

Performance and Cost Data

CENTRAL HUMAN RESOURCES

PERFORMANCE MEASURES FOR CENTRAL HUMAN RESOURCES

SERVICE DEFINITION

Central human resources represents an internal support service. It is characterized by various functions related to the daily management of human capital or personnel, including compensation analysis; position classification; benefits administration; management of employee training and development; employee relations; position control; employee performance evaluations; recruitment and selection; occupational health, wellness, and safety programs; administration of a Human Resources Information System (HRIS); and general administration of the central human resources office. Excluded from the counts here are staff who may be assisting with certain human resource functions but are not in the central human resources department such as employees who might be assigned to individual departments. Also excluded from this service area is risk financing, including general liability insurance and Workers' Compensation.

NOTES ON PERFORMANCE MEASURES

1. Total Workforce FTEs per 10,000 Population

The number of full-time equivalent (FTE) positions includes all permanent full-time and permanent part-time employees budgeted for the municipality. One FTE equates to 2,080 hours of work per year. Any combination of employees providing 2,080 hours of annual work equals one FTE.

2. Number of Applications Received per 100 Employees

Human resources is responsible for the recruitment and selection of applicants to fill new or vacant positions.

3. Number of Position Requisitions per 100 Employees

Position requisitions are submitted to the human resources office by departments seeking to fill vacant positions.

4. Cost per Employee

The cost represents the total cost of human resources for the fiscal year ended June 30, and is calculated using the project's full-cost accounting model, which captures direct, indirect, and capital costs. Cost per employee is the primary measure of cost efficiency for this service area.

5. Ratio of Human Resources Staff to Total Workforce

This is a calculation of human resource FTEs divided by the total number of permanent municipal workforce including full and part time staff.

6. Probationary Period Completion Rate (New Hires)

Most organizations require that new employees complete a probationary employment period, typically lasting three to eighteen months from the hire date, depending on the job classification. This effectiveness measure is calculated by dividing the total number of employees that completed the probationary period by the number of employees eligible to complete the probationary period during the fiscal year.

7. Employee Total Turnover Rate

The employee turnover rate is calculated by dividing the total number of separated staff during the fiscal year by the total number of authorized positions.

8. Employee Voluntary Turnover Rate

The voluntary employee turnover rate is calculated by dividing the number of voluntarily separated staff during the fiscal year by the total number of authorized positions. Voluntary separations include retirements and resignations.

9. Percentage of Grievances Resolved at Department Level

Most jurisdictions have a process in place for handling formal grievances filed by employees. This effectiveness measure is calculated by dividing the number of formal grievances that were resolved within the respective department (prior to going to a higher level or third party for resolution) by the total number of grievances filed during the fiscal year.

10. Average Number of Days from Position Post Date to Hire Date

This includes the number of working days from the date a job is posted to the hire date (first day of employment). It includes only recruitments for permanent full-time and part-time positions that were completed during the fiscal year. This measure excludes recruitment of temporary workers.



Central Human Resources

Summary of Key Dimensions of Service

City or Town	Total Number of Authorized Municipal Positions	Average Length of Service (in Years)	Number of Position Requisitions	Number of Employment Applications Processed	Number of Retirees Serviced	Probationary Period	Turnover Rate	Number of HR FTEs
Asheville	1,173	8.9	172	6,152	330	6 months	13.8%	14.2
Burlington	850	7.7	32	1,288	20	6 & 12 months	10.0%	4.0
Cary	1,163	9.3	111	5,579	122	6 & 12 months	5.0%	12.3
Charlotte	6,828	10.4	406	61,123	2,000	6 & 12 months	5.8%	32.8
Concord	939	9.6	44	2,748	na	6 & 12 months	7.1%	6.5
Durham	2,480	8.3	295	16,492	700	6 months	7.2%	19.0
Greensboro	3,186	11.6	198	7,317	1,100	6 & 12 months	5.6%	30.0
Greenville	759	10.0	62	7,210	160	6 & 12 months	5.7%	9.0
Hickory	729	9.0	24	2,001	58	12 months	8.1%	4.6
High Point	1,560	10.3	261	733	98	12 months	5.9%	12.5
Salisbury	517	10.4	36	3,469	38	6 months	6.8%	6.0
Wilmington	982	8.9	142	3,057	105	12 & 18 months	7.1%	8.0
Wilson	757	9.7	62	2,833	306	12 months	8.5%	6.0
Winston-Salem	2,665	11.0	135	20,315	73	None	7.6%	12.0

NOTES

For municipalities with varying probationary periods, typically fire and or police personnel have longer probationary periods.

EXPLANATORY FACTORS

These are factors that the project found to affect human resources performance and cost in one or more of the municipalities:

- Decentralization of HR functions
- Personnel policies
- External economic climate
- Unemployment rate
- Extent of contracting out for services
- Departmental discretion regarding vacancies
- Hiring freezes
- State and/or federal mandates

Asheville

Central Human Resources

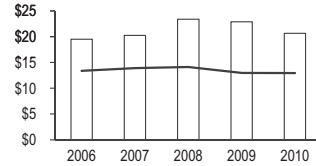
Key: Asheville ■

Benchmarking Average —

Fiscal Years 2006 through 2010

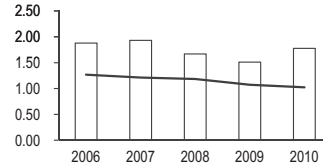
RESOURCE Measures

Human Resources Services Cost per Capita



Year	Asheville	Average
2006	\$19.53	\$13.38
2007	\$20.28	\$13.90
2008	\$23.39	\$14.12
2009	\$22.89	\$12.97
2010	\$20.68	\$12.93

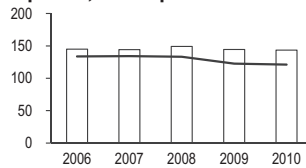
Human Resources FTEs per 10,000 Population



Year	Asheville	Average
2006	1.88	1.27
2007	1.93	1.21
2008	1.67	1.18
2009	1.51	1.07
2010	1.78	1.02

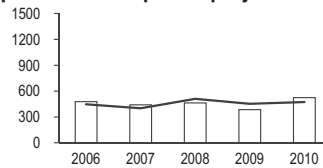
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



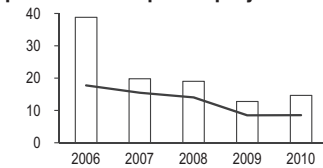
Year	Asheville	Average
2006	145	134
2007	144	134
2008	149	133
2009	145	123
2010	144	121

Applications Processed per 100 Municipal Employees



Year	Asheville	Average
2006	478	448
2007	440	401
2008	463	510
2009	386	452
2010	524	473

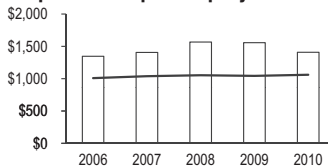
Position Requisitions per 100 Municipal Employees



Year	Asheville	Average
2006	38.8	17.7
2007	19.8	15.5
2008	19.0	14.0
2009	12.8	8.5
2010	14.7	8.5

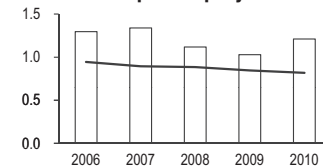
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Year	Asheville	Average
2006	\$1,347	\$1,008
2007	\$1,406	\$1,039
2008	\$1,567	\$1,054
2009	\$1,557	\$1,045
2010	\$1,410	\$1,061

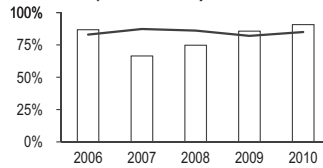
Ratio of Human Resources Staff to 100 Municipal Employees



Year	Asheville	Average
2006	1.30	0.95
2007	1.34	0.89
2008	1.12	0.88
2009	1.03	0.85
2010	1.21	0.82

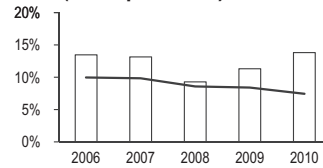
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



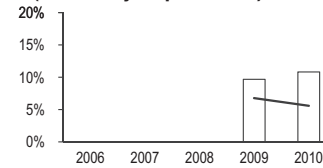
Year	Asheville	Average
2006	87%	83%
2007	66%	87%
2008	75%	86%
2009	86%	82%
2010	91%	85%

Employee Turnover Rate (All Separations)



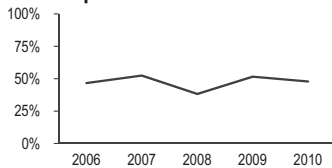
Year	Asheville	Average
2006	13.5%	10.0%
2007	13.2%	9.8%
2008	9.3%	8.6%
2009	11.3%	8.4%
2010	13.8%	7.4%

Employee Turnover Rate (Voluntary Separations)



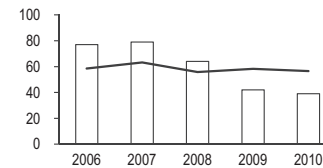
Year	Asheville	Average
2006		
2007		
2008		
2009	9.7%	6.8%
2010	10.8%	5.6%

Percentage of Grievances Resolved at Department Level



Year	Asheville	Average
2006	47%	47%
2007	52%	52%
2008	38%	38%
2009	52%	52%
2010	48%	48%

Average Days from Post Date to Hire Date (First Day of Employment)



Year	Asheville	Average
2006	77	58
2007	79	63
2008	64	56
2009	42	58
2010	39	57

Asheville

Fiscal Year 2009–10

MUNICIPAL PROFILE

Population (OSBM 2009)	79,973
Land Area (Square Miles)	44.99
Persons per Square Mile	1,778
Unemployment Rate (ESC-09)	8.6%
County	Buncombe
Topography	Hills, mountains
Climate	Moderate

FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	60.6%
Operating Costs	38.0%
Capital Costs	1.4%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$ 1,002,806
Operating Costs	\$ 627,537
Capital Costs	\$ 23,129
TOTAL	\$ 1,653,472

SERVICE PROFILE

FTE Positions	
Administration	2.50
Generalist/Specialist	9.20
Staff Support (Clerical)	2.50
Total Authorized Workforce	1,173
Authorized FTEs	1148.5
Number of Position Requisitions	172
Employment Applications Processed	6,152
Employee Turnover	
Voluntary Separations	127
Involuntary Separations	35
TOTAL SEPARATIONS	162
Average Length of Service (Months)	107.0
Formal Grievances Filed by Employees	NA
EEOC Complaints Filed	3
Length of Probationary Employment Period	6 months
Compensation Studies Completed	0
Positions Studied	0

EXPLANATORY INFORMATION

Service Level and Delivery

The Human Resources Department provides a comprehensive assortment of services, including occupational health and wellness, benefits, recruitment and selection, compensation, employee relations, and youth development programs.

No employee compensations studies were completed during the year.

The city's probationary period for new employees was six months.

Conditions Affecting Service, Performance, and Costs

The city's data include the following positions (and related cost) that perform human resource functions but are not part of the city's Human Resources Department: Health Services Supervisor, Registered Nurse, and administrative staff, and a wellness coordinator in which half of this position is included in the human resources costs.

Employee relations issues are resolved through the city's administration.

All advertising costs for vacant positions is now paid for out of the Human Resources budget with the exception of industry-specific websites or publications specifically requested by the individual departments. Prior to FY 2007–08, departments in Asheville paid for advertising individually. This has raised costs in HR somewhat.

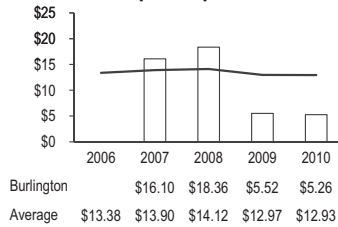
Key: Burlington ■

Benchmarking Average —

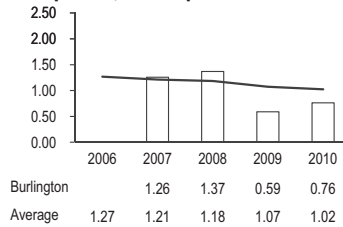
Fiscal Years 2006 through 2010

RESOURCE Measures

Human Resources Services Cost per Capita

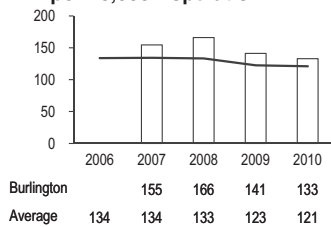


Human Resources FTEs per 10,000 Population

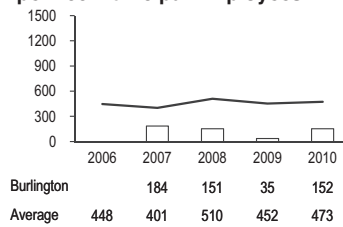


WORKLOAD Measures

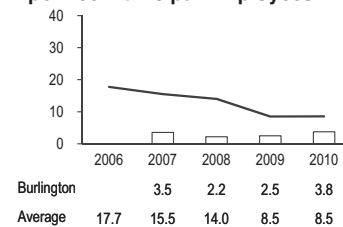
Total Municipal FTEs per 10,000 Population



Applications Processed per 100 Municipal Employees

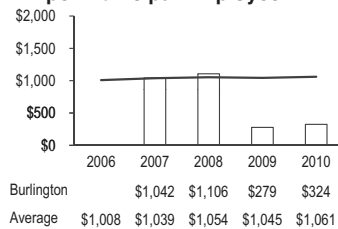


Position Requisitions per 100 Municipal Employees

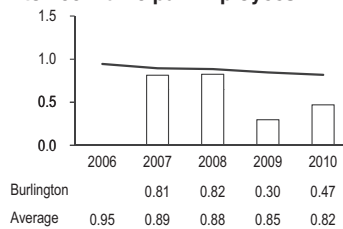


EFFICIENCY Measures

Human Resources Cost per Municipal Employee

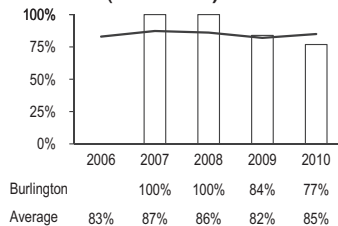


Ratio of Human Resources Staff to 100 Municipal Employees

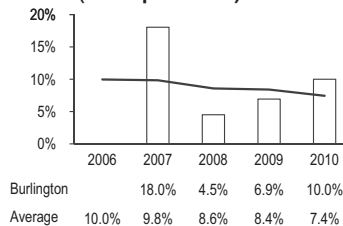


EFFECTIVENESS Measures

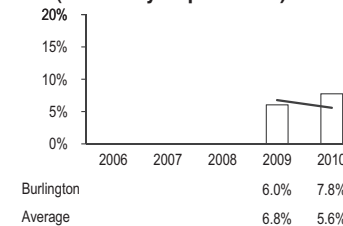
Probationary Period Completion Rate (New Hires)



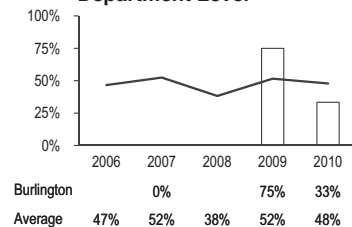
Employee Turnover Rate (All Separations)



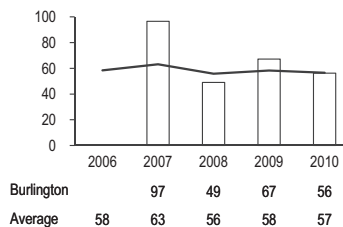
Employee Turnover Rate (Voluntary Separations)



Percentage of Grievances Resolved at Department Level



Average Days from Post Date to Hire Date (First Day of Employment)



Burlington

Fiscal Year 2009–10

MUNICIPAL PROFILE

Population (OSBM 2009)	52,457
Land Area (Square Miles)	25.14
Persons per Square Mile	2,087
Unemployment Rate (ESC-09)	12.0%
County	Alamance
Topography	Flat; gently rolling
Climate	Temperate

FULL COST PROFILE

Cost Breakdown by Percentage		
Personal Services		91.9%
Operating Costs		8.1%
Capital Costs		0.0%
TOTAL		100.0%
Cost Breakdown in Dollars		
Personal Services	\$	253,320
Operating Costs	\$	22,460
Capital Costs	\$	-
TOTAL	\$	275,780

SERVICE PROFILE

FTE Positions	
Administration	1.00
Generalist/Specialist	3.00
Staff Support (Clerical)	0.00
Total Authorized Workforce	850
Authorized FTEs	697.5
Number of Position Requisitions	32
Employment Applications Processed	1,288
Employee Turnover	
Voluntary Separations	66
Involuntary Separations	19
TOTAL SEPARATIONS	85
Average Length of Service (Months)	92.0
Formal Grievances Filed by Employees	3
EEOC Complaints Filed	0
Length of Probationary Employment Period	6 or 12 months
Compensation Studies Completed	0
Positions Studied	0

EXPLANATORY INFORMATION

Service Level and Delivery

The City of Burlington's Human Resources Department is a separate department consisting of three full-time positions. The full-time positions include an HR director and two HR specialists.

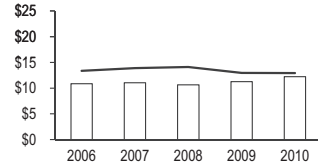
The city's probationary period for new employees was twelve months for police and six months for all other employees.

Conditions Affecting Service, Performance, and Costs

The City of Burlington began participation in the benchmarking project in 2007 with its first reporting data for FY 2006–07.

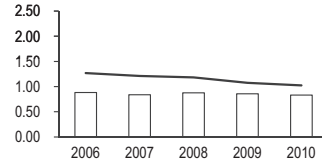
RESOURCE Measures

Human Resources Services Cost per Capita



Year	2006	2007	2008	2009	2010
Cary	\$10.86	\$11.04	\$10.65	\$11.26	\$12.24
Average	\$13.38	\$13.90	\$14.12	\$12.97	\$12.93

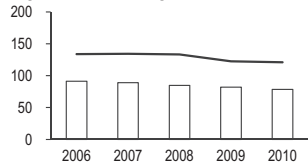
Human Resources FTEs per 10,000 Population



Year	2006	2007	2008	2009	2010
Cary	0.88	0.84	0.88	0.86	0.83
Average	1.27	1.21	1.18	1.07	1.02

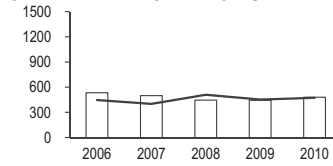
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



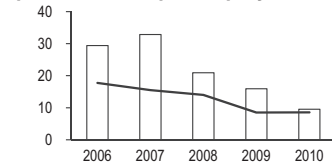
Year	2006	2007	2008	2009	2010
Cary	91	89	85	82	78
Average	134	134	133	123	121

Applications Processed per 100 Municipal Employees



Year	2006	2007	2008	2009	2010
Cary	534	499	446	445	480
Average	448	401	510	452	473

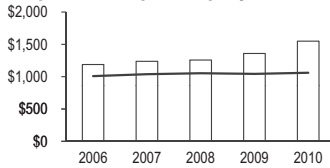
Position Requisitions per 100 Municipal Employees



Year	2006	2007	2008	2009	2010
Cary	29.4	32.8	20.9	15.9	9.5
Average	17.7	15.5	14.0	8.5	8.5

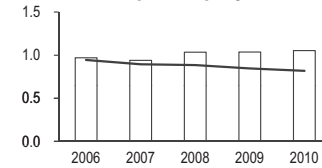
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Year	2006	2007	2008	2009	2010
Cary	\$1,190	\$1,239	\$1,257	\$1,361	\$1,549
Average	\$1,008	\$1,039	\$1,054	\$1,045	\$1,061

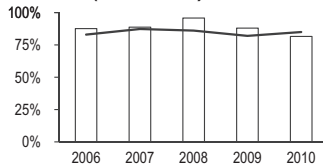
Ratio of Human Resources Staff to 100 Municipal Employees



Year	2006	2007	2008	2009	2010
Cary	0.97	0.94	1.03	1.04	1.05
Average	0.95	0.89	0.88	0.85	0.82

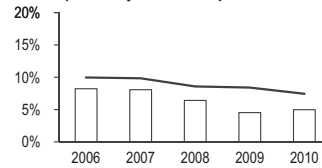
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



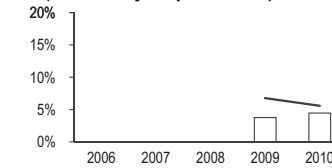
Year	2006	2007	2008	2009	2010
Cary	88%	89%	96%	88%	82%
Average	83%	87%	86%	82%	85%

Employee Turnover Rate (All Separations)



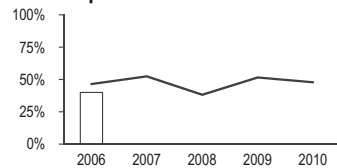
Year	2006	2007	2008	2009	2010
Cary	8.2%	8.1%	6.4%	4.5%	5.0%
Average	10.0%	9.8%	8.6%	8.4%	7.4%

Employee Turnover Rate (Voluntary Separations)



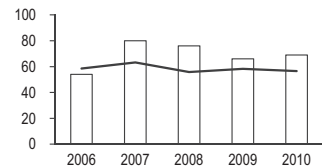
Year	2006	2007	2008	2009	2010
Cary				3.8%	4.5%
Average				6.8%	5.6%

Percentage of Grievances Resolved at Department Level



Year	2006	2007	2008	2009	2010
Cary	40%	0%	0%	0%	0%
Average	47%	52%	38%	52%	48%

Average Days from Post Date to Hire Date (First Day of Employment)



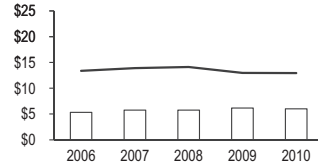
Year	2006	2007	2008	2009	2010
Cary	54	80	76	66	69
Average	58	63	56	58	57

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	147,282	<p>Service Level and Delivery The Town of Cary's Human Resources Department includes the following: a director, an employee relations manager, an employee benefits manager, a training and development program administrator, an employee safety coordinator, three human resources consultants who handle all recruitment and day-to-day employee issues, two human resources assistants who support each of the consultants, one safety technician, and two administrative secretaries.</p> <p>The town conducted one compensation study during FY 2009–10 that involved the study of 108 positions.</p> <p>The town's probationary period for new employees was six months for non–public safety employees during and twelve months for public safety employees.</p> <p>Conditions Affecting Service, Performance, and Costs The employee benefits manager also administers workers' compensation. In many other organizations, this function is performed within a risk management department. The HR assistants also handle many payroll tasks which in other organizations might be handled within the finance department.</p>
Land Area (Square Miles)	54.01	
Persons per Square Mile	2,727	
Unemployment Rate (ESC-09)	8.4%	
County	Wake	
Topography	Flat; gently rolling	
Climate	Temperate	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	58.7%	
Operating Costs	39.6%	
Capital Costs	1.7%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 1,058,062	
Operating Costs	\$ 713,226	
Capital Costs	\$ 30,752	
TOTAL	\$ 1,802,040	
SERVICE PROFILE		
FTE Positions		
Administration	3.00	
Generalist/Specialist	5.00	
Staff Support (Clerical)	4.25	
Total Authorized Workforce	1,163	
Authorized FTEs	1,153.9	
Number of Position Requisitions	111	
Employment Applications Processed	5,579	
Employee Turnover		
Voluntary Separations	52	
Involuntary Separations	6	
TOTAL SEPARATIONS	58	
Average Length of Service (Months)	112.0	
Formal Grievances Filed by Employees	2	
EEOC Complaints Filed	0	
Length of Probationary Employment Period	6 or 12 months	
Compensation Studies Completed	1	
Positions Studied	108	

Key: Charlotte ■ Benchmarking Average — Fiscal Years 2006 through 2010

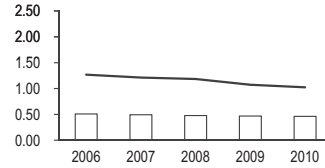
RESOURCE Measures

Human Resources Services Cost per Capita



Charlotte \$5.31 \$5.76 \$5.75 \$6.17 \$6.02
Average \$13.38 \$13.90 \$14.12 \$12.97 \$12.93

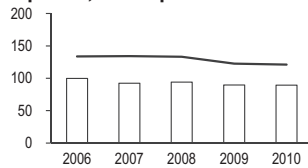
Human Resources FTEs per 10,000 Population



Charlotte 0.51 0.49 0.48 0.47 0.46
Average 1.27 1.21 1.18 1.07 1.02

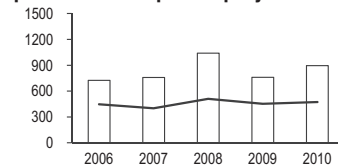
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



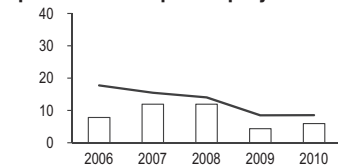
Charlotte 100 92 94 90 89
Average 134 134 133 123 121

Applications Processed per 100 Municipal Employees



Charlotte 725 758 1040 760 895
Average 448 401 510 452 473

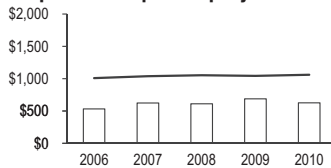
Position Requisitions per 100 Municipal Employees



Charlotte 7.8 11.9 12.0 4.4 5.9
Average 17.7 15.5 14.0 8.5 8.5

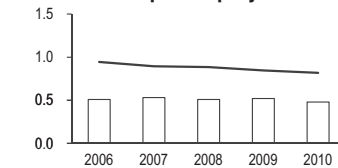
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Charlotte \$533 \$623 \$611 \$688 \$627
Average \$1,008 \$1,039 \$1,054 \$1,045 \$1,061

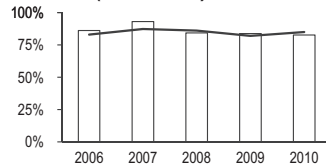
Ratio of Human Resources Staff to 100 Municipal Employees



Charlotte 0.51 0.53 0.51 0.52 0.48
Average 0.95 0.89 0.88 0.85 0.82

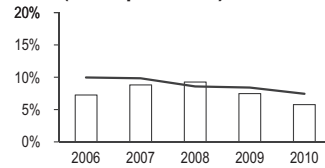
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



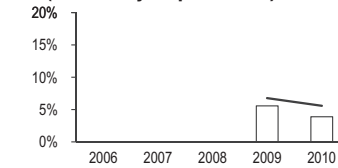
Charlotte 86% 93% 84% 84% 83%
Average 83% 87% 86% 82% 85%

Employee Turnover Rate (All Separations)



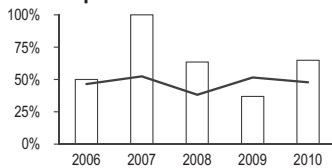
Charlotte 7.2% 8.8% 9.3% 7.5% 5.8%
Average 10.0% 9.8% 8.6% 8.4% 7.4%

Employee Turnover Rate (Voluntary Separations)



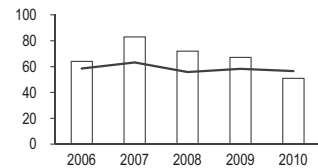
Charlotte 5.6% 3.9%
Average 6.8% 5.6%

Percentage of Grievances Resolved at Department Level



Charlotte 50% 100% 63% 37% 65%
Average 47% 52% 38% 52% 48%

Average Days from Post Date to Hire Date (First Day of Employment)



Charlotte 64 83 72 67 51
Average 58 63 56 58 57

MUNICIPAL PROFILE

Population (OSBM 2009)	711,349
Land Area (Square Miles)	298.97
Persons per Square Mile	2,379
Unemployment Rate (ESC-09)	10.8%
County	Mecklenburg
Topography	Flat, gently rolling
Climate	Mild; some ice

FULL COST PROFILE

Cost Breakdown by Percentage	
Personal Services	66.9%
Operating Costs	32.9%
Capital Costs	0.1%
TOTAL	100.0%
Cost Breakdown in Dollars	
Personal Services	\$ 2,865,609
Operating Costs	\$ 1,409,621
Capital Costs	\$ 5,329
TOTAL	\$ 4,280,559

SERVICE PROFILE

FTE Positions	
Administration	2.00
Generalist/Specialist	27.75
Staff Support (Clerical)	3.00
Total Authorized Workforce	6,828
Authorized FTEs	6,361.2
Number of Position Requisitions	406
Employment Applications Processed	61,123
Employee Turnover	
Voluntary Separations	265
Involuntary Separations	129
TOTAL SEPARATIONS	394
Average Length of Service (Months)	125.0
Formal Grievances Filed by Employees	37
EEOC Complaints Filed	19
Length of Probationary Employment Period	6 or 12 months
Compensation Studies Completed	17
Positions Studied	390

EXPLANATORY INFORMATION

Service Level and Delivery

Charlotte's Human Resources Business Unit is organized into five core services including benefits, compensations, business unit services, HRMS/payroll, and organizational development and learning. These functional areas perform a variety of strategic, tactical, and transactional services. A portion of transactional services are outsourced to third-party providers.

The city conducted seventeen compensation studies during FY 2009–10 covering 390 positions. Surveys were done on the basis of national, regional, and other larger city comparisons.

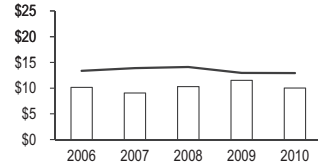
The city's probationary period for new employees was six months for non–public safety employees and twelve months for public safety employees.

Conditions Affecting Service, Performance, and Costs

Key: Concord ■ Benchmarking Average — Fiscal Years 2006 through 2010

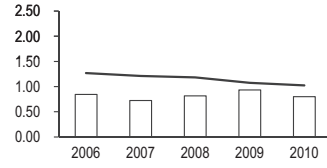
RESOURCE Measures

Human Resources Services Cost per Capita



Concord	\$10.15	\$9.07	\$10.31	\$11.50	\$10.02
Average	\$13.38	\$13.90	\$14.12	\$12.97	\$12.93

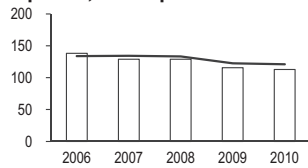
Human Resources FTEs per 10,000 Population



Concord	0.84	0.72	0.81	0.94	0.80
Average	1.27	1.21	1.18	1.07	1.02

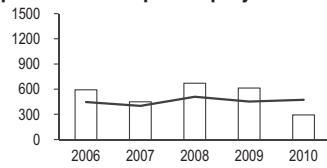
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



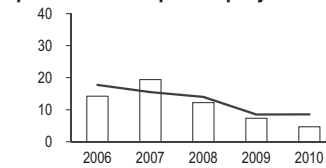
Concord	138	129	129	116	113
Average	134	134	133	123	121

Applications Processed per 100 Municipal Employees



Concord	593	450	671	614	293
Average	448	401	510	452	473

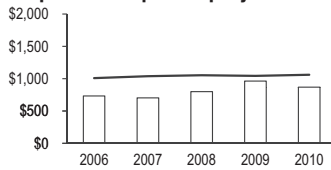
Position Requisitions per 100 Municipal Employees



Concord	14.3	19.4	12.2	7.4	4.7
Average	17.7	15.5	14.0	8.5	8.5

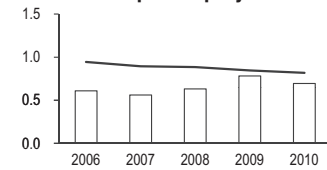
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Concord	\$734	\$704	\$799	\$963	\$868
Average	\$1,008	\$1,039	\$1,054	\$1,045	\$1,061

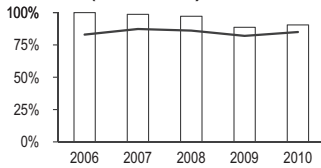
Ratio of Human Resources Staff to 100 Municipal Employees



Concord	0.61	0.56	0.63	0.78	0.69
Average	0.95	0.89	0.88	0.85	0.82

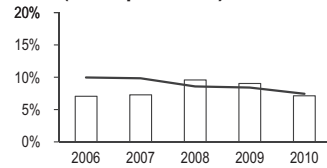
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



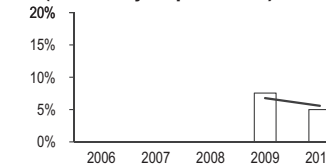
Concord	100%	99%	97%	89%	90%
Average	83%	87%	86%	82%	85%

Employee Turnover Rate (All Separations)



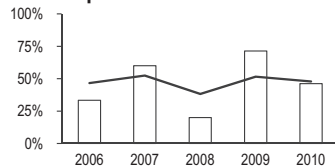
Concord	7.1%	7.3%	9.6%	9.0%	7.1%
Average	10.0%	9.8%	8.6%	8.4%	7.4%

Employee Turnover Rate (Voluntary Separations)



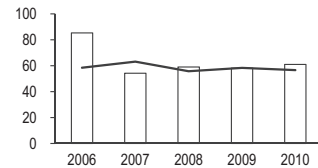
Concord				7.6%	5.0%
Average				6.8%	5.6%

Percentage of Grievances Resolved at Department Level



Concord	33%	60%	20%	71%	46%
Average	47%	52%	38%	52%	48%

Average Days from Post Date to Hire Date (First Day of Employment)



Concord	85	54	59	58	61
Average	58	63	56	58	57

Concord

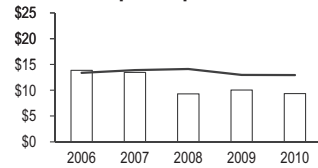
Central Human Resources

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	81,370	<p>Service Level and Delivery The Human Resources Department for the City of Concord is responsible for the following functions: departmental management, policy design and administration, classification and compensation design and administration, benefits plan design and administration, employee relations, grievance and disciplinary actions, and employee rewards.</p> <p>The department conducted seventeen compensation studies during FY 2009–10 covering sixty-three positions.</p> <p>The city's probationary period for new employees was six months for non–public safety employees and twelve months for public safety employees.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	59.59	
Persons per Square Mile	1,365	
Unemployment Rate (ESC-09)	11.2%	
County	Cabarrus	
Topography	Flat; gently rolling	
Climate	Mild; some ice	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	59.2%	
Operating Costs	39.6%	
Capital Costs	1.2%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 482,609	
Operating Costs	\$ 322,798	
Capital Costs	\$ 10,091	
TOTAL	\$ 815,498	
SERVICE PROFILE		
FTE Positions		
Administration	2.00	
Generalist/Specialist	3.34	
Staff Support (Clerical)	1.18	
Total Authorized Workforce	939	
Authorized FTEs	918	
Number of Position Requisitions	44	
Employment Applications Processed	2,748	
Employee Turnover		
Voluntary Separations	47	
Involuntary Separations	20	
TOTAL SEPARATIONS	67	
Average Length of Service (Months)	116.0	
Formal Grievances Filed by Employees	13	
EEOC Complaints Filed	3	
Length of Probationary Employment Period	6 or 12 months	
Compensation Studies Completed	17	
Positions Studied	63	

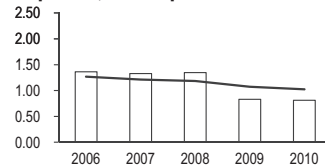
RESOURCE Measures

Human Resources Services Cost per Capita



Durham	\$13.86	\$13.46	\$9.31	\$10.04	\$9.35
Average	\$13.38	\$13.90	\$14.12	\$12.97	\$12.93

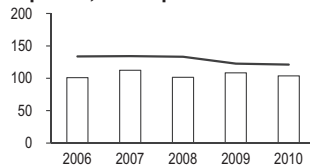
Human Resources FTEs per 10,000 Population



Durham	1.36	1.33	1.35	0.83	0.81
Average	1.27	1.21	1.18	1.07	1.02

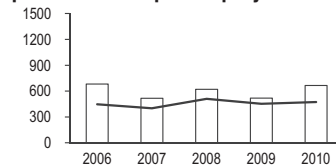
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



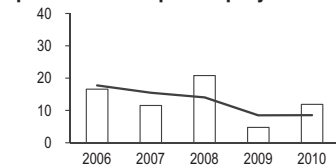
Durham	101	112	101	108	104
Average	134	134	133	123	121

Applications Processed per 100 Municipal Employees



Durham	682	517	620	519	665
Average	448	401	510	452	473

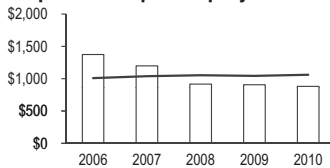
Position Requisitions per 100 Municipal Employees



Durham	16.6	11.5	20.8	4.7	11.9
Average	17.7	15.5	14.0	8.5	8.5

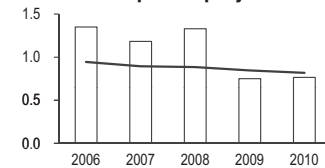
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Durham	\$1,374	\$1,198	\$917	\$906	\$883
Average	\$1,008	\$1,039	\$1,054	\$1,045	\$1,061

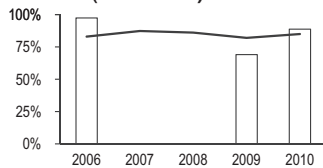
Ratio of Human Resources Staff to 100 Municipal Employees



Durham	1.35	1.18	1.33	0.75	0.77
Average	0.95	0.89	0.88	0.85	0.82

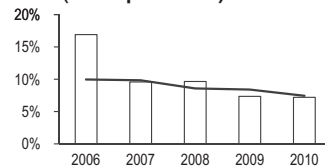
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



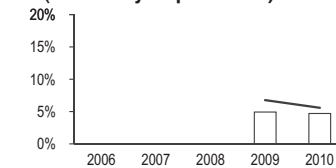
Durham	97%			69%	89%
Average	83%	87%	86%	82%	85%

Employee Turnover Rate (All Separations)



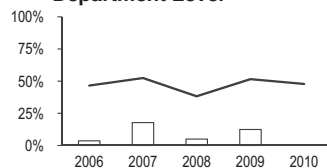
Durham	16.9%	9.6%	9.7%	7.3%	7.2%
Average	10.0%	9.8%	8.6%	8.4%	7.4%

Employee Turnover Rate (Voluntary Separations)



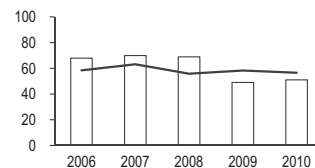
Durham				4.9%	4.7%
Average				6.8%	5.6%

Percentage of Grievances Resolved at Department Level



Durham	4%	18%	5%	13%	
Average	47%	52%	38%	52%	48%

Average Days from Post Date to Hire Date (First Day of Employment)



Durham	68	70	69	49	51
Average	58	63	56	58	57

Central Human Resources

Durham

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	234,140	<p>Service Level and Delivery The Human Resources Department of the City of Durham is organized into teams. Three teams serve specific sets of departments. A fourth team, Planning and Systems, provides basic information for the departmental teams and provides core functions such as benefits and training. A fifth team provides support with management assistants who provide technical and clerical support to the whole HR department.</p> <p>The department conducted compensation studies covering seventy-six positions during FY 2009–10.</p> <p>The city's probationary period was six months for new employees.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	105.59	
Persons per Square Mile	2,217	
Unemployment Rate (ESC-09)	7.9%	
County	Durham	
Topography	Flat; gently rolling	
Climate	Mild; some ice	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	67.0%	
Operating Costs	31.9%	
Capital Costs	1.1%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 1,467,398	
Operating Costs	\$ 697,991	
Capital Costs	\$ 24,727	
TOTAL	\$ 2,190,116	
SERVICE PROFILE		
FTE Positions		
Administration	7.00	
Generalist/Specialist	9.00	
Staff Support (Clerical)	3.00	
Total Authorized Workforce	248	
Authorized FTEs	2,426	
Number of Position Requisitions	295	
Employment Applications Processed	16,492	
Employee Turnover		
Voluntary Separations	117	
Involuntary Separations	62	
TOTAL SEPARATIONS	179	
Average Length of Service (Months)	99.0	
Formal Grievances Filed by Employees	21	
EEOC Complaints Filed	8	
Length of Probationary Employment Period	6 months	
Compensation Studies Completed	76	
Positions Studied	76	

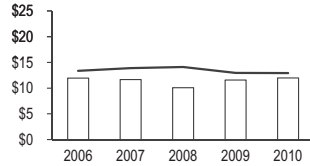
Greensboro

Central Human Resources

Key: Greensboro ■ Benchmarking Average — Fiscal Years 2006 through 2010

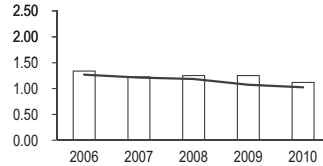
RESOURCE Measures

Human Resources Services Cost per Capita



Year	2006	2007	2008	2009	2010
Greensboro	\$11.94	\$11.66	\$10.07	\$11.59	\$11.97
Average	\$13.38	\$13.90	\$14.12	\$12.97	\$12.93

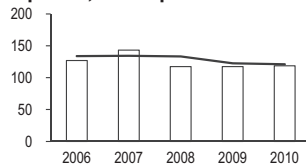
Human Resources FTEs per 10,000 Population



Year	2006	2007	2008	2009	2010
Greensboro	1.34	1.23	1.25	1.25	1.12
Average	1.27	1.21	1.18	1.07	1.02

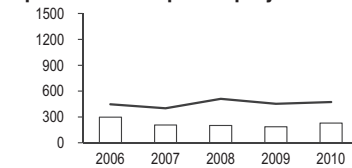
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



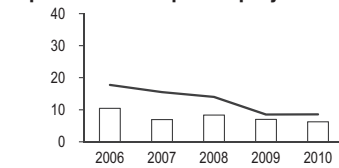
Year	2006	2007	2008	2009	2010
Greensboro	127	143	117	117	118
Average	134	134	133	123	121

Applications Processed per 100 Municipal Employees



Year	2006	2007	2008	2009	2010
Greensboro	297	207	201	187	230
Average	448	401	510	452	473

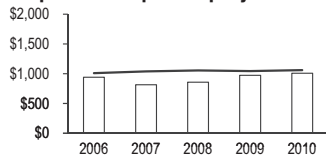
Position Requisitions per 100 Municipal Employees



Year	2006	2007	2008	2009	2010
Greensboro	10.4	6.9	8.3	7.0	6.2
Average	17.7	15.5	14.0	8.5	8.5

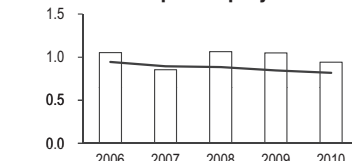
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Year	2006	2007	2008	2009	2010
Greensboro	\$940	\$814	\$858	\$972	\$1,008
Average	\$1,008	\$1,039	\$1,054	\$1,045	\$1,061

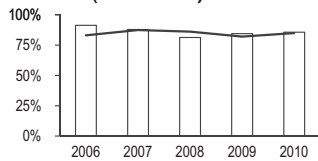
Ratio of Human Resources Staff to 100 Municipal Employees



Year	2006	2007	2008	2009	2010
Greensboro	1.05	0.86	1.06	1.05	0.94
Average	0.95	0.89	0.88	0.85	0.82

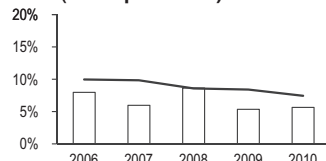
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



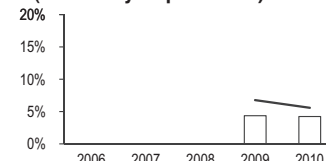
Year	2006	2007	2008	2009	2010
Greensboro	91%	88%	81%	84%	86%
Average	83%	87%	86%	82%	85%

Employee Turnover Rate (All Separations)



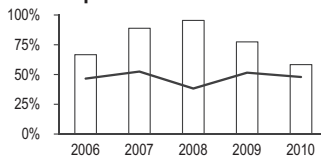
Year	2006	2007	2008	2009	2010
Greensboro	8.0%	6.0%	8.7%	5.3%	5.6%
Average	10.0%	9.8%	8.6%	8.4%	7.4%

Employee Turnover Rate (Voluntary Separations)



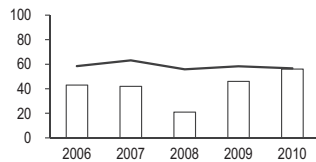
Year	2006	2007	2008	2009	2010
Greensboro	0%	0%	0%	4.4%	4.2%
Average	6.8%	5.6%	6.8%	6.8%	5.6%

Percentage of Grievances Resolved at Department Level



Year	2006	2007	2008	2009	2010
Greensboro	67%	89%	95%	77%	58%
Average	47%	52%	38%	52%	48%

Average Days from Post Date to Hire Date (First Day of Employment)



Year	2006	2007	2008	2009	2010
Greensboro	43	42	21	46	56
Average	58	63	56	58	57

Greensboro

Central Human Resources

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	268,283	<p>Service Level and Delivery The Human Resources Department for the City of Greensboro provides comprehensive personnel services, including recruitment and selection, compensation, benefits, employee relations, safety, and occupational health and wellness. The total number of FTE positions includes staff from the Training Division which is housed in a separate department from Human Resources.</p> <p>The department completed two compensation studies during FY 2009–10. Market reviews were done for select groups affecting 150 positions.</p> <p>The city's probationary period for new employees was six months for non–public safety employees and twelve months for public safety employees.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	127.75	
Persons per Square Mile	2,100	
Unemployment Rate (ESC-09)	11.0%	
County	Guilford	
Topography	Flat; gently rolling	
Climate	Temperate	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	73.5%	
Operating Costs	26.5%	
Capital Costs	0.0%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 2,360,814	
Operating Costs	\$ 849,935	
Capital Costs	\$ -	
TOTAL	\$ 3,210,749	
SERVICE PROFILE		
FTE Positions		
Administration	6.00	
Generalist/Specialist	21.00	
Staff Support (Clerical)	3.00	
Total Authorized Workforce	3,186	
Authorized FTEs	3,179.0	
Number of Position Requisitions	198	
Employment Applications Processed	7,317	
Employee Turnover		
Voluntary Separations	135	
Involuntary Separations	45	
TOTAL SEPARATIONS	180	
Average Length of Service (Months)	139.0	
Formal Grievances Filed by Employees	24	
EEOC Complaints Filed	23	
Length of Probationary Employment Period	6 or 12 months	
Compensation Studies Completed	2	
Positions Studied	150	

Greenville

Central Human Resources

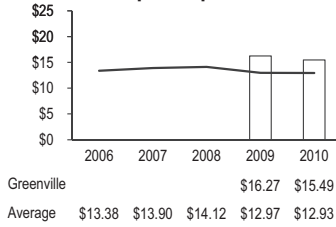
Key: Greenville ■

Benchmarking Average —

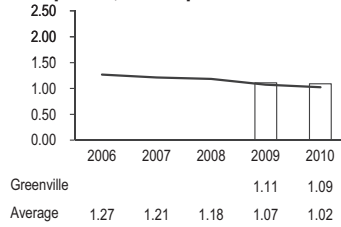
Fiscal Years 2006 through 2010

RESOURCE Measures

Human Resources Services Cost per Capita

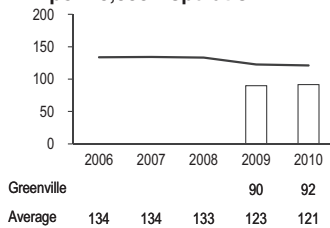


Human Resources FTEs per 10,000 Population

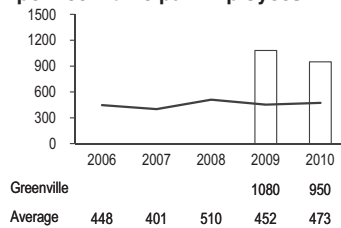


WORKLOAD Measures

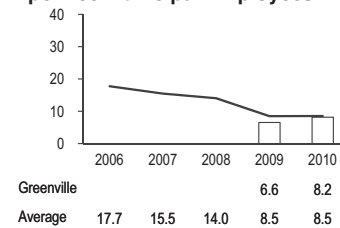
Total Municipal FTEs per 10,000 Population



Applications Processed per 100 Municipal Employees

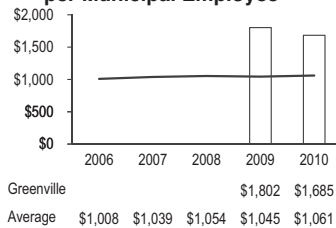


Position Requisitions per 100 Municipal Employees



EFFICIENCY Measures

Human Resources Cost per Municipal Employee

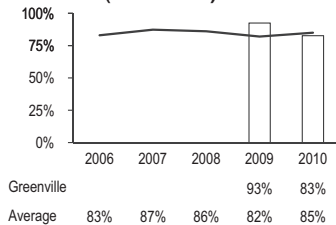


Ratio of Human Resources Staff to 100 Municipal Employees

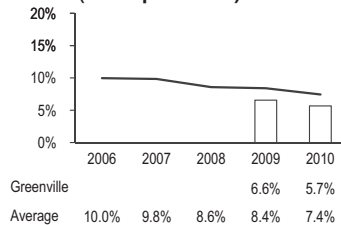


EFFECTIVENESS Measures

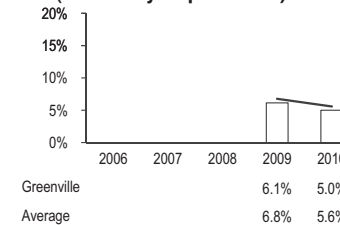
Probationary Period Completion Rate (New Hires)



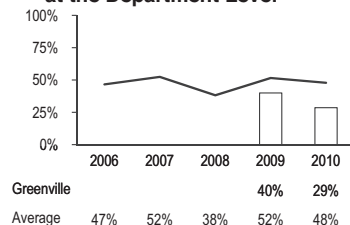
Employee Turnover Rate (All Separations)



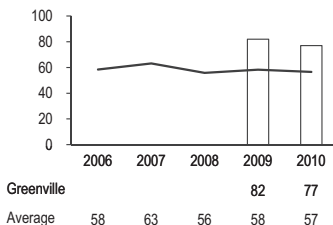
Employee Turnover Rate (Voluntary Separations)



Percentage of Grievances Resolved at Department Level at the Department Level



Average Days from Post Date to Hire Date (First Day of Employment)



Greenville

Central Human Resources

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	82,571	<p>Service Level and Delivery The Human Resources Department for the City of Greenville is responsible for recruitment and selection, salary and benefits administration, position classification, employee relations, affirmative action and equal employment opportunity, training and development, risk administration, and safety.</p> <p>The city's probationary period was twelve months for all law enforcement personnel and employees in a trainee status such as Fire/Rescue trainees. All other employees serve a six-month probationary period.</p> <p>Nearly all employment applications are done on-line. The Human Resources Department screens applications to ensure that applicants meet the position minimum qualifications. Applications are only accepted for positions that are open for recruitment.</p> <p>Greenville has a voluntary wellness program focussing on education, fitness, mental health, nutrition, weight management, personal health, and personal safety. A safety specialist provides technical safety and occupational illness and injury prevention training.</p> <p>A formal grievance in Greenville requires a written notice given to a supervisor appealing a disciplinary action. The grievance process is an internal one moving up the chain of command with specific timeframes for responses and appeals to the next level.</p> <p>No compensation studies were complete during the fiscal year.</p> <p>Conditions Affecting Service, Performance, and Costs Greenville joined the project with the first year of reporting for FY 2008–09.</p>
Land Area (Square Miles)	35.01	
Persons per Square Mile	2,358	
Unemployment Rate (ESC-09)	10.3%	
County	Pitt	
Topography	Flat	
Climate	Mild	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	54.8%	
Operating Costs	44.7%	
Capital Costs	0.5%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 700,823	
Operating Costs	\$ 571,477	
Capital Costs	\$ 6,753	
TOTAL	\$ 1,279,053	
SERVICE PROFILE		
FTE Positions		
Administration	4.00	
Generalist/Specialist	2.00	
Staff Support (Clerical)	3.00	
Total Authorized Workforce	759	
Authorized FTEs	756.5	
Number of Position Requisitions	62	
Employment Applications Processed	7,210	
Employee Turnover		
Voluntary Separations	38	
Involuntary Separations	5	
TOTAL SEPARATIONS	43	
Average Length of Service (Months)	120.0	
Formal Grievances Filed by Employees	7	
EEOC Complaints Filed	0	
Length of Probationary Employment Period	6 or 12 months	
Compensation Studies Completed	0	
Positions Studied	0	

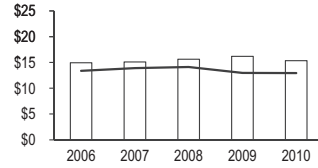
Hickory

Central Human Resources

Key: Hickory ■ Benchmarking Average — Fiscal Years 2006 through 2010

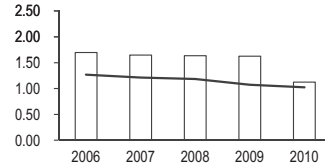
RESOURCE Measures

Human Resources Services Cost per Capita



Year	Hickory	Average
2006	\$14.95	\$13.38
2007	\$15.10	\$13.90
2008	\$15.64	\$14.12
2009	\$16.20	\$12.97
2010	\$15.36	\$12.93

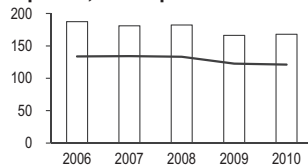
Human Resources FTEs per 10,000 Population



Year	Hickory	Average
2006	1.70	1.27
2007	1.65	1.21
2008	1.63	1.18
2009	1.62	1.07
2010	1.12	1.02

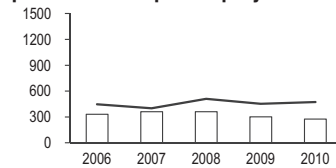
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



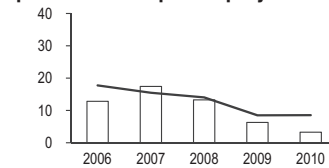
Year	Hickory	Average
2006	188	134
2007	181	134
2008	182	133
2009	166	123
2010	168	121

Applications Processed per 100 Municipal Employees



Year	Hickory	Average
2006	331	448
2007	361	401
2008	360	510
2009	301	452
2010	274	473

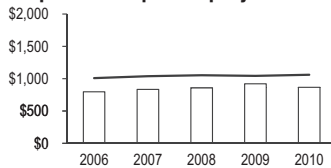
Position Requisitions per 100 Municipal Employees



Year	Hickory	Average
2006	12.8	17.7
2007	17.4	15.5
2008	13.3	14.0
2009	6.3	8.5
2010	3.3	8.5

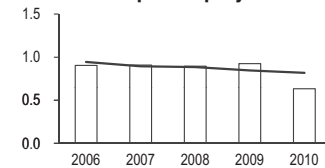
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Year	Hickory	Average
2006	\$797	\$1,008
2007	\$834	\$1,039
2008	\$858	\$1,054
2009	\$922	\$1,045
2010	\$867	\$1,061

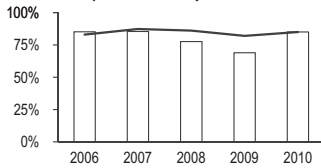
Ratio of Human Resources Staff to 100 Municipal Employees



Year	Hickory	Average
2006	0.90	0.95
2007	0.91	0.89
2008	0.90	0.88
2009	0.92	0.85
2010	0.63	0.82

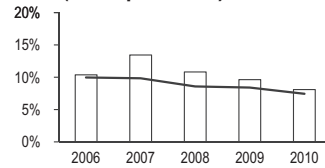
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



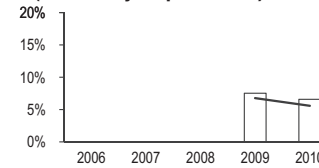
Year	Hickory	Average
2006	85%	83%
2007	85%	87%
2008	78%	86%
2009	69%	82%
2010	85%	85%

Employee Turnover Rate (All Separations)



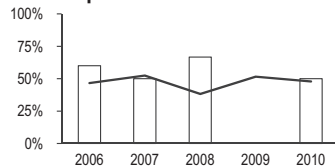
Year	Hickory	Average
2006	10.4%	10.0%
2007	13.5%	9.8%
2008	10.8%	8.6%
2009	9.6%	8.4%
2010	8.1%	7.4%

Employee Turnover Rate (Voluntary Separations)



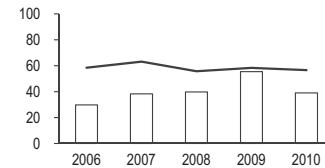
Year	Hickory	Average
2006		
2007		
2008		
2009	7.5%	6.8%
2010	6.6%	5.6%

Percentage of Grievances Resolved at Department Level



Year	Hickory	Average
2006	60%	47%
2007	50%	52%
2008	67%	38%
2009	0%	52%
2010	50%	48%

Average Days from Post Date to Hire Date (First Day of Employment)



Year	Hickory	Average
2006	30	58
2007	38	63
2008	40	56
2009	55	58
2010	39	57

Hickory

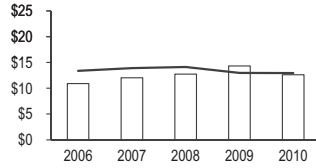
Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	41,151	<p>Service Level and Delivery The human resources function for the City of Hickory contains a director, an organizational development coordinator, a city nurse, two human resources analysts (one oversees benefits administration and the other oversees general employment), and one clerical position. Risk management is a division of the human resources function, which includes a risk manager and a clerical support position.</p> <p>The city's probationary period was twelve months for all new city employees. The city conducted compensation studies covering three positions during the year.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	29.28	
Persons per Square Mile	1,405	
Unemployment Rate (ESC-09)	14.4%	
County	Catawba	
Topography	Gently rolling	
Climate	Moderate	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	69.3%	
Operating Costs	29.9%	
Capital Costs	0.8%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 437,754	
Operating Costs	\$ 189,066	
Capital Costs	\$ 5,207	
TOTAL	\$ 632,027	
SERVICE PROFILE		
FTE Positions		
Administration	0.94	
Generalist/Specialist	3.00	
Staff Support (Clerical)	0.68	
Total Authorized Workforce	729	
Authorized FTEs	691	
Number of Position Requisitions	24	
Employment Applications Processed	2,001	
Employee Turnover		
Voluntary Separations	48	
Involuntary Separations	11	
TOTAL SEPARATIONS	59	
Average Length of Service (Months)	108.0	
Formal Grievances Filed by Employees	2	
EEOC Complaints Filed	0	
Length of Probationary Employment Period	12 months	
Compensation Studies Completed	3	
Positions Studied	3	

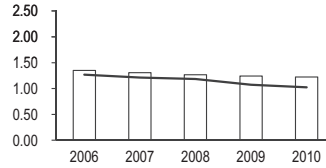
Key: High Point ■ Benchmarking Average — Fiscal Years 2006 through 2010

RESOURCE Measures

Human Resources Services Cost per Capita



Human Resources FTEs per 10,000 Population

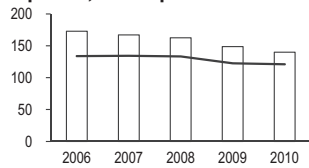


High Point \$10.92 \$12.02 \$12.74 \$14.32 \$12.63
Average \$13.38 \$13.90 \$14.12 \$12.97 \$12.93

High Point 1.35 1.31 1.27 1.24 1.22
Average 1.27 1.21 1.18 1.07 1.02

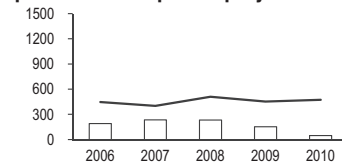
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



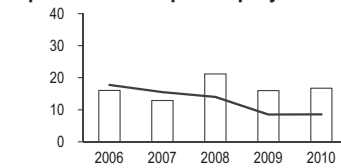
High Point 173 167 163 149 140
Average 134 134 133 123 121

Applications Processed per 100 Municipal Employees



High Point 190 234 231 153 47
Average 448 401 510 452 473

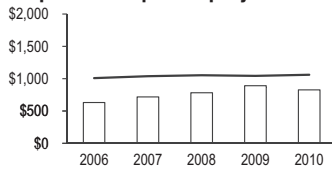
Position Requisitions per 100 Municipal Employees



High Point 16.0 12.9 21.2 16.0 16.7
Average 17.7 15.5 14.0 8.5 8.5

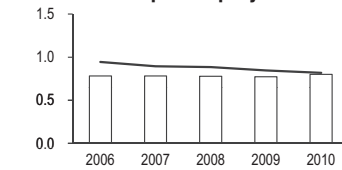
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



High Point \$631 \$719 \$784 \$891 \$827
Average \$1,008 \$1,039 \$1,054 \$1,045 \$1,061

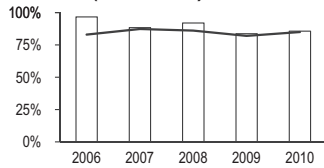
Ratio of Human Resources Staff to 100 Municipal Employees



High Point 0.78 0.78 0.78 0.77 0.80
Average 0.95 0.89 0.88 0.85 0.82

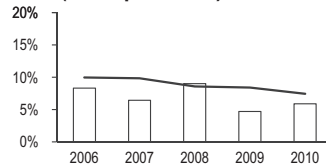
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



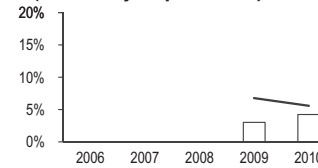
High Point 97% 88% 92% 84% 86%
Average 83% 87% 86% 82% 85%

Employee Turnover Rate (All Separations)



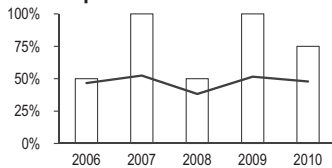
High Point 8.3% 6.4% 9.0% 4.7% 5.9%
Average 10.0% 9.8% 8.6% 8.4% 7.4%

Employee Turnover Rate (Voluntary Separations)



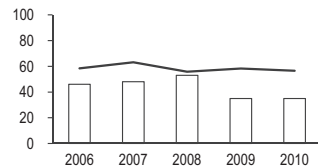
High Point 3.0% 4.2%
Average 6.8% 5.6%

Percentage of Grievances Resolved at Department Level



High Point 50% 100% 50% 100% 75%
Average 47% 52% 38% 52% 48%

Average Days from Post Date to Hire Date (First Day of Employment)



High Point 46 48 53 35 35
Average 58 63 56 58 57

High Point

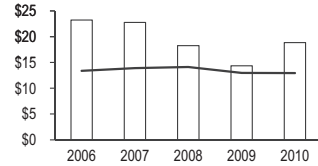
Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	102,216	<p>Service Level and Delivery The City of High Point Human Resources Department is organized into two divisions. The administrative division's organizational objectives consist of personnel and fringe benefits budgeting, workforce planning, recruitment, selection, EEO, ADA, FMLA, FLSA, and HIPPA compliance, fringe benefit competitiveness and cost containment, employee benefits education and awareness, maintaining a competitive and equitable salary and classification plan, offering professional training opportunities for employees, development of intervention strategies to address workplace problems and facilitation services to employee groups. The director of human resources reports directly to the city manager.</p> <p>The Safety and Health Division's organizational objectives consist of assisting city departments in providing a safe work environment, promoting a healthier workforce through job fitness assessments and wellness programs, coordination of the city's substance abuse program, Workers' Compensation cost containment and compliance with OSHA, HIPPA, EPA, DOT, and North Carolina workers' compensation regulations.</p> <p>No compensation studies were conducted in FY 2009–10.</p> <p>The city's probationary period was twelve months for new employees. Department directors may extend probationary periods for up to ninety additional days if approved by the Human Resources director.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	54.05	
Persons per Square Mile	1,891	
Unemployment Rate (ESC-09)	11.0%	
County	Guilford	
Topography	Flat; gently rolling	
Climate	Temperate	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	76.5%	
Operating Costs	22.6%	
Capital Costs	1.0%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 986,813	
Operating Costs	\$ 291,295	
Capital Costs	\$ 12,373	
TOTAL	\$ 1,290,481	
SERVICE PROFILE		
FTE Positions		
Administration	5.00	
Generalist/Specialist	6.50	
Staff Support (Clerical)	1.00	
Total Authorized Workforce	1,560	
Authorized FTEs	1,431	
Number of Position Requisitions	261	
Employment Applications Processed	733	
Employee Turnover		
Voluntary Separations	66	
Involuntary Separations	26	
TOTAL SEPARATIONS	92	
Average Length of Service (Months)	123.0	
Formal Grievances Filed by Employees	4	
EEOC Complaints Filed	1	
Length of Probationary Employment Period	12 months	
Compensation Studies Completed	0	
Positions Studied	0	

Key: Salisbury ■ Benchmarking Average — Fiscal Years 2006 through 2010

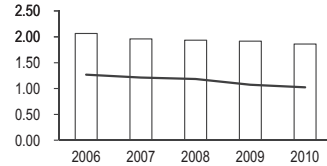
RESOURCE Measures

Human Resources Services Cost per Capita



Year	Salisbury	Average
2006	\$23.25	\$13.38
2007	\$22.79	\$13.90
2008	\$18.29	\$14.12
2009	\$14.36	\$12.97
2010	\$18.85	\$12.93

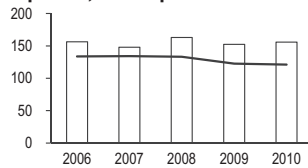
Human Resources FTEs per 10,000 Population



Year	Salisbury	Average
2006	2.06	1.27
2007	1.96	1.21
2008	1.93	1.18
2009	1.92	1.07
2010	1.86	1.02

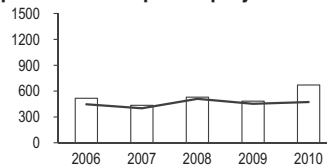
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



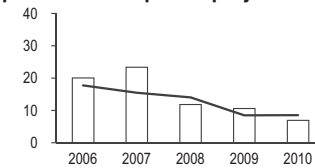
Year	Salisbury	Average
2006	156	134
2007	148	134
2008	163	133
2009	152	123
2010	156	121

Applications Processed per 100 Municipal Employees



Year	Salisbury	Average
2006	516	448
2007	435	401
2008	529	510
2009	483	452
2010	671	473

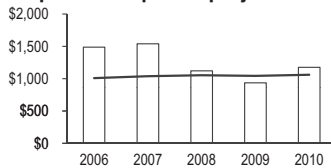
Position Requisitions per 100 Municipal Employees



Year	Salisbury	Average
2006	20.0	17.7
2007	23.4	15.5
2008	11.9	14.0
2009	10.6	8.5
2010	7.0	8.5

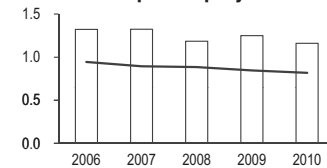
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Year	Salisbury	Average
2006	\$1,488	\$1,008
2007	\$1,541	\$1,039
2008	\$1,121	\$1,054
2009	\$937	\$1,045
2010	\$1,176	\$1,061

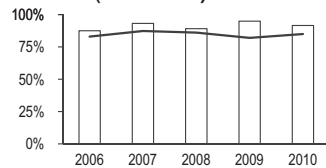
Ratio of Human Resources Staff to 100 Municipal Employees



Year	Salisbury	Average
2006	1.32	0.95
2007	1.32	0.89
2008	1.19	0.88
2009	1.25	0.85
2010	1.16	0.82

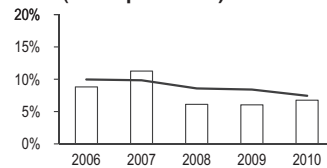
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



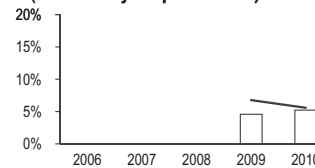
Year	Salisbury	Average
2006	88%	83%
2007	93%	87%
2008	89%	86%
2009	95%	82%
2010	92%	85%

Employee Turnover Rate (All Separations)



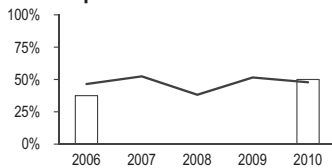
Year	Salisbury	Average
2006	8.8%	10.0%
2007	11.3%	9.8%
2008	6.1%	8.6%
2009	6.0%	8.4%
2010	6.8%	7.4%

Employee Turnover Rate (Voluntary Separations)



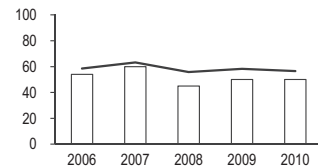
Year	Salisbury	Average
2006		
2007		
2008		
2009	4.6%	6.8%
2010	5.2%	5.6%

Percentage of Grievances Resolved at Department Level



Year	Salisbury	Average
2006	38%	47%
2007		52%
2008	0%	38%
2009		52%
2010	50%	48%

Average Days from Post Date to Hire Date (First Day of Employment)



Year	Salisbury	Average
2006	54	58
2007	60	63
2008	45	56
2009	50	58
2010	50	57

Salisbury

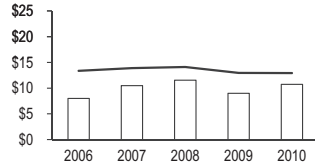
Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	32,263	<p>Service Level and Delivery The human resources function in Salisbury is a centralized unit that provides internal support and assistance with six staff members, including the director (administration, equal employment opportunity and grievance, and special investigations), an analyst II (benefits administration, HRIS, policy interpretation, and wellness), an analyst II (training and development), an analyst I (recruitment, compensation, classification, and position control), an analyst I (multiculturalism program), and a technician (applicant flow, administrative support, budget preparation, and corporate giving).</p> <p>The Human Resources Department has been the lead agency in the development of customer service provisions identified by the City Council as the top priority goal for the city.</p> <p>Salisbury completed one compensation study during FY 2009–10 covering 146 positions.</p> <p>The city's probationary period for new employees was six months.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	21.93	
Persons per Square Mile	1,471	
Unemployment Rate (ESC-09)	12.2%	
County	Rowan	
Topography	Gently rolling	
Climate	Moderate	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	71.9%	
Operating Costs	25.0%	
Capital Costs	3.1%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 437,218	
Operating Costs	\$ 152,107	
Capital Costs	\$ 18,814	
TOTAL	\$ 608,139	
SERVICE PROFILE		
FTE Positions		
Administration	1.00	
Generalist/Specialist	4.00	
Staff Support (Clerical)	3.00	
Total Authorized Workforce	517	
Authorized FTEs	502.5	
Number of Position Requisitions	36	
Employment Applications Processed	3,469	
Employee Turnover		
Voluntary Separations	27	
Involuntary Separations	8	
TOTAL SEPARATIONS	35	
Average Length of Service (Months)	124.0	
Formal Grievances Filed by Employees	2	
EEOC Complaints Filed	3	
Length of Probationary Employment Period	6 months	
Compensation Studies Completed	1	
Positions Studied	146	

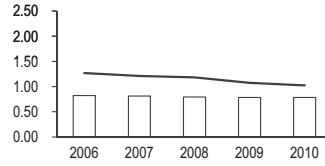
Key: Wilmington ■ Benchmarking Average — Fiscal Years 2006 through 2010

RESOURCE Measures

Human Resources Services Cost per Capita



Human Resources FTEs per 10,000 Population

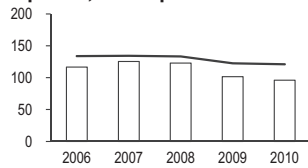


Year	Wilmington	Average
2006	\$8.00	\$13.38
2007	\$10.49	\$13.90
2008	\$11.55	\$14.12
2009	\$8.99	\$12.97
2010	\$10.73	\$12.93

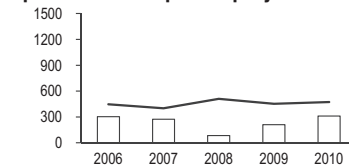
Year	Wilmington	Average
2006	0.82	1.27
2007	0.81	1.21
2008	0.79	1.18
2009	0.78	1.07
2010	0.78	1.02

WORKLOAD Measures

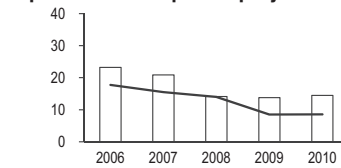
Total Municipal FTEs per 10,000 Population



Applications Processed per 100 Municipal Employees



Position Requisitions per 100 Municipal Employees



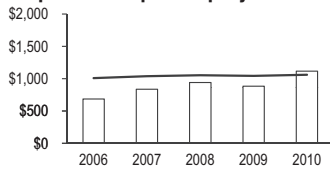
Year	Wilmington	Average
2006	117	134
2007	125	134
2008	123	133
2009	102	123
2010	96	121

Year	Wilmington	Average
2006	303	448
2007	273	401
2008	84	510
2009	210	452
2010	311	473

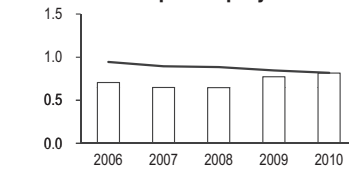
Year	Wilmington	Average
2006	23.2	17.7
2007	20.9	15.5
2008	14.1	14.0
2009	13.8	8.5
2010	14.5	8.5

EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Ratio of Human Resources Staff to 100 Municipal Employees

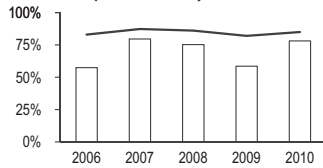


Year	Wilmington	Average
2006	\$685	\$1,008
2007	\$837	\$1,039
2008	\$941	\$1,054
2009	\$885	\$1,045
2010	\$1,116	\$1,061

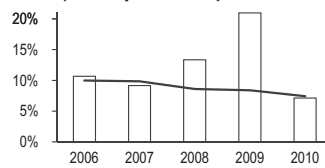
Year	Wilmington	Average
2006	0.71	0.95
2007	0.65	0.89
2008	0.65	0.88
2009	0.77	0.85
2010	0.81	0.82

EFFECTIVENESS Measures

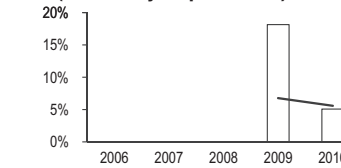
Probationary Period Completion Rate (New Hires)



Employee Turnover Rate (All Separations)



Employee Turnover Rate (Voluntary Separations)

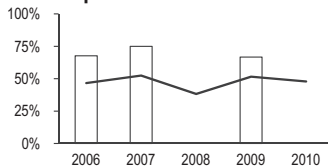


Year	Wilmington	Average
2006	57%	83%
2007	80%	87%
2008	75%	86%
2009	59%	82%
2010	78%	85%

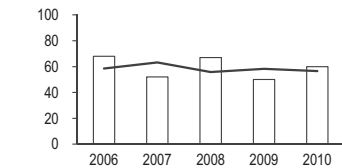
Year	Wilmington	Average
2006	10.7%	10.0%
2007	9.1%	9.8%
2008	13.3%	8.6%
2009	20.9%	8.4%
2010	7.1%	7.4%

Year	Wilmington	Average
2006		6.8%
2007		5.6%
2008		
2009	18.1%	
2010	5.1%	

Percentage of Grievances Resolved at Department Level



Average Days from Post Date to Hire Date (First Day of Employment)



Year	Wilmington	Average
2006	68%	47%
2007	75%	52%
2008	0%	38%
2009	67%	52%
2010		48%

Year	Wilmington	Average
2006	68	58
2007	52	63
2008	67	56
2009	50	58
2010	60	57

Wilmington

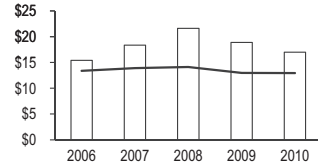
Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	102,207	<p>Service Level and Delivery Wilmington had eight employees during FY 2009–10 performing human resource functions. The director had administrative oversight responsibilities and was responsible for policy and compliance matters. In early 2007 Human Resources implemented a Business Partner concept to provide human resource services to city departments. Service delivery is centralized with business partners serving as content experts like benefits, recruiting, policies, compensation, learning and development, and safety management.</p> <p>Wilmington is undergoing a change management model moving to more employee engagement and a results oriented approach. This culture change seeks to empower employees and improve accountability and performance for citizens.</p> <p>Wilmington conducted sixteen compensations studies during the fiscal year to evaluate employee pay.</p> <p>The city's probationary period for new employees was twelve months for non–public safety employees and eighteen months for public safety employees.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	51.55	
Persons per Square Mile	1,983	
Unemployment Rate (ESC-09)	9.4%	
County	New Hanover	
Topography	Flat; coastal plain	
Climate	Mild	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	40.7%	
Operating Costs	58.7%	
Capital Costs	0.6%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 446,123	
Operating Costs	\$ 643,733	
Capital Costs	\$ 6,461	
TOTAL	\$ 1,096,317	
SERVICE PROFILE		
FTE Positions		
Administration	1.00	
Generalist/Specialist	4.00	
Staff Support (Clerical)	3.00	
Total Authorized Workforce	982	
Authorized FTEs	981.3	
Number of Position Requisitions	142	
Employment Applications Processed	3,057	
Employee Turnover		
Voluntary Separations	50	
Involuntary Separations	20	
TOTAL SEPARATIONS	70	
Average Length of Service (Months)	107.0	
Formal Grievances Filed by Employees	2	
EEOC Complaints Filed	1	
Length of Probationary Employment Period	12 or 18 months	
Compensation Studies Completed	16	
Positions Studied	NA	

Key: Wilson ■ Benchmarking Average — Fiscal Years 2006 through 2010

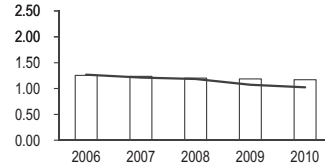
RESOURCE Measures

Human Resources Services Cost per Capita



Wilson	\$15.41	\$18.36	\$21.64	\$18.91	\$16.99
Average	\$13.38	\$13.90	\$14.12	\$12.97	\$12.93

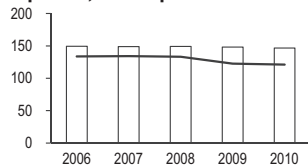
Human Resources FTEs per 10,000 Population



Wilson	1.25	1.24	1.20	1.18	1.17
Average	1.27	1.21	1.18	1.07	1.02

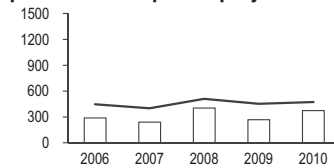
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



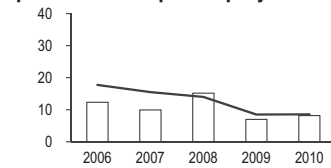
Wilson	149	149	149	148	147
Average	134	134	133	123	121

Applications Processed per 100 Municipal Employees



Wilson	288	240	403	267	374
Average	448	401	510	452	473

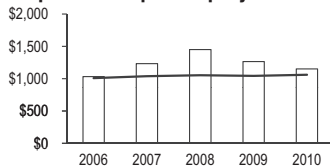
Position Requisitions per 100 Municipal Employees



Wilson	12.3	10.0	15.2	7.0	8.2
Average	17.7	15.5	14.0	8.5	8.5

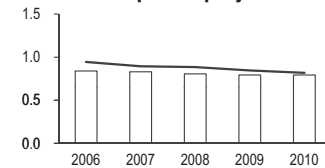
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Wilson	\$1,032	\$1,233	\$1,451	\$1,265	\$1,151
Average	\$1,008	\$1,039	\$1,054	\$1,045	\$1,061

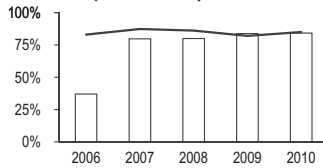
Ratio of Human Resources Staff to 100 Municipal Employees



Wilson	0.84	0.83	0.81	0.79	0.79
Average	0.95	0.89	0.88	0.85	0.82

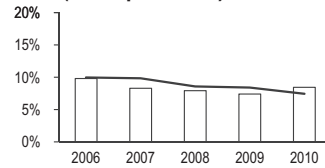
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



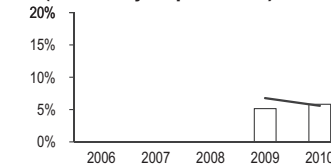
Wilson	37%	80%	80%	84%	84%
Average	83%	87%	86%	82%	85%

Employee Turnover Rate (All Separations)



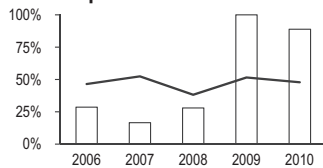
Wilson	9.8%	8.3%	7.9%	7.4%	8.5%
Average	10.0%	9.8%	8.6%	8.4%	7.4%

Employee Turnover Rate (Voluntary Separations)



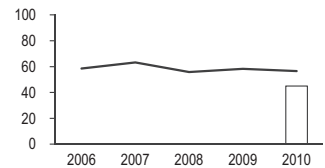
Wilson				5.2%	5.8%
Average				6.8%	5.6%

Percentage of Grievances Resolved at Department Level



Wilson	29%	17%	28%	100%	89%
Average	47%	52%	38%	52%	48%

Average Days from Post Date to Hire Date (First Day of Employment)



Wilson					45
Average	58	63	56	58	57

MUNICIPAL PROFILE		EXPLANATORY INFORMATION
Population (OSBM 2009)	51,274	<p>Service Level and Delivery The City of Wilson has a centralized Human Resources Department comprised of policy development and implementation, classification and pay administration, recruitment and selection, benefits administration, and employee relations. The safety and health program is a function of the Risk Management Division under another department. Occupational health needs are met through a contract with the Wilson Medical Center.</p> <p>The city conducted no compensation studies during FY 2009–10.</p> <p>The city's probationary period was twelve months for new city employees.</p> <p>Conditions Affecting Service, Performance, and Costs</p>
Land Area (Square Miles)	29.02	
Persons per Square Mile	1,767	
Unemployment Rate (ESC-09)	12.1%	
County	Wilson	
Topography	Flat	
Climate	Mild	
FULL COST PROFILE		
Cost Breakdown by Percentage		
Personal Services	48.2%	
Operating Costs	51.2%	
Capital Costs	0.6%	
TOTAL	100.0%	
Cost Breakdown in Dollars		
Personal Services	\$ 420,020	
Operating Costs	\$ 446,056	
Capital Costs	\$ 5,261	
TOTAL	\$ 871,337	
SERVICE PROFILE		
FTE Positions		
Administration	2.00	
Generalist/Specialist	3.00	
Staff Support (Clerical)	1.00	
Total Authorized Workforce	757	
Authorized FTEs	752	
Number of Position Requisitions	62	
Employment Applications Processed	2,833	
Employee Turnover		
Voluntary Separations	44	
Involuntary Separations	20	
TOTAL SEPARATIONS	64	
Average Length of Service (Months)	116.0	
Formal Grievances Filed by Employees	9	
EEOC Complaints Filed	2	
Length of Probationary Employment Period	12 months	
Compensation Studies Completed	0	
Positions Studied	0	

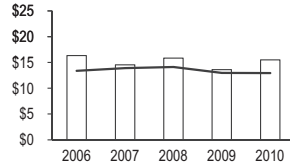
Key: Winston-Salem ■

Benchmarking Average —

Fiscal Years 2006 through 2010

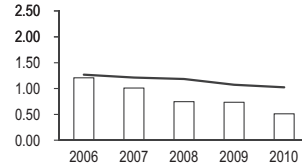
RESOURCE Measures

Human Resources Services Cost per Capita



Year	Winston-Salem	Average
2006	\$16.35	\$13.38
2007	\$14.54	\$13.90
2008	\$15.86	\$14.12
2009	\$13.62	\$12.97
2010	\$15.50	\$12.93

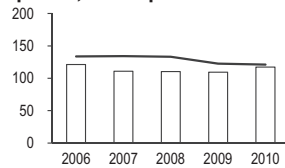
Human Resources FTEs per 10,000 Population



Year	Winston-Salem	Average
2006	1.21	1.27
2007	1.01	1.21
2008	0.75	1.18
2009	0.74	1.07
2010	0.51	1.02

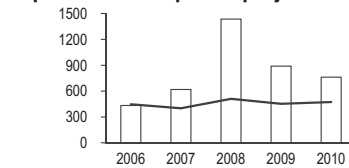
WORKLOAD Measures

Total Municipal FTEs per 10,000 Population



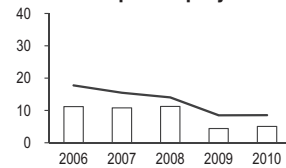
Year	Winston-Salem	Average
2006	121	134
2007	111	134
2008	110	133
2009	109	123
2010	117	121

Applications Processed per 100 Municipal Employees



Year	Winston-Salem	Average
2006	432	448
2007	618	401
2008	1435	510
2009	891	452
2010	762	473

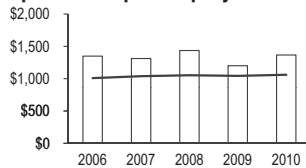
Position Requisitions per 100 Municipal Employees



Year	Winston-Salem	Average
2006	11.2	17.7
2007	10.8	15.5
2008	11.3	14.0
2009	4.4	8.5
2010	5.1	8.5

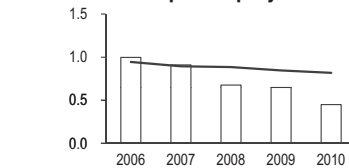
EFFICIENCY Measures

Human Resources Cost per Municipal Employee



Year	Winston-Salem	Average
2006	\$1,349	\$1,008
2007	\$1,312	\$1,039
2008	\$1,436	\$1,054
2009	\$1,201	\$1,045
2010	\$1,367	\$1,061

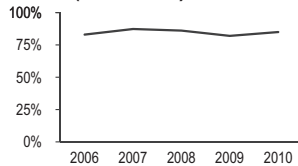
Ratio of Human Resources Staff to 100 Municipal Employees



Year	Winston-Salem	Average
2006	1.00	0.95
2007	0.91	0.89
2008	0.68	0.88
2009	0.65	0.85
2010	0.45	0.82

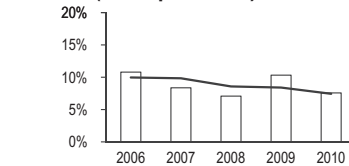
EFFECTIVENESS Measures

Probationary Period Completion Rate (New Hires)



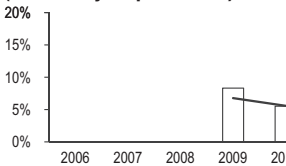
Year	Winston-Salem	Average
2006	83%	83%
2007	87%	87%
2008	86%	86%
2009	82%	82%
2010	85%	85%

Employee Turnover Rate (All Separations)



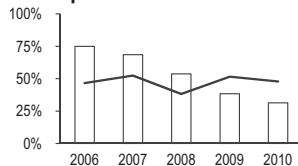
Year	Winston-Salem	Average
2006	10.8%	10.0%
2007	8.4%	9.8%
2008	7.1%	8.6%
2009	10.3%	8.4%
2010	7.6%	7.4%

Employee Turnover Rate (Voluntary Separations)



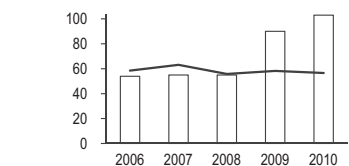
Year	Winston-Salem	Average
2009	8.3%	6.8%
2010	5.5%	5.6%

Percentage of Grievances Resolved at Department Level



Year	Winston-Salem	Average
2006	75%	47%
2007	69%	52%
2008	54%	38%
2009	38%	52%
2010	31%	48%

Average Days from Post Date to Hire Date (First Day of Employment)



Year	Winston-Salem	Average
2006	54	58
2007	55	63
2008	55	56
2009	90	58
2010	103	57

Winston-Salem

Fiscal Year 2009–10

MUNICIPAL PROFILE		EXPLANATORY INFORMATION	
Population (OSBM 2009)	235,075	<p>Service Level and Delivery The human resources function is housed under three separate departments: finance, employee health and safety, and human resources and employee training. The portion included in the Finance Department is responsible for benefits administration. The Human Resources Department has two separate sections: one for general human resources management and another for employee training.</p> <p>The city conducted eight compensation studies during FY 2009–10 covering seventy-two positions.</p> <p>Winston-Salem did not use a probationary period. As a result, no data are available for the measure "probationary period completion rate (new hires)."</p> <p>Conditions Affecting Service, Performance, and Costs Winston-Salem has added the alternative to submit applications on-line rather than on paper. This process has made it substantially easier to apply for jobs pushing up the number of applications. Roughly eighty-five percent of applications to the city were done on-line. The slump in the economy and layoffs have also generated more applications for city jobs.</p> <p>The city has two health insurance plans: a basic plan and the Basic Plus Plan which has richer benefits and more expensive premiums for employees.</p>	
Land Area (Square Miles)	133.19		
Persons per Square Mile	1,765		
Unemployment Rate (ESC-09)	9.7%		
County	Forsyth		
Topography	Gently rolling		
Climate	Moderate		
FULL COST PROFILE			
Cost Breakdown by Percentage			
Personal Services	34.2%		
Operating Costs	60.8%		
Capital Costs	5.0%		
TOTAL	100.0%		
Cost Breakdown in Dollars			
Personal Services	\$ 1,248,000		
Operating Costs	\$ 2,215,448		
Capital Costs	\$ 180,433		
TOTAL	\$ 3,643,881		
SERVICE PROFILE			
FTE Positions			
Administration	2.00		
Generalist/Specialist	6.00		
Staff Support (Clerical)	4.00		
Total Authorized Workforce			
Authorized FTEs	2,756		
Number of Position Requisitions	135		
Employment Applications Processed	20,315		
Employee Turnover			
Voluntary Separations	147		
Involuntary Separations	55		
TOTAL SEPARATIONS	202		
Average Length of Service (Months)	132.0		
Formal Grievances Filed by Employees	86		
EEOC Complaints Filed	3		
Length of Probationary Employment Period	No Probationary Period		
Compensation Studies Completed	8		
Positions Studied	72		

