

## ***City of Marco Island***

# Memo

To: Steve Thompson, City Manager  
From: Laura Litzan, City Clerk  
Date: July 7, 2008  
Re: Recommendation for the Development of a Human Resources Department

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The job of the Human Resources (HR) function in any organization is to lead the organization in the acquisition, maintenance, development, supervision and measurement of the human assets and the results of their work (quality, productivity and service).

While the general rule of thumb for HR staffing ratios is one HR person for every 100 employees, the actual ratio can vary depending upon several variables:

- Centralization or decentralization of the HR function
- The number of locations
- The geographic distribution of the employees served
- Any services that are outsourced
- The amount of automation utilized
- The relative sophistication of the employees
- The level of regulatory oversight
- The type, extent and frequency of required training
- The type and extent of required record keeping and reporting

The last key variable affecting the staffing ratio is the expected level of service and support to be provided by the HR Department – maintenance level or full range level.

At the “maintenance level” the HR Department is primarily concerned with maintenance, compliance, and administrative tasks. HR is reactive, responding upon demand to management and employee needs, but seldom initiating activity.

At the "full range level" HR activities broaden to include development and implementation of programs to support the overall growth of the organization, productivity improvement, and employee relations. The HR Department proactively initiates activities to minimize risk to the organization and provides a range of performance improvement activities.

Currently, the City of Marco Island's HR staffing ratio is 0-200. HR activities are divided amongst several staff members and departments (see list attached), with the bulk of functions centralized in the City Clerk's Department. HR services are provided at the "maintenance level" only.

While our current organizational structure served us well in the past, we have simply outgrown it. Developing a separate HR Department that functions at the "full range level" would improve the efficiency of our internal processes in all departments, increase employee satisfaction and productivity, and, most importantly, inspire innovation in the organization.

Minimal staffing requirements: 2

1 HR Director

1 Administrative Assistant

## Employment and Placement

<b>Function</b>	<b>Staff Responsibility</b>
Recruitment	City Clerk
Advertising	City Clerk
Interviews	Department Director or Assigns
Reference Check	Department Director or Assigns
Background Check	City Clerk
Drug Screen	City Clerk
Hiring	City Clerk
EEO	City Clerk
Separation	City Clerk

## Compensation, Benefits, Job Analysis

<b>Function</b>	<b>Staff Responsibility</b>
Classification	Outsourced
Pay Plan	Outsourced
Maintenance of Pay Plan	City Clerk
Payroll	Finance Director / Outsourced
Record Keeping	City Clerk / Finance Director
Performance Evaluations	City Clerk
Benefits Analysis	Outsourced
Benefits Selection	City Clerk / Finance Director
Benefits Administration	City Clerk
Workers Compensation	Finance Director
Risk Management	Finance Director

## Training and Development

<b>Function</b>	<b>Staff Responsibility</b>
Communications	City Clerk
Recognition Programs	City Clerk
Technical Training	Not Assigned
Career Development	Not Assigned
Succession Planning	Not Assigned
Safety Program	Finance Director / Outsourced

## Employee Relations

<b>Function</b>	<b>Staff Responsibility</b>
Labor Relations	Department Director
Union Contract Nego.	Directors/City Clerk/Finance Dir.
Dispute Resolution	City Clerk / City Manager
Counseling	Outsourced