

# DEPARTMENT OF HUMAN RESOURCES

The mission of the Department of Human Resources is to provide the necessary human resources to City Departments in order to promote the highest quality workforce and a productive work environment, and maintain the city's operational and fiscal stability through the utilization of effective risk management techniques.

The Department provides a complete spectrum of human resources programs and personnel administrative services, and administers the City's Risk Management and Employee Benefits Programs. Additionally, it serves as the focal point for interaction with the City's collective bargaining units.

## PRIORITIES FOR FISCAL YEAR 2016

- Enhance the delivery of human resources services to City Departments through the implementation of revised legislation, policies and procedures, and management information systems.
- Promote harmonious and effective working relationships with all collective bargaining units affiliated with the City of Wilmington.
- Manage the City's risk exposure by implementing more effective personnel, health and safety, insurance, and claims management practices and programs.
- Provide management and employee training to continue to develop the city's work force and enhance productivity.
- Effectively monitor productive and non-productive time through use of ongoing audits of the electronic timekeeping system.
- Recognize and reward employees for exemplary contributions to the City of Wilmington.

## SUMMARY OF FUNDING FOR THE DEPARTMENT OF HUMAN RESOURCES

TOTAL ALL FUNDS*	ACTUAL	ACTUAL	BUDGET	PROPOSED
HUMAN RESOURCES	FY2013	FY2014	FY2015	FY2016
Personal Services	2,068,711	1,899,531	2,109,990	2,203,342
Materials, Supplies & Equipment	2,083,542	2,560,945	2,936,358	3,392,012
Internal Services	305,569	483,291	591,650	607,784
Debt Service	19,544	22,314	22,567	24,674
Depreciation	12,554	6,277	12,554	12,554
Special Purpose	19,286,935	20,687,415	19,285,300	19,733,250
<b>TOTAL</b>	<b>23,776,855</b>	<b>25,659,773</b>	<b>24,958,419</b>	<b>25,973,616</b>
<b>STAFFING LEVELS</b>	<b>22.00</b>	<b>21.00</b>	<b>22.00</b>	<b>22.00</b>

\*Differs from Summary of All Funds Combined – Expenditures table on page 7 due to inclusion of Internal Service Funds.

<b>GENERAL FUND HUMAN RESOURCES</b>	<b>ACTUAL FY2013</b>	<b>ACTUAL FY2014</b>	<b>BUDGET FY2015</b>	<b>PROPOSED FY2016</b>
Personal Services	1,370,357	1,277,340	1,350,412	1,327,458
Materials, Supplies & Equipment	58,375	95,021	188,091	166,935
Internal Services	281,441	433,143	555,100	570,282
Debt Service	19,544	22,314	22,567	24,674
<b>TOTAL</b>	<b>1,729,717</b>	<b>1,827,818</b>	<b>2,116,170</b>	<b>2,089,349</b>
<b>STAFFING LEVELS</b>	<b>15.00</b>	<b>14.00</b>	<b>14.00</b>	<b>13.55</b>

<b>RISK MANAGEMENT FUND HUMAN RESOURCES</b>	<b>ACTUAL FY2013</b>	<b>ACTUAL FY2014</b>	<b>BUDGET FY2015</b>	<b>PROPOSED FY2016</b>
Personal Services	146,321	141,726	183,723	204,609
Materials, Supplies & Equipment	1,348,483	1,833,421	1,911,114	2,329,024
Internal Services	30,097	32,578	26,203	26,913
Depreciation	12,554	6,277	12,554	12,554
Special Purpose	(772,225)	1,570,173	0	0
<b>TOTAL</b>	<b>765,230</b>	<b>3,584,175</b>	<b>2,133,594</b>	<b>2,573,100</b>
<b>STAFFING LEVELS</b>	<b>1.30</b>	<b>1.30</b>	<b>1.80</b>	<b>1.95</b>

<b>WORKERS' COMPENSATION FUND HUMAN RESOURCES</b>	<b>ACTUAL FY2013</b>	<b>ACTUAL FY2014</b>	<b>BUDGET FY2015</b>	<b>PROPOSED FY2016</b>
Personal Services	433,507	374,572	431,043	496,983
Materials, Supplies & Equipment	580,630	591,831	726,353	718,903
Internal Services	(8,414)	15,200	7,408	7,579
Special Purpose	2,053,319	2,190,469	2,100,500	2,115,000
<b>TOTAL</b>	<b>3,059,042</b>	<b>3,172,072</b>	<b>3,265,304</b>	<b>3,338,465</b>
<b>STAFFING LEVELS</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.65</b>

<b>HEALTH AND WELFARE FUND HUMAN RESOURCES</b>	<b>ACTUAL FY2013</b>	<b>ACTUAL FY2014</b>	<b>BUDGET FY2015</b>	<b>PROPOSED FY2016</b>
Personal Services	118,526	105,893	144,812	174,292
Materials, Supplies & Equipment	96,054	40,672	110,800	177,150
Internal Services	2,445	2,370	2,939	3,010
Special Purpose	18,005,841	16,926,773	17,184,800	17,618,250
<b>TOTAL</b>	<b>18,222,866</b>	<b>17,075,708</b>	<b>17,443,351</b>	<b>17,972,702</b>
<b>STAFFING LEVELS</b>	<b>1.20</b>	<b>1.20</b>	<b>1.70</b>	<b>1.85</b>

**MAJOR FUNDING CHANGES FROM PRIOR YEAR  
GENERAL FUND**

- The HR Department has created a new Payroll Division, and renamed the Human Resources and Services Division to the Employment Services Division for FY 2016. The new structure will properly align costs and functions, and assist with manager accountability.
- In an effort to further align cost and function, the Director of Human Resources position will now be split-funded, with 0.15 FTE's in each of the three Internal Service Funds. The net effect is moving 0.45 FTE's out of the General Fund for a salary and benefit reduction of \$70,494. There is also a \$1,500 salary adjustment for the Payroll Manager to create a more equitable distinction between the manager position and senior staff. The total salary and benefit increase for the Payroll Manager is \$2,021.
- Personal Services costs decreased \$22,953. Reductions from shifting portions of the Director position's funding into the Internal Service Funds were offset by increases in Pension contributions (up \$30,732). The increase is due to the current Director having an older, more expensive pension plan than was previously budgeted.
- Materials, Supplies & Equipment decreased \$21,156. Reductions in Memberships and Registrations (down \$27,788) were offset by increases in Professional Fees (up \$5,000). Specifically, Workshop/Seminars–Training programing decreased due to a more need-based, targeted training approach, and the cost of Background Investigations increased to provide a better, comprehensive analysis of potential employees.
- Internal Services increased \$15,182, fueled almost entirely by higher Data Processing costs.

**MAJOR FUNDING CHANGES FROM PRIOR YEAR  
INTERNAL SERVICE FUNDS**

- The Director of Human Resources position will now be split-funded, with 0.15 FTE's in each of the three Internal Service Funds. The net effect is moving 0.45 FTE's into the Internal Service Funds for a salary and benefit increase of \$70,494.
- The remaining increase to Personal Services is largely attributable to a \$40,550 increase in Temporary Salaries spread across all three Funds. The increase is primarily to cover the cost of the Director of Risk Management & Employee Benefits.
- In the Risk Management Fund, total Insurance costs increased \$415,865. The Fire account was increased (up \$41,738) due to premiums coming in higher than expected and the addition of vacant property coverage. Insurance Claims were increased (up \$286,000) based on a new actuarial report developed with timely and accurate data. Finally, Insurance Claims-Legal Defense was increased (up \$114,880) on the recommendation of the Law Department based on expected litigation. Those increases were slightly offset by reductions in the Liability and Salary-Claimant accounts.
- In the Workers' Compensation Fund, total Insurance costs decreased \$12,250 because of expected savings in both Unemployment Insurance and Surety Bonds. Those savings were slightly offset by increases in Miscellaneous Materials Supplies and Parts (up \$3,950) and Memberships and Registrations (up \$1,425).
- Delaware State Self Insurer's Tax increased \$14,500 based on the changes to payroll and a June 2014 rate increase.
- In the Health and Welfare Fund, Professional fees increased by \$69,000. The cost of an employee benefits consultant was underestimated in FY 2015 and has been appropriately budgeted for FY 2016.
- Self-Insurance Costs increased by \$433,450 in the Health and Welfare Fund. This account group encompasses the cost centers for employee Hospitalization, Dental coverage and Life Insurance. Medical Costs are set at \$365,550 below FY 2015, with \$830,000 being broken out in a separate account to better track Stop Loss Insurance. Dental Costs have remained flat and Long Term Disability decreased \$30,000.
- Though Medical Costs decreased when compared to FY 2015, there was a 3% increase to the base costs and \$144,350 was added for fees associated with the Affordable Care Act. The net reduction is due to moving the Stop Loss Insurance into a separate account.