

# Human Resources

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

## 2019 ANNUAL REPORT



All data cited in this report is from the 2019 calendar year.

### Human Resource Staff Members

- Hazel Dunsmore, Director, PHR, SHRM-CP
- Kristin Cranmer, HR Generalist, PHR

Both full-time staff have professional HR credentials and are members of the national Society for Human Resource Management (SHRM). 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.

Draper also has membership in the **International Public Management Association for Human Resource Professionals (IPMA-HR)**. In 2019 HR staff attended both a Western Region IPMA-HR conference in Denver, and the Utah Chapter day-long conference in Lehi with other government HR professionals.

Effective July 1, 2019, the budget for the part-time HR Administrative Assistant was used towards a full-time Risk Coordinator in the Legal Department. Most risk-related responsibilities previously handled in HR, such as workers' compensation administration, were transferred to the new position effective July 1, 2019. With **2 FT** employees, Draper Human Resources has a ratio of **1 staff per 185 employees**. The national average is 1 HR staff per 100 employees

### Employment Status and Hours Worked



Draper City had a total of **370 employees** at the end of December 2019. 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 41 exempt employees.

In the FY19-20 budget the City Council approved **3 new full time** positions.

**Total number of hours worked** by full time employees is **390,392**, with an additional **36,101 hours of overtime**.

Overall sick hours used was **11,046** indicating an **absenteeism rate of 2.9%** compared to 1.9% last year. The Bureau of Labor Statistics reports the 2019 national sick leave average for local government was 3.1%.

**Merit increases** were awarded to non-public safety employees based on their evaluation score. All Police and Fire personnel met the requirements to advance to the next level of their respective step pay plans based on acceptable performance. Non public safety employees received **1% merit and 2% COLA** increases in July.

A new format was introduced to replace the outdated performance appraisal. Each supervisor will meet with individual employees for a **discussion and development plan** to outline what employees are doing well and where they need to improve. Per policy, this will take place at least once a year.

# Employee Turnover

The **total turnover rate for full time employees was 14.2%**. This is 3 points higher than 2018. The Community Development Department had the highest employee turnover. We believe this has stabilized as HR follows up with new hires to make sure they are getting the training they need to be successful. See charts below for more data. The Utah unemployment rate is at an all time low at 2.4%, compared to the national rate of 3.5%.

Draper has been successful in raising public safety wages to compete with other cities, but still lack the ability to compete on behalf of other departments. For several years, HR has been looking in to a step system for pay for non-public safety employees which would help Draper to attract and retain entry level and lateral moves in every city department. Police and Fire pay is slightly above midpoint, but for all other departments we strive for midpoint in compensation studies, which means we are not as successful in recruiting as we could be .



Termination Reason

View Details



Department

View Details



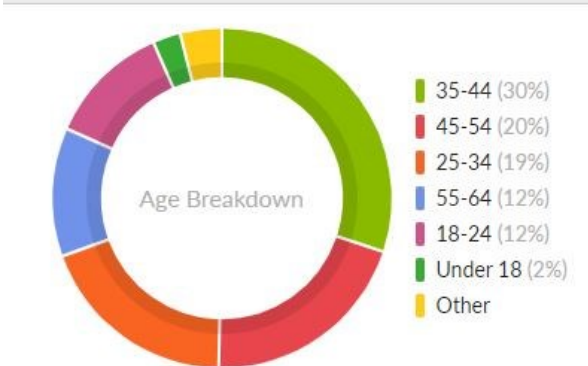
Length of Service

View Details



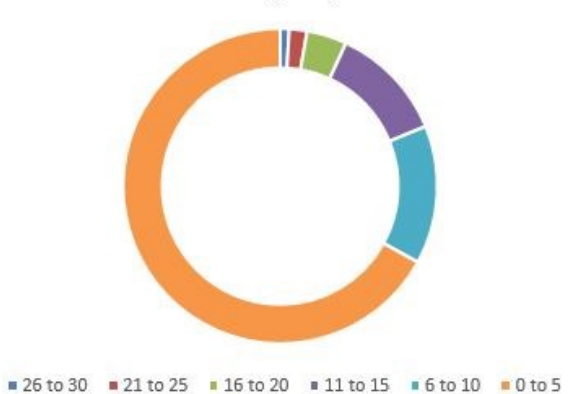
Draper City continues to reflect the nationwide trend of not being able to attract younger workers to government positions. Sixty-two percent of our workforce is over age 35.

Age Profile



The majority of Draper employees (67%) have been with the City for less than 5 years. This tracks with the nationwide trend of moving to wherever they can find higher paying jobs or better opportunity.

Longevity

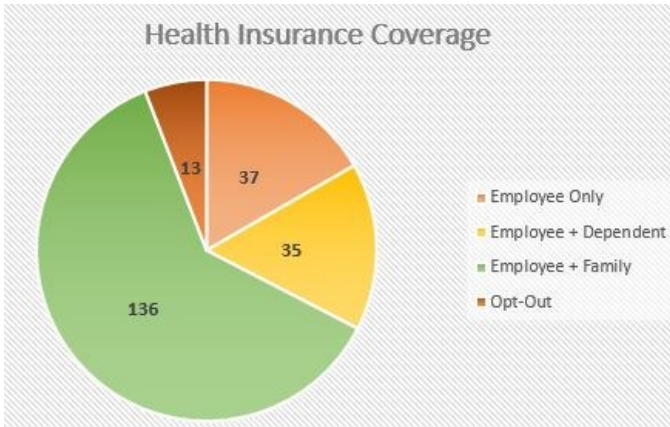


## Benefits

Benefit open enrollment meetings were held in each department during May and June and a total of **225 employees were enrolled** using our online enrollment system. 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.

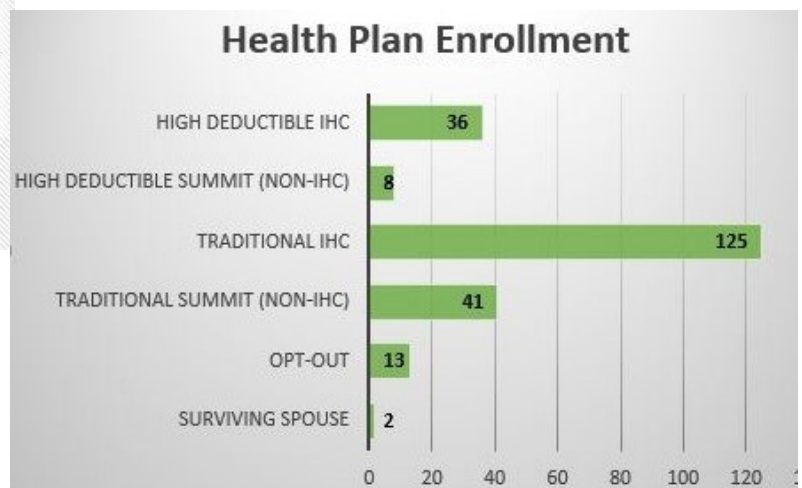
Draper continues to provide health coverage for the surviving spouse and family of Derek Johnson and Matthew Burchett who were killed in the line of duty. The City is enrolled in, and contributes to, the State's Surviving Spouse Trust Fund. This year was the first year we could apply for and receive reimbursement for the Johnson family 2019 premiums. In 2020 we will be able to apply for premium reimbursements for both families (approx. \$30,000).

The pie chart below shows the numbers enrolled in each level of coverage from employee only to family



In August we held our annual **Healthy Utah biometric screening at City Hall and 78 people attended**. Additional screenings were held for the Police Department and Fire Department. As an incentive to take an active role in preventive healthcare, HR matched the cash incentive that Healthy Utah provided. We held the annual onsite

IHC continues to be the most popular network with 79% enrollment. Most employees choose traditional coverage, only 20% enrolled in a high deductible plan. Thirteen employees chose to "opt-out" of health insurance because they have coverage through a spouse or parent.



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, results in a premium rebate from PEHP. In 2019 the rebate was \$54,400.

The rebate funds are used to offer a **fitness incentive** for all employees (\$50 for part time and \$100 for full time). Employees are reimbursed if they show a receipt for a product or service that encourages a healthier lifestyle. \$40,000 of the rebate was allocated to purchase exercise equipment for the gym facility being built in the Police wing of City Hall. We also subscribe to PEHP's **wellness tracking program**. Employees and their spouse are able to earn \$150 each year by completing 3 challenges. The goal of these programs 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 throughout the year. HR developed and trained supervisors on a new approach to employee appraisals. Supervisors are now encouraged to meet throughout the year for one-on-one discussions that outline expectations, facilitate a discussion on the employee's strengths, discuss areas where they can improve, and ensure employees have the support they need to be successful in their jobs. On an annual basis there will be a formal **Discussion and Development Plan** submitted to HR for the employee's personnel file. Rating scales are no longer part of the form and the focus is on a joint supervisor/employee commitment to employee development, employee engagement and ultimately employee success.

**Every employee** received **annual harassment avoidance training**. Several live training sessions were held to ensure all employees received and understood the training. This year the policy on providing a harassment-free workplace was updated. Employees were trained on how to report harassing behavior and what to expect during an investigation. The City has a zero tolerance for harassment of any kind. The policy was broadened to include any type of harassing behavior, even if it doesn't rise to the legal definition of harassment or hostile work environment.

## Key Accomplishments

- HR staff received and processed **1,589 job applications** in 2019 and **hired 95 employees** (29 full time, 46 part time and 20 seasonal)
- **New hire paperwork is completed online**, cutting down the in person onboarding by 30 minutes.
- We also use the online system for directors and supervisors to **sign internal forms with a digital signature**, thus eliminating paper documents and making the process more efficient.
- All current employees now have a **secure digital personnel file** replacing the old, bulky, hard copy files.
- We worked with the City Recorder to **update our retention schedule** and ensure we are consistent in retaining necessary information.
- HR submitted **8 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.
- Throughout the year both the federally required **random drug and alcohol testing** for CDL holders and random safety sensitive positions were tested in accordance with our personnel policy.
- **Salary surveys** for Police, Fire, Water, Parks & Recreation, and Public Works were completed using the TechNet database. In addition to pay changes, several positions were re-classified. 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 over **400 criminal 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.
- We continue to be enrolled in a program through the State to conduct no-cost online **driver license history** checks on employees.
- Draper City is also enrolled in the newly created **Federal Drug & Alcohol Clearinghouse for CDL holders**. Through this site we are able to get a more accurate pre-employment CDL history. As required by law, we will check each CDL holder through this system once a year.

## Diversity

Draper City's **EEO Plan** was updated, distributed to directors, posted on our web page and submitted to the EEOC. While we continue to reach out to more diverse populations, we have very few minority applicants and employees. It should be noted that our current employee diversity does mirror the population sta-

