

MEMORANDUM

TO: Tamara Fountain, Chief Operations Officer *Just*

FROM: Edward Sisson, Human Resources Administrator *OK (ES) 2-24/15*

DATE: February 9, 2015

SUBJECT: Annual Review - Request for Title Change and Compensation Adjustment

February 3, 2015 marked my one year anniversary as the Human Resources Administrator for the City. During the past year, I have worked diligently to ensure the needs of my customers (both internal and external) have been met and/or exceeded. I continue to shape the Human Resources Office and related staff into being reliable and proactive business partners for our various departments/offices. I have identified needs and services that our office should be providing in support of the Administration and as a resource to our management team. I have undertaken a number of projects and tasks as well as looking to revise, eliminate, and develop policies and procedures for the betterment of the City some of which include:

- Audit and classification studies for the Clerk's Office, Sanitation Services, Pensacola Energy, Inspection Services, the Planning Office, and the Port.
- Revamping the Employee Recognition Program.
- Developing and implementing a training program for our employees on a number of topics relevant to our operations. This is an on-going effort and will continue to grow.
- Redesigned the City's approach to New Employee Orientation, to include contact prior to as well as follow up weeks after each employees' start date to reinforcement their decision to join our team.
- Assessed our Applicant Tracking System, researched alternative solutions, and found and implemented a more user friendly system while also securing electronic on-boarding and performance management modules which are geared towards a pay for performance type of compensation strategy.
- Reduced and eliminated unnecessary steps in the hiring practices our of Public Safety employees.
- Conducted recruitment efforts for several executive level positions as well as reaching out into the community to identify alternative options for succession planning.
- Established excellent business relationships with local staffing agencies as needed to meet staffing needs in short and sometimes no prior notice circumstances.
- Established business relationships with local schools and universities for purposes of recruitment.
- Successfully negotiated several grievances and executed MOUs with different collective bargaining units, as well as on-going efforts with the IAFF to secure a deal.
- Successfully removed, and/or helped to remove, individuals from our organizations that did not add value (at all levels).
- Identified more cost efficient, and in some case no cost, options to source applicants for positions at all level in the organization (City Attorney, Airport Director, CIO, etc.).
- Partnered with Technology Resources to create a computer lab for City Hall for purposes of actively teaching our staff a number of electronic skills, as well as use for other future needs that can be incorporated such as electronic benefits enrollment.
- Identified problems with the City's background check processes/provider and have researched and implemented a much more accurate and thorough process to meet our need to include changing the City to being an active participant with E-Verify.
- Worked with Technology Resources to update the Human Resources Intra-net Website (this task remains unfinished currently).
- Established and am currently working to provide professional classification and compensation work to be completed as a service offered by our office.

As you are aware, there are numerous other projects that I have worked to see through completion from construction, building redesign, and security to employee health and welfare issues all in hopes of helping make Pensacola the best place to live, work, and play.

I have been a huge advocate for trying to eliminate the "because it is how we have always done it" mentality within our organization and to illustrate through my own actions that there are better and more innovative ways of meeting the needs of our customers (be it my ideas or from the recommendations of others). All of the items mentioned above help illustrate testament to my dedication to the Administration and the betterment of the City. I believe my actions and initiatives also deliver at a service level above and beyond the more recent predecessors that served in my capacity as I seek not just to achieve excellent operations on a day by day basis, but look to strategically plan for tomorrow.

For these reasons, I am requesting consideration for a salary adjustment as well as a title change to Chief Human Resources Officer (CHRO). I offer the following statistical data, as a supplement to the information mentioned earlier, in support of a compensation adjustment above my current rate of \$87,500 annually:

- Prior incumbents in my role either retired or separated service from the City at annual salaries of roughly \$95,000 and \$99,000 respectively with both having more staff to complete tasks.
- I researched a number of comparable positions (at the level of Human Resources Administrator) with other organizations which include:
 - City of Gainesville, FL - \$119,541.67 annually
 - City of Sarasota, FL - \$118,664 annually
 - City of Ocala, FL - \$92,920 annually
 - City of Lakeland, FL - \$116,730 annually
 - City of Naples, FL - \$115,751 annually
 - City of North Port, FL - \$121,866 annually
- 2007-2010 Current Population Survey for the U.S. Census and Center for Florida Local Government Excellence calculated a state average of \$98,666 for total compensation for managers of a public employer.

Given all the information provided, I respectfully request your consideration and approval for a salary adjustment to \$99,700 to be effective February 2, 2015 as well as a title change to Chief Human Resources Officer. This change in compensation does not exceed the maximum of the pay grade assigned to my position.

I thank you for the opportunity you provide in allowing me to serve in my capacity and look forward to many more years as a strategic member of the City's Executive team.