



**CITY COUNCIL  
COMMUNICATION:**

**ITEM \_\_\_\_\_**

**OFFICE OF THE CITY MANAGER  
CITY OF DES MOINES, IOWA**

**98-459**

**SYNOPSIS —**

**AGENDA:**

**OCTOBER 5, 1998**

**SUBJECT:**

**HUMAN RESOURCES  
REORGANIZATION**

**TYPE:**

**RESOLUTION  
ORDINANCE  
RECEIVE/FILE**

**SUBMITTED BY:**

**WILLIAM STOWE  
HUMAN RESOURCES  
DIRECTOR**

Implementation of the City's Peoplesoft Project, replacing the City's existing Financial and Human Resources Information Systems, has prompted a review of the City's Human Resources organization and the resulting attached reorganizational design. This proposed reorganization will better align the functional areas most private sector employers include in their Human Resources Departments, including Compensation, Benefits, Safety, Training, Equal Employment Opportunity, and Human Resources Policy and Practices, within the City's Human Resources Department. These proposed changes will become effective concurrent with the Human Resources Management System on January 1, 1999, and do not result in increased staffing levels.

**FISCAL IMPACT -**

The estimated annual payroll cost increases from this reorganization will not exceed \$50,000. These funds are available within the Human Resource Department's budget.

**RECOMMENDATION -**

**Receive and file the new Human Resources reorganization. (See attached organization charts and new position descriptions.)**

**BACKGROUND -**

The replacement of the existing Human Resources and Financial Information Systems has triggered extensive business process review of current Human Resources support functions. The proposed Human Resources

realignment is an outgrowth of extensive functional expert review of how best to deliver Human Resources support to City employees and the taxpayers of the City. The proposed reorganization more closely aligns the City's Human Resources Department with most private sector employers by realigning functions traditionally placed in the Finance Departments of public employers, including payroll and employee benefits, within the Human Resources Department, where salary and wage compensation responsibilities already exist. Underlying this realignment is a fundamental conclusion that coupling wage and salary systems with benefit and payroll delivery processes both streamlines operations and provides greater opportunities to coordinate market driven efforts for rewarding, attracting, and developing the City's current and future workforce. In moving Benefits administration from the Finance Department's Risk Management area, this reorganization will provide greater resources to support this critical area, while other strategic concerns including classification and compensations review and retiree medical costs can be concentrated in the City's Human Resources Department.

In addition to this alignment of total compensation elements, the proposed Human Resources reorganization will: 1) centralize employment responsibilities under the Equal Opportunity Administrator (strengthening the City's objective for employing a workforce more representative of its citizens); 2) focusing the City's Safety responsibilities on making the City a safer place to work rather than commingling these responsibilities with Training concerns; 3) deploying a Human Resources Analyst to seeking out Continuous Quality Improvements throughout the Department's support to other City departments; 4) devoting a Human Resources staff member to developing Citywide training and development opportunities; and 5) creating a Performance Management Analyst's position to develop comprehensive methods for measuring and improving the contributions of all employees toward delivering excellent services to the taxpayers of Des Moines.

Although this reorganization results in no net increase in staffing levels, with four positions moving from the City's Finance Department to the City's Human Resources Department, a clerical position is being

upgraded in recognition of greater responsibilities assumed through this reorganization and an anticipated retirement. Additionally, two Supervisory, Professional, and Management (SPM) positions are being created at higher levels of compensation relative to existing, vacant positions to coordinate and manage the compensation and benefits area, and, to support the City's labor relations and staff performance management strategies.

Attachments