Request
505 Materials & supplies						
052102 City Hall Printing	35,054	49,109	51,165	54,956	57,656	30,656
052106 City Hall Postage	5,809	31,664	36,218	31,439	27,855	20,889
052108 Document Reproduction - City	15,781	16,009	21,173	19,980	21,095	15,995
052112 City Storeroom Supplies	0	0	0	0	0	0
052116 City Shop Charges	97	0	1,632	4,500	2,200	2,500
052124 City Shop Fuel	184	259	1,187	2,800	900	2,500
052204 City Computer Svc Equipment	0	0	17,479	7,814	0	3,000
052206 Data/Word Processing Equipment	0	0	0	305	388	0
052208 Data/Word Process Software	0	0	0	923	923	0
052210 City Telephone/Communications	2,494	10,785	9,851	7,300	0	8,000
052302 Printing - Outside	327	0	0	1,600	1,000	2,000
052304 Supplies - Outside	14,507	52,426	26,891	26,386	31,686	20,686
052306 Word/Processing/Duplicate	594	0	0	2,531	2,726	1,831
052310 Clothing	0	0	141	0	0	0
052324 Outside Postage	1,265	1,905	4,121	500	0	0
052342 Misc Materials/Supplies	473	479	390	5,550	3,550	3,550

HR Division 5 Year Budget Trend

Division Level

	2006 Total Actual	2007 Total Actual	2008 Total Actual	2009 Total Forecast	2009 Adopted Budget	2010 Total Request
052343 Miscellaneous Expense	233	5,721	15,847	2,500	3,500	3,500
052410 Outside Equipment Repair/Maintena	265	48	96	4,170	5,602	6,432
052502 Special Investigations	0	0	2,925	0	0	0
052503 Drug Enforcement Expense	0	244	0	0	0	0
052506 Medical/Dental/Vetinary	75,749	91,159	216,762	197,681	160,000	520,500
052512 Advertising/Publication	4,992	3,319	9,246	13,600	13,600	3,600
052521 Photography	0	0	0	900	1,000	1,000
052524 Weed Control/Chemical Service	0	0	0	0	0	0
052525 Total Quality Management	12,874	24,422	16,818	44,776	29,776	33,776
052526 Seminars/Training/Education	12,603	32,110	25,898	52,400	46,202	31,952
052527 Misc Fixed Charges	0	0	212	0	0	0
052528 Misc Professional Services	472,829	349,408	2,010,641	3,349,140	3,224,913	3,041,642
052529 Technical Services	0	0	0	0	0	0
052530 Employee Activities	2,903	6,277	782	4,500	6,088	2,088
052531 Rewards and Recognition	7,096	4,300	7,491	12,000	7,626	10,626
052610 Travel Expense	7,229	9,980	15,276	21,800	23,400	15,400

HR Division 5 Year Budget Trend
Division Level

	2006 Total Actual	2007 Total Actual	2008 Total Actual	2009 Total Forecast	2009 Adopted Budget	2010 Total Request
052611 Unreported Travel	1,160	4,579	5,898	6,500	0	0
052710 Auto Allowance	6,884	0	0	0	0	0
052730 Mileage	0	475	732	2,900	16,250	14,550
052921 Claims	0	0	0	0	0	0
052930 Dues/Memberships/Periodicals	2,544	2,253	2,992	11,295	16,556	12,098
052932 Rent	7,045	3,632	0	4,000	6,000	0
052950 Misc Services/Charges	3,075	7,392	12,058	11,566	11,566	9,966
056299 Expense Recovery - M & S	-7,288	-2,603	-7,603	-3,797	-3,797	-55,000
057454 Catering	11,942	2,671	9,676	8,800	8,800	10,000
057455 Special Events	400	2,228	10,236	10,000	10,000	0
Total 505 Materials & supplies	**699,120**	**710,250**	**2,526,230**	**3,921,315**	**3,737,061**	**3,773,737**

HR Division 5 Year Budget Trend

Division Level

	2006 Total Actual	2007 Total Actual	2008 Total Actual	2009 Total Forecast	2009 Adopted Budget	2010 Total Request
510 Capital outlay						
053102 Furniture/Furnishings	0	46,970	30,749	2,208	0	0
Total 510 Capital outlay	**0**	**46,970**	**30,749**	**2,208**	**0**	**0**
Total Expense	**2,717,635**	**4,704,046**	**6,186,982**	**8,229,919**	**8,204,812**	**8,813,891**
0111 General Fund						
445 Fines & forfeitures						
042210 Court Fees	0	0	-87	0	0	0
Total 445 Fines & forfeitures	**0**	**0**	**-87**	**0**	**0**	**0**
475 Other revenues						
043423 Promotion Test Freedom of Informa	200	0	0	0	0	0
049100 Miscellaneous Income	0	0	625	140	0	0
049138 Donations - Fondations	0	0	2,400	0	0	0
049171 Gym Fees	10,045	13,342	11,963	10,000	10,000	10,000
049623 Miscellaneous Revenue	0	0	40	0	0	0
Total 475 Other revenues	**10,245**	**13,342**	**15,028**	**10,140**	**10,000**	**10,000**
Total Revenue	**10,245**	**13,342**	**14,941**	**10,140**	**10,000**	**10,000**

HR Division 5 Year Budget Trend

Division Level

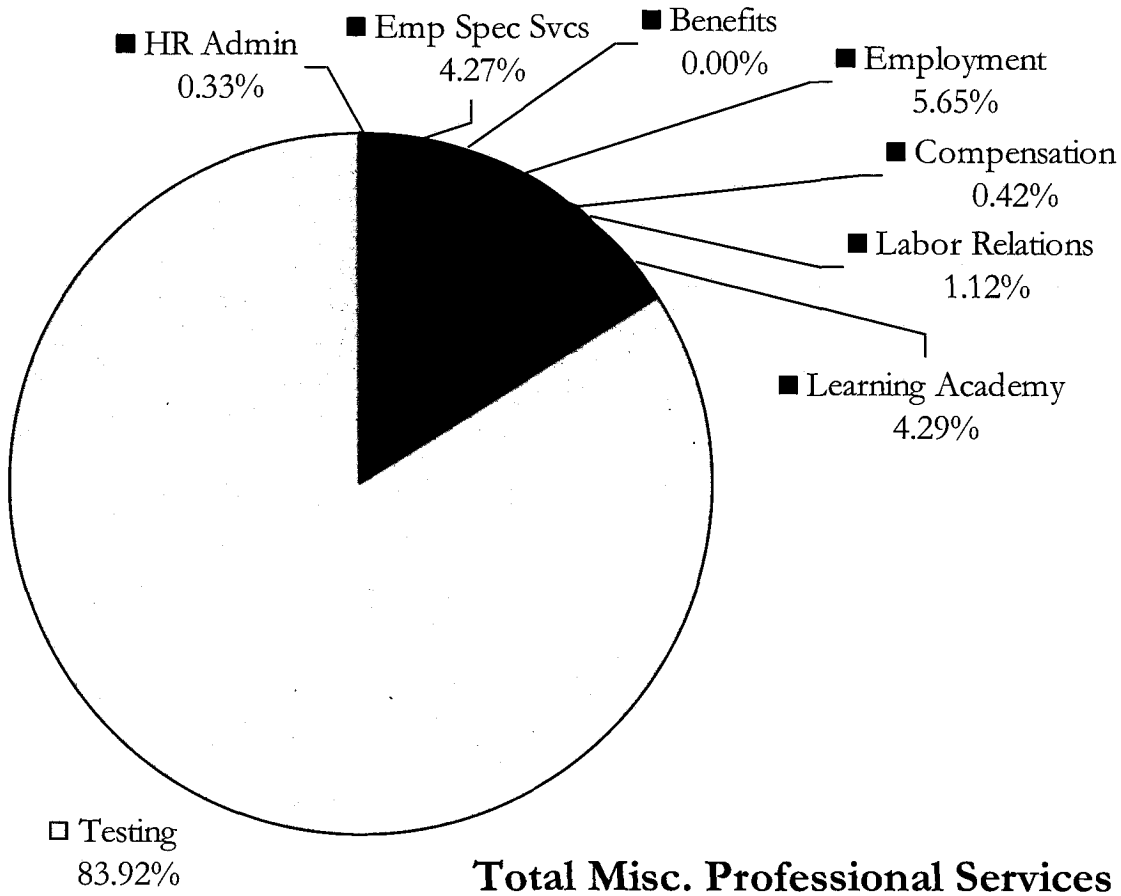
	2006 Total Actual	2007 Total Actual	2008 Total Actual	2009 Total Forecast	2009 Adopted Budget	2010 Total Request
Net 18 Division - Personnel Services	2,707,390	4,690,704	6,172,041	8,219,779	8,194,812	8,803,891
Net Expenditures	2,707,390	4,690,704	6,172,041	8,219,779	8,194,812	8,803,891

FY2010 Human Resources Major M&S Expenditures

Line Item Description	Budget Amount	% of Total Expenditures
Misc Professional Services	3,041,642	80.60%
Medical/Dental/Vetinary	520,500	13.79%
Total Quality Mgmt	33,776	0.90%
Seminars/Training/Edu	31,952	0.85%
City Hall Printing	30,656	0.81%
City Hall Postage	20,889	0.55%
Supplies - Outside	20,686	0.55%
Other	73,636	3.69%
Total M&S Expenditures	3,773,737	100.0%

Requested Account Analysis

Misc Professional Services



- HR Admin $10,000
- Emp Spec Svcs $129,324
- Benefits $0
- Employment $171,415
- Compensation $12,700
- Labor Relations $34,000
- Learning Academy $130,000
- Testing $2,554,203

Total Misc. Professional Services = $3,041,642

Misc. Professional Services

Proposed Notable Expenses for FY 2010

Testing and Recruitment	Estimated Cost
– Fire Services Entry/Promotional Exams	
• FF/Paramedic Probationary	$500K
• Fire Recruit Process	$500K
• EMS Process	$700K
– Police Services Entry/Promotional Exams	
• Police Sergeant Promotional Exam	$1.5M
• Police Lieutenant Promotional Exam	$1M
• Police Major Promotional Exam	$1.2M
• Police Lt. Colonel Promotional Exam	$1M

Compensation	Estimated Cost
• Market Surveys	$2K
• External Equity Analysis	$10K

Misc. Professional Services

Proposed Notable Expenses for FY 2010

	Estimated Cost
• **Labor Relations**	
• Arbitrations (10 per year)	$3 to 3,500K
• Negotiations (23 Labor Unions)	$200K
• **Learning Academy**	
• Technical and Customized Training	$100K
• Leadership Program	$20K
• **Employee Special Services**	
• Employee Recognition Programs	$30K
• Annual Employee Health Awareness Fair	$30K
• **Employment**	
• Career Builders	$6,500K
• Sigma System Technical Support	$5K
• Promotional Items	$1K
• Scantron Services	$1K

HUMAN RESOURCES DIVISION
Personnel Data

FTE vs Authorized Complement

Fiscal Year	Full Time Equivalent	Authorized Complement
2006	45	45
2007	44	45
*2008	52	52
2009 Adopted	52	52
**2009 Revised (Mid-Year Clean Up)	61	61
***2010 Request	54	54

*2008 - 7 Positions were added to support the implementation of Position Control: 3 positions in Compensation, 3 positions in Employment and 1 position in Testing and Recruitment

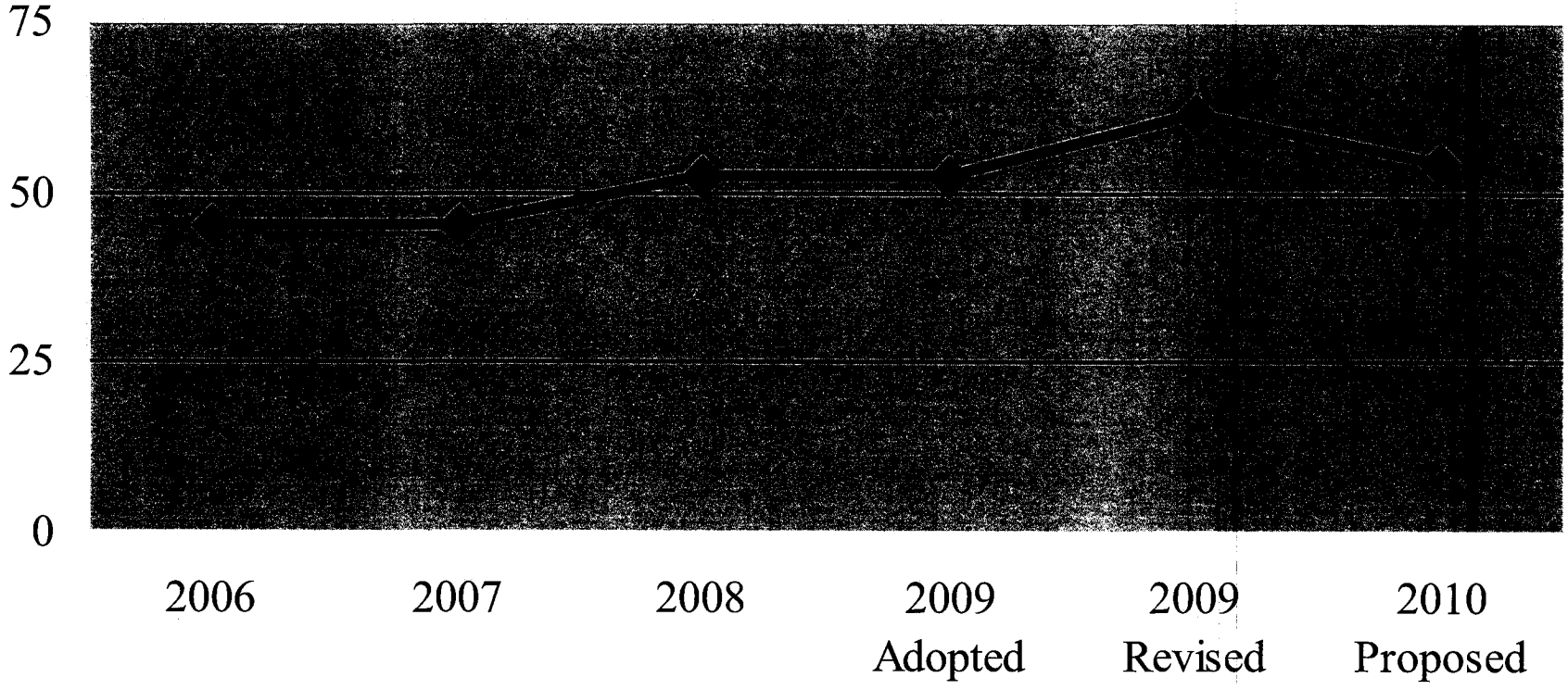
**2009 – 9 Positions were added during Mid-Year Clean Up to support the transfer of the Police Hiring process from the Police Division to the Human Resources Division: 1position in Compensation, 7 positions in Employment and 1 position in Testing and Recruitment

***2010 – 7 Positions will be deleted as part of budget reduction

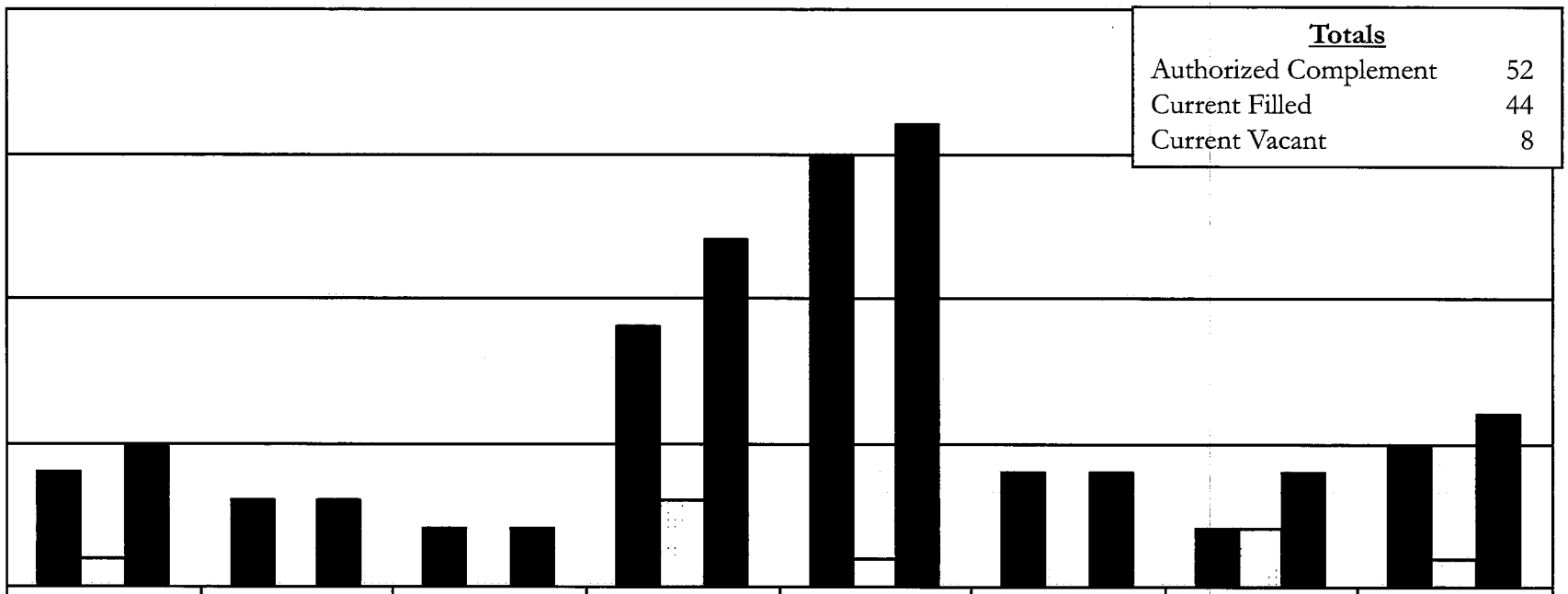
Filled vs Authorized Complement

Fiscal Year	Filled Positions	Authorized Complement
2006 (as of year end)	38	45
2007 (as of year end)	39	45
2008 (as of year end)	38	52
2009Adopted (as of 03/30/09)	44	52
2009 Revised (Mid-Year Clean Up)	44	61
2010 Request	NA	54

DIVISION FTE HISTORY



Current Staffing by Service Center
(Authorized Complement)
As of March 30, 2009



Totals	
Authorized Complement	52
Current Filled	44
Current Vacant	8

	HR Admin	ESS	Benefits	Employment	Compensation	Labor Relations	Learning Academy	Testing
■ Current	4	3	2	9	15	4	2	5
□ Vacant	1	0	0	3	1	0	2	1
■ Total	5	3	2	12	16	4	4	6

Current Human Resources Personnel

Full-time Positions

Service Center	Position	# Positions
180101-Administration Service - Personnel	Asst.Administrative...180101	1
180101-Administration Service - Personnel	Director.Human Resources...180101	1
180101-Administration Service - Personnel	Director.Human Resources.Deputy..180101	1
180101-Administration Service - Personnel	Spec.Hr Admin...180101	1
180102-Employee Assistance Program	Coord.Employee Spec Svcs...180102	1
180102-Employee Assistance Program	Coord.Wellness_Education...180102	1
180102-Employee Assistance Program	Mgr.Employee Spec Svcs...180102	1
180201-Benefits - Administration	Mgr.Benefits Operations...180201	1
180201-Benefits - Administration	Officer.Benefits...180201	1
180301-Employment	Analyst.Employment.Sr..180301	5
180301-Employment	Clerk.General.B..180301	1
180301-Employment	Mgr.Employment...180301	1
180301-Employment	Secretary.Hr.B..180301	1
180301-Employment	Super.Clerical Oper...180301	1

Current Human Resources Personnel

Filled *Full-time Positions*

Service Center	Position	# Positions
180401-Compensation	Analyst.Compensation.Sr..180401	3
180401-Compensation	Clerk.File...180401	1
180401-Compensation	Coord.Compensation/PERF REV...180401	1
180401-Compensation	***Coord.Position Control Data...180401**	**2**
180401-Compensation	Mgr.Compensation_Data Mgmt...180401	1
180401-Compensation	Secretary.Hr.B..180401	1
180401-Compensation	Spec.Data Mgmt...180401	1
180401-Compensation	Spec.Data Mgmt.Sr..180401	1
180401-Compensation	***Super.Compensation...180401**	**1**
180401-Compensation	Super.Data Mgmt/Records...180401	1
180401-Compensation	Tech.Data Mgmt...180401	1
180401-Compensation	Tech.Records_Data...180401	2
180501-Labor Relations	Mgr.Labor Rel_Eeo Officer..FT.180501	1
180501-Labor Relations	Spec.Compliance Labor Rel...180501	1
180501-Labor Relations	***Spec.Eeo_Labor Relations.Sr..180501**	**2**

Current Human Resources Personnel

Filled Full Time Positions

Service Center	Position	# Positions
180601-Quality	Officer.Learning...180601	1
180701-Testing & Recruitment	Coord.Testing_Recruit...180701	4
180701-Testing & Recruitment	Mgr.Testing_Recruit...180701	1
	Total	**44**

** Highlighted positions are in Transistion (process of being hired). Only one Spec.Eeo_Labor Relations.Sr position in transition*

Current Human Resources Personnel

Vacant Full Time Positions

Service Center	Position	# Positions
180101-Administration Service - Personnel	Secretary.HR.B...180101	1
180301-Employment	Analyst.Employment.Sr..180301	1
180301-Employment	Oper.Data Entry...180301	1
180301-Employment	Clerk.General.A...180301	1
180401-Compensation	Analyst.Position Control ...180401	1
180601-Quality	Coord.Learning...180601	1
180601-Quality	Secretary.HR.B...180601	1
180701-Testing & Recruitment	Coord.Testing_Recruit...180701	1
	Total	**8**

Current Human Resources Personnel

Temporary/ Part-time Positions

Service Center	Position	# Positions
180101-Administration Service - Personnel	Student Intern...T.180101	1
180101-Administration Service - Personnel	Asst.Administrative..T.180101	1
180102-Employee Assistance Program	Analyst.Research.Sr.T.180102	1
180102-Employee Assistance Program	Coord.Wellness_Education..T.180102	1
180301-Employment	Analyst.Data..T.180301	1
180301-Employment	Secretary.Hr.B.T.180301	1
180301-Employment	Oper.Data Entry.A.T.180301	1
180401-Compensation	Secretary.Hr.B.T.180401	1
180601-Quality	Instructor.Training..T.180601	1
180601-Quality	Student Intern...T.180601	1
180601-Quality	Analyst.Research..T.180601	1
180601-Quality	Secretary..B.T.180601	1
180701-Testing & Recruitment	Proctor...T.180701	47
	Total	**59**

HUMAN RESOURCES DIVISION
Other Relevant Information

Healthcare Fund
and
Wellness Programs

CITY OF MEMPHIS
Healthcare Fund

2010 Contribution & Funding Rates

- Projected Total Cost: $93,523,099
- Projected Employer Share: $65,466,170
- Projected Employee Share: $28,056,929

CITY OF MEMPHIS
Wellness Program

- The City of Memphis kicked off its **Smoking Cessation Program** October 2009. Since its inception, over 101 employees/participants have enrolled and over 1056 contacts have been made.

- A Wellness preventive program has been implemented, which allows the City's health plan participants to obtain preventive screenings with no co-pay charge. By affording easy accessibility, evidence has shown that we can prevent or reduce future health costs.

- **Healthy Directions** – a voluntary, risk management/education program based on the Stages of Change Health Education Model. It is designed to help individuals make positive changes in their health behavior, resulting in increased productivity and reduced risk for health behavior related illness and disease.

- **Better Bodies** – a 1 hour, six-week weight management program designed to assist in making positive healthy lifestyle changes.

2009 President's Stimulus Package

FEDERAL MANDATES

➢**The American Recovery and Reinvestment Act** which allows employees who are involuntarily terminated from 9-1-08 – 12-31-09 to receive a premium subsidy of 65% of their **COBRA** healthcare premium. The government will reimburse employers by reducing the payroll tax. Effective date was March 1, 2009.

➢**Children's Health Insurance Program (CHIP)** mandates that the employer's health plan must allow special open enrollment if there is a change in family status for participants who either has a need to enroll or discontinue Medicaid or State Coverage for healthcare. Effective date was April 1, 2009.

Flexible Spending

➢**Flexible Spending Accounts for Health Care and Dependent Care** will be implemented effective July 1, 2009 for those who choose to set aside pre-taxed funds to assist with health and dependent expenses. $5,000 can be placed in both the Health Care account and Dependent Care account for eligible expenses.

Tuition Reimbursement Program

CITY OF MEMPHIS
Tuition Reimbursement Program

TUITION REIMBURSEMENT COST ANALYSIS

	FY2005 Actual	FY2006 Actual	FY2007 Actual	FY2008 Actual	FY2009 As of 3-31-2009	FY2009 4th Quarter	FY2010
Number of Employees	289	503	404	331	328	350	350*
Owe to LeMoyne-Owen College Spring 2009						$30,000.00	
April-June 2009 Projections (already approved)						$410,000,00	
April-June 2009 Projections (new enrollees)						$62,500.00	
TOTAL	**$2,216,511.00**	**$2,456,379.00**	**$1,718,584.00**	**$1,133,699.00**	**$759,464.91**	**$502,500.00**	**$1,402,211.00**

*All enrollees will be eligible for $5,000 per fiscal year per Council Resolution

9 new employees approved during month of April

Police Hiring Information

CITY OF MEMPHIS
Police Recruits Hiring Projection

FY 2010 Projections

Class # (Tentative Class Dates)	# of Candidates
108th Session (July 20, 2009)	65
109th Session (Jan. 18, 2010	90
110th Session (Feb. 15, 2010)	65
111th Session (June 7, 2010)	90
Total	310

City of Memphis

Home

Orientation Video

Submit Questions

Application Form

Frequently Asked Questions

Informational Bulletins

Welcome to the website for the 2009-2010 Police Sergeant Promotional Process. We are excited about this site since it will allow the test contractor, Fields Consulting Group, an opportunity to communicate with the more than 1,000 candidates who are eligible for this process.

We set up this site because we are sure you will want to know about your promotional process as it unfolds.

All critical information about this process including dates, locations and times will be provided in Informational Bulletins as it has in the past. Each time information about the process is posted on this website, the City's Division of Human Resources will notify you by Informational Bulletin so you can login and see the information. For example, you were notified about both the creation of this website and the candidate orientation video in an Informational Bulletin.

This site is designed to provide information about the contents and format of the promotional process. Some information that might be presented on this site includes, but is not limited to, the following:

- Additional information about material presented in a training module that candidates did not understand
- Something in the promotional process that many candidates have asked questions about
- Tips for studying for your taking tests
- Tips for taking your tests

It will be possible for you to submit questions using this website. If you submit questions about the Sergeant Promotional Process, it will be up to the webmaster to decide if your question will be answered. Only relevant, constructive questions that apply to most candidates will be considered.

Our philosophy as Test Developers is that it is important for us to communicate with you about this promotional process. This will allow us to clarify issues and make this a better process. We truly want this process to succeed since everyone wants to have promotions, and we think working with you is key to making it succeed. You, the candidates, can be a big help! Good luck to all of you!

Fields Consulting Group

EMPLOY YOUR INSTINCTS.

THE MPD ACADEMY APPLICATION

Willie W. Herenton • Mayor of Memphis

Larry A. Godwin • Director of Police

Memphis Police Department
Police Officer and Police Service Technician
Application Packet

This packet contains the following information

- High School transcript request form
- College transcript request form
- Personal History Statement
- Application for Employment Form

Read all information carefully and fill out all forms completely.

CONSEQUENCES OF FALSIFICATION

ANY misrepresentation, falsification or omissions given on ANY FORM herein is just cause for rejecting your application. It will also disqualify you from making application in the future for positions with the Memphis Police Department. I also understand that these statements may subject me to termination.

Employment Service Center
125 North Main Street
RM 1B-33
Memphis, TN 38103
(901) 576-6509
Web Address: www.memphistn.gov