



## Travis County Commissioners Court Agenda Request

**Meeting Date:** May 22, 2012

**Prepared By/Phone Number:** Diane Poirot / 854-9170

**Elected/Appointed Official/Dept. Head:**

Diane Poirot, Director, HRMD / 854-9170  
 Leslie Browder County Executive, PBO / 854-9106

*Diane Poirot*

**Commissioners Court Sponsor:** Samuel T. Biscoe, County Judge

### AGENDA LANGUAGE:

Consider and take appropriate action regarding the transition and reorganization plan submitted for the Human Resources Management Department as follows:

- a. Approve the creation of a transition slot from June 1, 2012 to December 31, 2012 for the current Benefits Administrator, to be funded out of the Employee Health Fund;
- b. Approve the creation of a transition slot from June 1, 2012 to March 31, 2013 for the current Risk & Benefits Manager Senior to be funded out of the Risk Management fund;
- c. Approve the reclassification of the Risk & Benefits Manager Senior position (grade 28) to an HR Manager II (Benefits) position (grade 26), effective June 1, 2012, and reallocate position funding (Slot 16) from the Risk Management Fund to the Employee Health Fund;
- d. Approve the reclassification of one Risk/Safety Specialist Senior position (grade 21) to an HR Manager II (Risk) position (grade 26), effective June 1, 2012;
- e. Approve the reclassification of one Administrative Associate position (grade 16) to a Risk/Safety Specialist I position (grade 18), effective June 1, 2012.
- f. Approve the reallocation of funding for the HR Director position (Slot 16) to 50% General Fund, 30% Employee Health Fund, and 20% Risk Management Fund
- g. Approve the reallocation of funding for the HRIS Manager position (Slot 41) to 50% General Fund, 25% Employee Health Fund, and 25% Risk Management Fund

AGENDA REQUEST DEADLINE: All agenda requests and supporting materials must be submitted as a single pdf to Cheryl Aker in the County Judge's office, [Cheryl.Aker@co.travis.tx.us](mailto:Cheryl.Aker@co.travis.tx.us) by Tuesdays at 5:00 p.m. for the next week's meeting.

## **BACKGROUND/SUMMARY OF REQUEST AND ATTACHMENTS:**

HRMD has two long-tenured employees who occupy highly-specialized positions within the Department. The reorganization and transition plan addresses the succession plan for these retirements. In addition, this plan addresses workforce and funding issues concerning the department. This plan utilizes the department's existing resources, and does not increase positions or long-term budget for the department. The requested transition positions are being funded within the departments existing budget.

Attachment A: Back-up Memo

Attachment B: PBO Analysis

Attachment C: Current Organizational Chart

Attachment D: Proposed Organizational Chart

Attachment E: Current Slot List

Attachment F: Proposed Slot List

## **STAFF RECOMMENDATIONS:**

Staff recommends approval and adoption of the attached revision.

## **FISCAL IMPACT AND SOURCE OF FUNDING:**

The reorganization and transition plan does not increase slots or funding for the department. The transition positions requested will be funded out of the department's current budget.

## **REQUIRED AUTHORIZATIONS:**

Diane Poirot, Director, HRMD, 854-9170

Leslie Browder, County Executive, PBO, 854-9106

Cheryl Aker, County Judge's Office, 854-9555

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# HRMD

## Human Resources Management Department

700 Lavaca, Suite 420

• P.O. Box 1748

• Austin, Texas 78767

• (512) 854-9165 / FAX (512) 854-4203

### AGENDA ITEM

#### BACKUP MEMORANDUM

DATE: May 22, 2012

TO: Members of the Commissioners Court

VIA: Leslie Browder, County Executive, Planning & Budget Office

FROM: Diane Poirot, Director, Human Resources Management Dept.

SUBJECT: HRMD Reorganization and Transition Plan

#### Summary

The Human Resources Management Department is proposing a reorganization of departmental resources (positions) in order to meet the changing needs of the department and County. The proposed reorganization will more properly align position funding with actual duties the incumbents perform for the organization. In addition, the reorganization allows for the transition of duties to new incumbents as two long-tenured employees, who occupy highly-specialized positions, retire.

The proposed reorganization has already been submitted to the Planning and Budget Office, as a part of the FY2013 budget process. ***The reorganization does not increase the number of positions (slots) or budget for the Human Resources Management Department as a whole. Instead, the reorganization realigns positions, duties, and funding sources.***

#### Current Funding Issues

The current funding structure doesn't accurately represent the division of duties among divisions and funds. The three primary issues are:

- The Risk & Benefits Manager Senior (Slot 16) position is currently funded entirely from the Risk Fund, with no funding from the Employee Health Fund.
- The HR Director (Slot 1) position is currently funded two-thirds from the General Fund and one-third from the Risk Fund, with no funding from the Employee Health Fund.
- The HRIS Manager (Slot 41) position is currently funded entirely from the Employee Health Fund, even though the position will support all divisions.

The proposed reorganization will properly align these positions with the correct funding source.

## Current Workforce Issues

Risk Management and Group Benefits are distinct and different fields, which require different skill sets, education, professional development, and certifications. These areas are growing more complex as the County prepares to address many issues in the next five years such as the retirement of up to one-third of the County's workforce, the Patient Protection and Affordable Care Act, the County's Facilities/Downtown Master Plan, etc.

The proposed reorganization uses existing resources to replace the retiring Risk & Benefits Manager Senior (as he retires) with a Benefits Manager and a Risk Manager, each of whom will specialize in his/her own unique field.

## Current Transition Issues

The Risk & Benefits Manager Senior and the Benefits Administrator will be retiring in FY2013. The incumbents have assisted the Human Resources Director in establishing a transition plan to meet the needs of the department as these seasoned employees leave the organization. The transition plan encompasses both internal movement and external recruitment. Internal movements include two promotions (Senior Specialist to Risk Manager and Administrative Associate to Specialist I) and one lateral move (HRIS Manager to Benefits Manager). Both the Benefits Administrator position and the HRIS Manager position will be the focus of external recruitment efforts, as no internal candidate has been identified.

Employee benefits represents \$60-65 million annual budget comprised of county and employee contributions. The ideal candidate will be a seasoned benefits administrator with another large governmental organization or Third Party Administrator. The HRIS Manager position is crucial as the County transitions to SAP. The ideal candidate for this position will have heavy SAP experience, and be available to the County as the SAP Human Capital Management (HCM) Modules are being configured and tested (July 2012 through December 2012). HRMD would like to start the recruitment efforts for these positions as soon as possible, so as to have these positions filled by July 1, 2012.

## Reorganization/Transition Plan and Timeline

Date	Action
5/22/2012	Reorganization/Transition Plan approved by Court
5/23/2012	Recruitment begins for Benefits Administrator
	Recruitment begins for HRIS Manager
6/1/2012	Transition slot for Benefits Admin created from EHF
	Transition slot for Risk & Benefits Manager created from RMF
	Reclassification of Slot 16 to Benefits Mgr position; funding reallocated to the EHF
	Reclassification of Slot 17 to Risk Mgr position
	Reclassification of Slot 10 to R/S Specialist I position
7/1/2012	Funding realigned for Director position: 50% GF, 30% EHF, 20% RMF
	Funding realigned for HRIS Manager position: 50% GF, 25% EHF, 25% RMF
	Anticipated start date for new Benefits Administrator
	Anticipated start date for new HRIS Manager

**Proposed Motion:**

Consider and take appropriate action regarding the transition and reorganization plan submitted for the Human Resources Management Department as follows:

- a. Approve the creation of a transition slot from June 1, 2012 to December 31, 2012 for the current Benefits Administrator, to be funded out of the Employee Health Fund;
- b. Approve the creation of a transition slot from June 1, 2012 to March 31, 2013 for the current Risk & Benefits Manager Senior to be funded out of the Risk Management fund;
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- f. Approve the reallocation of funding for the HR Director position (Slot 16) to 50% General Fund, 30% Employee Health Fund, and 20% Risk Management Fund
- g. Approve the reallocation of funding for the HRIS Manager position (Slot 41) to 50% General Fund, 25% Employee Health Fund, and 25% Risk Management Fund

**Budgetary and Fiscal Impact:**

This reorganization and transition plan does not increase positions for the Human Resources Management Department. The transition slots would be funded out of the Employee Health Fund and the Risk Management Fund. The department has worked with the Planning & Budget Office to identify funding within the department's existing budget for the remainder of FY2012. This reorganization has already been submitted as a part of the FY2013 budget process and falls within the FY2013 target budget. Please see detailed analysis from the Planning and Budget Office (attached).

**Staff Recommendation:**

Staff recommends approval of the Reorganization and Transition Plan as described above.

HRMD Staff:

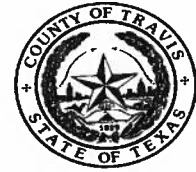
Diane Poirot, Director HRMD  
Dan Mansour, Risk & Benefits Manager Sr.  
Todd Osburn, Compensation Manager  
Cindy Purinton, Benefits Administrator  
Norman McRee, HR Financial Analyst Lead  
John Rabb, HRIS Manager

PBO Staff:

Leslie Browder, County Executive PBO  
Leroy Nellis, Budget Director (transition)  
Jessica Rio, Budget Director  
Travis Gatlin, Sr. Budget Analyst

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**PLANNING AND BUDGET OFFICE**  
**TRAVIS COUNTY, TEXAS**



314 W. 11th Street  
P.O. Box 1748  
Austin, Texas 78767

**PBO Backup to HRMD Transition and Reorganization Plan**

**MEMORANDUM**

**TO:** Members of the Commissioners Court  
*Travis R. Gatlin*

**FROM:** Travis R. Gatlin, Sr. Planning and Budget Analyst

**DATE:** May 16, 2012

**SUBJECT:** HRMD Transition and Reorganization Plan

HRMD has identified the need for two transition slots to assist with workload related to the pending retirements of two long tenured employees residing in highly specialized positions. The cost for the two transition slots can be accommodated within the department's budgets within the Risk Management Fund and Employee Health Benefits Fund for FY 12 and FY 13. In addition, HRMD has proposed a reorganization that will reclassify three positions and will realign the FTE authorization and budget for three positions between department's budgets within the General Fund, Risk Management Fund and Employee Health Benefits Fund. The overall FTE count for the department will remain at 37.5 FTEs. Table I summarized the funding for the transition slots. Table II summarizes the budget and FTE changes for the proposed reorganization.

Table I: Transition Slot Costing for FY 12 and FY 13. No General Fund resources are needed.			
Position	FY 12 Amount (June to Sept)	FY 13 Amount	Notes
Risk Benefits Mgr Sr Risk Management Fund	\$47,509	\$71,24 (6 Months)	FY 12 cost can be covered by operating savings. Budget transfer will be needed later in the fiscal year. The FY 13 amount has been included within department's target budget submission.
Benefits Administrator Employee Health Benefits Fund	\$33,959	\$25,469 (3 Months)	FY 12 cost can be covered by salary savings. FY 13 amount has been included within department's target budget submission.

**Table II: Reorganization FTE and Budget Changes within GF, Risk Fund and Emp Health Fund Assumes Current Risk Benefits Mgr, Sr. is moved to a transition slot**

Current Position	General Fund FTE Change	Risk Fund FTE Change	Health Fund FTE Change	Explanation of Change
Human Resources Mgmt Director Slot I	-0.16 FTE	-0.14 FTE	.30 FTE	Budget and FTE of position reallocated based on workload.
Risk Benefits Mgr Sr. Slot 16	N/A	-1 FTE	1 FTE	Position moved from Risk Fund to Health Fund. Will focus only on Health Benefits and be reclassified a HR Mgr II.
Risk/Safety Specialist Sr. Slot 17	N/A	No Change	N/A	Reclassified to HR Manager II within existing budget to serve as Risk Mgr.
Admin Associate Slot 10	N/A	No Change	N/A	Reclassified to Risk/Safety Specialist I within existing budget.
HR Manager II Slot 41	0.50 FTE	.25 FTE	-.75 FTE	SAP Position is reallocated between funds based on projected workload. Currently 100% paid by Health Fund.
<b>Total</b>	<b>0.34 FTE</b>	<b>-0.89 FTE</b>	<b>0.55 FTE</b>	<b>Net FTE change is zero</b>

Budget transfers from the above changes may be needed later in FY 12 and the changes have been fully incorporated into HRMD's FY 13 target budget submission for each fund. Based on the changes above, there is a zero on-going impact to the department's General Fund personnel budget, \$99,451 savings to the department's Risk Management Fund personnel budget, and a \$69,243 increase to the department's personnel budget within the Employee Health Benefits Fund that can be funded by a reallocation from operating. Furthermore, since the reduction to the Risk Management Fund is on-going, PBO will be recommending a \$100,000 on-going reduction in the General Fund's contribution to the Risk Management Fund for FY 13 that is budgeted within HRMD's General Fund operating budget.

PBO supports HRMD transition and reorganization plan and recommends approval.

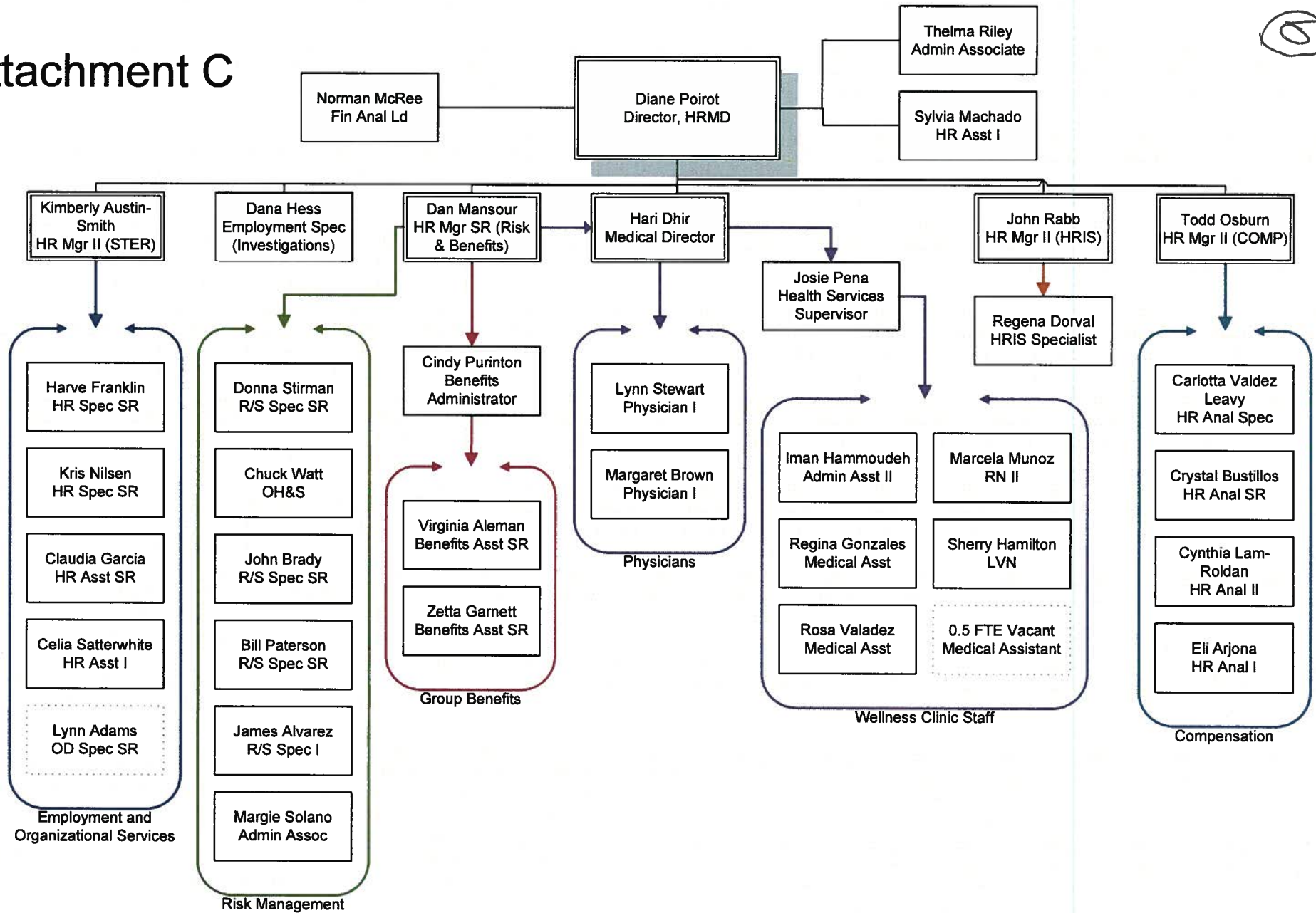
⑦

**cc:**

Diane Poirot, HRMD  
Dan Mansour, HRMD  
Todd Osburn, HRMD  
Leslie Browder, PBO  
Leroy Nellis, PBO  
Jessica Rio, PBO

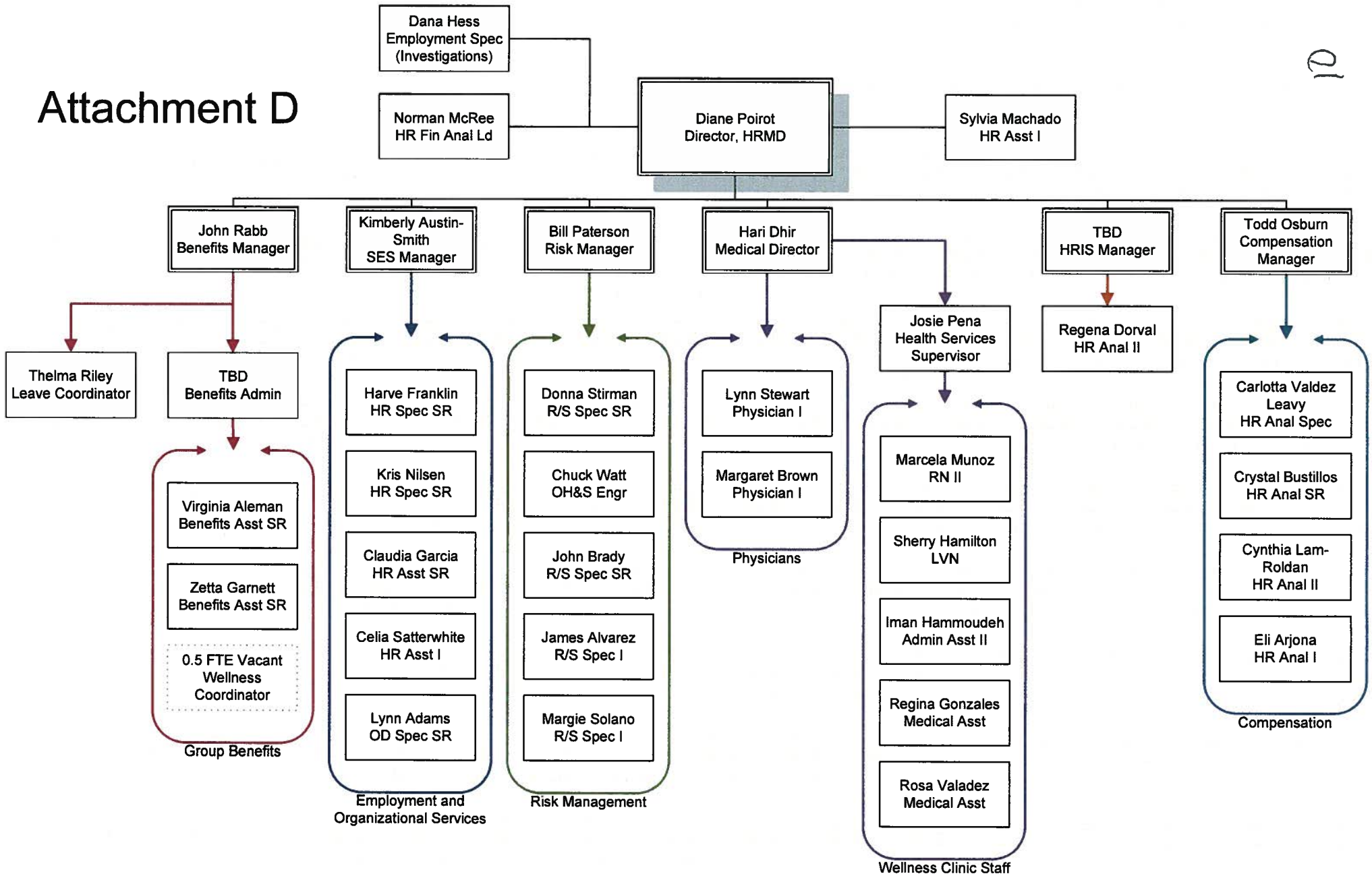


# Attachment C



# Attachment D

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Attachment

SLOT #	AUTH POS DESC	ACT POS #	ACT PAY GRD	EXEMPT STATUS	STATUS CODE	FTE	PRIMARY ACCT	SECONDARY ACCT	TERTIARY ACCT
1	HUMAN RESOURCES MGMT DIR	31346	031	E	01	1	00111015220401	52511405220701	
2	HUMAN RESOURCES MGR II	26371	026	E	01	1	00111305220701		
3	HUMAN RESOURCES ANALYST SPEC	24355	024	E	01	1	00111205220701		
5	HUMAN RESOURCES ANALYST II	20348	020	E	01	1	00111205220701		
8	HUMAN RESOURCES SPEC SR	21319	021	E	01	1	00111305220701		
9	ADMINISTRATIVE ASSOC	16506	016	NE	01	1	00111015220701		
10	ADMINISTRATIVE ASSOC	16506	016	NE	01	1	52511405220701		
12	HUMAN RESOURCES SPEC SR	21319	021	E	01	1	00111305220701		
13	HUMAN RESOURCES ASST I	12301	012	NE	01	1	00111015220701		
15	HUMAN RESOURCES ASST I	12301	012	NE	01	1	00111015220701		
16	RISK BENEFITS MGR SR	28533	028	E	01	1	52511405220701		
17	RISK SAFETY SPEC SR	21526	021	E	01	1	52511405220701		
19	RISK SAFETY SPEC SR	21526	021	E	01	1	52511405220701		
20	BENEFITS ASST SR	16311	016	NE	01	1	52611455220701		
21	RISK SAFETY SPEC SR	21526	021	E	01	1	52511405220701		
23	COMPENSATION MGR	26345	026	E	01	1	00111205220701		
25	HUMAN RESOURCES ANALYST II	20348	020	E	01	1	00111205220701		
26	OCCUP HEALTH SAFETY ENG	24527	024	E	01	1	52511405220701		
28	HUMAN RESOURCES ANALYST I	16310	016	NE	01	1	00111305220701		
29	BENEFITS ADMIN	24374	024	E	01	1	52611455220701		
30	HUMAN RESOURCES FIN ALYST LD	25579	025	E	01	1	52611455220701		
31	BENEFITS ASST SR WELLNESS SPEC	16312	016	NE	01	1	52611455220701		
32	PHYSICIAN I	32679	032	E	01	1	52611465220701		
33	HEALTH SVCS SUPV	23322	023	E	01	1	52611465220701		
34	ADMINISTRATIVE ASST II	15505	015	NE	01	1	52611465220701		
35	PHYSICIAN I	32679	032	E	01	1	52611465220701		
36	LICENSED VOCATIONAL NURSE	15409	015	NE	01	1	52611465220701		
37	HUMAN RESOURCES ANALYST SPEC	21354	021	E	01	1	00111015220701		
38	HUMAN RESOURCES ASST SR	16310	016	NE	01	1	00111015220701		
39	RISK SAFETY SPEC I	18524	018	E	01	1	52511405220701		
40	MEDICAL ASSISTANT	14681	014	NE	01	1	52611465220701		
41	HUMAN RESOURCES MGR II	26371	026	E	01	1	52611455220701		
42	HUMAN RESOURCES SPEC SR	0	0	N/A	0	1	00111015220701		
43	MEDICAL ASSISTANT	14681	014	NE	01	1	52611465220701		
44	REGISTERED NURSE II	21493	021	NE	01	1	52611465220701		
45	EMPLOYMENT SPEC	24321	024	E	01	1	52511405220701		
46	MEDICAL DIR	98686	098	E	01	1	52611465220701		
47	MEDICAL ASSISTANT	0	0	N/A	0	0.5	52611465220701		

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Attachment

SLOT #	AUTH POS DESC	ACT POS #	ACT PAY GRD	EXEMPT STATUS	STATUS CODE	FTE	PRIMARY ACCT	SECONDARY ACCT	TERTIARY ACCT
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2	HUMAN RESOURCES MGR II COMP	26371	026	E	01	1	00111305220701		
3	HUMAN RESOURCES ANALYST SPEC	24355	024	E	01	1	00111205220701		
5	HUMAN RESOURCES ANALYST II	20348	020	E	01	1	00111205220701		
8	HUMAN RESOURCES SPEC SR	21319	021	E	01	1	00111305220701		
9	ADMINISTRATIVE ASSOC	16506	016	NE	01	1	00111015220701		
10	RISK SAFETY SPEC I	16506	016	NE	01	1	52511405220701		
12	HUMAN RESOURCES SPEC SR	21319	021	E	01	1	00111305220701		
13	HUMAN RESOURCES ASST I	12301	012	NE	01	1	00111015220701		
15	HUMAN RESOURCES ASST I	12301	012	NE	01	1	00111015220701		
16	HUMAN RESOURCES MGR II BENE	28533	028	E	01	1	52611455220701		
17	HUMAN RESOURCES MGR II RISK	21526	021	E	01	1	52511405220701		
19	RISK SAFETY SPEC SR	21526	021	E	01	1	52511405220701		
20	BENEFITS ASST SR	16311	016	NE	01	1	52611455220701		
21	RISK SAFETY SPEC SR	21526	021	E	01	1	52511405220701		
23	COMPENSATION MGR	26345	026	E	01	1	00111205220701		
25	HUMAN RESOURCES ANALYST II	20348	020	E	01	1	00111205220701		
26	OCCUP HEALTH SAFETY ENG	24527	024	E	01	1	52511405220701		
28	HUMAN RESOURCES ANALYST I	16310	016	NE	01	1	00111305220701		
29	BENEFITS ADMIN	24374	024	E	01	1	52611455220701		
30	HUMAN RESOURCES FIN ALYST LD	25579	025	E	01	1	52611455220701		
31	BENEFITS ASST SR WELLNESS SPEC	16312	016	NE	01	1	52611455220701		
32	PHYSICIAN I	32679	032	E	01	1	52611465220701		
33	HEALTH SVCS SUPV	23322	023	E	01	1	52611465220701		
34	ADMINISTRATIVE ASST II	15505	015	NE	01	1	52611465220701		
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45	EMPLOYMENT SPEC	24321	024	E	01	1	52511405220701		
46	MEDICAL DIR	98686	098	E	01	1	52611465220701		
47	MEDICAL ASSISTANT	0	0	N/A	0	0.5	52611465220701		
TRANS	BENEFITS ADMIN						52611465220701	ENDS 12/31/2012	
TRANS	RISK BENE MGR SR						52511405220701	ENDS 03/31/2013	