

# Human Resources

Striving for continuous improvement to help create the best solutions and remain relevant and productive

## 2018 ANNUAL REPORT



All data cited in this report is from the 2018 calendar year.

### Employment Status and Hours Worked



Draper City had a total of **362 employees** at the end of December 2018. This includes part time crossing guards, firefighters and other permanent part-time positions, 6 elected officials, as well as any seasonal employees. The full time total includes 38 exempt employees.

In the FY18-19 budget the City Council approved **9 new full time** and **3 new part time** positions.

Total number of hours worked by full time employees is **479,538** and **90,403** hours by part time/seasonals. Total hours of **overtime worked** was **34,527**. (See chart to the right).

Overall sick hours used was **9,157** indicating an **absenteeism rate of 1.9%**. The Bureau of Labor Statistics reports the 2018 national average for local government was 3.2%.

#### Categories of Hours Worked



All full time and permanent part time employees received a **performance evaluation**. **Merit increases** were awarded to non-public safety employees based on their evaluation score. Only one employee did not receive an increase and was put on a performance improvement plan. All Police and Fire personnel advanced to the next level of their respective step pay plans based on acceptable performance.

### Human Resource Staff Members

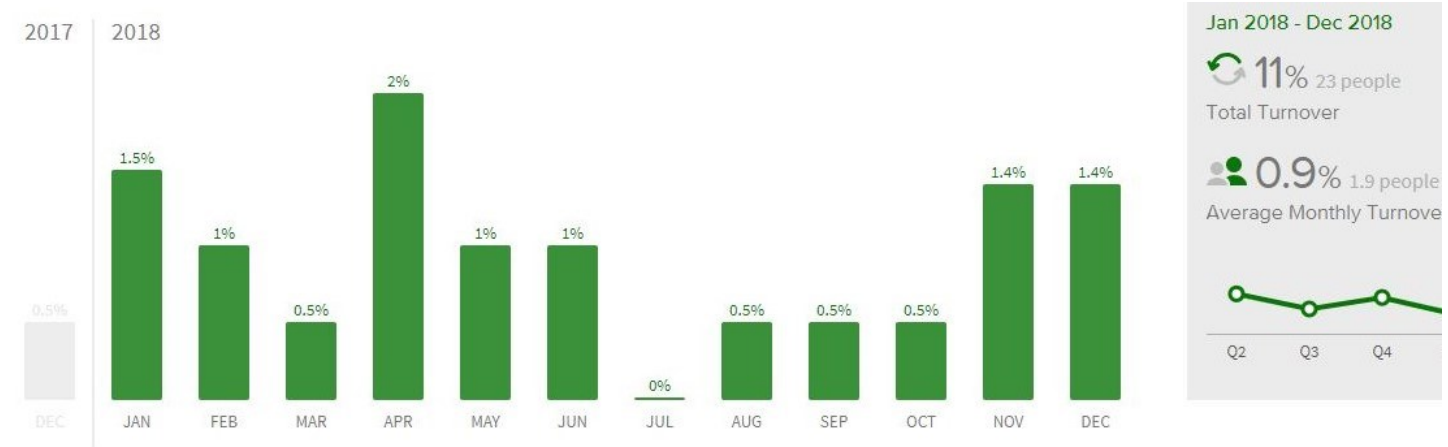
- Hazel Dunsmore, Director, PHR, SHRM-CP
- Kristin Cranmer, HR Generalist, PHR
- Shanika Ells, HR Administrative Assistant (part time)

Both full-time staff belong to the national **Society of Human Resource Professionals (SHRM)** and attend local Salt Lake chapter meetings 4 times a year. Draper also has membership in the **International Public Management Association for Human Resource Professionals (IPMA-HR)**. In 2018 Draper staff were charter members in the newly formed Utah chapter along with other municipal, county and state HR staff.

In order to maintain PHR and SHRM-CP credentials, HR professionals are required to obtain **60 continuing education credits every 3 years**. We are able to keep up with our certifications and stay within our training budget by attending chapter meetings and other local HR related conferences.

# Employee Turnover

The **total turnover rate for full time employees was 11%**. Historically we had high rates of 28.1% in 2015, 23.11% in 2016, and a lower rate of 9.9% in 2017 (due to adding 38 Fire Department employees). The Police Department had the highest turnover, which decreased with the adoption of a new pay plan. See charts below for more data. The Utah unemployment rate for 2018 was 3.2%, compared to the national rate of 3.7%.



## Termination Reason



## Department



## Length of Service



# Technology

has been a key driver of success for Human Resources. In 2018, HR staff implemented an online recruiting, applicant tracking and new hire onboarding system by subscribing to BambooHR. Applicant information is transferred into the employee database upon hire and new hire paperwork is now completed online. This has eliminated the need for staff to enter information twice and has **decreased the time spent at the in office orientation by 30 minutes**.

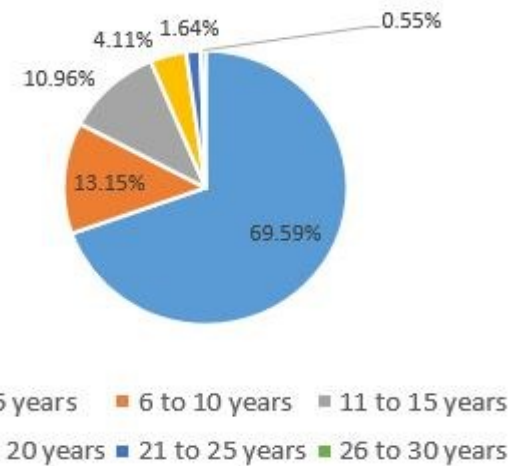
We received **1,716 job applications** electronically and **hired 119 employees**: 32 full time; 47 part-time and 40 seasonal. **Average time to fill a vacancy from job posting to employee start date is 4.5 weeks**.

We are moving towards digital personnel files using BambooHR for our Human Resource Information System (HRIS) and eliminating the need for storage of paper documents. Each employee now has a digital personnel folder. **To date, 295 active employee personnel folders have been scanned into our HRIS** equaling a total of 76.52% personnel files being digitalized. The remaining 72 active folders will be completed by May 2019. A total of **400 employee personnel folders were scanned** in 2018.

We use an **online system to complete nationwide background checks** for new employees and all City volunteers to provide more security. Not only is this more secure than using paper, but most background reports are ready within minutes which helps improve the experience for customers and streamline the process for staff. A total of **398 background checks** were completed.

The majority of Draper employees have been with the City for less than 5 years.

## Employee Longevity

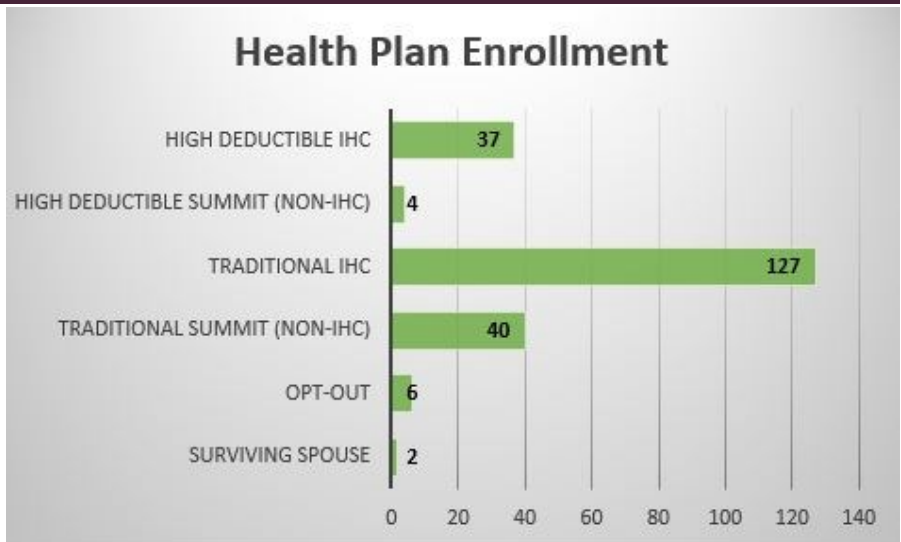


## Benefits

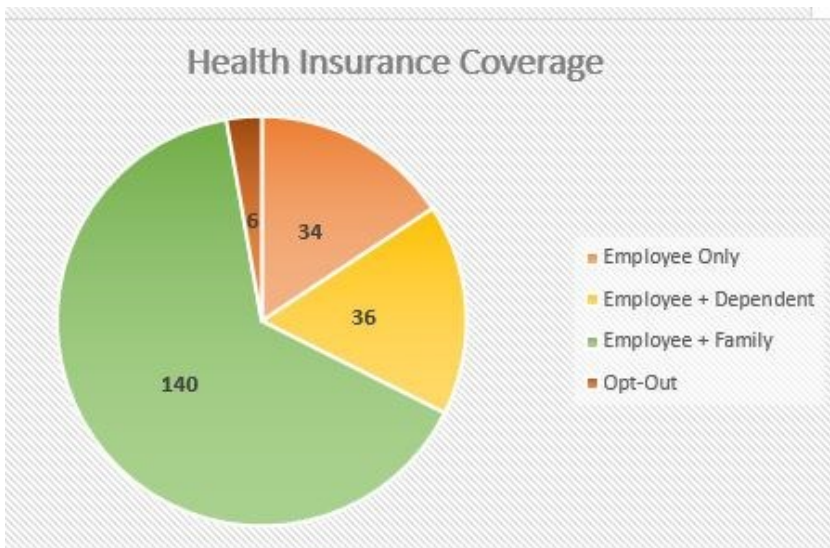
Three benefit open enrollment meetings were held in June and a total of **207 employees were enrolled** using our online enrollment system. Health coverage was provided for the surviving spouse and family of Derek Johnson and Matthew Burchett who were killed in the line of duty.

The City was able to keep the same plans and level of insurance coverage and continue to pay 90% for family coverage. The chart to the right shows the enrollment in each of our 4 plans.

The chart below shows the numbers enrolled in each level of coverage.



IHC continues to be the most popular network with 79% enrollment. Most employees choose traditional coverage, only 20% enrolled in a high deductible plan. A new “opt-out” of health insurance benefit was introduced for employees who have coverage through a spouse or parent. There were 6 employees who chose the opt-out, which could potentially save the City \$28,008 in premium costs. To complement the benefit package, new supplemental insurance policies for off-the-job job accident coverage and critical illness were added.



In August we held a **Healthy Utah biometric screening and 77 people attended**. We were able to accommodate 27 more employees than last year. Of those, 43 followed up with HR and received the Healthy Utah match and doubled their incentive.

We held the annual onsite **flu clinic** in September for **75 employees**. New in 2018 we added **2 onsite Hepatitis A immunization** clinic for Police, Fire and Parks at City Hall and Fire Station 21.

We continue to educate and encourage employees to create a login to myPEHP and use the tools. This participation, along with education and careful use of resources, resulting in a premium rebate from PEHP. In 2018 the rebate was \$54,000.

Using the rebate funds, we introduced a **fitness incentive** for all employees (\$25 for part time and \$50 for full time). Employees could be reimbursed if they showed a receipt for a product or service that encouraged a healthier lifestyle. **121 employees participated**: 8 part time and 113 full time. We also subscribed to PEHP’s new **wellness tracking program**. Employees are able to earn \$150 each year by completing 3 challenges. The goal of the program is to help create and sustain healthy habits which will ultimately keep our renewal rates low.

## Employee Development

is a priority, especially focusing on those in supervisory and leadership positions. **Quarterly supervisor/management** training sessions were held and in September, **68 management employees** went through a 3-day FranklinCovey seminar on the **6 Critical Practices for leading a team**. A key outcome was setting a management goal that each city employee would receive a one-on-one with their supervisor each month beginning January 2019. Participants have year-long online access to all FranklinCovey resources.

**Every employee** received **annual harassment avoidance training**. We offered several live 1-1/2 hour training sessions taught by Paul Johnson, URMMA.

We subscribed to year-long online **defensive driving** training for Parks and Public Works employees and online **emergency vehicle operator (EVO) training** for the Fire Department. The Police Department continued to provide their own training program.

# Key Accomplishments

- With **2 FT and 1 PT** employees, Draper Human Resources has a ratio of **1 staff per 145 employees**. The national average is 1 HR per 100 employees.
- HR submitted **14 personnel policy amendments** to the City Council, all of which were approved. These amendments were needed to ensure compliance with federal and state laws and to clarify and improve the administration of personnel related matters. In total **10 Resolutions** were approved, 3 of which were approving the appointments of the Community Development Director, Public Works Director, and City Recorder.
- We submitted and managed **29 workers compensation claims** and completed OSHA 300 log and accompanying forms. The Director attended 2 training sessions with our carrier (WCF Insurance). One covered return to work options and the other explained OSHA compliance. We participated in a safety assessment with WCF's safety officer and walked through the parks building and 3 fire stations. Potential risks were noted and then resolved by staff within the following 4 weeks.
- Sadly, Draper Fire experienced a **death in the line of duty** in August. HR assisted the family of Captain Matthew Burchett in applying for and processing, life insurance, workers compensation benefits, Federal Public Safety Officer Benefits, and health insurance coverage.
- Throughout the year we conducted both the federally required **random drug and alcohol testing** for CDL holders. We also randomly tested safety sensitive staff in accordance with our personnel policy.
- A required **Occupational Employment Report** was completed and submitted to the State of Utah.
- Draper City's **EEO Plan** was updated and posted.
- HR staff facilitated **promotional testing in the Police Department** for Sergeant and Lieutenant positions. We also participated in **Metro Fire annual testing** by proctoring and scoring over 100 exams.
- The HR Director chairs the monthly **Accident Review Committee** which reviewed **60 vehicle and heavy equipment accidents** throughout the year and made suggestions for new safety and preventive measures.
- **Salary surveys** for Police, Fire, Water, Parks & Recreation, and Public Works were completed using the TechNet database. We also participated in several studies conducted by other cities.
- **We hosted URS retirement and Medicare regional meetings** at City Hall. We held an informational meeting for new Tier II employees and facilitated one-on-one financial counseling with URS consultants for full-time employees.
- HR updated and created **job descriptions** to provide accurate list of duties and responsibilities for current and new positions.
- We closely monitored the background checks for volunteer coaches in the Recreation Division to ensure that every coach was eligible. This provides security for the City as well as for the children.

## Age of Draper Workforce

Breakdown By Age

This chart shows the age groups of all employees including seasonal and part time who fall mainly in the 25 and under category. Nationwide statistics show fewer young people are choosing government jobs. This trend is affecting recruitment citywide. We are working with other cities in conjunction with the Utah chapter of IPMA-HR to find ways to attract and retain younger workers.

